

# First the neighbors will be jealous. Then they'll give you a call.

Our best-in-class products combined with the WinField Insights™ Tech Kit and WinField™ Academy classes can help you look deeper and plan smarter.



VISIT [WINFIELD.COM/LAWNINSIGHTS](http://WINFIELD.COM/LAWNINSIGHTS) ON YOUR  
MOBILE BROWSER, THEN PLACE YOUR PHONE HERE



**WINFIELD™**

WinField is a trademark of Winfield Solutions, LLC. ©2013 Winfield Solutions, LLC.





## Laughing with you

We got our copy of *LM*'s April issue yesterday and I was looking through it (as I always do), and I have to tell you I really enjoyed your Editor's Note this month ("Art of simplicity," page 4). It was very clever, light-hearted and I actually did laugh out loud.

**Jody Shilan**

*Executive Director, New Jersey Landscape Contractors Association  
Editor, FromDesign2Build.com  
Elmwood Park, N.J.*



## Be careful whom you encourage

"The old college try" (April) is a good article. You mention a number of firms that have been successful and I know most of them; yes, they deserve compliments.

I have my own story: I think we need to be careful about encouraging people to do work without really knowing even half of what they need to know. There

is the mention of insurance, which is so vital. Then there is OSHA, and then there are the organic problems, as well as chemistry. There are legal problems, such as writing contracts and how to collect money. You may be able to mow a lawn first class, but there is a lot more to it. Do you need a license in the community you

are working? Today there are so many government rules that it's impossible for a young person to comply with even half of them.

I think those people who have been successful should give those young people a chance in their company and give them some training so that they will be prepared when they go out on their own. Unfortunately, we have so many small firms that

are janitors rather than professional people and we need to help them to become professional. Those inexperienced people do harm to the gardening profession.

**Ernest Wertheim, ASLA**

*Wertheim, van der Ploeg & Klemeyer  
San Francisco*

Kudos? Complaints? Share your thoughts with the *Landscape Management* team by emailing [mpalmieri@northcoastmedia.net](mailto:mpalmieri@northcoastmedia.net).

# If you're not using Solu-Cal, you're *cheating* your soil.

Enhanced Calcitic Lime • Enhanced Gypsum  
Hi-Mag Lime • Enhanced NPK  
Coarse & Micro Grades • Dry & Sprayable Formulas

**pH!Ca Technology**  
Solu-Cal products contain PHCA Organic Acid

PHCA is essential for soil pH adjustment, and helps plants solubilize and extract nutrients from the soil.

Now available in liquid form as Diamond Grow 12% Humic/Fulvic Acid.

[www.Solu-Cal.com](http://www.Solu-Cal.com) **Solu-Cal** USA 774.678.0288  
Lawn & Landscape • Golf • Hydro Seed • Wildlife



# DEDICATION IS NOT SEASONAL.



When you put your name on a job, your reputation is on the line. That's when you need a commercial vehicle as dedicated to reliable performance as you are. With legendary durability and Best-In-Class payload capacity and side step-in height,\* Freightliner Sprinter is ready to be the partner you can count on to help you get the job done, every day. [freightlinersprinterusa.com](http://freightlinersprinterusa.com)



**SPRINTER**

**DRIVEN LIKE YOU.**



©2013 Daimler Vans USA, LLC. \*Based on a comparison of the Automotive News classification of full-size commercial vans.



# Honest work

American Profit Recovery strives to include employees in its service efforts. BY CASEY PAYTON

Although they're doing honest work, it's easy for a debt collection agency to get a bad rap. But American Profit Recovery (APR), with corporate locations in Massachusetts and Michigan, developed the tagline "You'll profit from our difference," and it truly believes it. It's true, APR says, not only for those the

company does business with but even for the consumers it collects from and the communities in which it operates.

"One of our goals has always been to give back," says Michelle Riviello, director of operations. "The collection industry doesn't always have the best image. Nobody gets excited about calling us or getting a call from us. But our aim is to 'do the right thing' both internally and externally as a company."

Riviello says doing the right thing has meant not only handling collections diplomatically, but also getting involved in the community. Over the past several years the team at APR has raised and donated tens of thousands of dollars for charity and volunteered countless hours of service. It has participated in the Professional Landcare Network's (PLANET) Day of Service several times and in a variety of other opportunities.

"Last year in Michigan we adopted Proud Lake State Recreation Area and put together 50 picnic tables and built a boardwalk," Riviello says. "This past year we returned and put together some more picnic



APR takes on service work at a state park, among many other efforts.

tables, replaced some railings and did some painting . . . We found a way to volunteer in this state park without that Green Industry expertise."

Making Strides Against Breast Cancer is another charity that APR participates in. It's particularly important to the company, Riviello says, because two of its owners are breast cancer survivors. Plus, many employees walk in honor of their own friends and family who've been stricken by the disease.

Riviello says the annual walk has become a "signature fundraising event" for APR, in both Massachusetts and Michigan. Though the company has raised thousands of dollars for Making Strides, Riviello says that employees appreciate that they aren't obligated to give.

"I think that people sometimes choose not to do more community service because of the monetary commitment, so this is a nice volunteer opportunity where people can just walk, even if they haven't donated," Riviello says. "If people just want to donate their time and not any money, they at least have that option."

Riviello says finding ways APR employees can contribute without spending much money has contributed to 100 percent employee participation in at least one service project.

"For instance, last Veteran's Day we sent cards to the soldiers and we did a coat drive," she explains. "Those were two easy ways that our employees could give back and not feel like they were pressured to give a lot of money."

"The more varied you make your service opportunities, the more likely you are to get participants," she continues.

It's important to APR that employees feel connected to their service. That's helped make its "Summer Charities of Choice" a popular program. Each employee has the chance to nominate a charity that has touched his or her life to receive part of the overall pot that's collected throughout the summer.

Charities that have benefited from the program include The Leukemia & Lymphoma Society, the Brain Tumor Foundation and the Ronald McDonald House. **LM**

## AT A GLANCE

**Supplier:** American Profit Recovery

**Location:** Marlborough, Mass.

**Director of Operations:** Michelle Riviello

### SELECT PROJECT LISTING:

▶ **Summer Charities of Choice**—

APR employees nominate charities to receive part of the overall amount the company raises during the summer. Charities that have benefited from this program include The Leukemia & Lymphoma Society, the Brain Tumor Foundation, Greyhound Friends, Michigan Walk n' Roll for ALS and more.

▶ **Making Strides Against Breast Cancer**—

Over the last five years, this walk has become the signature fundraising event for American Profit Recovery, which has raised tens of thousands of dollars for the cause.

▶ **ARMing Heroes**—

APR team members help raise donations to connect returning veterans seeking help with credit and financial issues with industry professionals who can help them.

Landscape Management is the media sponsor of the Professional Landcare Network's (PLANET) Community Stewardship Award. We'll feature each of the program's winners January through June. For more information or to read about the other winners, visit [landcarenetwork.org/awards/communityaward](http://landcarenetwork.org/awards/communityaward) or [landscapemanagement.net/givingback](http://landscapemanagement.net/givingback).

You might not be able to hit  
60 home runs in one season.



But you can take out more than  
60 weeds in one application.

**Onetime**<sup>®</sup>  
HERBICIDE

Is your weed control program striking out? **Onetime**<sup>®</sup> herbicide helps you win against nearly 70 troublesome weeds. An effective postemergent herbicide, **Onetime herbicide** combines the latest **Drive**<sup>®</sup> XLR8 herbicide technology with MCP-P and dicamba to deliver excellent, broad-spectrum weed control. **Onetime herbicide** absorbs rapidly, acts quickly and can be used in both cool- and warm-season grasses. Talk about a home run.

[betterturf.basf.us](http://betterturf.basf.us)

**BASF**

The Chemical Company

Always read and follow label directions.

Drive and Onetime are registered trademarks of BASF. © 2013 BASF Corporation. All rights reserved.





## BEST PRACTICES

BRUCE WILSON

The author, of the Wilson-Oyler Group, is a 30-year industry veteran. Reach him at [bwilson@wilson-oyler.com](mailto:bwilson@wilson-oyler.com).

# Make training stick

**W**e all know that continuous crew training and development is essential to creating and maintaining an engaged, motivated workforce. But doing it right and making it stick is one of a landscape company's biggest challenges.

Good training programs have been produced and are available from many Green Industry resources that provide companies with relevant, topic-specific direction and advice. But what I see when I visit field crews is not that there's a lack of training material, but that the trainees are often not implementing what they've been taught. This is not only frustrating; when crews gradually drift back to old habits there's a loss of tangible returns on lean management or other process efficiency initiatives.

Part of the problem is human nature. Research suggests that we forget most of what we learn after only a few days.

The other part of the problem is management's assumption that, if trained, employees will do it the way they're trained. When that approach does not work out, management assumes the worst. In truth, training requires constant monitoring, reinforcement, strong communication and clarity on desired outcomes.

Here are 10 best practices to help your field employees grow their skills and competencies, optimize motivation and retain what they learn:

1. Set realistic goals and a timeline for progress. Don't train on too many things at one time, so you can focus on enforcing the new training.
2. List expectations for specific outcomes. Does the employee clearly understand what's expected? Provide information about the why, the how and the link between the new skill and the job and its importance. (For example, working smarter makes working easier.)
3. Identify attitudes, skills and tasks necessary for advancement to give your crews long-term focus. Your laborers of today may be your project managers of tomorrow. These could include, but are not limited to:

- › Being safe with grounds equipment: using the right tool for the right job.
  - › Mastering new equipment-operating skills.
  - › Understanding your expectations for quality and learning how to recognize and deliver it.
  - › Learning basic landscape installation practices, planting techniques and horticultural expertise.
  - › Knowing systems and procedures and following them; troubleshooting or reporting when they're not followed.
  - › Taking pride in your company.
  - › Continuous learning (offer certification opportunities through associations, OSHA safety courses, first aid/CPR, etc.)
4. Hold regular training sessions to reinforce skills. Retention increases exponentially when employees experience training and learn new skills with ongoing follow-up and measurement.
  5. Provide rewards and recognition as a result of the employee's application of the training and opportunities for progressive advancement or incentives/bonuses for improved performance, production and learning.
  6. Instill the notion that supervisors are role models. Train supervisors and managers and set expectations for training others so they can model the appropriate behavior.
  7. Support the training process by observing your crews and acknowledge positive results of training. Discourage old habits with appropriate, progressive discipline.
  8. Use peer mentoring as a powerful way to transfer experience, skills and wisdom.
  9. Develop training tools and policies that encourage "learn by doing" with supporting visuals, demonstrations and handbooks in both English and Spanish.
  10. Build training programs on a foundation of trust and respect. Understand how culturally diverse backgrounds can influence perception; encourage trainers to build rapport and listen as well as teach—and to be respectful at all times.

A SUPPLEMENT TO  
**Landscape**  
Management

THINK

**BIG**

**LM150**

**INSIDE:**

**LM150 list** > GATEFOLD

**Overview: Think big** > S3

**Top 25 by mix, services** > S4

**Double-digit growth** > S6

**13 big ideas for 2013** > S8

**3 firms, 40 years** > S19

**LM150 list index** > S21

BROUGHT TO YOU BY



**JOHN DEERE**



# *Listening and learning*



**JOHN DEERE**

JOHN DEERE is delighted to sponsor this year's LM150 issue!

In addition to providing an overview of the biggest and best Green Industry service providers in North America, this issue features great ideas that any company can implement.

Over the years, I've learned there's tremendous benefit in listening to and learning from others in the industry. Those who've had different experiences can often provide a new perspective or additional insight into new areas of interest or a challenging situation.

A few ideas that I would encourage you to consider include:

- › Get involved! Be an active member in your state or national trade association, such as the Professional Landcare Network (PLANET), whose members cite education and networking as their top reasons for joining. At the annual Green Industry Conference, as well as many specialty conferences throughout the year, PLANET continues to provide insight into the opportunities and challenges facing the Green Industry.
- › Consider joining a peer group that connects non-competing companies and their leaders together in small groups that hold each other accountable for the improvement and growth of their respective companies.
- › Join PLANET, JP Horizons and John Deere in expanding the Come Alive Outside movement in the communities where you work, live and play. Through the Come Alive Outside Challenge, you can share your landscape management experience and expertise by mentoring local FFA and 4-H Club members in a competition to enhance their local communities with service projects that promote and reinforce the benefits of well-maintained green spaces.

At John Deere, we know that listening to and learning from our customers is the key to our success and yours. By listening to you, we've developed innovative and quality products and realized the importance of continued learning about the industry and your business needs.

Our experienced John Deere dealer channel is there to support you before and after the sale with the most extensive factory-trained service technicians and knowledgeable staff in the industry.

In addition, John Deere Financial provides a wealth of knowledge in how to select the best finance option for your needs.

Today's world calls for new and innovative approaches to business. By listening to and learning from each other, we can continue to grow the business we love and give back to the industry with our shared knowledge.

I look forward to seeing you soon, whether at an industry event or at one of our facilities. Have a prosperous 2013.

Sincerely,  
**Ken Taylor, LIC**  
*General Sales Manager*  
*Corporate Business Division*





# RANKINGS

	Headquarters	2012 Revenue (U.S. Dollars)	% Rev Change from 2011	% Projected Change for 2013	FT/PT Employees	Comm/ Res/ Gov Mix	
1	TruGreen	Memphis, Tenn.	\$979,100,000	-11%	NR	10,000 average	NR
2	The Brickman Group	Gaithersburg, Md.	\$900,000,000	6%	NR	2,500/n/a	NR
3	ValleyCrest Landscape Cos.	Calabasas, Calif.	\$880,000,000	4%	NR	NR	100/0/0
4	The Davey Tree Expert Co.	Kent, Ohio	\$680,153,000	5%	NR	7,202/121	NR
5	EMCOR/USM*	Norwalk, Conn.	\$399,124,002	19%	NR	0/0	NR
6	Scotts Lawn Service^	Marysville, Ohio	\$307,490,000	2%	6%	750/1250	3/97/0
7	Bartlett Tree Experts	Stamford, Conn.	\$183,000,000	10%	7%	1350/25	20/75/5
8	U.S. Lawns	Orlando, Fla.	\$128,450,000	10%	5%	1,350/450	100/0/0
9	Weed Man	Mississauga, Ontario	\$118,891,689	8%	10%	750/2,500	10/90/0
10	Ambius	Des Plaines, Ill.	\$99,300,000	-2%	1%	859/250	NR
11	Lawn Doctor	Holmdel, N.J.	\$94,094,170	6%	6%	48/2	5/95/0
12	Gothic Landscape	Valencia, Calif.	\$88,000,000	24%	NR	NR	NR
13	Yellowstone Landscape Group	Bunnell, Fla.	\$85,500,000	9%	0%	1054/432	NR
14	SavATree	Bedford Hills, N.Y.	\$76,800,000	14%	3%	594/12	20/80/0
15	Ruppert Landscape	Laytonsville, Md.	\$72,549,000	14%	16%	725/0	94/0/6
16	Ferrandino & Son	Farmingdale, N.Y.	\$71,000,000	35%	30%	325/0	100/0/0
17	Five Star Landscape*	Folsom, Calif.	\$68,503,803	20%	NR	NR	NR
18	Merit Service Solutions (formerly Lipinski Outdoor Services)	Marlton, N.J.	\$52,300,000	-7%	19%	100/100	100/0/0
19	Clintar Landscape Management	Markham, Ontario	\$51,300,000	2%	7%	180/375	100/0/0
20	Marina Landscape	Anaheim, Calif.	\$50,300,000	9%	19%	600/0	NR
21	Massey Services^	Orlando, Fla.	\$50,230,320	NR	NR	1,341/0	10/90/0
22	Mainscape	Fishers, Ind.	\$49,300,000	3%	10%	500/110	100/0/0
23	Meadows Farms	Chantilly, Va.	\$48,500,000	-1%	5%	175/250	2/31/0
24	Environmental Earthscapes/The Groundskeeper/ Greater Texas Landscapes	Tucson, Ariz.	\$44,500,000	5%	1%	800/0	80/0/20
25	NaturaLawn of America	Frederick, Md.	\$41,772,035	10%	3%	275/75	1/99/0
26	OneSource Landscape & Golf Services	Tampa, Fla.	\$40,000,000	0%	0%	500/150	90/0/10
27	Acres Group	Wauconda, Ill.	\$38,970,039	2%	10%	110/624	94/5/1
28	Spring-Green	Plainfield, Ill.	\$38,937,000	8%	8%	100/375	7/91/3
29	Lucas Tree Expert Co.	Portland, Maine.	\$38,000,000	15%	11%	465/0	87/8/5
30	Jensen Corp.	San Jose, Calif.	\$37,500,000	1%	3%	318/0	NR
31	Denison Landscaping	Fort Washington, Md.	\$35,480,000	-4%	1%	193/180	35/50/15
32	Mariani Landscape	Lake Bluff, Ill.	\$35,000,000	0%	3%	95/330	10/90/0
33	The Greenery	Hilton Head Island, S.C.	\$34,400,000	12%	10%	460/85	70/15/15
34	Christy Webber Landscapes	Chicago	\$31,000,000	11%	10%	350/0	71/11/18
35	Cagwin & Dorward	Novato, Calif.	\$30,700,000	15%	4%	365/0	80/10/10
36	The Bruce Co. of Wisconsin	Middleton, Wis.	\$28,400,000	-11%	-15%	130/300	80/20/0
37	Gothic Grounds Management^	Valencia, Calif.	\$28,372,196	7%	7%	450 fte	90/5/5
38	Greenscape*	East Taunton, Mass.	\$28,000,000	2%	NR	0/0	NR
39	Mission Landscape Cos.	Irvine, Calif.	\$27,582,460	14%	11%	540/0	100/0/0
40	Maldonado Nursery & Landscaping	San Antonio, Texas	\$27,400,000	71%	-16%	325/0	35/15/50
41	ISS Grounds Control	San Antonio, Texas	\$26,000,000	-13%	4%	430/1	85/2/13
42	Terracare Associates	Littleton, Colo.	\$25,562,572	0%	8%	320/118	62/0/38
43	Berghoff Design Group	Scottsdale, Ariz.	\$25,000,000	0%	0%	80/2	NR
	AAA Landscape	Phoenix, Ariz.	\$25,000,000	-7%	8%	370/0	60/0/40
45	Nutri-Lawn*	Toronto	\$24,875,000	4%	NR	NR	NR
46	Chalet	Wilmette, Ill.	\$23,700,000	-2%	1%	100/150	0/100/0
47	Chapel Valley Landscape Co.	Woodbine, Md.	\$23,500,000	5%	6%	200/90	60/25/15
48	Ryan Lawn & Tree	Overland Park, Kan.	\$23,413,408	16%	7%	200/0	5/95/0
49	Landscape Concepts Management	Grayslake, Ill.	\$23,000,000	5%	9%	61/233	90/2/8
	Sebert Landscaping*	Bartlett, Ill.	\$23,000,000	5%	NR	NR	NR

LEGEND NR = Not reported; \* Indicates projected revenue reported in 2012; ^ Indicates a portion of reported revenue was removed (such as structural pest control, termite control or other non-Green Industry service)

		Headquarters	2012 Revenue (U.S. Dollars)	% Rev Change from 2011	% Projected Change for 2013	FT/PT Employees	Comm/ Res/ Gov Mix
51	McFall and Berry Landscape Management^	Annandale, Va.	\$22,932,000	0%	2%	180/120	100/0/0
52	Scott Byron & Co.	Lake Bluff, Ill.	\$22,100,000	-11%	9%	90/170	12/88/0
53	Clean Scapes	Austin, Texas	\$22,000,000	16%	9%	261/0	98/0/2
	Pierre Sprinkler & Landscape	Monrovia, Calif.	\$22,000,000	18%	-25%	180/12	49/24/27
	Shearon Environmental Design*	Plymouth Meeting, Pa.	\$22,000,000	0%	NR	NR	NR
	Rotolo Consultants (RCI)	Slidell, La.	\$22,000,000	38%	23%	120/110	75/0/25
57	Russell Landscape Group	Dacula, Ga.	\$21,974,929	4%	2%	275/175	98/2/0
58	Environmental Management Services	Dublin, Ohio	\$21,000,000	24%	5%	100/200	80/5/15
	McHale Landscape Design	Upper Marlboro, Md.	\$21,000,000	40%	5%	200/0	0/100/0
	D. Schumacher Landscaping	West Bridgewater, Mass.	\$21,000,000	11%	10%	180/0	50/50/0
61	Bemus Landscape	San Clemente, Calif.	\$20,900,000	1%	20%	395/0	97/1/2
	Girard Environmental Services	Sanford, Fla.	\$20,900,000	8%	7%	350/0	100/0/0
63	James River Grounds Management	Glen Allen, Va.	\$20,500,000	-5%	7%	380/0	97/0/3
64	Garden Design (formerly Metroplex Garden Design Landscaping)	Dallas	\$20,000,000	21%	25%	32/1	40/60/0
65	Teufel Landscape	Hillsboro, Ore.	\$19,600,000	-3%	7%	205/73	72/8/20
66	Swingle Lawn, Tree & Landscape Care^	Denver	\$19,459,034	13%	3%	180/40	33/77/0
67	Dixie Landscape Co.	Medley, Fla.	\$19,300,000	26%	14%	212/0	100/0/0
68	Urban Farmer	Thornton, Colo.	\$18,893,000	5%	0%	62/90	48/2/50
69	Gibbs Landscape Co.	Smyrna, Ga.	\$18,792,878	5%	7%	234/44	57/43/0
70	Naturescape	Muskego, Wis.	\$18,339,021	10%	6%	175/10	10/85/5
71	Lambert's	Dallas	\$18,075,000	7%	0%	153/0	1/99/0
72	DLC Resources	Phoenix, Ariz.	\$18,000,000	-10%	-3%	288/0	100/0/0
73	David J. Frank Landscape Contracting	Germantown, Wis.	\$17,400,000	-2%	10%	250/50	70/15/15
74	Dennis' 7 Dees Landscaping	Portland, Ore.	\$17,000,000	0%	16%	230/30	50/40/10
75	Senske Lawn & Tree Care^	Kennewick, Wash.	\$16,632,000	NR	NR	270/80	28/70/2
76	Southern Botanical	Dallas	\$16,262,357	15%	29%	165/0	42/58/0
77	Landscape Workshop	Birmingham, Ala.	\$16,175,000	8%	5%	275/0	NR
78	Reliable Property Services	St. Paul, Minn.	\$16,000,000	-18%	44%	80/300	95/0/5
79	Heads Up Landscape Contractors	Albuquerque, N.M.	\$15,981,026	-11%	2%	265/15	77/8/15
80	High Tech Landscapes	Branchburg, N.J.	\$15,921,482	1%	6%	28/315	60/38/2
81	Benchmark Landscape	Poway, Calif.	\$15,756,000	6%	0%	220/0	100/0/0
82	Complete Industries	Bowie, Md.	\$15,700,000	-19%	-4%	300/144	100/0/0
83	Clarence Davids & Co.	Matteson, Ill.	\$15,313,000	0%	4%	225/0	90/5/5
84	TBG Landscape	Brooklin, Ontario	\$15,200,000	-14%	15%	65/10	10/65/25
85	Greenscapes of Southwest FL	Naples, Fla.	\$15,000,000	6%	3%	241/0	100/0/0
86	Integrated Landscape Management^	Tempe, Ariz.	\$14,950,000	33%	20%	270/1	NR
87	Yard-Nique	Morrisville, N.C.	\$14,550,000	30%	31%	135/85	95/5/0
88	HighGrove Partners	Austell, Ga.	\$14,400,000	7%	8%	152/0	98/1/1
89	Pacific Outdoor Living*	La Crescenta, Calif.	\$14,000,000	12%	NR	NR	NR
	ArtisTree Landscape Maintenance & Design	Venice, Fla.	\$14,000,000	6%	15%	175/60	75/25/0
91	PROscape	Orlando, Fla.	\$13,803,377	-2%	1%	230/30	96/2/2
92	Designs By Sundown	Englewood, Colo.	\$13,500,000	35%	19%	110/0	10/90/0
93	Angler Environmental	Warrenton, Va.	\$13,404,764	5%	-3%	85/5	20/20/60
94	Sposato Landscape Co.	Milton, Del.	\$13,400,000	10%	7%	255/0	70/30/0
95	Stay Green^	Santa Clarita, Calif.	\$13,110,000	5%	53%	260/0	30/0/35
	Earthworks	Lillian, Texas	\$13,100,000	1%	7%	175/110	100/0/0
97	Complete Landscaping Systems	Wichita, Kan.	\$13,000,000	10%	NR	NR	NR
	LMI Landscapes	Carrollton, Texas	\$13,000,000	44%	50%	200/0	100/0/0
99	Luke Brothers Landscape Services*	Holiday, Fla.	\$12,500,000	25%	NR	NR	NR
100	New Way Landscape & Tree Services	San Diego	\$12,393,533	2%	-1%	200/0	67/0/33