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IMAGE CHECKLIST

by Rich Akerman,
Northwest Landscape Industries, Tigard, Ore.

Image is the sum of how the public and your customers perceive your firm, it is your firm's position in the marketplace.

A unified, consistent image serves two major purposes:

- 1) It indicates a level of thought, organization and commitment by your firm, indicating that the firm is "together" and knows what it's doing and where it's going.
- 2) It makes your firm more memorable, because it makes associations easier for your public when—

every time they see you or a representative of your firm—the same image is reinforced.

These factors all influence your company image:

PERSONAL

- Wardrobe: uniforms, personal appearance
- Staff: dress, demeanor and attentiveness
- Receptionist: greetings and phone techniques
- Logo: on letterhead and all correspondence
- Office atmosphere: landscaping, look of office (pictures, photography, magazines, layout, lighting, neighborhood parking)
- Equipment: appearance, application of name and logo
- Community relations: activities within the community
- Association memberships
- Awards: from whom and for what
- Presentation style
- Client list

NON-PERSONAL

- Brochure
- Direct mail
- Video
- Photography
- Advertising
- Publicity and publications

Whether favorable or not, your company will have an image. Shaping a positive image with clients and public requires effort and attention to detail. Ask yourself regularly, "If I were a customer, what would I think about my company's image?"

—Reprinted, with permission, from "Landscape Contractor News," the newsletter of the Associated Landscape Contractors of America. For more information about ALCA, phone (703) 620-6363.

SUGGESTIONS TO IMPROVE YOUR IMAGE AT THE LOCAL LEVEL

by Bob Klitz, CGCS,
Deer Creek Country Club, Coral Springs, Florida

■ Golf course superintendents have several means available to help get the word out on the fine job they are doing:

1) **Offer your services** to area high schools and vocational schools, to provide information about job opportunities in the golf course management industry. This information can be provided through job fairs, career days, or other school-sponsored activities.

2) **Volunteer to be a guest speaker** for area community groups at luncheons, meetings and various functions. Check newspapers or local Chamber of Commerce for listings of groups that meet on a regular basis. Offer your time to speak about the golf industry, home lawn and landscape care, or other environmental issues.

3) **Handle your interactions** with golfers, members, clubhouse staff, management, and employees with a professional attitude and manner.

4) **Establish an interactive relationship with someone in the media.**

Sportswriters, television reporters, local newspaper editors or columnists, environmental writers for area papers...all would be worthwhile contacts to provide with interesting and helpful information.

5) **Continue to operate your maintenance facility** in a clean, organized, safe and environmentally beneficial manner.

6) **Continue to provide your employees** with the latest safety equipment and training available. Be sure they know how to operate and use all of their equipment in a professional manner. Remember that their actions are a direct reflection of their training.

—Reprinted, with permission, from "The Florida Green," the magazine of the Florida Golf Course Superintendents Association.



IMAGE IS A REFLECTION

by William E. Akehurst Sr.,
Akehurst Landscape Service, Joppa, Md.

■ An image is a reflection of one's self or thing. In our businesses, just what image do we reflect to others?

It's been said that our actions often speak louder than words. The same holds true with the image that each of our businesses convey. We must continually monitor the way our firms are mirrored to our clients, our community and the public in general.

There are three areas that demonstrate the way others see us:

1) **The image of our person.** Our own witness to how people perceive our appearance and character.

If our own lives do not reflect a proper, moral, high standard, ethical and quality image, then how can we expect others in our organizations to conduct their lives and to perform their duties in such a manner as to reflect a good company image?

2) **Physical, outward appearance.**



This includes our facility, equipment and employees representing our firms. Does our facility depict a caring attitude? Are we an asset to the community and our neighbors? Is our equipment well kept?

3) **The image of the work we perform.** We are all aware of quality control. As professionals, we should have very

high standards. All too often, particularly on very competitive bid jobs, there are little details that if performed will give you a high quality image—but if they go unnoticed or overlooked, it will contribute to a mediocre or poor image. Our image as individuals, as members of our community, and as an industry should always reflect quality.

—Reprinted, with permission, from "Landscape News," the newsletter of the National Landscaping Association/American Association of Nurserymen. For more information about the NLA and AAN, phone (202) 789-2900.

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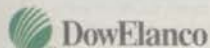
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Other important tree care methods include proper placement, weather protection and preventive measures to protect trees during construction.

Prep fruit trees for winter cold

■ After harvest, fruit trees require a period of rest, which is when winter comes along. To help the tree weather the dormant winter period, use the following care

guidelines by Stella Otto, author of *The Backyard Orchardist* (1993, OttoGraphics):

1) Mow the vegetation around the trunk one last time and rake mulch and fallen leaves back from the trunk a foot or two.

High grass and mulch are havens for rodents that might gnaw on the trunks.

2) Paint the trunks with white latex paint, to help avoid trunk splitting caused by sun on the south side of the tree from reflecting up and heating the trunk.

3) Protect young trees with mouse guards. Most nurseries sell plastic spiral guards.

To make your own, form a 2-1/2 ft. cylinder of hardware cloth or screen around the trunk.

Allow an inch or so of space between the trunk and the guard.

4) Pick up any dropped fruit and rake up and compost diseased leaves. This helps keep insects and diseases under control in the following season, and deer and rodents will not be attracted to the fruit.

5) Use a repellent if deer are a problem. This is especially important on small, young trees and later in the winter as food becomes more scarce.

Small bars of deodorant soap, cloth bags of human hair and various scented repellent sprays will work.

Switch repellents if the deer build up resistance.

—To order *The Backyard Orchardist*, call (800) 345-0096.
continued on page 16

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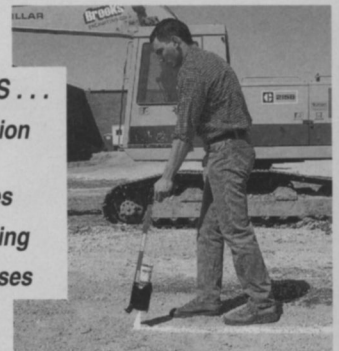
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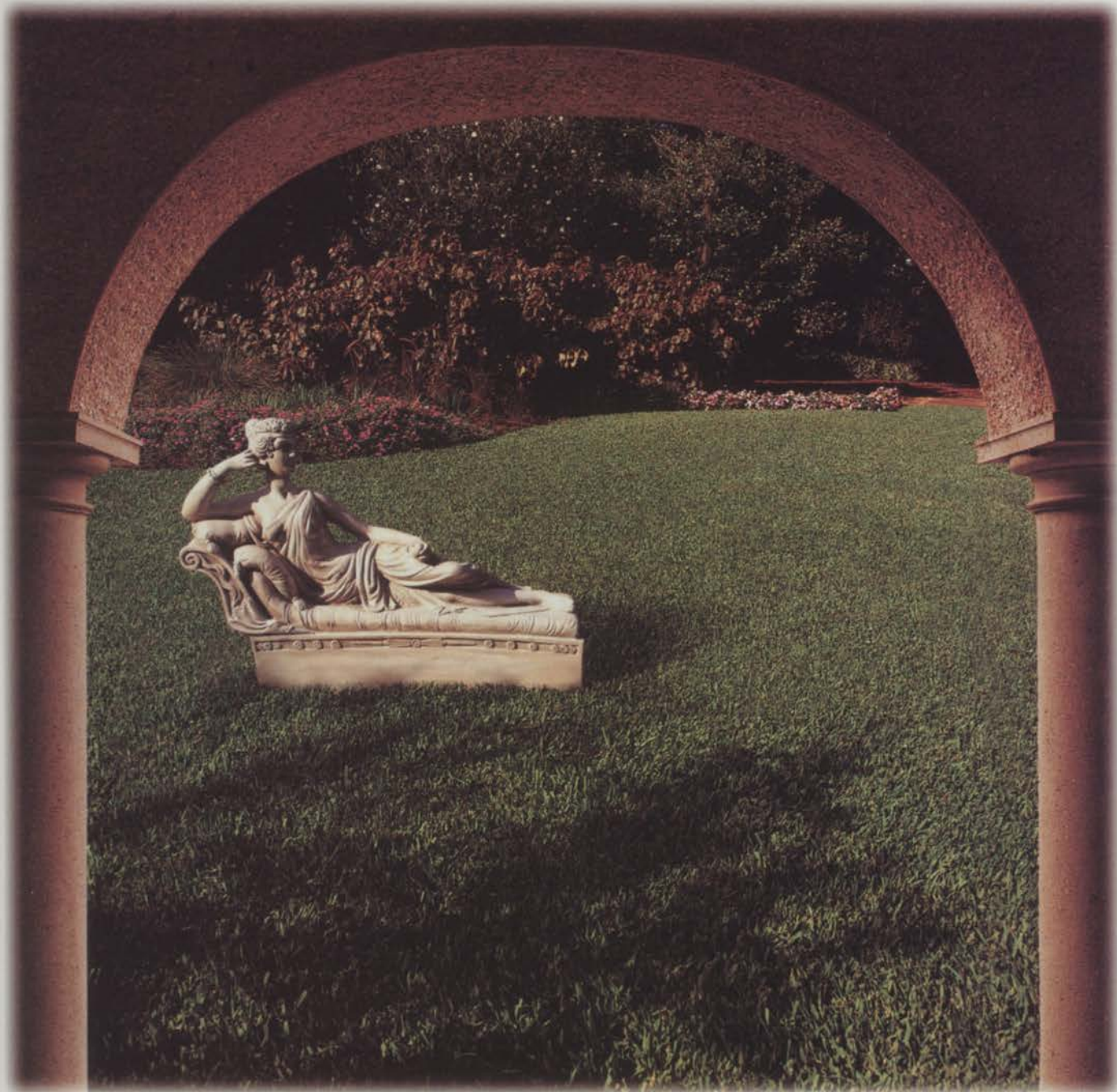
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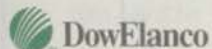
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Injury from equipment	Fence in trees to enclose low branches and protect the trunk. Report all damage promptly to arborist.
Pruning vertical	Prune to minimum height required before construction begins. Consider minimum height requirements of equipment and emergency vehicles over roads. All pruning should be done by an arborist.
Stripping organic surface	Restrict stripping of topsoil around trees. Any woody vegetation to be removed adjacent to trees to remain should be cut at ground level and not pulled out by equipment, or root injury to remaining trees may result.
Digging into topsoil layer while loading material	Store materials outside fenced protection zones and away from roots while loading piles of soil, from root zones. Place plastic tarp, straw, plywood, sand or geotex tile material beneath pile.
Lowering grade, scarifying, preparing subgrade for fills, or structures	Use retaining walls with discontinuous footings to maintain a natural grade as far as possible from trees. Excavate to finish grade by hand and cut exposed roots with a saw to avoid root wrenching and shattering by equipment, or cut with root pruning equipment.
Compacted soils	Fence trees in to keep traffic and storage out of root zone area. In areas of engineered fills, specify minimum compaction (usually 85%) if fill will not support a structure. Provide a storage yard and traffic areas for construction activity well away from the trees. Use 12-14-inches of wood chip mulch to protect soil surface from traffic compaction.

Source: National Arbor Day Foundation

Guide to arboriculture

■ ACRT Institute of Arboriculture & Urban Forestry has published an urban forestry *Student Activity Guide* to provide a complete urban forestry training program for apprentices learning to become line clearance tree trimmers, commercial and municipal tree trimmers, trimmer helpers and grounds maintenance personnel.

There are 29 illustrated lessons in the 525-page guide. Each lesson has a corresponding written or performance test, and features appropriate visual aids.

Curriculum begins with the basics: ropes, knots, terminology and personal safety, and moves into electrical hazard awareness, work site management, hazardous tree recognition and integrated pest management/plant health care.

ACRT developed the guide for use as a forestry textbook in the Job Corps urban forestry training programs. It says the guide is ideal for entry level training for

urban forestry and tree trimming workers. Utilities, municipalities, and commercial arborists who provide on-the-job training will find the guide to be a useful resource.

The *Student Activity Guide* costs \$85 plus \$5 shipping/handling. Contact the ACRT at (800) 622-2562, or send a check or purchase order to P.O. Box 401, Cuyahoga Falls, OH 44221.

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GOLF & ATHLETIC TURF

Highlands unlocks \$\$ savings with environmental approach



"Environmentally sound" management practices save Highlands Golf Course about \$60,000 each year.

Golfers at this public course in Nebraska get beautiful views at every tee in spite of reduced mowing, water and pesticide use.

by Ron Hall,
Senior Editor

■ Native grasses growing six feet tall can swallow golf balls at his course, says Richard Neumann, CGCS. But this is a tiny price to pay for the beauty that these, and other native plants like staghorn sumac and flowering dogwood, add to his Highlands Golf Course.

Neumann sees another type of beauty at Highlands, expecting 50,000 rounds in this only its second full season—the beauty represented in real-life dollars and cents savings.

Neumann estimates that his municipal

course located in Lincoln, Neb., saves about \$60,000 a year because of "environmentally sound" management practices. Actually, it was designed for these savings by Parks and Recreation Director Jim Morgan and City Project Manager Bob Wright with input from the architects, Golfscapes, Inc., and the builders, Landscapes Unlimited, Inc. Construction on Highlands began in March 1992 and the course opened in September 1993, the City of Lincoln's fourth 18-hole municipal golf course.

continued on page 2G

ELSEWHERE

New buying co-op seeks members, p. 6G

Field conversions require a plan p. 8G

Fight burnout with downtime, p. 12G

Muny courses make money, p. 18G

HIGHLANDS from page 1G

The savings, says Neumann, results from three complementary strategies:

- setting aside natural areas for zero or very low maintenance,
- implementing an "intense" IPM program, and
- using ET-based irrigation. (ET stands for evapotranspiration, a precise calculation of a plant's water needs as opposed to its perceived needs.)

"Just cutting down the mowings, figuring about \$20 an hour, we save about \$30,000 a year," says Neumann. Other savings at the 250-acre municipal course include: pesticides, \$5,000; fertilizations, \$5,000; and irrigation, \$20,000.

"Getting to do some of these things is the most fun I've ever had in golf," says Neumann convincingly of his role is helping convert some of Lincoln—admittedly a small part—back to its prairie past.

Prairie grasses, like indiangrass, big and little bluestem, switchgrass and sideoats grama, cover 10 acres of Highlands. These areas of tall grasses separate the holes in what Neumann describes as "our unique prairie links setting." Only native trees and shrubs like eastern red cedar, locust, American linden, green ash

"Sure, some golfers complain. For instance, some say it's 'too shaggy,' but not too many," admits Neumann.

Some former pasture at the course are being left as "undisturbed" areas. "Later they can be converted to true native areas. This is something we're playing with, and having a little bit of success with. We're getting excited about it," says Neumann.

The planting of new cultivars of buffalograss into several other hard-to-maintain sections of the course will not add to his crew's maintenance schedule.

"When this conversion is complete, we expect it to require zero fertility, zero pest treatments and zero irrigation except under extreme conditions," he says. On the down side, some native grasses take three to five years to become established.



Soil sampling at Highlands is helpful as Richard Neumann plans IPM.

require some maintenance. Neumann admits that wildflowers can look weedy once they're out of bloom. In fact, he reduced the size of the wildflower planting by the club house to three acres.

He's had to tame some other locations as well.

"We've backed off of some natural areas because what we thought was out of play, really wasn't," adds Neumann. "It'll take some time for us to get this the way it

should be. We're going to make mistakes."

Neumann's IPM program is basic, but multifaceted—starting with monitoring.

"We try to train our entire full-time staff in scouting techniques. I don't expect everybody on my staff to be an entomologist or a pathologist, but I do expect them to notice something that shouldn't be there," says Neumann. "After we identify a problem, we make a decision on which method of pest control to use."

By mowing "a little higher," Neumann feels he can avoid some pest problems and reduce pesticide use. Also, the Kentucky bluegrass fairways are overseeded with ryegrasses containing high levels of endophytes.

Increasingly, Neumann adds, he's dealing with turf diseases curatively rather than preventively.

"We do not ignore the use of pesticides, but we're trying to minimize their risk to the environment," he explains.

The same philosophy is used with fertilizer. The Highlands' crew regularly monitors the fertility of tees, greens and fairways. It applies fertilizer only when the turf indicates that it's needed.

Some problems—Not everything at the course has gone as smoothly as Neumann would have liked. Irrigation is an example. "In a lot of respects we succeeded, and in a lot of respects we failed," says Neumann.

The course could not use either ground or available surface water for irrigation because both sources are too high in salts. Effluent water was ruled out because the

continued on page 6G



Wildflower plantings at Highlands Golf Course were modified slightly so as to not interfere with play.

were added to the willows and cottonwoods already on the property. Apart from golfers who can't shoot straight, the most common critters in these areas are jack rabbits, ring-neck pheasants and quail.

Fescues & flowers—About five acres of Highlands, including the clubhouse and the area surrounding the parking lot, were initially covered by a mixture of wildflowers and low-growing native grasses. They

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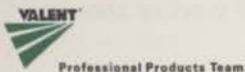
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NEUMANN from page 2G

cost of laying a pipe to get it to the course was too expensive.

The course did experience some runoff problems during grow-in. Once, Neumann recalls, he was roused from a deep sleep by a caller informing him that the course was flooding the municipal airport located across the highway. Rushing to Highlands, he discovered one stuck sprinkler head.

Neumann says he was skeptical when the course's ET-based control irrigation system began operation.

"However I find myself relying more and more on it," he says. "I've also found that we can save



Kentucky bluegrass fairways at Highlands are overseeded with high-endophyte ryegrasses.

somewhere in the neighborhood of 25 to 30 percent of our water costs by relying on the ET-based system to make the decisions that I had been making in the past."

Neumann says he's pleased, and a little bit surprised by how well golfers have accepted the changes at the course.

"Areas that we didn't think would be acceptable at a municipal golf course have become the talk of the golfing community," says Neumann.

"I firmly believe that environmentally sound management practices are economically sound management practices, too."

Supers included in new cooperative buying alliance

■ If a cooperative purchasing program can work for colleges and universities, why not for country clubs? Or for professionals at those clubs, like golf course superintendents?

Why not indeed, wondered Jeffery Dykehouse who, earlier this year, formed the United States Country Club Association (USCCA) to do just that.

In 1994, he worked with a similar program administered by the Midwestern Higher Education Commission for post secondary schools. "I saw how the process worked and, being a golf fanatic, I did some research and found out no one is offering a comprehensive cooperative purchasing program to private clubs," Dykehouse tells LM.

As its name indicates, the USCCA is accepting membership applications from private country clubs for charter membership through August 31. It's marketing services to a 10-state region: Minnesota, Wisconsin, Illinois, Indiana, Michigan, Ohio, Pennsylvania, Virginia, New Jersey and New York. Dykehouse says there are about 1450 private clubs with golf courses in the 10-state region, but private clubs from elsewhere can join too.

Dykehouse tells LM that interest from



Jeffery Dykehouse says private clubs are responding to cooperative.

country club general managers is strong for USCCA's Cooperative Alliance for Purchasing (CAP).

Fundamental to making CAP work will be the development of member advisory committees. Separate committees will be set up for each product or service provided. The committees will be made up of general

managers, golf pros, superintendents, and other leaders responsible for each area of business.

A Maintenance Equipment Committee made up of superintendents would then, for instance, assist with developing a survey for other member superintendents that determines just what types of products or services they would like to pursue for costs savings.

Initially, Dykehouse says, general managers and superintendents have indicated interest in insurance programs, maintenance equipment, fertilizer and chemicals, and golf cars. After the membership says just what it wants, USCCA takes that information into the marketplace and negotiates with purveyors and manufacturers.

"It's real important for us to include our members in every step of this process," says Dykehouse.

USCCA will also be building a Resource Sharing Program whereby superintendents can share the cost and use of maintenance equipment that would otherwise be too expensive for a single club.

Another benefit to members will be USCCA-coordinated regional meetings for member clubs and their staffs.

The USCCA strives to compliment other industry organizations rather than compete with them, adds Dykehouse, founder and president.

For further information contact: USCCA, 500 Cascade West Parkway, Grand Rapids, MI 49546; (616) 949-9411.

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Baseball to football field conversion a big job in little time

Two weeks is all they get at San Diego's Jack Murphy stadium. Speed, proper equipment and a sharp crew are needed to get the job done.

by Steve Wightman
Jack Murphy Stadium

■ August, September and part of October is a busy time at San Diego's Jack Murphy Stadium.



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window for the conversion from baseball to football.

How it's done—First, we remove four-inches of heavy clay soil from the baseball skinned areas and fill to one-inch below grade with our standard sand-based field media. Bermudagrass sod—cut at 1-1/2-inch thickness—is put down in its place.

Thick-cut sod takes longer to knit than regular sod, but thanks to its bulk, weight and density, we can play football within three to five days. If standard-cut sod was placed over the field's sandy rootzone, we'd be replacing strips of sod after the first half of play.

The heavy-soil sod breaks every agronomic rule. Its higher clay and silt content creates a layering effect. We then spend the next two-and-a-half to three months increasing core aeration and topdressing to counteract the layering.

Throughout the season, we have two entirely different growing mediums within the same field. The turf looks the same on

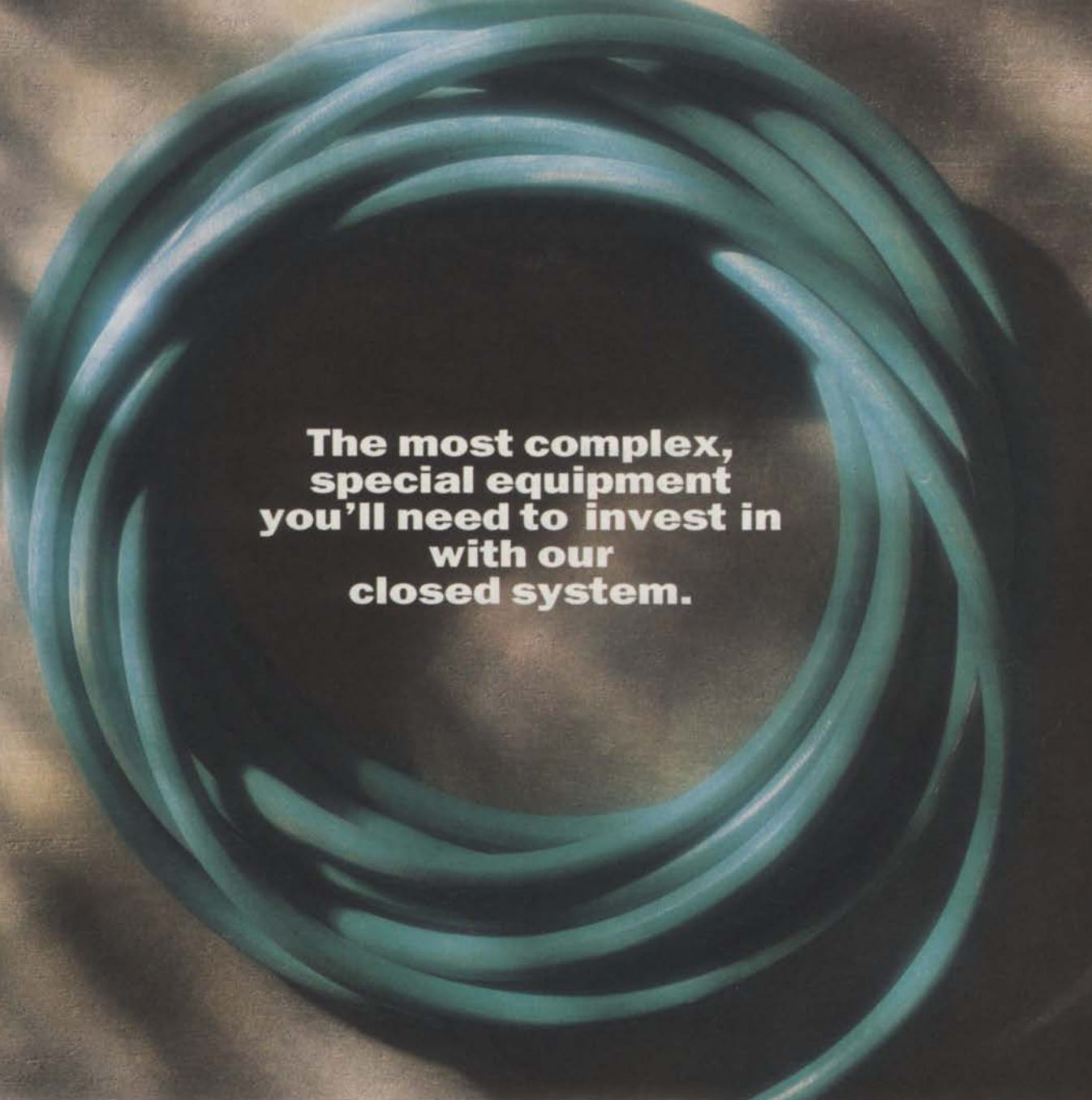
continued on page 10G

Besides the Chargers exhibition and regular season games, we have seven San Diego State University Aztecs games, the California Interscholastic Football Triple-Header (with three games on one day), a football game between Howard University and Delaware State University, the Holiday Bowl, and maybe even Chargers playoff games.

The biggest difference between sports turf management and other areas of turf care is that our prime concentration is

always on athlete safety and field playability. The optimum agronomic conditions for the turf and the aesthetic appeal of the field take second place. We also have extremely limited timetables in which to accomplish maintenance procedures and, with the income generated by a home game, we can't afford not to play.

The Padres' last scheduled home game is played on October 1st. There's an Aztecs game on October 14th, and a Chargers exhibition game on the 15th. That's our



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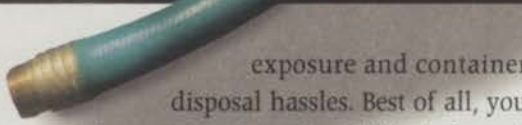
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spend on a measuring and metering device for something more useful.

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CONVERSIONS from page 8G

the surface, however the rootzones prevent it from reacting properly to irrigation, drainage or fertilizer, so fine tuning is required.

Ryegrass overseeding—After the sod is in place, the entire field is overseeded with a perennial ryegrass blend. If the window is small, or weather conditions are less than ideal, we pre-germinate (or "prime") the perennial ryegrass, cutting a day or two from the initial timetable. In 21 days, there will be no advantage to using the primed seed.

During the period when the football and baseball seasons overlap, football is played on the baseball skinned areas.

The pitcher's mound and bullpen mounds are built on top of circular, 3/4-inch-thick steel plates, 13 feet in diameter. The 2-1/2-foot strip around the actual mound allows us to reshape the slope down to field level.



5,000 seats are repositioned for football, moving from the third base area to left field and center field.

The clay cover over the steel must be thick enough to avoid player injury.

A 10-ton forklift is used to remove and reset the steel plates. For the pitcher's mound, we lay 4x8-foot sheets of plywood from the warning track to the first base area to drive onto the skinned area. We then place plywood from second base to the back of the pitcher's mound for a straight shot across the turfed infield. We dig down to expose the plate where the

Crews are divided into 4 units. Each unit is assigned specific tasks, and each task must be performed in the correct sequential order. Anything that slows one unit usually will affect other units.

forks will go, insert the blades, and lift up the plate and mound. The only cracks appear around the perimeter of the slope that meets the field surface. This method saves 85 to 90 percent of the work on the mound.

To reset the steel plate in the exact

plywood in the bottleneck area from one end zone to the 20-yard line. We geotextile and plywood half of the infield area, using three rows of plywood from the foul lines to first base and along the third base line.

Our 10-ton forklifts move 36 seating units, as well as the mounds. We also operate a smaller forklift and other self-propelled equipment including a large winch unit for areas we cannot cover with plywood.

We dry the field down to reduce compaction. The last irrigation takes place three days prior to a field conversion. The timing and amount of water applied are critical. We can't stress the turf, yet it must be as dry as possible to withstand the heavy traffic. We start adjusting our fertility and irrigation programs a month before the first conversion.

To reset the field for baseball, all of the above steps are done in reverse.

Delegation is important—Our 25-person conversion crew is divided into four separate units. Each unit is assigned to specific tasks, and each task must be performed in the correct sequential order. Anything that slows one unit usually will affect other units.

An additional, eight-person grounds crew works the entire conversion cycle. They pull, reset and rebuild the mounds, set and pull the football goal posts, place the benches and line the field.

A final inspection is done to make sure every task is completed and in proper operating order.

Because our schedule is so complex, I plan the entire year's calendar, and color-code each event. This allows me to view the big picture, make adjustments when necessary, and take advantage of every time window, no matter how brief.

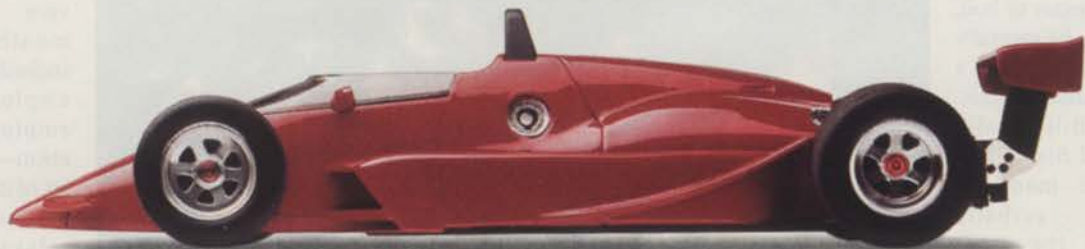
—The author is stadium turf manager for San Diego's Jack Murphy Stadium, and an LM technical advisor. He is also a past president of the national Sports Turf Managers Association, and currently serves as an STMA advisor and chairman.

position each time, we line it up with guide pins set it into the playing surface. Because of the precision required, it's easier to remove the steel plate from the pins than it is to reset it.

Guard against compaction—There is only one entry tunnel from the parking lot to the field. All materials moved on or off the field must travel through this tunnel. We use three, 150-foot rolls of geotextile material and lay out 250 sheets of 4x8-foot



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The sizzle in summer: **BURNOUT**

Relax. You can get through the year's two hottest, most stressful months by exercising or taking time out to talk to your favorite bartender.

by Jerry Roche,
Editor-in-Chief

■ Bill made a habit of visiting his company's top accounts at least once a month. On one particularly unbearable July day, he was quick to note that the edges along one parking lot weren't up to his usual standards. As he hopped into his pick-up truck to seek out the foreman, his blood began to boil. As he drove, he mentally worked himself into a nervous, quaking frazzle.

When Bill finally confronted his valued right-hand man, he erupted, verbally assaulting the man, leaving him dazed and confused, a lump on the sidewalk feeling like a useless slug.

This is not a good management practice—in landscaping, golf or any other field. Yet it happens too many times during the long, hot, busy months of July and August.

Bill was showing signs of job burnout, that terrifying spectre we hate to have to face (but must, at least once or twice a year in the golf and landscape business).

"Burnout is the result of unrelieved job stress," writes Andrew G. Goliszek in his book *Breaking the Stress Habit*. "Whenever we feel trapped in our jobs, or helpless to solve problems or conflicts," we run the risk of burnout.

In *The Pursuit of Happiness*, Dr. David G. Myers wrote that, "when challenges exceed our available time and skills, we feel stressed. When challenges don't engage us, we feel bored." As a result, we

very seldom attain that valued middle ground.

However, Myers adds, people who are the happiest with themselves and their job situations (and less likely to suffer burnout) exhibit some obvious traits. First, they genuinely like themselves. They also strongly believe that they choose their own destinies. Finally, they are optimistic and outgoing. Myers implies that anything an individual can do to strengthen these traits will lead to increased happiness.

Preventive maintenance—"The best tool you've got is you, and you have to

5) Disconnect your emotions from the outcome of events; establish preferences rather than expectations or demands.

Dr. Barbara Mackoff, in *Leaving the Office Behind*, suggests that people who are feeling pressure on the job "hum a few bars of a favorite song, doodle, exercise and talk to your bartender."

Another key to surviving July and August is to keep things in perspective. Don't become preoccupied with your career or job. "Work does not equal worth," notes Dr. David D. Burns in his book *Feeling Good*. "There is no such thing as

personal worth. Rather than grasp for 'worth,' aim for satisfaction, pleasure, learning, mastery, personal growth and communication with others, every day of your life."

The ability to survive these two months rests with individuals, both the employer and the employee. Relaxation—maybe not a lot of it, but certainly planned and deep relaxation—helps the individual's perspective.

"Make darned sure you learn to relax," says Jadin. "Relaxation is something you have to practice about 30 minutes every day. You have to be able to *do nothing* and not feel guilty. You should do what *you* want to do, not what everyone else is doing.

"You've got to find a socially accepted way of going crazy—like a good, violent physical activity—and deal with the whole mess. It forces you to unwind. Physical activity and mental activity are connected."

Separate work from home, Jadin continues. "Don't do the same kind of stuff after work you do at work."

Goliszek adds to Givens' list of "burnout extinguishers:"

6) Express your feelings and emotions regularly.

7) Schedule downtime.

8) Schedule work according to your

continued on page 14G



maintain yourself at least as well as you maintain your other tools," says Tom Jadin of Jadin Consultants, Shiocin, Wis. "You've got to learn to focus on the things you can change rather than banging your head against the wall on things you can't change."

In his book *Super Self*, Charles T. Givens says periods of high job anxiety should be balanced with a delicate approach to your job and your life:

1) Exercise for 20 to 60 minutes every other day.

2) Eliminate negativity from your life.

3) Continually affirm to yourself "it's just an event" when faced with a difficult situation. Realize that you can't really change events, but you can change your reactions to them.

4) Don't make value judgements about people or events.

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RELAX from page 12G

energy patterns.

9) Do not undertake more than one stressful activity at a time.

10) Engage in outside physical activities.

11) Break complicated projects into smaller parts.

12) Delegate authority.

13) Learn to say "no."

14) Improve your work skills by learning new techniques.

15) Learn to relax.

Another Jadin suggestion—one that Bill would do well to follow—is to have a certain "detached concern" in your dealings with other people.

"Learn to appreciate them," Jadin notes. "You don't have to be a friend or pal, but there's (also) no reason to get hostile or defensive or sarcastic.

"Practice being genuine. There are people who feel they have to put an emotional

uniform on the job, when all they have to do is the job. If you're a clown, be a clown...if you're a jerk, be a genuine, good jerk."

Above all else, be good to yourself. As Thomas Jefferson once said: "It is neither wealth nor splendor, but tranquility and occupation which give happiness."

Begin thinking about next season's pay system NOW

Options are available to help you and flatten your payroll, especially in times of huge overtime payments.

by Ron Hall,
Senior Editor

■ Mid-summer is a poor time to revise a technician pay system. Technicians are battling the heat, the work is hard, and the good people who have helped you through the hectic spring don't need any surprises now.

But mid-summer is a good time for a company owner or golf superintendent to

gather notes and mull improvements for next system's technician compensation package.

Many supervisors/owners pay technicians an hourly rate plus time-and-a-half for overtime. When the technicians work, they're paid; when they don't they're not, for instance when it rains. This system is easy to understand, both for the employer and for the employee.

But it's not necessarily the best pay system for every situation.

One reason for this is overtime. Production pressures often dictate that technicians work more than 40 hours per week during the growing season. Employees that are not exempt from overtime must be paid extra for any hours over 40 that they work in a particular work

week. Technicians are not exempt from overtime pay although most administrative, executive, professional, and outside sales people are.

Assuming that the technician is making \$7.50 per hour for 40 hours under the most common pay system used in the industry, the overtime pay is \$11.25 per hour over 40 hours—time-and-a-half. For a 60-hour week, the technician receives \$300, the 40-hour wage, plus \$225 representing the 20 overtime hours multiplied by \$11.25.

But there's another system that might fit some situations better. It's the so-called fixed-salary-for-fluctuating-work-week system. One of its most obvious benefits is that it flattens otherwise huge overtime costs.

In this system the technician receives a salary instead of an hourly wage. Let's

PAYMENT PLANS

HOURS WORKED	'TIME-&-1/2' PLAN	'FIXED SALARY' PLAN
32-hr. (weather-shortened 4-day week)	\$240	\$300
40-hr. (normal week)	\$350	\$300
60-hr. (normal week + 20 hr. O.T.)	\$525	\$300

*all earnings based
on \$7.50 an hour wage

make the salary \$300 for the customary 40-hour week. With this system, the technician receives \$300 even if production is halted, perhaps by a rainy day.

A fixed salary for a fluctuating work week can be confusing to workers, so put it in writing, and review it thoroughly.

But, what if the technician works 60 hours, the typical 40-hour week plus 20 hours overtime, in the week?

By dividing the 60 hours into the salary, the salary amounts to \$5 per hour. Then, to pay for the 20 overtime hours, the \$5 is halved and the resulting \$2.50 is added onto the \$5 hour rate—time-and-a-half. The cost of the 20 extra hours of overtime in this system is \$50 instead of \$225.

"If you follow the rules for fixed salary, you can do it that way," says Richard Lehr, general counsel to the Professional Lawn Care Association of America. "Your labor costs will not be so distorted during the busiest time of the year," he adds.

Lehr admits that a fixed salary for a fluctuating work week can be confusing to employees, so he suggests that the employer put it in writing and review it thoroughly with employees. In fact, Lehr suggests that employers have technicians sign off on it prior to starting their employment.

What about production incentives? They can be added to either system, says Lehr. But employers might have to tinker with their particular system. Wages that are too high or incentives that are too difficult to attain will discourage their intended results.

Some other points that Lehr thinks lawn care employers should be aware of:

❑ The work week does not have to start on Monday and end on Friday. It can start on Saturday and end the following Friday, for instance. For legal purposes a work week can be any consecutive seven-day, 168-hour period.

❑ Keep accurate records about the hours each employee works and the pay they receive. Keep these records three years, the statute of limitations.

❑ If an employee puts down an inaccurate number of hours worked on their time card, you have the right to cross through

WAGE-AND-HOUR INVESTIGATION: WHAT A DRAG

■ Just because a wage-and-hour investigator shows up, don't automatically assume the worst. You, as an employer, have some rights too.

But, why would one show up at all? Usually the investigator is responding to a complaint filed by a disgruntled employee, past or present. It's not likely the Wage & Hour Division of the Department of Labor is conducting a spot check. They have too few officials for this.

Richard Lehr, general counsel to PLCAA, says a wage-and-hour inquiry is never pleasant. But an employer can take some steps to take some of the sting out of it.

The owner has a right to ask the nature of the investigation, but the official will not reveal who initiated the action. Although the investigator will want to review payroll records (as far back as three years if they want to), they don't have the right to remove them from your premises, says Lehr. Also, they don't have the right to confidential payroll information such as the owner's salary.

An investigator will want to see a record of the hours that employees worked; they'll review time cards and

whatever other documentation you can provide. The regulator may, in fact, want to interview some of your employees. If so, it would probably be better for you to talk to them first and tell them why the interview is being conducted. You'll also want to inform them that, although they may be asked to sign a statement, they're not required to. (The investigator will probably not tell them this.)

Don't be too quick to conclude that there has been a violation in your company; the investigator is not as knowledgeable about your operation as the senior people in your office. If possible, do your own research to see where you stand.

Lehr suggests that the employer maintain a professional, firm and, if possible, cooperative relationship with the investigator. These officials often have to make judgement calls, so why intentionally antagonize them.

And if there is a wage-and-hour violation? Lehr suggests attempting to solve it at the investigation stage before it gets to the solicitor's office.

"Wage and hour violations are expensive," says Lehr.

—R.H.



the incorrect information, date it, initial it and tell the employee that you did it.

❑ Insist that workers punch in at the correct time.

❑ Tell employees the amount of time they may take for lunch and the amount of time that's going to be deducted. Allowing employees to work through lunch is generally not a good practice. If an employee has to, it should be substantiated.

"You have more control over a pay system as a cost item than you may think that you do," says Lehr. But, to be effective, the pay system must benefit the company, be acceptable to employees, and be efficient and implementable.

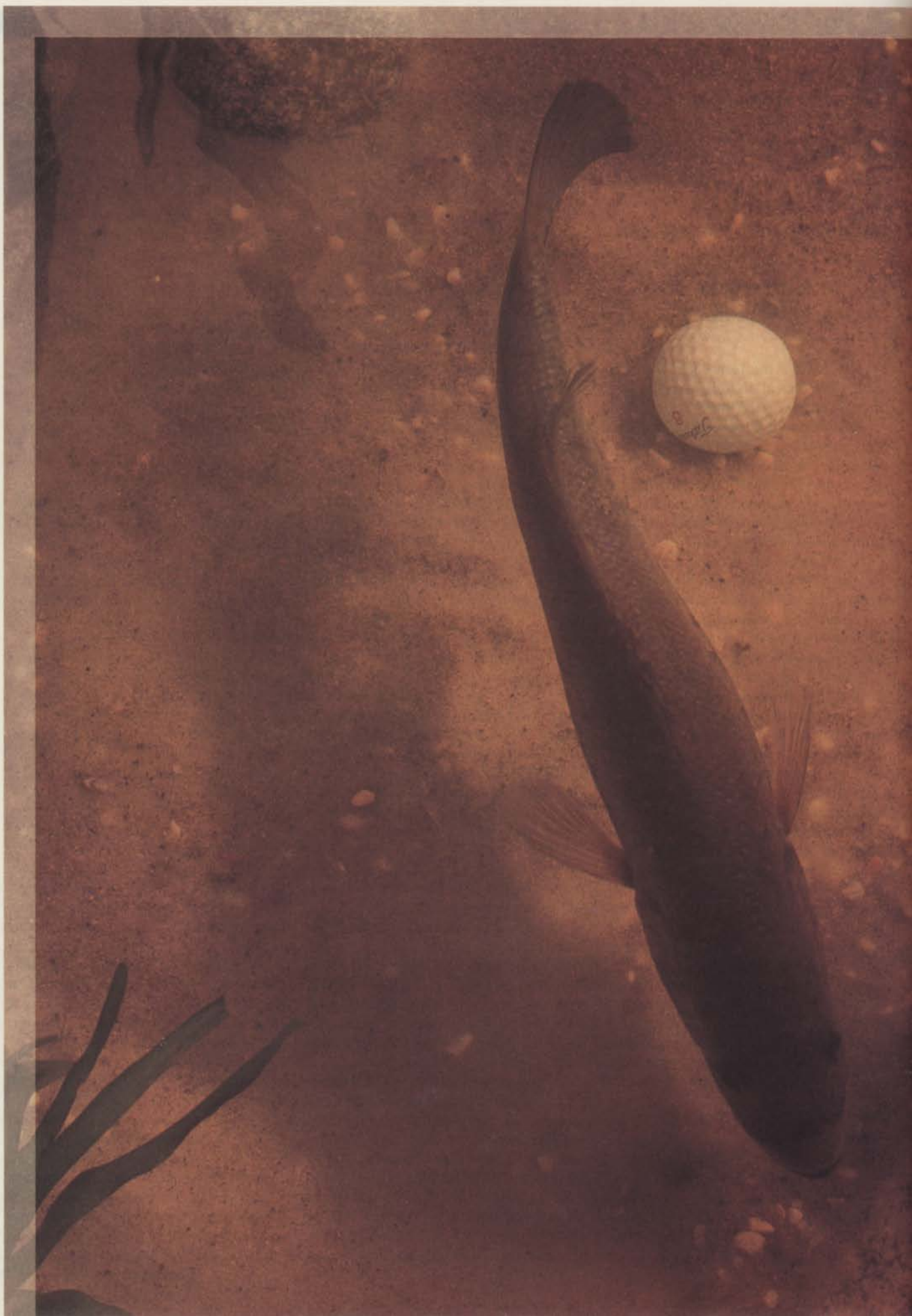
If an employer has any questions about the legality of their pay system, or changes to their system, they should check

with appropriate counsel, or state or federal officials. Violations of Wage & Hour Law can subject an employer to severe financial penalties.

Lehr says the best time to make changes to a pay system are, generally, at the start of a new year, at the beginning of the production season, and on the anniversary of an employee's hire date.

Of course, an employer should be aware of, and closely tracking their system at all times, even in mid summer.

—Lehr is a member of the labor and employment law firm of Lehr, Middlebrooks & Proctor, P.C., Birmingham, Ala. He has spoken at each of PLCAA's 15 annual conferences. The information for this article comes from his presentation at the 1994 conference.





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Municipal golf courses: a win-win proposition

Cities are using landfills, gravel pits and farmlands to make space for the deluge of Baby Boomer golfers entering the ranks.

■ Municipal golf courses provide much more value to a community than basic recreation.

"Properly designed and maintained, a public golf course is an environmental oasis and economic asset to the community," says Don Knott, president of the American Society of Golf Course Architects. "The value of municipal golf courses is becoming increasingly obvious. As urban areas become more populated, the environmental, social and financial contributions municipal courses make take on added significance."

Consumer demand for more golf courses remains strong. An estimated 25 million golfers play more than 500 million rounds of golf annually on nearly 15,000 courses, according to the National Golf Foundation. What's more, 358 new courses opened for play in 1993. Of that number, 81 percent were public facilities.

Knott and other ASGCA members design new courses and redesign existing facilities to develop land that provides much sought-after recreation as well as revenue. The key, says Knott, begins with sound course design.

"It's in the planning and design phase that responsible solutions are found for environmental and playability issues," adds Knott.

In California, ASGCA member Damian Pascuzzo designed the Santa Clara Golf & Tennis Club. Located on a former landfill, the municipal course is an example of proactive design and forward-thinking construction.

Detailed surface drainage patterns, a heavy clay cap, high density polyethylene pipe (temperature tolerant, strong resistance to water, fusible) for irrigation systems and

properly-installed methane gas vents were all critical design features.

The course averages nearly 200 rounds of golf a day. Greens fees are \$12 for residents, \$21 for non-residents—extremely affordable, especially in this part of California—and generate an estimated \$1.15 million in annual revenues.

Farther east, the village of Channahon, Ill., embarked on a project to reclaim an abandoned sand and gravel pit and develop farmland on 160 acres and transform it into a public golf course.

Former ASGCA president Dick Nugent designed the 18-hole facility based on the idea that if the community could incorporate a public course into its recreation program, it would make Channahon a more attractive place to golf...and live.

Nugent faced several serious design challenges, including sensitive wetland



You want environmentally friendly? Here Lassing Pointe superintendent Jerry Coldiron inspects a bird's nest for inhabitants.

topographic features offered by the mine pit and adjacent wetlands. Chuck Czoke, director of parks and recreation estimates that more than 30,500 rounds of golf are played each year, producing revenue of just under \$1 million.

West Lock Municipal Golf Course, Honolulu, Hawaii, separates a National Wildlife Refuge and a planned commercial development. The refuge contains a habitat for endangered waterbirds like the Hawaiian coot, wood duck and stilt.

Original plans called for building residential housing on the land. A golf course was proposed, based on the idea that it could balance commercial and wildlife needs, according to ASGCA member architect Rodney Wright.

The course not only protects wildlife species from urban development, but it also provides more than 70,000 rounds of golf each year. Fees range from \$4 to \$12 per round and required carts cost \$12 per round. Estimated total revenues are \$1.8 million.

—The ASGCA publishes *An Environmental Approach to Golf Course Development*. For a copy, send a check for \$10 to the ASGCA, 221 N. LaSalle St., Chicago, IL 60601.



Municipalities can take advantage of the public's desire for affordable golf courses. This public course—Lassing Pointe in Florence, Ky.—has been a money-maker since it opened in 1993.

areas, spoil piles (a remnant of the mine), concrete and other debris. In August, 1993, the Heritage Bluff Golf Club opened for play. The course features USGA-approved greens and takes advantage of the unique

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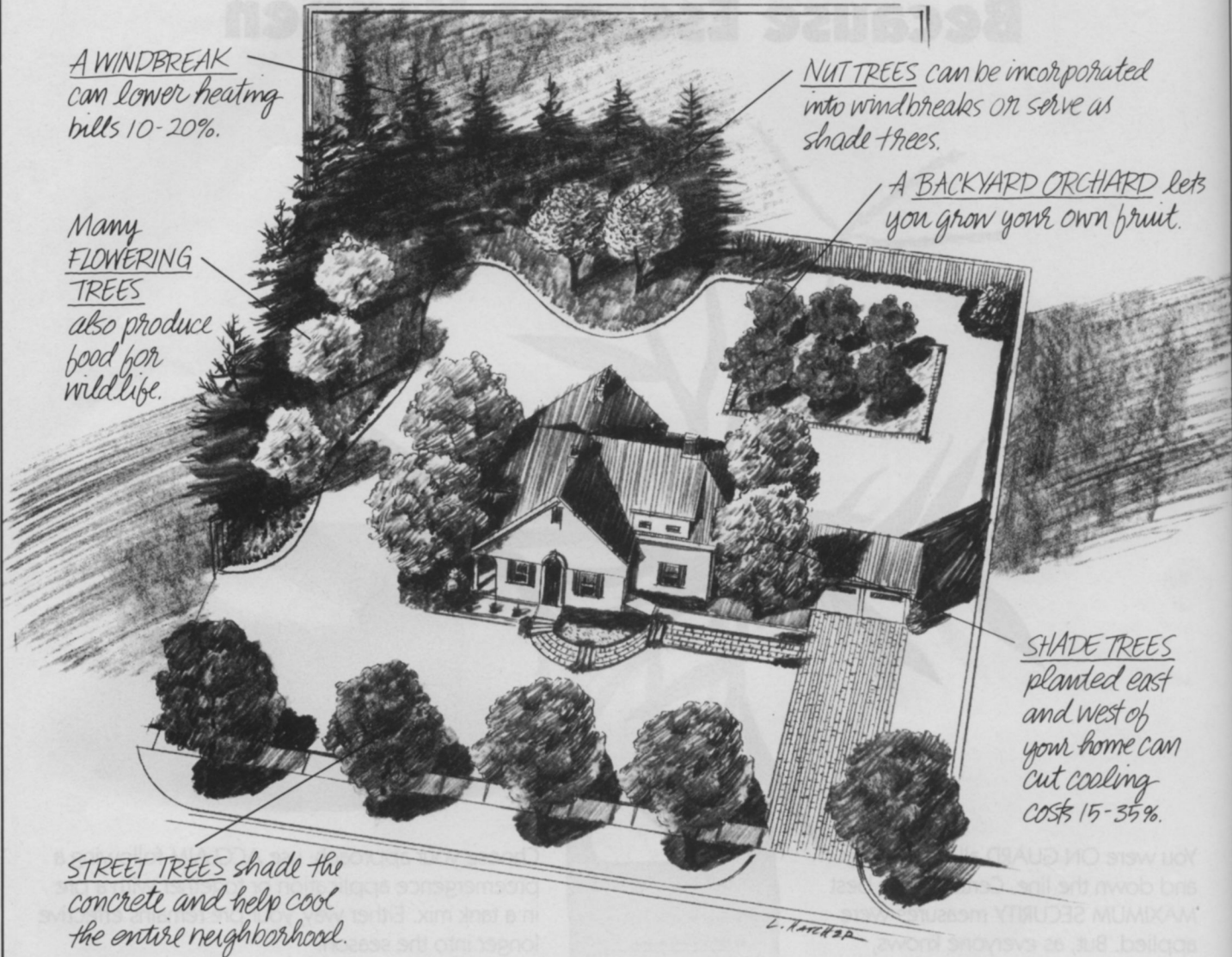
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Here's how you can participate. When you join the Arbor Day Foundation you will receive ten free Colorado blue spruces, or other conifers selected to grow in your area.

Colorado blue spruces have silver, blue-green color and compact conical shape. Spruces can be planted as a privacy screen, as an energy-saving windbreak, as individual ornamentals, or as living Christmas trees.

Your trees will be shipped postpaid at the right time for planting in your area,

February through May in the spring or October through mid December in the fall. The six to twelve inch trees are guaranteed to grow, or they will be replaced free.

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Join today, and plant your Trees for America!



**The National
Arbor Day Foundation**

LAWN CARE INDUSTRY

Landscapes boost property VALUES



New studies provide powerful evidence of the monetary value of thoughtful site design and landscaping.

Photo courtesy The Danter Co., Columbus, Oh.

Separate studies confirm what landscape pros have known but don't often emphasize—the financial benefits of their work.

■ New studies give landscape professionals further basis to tell clients that well-designed, installed and maintained landscapes make good financial sense.

What's exciting is that these new and unrelated studies document the value of good landscapes in percentages and, in one study, dollars and cents.

In the summer of 1994 Dr. Mark Henry, a professor in Ag Economics at Clemson University, published the results of a study showing the relationship between landscape quality and the sales price of homes. The bottom line: nicely landscaped properties sold for more than those that weren't.

Later in 1994, The Urban Land Institute published the book, *Value by Design, Landscape, Site Planning and Amenities*. It contained case studies of 11 real estate developments, both residential and commercial, and documented the financial value of site planning and landscape design at each development. (See the related article in this section.)

Landscape pros can use this powerful new information to educate clients, including property managers and developers. It gives the green industry another solid marketing tool.

Getting the message—The public is recognizing the financial value of good landscapes and lawns, says a survey conducted last year by the Gallup Organization. It was conducted on behalf of the Associated Landscape Contractors of America (ALCA) and the Professional

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INSIDE

Feeling burnout?
Learn to relax!, p. 6L

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'96 pay scale, p. 8L

Plan ahead before
you borrow, p. 12L

Tree care challenge
at Hermitage, p. 16L

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Lawn Care Association of America (PLCAA). About 1700 people responded.

But respondents didn't list increased market value as the primary reason for desiring attractive landscapes. People want nice lawns and landscapes for more personal and intangible reasons.

The top five benefits of a well-maintained landscape, according to the ALCA/PLCAA Gallup survey, were:

- to beautify the neighborhood (60.7%).
- to provide a place of beauty and relaxation (53.8%).
- to reflect positively on the owner (50.3%).
- to increase real estate value (48.1%).
- to provide a comfortable place to entertain, work or visit (48.1%).

Joel Lerner of Joel M. Lerner Environmental Design, Chevy Chase, Md., says he focuses on the aesthetic benefits that clients will derive from his efforts.

"I seldom play on the property value unless the client asks," says Lerner. "The statistics are hard and cold, and I have that information in my hip pocket, plus some other anecdotal information about the financial benefits their landscapes will provide.



Most contractors stress the emotional rather than the financial value of a beautiful landscape.

Photo courtesy The Danter Co., Columbus, Oh.

"For instance, I can tell them that plants increase in value as they mature. Therefore, a nice landscape is the best home improvement they can make for their property.

"But I would rather my clients understand how enjoyable it's going to be to

come home every night after work and enjoy their landscapes," says Lerner.

"What sells people on a landscape is its emotional value, and your own enthusiasm and confidence in delivering something they will love."

More education needed—James

Good design creates \$\$\$ value

■ Is landscape design valuable? You bet.

Lloyd W. Bookout, assisted by Michael Beyard and Steven W. Fader, provides real-life examples of its dollars and cents worth in the book, *Value by Design, Landscape Site Planning and Amenities*.

The book is the culmination of several years of research by the Urban Land Institute (ULI), which focused on 11 real estate developments across the country. These included single-family and multi-family developments, suburban office complexes and two retail centers.

The question it sought to answer: does quality site planning, landscape, and amenities contribute both quantitative and qualitative value to real estate development?

Yes, it does, says the well-documented book. Its researchers tracked the costs of each real estate project, concentrating on site development costs (including landscaping), and then charted the success of each of

the real estate developments in the marketplace.

Bookout, primary researcher and author for the book, says what was learned in the case studies demonstrates that landscaping and design amenities:

- Give developers a competitive edge and increase the pace of a project's occupancy.
- Help developers win public support for a proposed project, especially in contentious situations.
- Establish an image, identity, and sense of community for development projects.
- Influence decisions to buy or rent in both residential or commercial markets.



the market's perception of security, privacy and place.

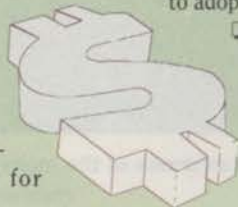
- Increase the long-term value of a project as a financial investment in the minds of residents.
- Contribute to employee productivity, morale and job enjoyment.
- By example, cause other developers to adopt a higher standard of design.

□ Reduce the need for publicly funded improvements on site and off site.

The non-profit ULI, based in Washington, D.C., was supported in the project by the American

Society of Landscape Architects, and also by the American Association of Nurserymen and the Associated Landscape Contractors of America.

To order the book, call (800) 321-5011 and ask for Catalog Number VO5; the price is \$25.95 to ULI members and \$32.95 to nonmembers.



- Encompass, in the minds of residents and tenants, highly valued environmental protection features.
- Contribute substantially to

Wilhite, operator of Wilhite Landscape, a small design/build firm in Tyler, Tex., agrees somewhat. "I don't know that you can convince somebody to appreciate the value of their landscape if they're unconvinced to begin with," says Wilhite.

Generally, he believes, managers of commercial properties understand the financial value of landscapes more readily than homeowners. But in both cases "there is only a certain amount of money in their budgets."

Wilhite says some developers make it difficult for new homeowners to get the full financial benefits of their outdoor environments. Developers sometimes view landscaping as just another trade.

"By the time we get to the site, it's usually too late to work with any natural terrain," he explains. "You're left with something that has been backfilled, leveled and scraped."

The most common improvements for new home buyers are landscaping, and the building of outdoor structures such as patios and walks, according to the U.S. Bureau of Labor Statistics.

These improvements either hold their value or appreciate in value. In some cases, they can even raise the market price of the properties around them.

That was one of the findings of Dr. Henry's investigations of single-family housing. His study analyzed nearly 300 single-family homes on quarter-acre lots sold from 1991 to April 1993 in Greenville, S.C.

In Henry's study, professional landscape designers evaluated the landscape of each of the homes. The designers rated 18% of the properties as having excellent landscapes, 30% as good, 29% as average, and 23% as poor.

The study discovered that there are three areas in which the quality of landscaping is likely to affect the sale price of a house:

1) In the surrounding neighborhood: Homes in neighborhoods with overall excellent landscaping typically sold for 7% more than similar homes in other neighborhoods.

2) On adjacent lots: Homes sold for more when they were located adjacent to excellent landscaping.

3) On the lot of the house itself: All else being equal, when the landscaping of a home was improved from average to good, the resale price of the home rose 8 to 12 percent. When it was improved from good to excellent, it rose 4 to 5 percent.

There were several other eye-opening findings in Henry's work. For instance, having a better landscaped property than neighboring properties does not provide

Landscaping creates value for apartments

■ Good landscaping means good business at multi-family developments, says real estate consultant Kenneth Danter. He's been saying so for more than 20 years.

But, Danter, president of The Danter Co., Columbus, Ohio, went further than this. He generated data to back this belief. Then he published the results in his real estate research newsletter, *Apartment Resources*.

Several years ago, Danter created an index which measured how much value landscaping provides to apartments in a typical suburban market.

The Danter Co. surveyed all of the modern multi-family developments in that market. Then it graded each development for unit amenities, project amenities, and also aesthetic amenities to measure curbside appeal.

Putting a numerical rating to aesthetic amenities is admittedly objective, says Danter. This category includes the quality of architecture and also the quality of landscaping and the maintenance and care of the grounds.

Each of these factors—unit, project and aesthetic amenities—is rated on a scale of 1 to 10 to give a total rating of up to 30.

Using a computer program to create a regression analysis, the company then plots the median rent at each amenity index level. This produces what Danter calls its rent/value index for each community in that market.

Danter then developed a separate landscaping index (separate from the

the same jump to the resale price as improving the lot to the excellent rating of surrounding lots.

Admittedly, the study focused on a single market, but it does suggest that properties with sub-par landscapes, particularly, in nicely landscaped neighborhoods, sell for less than they could.

Landscape pros have always known



"aesthetics" category). Again he graded it on a 30-point scale: 10 points for uses of trees and shrubbery, 10 points for flowers and 10 points for general effect.

Using the same computer program, The Danter Co. discovered that

the eight facilities scoring highest on the landscaping index consistently rented for more than other developments in the that particular market area. In fact, they commanded rents \$39 higher than the median.

Adding \$39 per month per unit should result in an extra \$3,000 per unit in loan potential, says Danter, while the costs for a well-landscaped unit might only be \$500 per unit.

"Most within the multi-family industry are continually failing to take full advantage of the tremendous power of landscaping, which provides the opportunity to rent based on value instead of cost," says Danter.

"Landscaping is loaded with intangible values. Good landscaping gives people pleasure. People want to live in attractive places, and good landscaping is one component, along with architectural and continual building and grounds maintenance of a multi-family community that is attractive to residents.

"Potential residents are attracted by the quality of your landscaping, making your units easier to lease, and increasing the flow of potential tenants."

Adds Danter, "We have found that good landscaping can also provide a tangible (dollar) value."

this. Increasingly they can back this assertion with a growing body of unbiased, substantive data.

("The Contribution of Landscaping to the Price of Single Family Houses: A Study of Home Sales in Greenville, South Carolina" appeared in HRI Journal of Environmental Horticulture, June 1994. Contact HRI at (202) 789-2900.)

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The sizzle in summer: **BURNOUT**

Relax. You can get through the year's two hottest, most stressful months by exercising or taking time out to talk to your favorite bartender.

by Jerry Roche,
Editor-in-Chief

■ Bill made a habit of visiting his company's top accounts at least once a month. On one particularly unbearable July day, he was quick to note that the edges along one parking lot weren't up to his usual standards. As he hopped into his pick-up truck to seek out the foreman, his blood began to boil. As he drove, he mentally worked himself into a nervous, quaking frazzle.

When Bill finally confronted his valued right-hand man, he erupted, verbally assaulting the man, leaving him dazed and confused, a lump on the sidewalk feeling like a useless slug.

This is not a good management practice—in landscaping, golf or any other field. Yet it happens too many times during the long, hot, busy months of July and August.

Bill was showing signs of job burnout, that terrifying spectre we hate to have to face (but must, at least once or twice a year in the golf and landscape business).

"Burnout is the result of unrelieved job stress," writes Andrew G. Goliszek in his book *Breaking the Stress Habit*. "Whenever we feel trapped in our jobs, or helpless to solve problems or conflicts," we run the risk of burnout.

In *The Pursuit of Happiness*, Dr. David G. Myers wrote that, "when challenges exceed our available time and skills, we feel stressed. When challenges don't

engage us, we feel bored." As a result, we very seldom attain that valued middle ground.

However, Myers adds, people who are the happiest with themselves and their job situations (and less likely to suffer burnout) exhibit some obvious traits. First, they genuinely like themselves. They also strongly believe that they choose their own destinies. Finally, they are optimistic and outgoing. Myers implies that anything an individual can do to strengthen these traits will lead to increased happiness.

Preventive maintenance—"The best

people or events.

5) Disconnect your emotions from the outcome of events; establish preferences rather than expectations or demands.

Dr. Barbara Mackoff, in *Leaving the Office Behind*, suggests that people who are feeling pressure on the job "hum a few bars of a favorite song, doodle, exercise and talk to your bartender."

Another key to surviving July and August is to keep things in perspective. Don't become preoccupied with your career or job. "Work does not equal worth," notes Dr. David D. Burns in his

book *Feeling Good*. "There is no such thing as personal worth. Rather than grasp for 'worth,' aim for satisfaction, pleasure, learning, mastery, personal growth and communication with others, every day of your life."

The ability to survive these two months rests with individuals, both the employer and the employee. Relaxation—maybe not a lot of it, but certainly planned and deep relaxation—helps the individual's perspec-



tool you've got is you, and you have to maintain yourself at least as well as you maintain your other tools," says Tom Jadin of Jadin Consultants, Shiocton, Wis. "You've got to learn to focus on the things you can change rather than banging your head against the wall on things you can't change."

In his book *Super Self*, Charles T. Givens says periods of high job anxiety should be balanced with a delicate approach to your job and your life:

- 1) Exercise for 20 to 60 minutes every other day.
- 2) Eliminate negativity from your life.
- 3) Continually affirm to yourself "it's just an event" when faced with a difficult situation. Realize that you can't really change events, but you can change your reactions to them.
- 4) Don't make value judgements about

tive.

"Make darned sure you learn to relax," says Jadin. "Relaxation is something you have to practice about 30 minutes every day. You have to be able to *do nothing* and not feel guilty. You should do what *you* want to do, not what everyone else is doing.

"You've got to find a socially accepted way of going crazy—like a good, violent physical activity—and deal with the whole mess. It forces you to unwind. Physical activity and mental activity are connected."

Separate work from home, Jadin continues. "Don't do the same kind of stuff after work you do at work."

Goliszek adds to Givens' list of "burnout extinguishers:"

- 6) Express your feelings and emotions

continued on page 8L



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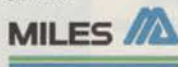
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RELAX from page 6L

regularly.

- 7) Schedule downtime.
- 8) Schedule work according to your energy patterns.
- 9) Do not undertake more than one stressful activity at a time.
- 10) Engage in outside physical activities.
- 11) Break complicated projects into smaller parts.

12) Delegate authority.

13) Learn to say "no."

14) Improve your work skills by learning new techniques.

15) Learn to relax.

Another Jadin suggestion—one that Bill would do well to follow—is to have a certain "detached concern" in your dealings with other people.

"Learn to appreciate them," Jadin notes. "You don't have to be a friend or

pal, but there's (also) no reason to get hostile or defensive or sarcastic.

"Practice being genuine. There are people who feel they have to put an emotional uniform on the job, when all they have to do is the job. If you're a clown, be a clown...if you're a jerk, be a genuine, good jerk."

Above all else, be good to yourself. As Thomas Jefferson once said: "It is neither wealth nor splendor, but tranquility and occupation which give happiness."

Begin thinking about next season's pay system NOW

Options are available to help you and flatten your payroll, especially in times of huge overtime payments.

by Ron Hall,
Senior Editor

■ Mid-summer is a poor time to revise a technician pay system. Technicians are battling the heat, the work is hard, and the good people who have helped you through the hectic spring don't need any surprises now.

But mid-summer is a good time for a company owner or golf superintendent to

gather notes and mull improvements for next system's technician compensation package.

Many supervisors/owners pay technicians an hourly rate plus time-and-a-half for overtime. When the technicians work, they're paid; when they don't they're not, for instance when it rains. This system is easy to understand, both for the employer and for the employee.

But it's not necessarily the best pay system for every situation.

One reason for this is overtime. Production pressures often dictate that technicians work more than 40 hours per week during the growing season. Employees that are not exempt from overtime must be paid extra for any hours over 40 that they work in a particular work week. Technicians are not exempt from

overtime pay although most administrative, executive, professional, and outside sales people are.

Assuming that the technician is making \$7.50 per hour for 40 hours under the most common pay system used in the industry, the overtime pay is \$11.25 per hour over 40 hours—time-and-a-half. For a 60-hour week, the technician receives \$300, the 40-hour wage, plus \$225 representing the 20 overtime hours multiplied by \$11.25.

But there's another system that might fit some situations better. It's the so-called fixed-salary-for-fluctuating-work-week system. One of its most obvious benefits is that it flattens otherwise huge overtime costs.

In this system the technician receives a salary instead of an hourly wage. Let's

PAYMENT PLANS

HOURS WORKED	'TIME-&-1/2' PLAN	'FIXED SALARY' PLAN
32-hr. (weather-shortened 4-day week)	\$240	\$300
40-hr. (normal week)	\$350	\$300
60-hr. (normal week + 20 hr. O.T.)	\$525	\$300

*all earnings based
on \$7.50 an hour wage

make the salary \$300 for the customary 40-hour week. With this system, the technician receives \$300 even if production is halted, perhaps by a rainy day.

A fixed salary for a fluctuating work week can be confusing to workers, so put it in writing, and review it thoroughly.

But, what if the technician works 60 hours, the typical 40-hour week plus 20 hours overtime, in the week?

By dividing the 60 hours into the salary, the salary amounts to \$5 per hour. Then, to pay for the 20 overtime hours, the \$5 is halved and the resulting \$2.50 is added onto the \$5 hour rate—time-and-a-half. The cost of the 20 extra hours of overtime in this system is \$50 instead of \$225.

"If you follow the rules for fixed salary, you can do it that way," says Richard Lehr, general counsel to the Professional Lawn Care Association of America. "Your labor costs will not be so distorted during the busiest time of the year," he adds.

Lehr admits that a fixed salary for a fluctuating work week can be confusing to employees, so he suggests that the employer put it in writing and review it thoroughly with employees. In fact, Lehr suggests that employers have technicians sign off on it prior to starting their employment.

What about production incentives? They can be added to either system, says Lehr. But employers might have to tinker with their particular system. Wages that are too high or incentives that are too difficult to attain will discourage their intended results.

Some other points that Lehr thinks lawn care employers should be aware of:

□ The work week does not have to start on Monday and end on Friday. It can start on Saturday and end the following Friday, for instance. For legal purposes a work week can be any consecutive seven-day, 168-hour period.

□ Keep accurate records about the hours each employee works and the pay they receive. Keep these records three years, the statute of limitations.

□ If an employee puts down an inaccurate number of hours worked on their

WAGE-AND-HOUR INVESTIGATION: WHAT A DRAG

■ Just because a wage-and-hour investigator shows up, don't automatically assume the worst. You, as an employer, have some rights too.

But, why would one show up at all? Usually the investigator is responding to a complaint filed by a disgruntled employee, past or present. It's not likely the Wage & Hour Division of the Department of Labor is conducting a spot check. They have too few officials for this.

Richard Lehr, general counsel to PLCAA, says a wage-and-hour inquiry is never pleasant. But an employer can take some steps to take some of the sting out of it.

The owner has a right to ask the nature of the investigation, but the official will not reveal who initiated the action. Although the investigator will want to review payroll records (as far back as three years if they want to), they don't have the right to remove them from your premises, says Lehr. Also, they don't have the right to confidential payroll information such as the owner's salary.

An investigator will want to see a record of the hours that employees worked; they'll review time cards and

whatever other documentation you can provide. The regulator may, in fact, want to interview some of your employees. If so, it would probably be better for you to talk to them first and tell them why the interview is being conducted. You'll also want to inform them that, although they may be asked to sign a statement, they're not required to. (The investigator will probably not tell them this.)

Don't be too quick to conclude that there has been a violation in your company; the investigator is not as knowledgeable about your operation as the senior people in your office. If possible, do your own research to see where you stand.

Lehr suggests that the employer maintain a professional, firm and, if possible, cooperative relationship with the investigator. These officials often have to make judgement calls, so why intentionally antagonize them.

And if there is a wage-and-hour violation? Lehr suggests attempting to solve it at the investigation stage before it gets to the solicitor's office.

"Wage and hour violations are expensive," says Lehr.

—R.H.



time card, you have the right to cross through the incorrect information, date it, initial it and tell the employee that you did it.

□ Insist that workers punch in at the correct time.

□ Tell employees the amount of time they may take for lunch and the amount of time that's going to be deducted. Allowing employees to work through lunch is generally not a good practice. If an employee has to, it should be substantiated.

"You have more control over a pay system as a cost item than you may think that you do," says Lehr. But, to be effective, the pay system must benefit the company, be acceptable to employees, and be efficient and implementable.

If an employer has any questions about the legality of their pay system, or

changes to their system, they should check with appropriate counsel, or state or federal officials. Violations of Wage & Hour Law can subject an employer to severe financial penalties.

Lehr says the best time to make changes to a pay system are, generally, at the start of a new year, at the beginning of the production season, and on the anniversary of an employee's hire date.

Of course, an employer should be aware of, and closely tracking their system at all times, even in mid summer.

—Lehr is a member of the labor and employment law firm of Lehr, Middlebrooks & Proctor, P.C., Birmingham, Ala. He has spoken at each of PLCAA's 15 annual conferences. The information for this article comes from his presentation at the 1994 conference.



You don't have to be a big-time operator

It's a common misconception that you have to be a big-time operator to be successful in the construction industry. In fact, many of the most successful operators are those who have started small and grown their businesses over time. They have a deep understanding of their market and a strong network of relationships. They are also willing to take risks and invest in their businesses. This is the key to success in the construction industry.

One of the most important factors in starting a successful construction business is having a clear business plan. This plan should outline your goals, your target market, and your marketing strategy. It should also include a budget and a timeline for your business. Having a clear plan will help you stay focused and motivated as you build your business.

Another key factor in starting a successful construction business is having a strong network of relationships. This includes relationships with suppliers, subcontractors, and customers. Building these relationships will help you secure work and manage your business more effectively. It's important to be honest and transparent in your relationships, and to always deliver high-quality work.

Finally, it's important to be willing to take risks and invest in your business. This means investing in your education and training, as well as investing in your marketing and operations. It also means being willing to take on new challenges and opportunities. If you have the right mindset and the right skills, you can be a successful operator in the construction industry, no matter how small your business is.

It's also important to have a strong understanding of your market and your customers. This means knowing what your customers need and how to provide it. It also means knowing your competitors and how to differentiate yourself from them. Having a strong understanding of your market will help you make better decisions and grow your business more effectively.

One of the most common mistakes that new operators make is not having enough capital. It's important to have enough capital to cover your expenses and to invest in your business. This means having a good understanding of your costs and your revenue, and having a plan for how to manage your cash flow. Having enough capital will help you avoid financial problems and keep your business on track.

Another common mistake is not having a good marketing strategy. It's important to have a plan for how to reach your target market and how to convert leads into customers. This means investing in your marketing and advertising, and having a clear understanding of your target audience. Having a good marketing strategy will help you attract more customers and grow your business more effectively.

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Bank borrowing

by Dan Sautner
Padgett Business Services

■ It's very difficult to run even the most profitable business without some bank financing. Chances are that growth—especially if it comes in spurts—will out-pace the cash that your current customers are generating.

You may also run into a problem resulting from the seasonality of the green industry, with a disproportionate amount of business coming in the spring and early summer. And if you're downsizing, the changes being put in place may require time to generate the cash you need to save.

All of these are reasons to approach your banker for a loan. The following are ways to approach this lending institution, and what they will be looking for in determining your chances.

Always think ahead and plan for requesting a loan. More importantly, do this prior to a crisis situation. Bankers have a hard time understanding that you are properly managing a good company when all of a sudden you run out of cash. Your cash flow needs are predictable, and you should be seeing any shortage ahead of time.

When you need a loan, ask the banker to visit you so he or she can see your business and how you operate it. Make sure that your banker is involved in commercial lending; otherwise, you will have to do it all again.

Explain—fully—how much money you need and why. Show the banker that you really know your business and what it takes to be successful. When your meeting is over, ask the banker to write you a letter describing what you will need to supply. (The bank may already have pre-printed lists of needed information. If so, use those.)

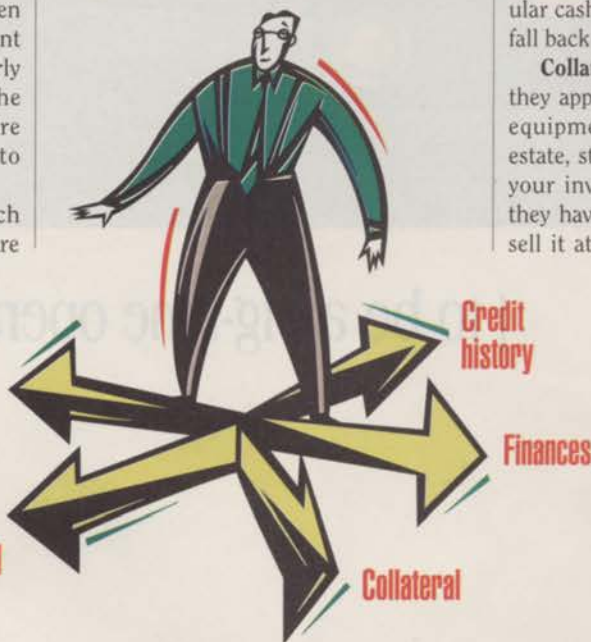
When everything is complete and packaged neatly, call the banker for an appointment. Have everything: the banker does not want to have a partial loan request cluttering his or her desk.

If you start off on the right foot, and show that you're organized, you'll have a better chance of getting your loan approved. Here are the common requirements:

1) A cover letter of request: what you are looking for, how much and why. Explain what the loan will do for your business, and how you will repay it. You may want to include a bit of your company's history: how you started, how you've done, what your services are. Be specific, and be realistic.

2) Personal financial statement.

3) The last three years' income state-



ments for the business (or personal tax returns if you're the sole proprietor).

4) Projections (a pro-forma statement) that should explain how the loan will affect your company's cash flow over the next one to three years.

The two basic types of bank loans can be structured in a multitude of ways.

Short-term loans will tide you over until you collect a receivable or complete an anticipated large sale. These are set up as notes repayable in 30, 60 or 90 days—or they may be set up initially as a line of credit.

Unlike your personal line of credit, you will probably have to ask the banker to advance the funds as you need them with a short-term loan. As a rule, they cannot remain outstanding for more than a year. The banks usually require that they be completely paid off for at least a month each year.

Long-term loans are set for a specific amount and for a specific length of time, such as a year or two or longer, and are repayable in monthly installments. These

are used for specific purposes, such as equipment purchase, remodeling, building purchase, and restructuring existing debt.

In some cases, you may be able to repay only interest, but only for a while. Discuss this with your banker.

In determining whether or not to approve loan requests, bank loan officers frequently refer to the "Three Cs" of lending: capacity, collateral and character.

Capacity is your ability to repay the loan. If this loan is approved, will you be able to repay it out of your company's regular cash flow? Do you have other assets to fall back on in an emergency?

Collateral is the security to the bank if they approve the loan. This could be your equipment, your building or other real estate, stocks, your accounts receivable, or your inventory. What will its value be if they have to foreclose on you and have to sell it at auction value to repay the loan?

This figure is sure to be a lot less than you would think.

No matter what type of loan you need, expect to personally guarantee the loans, most often using your residence or other assets—such as stocks—as additional collateral. If you are reluctant to do so, the banker will think that you are not sure about your ability to repay the loan. If you're not willing to take a chance, why should the bank?

Character includes your credit history. (Even if you had a problem paying bills on time in the past, if you can explain the causes for it and if you are currently paying your bills on time, you still might get the loan.)

Character also includes your general integrity. Do you have good moral standards? Are you a positive influence in the community? This segment of the loan decision process is intangible. If your application is on the borderline between approval and rejection, your character will sway the decision in one direction or the other.

Now, you can do all of this perfectly and still be denied credit. This can simply be because your bank is tightening up on its credit across the board. It may be useful to talk to other bankers.

Sometimes you might be denied because the amount you are looking for is too small. In this situation, consider borrowing the money personally and advancing it to the company. In any case, you want to be thinking ahead of the game. Good luck.

Landscape professional offers helpful advice over airwaves

by Ron Hall,
Senior Editor

■ "My parents said it was good."

With these words, landscaper Bruce Allentuck sums up the inaugural broadcast of his 7 a.m. Saturday radio program, *The Garden Path*. Allentuck, 29, devoted his first program to lawn care tips for homeowners. His program is heard on WINX (1600 AM) in the Washington D.C. area. It's broadcast out of the northeastern



Offering landscape advice via radio is both a way to help the public and promote the company, says Bruce Allentuck.

suburb of Rockville, Md. The program is sponsored by his own company, an apartment management firm and a fertilizer/turf seed supplier.

"I talked to a few customers who heard it and they said they enjoyed it," says Allentuck. "For the next few weeks we're going to try to gauge our audience. Maybe

we'll offer a discount to anyone who comes into our nursery and mentions they heard me on WINX."

Allentuck's star is rising in and around the nation's capital, partly because he's so helpful in his community. He's donated trees to schools, and his Garden Seminar Series always attracts a flock of local gardeners.

As a youngster, he mowed neighbors' lawns in his hometown Potomac. After he graduated from North Carolina State University with a degree in Horticulture Design, he returned. Today he owns and operates Allentuck Nursery & Landscaping, Inc., in Potomac. He bought the 30-year-old retail nursery three years ago. He says it accounts for about 30 percent of his sales. The rest of his revenue comes from design, contracting (subbing

out most of the masonry, irrigation and tree work), and maintenance. Sales are split pretty evenly between residential and commercial accounts, he says.

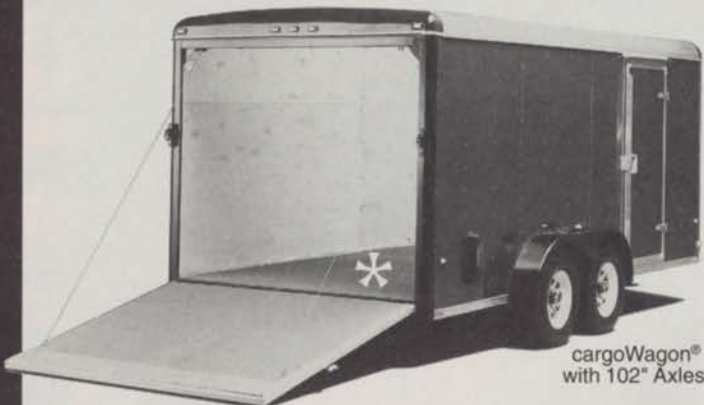
"I stepped out of the industrial cold bidding," adds Allentuck. "I found the margins too small. It wasn't worth our time. With our design/build growing, we decided to put our efforts into that."

Although the landscaper/nurseryman is making no claims to radio supremacy in D.C., he does promise he'll continue offering his listeners practical and valuable garden and turfgrass advice.

"Going on the radio wasn't something that I was necessarily looking to do," says Allentuck. "But we did a test program and it sounded fine. I think it's a good way to promote our company."

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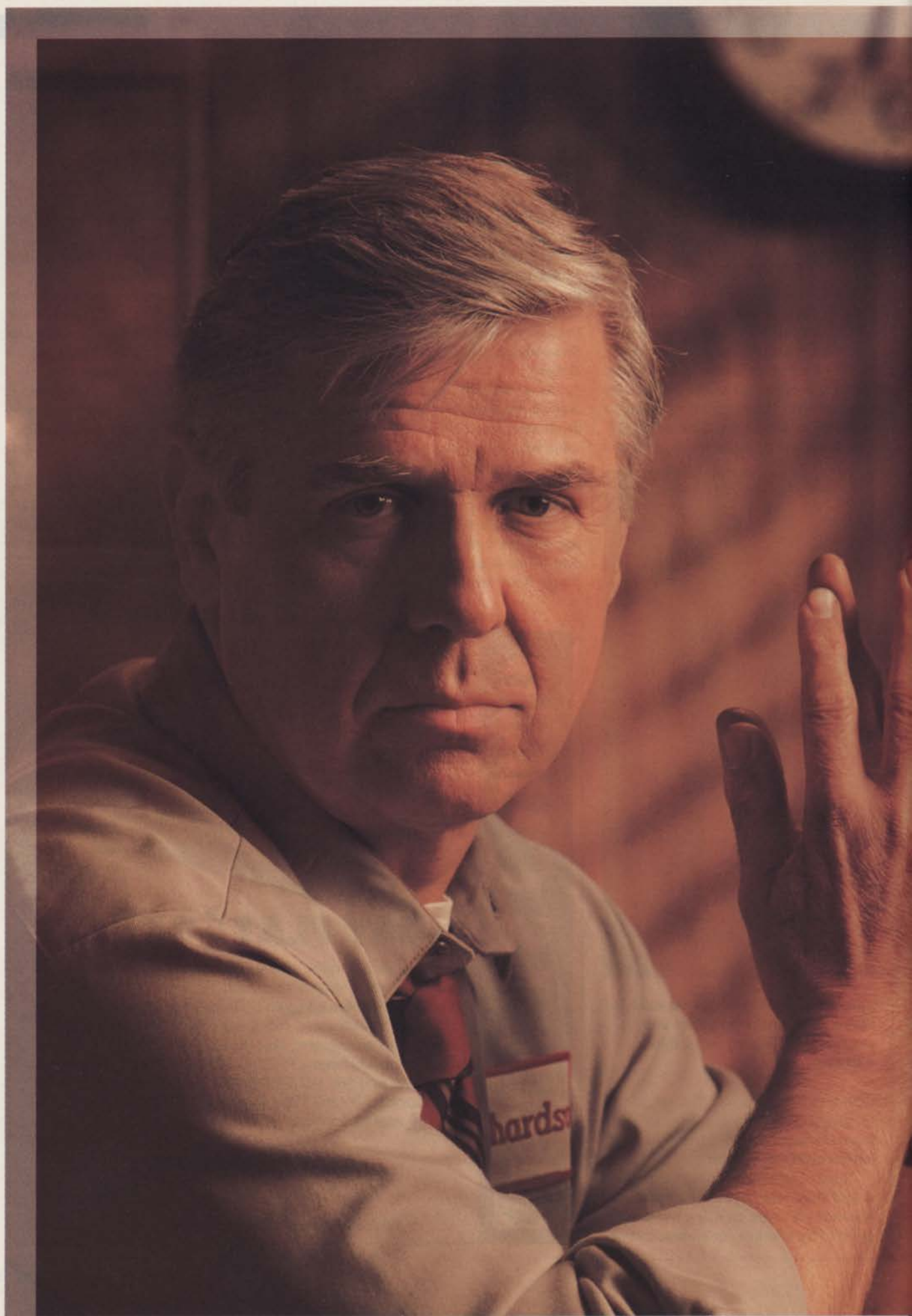
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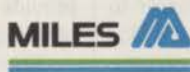
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Doing what has to be done: INGENUITY AND VERSATILITY

How the four-person grounds team at one of our nation's leading historical sites goes beyond the call of duty.

by Ron Hall,
Senior editor

■ The grounds team at The Hermitage must be both ingenious and versatile—and it is.

Otherwise horticulturist Mark Provost, grounds manager John Lohmann and gardeners Kristin Diekmeyer and Susun Stahl could never maintain the 650-acre Andrew Jackson estate.

The Hermitage, the estate of General Jackson, includes two mansions, the Jackson family cemetery, tree-shaded grounds, out buildings and open fields.

Remarkably, both Jackson's Greek Revival mansion and the adjacent flower garden, are relatively unchanged from Jackson's time. The surrounding grounds are a bucolic mixture of shaded paths, 120 acres of turfgrass, a small vegetable garden, hay fields, and a smattering of woods.

"We're pretty diverse," says Provost in his east Tennessee drawl. "I guess we do a little bit of everything."

Provost's title is horticulturist (a Tennessee Tech graduate), but in his seven-year employment at The Hermitage, he's also baled hay and done more than his share of bush-hogging and mowing.

This past winter, he and the other three team members reconstructed the unique picket fence at the Hermitage Flower Garden. It was a labor of love...but labor.

He and Lohmann hand-chipped each opening for the 720 pickets while Kristin and Susun painted the redwood fence.

"We'd rather work a little bit harder to make things just right," says Provost, vice president of the Middle Tennessee chapter of the PGMS.

"The Hermitage is an important histor-



The Hermitage Garden, designed by William Frost in 1819, remains essentially the same.

Leah Romine provides visitors with a history of the garden.

Far left—John Lohmann and Mark Provost, right, oversee 650 acres.

ical site. Obviously we can't do a lot of spraying, and we can't do a lot of weed eating or trimming either."

Maintenance challenges—Lohmann, 11 years at The Hermitage, still shudders at the memory of the mowing schedule that he and Provost used to face.

"It seemed like we were never going to get caught up," he says of the 120 acres of turfgrass. Three seasonal college students help now. They use an aging but still serviceable Hustler and two large John Deere mowers—one a front-mount 935, the other a mid-mount 855.

Hundreds of mature trees at the site provide Provost and Lohmann with their other biggest maintenance challenge.

Storms and a surprising number of lightning strikes keep their six-inch, PTO-driven Vermeer chipper busy.

On another front, Lohmann thinks he's finally simplified leaf removal which used to exhaust the tiny staff by mulching the leaves on one of the final mowings of the season. They're blown into tree rings around the base of the trees that dropped them.

The Hermitage, which draws about 250,000 visitors annually, is located about a 25-minute drive northeast from downtown Nashville. Jackson ("Old Hickory") was the seventh U.S. president. Her returned to The Hermitage in 1937 after serving two terms, and died there in 1845.

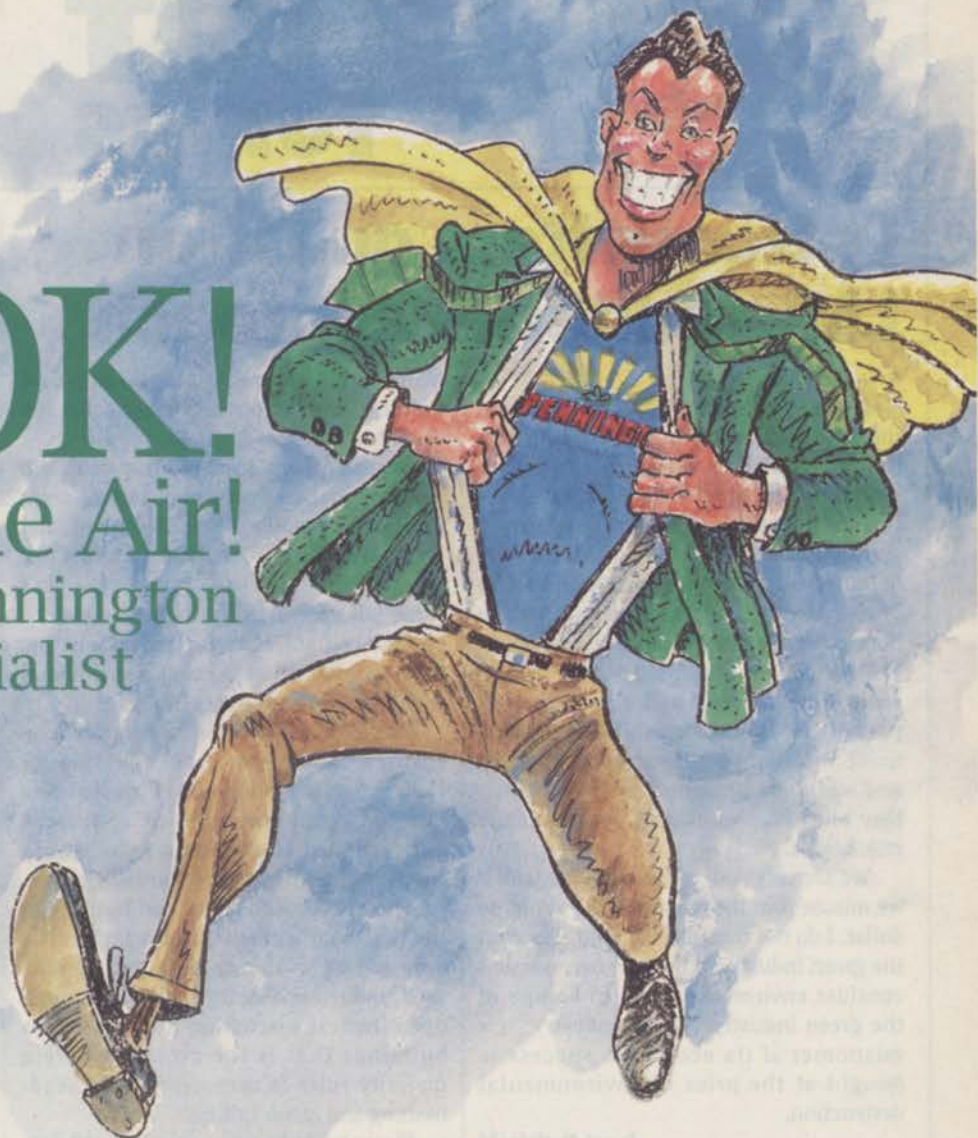
The Hermitage still belongs to the 19th century. Before neon. Before fast food. That's its charm.

That's what its tiny grounds staff is working so hard to help preserve.

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HOT TOPICS

Letter-writers question LM's editorial approach

■ To the editor:

I strongly disagree with your article in the May issue entitled, "Can't We All Just Get Along? Hell, No!" which singled out several pro-environment senators and representatives as foes of the green industry.

Regulation of the green industry is designed to protect the health and safety of *everyone*, from golfers and athletes to homeowners and turf industry employees. The regulations are also designed to help protect those in our society who are not part of the economic/capitalist system. Since wildlife, open spaces, clean water and wetlands have no economic value, they must be protected by environmental regulations.

We are very poor stewards of the land if we misuse it in the pursuit of the almighty dollar. I do not consider the regulations on the green industry to be excessive; nor do I consider environmentalists to be foes of the green industry. "Green industry" is a misnomer if its economic success is bought at the price of environmental destruction.

*Janet Betlejeski
French's Hollow Fairways
Guilderland Center, N.Y.*

■ To the editor:

I just read the (May) cover story "A Capitol Idea" and would like to share some thoughts with you.

I have been in the parks landscape business for over 20 years on both the East and West Coasts. My job requires dealing with many government regulatory agencies, even though I work for a county government, I too have the same issues with regulations that any business does. Yes, I really believe there needs to be change in

many of our laws related to the landscape industry, and I'm pleased to see action on that front.

However, I am dismayed that you seem to be politicizing your publication, seem to be using emotionally loaded terms, and giving negative connotations to terms like "liberal" and "activist control." Couldn't some folks featured in the article also be considered activists for more sensible laws? Couldn't they be considered liberal in their view of industry's desires?

The clincher, however, was the section entitled "Can't We All Just Get Along? Hell, No!" Such promotion of people being hostile to each other gets us nowhere. I am saddened to think that you would choose to use this form in journalism.

There is enough anger and hostility in the U.S. today without encouraging it. The only way we will progress in getting safe, sane, and reasonable legislation is through open, honest discussion and consensus building. That is the process where a majority rules (a democracy), not head-bashing and name-calling.

Please try to be more objective and positive in your articles.

*David J. Pierce
Regional Park Planner
Santa Clara County, Calif.*

Industry magazines like LM must accurately portray the mood and view of the majority of its readers. Surveys show that most of you—especially small businessmen—have slightly antagonistic attitudes toward government regulation because of excesses in the past. The people interviewed in the articles were the top people in the industry who accurately, we believe, reflect the concerns of most LM readers.—Ed.

Greg Norman will market seed

TEQUESTA, Fla.—Professional golfer Greg Norman's new company will produce golf-quality warm-season turfgrasses.

Norman's new Greg Norman Turf Co. will develop grasses on a 140-acre production facility in Avon Park, Fla.

The first variety under production is GN-1 hybrid bermudagrass, which has a deep green color, better tolerance to low temperatures and parasitic nematodes, and thatches less than other hybrid bermudas, according to a press release.

"The new grass has proven to be superior in playing surface to the Tifway 419 used on the remaining holes" at the Medalist Club in Hobe Sound, Fla., where it was planted on the 17th and 18th fairways, the release contends.

Other speciality grasses planned for production at the company are FloraTex, a low-maintenance bermudagrass, and the newly-released FloraDwarf.



The Greg Norman Turf Co. will market warm-season grasses for golf courses.

ELSEWHERE

**Support devised
for aging tree, p. 19**

**PLCAA holds new
workshops, p. 19**

**D.C. faces tough
ozone laws, p. 19**

**Info-center, many
new events, p. 20**

NY community pays to put ancient cottonwood on life support system

NEWBURGH, N.Y.—How far will you go to save an historic tree?

If you're The New York State Department of Environmental Conservation (DEC) apparently a long way. The tree in question is a massive eastern cottonwood in Newburgh, NY, just north of NYC. It's believed to be about 300 years old. When it was much younger (and smaller), residents mistakenly thought it was a balm tree and referred to their community as Balmville.

In 1992 the DEC hired four independent consulting arborists to inspect the tree. They said it was unsound and recommended that it be removed. But the DEC didn't want to lose the tree. In mid 1994 it hired ACRT, Inc., Cuyahoga Falls, Ohio, to inspect the tree. A team of three ACRT professionals—consulting arborist Richard E. Abbott and plant pathologists Dr. Christopher J. Luley, and Dr. Kenneth C. Miller—plus engineer Donald E. Ruff from Canon Engineering in Jackson, MI, concluded that it was structurally unsound although it continues to grow.

They felt that the tree could be saved.

The ACRT team designed a mechanical support (see illustration) with a central column and four double reinforcing guys. Tree limbs are attached to the column by means of guy cables.

Also, the team suggested soil aeration via vertical mulching, fertilization, insecticide applications when needed, vine

removal and covering a hole to keep out animals.

Private funds are paying for the work as ACRT is seeking material donations from manufacturers, distributors and area businesses.

With the mechanical support in place, the ACRT team believes the tree has a 50 percent chance of remaining structurally intact for 10 years and a 25 percent chance of surviving another 20 years.

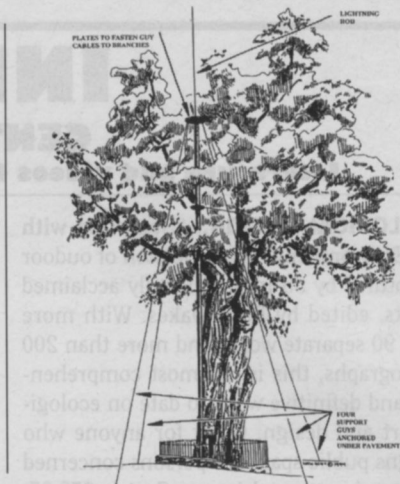
PLCAA workshops in Iowa, SC, Ore.

■ Questions from customers and the media on topics such as the "Home Pesticide Use and Childhood Cancer" study released earlier this year can be intimidating and confusing to lawn care operators.

But help is on the way. The Professional Lawn Care Association of America's continuing 1995 Regional Workshop series in August and September will include a presentation on Risk Communication by a representative of DowElanco.

The day-long programs also include information on enhancing customer service, by Bob Andrews, owner of two Indiana lawn care companies, and a past president of PLCAA.

The objective of the workshops is to "take PLCAA to the members," says board



member Larry Messina of Lawn Cure of Southern Indiana, who adds that PLCAA also plans to stage from eight to 10 winter workshops on a variety of topics.

Dates and locations for the summer workshops are:

- August 30, Ames, Iowa (Starlight Village Motel) hosted by Darryl Johnson of American Beauty Lawn Care;
- Sept. 20, Portland, Ore. (Shiloh Inn Portland Airport), hosted by Pat Nibler of ProGrass, Inc.;
- Sept. 27, Columbia, SC (Sheraton Hotel and Conference Center), hosted by Gene Broom of Service Master.

Cost for the workshops is \$35 for members, \$50 for non-members. Lunch is included in the registration fee.

To register for a PLCAA summer workshop, call the association at (800) 458-3466.

Ozone standards hang over D.C. green industry

WASHINGTON—Call this the tale of the ozone mowing ban.

The District of Columbia and 18 surrounding counties in Maryland and Virginia are among the first in the nation required to meet EPA-imposed ozone standards.

"What we have been battling on the local level are attempts to outright limit or impose restrictions on the use of lawn and garden equipment during days that are forecast to be in violation of the ozone standards," says Ben Bolusky of the AAN.

Ozone is a by-product of gasoline engine use. Under the EPA rules, commercial landscape firms would be prohibited from using internal combustion engines on high ozone days. Bolusky says the forecasts (of high

ozone) come out the afternoon or night before, making it impossible for landscape firms to schedule mowing. Skipping to the bottom line, "We beat that one back considerably. What we've done is gotten the supertanker to change direction," he adds.

Rather than having the EPA going after behavioral changes of a punitive nature, a coalition of AAN and other national organizations such as the Associated Landscape Contractors of America (ALCA) got the EPA to focus on technological changes. They proved that the vast percentage of ozone emissions came not from running engines, but from spills during fueling. They showed the EPA how inexpensive nozzles could capture 90 percent of the

errant ozone.

A second EPA misperception was that landscape firms running old equipment that spewed out exhaust fumes were part of the problem. But the LCA polled operators and produced figures to show that 41 percent of the landscape companies in the area buy new equipment every year, and 44 percent more buy new equipment every two to three years.

The story points up the value of having allies. "We probably belong to about 30 national coalitions dealing with national and regulatory officials. We're not bashful about lending our name to a business coalition we know serves the interests of our members," says Bolusky.

INFO CENTER

Literature and videos for the green industry

ECOLOGICAL DESIGN... "Sculpting with the Environment" is a collection of outdoor sculptures by 35 internationally acclaimed artists, edited by Baile Oakes. With more than 90 separate works and more than 200 photographs, this is the most comprehensive and definitive work to date on ecological art and design. Great for anyone who designs public spaces or persons concerned with environmental issues. Cost is \$59.95, available from Van Nostrand Reinhold publishers, (212) 254-3232.

IRRIGATION TEXTBOOK... The Society for Engineering in Agricultural, food and Biological Systems has published "Landscape Irrigation Design" by Eugene Rochester, an engineer and 25-year member of the Auburn University faculty. This is the 8th of a series of textbooks published by the ASAE. Rochester says the 220-page book is also ideal for independent learning. ASAE can buy the book for \$32 but non-members must pay \$38. Contact: ASAE, 2950 Niles Road, St. Joseph, MI 49085-9659. (616) 429-0300.

MORE WILDFLOWERS... Applewood Seed Company's 1995 "Wildflower Seeds" catalog includes 7 new species of wildflowers, including 3 U.S. natives and 1 new native grass. The catalog features 130 wildflower species and 18 regional and special-use mixtures. To receive the catalog: Applewood Seed, 5380 Vivian St., Arvada, CO 80002. (303) 431-7333.

MICHIGAN DIRECTORY... The 1995 "Membership Directory and Advertisers Buyers Guide" for the Michigan Nursery and Landscape Association includes contacts and phone numbers for over 750 member companies, MSU's hort department, county cooperative extension offices, and state regulators. Non-members pay \$40; members' first copy is free. Michigan Nursery and Landscape Association, 819 N. Washington Ave., Ste. 2, Lansing, MI 48906.

ROOTS BACK ON TV... The International Society of Arboriculture says its new ISA book "The Landscape Below Ground" is also available as a set of two videos. Both

the books and the videos originated from the international workshop on tree root development in urban soils. Each of the videos is about 30 minutes long. Cost to members for the pair of videos is \$50, to non-members \$60. ISA, P.O. Box GG, Savoy, IL 61874. (217) 355-9516.

GREEN INDUSTRY EVENTS

JULY

20-23: ALCA Summer Leadership Meeting, Glenn Arbor, Mich. Phone: ALCA, (703) 620-6363.

20: Iowa Turfgrass Field Day, Horticulture Research Station, Ames, Iowa. Phone: 1-800-605-0420.

25-27: Freshwater Wetland Construction Techniques Short Course, Cook College Campus, New Brunswick, NJ. Phone: (908) 932-9271.

31: ITI/IGCSA Benefit Golf Tournament, Fort Dodge Country Club, Fort Dodge, Iowa. Phone: 1-800-605-0420.

26: U. of Georgia Turfgrass Field Day, Griffin, Ga. Phone: Extension conference office (912) 681-5189.

26-29: AAN/MNLA Nursery & Landscape Convention & Trade Show, Minneapolis. Phone: AAN at (202) 789-2900 or MNLA at (612) 633-4987.

27-31: APLD "Minnesota Northern Lites" Summer Conference, Minneapolis. Phone: APLD (312) 201-0101.

30-Aug. 5: Perennial Plant Symposium, Minneapolis. Phone: Perennial Plant Association (614) 771-8431.

AUGUST

1-4: "Design of Stormwater, Sediment and Erosion Control Systems," Okla. State U. Phone: OSU Engineering Extension (405) 744-9223.

2: Planning & Managing for Reduced Environmental Load, N. Va. Land Managers Conference, Woodbridge, Va. Phone: (703) 792-6285.

2: Illinois Landscape Contractors Association Field Day, Ball Seed Company, West Chicago. Phone: ILCA

(708) 932-8443.

3: U. of Mass. Open House/Turf Scouting & Pest Management Workshop, South Deerfield, Mass. Phone: U. of Mass. Extension (508) 892-0382.

3: NTEP Turfgrass Research Field Day, Beltsville, Md. Phone: (301) 504-5125.

3-5: Turf Diagnostic Course, Cornell University, Ithaca, NY. Phone: (608) 255-1792.

8-Sept. 14: Trees for Landscape Use course, meets Tuesdays and Thursdays, UCLA, Los Angeles. Phone: (310) 825-7093.

8: Golf Course Construction & Design Seminar, SUNY Delhi, Delhi, NY. Phone: NYSTA (800) 873-TURF.

8: Associated Green Industries Field Day, Mackenzie Nursery Supply, Perry, Ohio. Phone: (216) 428-4108.

9: Athletic Turf Management Field Day, Springfield, Mass. Phone: U. of Mass. Extension (508) 892-0382.

10: Wisconsin Nursery Association Summer Field Day & Trade Show, West Madison. Phone: (414) 529-4705.

13-16: International Society of Arboriculture Conference, Hilton Head Island, SC. Phone: (217) 355-9411.

16-18: Field Diagnosis of Insects & Diseases on Trees & Shrubs, Cornell U., Ithaca, NY. Phone: (518) 783-1322.

17: Michigan Turfgrass Field Day, MSU, East Lansing. Phone: (517) 321-1660.

16: Ohio Turfgrass Foundation Field Day, Phone: (614) 261-6750.

18-21: Nursery Management Institute, Michigan State U., East Lansing, Mich. (space limited to 50 individuals). Phone: AAN (202) 789-2000.

25-27: San Francisco County Fair Flower Show, Golden Gate Park. Phone: (415) 507-0142.

28-Sept. 1: "The Body Language of Trees," One-day hazardous tree seminars by Claus Mattheck. Aug. 28 in Mahway, NJ, Aug. 30 in Cleveland, and Sept. 1 in Chicago. Phone: (503) 254-0482.

30-Sept. 1: Pacific Hort Expo and CAN Convention, San Diego Convention Center. Phone: (916) 567-02003.

31: Turf Scouting & Pest Management Workshop, Waltham, Mass. Phone: U. of Mass. Extension (508) 892-0382.

SEPTEMBER

10: "Festival of Color," Anderson Research Facility, University of Nebraska-Lincoln, Lincoln. Phone: (402) 472-2584.