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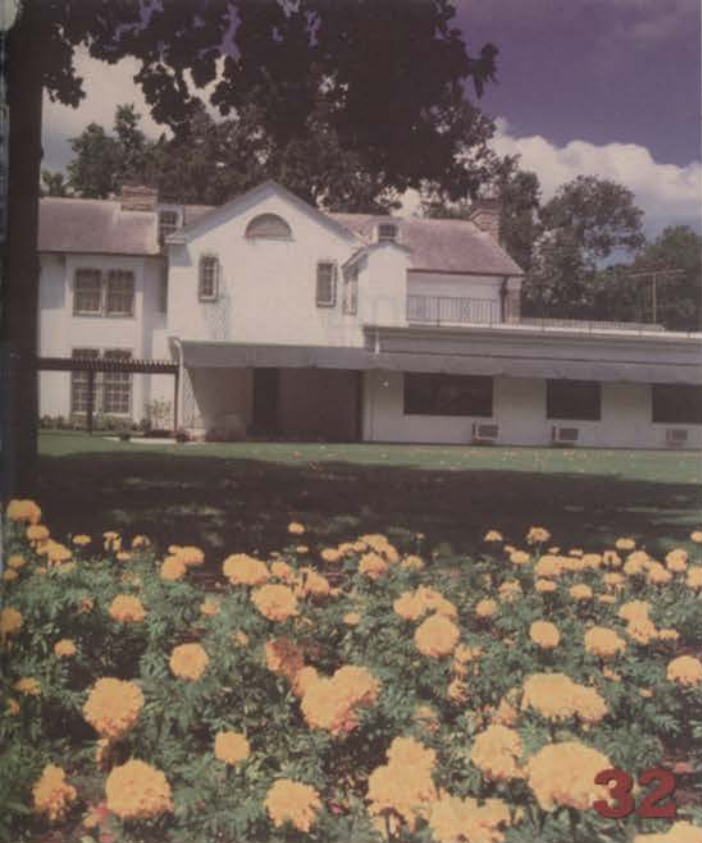
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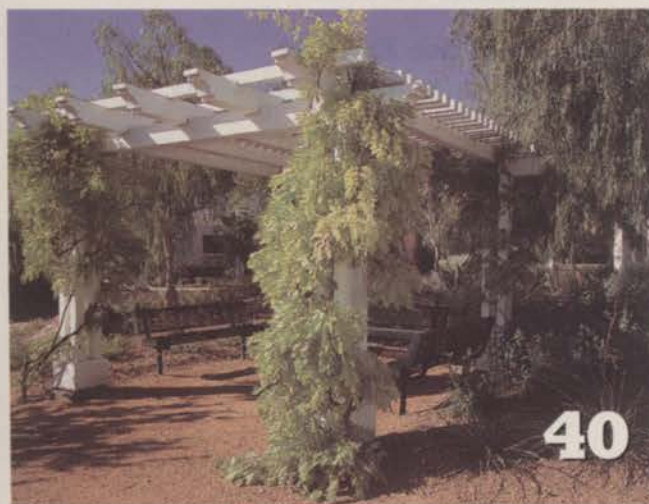


32



37

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40

# Landscape MANAGEMENT

JULY 2001 / #7 / VOLUME 40

## features

### cover story

#### **22. LM 100**

The Green Industry's 'Big 50' show steady growth

#### **23. 10 Super small companies**

BY CINDY GRAHL

#### **24. 10 Great medium-sized firms**

BY VICKY POULSEN

#### **26. LM's Big 50**

The industry's largest landscape and lawn care firms

#### **28. Top 10 news picks**

BY JASON STAHL/MANAGING EDITOR

#### **30. 10 from the past: Where are they now?**

BY RON HALL/SENIOR EDITOR

#### **32. 10 tough landscapes**

Be glad you don't have these to maintain

BY GEORGE WITTERSCHEIN/CONTRIBUTING EDITOR

#### **37. Get into irrigation**

Is it worth it? Find out what you need to make irrigation a profitable business

BY JIM DAVIS

### tools of the trade

#### **59. Staying connected**

The right communication and routing systems are vital. Find out what's new and how it will help you

BY VICKY POULSEN

### grounds management center

#### **40. Award-winning landscape management**

Water efficient Oasis Pines in Las Vegas

COVER IMAGE: BOB LYNCH

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## departments

columns, news & more

### 4. Events

Who, what and when

### 7. On the Record

Define your level of success

BY SUE GIBSON

### 9. Green Side Up

Always new peaks to climb

BY RON HALL

### 10. My Way

Letting long-timers go

BY DANIEL WEISS

### 14. Industry Almanac

Deere deals, new seed varieties, ASIC partnership

tech center

### 67. The power of restoration

Make turf restoration easy and profitable

BY JOHN FECH

### 71. LM Reports: The 'hole' story on aerating

BY CURT HARLER/  
CONTRIBUTING EDITOR



### 74. Ask the Expert

Lil' sprouts, gypsy moths, using systemics

BY BAL RAO, PH.D.

### 77. Products

ending notes

### 84. Cleanup Crew



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# events

WHAT, WHEN & WHERE

## July 2001

**18-22 Turfgrass Producers International Summer Convention and Field Day /**  
Toronto; [www.turfgrass.sod.org](http://www.turfgrass.sod.org)

**19 Green Industry Professional Field Day & Trade Show /** Washington, DC; 703/250-1368

**20 Conference on Woody Plants /** Swarthmore, PA; 610/388-1000, x507

**20-22 EXPO 2001 /** Louisville, KY; 800/558-8767

**22-25 98th Annual ASHS Convention /** Sacramento, CA; 703/836-4606; [www.ashs.org](http://www.ashs.org)

**24-25 NNLA Summer Field Day /** Bellwood, NE; 816/233-1481

**24-26 91st Annual CAN Convention /** Monterey, CA; 800/748-6214; [www.can-online.org](http://www.can-online.org)

**26-27 Emerald Expo Trade Show /** Seattle, WA; 877/GREEN-55

**30-31 INLA Summer Field Day /** Fort Atkinson, IA; 816/233-1481

**31 Midwest Regional Turf Field Day /** West Lafayette, IN; 765/494-8039

**31-2 19th Perennial Plant Symposium /** Crystal, VA; 614/771-8431

## August

**1 New Jersey Turfgrass Association Field Days /** Adelphia, NJ; [www.njturf-grass.org](http://www.njturf-grass.org)

**3-5 SNA Convention & Trade Show /** Atlanta, GA; 770/953-3311; [www.sna.org](http://www.sna.org)

**4-8 Soil and Water Conservation Society Annual Meeting /** Myrtle Beach, SC; 515/289-2331

**8-9 INLA Summer Meeting /** Indianapolis, IN; 317/955-0628

**12-14 KNLA Summer Meeting /** Dodge City, KS; 816/233-1481

**12-15 ISA Milwaukee 2001 Conference & Trade Show /** Milwaukee, WI; 217/355-9411

**14-16 Weed Management Assn. Conference & Trade Shows /** Colorado Springs, CO; 970/498-5769; [www.nawma.org](http://www.nawma.org)

**16 MNLA Summer Field Day**  
Grand Rapids, MI; 800/879-6652; [www.mnla.org](http://www.mnla.org)

# Landscape MANAGEMENT

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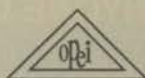
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[www.irrigation.org](http://www.irrigation.org)



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**Ohio Turfgrass Foundation**  
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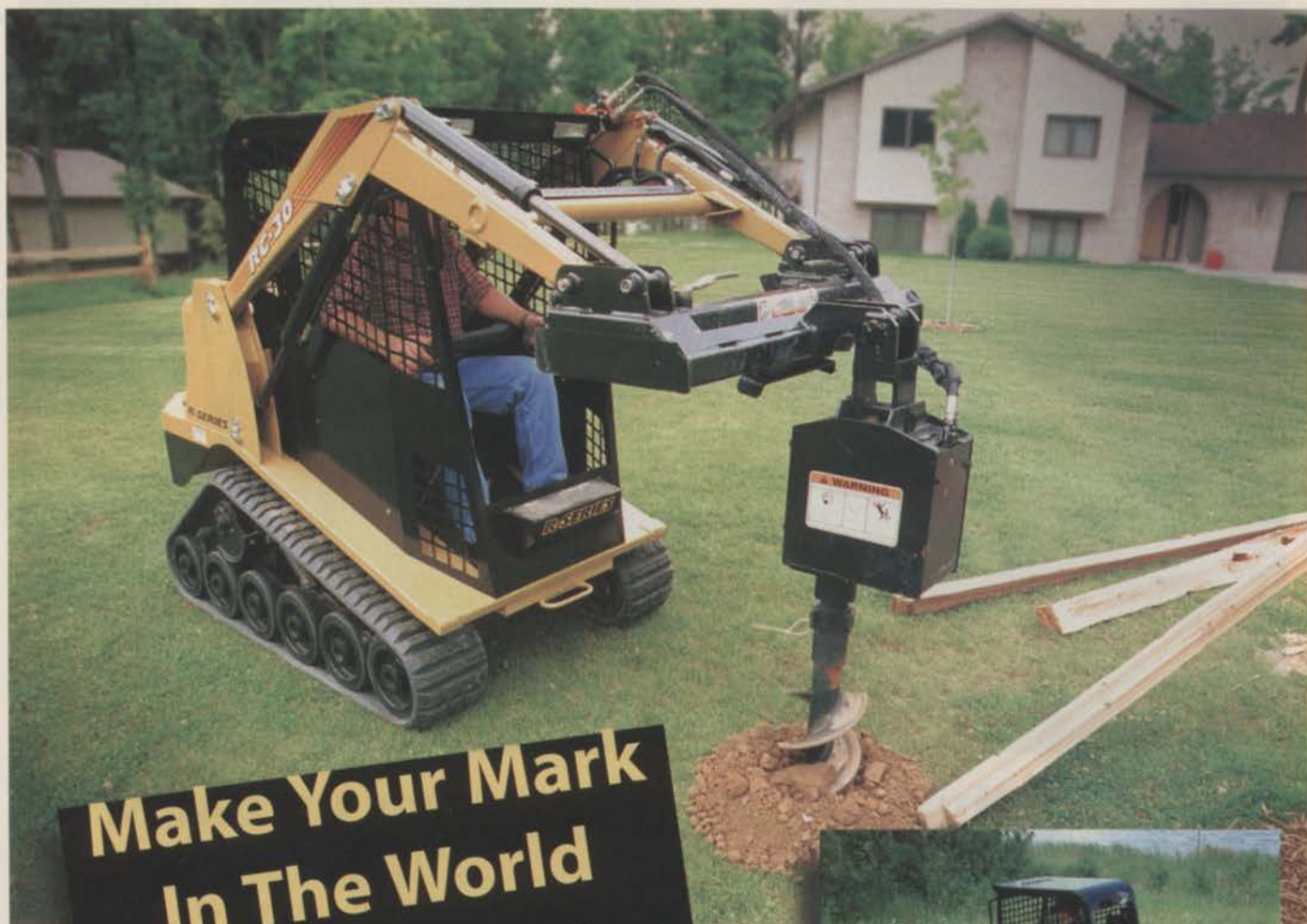


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BY SUE GIBSON / EXECUTIVE EDITOR

## Define your level of success

**T**his is the sixth year we've listed the emerging leaders of our industry (see the LM 100, page 22), and each year, it's a pleasure watching many of you prosper as you grow. Our list covers several small, medium and large firms who have found various levels of success. Most likely, this success has been a goal for these organizations for a long time. In other words, it didn't come overnight. It's part of their plan.

But this year's list also includes 10 people who used to be leaders of our industry in its formative years, when national associations were just starting to figure out what their members needed and when words like "lawn care" and "hardscape" were new on our lips.

Although each of their stories is brief, I think you can sense that these folks are doing pretty well in their new lives outside of the Green Industry. While most of them said they miss the industry and their old friends, they also sound happy to be into something new.

### So there is life after landscape!

And why shouldn't they enjoy it? Many of these people set and achieved their goals, then moved on. Many of them worked years to make their organizations successful and profitable, and they enjoyed that work. But now, they're doing something different and taking time to enjoy their families, act, run a bank, explore e-business, manufacture goods and more.

Good for them, I say. Most successful people succeed because they are achievement-oriented and because they clearly defined what they want, with a deadline. Sure, luck and hard work help too, but there's nothing more motivating than knowing where you're going and why you're doing it.

### How will you know you've 'won'?

Are your goals clear and exciting to you? Can you define them simply, clearly, immediately? Do you have a deadline for success?

You may think that "make my business successful" is a good goal, but it's not. It can be if you define your intended market share, revenues, number of new customers or employees, net worth, awards you'll win or other measure of success. Use hard numbers, deadlines or benchmarks against which you can measure your progress, or lack of it. Then you'll know if you're on track.

High achievers write down their goals, share them religiously and post them visibly as a daily reminder. High achievers think about their goals often and focus on them like sprinters eyeing a finish line. High achievers live their goals, every day. And often, they reach those goals, sometimes ahead of their deadlines.

Try it. Live your own goals, and maybe you can sell out profitably or retire early to try that new project or lifestyle change. Maybe you'll surprise yourself with success and find yourself going in a new direction, setting challenging and fun new goals for your future.

Contact Sue at 440/891-2729

or e-mail at [sgibson@advanstar.com](mailto:sgibson@advanstar.com)

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## Always new peaks to climb

**D**avid Luse has traveled to faraway lands to scale some of the world's tallest peaks. Apparently, he still has mountains to climb — both the white-capped kind and other varieties, judging by the lofty goals he's set for himself since selling his landscape company, Arteka Corp., several years ago.

What next? Luse has had to grapple with that question, along with more than 100 of his former colleagues in the lawn/landscape contracting industry.

These former industry leaders either joined or sold their operations at the height of consolidation fever. They struck the best deals they could, perhaps worked for a while with the new owners, and are now on their own. Most are still young and energetic, if not in age, then certainly in spirit. Most, it seems, left the industry with cash, connections and time to do some of the things they'd been putting off or, perhaps, dreaming about.

We were curious, and we think you'll get a kick out of what your former colleagues and friends are up to. You may even feel a pang of jealousy, as we did, in learning about the fascinating projects they're now involved with.

Luse's company was one of the founding members of LandCare USA, which went public in 1998 and, a little over a year later, was acquired by ServiceMaster and became a part of the TruGreen group.

Although he's not building a landscape company anymore, his efforts remain, at least tangentially, tied to the Green Industry. These include

Andreas Development Co., a property development firm he and associates founded in Eden Prairie, MN. Recently, Luse told us his firm had about 330,000 sq. ft. of property (commercial, office, industrial) under



David Luse

development. Not surprisingly, one of the company's goals is to enhance the properties with trees.

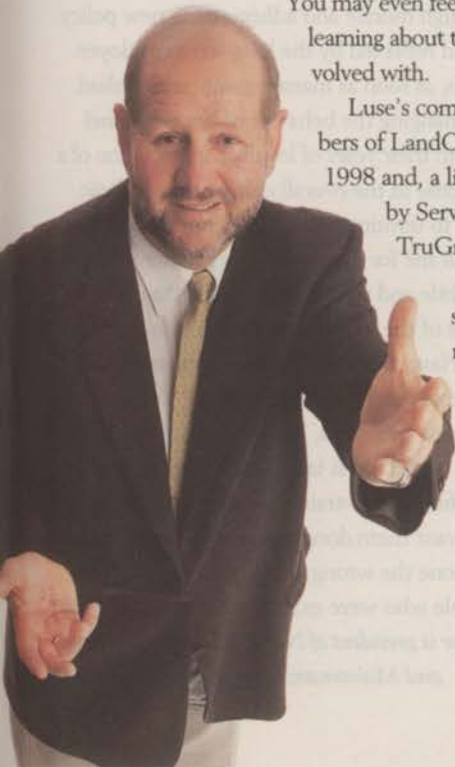
But when Luse started talking about his newest venture, helping an international non-profit organization provide solar ovens to residents of Third World countries, his voice became animated. Families living in tropical or subtropical parts of the world are using the ovens to cook food or pasteurize water instead of gathering brush or chopping down trees for fuel, back-breaking tasks almost always done by women. Luse said the goal is to distribute 1 million or more solar ovens within the next five years.

"We all have our careers, our families and our friends, and I've been very fortunate," he told us. "I began wondering what I could do to give back some of what I've been given."

Now that you have an idea of what Luse has been involved with since leaving the landscape industry, turn to page 30 in our special LM 100 report to find out what some of your other former colleagues and friends are up to. You might be surprised.

Contact Ron at 440/891-2636 or e-mail at [rhall@advanstar.com](mailto:rhall@advanstar.com)

"I began wondering what I could do to give back some of what I've been given." — David Luse





Most employers depend on the long-time employee.

They know the procedures, the rules, the customers, everyone else's job and what must get done.

## Letting long-timers go

**M**any Green Industry publications have highlighted the shrinking labor market. In a sector as labor intensive as ours, the future doesn't look good. We need a large labor force, but it doesn't look like the labor market is getting any more expansive. Innovative benefits and higher pay scales have been suggested as ways to bulk up our employee rosters.

But there's another side to the issue which puts the company, its employees and its customers in a difficult position. I'm talking about termination of long-time employees.

Most employers depend on the long-time employee. They know the procedures, the rules, the customers, everyone else's job and what must get done. This is the kind of employee we want.

But what if the job isn't getting done or the rules aren't being followed? Many studies have cited the long-term employee as one of the most difficult types to discipline. Consequently, problems with this type of employee may be fundamentally malignant. In fact, it may be an imperfect relationship to which both the employer and employee have contributed.

The employee, because he or she has been at the company

for so long, has let the rules slide, and perhaps the employer's attempts to make the employee alter his or her ways weren't successful. Why does this seem to be the case? Have you ever been in a situation where someone thinks they can't be fired?

There are identifiable characteristics of your business or corporate culture that affect this kind of behavior, not only the long-term employee's but all your employees'.

### Reluctant to discipline

There is a reluctance to discipline long-term employees, and this creates a discrepancy between you, them and other employees. Important aspects of corporate culture like high performance, competition, group unity, high morale and adherence to new policy are created and reflected by the long-term employee. In other words, as soon as management turns a blind eye towards changing the behavior of key personnel (perhaps due to their years of loyalty), expectation of a different response in the overall culture isn't realistic.

I once had to terminate two key people who had each been with me for five years. The problems with them were subtle and took several seasons to develop and in the face of the job market crunch, the decision was difficult. Have I solved all of the problems I had with these employees by letting them go? Yes.

There are new problems, but they're not fundamental. And I found out it takes less energy during the short term to find and re-train new staff to do things the way you want them done than it does to tolerate things being done the wrong way. I was surprised to find new people who were exactly what I had in mind.

— The author is president of Natural Landscape Design and Maintenance Inc., Keego Harbor, MI

For more information, check out these books:

**Goffee Rob, and Jones, Gareth.** *"What Holds the Modern Company Together."* *Managing People.* Boston: Harvard Business Review, 1999.

**Zenger, John.** *Twenty-Two Management Ways to Achieve More With Less.* New York: McGraw Hill, 1997.