

Does your insurance company think  
“photosynthesis” is the latest  
feature on a digital camera?



In a competitive business environment, you can't afford an insurance company that doesn't understand your business. Hortica has over 120 years experience in the horticultural industry. We provide specialized insurance solutions and loss control strategies that other companies don't deliver.

To learn how Hortica can help protect your business visit [www.hortica-insurance.com](http://www.hortica-insurance.com) or call 800-851-7740.

  
**hortica**  
INSURANCE & EMPLOYEE BENEFITS  
To guide and provide

# ACUTABOVE

GREEN INDUSTRY MAINTENANCE LEADERS » BY DAN JACOBS

Success can be a little uncomfortable.

“It’s kind of embarrassing in a way when people ask me, ‘How’s business, Randy?’” says **Randy Newhard**, CEO New Way Landscape & Tree Services “I know a lot of people are hurting, and I’m saying, ‘It’s the best year we’ve ever had.’ We had our best year ever in 2009 as far as sales and profits, which beat our best year in 2008.” Now in its 30th year, Newhard offers his insights on the maintenance industry and what he expects the coming years.



CEO Randy Newhard says NewWay is having its best year ever.

## TOPTRENDS

» **Water.** Finally people are paying attention to water usage. The rate (in San Diego) has gone up something like 40% in five years. They’re looking at another 14% increase coming this January, if they don’t do it before then. Smart controllers that can automatically adjust to the weather — we sold a lot of those last year.

» **Sustainability.** There has been a move to low-water-usage plants. Reducing turf to where it’s needed. A lot of turf needs to come out. It’s more than just water — sustainability — in the whole landscape. It’s water, plants maintenance, making things more sustainable for the future while still reducing costs. Sustainability is the big word. It used to be “going green.”

» **Fuel.** We have five hybrid vehicles. When gas was up around \$4 a gallon and these vehicles get 47 miles per gallon, it helps reduce the \$400,000 to \$500,000 a year we spend on gas between the mowers and vehicles. Someday, I see mowers and equipment run by solar power.

## TOP OBSTACLES

» **Competition.** Price points are probably near the top of the list. We’re probably at five-year-ago pricing. With the vacancies in commercial buildings many businesses have cut back. The HOAs have been hurt by foreclosures; they don’t have the revenue they were budgeting for, so they have to gear down. They’re always looking

## INSIDE INFO

**Company:** New Way Landscape & Tree Services

**Headquarters:** San Diego

**Employees:** 205 full-time (plus 30 seasonal)

**2009 revenue:** \$11.2 million

**Key to being a maintenance leader:** We have a knowledgeable (long-term) staff. Our people enjoy doing the work, being with clients and educating them. We have fun at work.

We have a couple of different safety programs where the foremen can get significant money, quarterly, based on safety. We put away \$30,000 every year. When there are accidents and people are out on modified duty or lose a day of work, a certain amount of money comes out of that pool. If there’s an accident, \$500 comes out. If somebody negligently damages equipment or if equipment is stolen because they didn’t lock it, money comes out. Any remaining money — up to \$7,500 each quarter — is divided up by the number of foremen in the field.

for the lower price. It’s the same thing for commercial properties, with 20% to 40% vacancies. They need to reduce their expenses.

» **Drought.** We’re in southern California in a drought. One of the hardest things to do is to convince people to go to low-water usage plants. People don’t have money to convert even though it would save them a lot of money going into the future. It’s not just convincing them, it’s finding ways to get their limited financial reserves to re-landscape.

## TOP OPPORTUNITIES

» **Sustainability.** Conversions, redoing landscapes. I’ve re-landscaped my whole house. I might have had to water three times a week. Once the low-water use plants are established, I might have to water once a month. We’re trying to get people to understand there are a lot of opportunities there. Many are doing it in stages, which is great because then we can show them the savings.

» **Expansion.** We’re moving into other geographical areas. We’re now in Riverside County — we have two branches there. That’s starting to take off after six, seven years. Coming this summer, we’re moving into Orange County with one branch.

BROUGHT TO YOU BY



Put your business here.

**TAKE YOUR TURN ON THE NEW PRO-TURN™ 200  
AND TAKE YOUR BUSINESS WHERE IT BELONGS.**

Get more machine for your dollar. The New Pro-Turn™ 200 Series means less maintenance, less downtime and improved operator productivity—all at a great price. We could tell you more but it wouldn't matter. You've got to experience the revolutionary Pro-Turn™ 200 Series for yourself. So visit your Gravelly dealer today and put your business in the driver's seat.

**GRAVELLY**

**WE KEEP YOU CUTTING®**

[WWW.GRAVELY.COM](http://WWW.GRAVELY.COM)



[WWW.YOUTUBE.COM/GRAVELYCHANNEL](http://WWW.YOUTUBE.COM/GRAVELYCHANNEL)

Check out what cutters and dealers had to say after they took their turn on the Pro-Turn™ 200 at the 2009 GIE+EXPO.



## Embracing the online sale

**W**hen you're a small business owner, nothing is more important than sales. It goes without saying that revenue is the lifeblood of business.

So why do most business websites focus only on marketing products and services, and not taking the next step of closing the sale? Maybe it's time to start collecting payments online instead of just generating leads. With a few simple changes, your website could be paying for itself.

The typical lifecycle of a company website begins as an online brochure, directing potential customers to contact the company for more information. Adding the ability to capture sales leads through the use of html forms is the next step in website evolution. For companies selling products, adding a shopping cart can turn prospective customers into paying customers. But when it comes to companies that sell services, where the price is not known ahead of time, lead capture is

often the stalling point in their website progression. What most companies don't consider is the ability to use online payment systems to allow customers the ability to pay their invoices online.

Adding payment options to your website can range from simple modifications to in-depth software development. In the past, figuring it out was a lesson in patience and persistence. Today, adding simple payment options to your website has never been easier.

### PayPal.com

Gaining a start as a way to pay for eBay purchases, PayPal has become the most widely used payment system on the Internet today. Because PayPal allows a business to take credit cards without setting up a merchant account, it is a service many businesses use when first implementing online payments.

A good starting point with PayPal is the Website Payments Standard service. With no set-up charges or monthly fees — and no programming skills required — it's an easy way to start accepting credit cards. All you need to do is set up a business PayPal account, then link it to one of your bank accounts as a funding source. My suggestion is to set up a separate bank account just for your PayPal transactions. That way, reconciling your transactions will be simple and straightforward.

Once your account is set up, you can use "Buy Now" and "Add to Cart" buttons. Just use the easy button wizard to generate the HTML code, then cut and paste the HTML onto your web pages next to the services you're selling. With PayPal, you can even create and email invoices to your customers for your goods and services, or create a specialized version of a "Donate" button to have your customers send you payments along with their account number.

To receive payments online, all it takes is a little bit of planning. If you can integrate web orders into your back office fulfillment process, additional revenue could be right around the corner. And who couldn't use a little more revenue these days?

---

With a few simple changes,  
**your website could be paying  
for itself.**



• **WHY DO LEADERS CALL IT "GREATEST or BEST STUFF or PRODUCT in the WORLD?"** **FREE TRIAL OFFER**

**Absolutely Otherwise**

**IMPOSSIBLES**

**MADE EASY**  
by World #1 Plant Supply



**BILLIONS-PROVEN EXTRA-LIFE-MAKER**  
WORLD'S FAIR Gold Medal **VI** **HORMS™ #4™**  
**SUPERthrive®** **50 IN ONE™**



**24 of typical worldwide massive "impossibilities"**

**1800 SALVAGED OLD TREES: "NONE SICK OR DEAD"**

SUPERthrive® unique extra life:—TRANSPANTING, MAINTENANCE, SALVAGING. "IMPOSSIBLES" MADE EASY. 1,800 60 to 75 year-old trees dug from grounds of 20th Century Fox Studios, stock-piled in weather for 2 years, replanted along streets of Century City. Landscape architect and contractor reported "not one sick or dead tree at any time." *Only SUPERthrive® could have done this—or even approached it.*



In 2006, SUPERthrive® inventor Dr. John A. Thomson was the first chemist to win the Lifetime Achievement Award from Lawn and Garden Marketing and Distribution Association.



◀ **400 HUGE SPECIMEN TREES DUG IN HOT, DRY SOUTHERN CALIFORNIA SUMMER. ZERO LOSS.** Disneyland.® "Enabled opening a year earlier". \*Disneyland and Disney World are registered trademarks of The Walt Disney Co.



◀ **17 DRUMS PRE-PLANTED A WHOLE DESERT CITY, ZERO LOSS, SPRING AND SUMMER, AFTER FAILURE IN WINTER.** Havasu City, Arizona.

- ZERO LOSS. 3,000-ACRES TRANSPLANTS FOR U.S.D.A., VERSUS 3% SURVIVAL, NEXT BEST. – A GREAT CALIFORNIA STATE RUN UNIVERSITY, SAN LUIS OBISPO.
- PLANTED 10,000 TREES, Seattle World's Fair, WITH ZERO LOSS.
- SAVED ALL OF HUGE SHIPMENT OF PALMS FROM FLORIDA TO 48 Taiwan GOLF COURSES. LOSE OVER HALF WITHOUT.
- 15 GAL. DRUM SAVED \$100,000 – ALL CONDEMNED TREES, U.S. CORPS OF ENGINEERS PENN. JOB – ALCA vice-president, Ohio.
- SAVED ALL GREAT SPECIMEN TREES TRANSPANTED BY U.S. Corps Of Engineers, FOR CAMOUFLAGE, WORLD WAR II.
- TWO WEEKS DIFFERENCE IN HYDROSEEDED GRASS STAND, ALONG FREEWAY BANKS FOR EROSION CONTROL – Maryland State Highways.
- CELERY ALL TRANSPANTED PERFECTLY IN 17 LARGE HOUSES, before and after one without, IN WHICH ALL LOST. – California
- 1200 TREES WITH 4" CALIPER TRUNKS BARE-ROOTED IN DESERT JUNE. NO LOSS. – Tucson, Arizona, City Parks Department.
- BIGGEST TRANSPORTATION OF LANDSCAPE MATERIALS, CALIFORNIA TO FLORIDA, TO PLANT Disney World.® NO LOSS.
- 1 GAL. PER 25 ACRES GRAPES, DRIP. 20% MORE YIELD, SWEETER, LARGER, WHILE NEIGHBORS LOST HALF CROP TO SHATTERING STORMS – Calif.
- ALL PALM SPRINGS DESERT GOLF BENT GREENS PERFECT WHILE EACH OTHER COURSE LOST 6 TO 14 BENT GREENS – California.
- BIGGEST TREE EVER MOVED, 100 YEARS OLD. GUINNESS BOOK OF RECORDS. MANY OTHER "BIGGESTS."
- WELL OVER MILLION EACH BARE-ROOT ROSES, ZERO LOSS AND STRONGER – California grower; New Mexico retailer, each.
- LARGE BLOCK ROOTED CUTTINGS TRANSPANTED WITH SUPERthrive®, 100% HEALTHY, WHILE LOSING ALL WITHOUT IT TO FUNGUS IN HEAVY RAINY SPRING.
- "BEST STUFF I EVER SAW" said lead landscape architect, Cal Trans (California State Highways Department).
- ON EVERY CONTINENT, WITHOUT SALESMEN, UNCHALLENGED GUARANTEES SINCE 1940. Just results. REFUSE BEING BURNED BY FALSE "AS GOODS".
- "SUPERthrive® IS THE GREATEST PRODUCT IN THE WORLD! Hydroseed with it and get out of the way of the grass!" Possibly U.S. #1 landscape nurseryman-contractor, Washington, Baltimore.



▲ **100% ALIVE, BLOOMING 2,000** transplanted ornamental cherry trees, TYPICAL of 66 years use by Los Angeles City Parks and L.A. Schools. Losses otherwise.



◀ **38 EXTRA INCHES PINES GROWTH ABOVE FERTILIZERS-ALONE. SEVEN MONTHLY USES** Tucson, Arizona, City Parks.



◀ **RECORD TREE-SAVING & BEAUTIFYING. 66 YEARS,** California State Capitol, Cal Tech, University of Cal., Caltrans, many other State departments, grounds, campuses.



◀ **SAVING 50,000 CACTI, TREES** along Nevada's Mojave desert pipeline, at 120°. Reported planted ALL famous, and "world's biggest" Las Vegas hotels. Pushes back Africa desert.

**LANDSCAPERS:**

- Point with pride to ALL your jobs.
- Build demand for you.
- Protect and save essentially 100% of all plant material.
- Predict healthy, active, uniform and beautiful "super-normal" plants.

**VITAMIN INSTITUTE** 12610 Saticoy Street South, NORTH HOLLYWOOD, CA 91605  
Phone (800) 441-VITA (8482) FAX (818) 766-VITA (8482) www.superthrive.com

# CLASSIFIED SHOWCASE

## ADVERTISING INFORMATION

Call Kelli Velasquez at  
216-706-3767,  
Fax: 253-484-3080,  
E-mail:  
kvelasquez@questex.com



Payment must be received by the classified closing date. We accept Visa, MasterCard, and American Express.

**Mail LM Box # replies to:**  
*Landscape Management Classifieds*, LM Box # \_\_\_\_\_  
306 W. Michigan St., Suite 200  
Duluth, MN 55802  
*(please include LM Box # in address)*

Every month the Classified Showcase offers an up-to-date section of the products and services you're looking for. **Don't miss an issue!**

## BUSINESS OPPORTUNITIES

**SELL MORE LANDSCAPES & JOBS**



Two **NEW** Profit Centers - 50%+  
Two **NEW** Revenue Streams  
Two **NEW** Customer Bases  
A Simple, Easy Add-On Service  
Buy Factory Direct - Wholesale  
**NO PAYMENTS & INTEREST**  
**FOR 90 DAYS**  
We **FUND** Your Installs  
1-800-334-9005  
[www.allprogreens.com/training](http://www.allprogreens.com/training)

**FREE DVD & TRAINING**  
**SYNTHETIC LAWNS**

**Incorporate**  
for as little as **\$99**

Visit [www.incorporate.com](http://www.incorporate.com)  
or call 800-616-0216

— THE —  
**COMPANY**  
CORPORATION™

INCORPORATING WHAT'S RIGHT FOR YOU

**SELL MORE LANDSCAPES & JOBS**



Two **NEW** Profit Centers - 50%+  
Two **NEW** Revenue Streams  
Two **NEW** Customer Bases  
A Simple, Easy Add-On Service  
Buy Factory Direct - Wholesale  
**NO PAYMENTS & INTEREST**  
**FOR 90 DAYS**  
We **FUND** Your Installs  
1-800-334-9005  
[www.allprogreens.com/training](http://www.allprogreens.com/training)

**FREE DVD & TRAINING**  
**SYNTHETIC GOLF GREENS**

**WANT TO BUY OR SELL A BUSINESS?**

**Professional Business Consultants**  
Merger & Acquisition Specialists

Professional Business Consultants can obtain purchase offers from numerous qualified potential buyers without disclosing your identity. There is no cost for this as Consultant's fee is paid by the buyer. This is a **FREE APPRAISAL** of your business.

If you are looking to grow or diversify through acquisition, we have companies available in **Lawn Care, Grounds Maintenance, Pest Control and Landscape Installation** all over the U.S. and Canada.

182 Homestead Avenue, Rehoboth, MA 02769  
708-744-6715 • Fax 508-252-4447  
E-mail [pbcmello1@aol.com](mailto:pbcmello1@aol.com)

**EARN BIG**  
With Landscape Lighting



- Great Add-On Sale
- Enhance Your Projects
- Penetrate Affluent Households

**WE CAN TEACH YOU TO DO LANDSCAPE LIGHTING THE RIGHT WAY!**

Training ~ Support ~ Products  
Call For Information  
1.800.687.9551  
[www.nitetimedecor.com](http://www.nitetimedecor.com)



Snow, Lot Sweeping, & Landscape Contracts  
Join the affiliation that works for YOU.  
Contractors needed throughout the US.  
Sign up today [www.agmgus.com](http://www.agmgus.com).  
**EXPERIENCE THE AGMG DIFFERENCE.**

### FOR SALE

Maryland based lawn maintenance company  
100% commercial providing lawn maintenance, installations, and snow removal.  
1 million annual gross sales.  
Includes all equipment.  
(301) 725-4956 (301) 725-0274 fax

## Did you know?

All Landscape Management classifieds are posted online.

[landscapemanagement.net](http://landscapemanagement.net)

Visit us **ONLINE**



[www.landscapemanagement.net](http://www.landscapemanagement.net)

Use color to get the attention your ad deserves!

## HELP WANTED

### FLORASEARCH, INC.

*In our third decade of performing confidential key employee searches for the landscape/horticulture industry and allied trades worldwide.*

Retained basis only.

Candidate contact welcome, confidential and always FREE.

1740 Lake Markham Road  
Sanford, FL 32771

407-320-8177 ♦ Fax: 407-320-8083

E-mail: [search@florasearch.com](mailto:search@florasearch.com)

[www.florasearch.com](http://www.florasearch.com)

# Looking to hire?



Reach **thousands** of professionals in your industry by placing a classified ad.

## SOFTWARE

TAKE YOUR OFFICE WITH YOU

### CLIP2Go



GPS Tracking + Bilingual Start/Stop  
Tracking + Directions Times for  
of Crews\* each Job

\* Requires CLIP2Go, a Windows Mobile device, Garmin mapping software, Microsoft MapPoint and GPS receiver.

To Learn more call

800-635-8485

[www.clip.com](http://www.clip.com)

## AUTOMATE YOUR SUCCESS

with **GroundsKeeper Pro** business software

JUST \$399

SAVE THOUSANDS OVER  
SMALLER PRICINGS

FREE TRIAL

### FEATURES INCLUDE:

- Billing
- Routing
- Optional credit card processing
- Contracts
- Estimating
- Income & Expense Reporting
- And More
- Scheduling
- Time & Materials

ADKAD TECHNOLOGIES / 1.800.586.4683 / [WWW.ADKAD.COM/LM.HTM](http://WWW.ADKAD.COM/LM.HTM)

**REPEATING** an ad ensures it will be seen and remembered!

# RESOURCES

## AD INDEX

Agrium Advanced Technologies .....	p19
Altarnamats.....	p25
Ameristar Fence.....	p26
The Andersons .....	cv3
Ariens Company.....	p43
BASF Corp.....	p7, 21
Brite Ideas Decorating .....	p25
Corona Clipper.....	p10
Dodge Chrysler.....	cv2-1
Dow AgroSciences.....	p35
Drafix Software.....	p13
DuPont.....	p5, 14-15
Dwyer Group .....	p30
FMC Professional Solutions.....	p33
Focal Point.....	p16
Hortica.....	p41
The Integra Group .....	p23
John Deere .....	S2, S3, S12-13, S24
L T Rich Products.....	p31
Mistaway Systems.....	p12

NuFarm.....	p8-9, 28, 29
PBI/Gordon.....	p6, 27, cv4
Pine Hall Brick.....	p31
PLANET.....	p37
U S Lawns.....	p3
Versa Lok.....	p11
Vitamin Institute.....	p45

Indices are provided as an additional service. The publisher does not assume any liability for errors or omissions.

## EDIT INDEX

3PG Consulting.....	22
All American Turf Beauty.....	32
Ariens.....	13
Barr Research & Consulting.....	8
Bayer Environmental Science.....	8
Bever Landscaping.....	38
Beyond Pesticides.....	17
Brickman Group.....	40
Center for Environmental Health .....	17
Deloitte.....	4
Dow AgroSciences.....	13, 34
Girard Environmental Services.....	20
Gravelly.....	13
National Institute for Occupational Safety and Health (NIOSH).....	18
New American Landscape Outdoor Living Channel .....	6
New Way Landscape and Tree Services .....	42
Press Club of Cleveland .....	12
Professional Landcare Network (PLANET) 18, 39	
Turf & Ornamental Communicators Association (TOCA).....	12
Wilson-Oyler Group.....	36

— COMING IN AUGUST —

### LOOKING BEYOND GASOLINE

The very real possibility of higher gas prices, tougher emission regulations and reduced maintenance costs suggest diesel, propane, alternative fuel and electric mowers will become a bigger factor in commercial mowing. Here's the low-down on the respective advantages and disadvantages of each power source, including a look at what's in the market now and what's around the corner.

AUGUST • AUGUST

## AFFILIATE ASSOCIATIONS



**LANDSCAPE MANAGEMENT** (ISSN 0894-1254) is published monthly (12 issues per year) by Questex Media Group LLC, 306 W Michigan St, Suite 200, Duluth, MN 55802. **Subscription rates:** one year, \$54, two years \$76 in the United States & Possessions; \$87 for one year, \$127 for two years in Canada and Mexico; all other countries \$165 for one year, \$246 for two years. For airmail delivery, include an additional \$75 per order annually. Single copies (pre-paid only): \$8 in the United States; \$10 in Canada and Mexico; \$15 all other countries. Back issues, if available: \$16 in the U.S.; \$20 in Canada and Mexico; \$30 all other countries. Add \$6.50 per order for shipping and handling. **Periodicals postage paid** at Duluth, MN 55806 and additional mailing offices. **POSTMASTER:** Please send address changes to *Landscape Management*, P.O. Box 1268, Skokie, IL 60076-8268. Canadian G.S.T. number: 840 033 278 RT0001. Publications Mail Agreement Number 40017597. Printed in the U.S.A.



Copyright 2010 Questex Media Group LLC. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including by photocopy, recording, or information storage and retrieval system, without permission in writing from the publisher. Authorization to photocopy items for internal or personal use, or the internal or personal use of specific clients, is granted by Questex Media Group LLC for libraries and other users registered with the Copyright Clearance Center, 222 Rosewood Dr., Danvers, MA 01923 phone: 978-750-8400 fax 978-750-4470, call for copying beyond that permitted by Sections 107 or 108 of the U.S. Copyright Law. For those not registered with the CCC, send permission requests to [questexpermissions@theygsgroup.com](mailto:questexpermissions@theygsgroup.com) or phone 800-494-9051 ext. 100.

*Landscape Management* does not verify any claims or other information appearing in any of the advertisements contained in the publication, and cannot take any responsibility for any losses or other damages incurred by readers in reliance on such content. *Landscape Management* welcomes unsolicited articles, manuscripts, photographs, illustrations and other materials but cannot be held responsible for their safekeeping or return. Questex Media Group LLC provides certain customer contact data (such as customers' names, addresses, phone numbers and e-mail addresses) to third parties who wish to promote relevant products, services and other opportunities which may be of interest to you. If you do not want Questex Media Group LLC to make your contact information available to third parties for marketing purposes, simply call 866-344-1315, 847-752-9594 if outside the U.S. between the hours of 8:30 am and 5:00 pm CT and a customer service representative will assist you in removing your name from Questex Media Group LLC's lists.





## Milestones and forgiveness

**O**ur family changes forever this month. Our oldest child has begun attending a five-week program offered by Washington University in St. Louis. Josh returns home near the end of July, and a few weeks later, he returns to Wash U. to begin his full-time college experience. Save for a few holiday breaks, he'll probably never call our house "home" again.

My wife, Marci, and I still have a teenage daughter at home, so we'll not be at a loss for our share of angst and turmoil — not to mention the nearly daily reminders about how little we know about ... well, everything.

For more than 16 years, we've guided Josh as best we could, instilled our values and managed his path to adulthood. But once he hit high school (and probably long before), many of the choices he makes are his alone. We've guided and cajoled, supported and commiserated, cheered and cried. Josh has done a wonderful job and — as far as we know — in general, he's made excellent choices. It's been as much a pleasure watching him mature as it's been a struggle waiting for it to happen.

And while he's still a work in progress (aren't we all), I'm confident he will continue to make good

choices. That's not to say he won't take missteps. I suspect there will be a number along the way — girlfriends, jobs, ill-conceived late nights. Our only hope is that they're temporary and short-lived mistakes, and most important, that he learns from them.

Josh, for the most part, seems not to repeat his mistakes. Samantha, our 15-year-old, is a repeat offender. To be fair it's not the mistakes I'm concerned about. I still make plenty of those myself. My issue is with my daughter's response to them. Josh has learned discretion is the better part of remorse. He says he's sorry and moves on with his life, trying not to repeat past missteps. Sammie rolls her eyes, sighs and immediately offers a dozen explanations of why it's not her fault. She contradicts every comment I make. My favorite line is her response to the comment, "Sammie, quit arguing with me." Her response: "I'm not arguing."

Please don't misunderstand; my daughter, my children, are extraordinary. I love them both — equally and unconditionally. And given what I hear some families are dealing with, we're lucky. It's just in our home (and nowhere else), Sammie whines, argues and complains.

I imagine having employees is a lot like raising children. You spend time and money teaching, training and supervising them, but in the end you must let them do their jobs. And most likely, somewhere along the way, they'll make mistakes.

How you deal with those mistakes — and equally important, how well they accept responsibility for their actions — says a lot about your character and theirs. How often have we heard celebrities "apologize" for their abysmal behavior with a line like, "I'm sorry if anyone was hurt"? It's not an apology if there's no acceptance of responsibility.

How refreshing it would be to hear, "It was my mistake, and I'll do my best to not let it happen again." I know that's something I'd love to hear more often from my daughter when she falls short.

And to my son, it's an extraordinary world. I envy the journey you're about to begin.

---

**I imagine having employees is a lot like raising children. Somewhere along the way, they'll make mistakes.**



# TOP 10 REASONS

New **DUOCIDE**<sup>®</sup> Should Be Your Primary Weapon  
In Your War On Bugs

## Maximum Insect Control – Extremely Low Cost!

10. It Works Above The Surface
9. It Works Below The Surface
8. It's A Curative
7. It's A Preventative
6. It's Two Proven Active Ingredients
5. It's One New High Tech Formulation (patent pending)
4. It Delivers Active Ingredient Where It's Needed
3. Disperses 100% Into The Target Area
- 2. IT DELIVERS MAXIMUM INSECT CONTROL...**
- 1. AT AN EXTREMELY LOW COST!**



*Find out more about why you should add Duocide into your course maintenance schedule.  
Contact your distributor or your Andersons Territory Manager at 800-253-5296.*

**The  
Andersons**