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LANDSCAPE MANAGEMENT (ISSN 0894-1254) is published monthly by Advanstar Communications, Inc. Corporate, editorial and advertising offices: 7500 Old Oak Blvd., Cleveland, OH 44130. Accounting, advertising production and circulation offices: 131 West First St., Duluth, MN 55802.

**Subscription rates:** one year, \$39, two years \$58 (U.S.); one year \$66, two years \$99 (Canada and Mexico); one year \$130, two years \$195 (all other countries). For air mail delivery, include an additional \$70 per order annually. Current issue single copies (pre-paid only): \$4 (U.S.); \$7 (Canada and Mexico); \$12 (elsewhere); add \$3.50 per order for shipping and handling. Back issues, if available, \$10 (U.S.); \$14 (Canada and Mexico); \$20 (other countries); add \$3.50 per order for shipping and handling (pre-paid orders only). **To subscribe,** call (218) 723-9477; fax: (218) 723-9437.

**Office of publication:** Advanstar Communications, Inc., 131 W. First St., Duluth, MN 55802. Periodicals postage paid at Duluth, MN 55806 and additional mailing offices.

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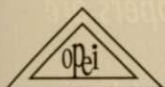
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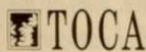
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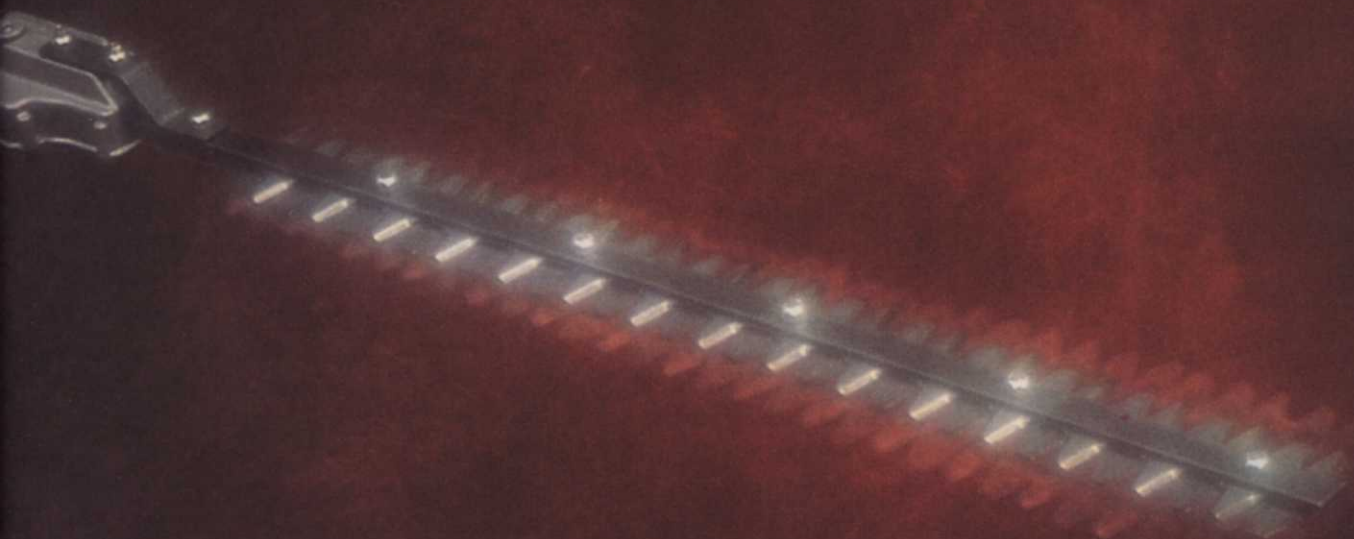


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**B**lowing leaves, darkening days and brooding skies — clear signals that the end of the year is coming. It's time to take stock of what we've accomplished this past year and what we didn't do so well. It is a terrific exercise to do individually and as an organization — to look back on the year's successes and failures just when you're planning for next year.

Maybe time is on our minds here at LANDSCAPE MANAGEMENT. Usually our articles look forward, with tips on buying, planting, managing in the future. This time, our cover story ("Summer Success Stories" page 20) looks back at how green industry professionals around the country tried new approaches and made them work in 1998.

Their ideas ranged from using a new sales approach to working with new landscape materials to outsourcing work for the first time. They took the leap with new management software (a frightening idea in itself if you've ever switched computer systems), experimented with high- and low-tech products and invested in the future by building new facilities. These ideas worked for our examples and something similar may work for you.

One thing each organization did to ensure its success was to analyze thoroughly, plan well and implement the project in the right way. You probably already know how risky new ventures can be without good planning and execution.

What is important to recognize is that every risk worth taking should offer substantial reward — why else would investors buy junk bonds? In fact, many previously "successful" investors are getting a real education in the meaning of risk this fall. For those who have only seen their investments continuously ratchet up in the past few

years, this market's roller-coaster ride is pretty sobering.

That shouldn't stop you from investing, or making new business plans, as long as you've tempered your risk with analysis, planning and a balanced approach. If you aren't already planning ahead for 1999, start by reviewing your own successes and failures of this year, and try to incorporate that knowledge into your new initiatives.

Although we've presented success stories, we know how prevalent failed ideas are. Painful as it may be, this is the time to study your failures and figure out what you did wrong. Did you jump too quickly into a project or purchase without thinking it through? Did you let a false deadline rush you into a critical decision? Did you fail to look at how your idea would affect your finances, your workload, your management structure, your customers, your employees, your own life? Did all your good analysis and planning go to waste because no one was able to "make it happen" the way you planned?

Don't beat yourself up too hard. Remember that even the "big boys" make mistakes. Remember "New Coke?" The Edsel? GM's failure to change the name of its Nova model for Spanish-speaking markets ("No va" means "no go")? Once you've figured out what you did wrong, consider what you should have done to make it right. We don't usually get to "do over" in life, except in our minds. What financial or staff resources could have made the difference? What extra knowledge about your market, your competitors or your customers could have helped your initiative along? What did you fail to anticipate? This kind of insight is golden because it can neutralize future risk and it can keep you from failing next time.

A critical element of taking risks is to learn from the mistake, put it behind you and keep on trying. Why? Because the rewards are worth it. Because it's fun and that's what brought you into this business in the first place. Because you are good enough to beat your competition in many ways. Being successful is why investors keep coming back and why we are already looking forward to next spring's growing season. **LM**

## What's your success story?



*Sue Gibson*

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Circle No. 108 on Reader Inquiry Card

## Battling pond weeds

*In Landscape Management, Aug 98, there was an article on Storm Water Ponds. We have one and have planted pond vegetation on the edges. My problem is how to kill the undesirable plants that come up in deeper water just out from the desirable plants.*

—ARIZONA

According to the people in our Conservation Sciences division, there may be a way to control unwanted aquatic vegetation in your storm water pond with little or minimal damage to the desirable vegetation that you planted. As with any 'weed' problem, it is important to know what the weeds are and then determine the best product for treatment.

If the storm water pond is small, it may be difficult to selectively treat aquatic weeds without impacting the plants you want to keep. However, if it is determined that herbicide treatment can be used, application can be selective by carefully placing the herbicide on target plants and avoiding non-target plants.

There are many publications available on the topic of aquatic plant control. A good place to shop for information is on the web site of the North American Lake Management Society ([www.nalms.org](http://www.nalms.org)). A helpful publication published by NALMS is "Aquatic Plant Management in Lakes and Reservoirs," 1997. Information on how to obtain this booklet can be found on NALMS web site.

(ed note — see another

available reference in Oct. '98 LM Info Center on page 40.)

## Tree losing bark

*I planted a 5 ft. Katsura tree 3 years ago. The tree has grown about 1.5 ft. and gets full of leaves each spring and new growth. The bark from the ground up to about 1 foot is split and peeling with exposed trunk that is cracking. Part of the lower bark is discolored or darkening. This seems to get worse each year. The tree is located in full sun. Is this from normal growth? If not what do I need to do to save this tree?*

—NEW JERSEY

The problem is probably related to sun scald and bark splitting which is common on Katsura and other thin-barked trees.

On sunny days in winter, a tree trunk may be warmed as much as 20°F above air temperature, particularly on the southwest side. If the bark temperature drops quickly to a critical level, injury or death to the bark and cambium of sensitive trees may occur. This is called sunscald though it is actually a freezing injury. Reports indicate that shading a trunk or painting it with white latex exterior paint can moderate daily temperature extremes and reduce the potential for sun scald.

Lower trunk splitting may also be caused by frost cracks although trees 6-18 inches in diameter are more likely to be affected than either larger or smaller trees. From your explanation, the tree in question is

much smaller. Frost cracks are typically associated with internal injury and decay.

Improve plant health through proper fertilizing, mulching and watering as needed. Monitor the plant for any insect and/or disease problems and manage these problems as needed. You may wish to consider wrapping the tree trunk for the winter and removing the wraps in the spring to help protect the tree from temperature extremes.

## Ash Flower Galls

*Ash trees in our area look bad every year due to a type of gall. We noticed that the problem occurs mostly on male plants. What could this problem be and how can we manage it?*

—ONTARIO, CANADA

Sounds like ash flower gall, which is caused by eriophyid mites. This disease attacks the staminate male flowers of white ash. The flowers develop abnormally and form very irregular galls. These galls dry out, forming clusters which are conspicuous on the trees during winter.

Consider treating the plants with Sevin after the buds swell and before the new growth emerges in spring, or apply horticultural oil during the dormancy. Sevin is effective on eriophyid mites. Several applications may be needed.

Read and follow label directions for best results. **LM**



**BALAKRISHNA RAO**

*Manager of Research and Technical Development for the Davey Tree Co. Kent, Ohio*

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