

# BEFORE AND AFTER



## Golf Green Kit

1 – 12.25' x 30' golf green =	368 sq. ft. @ \$2.85 per sq. ft.	\$1,047.38
1 – 12.25' x 15' golf green =	184 sq. ft. @ \$2.85 per sq. ft.	523.69
1 – 12.25' x 5' Fringe =	61 sq. ft. @ \$3.30 per sq. ft.	202.13
5 Flags/Poles @ 24.00 ea.		120.00
5 Cups @ 8.75 ea.		43.75
5 Cup Sleeves @ \$10.00 ea.		50.00
1 Quart Adhesive/Seam Tape @ \$15.00 ea.		15.00
Freight – Estimated		233.00
<b>Golf Green Kit Total</b>		<b>\$2,234.95</b>



Stone Base ( 10 tons) @ \$20.00 per ton	200.00
Coal Slag or Copper Slag Infill (34 – 100 lb bags @ \$12.00 ea.)	408.00
Geo Textile Under layment (12 x 60)	30.00
Plate Compactor Rental (1 day)	60.00
Labor (3 men for 1 ½ days) @ \$25.00 per man hour	900.00
Misc	200.00
<b>Additional Materials Costs</b>	<b>\$1,798.00</b>

Selling Price	
Golf Green (613-sq.ft. @ \$13.50 per sq. ft.)	\$8,275.50
Actual Cost (\$6.58 per sq.ft.)	4,032.95
<b>JOB PROFIT – (\$6.63 per sq.ft.) or 50%</b>	<b>\$4,062.55</b>



## Lawn Turf Kit

One 12.25 x 35 =	429 sq. ft. @ 3.30 per sq. ft.	\$1,415.70
One 12.25 x 45 =	564 sq. ft. @ 3.30 per sq. ft.	1,861.20
Freight Estimated		256.84
<b>Lawn Turf Kit Total</b>		<b>\$3,533.74</b>

Stone Base ( 16 tons) @ \$15.00 per ton	240.00
Infill – Sand (55 100lb bags) @ 5.00 each	275.00
Plate Compactor & Sod Cutter Rental (1 day)	120.00
Labor 3 men @ 20.00 per man hour (1 day) – 8 hrs each	720.00
Misc: Weed Barrier, Nails, Blades, Edging, Etc.	250.00
<b>Additional Materials Costs</b>	<b>\$1,290.00</b>

Selling Price (993 sq. ft. @ \$8.50 per sq. ft.)	\$8,440.50
Actual Cost (\$4.85 per sq.ft.)	4,823.74
<b>Job Profit (\$3.64 per sq. ft.)</b>	<b>\$3,616.76</b>



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- Turn in a copy of your advertising receipt and a copy of the ad with the publication via newspaper, magazine, radio, television, trade shows, etc. to All Pro within 30 days.
- The portion of the ad that promotes golf greens will be eligible for **GREENBACKS**.
- You earn product credits for up to 50% of your advertising dollars spent promoting greens. All Pro will credit your account up to \$500 per month in **GREENBACKS**.
- Product credits include putting green turf, fringe turf, lawn turf, cups, flags, pictorial magazines, brochures, DVD's, postcards, etc.
- Redeem your **GREENBACKS** within 12 months – Use it or Lose it.
- Product credit can't exceed 50% of a single purchase of All Pro products.
- A minimum of 10% of product credit is applied to marketing material only – Pictorials, brochures, DVD's, postcards, etc.
- When calling to place an order, you will be updated on the **GREENBACKS** you have accumulated.

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# TEAMS

FOR *TOUGH* TIMES

Owners are looking harder than ever at their employees and what they can contribute entering this uncertain season.

BY **RON HALL** EDITOR-AT-LARGE

**K**EN CARR, owner of Greenspace Design & Landscape, is at home tending his 8-month-old daughter, Anna. He's busy this morning working up a direct mail marketing piece. His wife, Lori, who does "the books" for his business in evenings, teaches at a nearby school.

Carr, 38, is optimistic by nature, and his contagious and honest enthusiasm makes him instantly likable, which serves him well when meeting prospects. But Carr knew he had to get off the equipment, out of the field and start designing, selling and networking

different company. They offered him a company vehicle, and it would be hard for me to do that," says Carr.

Undaunted, Carr continued his search, and just before this magazine went to press, he made an offer to someone from a local competitor. The offer was accepted.

Greenspace consists of Carr and now three employees, and the four of them will be tackling the growing number of landscape renovations that Carr, who doesn't do snowplowing, managed to sell this winter. While Carr is pleased with their work habits and appreciates their loyalty, he's convinced the new addition could make all the difference in the world.

"I'm not looking to be one of the big guys here," says Carr. "If we can keep growing and be profitable, I'm happy with that."

### Faith in the future

Mark Halla, driving to meet his wife for lunch, relates that he carried over very little landscape construction business from the previous season. He admits to being "a bit concerned at times," but says that he's running more leads than ever. Halla is confident once spring erupts, his Twin Cities' area landscape company will be busy again.

"We know for sure that God will be faithful. For me this is my mission field, and God has blessed me abundantly," says Halla.

Mark and Kay Halla have faith their full-service landscape company/garden center located near Chaska, MN, will continue to prosper, in spite of today's discouraging economy. Their faith is reflected in their company's name — The Mustard Seed Inc. ("*...if you have faith as small as a grain of mustard seed, you shall tell this mountain to leave and it will leave and nothing will be impossible to you.*" Matthew 17:20)

Halla says that in spite of a dearth of projects going into the spring, he anticipates another busy season for his company — in large part because of his experienced management team, three of whom also have ownership in the



company. Employee-owned landscape companies aren't that unusual, but few are structured like The Mustard Seed.

The Hallas founded the company in November 2003, after Mark had worked 14 years in a nursery founded by his grandparents in 1942. Initially, the couple worked out of the basement of their home. Borrowing \$300,000 for trucks and equipment and putting in long hours, they soon found themselves overwhelmed. But that started to change within a few months.

"By the next spring, all the key people that I had worked with at the other business for so many years joined us. That was a blessing," says Halla. "We ended up having a team of professionals almost from the start. They've all stayed with us. None of them have left. In fact, we've even given them some ownership in the company, and we anticipate and hope they will always stay with us." Each of the three employees received a 10% stake in the company.

The next milestone for the couple's business plan fell into place when they found and purchased a farmhouse on 30 acres. Again, Halla credits God for the good fortune, but he also acknowledges that the success of The Mustard Seed will continue only as long as he can motivate its employees.

"We're fortunate here because the people have a strong work ethic. Many of them have been raised on farms, and work doesn't bother them," Halla says. "I don't have to put ads in newspapers

to take his company to its next annual revenue goal of \$500,000. To reach that figure, Carr says he needed one more good "team member" — a dependable field foreman.

Even in these days of high unemployment, that's not as easy as it might seem, Carr is discovering.

"I had a good candidate. I thought he might join me, but he went with a



ILLUSTRATION BY: ISTOCK INTERNATIONAL, INC.

for employees. We put out a sign, and in about two days we have more applications than we'll need for the year."

**Staying positive**

Chris Senske, president of Senske Lawn and Tree Care, based in Kennewick, WA, admits his "crystal ball is fuzzy." But he says that until somebody or something "puts the brakes on," he's planning on normal growth for his company in '09. The company offers lawn care, tree care and holiday lighting services from seven branches located in Washington, Idaho and Utah. All indications point to a relatively normal season, he says.

"Our prepaids for lawn service have been at the same levels as they've been in the past, and our accounts receivables are good. We're doing an outbound call campaign right now, and it's selling better than it has in the past

*continued on page 41*

**WEIGH EMPLOYEES' VALUES VS. COSTS**

Employees are a company's greatest asset — and also its greatest expense, with direct labor accounting for approximately 30% of a typical landscape company's costs.

During a severe economic recession, and during a period of falling revenues, owners ask their employees to do more. Sometimes even this, and whatever cuts a company can make, isn't enough to keep the balance sheet on the plus side. Owners and managers are then faced with the prospect of weighing each employee's value and contributions against his or her costs.

In light of the unsettling turn the economy has taken this past year, we felt it would be valuable to offer an industry-wide snapshot of how you, the readers, are viewing the 2009 season, including the impact it might have on your staffing.

Apparently, you felt the same way. More than 400 of you responded to our employment survey within days. We feel it is a representative sample of the industry, with 96% of the responders indicating they have been in business three years or more (44% for more than 15 years), and 41% budgeting for '09 revenues of \$500,000 to \$5 million.

The picture arising from the survey reflects the uncertainty that most of us are feeling about the economy.

When we asked how many of you are budgeting for more revenue in '09, 78% of respondents predicted growth >>>



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