Project EverGreen — About 12 years ago, the Professional Lawn Care Applicators of America (PLCAA, now part of PLANET) gave \$50,000 to form the EverGreen Foundation to replace PLCAA's Research and Education Foundation. In late 2002, the group renamed itself Project EverGreen and refocused on programs that promote actively managed green spaces. Its flagship program, GreenCare

for Troops, which connects volunteer service providers with military families in need of Green Industry services, was honored by First Lady Michelle Obama at the White House in April as part of a program celebrating organizations and programs that benefit military families. Today, as a nonprofit organization, it's funded by industry suppliers, service providers and individuals.



"Project EverGreen and its initiatives, GreenCare for Troops, GreenCare for Communities and the Art of GreenSpaces student art contests, have increased awareness among consumers of the environmental, economic and lifestyle benefits of healthy yards, landscapes, parks and recreational sports fields."

24 University programs —
In addition to churning out
future leaders, the Green Industry has
university programs to thank for exten-

sion services, horticultural research and turfgrass research projects, including breeding, management trials and pesticide and IPM studies. Advances in turf breeding date back to the 1970s, when Reed Funk, Ph.D., discovered the ability to make turfgrass hybrids with work on Kentucky bluegrass at Rutgers. In the early days, turf researchers focused on quality; today, they emphasize drought tolerance and pest resistance.

Many schools have added business RUTGERS management courses to their curricula over time, as the industry has shown a need for that content. PLANET's Student Career Days event, which 62 colleges attended this year with 817 competing in 28 technical and business management events, is a good example of how Green Industry university relations have evolved. The event started as ALCA Field Days in 1977, with 18 students and five schools participating.





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INDUSTRY INFLUENCERS



25 Franchising — Though it's clear franchises aren't for everybody and they aren't all created equal, their penchant for proven systems, marketing support and increased spending power have provided a path to success for many Green Industry professionals.

Franchising in the lawn care sector of the Green Industry goes back to the year *LM* was founded, when Daniel Dorfman began selling franchises for his year-old company, Lawn-A-Mat. It grew quickly, with 300 franchises by 1967. Perhaps growth was too quick; the company got into trouble over the next two decades and franchisees eventually stopped paying their fees. However, it's responsible for spawning many other successful lawn care businesses.

Lawn Doctor was founded in New Jersey in 1967 by Bob Magda and Tony Giordano. Three years later Weed Man opened its first location and started franchising in Canada in 1976 (it was 20 years before master licensee Turf Management Systems began franchising in the U.S.). In 1977 Bill Fischer formed Spring-Green Lawn Care in Naperville, Ill., and began franchising about a year later.

Other franchises popped up over the next three decades. In

1986 Tom Oyler founded U.S. Lawns as the first commercial landscape maintenance franchise in the Green Industry. ValleyCrest Landscape Cos. purchased U.S. Lawns in 1996. Scotts joined the lawn care franchising game in 2001. On the maintenance side, franchising powerhouse The Dwyer Group partnered with Canada's Sunshine Grounds Care in 2010 to launch The Grounds Guys concept in the U.S.





Landscape lighting — Over the five decades since electrical contractor Bill Locklin created the concept of landscape lighting in 1959 after experimenting with efficient 12-volt light sources and coffee cans, the service has taken off, illuminating landscapes everywhere. Before low-voltage lighting was used in landscape settings, expensive, 120-volt hard-wired lighting was buried below ground. Until the mid-1990s, landscape lighting was thought of in terms of safety and functionality first. The industry has thrived over the last two decades thanks to lighting designers and contractors who sell homeowners the ability to enjoy their landscapes 24 hours a day. In recent years, the availability of white LEDs has revolutionized the outdoor lighting industry due to the technology's "green" quotient—they use about 75 percent less energy than their incandescent counterparts, which is attractive to homeowners.

27/28 ChemLawn & Duke family -

With their garden center and sod farm in Troy, Ohio, Paul and Dick Duke found customers were asking them to care for their lawns after they installed their sod. The father-son team founded ChemLawn Corp. in 1969 and steadily opened branches and sold company stock to employees and customers, breaking the \$1 million mark by 1970. The Dukes reinvested in their company—and the industry—by developing equipment and methods that persist in the industry today. Ecolab bought ChemLawn in 1987. In 1992 it was sold to ServiceMaster and merged with Tru-Green (see No. 30), forming the lawn care behemoth TruGreen-ChemLawn. The company has since dropped the ChemLawn name.

"Companies that now have ChemLawn alumni at the regional or higher level are very fortunate."

Trade press — *Landscape Management* and the other trade media outlets that service the specialized Green Industry audience can take credit for helping usher along progress. Over the years we've delivered you the news (in an increasing array of formats), provided practical benchmarking data (i.e. the LM150 and State of the Industry reports) and shared numerous success stories and lessons learned. We've connected you with suppliers of products and services you need and we've helped trade associations get the word out on important issues. (In fact, our former publisher Bob Earley helped launch PLANET's predecessor, the Professional Lawn Care Applicators of America, in 1979.)

Did you know we have our own association to improve the quality of



media and marketing communications? Since 1990 the Turf & Ornamental Communicators Association (TOCA) has hosted an annual meeting and awards program (in which LM consistently takes home honors). It also



annually awards a scholarship and recognizes a professional for excellence in environmental communications. It has about 170 members and nearly 30 sponsors.

continued on page 25



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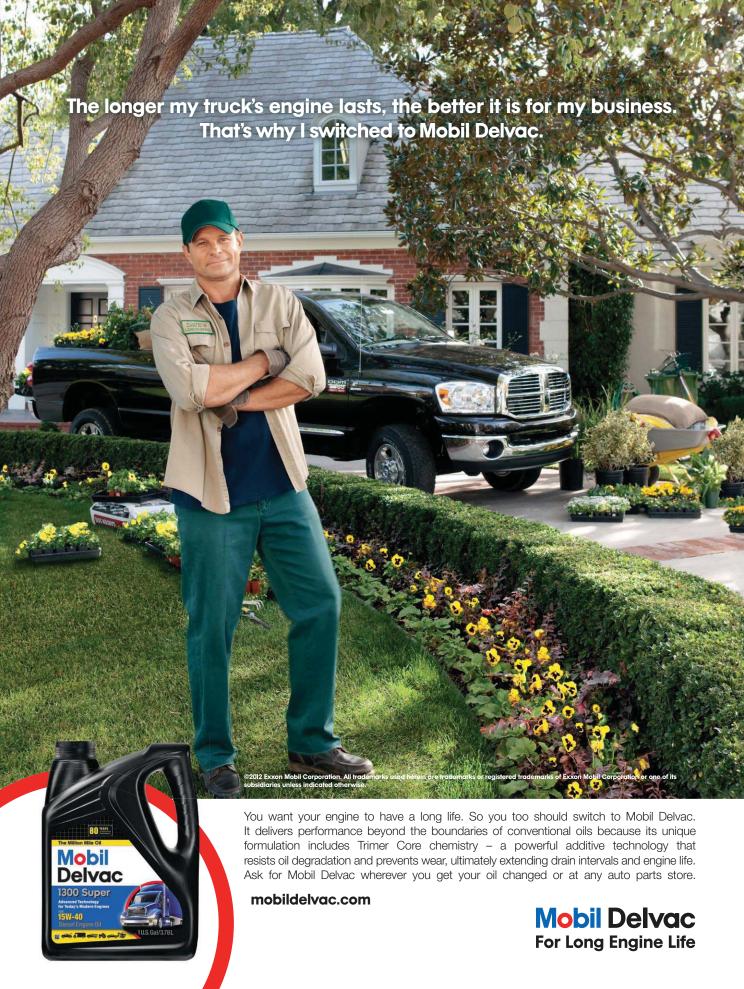




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continued from page 23

TruGreen - TruGreen, which started in Michigan in 1974 as ChemGreen, has had a broad impact on the Green Industry as its largest company. ServiceMaster acquired TruGreen in 1990; two years later it bought ChemLawn, creating TruGreen-ChemLawn. In early 1998, the company entered the maintenance market, acquiring four landscape companies. Meanwhile, Houston-based LandCare USA had merged seven firms into a single national company. Both companies competed to make acquisitions until TruGreen announced in November 1998 it bought LandCare for \$250 million. In July 1999, the merged firms, numbering more than 80 original companies, became known as TruGreen LandCare.

Last year, ServiceMaster sold TruGreen LandCare, with 60 branches in 17 states, to private investment firm Aurora Capital Group for \$38 million.



"Any company that has sold or bought another company has demonstrated to the rest of us owners

the importance of creating value in your company."

String trimmers — In 1971 George Ballas of Houston created what he called the first Weed Eater with pieces of heavy-duty fishing line, a popcorn can and an edger. It wasn't until two-stroke engine-powered string trimmers came on the market later that decade that they began making landscape companies' lives easier—and more productive—and their clients' properties neater.



Big-box stores — Home 2 improvement behemoths weren't even a blip on the radar when Lowe's opened as a small North Carolina hardware store in 1946. Lowe's went public in 1961, Sam Walton opened the first Walmart in 1962, and Menards (1972) and Home Depot (1979) followed. The home improvement industry's come a long way from the mom and pops of yore. Walmart alone generated \$420 billion in 2011, while Forbes says Home Depot, the largest home improvement chain, is on track to have 2012 revenue of \$73.6 billion.

Professional Landcare Network — The Green Industry's most instrumental association, better known as PLANET, was born on New Year's Day 2005. It was the result of a merger of the Associated Landscape Contractors of America (ALCA), founded in 1961, and the Professional Lawn Care Association of America (PLCAA), founded in 1979.

Today, PLANET provides services for 3,800 member companies; has a strong lobby on Capitol Hill; supports members in certification, education and safety; and cosponsors the annual GIE+Expo national trade show.

State and local associations — PLANET is valuable for contractors nationally, but don't forget the state, local and niche associations that support tens of thousands of professionals closer to home. They give contractors regional insights through education, advocacy, networking and more. Contributing to the professionalism and quality of services of Green Industry associations is the Nursery & Landscape Executives of North America, nearly 100 members strong.

"Statewide turfgrass, landscape and nursery trade associations have made an impact advocating for the professional."

End of Summer maintenance tips from Mobil Delvac

After a punishing summer, your truck is no doubt feeling the burn. Avoid costly repairs and downtime with the following vehicle maintenance tips.

- Battery Summer heat evaporates water from your truck's battery, which can lead to internal damage. Average battery life is three-to-five years. If you suspect any battery problems, check your alternator charging rate, the water level, and the condition of the battery connections.
- Alignment Summer driving can wreak havoc on your alignment. Improper alignment will shorten the life of your tires and compromise handling ability, so be sure to have them checked every 30,000 miles.
- Tires Summer heat increases air pressure in tires, so keep a tire-pressure gauge handy. You might also carry a tread depth gauge to check for any significant wear.
- Filters Dirt, gravel and debris found on the job site can obstruct your vehicle's air filter and cause serious engine damage.
 Clean and inspect your air filters, and consider replacing if necessary.
- Fluids Your engine spent the summer enduring rigorous use and extreme temperatures. Be sure to check all your truck's fluids—engine coolant, break fluid, transmission fluid and oil.

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Personal computer — PCs have come far since the first personal computer was released in 1950. (For the record, it was The Simon created by Edmund Berkeley and had just 12 bits of memory.) Other computer models came and went, but 1977's Apple II is considered the first PC as we know it. It was the first computer

capable of producing color graphics and the first to include a keyboard. The rest is history.



"Whether getting rid of route cards, reducing paperwork, making design easier or any of the myriad

reporting processes possible, there has been no tool more powerful developed for the landscape/ lawn care business."

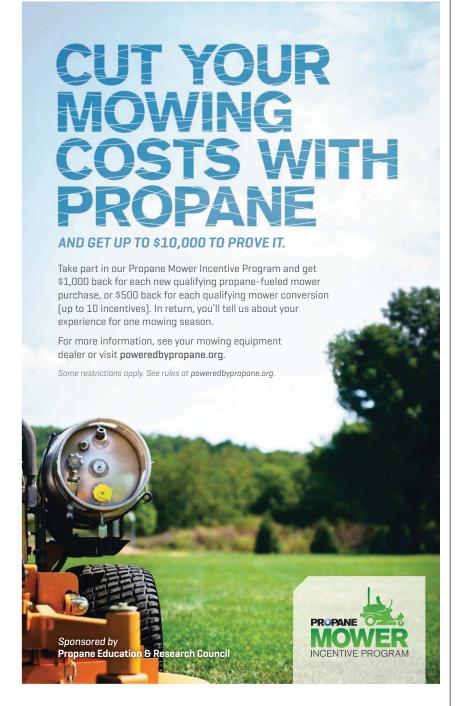
H-2B program — The H-2B guest worker visa program originated as part of the H-2 program created by the Immigration and Nationality Act in 1952. It allows foreign workers to be employed in the U.S. on a temporary basis. In 1990, Congress stipulated that as of 1992, no more than 66,000 H-2B visas could be issued annually. In 2004, the 66,000 cap was reached for the first time, and it's been met consistently in the years since. Just as consistent, it seems, are proposed federal changes to H-2B, and the landscape industry's opposition to them. Department of Labor figures show the Green Industry is the largest user of the H-2B program.

"H-2B and the hiring of immigrants has been the biggest change over the last 50 years."

37/38 ValleyCrest Landscape Cos. & Burton Sperber – When Burton

& Burton Sperber — When Burton Sperber and his father, Lewis, launched ValleyCrest in 1949, it was a small operation fueled by used tools and a pickup. More than 60 years later, the Calabasas, Calif.-based corporation is an \$850 million business—and the nation's largest privately held integrated landscape services firm.

Sperber was more than ValleyCrest's founder; he was a landscape industry icon beloved in Los Angeles and revered throughout the industry for building a world-class company from the ground up. Sperber earned many accolades, including a spot in the Green Industry Hall of Fame in 2010. He passed away last year at age 82, leaving an indelible mark on the industry he helped shape.



39 Environmental Protection Agency — In the wake of growing concern about pollution, the EPA was established in 1970, to consolidate, in one agency, a variety of federal research, monitoring, standard-setting and enforcement activities. Related to lawn care, in 1972 the Federal Environmental Pesticide Control Act (FEPCA)

amended the 1947 Federal

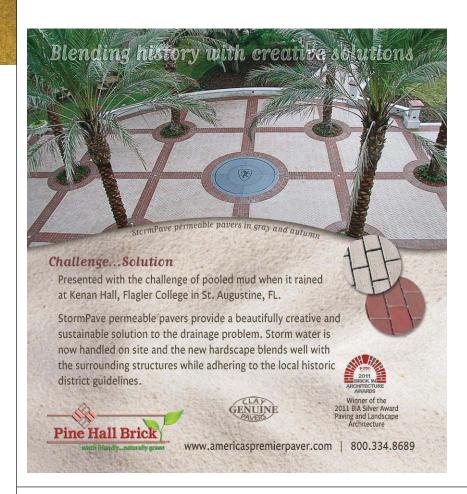


through a registration process. The pesticides would be classified as "general" or "restricted," the latter meaning they must be applied by or under the direct supervision of a certified applicator, affecting the way LCOs did business.

On the water conservation front, in 2006 EPA launched its voluntary WaterSense program, which includes labeling certification programs. IA-certified irrigation contractors, landscape/turf irrigation designers, and golf and landscape irrigation auditors qualify to become WaterSense partners, allowing them to tap into the EPA's consumer awareness campaign.

2ero-turn mower — John Regier worked for farm equipment manufacturer the Hesston Corp. in Moundridge, Kan., when he created a device that enabled blades to counter-rotate with a system of pulleys and belts. In 1963, Regier applied that technology to a lawn mower, creating the first zero-turn. Regier called his mower The Hustler, because like the zero-turns of today, it reduced mowing time substantially. Now a standard zero-turn cuts mowing time in half versus a conventional mower.

"Hydraulic-powered lawn mowers took the belt-drive walk-behind mowers to faster, more efficient units, which allowed for larger zero-turns to carry operators and get things done faster."





4 1 Sustainability — "Sustainability" isn't so much a buzz word in the Green Industry anymore as it is a reality. Rachel Carson's book "Silent Spring" paved the way for change



as far back as 1962, when it was published. The federal environmental regulations and pesticide restrictions it led to, in addition to the first Earth Day in 1970, piqued public awareness and inspired

landscape and lawn care companies to become more environmentally conscious. Today, we're living in a world of green roofs, reduced emissions, water conservation and less caustic chemicals.



"Earth Day and the environmental movement led to profound changes in how we value landscapes, what

we include in them, how we care for them and why we landscape."

Hunter founded Hunter Industries in 1981, but he has another claim to fame. In 1952, he launched Moist-O-Matic Co. (eventually sold to The Toro Co.), where he created the first irrigation controller, paving the way for "smart," evapotranspiration (ET) rate-based controllers to hit the market 50 years later, changing the way landscapers irrigate.

43 CAD programs — When the SKETCHPAD computer program was developed in 1963, it laid the foundation for modern CAD programs, which changed landscape design dramatically. The programs' affordability and ability to run on personal computers enabled designers to do their own drafting work, eliminating the need for draftsmen. Today, many CAD programs work hand-in-hand with software that allows landscape designers to show 3D models of landscape-specific elements.



Social media It's hard to exist now without using social media. For some, it's a compulsion, for others, a necessity. First it dominated social lives, today it also links the business world. The first social media site, Geocities.com, launched in 1994 and faded soon after. But today's giants are going strong and boosting small businesses with their marketing abilities. LinkedIn and Twitter have 161 million and 100 million users, respectively. While Facebook, the granddaddy of them all, boasts 955 million active monthly users.

45/46 The Brickman Group &

Theodore Brickman Sr. — The Brickman Group, Gaithersburg, Md., launched with a "couple guys, a truck and some lawn equipment," states the company's website. It's grown to an \$844 million corporation. The company branched out to design/build in 1954 and strengthened its maintenance division in the 1970s, when it won an important contract—to maintain McDonald's headquarters for life. Now Brickman operates in more than 29 states, providing services in every sector of landscaping.

Theodore Brickman Sr., a horticulturist for the Chicago Park District, founded the company as Theodore Brickman Landscaping in 1939 in Glenview, Ill. Brickman was a self-taught horticulturist who had a passion for plants. He chaired the company until his death in 1989, at age 82.

"Although they're my competition, Brickman has certainly influenced the landscape industry. I see their processes throughout most of the mid-to large companies I've worked for."



The Occupational Safety and Health

Administration — Since it was established in 1971 by the Nixon Administration, OSHA has reduced onthe-job deaths and injuries significantly. To get an idea of its effectiveness, consider that in 1970 there were 14,000 work-related fatalities and 2.5 million job-related disabilities. Since then, workplace fatalities have plummeted by 65 percent and occupational injury and illness rates by 67 percent. In 1986, OSHA developed hazard communication standards, requiring employers to furnish their employees with information concerning the hazards of chemicals used in the workplace.

48 California Spring
Trials — The event dates
back to 1967 when Goldsmith Seeds'
Glenn Goldsmith held the first "pack
trial" in Gilroy, Calif., inviting seed bro-

kers to view seed in production. Today, many members of the horticulture industry trek down the West Coast for two weeks in April during what's now called the California Spring Trials to learn about new plant varieties,

including availability and cultural issues. Over time, the trials have grown from just seed to include vegetative varieties. 49 Modular block retaining walls — The first modular concrete block retaining wall systems were developed in 1986. Their affordability, durability, easy installation and resistance to leaning and toppling made them a design/build game changer.

"The techniques used to build retaining walls have changed significantly and are now much safer, more reliable and easier to build than ever."



The Internet — When it comes to who invented the Internet, your guess is as good as ours. The development of the World Wide Web has been attributed to everyone from the U.S. Department of Defense to British computer scientist Tim Berners-Lee. One thing we do know about the Internet—it changed the world.



"Via the computer and Internet, access to real-time information, the capability to store and track data and the ability to increase efficiency through mobility, it forced a cultural shift from the bricks-and-mortal cubicle culture to managing from anywhere."

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gracefully

A look at how Landscape Management's design and focus have evolved over five decades. By Marisa Palmieri



1962

Weeds and Turf debuts.

NOTABLE: Noticing a rise in demand for contract outdoor chemical applications, *Pest Control* magazine (now *Pest Management Professional*) begins running a monthly supplement called *Weeds and Turf.*



1965

We adopt a new name, Weeds Trees and Turf.

NOTABLE: "Trees" is added to the now standalone publication's name to reflect a shift in readership. The tagline is "Monthly magazine of methods, chemicals and equipment for vegetation maintenance and control."



1970S

Weeds Trees & Turf gets a groovy new logo.

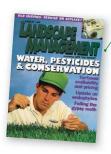
NOTABLE: Lawn Care Industry, a news-driven, tabloid-sized publication, accompanies Weeds Trees &Turf starting in 1977.



1987

We debut a new name: Landscape Management.

NOTABLE: By now we focus on landscape, golf and grounds professionals. *Lawn Care Industry* continues as a separate publication.



1991

A new *LM* logo and redesign appear in October.

NOTABLE: The editor's note touts: "What you'll be reading now is a combination USA Today, Business Week and the 'old' Landscape Management."

Lawn Care Industry rolls into LM.



1995

LM gets another facelift, starting in November.

NOTABLE: The editor's note mentions the magazine's new tech-y feature: an email account for readers to communicate with the staff. (In case you're curious, it was 75553.502@ compuserve.com!)



1999

The September issue features another new logo and redesign.

NOTABLE: *LM*'s focus becomes more vertical, dropping coverage of the golf market with the relaunch earlier that year of sister publication *Golfdom*.



2009

${\it LM}$ gets a modern look.

NOTABLE: LM's award-winning art director, Carrie Parkhill Wallace, puts her stamp on the publication's design with a new, sans-serif typeface for the logo, starting with the January issue. It's still our look today.