

**NEW 7-IRON DECKS**



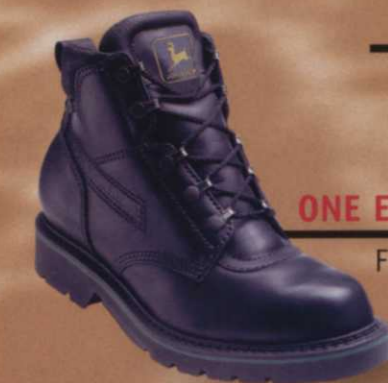
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With protected kevlar belts, fully enclosed transmissions with a 3-year limited warranty, and rugged construction, reliable GS Series gear-drive walk-behinds easily take the toughest jobs in stride, and over time, leave all other competitors behind.



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Suggested list price

**ONE ENGINEERING FEAT DESERVES ANOTHER.**

For a limited time, we're giving away a free pair of premium John Deere 962 work boots (crafted for extraordinary comfort and strength) with the purchase of any John Deere commercial walk-behind (36-in. or larger). Act soon—offer ends July 5, 2000\*.



**GS30 WALK-BEHIND MOWER**  
36-in. deck  
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**HD45 WALK-BEHIND MOWER**  
48-in. deck  
**Only \$3,999\***  
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**M653 Z-TRAK™ MOWER**  
54-in. deck  
**\$194/Month\*\***



**F680 Z-TRAK™ MOWER**  
54-in. deck  
**\$212/Month\*\***

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**10% DOWN ON ALL COMMERCIAL MOWING EQUIPMENT\*\***

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With patented two-pedal hydrostatic controls, a hydraulic lift to climb curbs, extraordinarily tight turning radius, high-torque gas and diesel engines, and precise power steering for superior trimming, these extremely affordable and durable machines prove John Deere is always thinking ahead.



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60-in. 7-Iron deck  
**\$10,999\***  
**\$213/Month\*\***



**F725 FRONT MOWER**  
54-in. deck  
**\$8,495\***  
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**4100 HST TRACTOR**  
20 hp/16 PTO hp  
**\$330/month\*\***

**CREATED WITH BIGGER THINGS IN MIND.**

With 4WD, mid- and rear-PTOs, long-lasting oil-cooled brakes, an easy-to-use Twin Touch® hydrostatic transmission, and dual hydraulic pump for exceptional implement performance, the 20-hp 4100 has every feature found on a larger tractor—except for the price. (Package includes mid-mount mower, 410 loader.)



**5210 UTILITY TRACTOR WITH 521 LOADER**  
53 hp/45 PTO hp  
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**HANDLES ANY WORKLOAD.**

The combination of a loader with high breakout force and quick cycle times, and a PowrReverser™ transmission (that lets you go back and forth without clutching) allow this 43-hp tractor package to make short work of work. (Package includes 460 Loader, 613 Rotary Cutter.)



**4600 TRACTOR WITH 460 LOADER AND 613 ROTARY CUTTER**  
43 hp/36 PTO hp  
**\$433/Month\*\***



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\*Offers end July 5, 2000 and are available at participating dealers. Machine prices do not include taxes, freight set-up and delivery charges. \*\* Offers end July 5, 2000. Subject to approved credit on John Deere Credit Installment Financing Plan, for commercial use only. Up to 20% down payment may be required. 10.4% up to 36 months on Commercial Walk-Behind Mowers, 10.4% up to 48 months on Z-Trak Mowers, 10.4% up to 60 months on Commercial Front Mount Mowers, 8.4% up to 60 months on Gator Utility Vehicles, Compact Utility and Utility Tractors. Taxes, freight, setup and delivery charges could increase monthly payment. Other special rates and terms may be available, including financing for personal use. Available at participating dealers. Prices and models by vary by dealer. ▲ Manufacturers suggested list price, does not include taxes, freight set-up and delivery charges. Price may vary by dealer. † Offer ends July 5, 2000. Subject to approved credit on John Deere Credit Revolving Plan, for commercial use. If the balance is not paid in full by the end of Same As Cash promotional period, interest will be assessed from the original date of purchase. Available at participating dealers. Prices and models may vary by dealer.

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**ROTARY CUTTERS**



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## Typical Performance Appraisal Sheet

Employee Name \_\_\_\_\_

Title \_\_\_\_\_

**Instructions:** Read over the general factors and rate each employee's performance on a scale of 0 to 10, 0 being the most unsatisfactory and 10 being the most satisfactory.

### General Factors

**Quality** — accuracy, thoroughness and acceptability of work performed

**Productivity** — quality and efficiency of work produced in a specified period of time.

**Job knowledge** — practical/technical skills and information used on the job

**Paperwork** — proper timeliness, accuracy and legibility. Includes time etiquette.

**Reliability** — the extent to which a task employee can be relied upon regarding completion and followup.

**Independence** — the extent of work performed with little or no supervision.

**Availability** — the extent to which an employee is punctual, plus his/her overall attendance record. Includes overtime and/or weekend work.

**Equipment** — care, proper use, upkeep, service, safety, and appearance of equipment this employee uses.

**Safety** — the extent to which the employee adheres to company safety policies and is safety-conscious (i.e., wearing safety equipment, following designated procedures).

**Adherence to policy** — the extent to which an employee adheres to company policy, conducts him or herself, follows rules, and observes good housekeeping practices.

**Customer service** — willingness and demonstrated ability to cooperate, work, and communicate with co-workers, supervisors, subordinates, outside contacts, and customers. Includes the stability, courtesy, personal appearance and judgment demonstrated on the job.

Total point score (1 - 100) \_\_\_\_\_

Discussed with individual on \_\_\_\_\_

Employee's signature \_\_\_\_\_

Follow-up requested/denied: Yes \_\_\_ No \_\_\_ On what date? \_\_\_\_

Evaluator's signature \_\_\_\_\_ Date \_\_\_\_\_

Evaluator's supervisor's signature \_\_\_\_\_ Date \_\_\_\_\_

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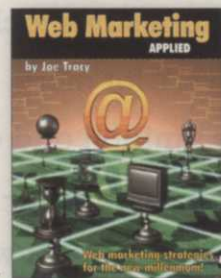
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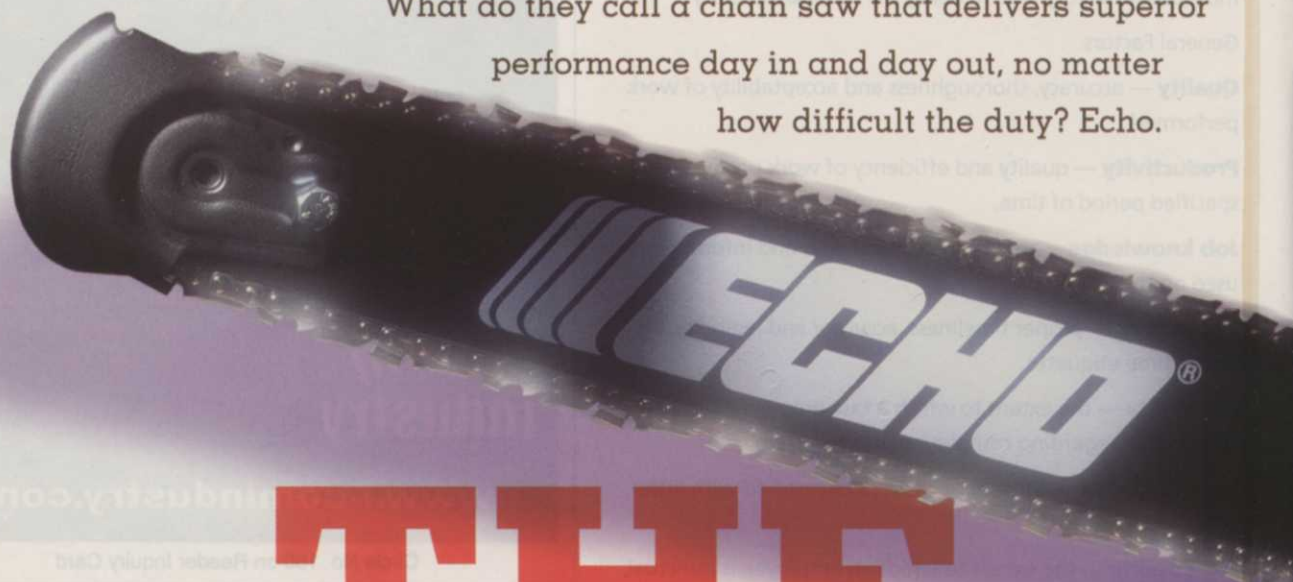
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# LEADER

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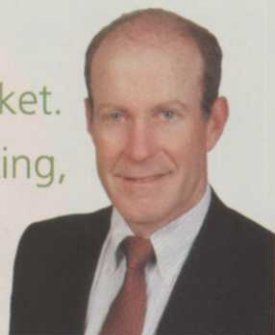
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BY ROBERT K. BAIRD / GUEST COLUMNIST

"There is no such thing as a 'sure thing' in the market. So if you are set on doing your own investing, realize there will be ups and downs." — RB



## Counter uncertainty with a sound investment plan

*"Man is extremely uncomfortable with uncertainty. To deal with his discomfort, man tends to create a false sense of security by substituting certainty for uncertainty. It becomes the herd instinct." — Bennet W. Goodspeed, The Tao Jones Averages*

I learned about this first hand over 20 years ago when I began trading a commodity system I helped to develop. In two years, the system had huge returns. Unfortunately, by the end of those two years, every client had quit because there was too much uncertainty.

Uncertainty wreaks havoc with many investors' fortunes in the stock market. It's an unfortunate aspect of human nature that when left to our own devices, we tend to sell at the lows (panic) and buy at the highs (euphoria). This is why I stressed having a portion of one's investments managed for you in Part I.

### Get a real plan

Professionals have a plan and exercise it. Most investors don't.

There is no such thing as a "sure thing" in the market. So if you are set on doing your own investing, realize there will be ups and downs. Though we have been in a long-term bull market since the 18th century, there were hiccups along the way.

What often causes investment failure is timing and our insistence on "being right." We sometimes have love affairs with equities. I have seen enough promising companies go the way of the buggy whip, however, to know that the most important thing is know-

ing when to sell. Most of us never do, which is why most of us must put our money in a mechanical program that is diversified, disciplined and deliberate.

I have three programs that fit this bill and they have all beaten the pants off most mutual funds for the past 13 years. Does this mean that if you try them, you, too, will beat the market? Hardly. It doesn't even mean you will make money over the next few years, no matter what program or stocks you choose. But you do put the odds in your favor.

### The "Dogs of the Dow"

The first of these is called the "Dogs of the Dow." You take the 10 highest dividend stocks in the Dow, then pick the four lowest priced stocks and choose either stocks #1 to #4 or #2 to #5 and buy an equal amount of each of them. You don't buy the #1 stock if it is also the highest dividend. After one year, you switch out of the stocks you have owned that are no longer "dogs" and buy the new ones that are. Then wait another year and do it again. With this program, you are basically betting that GM or Dupont aren't going out of business in the next year. The "Motley Fool" Web site (<http://www.fool.com>) has the results of over 30 years of historical testing. This value and dividend-oriented approach has averaged about 20% per year with only three losing years.

Two other approaches are called "Spark 5" and "PEG 5." The companies on these programs have earnings acceleration, price momentum and estimates of

*continued on page 28*

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but wait until they all  
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continued from page 26

future increased growth. This means the street has recognized that these are up-and-coming companies who (hopefully) will

continue their current pattern of rapid price appreciation. The returns can be greater than the Dow dog approach, but there is also more volatility. Like with the Dow ap-

proach, at the end of one year for "Spark 5" picks and every six months for "PEG 5" picks, you exit those no longer on those lists and exchange them with new ones.

If none of this strikes your fancy, stick with companies you are familiar with and figure out your selling strategy. Some people like to set a price point below which they don't want to see the stock trade. If it does go lower than that, they sell. Others prefer to set a fundamental exit point. An example of this is when someone gives you one of those world famous "hot tips." You

The most important thing is knowing when to sell. Most of us never do, which is why we opt for a diversified program.

have been informed that the company has just been given a license to steal and an announcement is imminent...and nothing happens. Just remember the old adage about cutting your losses short.

A good mix for most investors' portfolios would include:

1. Professional management
2. Mechanical approaches
3. Your own thing

If it sounds like I'm overly cautious, it is because after so many years of stellar returns, it is sometimes easy to lose sight of things like bear markets. There is no excuse to invest without being informed and prepared.

— The author is a registered principal/independent stock and commodity broker with more than 20 years experience in the financial industry. Contact him at 800/643-1155.



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# industry almanac

NEWS YOU CAN USE

## Sanitors buys Russ Fragala Landscape

**SAN ANTONIO, TX** - Sanitors, Inc., San Antonio, TX, acquired Russ Fragala Landscape Contracting Corp., Long Island, NY. Fragala will stay on to oversee operations and assist mergers and acquisitions throughout the Long Island area.

"It's an exciting time right now," Fragala said. "Now we're going to grow this region tremendously through internal growth and acquisition."

Sanitors closed out 1999 with over \$100 million in sales.

## TruGreen-LandCare acquires Scapes

**ASHTON, MD** - TruGreen-LandCare acquired Scapes Inc., Marietta, GA. Terms of the sale include all commercial landscape management operations, residential and commercial design/build operations, all trucks and equipment, and the transfer of 100 employees.

## Environmental Industries buys STM Landscape

**CALABASAS, CA** - Industry giant Environmental Industries has acquired STM Landscape Services, a \$12 million landscape maintenance company based in Oakton, VA.

STM will operate under EII's landscape maintenance division, Environmental Care.

With the acquisition of STM, EII projects annual revenues in excess of \$500 million a year.

## Andersons, Nu-Gro buy Scotts' U.S. and Canadian turf business

**COLUMBUS, OH** — In a move designed to allow it to concentrate on the consumer end of its operation, The Scotts Company sold its U.S. Professional Turf business to The Andersons and its Canadian Professional Turf business to Nu-Gro Corp.

The acquisition includes ProTurf®, Contec™ and other brand names, the distribution network, customer lists and all trademarks and copyrights associated with the professional turf market. It does not include use of the Scotts brand name or any of Scotts' consumer or professional grass seed or professional horticultural business.

Scott Todd, senior vice president for Scotts' Professional Business Group, said the sale was the result of three things:

- limited industry structure
- limited resources
- inadequate distribution strategy

"More and more golf courses are being built, so budgets are getting tighter and their ability to buy products is becoming constrained," Todd said. "Things are also constrained at the supplier level, where golf course buying groups are placing emphasis on profit margins.

"Also, we have limited resources here at Scotts," Todd added. "As demand for our consumer products grew, our golf business suffered. And last year, we switched to a distribution strategy and weren't covering the market as well as we should have. We could have solved that problem, but considering all three of these factors, it made for a difficult profit picture."

Retaining the professional horticulture and grass seed segments of its Professional Business Group is key to Scotts' biotechnology efforts of value-added seeds and plants.

For The Andersons, the acquisition puts

the firm one step closer to becoming the leader in golf course and other professional turf products in the U.S. "It complements the recent expansion of our production facilities to include a presence in the eastern and southern portions of the U.S.," says Rick Anderson, president of The Andersons. "In addition, we continue to seek an additional production site in the west and remain open to additional acquisition opportunities."

John Hill, president of Nu-Gro, said the move also supports his company's goals. "This acquisition is consistent with our stated strategy of consolidating the Canadian fertilizer market," Hill said.

## LESCO realigns with eye toward future

**CLEVELAND, OH** - As a long-term planning strategy, LESCO has realigned its business into three separate divisions — Lawn Care, Golf and Product Supply.

The move was designed to:

- support the company's long-term growth;
- support the company's profitability strategy;
- increase the company's focus on growing shareholder value

William Foley, chairman, president and CEO, said that the reorganization will focus LESCO even more on customers and markets and was not merely done with an eye on future profit. "Focusing separate management teams on each of our business units will increase the accountability for the performance of our business and improve our response time to customers."

CLIPPINGS