ALCA examines management team dynamics

BY ELLIOT MARAS Editor

f you think your company has the experience under its belt to take on another \$100,000 worth of work this year, you're not alone.

And if you've thought this before only to find out that the expansion cost you more than it made you, you're not alone either.



Landscape management firms | Ritchie Skelton (left) and Jerry Lankenau.

that successfully move to higher ground go through very difficult periods of staff reorganization. It usually takes a year before they function at the same level of comfort and efficiency.

Industry leaders have taken a critical look at the problems they faced and continue to face in climbing to higher plateaus. As a result, guidelines are available for growthoriented companies of all sizes.

The Associated Landscape Contractors of America recently released its eighth Crystal Ball Report, titled: Leadership in the Landscape Industry; Building a Management Team.

The 40-page report is the second in a series that started with last year's Leadership in the Landscape Industry, the Changing, Challenging Role of The CEO. That report

See TEAM Page 14

Serving commercial mowing and chemical lawn care professionals

VOLUME 13 NUMBER 4

AN HUTHL PUBLICATION

APRIL 1989

DOT regs take effect

Trucks, drivers face inspections

WASHINGTON, D.C .-Trucks carrying some commonly-used lawn care materials are subject to inspection under new federal guidelines. Forms must be filled out, packages properly marked, and drivers will have to be licensed and tested for drugs.

The regulations fall under the Commercial Motor Vehicle Safety Act of 1986 which took effect in 1988. The Professional Lawn Care Association of America recently got a list of regulated lawn care chemicals from the U.S. Department of Transportation.

"It's going to make life more complicated," says Jim Wilkinson, the PLCAA's di-

How one lawn care company increased profits by reducing business volume.

Prof. Mike Villani notes importance of timing in insecticide effectiveness.

CLASSIFIED

See what's for sale, miscellaneous items.

NEXT MONTH

rector of environmental and regulatory affairs. Wilkinson and PLCAA attorney Dave Rutledge have spent most of the last year pressing reluctant DOT officials for information on how the law affects lawn care firms.

Regulated materials include chlorpyrifos, carbaryl, diazinon, dicamba, pyrethrins, 2,4-D and ammonium nitrate. Carbaryl and dicamba, however, are not regulated in amounts used in lawn care.

Stricter requirements apply to those of these that fall under the "hazardous substance" category, which include all but ammonium nitrate.

The hazardous substances' reportable quantities are available from PLCAA.

Packaging and labeling requirements will be enforced by See **DOT** Page 15 Reviving drought-stricken turf By JAMES E. GUYETTE Managing Editor

hile turfgrass managers share their clients' hopes for normal levels of spring rain,

customer expectations might exceed what can be delivered following last year's extended drought. If April showers fall as

usual, clients with damaged lawns are likely to think that a spring renovation is all that is needed.

On the other hand, if there is little rain this month, customers may think it best to wait till fall before having their lawns reseeded.
"The key month is April," says John Hopko, turf specialist at the North-

rup King Co.

Because a lawn renovation is more likely to flop in the spring—and more likely to succeed in the fall—a rainy April could make it tough on quality-conscious turf managers seeking to politely, yet firmly, convince their clients that fall is indeed the best time for renovation work.

Turf experts in the field and at the universities agree that customers and

See REVIVE Page 10

LCOs credit drought for strong renewals

BY ELLIOT MARAS

NATIONAL REPORT-Last year's extended drought was a blessing in disguise for the lawn care industry if early season renewals are any indica-

LCOs interviewed at random say renewals are 5 to 10 percent higher than normal, and customers who discontinued service in the past are calling them back.

The consumer media, traditionally seen as a nemesis by the industry, helped by focusing attention on the drought. LCOs say customers whose lawns went dormant are blaming Mother Nature rather than them.

In addition, customers who have never had lawn care are more inclined to see if a pro-

See RENEWS Page 13

LATE NEWS

Industry appeals New York ruling

NEW YORK—The New York Pesticide Coalition has appealed a federal court ruling in an effort to halt enforcement of the state's controversial pesticide regulations. The appeal has been filed in the U.S. Circuit Court of Appeals.

The Professional Lawn Care Association of America has donated \$10,000 to the coalition's

The appeal seeks to overturn a January ruling by Judge Neal McCurn in federal court. McCurn ruled that the notification regulations, which the pesticide coalition claims are in excess offederal law, are a "complimentary adjunct" to federal

The pesticide coaliton argued that the printed notification requirements are an attempt to supersede the federal government's role in this

See APPEAL Page 17

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PLCAA raises membership dues

MARIETTA, GA.—The Professional Lawn Care Association of America is raising membership dues by at least 100 percent and more, depending on company sales, in 1989. The purpose is to raise money to support more "issues management" activities, such as legislation and regulation.

Minimum dues will increase from \$200 to \$400. Fees will rise on a sliding scale based on sales volume, with the largest companies paying the largest increases.

PLCAA wants to raise an additional \$375,000 in new revenue. All will be used to support an increased commitment to legislative and reg-

Kujawa

for 1989.

committees.

Kujawa elected

FALLS CHURCH, VA.—Ron

Kujawa, president of Cudahy,

Wis.-based KEI Enterprises,

Inc., has been elected presi-

dent of the Associated Land-

scape Contractors of America

LAWN CARE INDUSTRY and

has served on several ALCA

Kujawa is a board adviser to

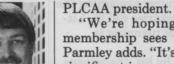
to lead ALCA

ulatory activities.

The association is hoping to hire a state government affairs specialist and a

communications specialist. A voluntary program, the Defense Fund, raised \$175,00 in 1987 and 1988 for issues

management activities. The increase was suggested by the Income Review Committee, which included about 15 members from all revenue levels. "We felt there was a mandate to go ahead with the plan," says Robert F. Parmley,



Parmley

"We're hoping that the membership sees the need," Parmley adds. "It's not an insignificant increase."

Beginning this year, PLCAA will increase its level of support for the Pesticide Public Policy Foundation. It will contribute 12 percent of its membership dues; \$75,000.

This will eliminate PPPF's need to solicit funds directly from PLCAA members, PLCAA announced in a recent news release.

PLCAA will offer the members the option of making split payments, Parmley says.

Renewal notices will be sent out in June and December. LCI

Toro recalls some riding mowers

MINNEAPOLIS, MINN.—The Toro Co. is recalling several rear-engine riding mower models. Mowers made from 1972 to

1979 are being recalled because users can sit or fall on moving starter parts, according to the Consumer Product Safety Commission.

According to Toro, such an accident can only occur if the user pull-starts the normally electric-starting mower-and then forgets to pull the moveable seat back into position before sitting down.

Some 1973 models can be started while in gear, but that has only happened after much tinkering in a Toro research lab, said Joe Newberg, service manager of the consumer products division.

Some 1972-76 models can be bumped into gear, according to the Consumer Product Safety Division.

The model numbers being recalled are 56575, 56025, 56030, 56027, 56033 and some 56044s.

About 19,000 mowers are involved. Mowers can be taken to a service dealer to get a covered recoil starter installed under the seat.

Henjum opens advertising firm

FRIDLEY, MINN.—Al Henjum, former advertising manager of Hypro Corp., New Brighton, Minn., has formed a consulting and advertising firm in Fridley.

Hypro Corp. makes pumps and accessories.

Posting proposed in Georgia

GEORGIA-A bill requiring sign posting for commercial pesticide applications has passed the Georgia House of Representatives and is being studied in the Senate. If approved, the bill would take effect in 1990.

The bill requires turf applicators to post 6- by 8inch signs saying "Warning" or "Caution," "Pesticide Application," including the name and phone number of the com-

One sign must be posted at the entrance of the property or the site of the treatment.

In addition, the LCO would have to provide customers with a list of the products applied, the company name and phone number, and the number of the nearest poison control cen-

The law applies to any applicator professional applying pesticides to turf or ornamentals.

The sponsors are former county agents who say they want to prevent stricter laws.

Changes being urged by the Georgia-based Professional Lawn Care Association of America include letting the word "Attention" (rather than Warning or Caution) appear on smaller 4- by 5-inch signs.

MEMOS

Enough is enough! Don Burton is going to the

governor. Burton, president of Lawn Medic, Inc., is petitioning New York Gov. Mario Cuomo to get another pesticide bureau chief. He, like most green industry employers in New York, is fed up with Marilyn DuBois.

'I think the time has come that we ask for somebody in that position to be fair and impartial," he says. DuBois, a former lobbyist for environmental groups, authored the regulations that the New York green industry has been battling in court.

"It's a non-working situation with her," Burton says.

The other side, meanwhile, isn't resting either.

Assemblymen Francis Pordum and Maurice Hinchey have introduced a slew of bills to further regulate pesticides.

They include: elimination of all non-agricultural uses of 2,4-D; mandatory pre-notification of all customers' neighbors of pesticide applications; mandatory certification of all applicators; and an increase in all pesticide certification fees.

Some states are considering fertilizer tonnage fees for commercial fertilizer applicators.

Such fees are presently paid by suppliers.

States considering the fees are Nebraska, Maryland, Texas and Wisconsin, says Jim Wilkinson, executive director of the Pesticide Public Policy Foundation.

Two John Deere blowers got high marks when such devices were reviewed by Consumer Reports. A homeowner model and a pro backpack were recommended for capability and comfort.

The study covered 12 categories, and the Deere machines rated tops in two of

Drought warnings have been issued for parts of the Northeast by the Delaware River Basin Commission. An early February report notes the water storage for reservoirs are at 46 percent of capacity compared to the normal 79 percent for that time of year.

Water conservation measures could be issued if the drought continues, the report notes.

The Chemical Specialties **Manufacturers Association** invites LCOs to attend its first commercial and residential services program, April 23-26 in Chicago, in conjunction with its Mid-Year Meeting, Scientific Symposium and CHEM MART '89

The program will include an overview of lawn care and pesticide regulatory issues, an analysis of herbicides, and the fate of fertilizers applied to turfgrass.

The meeting will be at the Chicago Marriott.

For information, contact CSMA at 1001 Connecticut, N.W., Washington, D.C. 20005. Phone: 202-872-8110.

'Formula' marketing no longer does it

The cost of reaching new customers has gotten so high that many LCOs have stopped trying. The number of leads generated by direct mail and telemarketing have dropped so much that for many firms, these traditional tools are no longer cost efficient.

Such is life in a maturing industry.

When a service is new, as lawn care was in most areas 15 years ago, a "shotgun" approach works well. Entire neighborhoods are blanketed with brochures explaining the service. Inquiries roll in. Little strategic planning is needed.

But bit by bit, the returns dwindle. With more fishermen in the lake, the fish become fewer. Eventually, a more creative strategy is needed.

Farsighted LCOs, just as they realize the need to provide more flexible service programs, take a critical look at their marketing practices.

One conclusion is the need to strengthen customer reten-



ELLIOT MARAS

tion. This need has been emphasized by consultants, industry leaders and our magazine for the past year.

But some companies in the mature markets continue to reap big harvests of new customers as well, without increasing their marketing investment.

Their strategy, in a nutshell, is to capitalize on existing name recognition.

They market to areas near or where a customer base already exists.

Not only are the prospective customers already familiar with the company, they can easily get a reference on the company.

And this, according to business consultant Rudd McGary, is important. Consumers rely heavily on references when making purchases for home services.

Take Cincinnati, Ohio, a mature lawn care market.

Rick Steinau, owner of Greenlon, Inc., mails literature to neighborhoods that are right on the fringes of his existing customer base. He gets good returns.

Another Cincinnati-based firm, Emerald Green, Inc., had a marketing company identify the six closest neighbors of existing customers. Literature was mailed to these selected prospects, followed with a phone call.

"It concentrated our sales effort in areas where we needed to grow our route," explains Jeff Lykins, vice president. "It's helped cut our marketing cost because we're not just blanketing."

Name recognition is the key. Strengthening it has become important enough to some LCOs that they are running ads just to get their name before the public. It is something that only the large, national firms were doing a few years ago.

(Another benefit of this "image" advertising is it reinforces the company's identification among its existing customers.)

Mentor, Ohio-based Perfecturf, Inc. sends out a quarterly newsletter telling homeowners who are not customers what they should expect from a lawn care firm, no pitch included. It gets their name out.

Another technique some companies are using is soliciting customers for referrals.

McGary the consultant recommends this to his clients, but stresses three considerations:

 Make sure to send out multiple appeals. (One-time solicitations are worthless).

 Make sure the letter identifies the person that needs to be contacted at the company.

 Offer something besides cash, such as tickets for sports and entertainment events, as a reward for referrals that turn into sales.

Jeff Lykins at Emerald Green can attest to the value of this technique. It netted 140 new customers for him in four weeeks.

Lykins gives special thanks to McGary's Point No. 3. His impressive results came when he offered movie tickets instead of the cash he offered in previous seasons.

Lawn care marketing today is a much more challenging proposition than it was in the '70s. Only the creative need apply.

Elling Marus

You can reach Editor Elliot Maras at 7500 Old Oak Blvd., Cleveland, OH 44130. Phone: 216-243-8100



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> GET MORE FACTS

TOP OF THE NEWS

CSMA challenges Calif.'s Prop. 65, cites FIFRA

LOS ANGELES—The Chemical Specialty Manufacturers Association has filed a federal suit against California's warning requirements for consumer, institutional and industrial chemicals.

The suit, filed in U.S. District Court in Los Angeles, charges that the requirements under California's Proposition 65 are preempted by federal laws.

Proposition 65 prohibits businesses from knowingly discharging chemicals designated as cancer-causing, and from knowingly exposing anyone to the chemicals without warning.

The list of designated chemicals does not presently include those used in lawn care, but the governor has been pressured to expand the list.

The suit names as defendants Clifford Allenby, secretary of the California Health and Welfare Agency, and John Van De Kamp, state attorney general.

CSMA claims that the warning requirements under the 1986 law constitute a deviation from U.S. Environ-

'FIFRA expressly
preempts state
authority to
regulate the
labeling or
packaging of
pesticides'—
Engel

mental Protection Agency approved labels, as required under the Federal Insecticide, Fungicide and Rodenticide Act.

A similar argument has been used by industry groups fighting New York State's pesticide regulations.

"FIFRA expressly preempts state authority to regulate the labeling or packaging of pesticides," says CSMA President Ralph Engel.

CSMA further claims the Federal Hazardous Substances Act administered by the U.S. Consumer Products Safety Commission requires cautionary labeling and preempts state requirements.

Thirdly, CMSA claims the Hazard Communications Standard administered by the Occupational Safety and Health Administration preempts state laws that are not part of an approved state plan for evaluating and communcating workplace hazards from exposure to chemicals.

Such a plan, as required by OSHA, has not been submitted by California, CSMA claims.

Engel says companies

which market California's listed products are in a "Catch 22" situation since they must comply with both federal and conflicting state rules.

He says the companies are also exposed to potential tort liability in states where labels differ from California's.

Consumers, Engel notes, face inconsistent warnings from state to state.

New board formed

The CSMA recently named officers for its newly-formed Commercial & Residential

Services Division. The board includes:

Chairman Robert C. Pearce, manager of the Zoecon Corp.'s customer-consumer division; Vice Chairman John L. Ivey, Ph.D., manager of Mobay Chemical Corp.'s specialty products research and development; H.L. Richards, associate general counsel, S.C. Johnson & Co.; William D. Gullickson, Jr., president, McLaughlin Gormley King Co.; Roger Yeary, Ph.D., vice president, health and safety, ChemLawn Services Corp.;

Gary Mullenix, president, Huntington Laboratories.

CSMA is a 75-year-old association representing more than 400 companies engaged in the manufacture, formulation, distribution and sale of specialty chemicals.

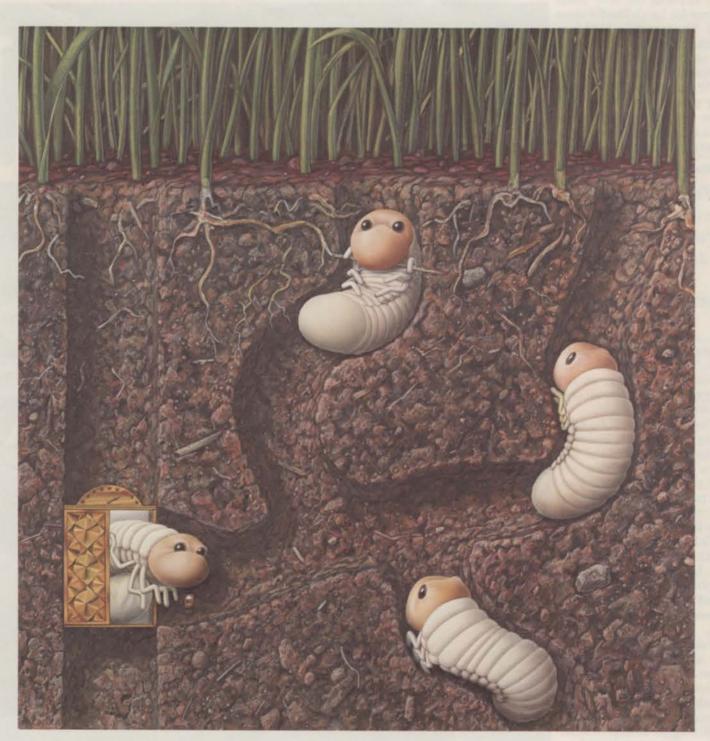
"The Commercial and Residential Services Division will be moving to aggressively protect both the pest control and lawn care industries at the federal level, where representation has historically been weak, and before the states, which are seriously increasing

regulatory activity," Pearce says.

The executive board will discuss state legislation on recycling of pesticide products distributed from tank trucks.

Co-chairing the new division's membership committee are board member Gullickson and John Grunseth, vice president, public affairs, Ecolab, Inc.

For information, contact CSMA Member Services Dept., 1001 Connecticut N.W., Washington, D.C. 20005. Phone: 202-872-8110.



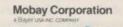
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CONVENTION REPORT

Lawn Doctor dealers growing with new services

By ELLIOT MARAS

ATLANTIC CITY—Lawn Doctor dealers are finding their highest profit margins in add-on services like coring, seeding, preventative grub control, and in some cases, liming.

As a result, all dealers are being urged to market these services to all of their customers.

These services offer major growth potential for LCOs. They have nearly tripled in their share of the total dollar volume for Lawn Doctor since 1984. The target for 1989 is to double the record 1988 sales of the assortment of additional services.

"We hope you can convince your present customers that these are not 'optional' services, rather that they are necessary adjuncts to a full

'We hope you can convince your customers that these are not optional services...'—Hal Zeve

program of care for a healthy lawn," said Hal Zeve, director of retail marketing, at the company's recent annual convention in Atlantic City.

The company will be marketing seeding more intensely due to the success of the new Lawn Doctor designed and built power seeding machine.

A panel of dealers provided tips on selling additional services for the workshop group.

Dick Waite, owner of the Northfield, N.J. and Margate,-Longport-Ventnor, N.J. franchises, practically doubled his add-on volume in 1988. It represented a third of his business.

Waite pointed out that not only are the profit margins higher, but payment is faster.

This year, he plans to offer the add-ons at the time of the original sale for new customers and during the annual summer check-up for existing customers.

Grub control option

Dennis Faust, owner of the New Castle, Del. franchise, saw a lot of new business from a promotional grub control mailing he sent out last May.

Faust pointed out that curative insect damage control is part of the standard service. But preventative control is

He emphasized the importance of following up the mailings with phone calls. "If you don't follow it up, you're not going to make the sale," he



Fielding questions: Neel Brown, western technical specialist, takes questions from the audience at the recent Lawn Doctor conference. Seated, left to right: Dennis Faust, Dick Waite and Ray Cormier.

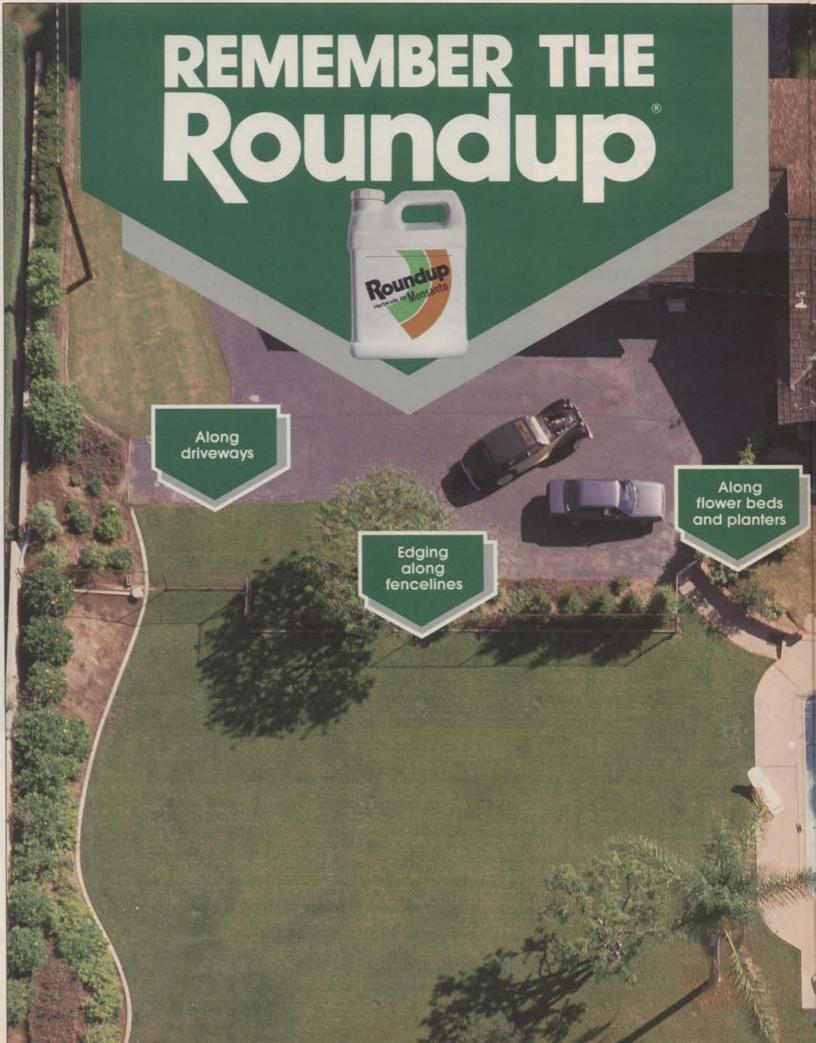
egic

Faust also had success with liming, which is often needed on Delaware soil.

Roy Cormier, owner of the Desoto-Lancaster, Tex. franchise, almost doubled his addon billings last year.

Much of this was generated from services sold during the mid-season courtesy checkup, a standard Lawn Doctor service.

When asked what service was the best for soliciting new customers, Faust answered fall



Flighty weather encourages LCOs to modify their service programs

BY ELLIOT MARAS Editor

ark Twain once said everybody complains about the weather but nobody does anything about it. Obviously, he didn't know many LCOs.

Cramped by an extended drought last year that sent many lawns into mid-season dormancy, LCOs are modifying their programs to enable turf to withstand such stress.

Fertilization programs in

1989 will include a greater diversity of nutrients: more pottassium and potash for strengthening roots and more iron for enhanced color.

Pest control programs will be more tailored to individual lawns. Several LCOs are holding off on pesticides except for areas known to have problems. More attention will be given to problems where they exist since they are expected to be more severe this year.

LCOs aren't shy about using more pesticides on areas known to have severe insect and weed problems. Some LCOs intend to do two preemergent applications instead of one this year.

Last but not least, the need for proper cultural practices will be expounded upon more loudly than ever-to the customers. Many LCOs feel the drought has given them a more attentive ear.

Dave Murphy, president of Shawnee Mission, Kan.-based Green Valley Co., is one of several in the Midwest concerned

Catron: Watch for more bugs.

about the light amount of winter snow. He says the Kansas City area's water level is 40 inches below last year's level.

Murphy plans to use more potassium and slow-release nitrogen to enhance drought re-



Robertson: More slow-release.

Ed McGuire, president of S. Dennis, Mass.-based The Lawn Co., plans to use less nitrogen in mid-summer. He notes that lush turf has a tendency to go dormant faster in drought conditions.

McGuire plans to use more iron to enhance color.

Dave Sek, Rochester, N.Y. manager for Monroe Tree & Lawntender, Inc., says his firm will go to more granular applications and use sulfur coated products with low burn potential. Such products are less stressful to the turf under hot, dry conditions.

"We'll go with a higher percentage of slow release than what we have in the past," agrees Jack Robertson, owner of Springfield, Ill.-based Jack Robertson Lawn Care, Inc.

Murphy of Green Valley also echoes a lot of his colleagues in his concerns about severe insect problems this year. He will introduce a second grub treatment to lawns that have had grub problems.

Phil Catron, a Damascus,-Md.-based consultant, says winter temperatures may not have been low enough to kill dormant insects. "From an insect standpoint, we may be in for a little more than we normally get."

The drought also makes lawns more susceptible to crabgrass, says Dale Amstutz, president of Omaha, Neb .based Northern Lawns, Inc. He plans to do two pre-emergent treatments, something he experimented with on a quarter of his lawns last year.

Lewiston, Idaho-based Liqui-Lawn Service is one of several firms planning an additional service round this year. President Duane Saxton wants to be able to do more spot pesticide treatments.

Lawns that have had crabgrass problems will get two pre-emergent treatments, Saxton says, and lawns that haven't will get no treatment.

"It's a good sales point to tell people you don't blanket with pesticides," says Mark Schlossberg, president of Baltimore, Md.-based Pro-Lawn Plus, Inc. He plans to provide grub control only to the third of the lawns that have had problems.

Keith Waller, president of Mentor, Ohio-based Perfecturf, Inc., plans to do more spot treatments. "If they need something between treatments, we're going to take care of it for them."



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COVER STORY

REVIVE

from Page 1

contractors are better served by waiting until the fall.

The clients need to understand that "if you're going to spend that kind of money, do it when the odds are for you—not against you," Hopko points out.

"In eight out of 10 years you could get away with a spring renovation, but (previously) we didn't have the devastation that we had last year. It's a whole new ballgame out there, folks!"

A hot summer and lack of

LCOs and contractors need to clearly state the risks and challenges involved with spring renovations.

sufficient watering combined to do serious damage to many lawns. "We had these high soil temperatures which really did a number on the grass," Hopko recalls.

People who eased up on sprinkling to let the turf go dormant were foiled by the presence of just too much heat, says Hopko.

"In 99 out of a 100 years that's good advice," but with hindsight it's become apparent that even a little water "does cool the soils."

Meanwhile, turf managers are faced with current and po-



Richards: Track crabgrass.

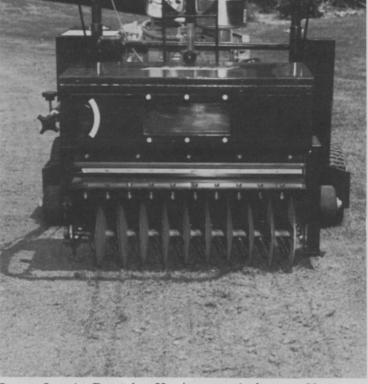
tential customers who want their lawns repaired this spring.

It is up to the turf managers to convince them otherwise, or else run the risk of multiple callbacks, customer dissatisfaction and, ultimately, customer loss.

"We do 90 percent of our seeding work in the fall," reports John T. Donovan, manager of Tru Green's Southern than open it up," Klein explains.

If a customer has a bare area that "just can't wait" until the fall to be seeded, Horticultural Services will lay down sod—at a higher price.

"I have (turf manager) customers who turn down seed jobs in the spring," says Alan C. Phillips, sales representative for Fisher & Son Co., Inc. in Milluca Hill, N.J. "In



Lawn, Inc. in Roanoke, Va. "We have good luck convincing our customers that fall is the better time."

Undesirable common bermudagrass is a problem in his area, and Donovan notes that a spring-seeded lawn in its first year is more susceptible to heat and drought stress, weeds, diseases and insects.

"Be aware that you are working with juvenile turf," he cautions. "Irrigation is far more critical; mowing is far more critical."

"We prefer not to treat any of ours in the spring," says Carol Klein, who does landscape management sales for Horticultural Services in St. George, Kan.

The transition zone lawns in her area are subject to lurking crabgrass plants that are just waiting to compete with new seedlings. "We leave everything for the fall rather

my particular area 80 percent of the seeding work is done in the fall."

Phillips estimates that with a spring seeding program, "50 percent of the time you'll be going back in the fall" to do it over. "There's really not that much you can do in the spring."

In the fall "you don't have to compete with the weeds and the soil is warmer," plus "you get a three to four month shot to get it mature" before it faces summer heat and drought stress, according to Phillips.

In the spring, "The crabgrass is germinating at the same time your seed is." Also at the same time, "broadleaf weeds compete for moisture and sunlight," he points out. "They're all fighting for the same sunlight."

"As far as I'm concerned there's no alternative to doing it in the fall," observes Northrup King's Hopko. When you sow in the spring "that poor little grass plant is going to undergo stress right off the bat," he points out.

Hopko urges turf managers to avoid worrying about competitors grabbing up spring seed jobs that customers demand: "They may have lots of problems and lots of callbacks. It may end up being a nightmare, and he (or she) will be out of business in a couple of years."

he experts are in agreement that LCOs and contractors need to clearly state to their customers the risks and challenges that are involved with spring renovations.

"Obviously the bottom line is education," states Rob Filloramo, a sales representative at Salsco, Inc.

"To get good results you need good customer participation," observes Terry Stout, vice president of R.B. Stout, Inc. in Akron, Ohio.

James R. Waston, Ph.D., a vice president at The Toro Co., echoes Horticultural Services' Klein in suggesting that a roll or two of sod is suitable for patching rough spots.

If spring seeding can't be avoided, Watson says that "the first thing to do, early in the spring, is to police the area; pick up any dog bones" and other debris.

Then "groom" the lawn by mowing it at a setting that is one-half-inch lower than the final cut of the fall. Use a catcher.

"That opens up the area so the sunlight can get to it and warm it up quicker."

If you have spots where dogs have urinated, drop a little lime on them and then flush the area with water.

Watson does not favor early spring fertilization. He says it overstimulates growth at the expense of any new plants.

Fertilizer should not be applied until two weeks after "the first flush of growth."

Cool season turf managers may want to consider increased use of quality perennial ryegrasses to repair drought damage.



Borland: Control weeds later.

"In Minnesota the perennial ryegrasses do a good job for us," concurs Northrup King's Hopko. He suggests that 20 to 30 percent rye be mixed with a combination of bluegrass and fine fescue.

Do not use tall fescue on a bluegrass lawn. "I don't want to mix *anything* with tall fescue unless it's a tall fescue lawn."

(Hopko adds that customers should be warned about buying discount store mixes that often contain incompatible tall fescue seeds. "It just about drives me wild.")

"Use different cultivars of the same species," says Leonard Thomas, vice president of horticulture at Spring Grove Cemetery and Arboretum in Cincinnati, Ohio. This ensures that the best genetic qualities will appear. "It will enhance the continuity of the turf surface."

Thomas also notes that perennial ryegrass will germinate quicker than bluegrass. He recommends using 10 percent rye to 90 percent bluegrass. The early greenup of the rye will present a green surface.

Greg Richards, chemical product manager for Rocky River, Ohio-based LESCO, Inc., says a 50-50 mix of bluegrass and ryegrass is appropriate.

With bluegrass, "You don't establish a deep enough root system to withstand the heat and drought stress," he says. "The ryegrass can withstand the stresses and come back in the fall."

By hastening establishment of the turf by quicker maturing, ryegrass can help

See **REVIVE** Page 19

Options, opinions vary when mulling renovations

By James E. Guyette Managing Editor

urf managers nationwide are urging their cool season colleagues to avoid spring seeding work. But if it can't be avoided, several options are available.

An aeration program coupled with a seeding effort seems to be popular.

And the use of Roundup to clean out unwanted turf—instead of just overseeding—continues to increase.

Susan M. Shockey, a Monsanto Co. sales representative, recommends that turf managers spray, wait three days, then scalp with a mower. Aerate if the ground is compacted and wait two or three days for the cores to dry. Then use a slitseeder in two different directions to ensure adequate seed coverage.

(The customers need to understand, though, that a

spring renovation is a risky venture at best.)

"Aeration as a seed bed preparation is not as good as a slitseeder," maintains John T. Donovan, manager of Tru Green's Southern Lawn, Inc. in Roanoke, Va.

However, aeration can be useful if you let the cores remain on the lawn. "As you get some traffic and erosion the core will crumble and it serves as a nutrient topdressing," says Donovan. "You're incorporating some soil into the thatch layer."

Aeration helps loosen the soil and control thatch buildup, plus it "allows fertilizer to get down into the root system of the plant," according to Kent S. Hahn, general sales manager of Hahn Agri/Turf Products in Evansville, Ind.

Donovan notes that aeration can be marketed to customers by explaining that it will help conserve

See OPTIONS Page 19



Shockey: Roundup old turf.

Aeration and renovation fees vary by local market

By James E. Guyette Managing Editor

Prices for aeration range from \$5 to \$15 per 1,000 square feet.

Nationwide, profitability figures vary considerably. Some firms provide aeration just to please customers, while others view it as a major revenue generator.

A business owner in the Northern Great Lakes region is offering aeration at \$5.39 per 1,000 square feet.

He expects to break even and perhaps "make a couple of bucks" this year, but the main purpose of the bargain rate is to induce clients to at least try the service.

The contractor, who requests anonymity because of local competition, says other companies in town are charging more than twice that amount. "I know that people get as much as \$10-plus on it."

At Cooper's Lawn Aeration Service in Virginia Beach, Va., Owner Gary Cooper charges \$7 per 1,000 square feet to aerate, which generates a whopping 59 percent profit.

Because he has a low overhead, "I can actually charge less and make more," Cooper explains, adding that the properties he serves have homes ranging in cost from \$200,000 to \$2 million.

Consultant Dorothy F. Borland of The Turf Expert in Denver, Colo. reports that contractors in the Mile High City have found it difficult to set fees in light of local competition.

According to Consultant Steven J. Day of Landscapes Plus in Wheat Ridge, Colo., the going rate ranges from \$6 to \$8 per 1,000 square feet.

At Tru Green's Southern Lawn, Inc. in Roanoke, Va., aeration carries a minumum charge of \$50 for 3,000 square feet. It jumps \$5 for each 1,000 square feet after that.

Some firms charge according to the time involved.

When crews from the Scenic Landscape Service in Memphis, Tenn. are on the job they try to bring in \$17.50 per man hour no matter which task is being performed, reports Owner Mark Hughey.

When setting prices at MLB Enterprises, Inc. in Hampton, Va., the hours spent and the cost of materials



Mann: Clients get sticker shock.

are computed, and then 10 to 20 percent is added on, says President Michael L. Brittin.

seeding and the related preparation continues to increase throughout much of the country—but not everyone is buying.

"People are amazed at how much it costs to seed," says Thomas E. Mann, president of The Caretakers, Inc. in Eagan, Minn. "You run into sticker shock there."

The Great Drought of 1988—and its impact on lawns—has opened up new

business opportunities in the Land of 10,000 Lakes, but consumers need to be convinced that it is worth the investment, Mann notes.

"In our part of the country overseeding is not routine," he maintains. "We have an education process to go through here. People say, 'I just want it mowed."

Mann's firm charges \$50 to \$55 per 1,000 square feet for renovation work. A national chain in town charges \$60, and another competitor gets \$75.

Southern Lawn in Roanoke offers a single pass of a slitseeder at \$30 per 1,000 square feet. A double pass is \$42 per 1,000 square feet, according to Manager John T. Donovan.

Consultant Day in Denver says that seed sowing can cost about \$35 an hour, plus \$5 to \$10 for the seed itself.

The use of a dethatcher costs \$23.52 for 1,000 square feet at Cooper's Lawn Aeration Service. That provides a 20 percent profit.

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Profile in efficiency:

Granulawn cuts volume, grows profits

BY ELLIOT MARAS Editor

OMAHA, NEB .- If you ask Ray and Rick Ostronic how to grow a lawn care business, you won't hear a whole lot about customer acquisition.

You will hear a lot about improving customer service. Which, in their case, actually meant cutting back on customers last year.

The brothers, who own Granulawn of Omaha, Neb., trimmed their customer base by more than 20 percent last year in order to focus more on customer service. The result: a 60 percent drop in service calls and a big gain in profits.

Not bad for a duo with less than three years in the lawn care business.

Cornerstones of the Ostronics' management philosophy are: training, inventory control, and daily monitoring of employee productivity.

Ray sums it up as follows: "People, goals, and organization."

The brothers did have some strong business management experience when they decided to get into lawn care in 1987.

Ray, the president, was a business development analyst for Enron Corp., a gas and oil concern. Rick, vice president, is an accountant with his own accounting practice.

"A lot of people underplay the importance of a good financial man," Ray says of his brother.

How it happened

How did such a duo get into the lawn care business?

Rick was a Granulawn customer when the two were thinking about buying a business, preferrably a service business. Ray's company was moving to Houston, Tex. and he didn't want to leave Omaha.

As it happened, John Gassaway, owner of Dallas, Tex.based Granulawn, was interested in selling the Omaha branch. The Ostronics bought half in 1987 and the rest in

In the first year, they took an aggressive approach to customer acquisition. Relying mostly on direct mail, they netted 1,300 new customers for a grand total of 3,900.

Ray then got out in the field nd got a crash course in lawn care service.

"We learned real quickly you can grab as many customers as you want to in this industry, but you'd better be able to satisfy those customers,"

In 1988, they took a more service-oriented approach. To do this, they decided to discontinue the 200 customers who were 20 miles from the facility. "You were really penalizing the customer you had out there," Ray says. "We couldn't afford to keep those customers."

Eventually, they cut the customer list to 3150, and it paid. "We made more money last year off that customer base than we did on 3900," Ray says.

The training program

Training holds the key to reducing the service calls.

At the beginning of the season, in early February, all of

WORANLILAWN

the 12 or so employees attend daily training sessions on topics such as office procedures, weed identification, insect identification, and proper product handling.

Product distributors conduct some of these sessions, Ray says. "Product distributors have been very good to come in and educate us on the do's and don'ts of their prod-

Part of the training includes inventory control.

All materials are accounted for as they are loaded onto the trucks. The volumes are measured again at the end of the day to see if the technician met projections.

The managers know how much square footage was serviced by each truck at the end of the day, Ray says. This program helped trim product

costs by 13 percent.

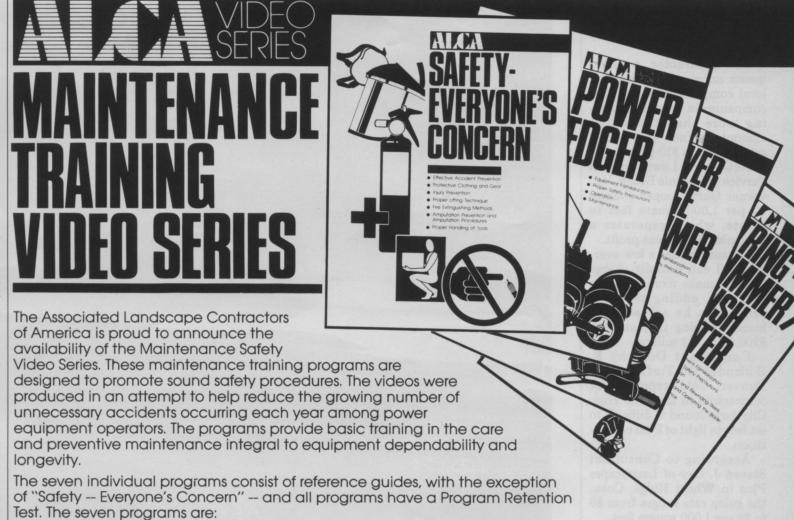
November is spent on equipment repairs and main-

Almost all the employees are given December off as a full month paid vacation. Ray says this is made possible by careful financial planning and monitoring. "We know where we're going to be in December."

New directions

Like many of its competitors, Granulawn will be expanding into mowing this year. It recently acquired Looking Good Landscapes, which brought about 40 mowing accounts.

Granulawn has signed up



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Ray Ostronic

30 of its own customers for the new service, meaning the twoto three-man mowing crew will be responsible for servicing about 70 lawns.

They solicited customers

with 10,000- to 14,000-squarefoot lawns who were close to the existing mowing operation. Ray expects the mowing will more than double the billings on existing lawn care accounts.

Ray feels he could have signed up 300 of his customers for mowing, but that's not his style. "We're controlling the growth," he emphasizes.

Total customer growth will be 5 to 8 percent for 1989.

'Most small companies are mismanaged," says Ray, himself a business graduate of the University of Omaha.

His major competitors are ChemLawn, Barefoot Grass and Shur-Lawn.

RENEWS

from Page 1

fessional can do something to restore their lawns. Response to early season marketing has been better than average.

Early spring weather to date has been helpful throughout much of the Northeast and Midwest: the lack of snow has kept homeowners well aware of the sad condition of their lawns.

Tim Doppel, president of Sterling Heights, Mich.-based Atwood Lawncare, Inc., has been pleasantly surprised by the load of inquiries for estimates.

"People are responding to

the need for lawn care," says Keith Waller, president of Mentor, Ohio-based Perfecturf, Inc. He notes that many homeowners who had been serviced by an LCO some time in the last two years are calling for estimates.

LCOs with strong renewals deserve much of the credit themselves. Many, in response to the drought, took greater pains than normal to educate their customers about their services.

For many, the drought was a lesson in the value of customer communication.

"We informed the people we were doing what we could," says Jack Robertson, owner of Jack Robertson Lawn Care, Inc., Springfield, Ill. As a result, there were fewer cancels than last year, though he expected more.

"We did a pretty good job of communicating to people" about the drought, says Dale Amstutz, president of Northern Lawns, Inc., Omaha, Neb. Cancels were 10 percent this spring compared to 18 percent last spring.

John Loyet, president of Greenscape Lawns, Inc., St. Louis, Mo., called every customer during the dry period in addition to sending them the monthly customer newsletter. Cancels were only 10 percent, in spite of the drought and a price increase.

Jeff Lykins, vice president of Emerald Green Lawn Care, Inc., Milford, Ohio, points out that many of last year's cancels hit before the end of the season. However, many of the customers that cancelled in the late summer are now calling back.

"If they stayed with you through the drought, then they're going to stick with you this year," Lykins says.

Renewals at Wilsonville, Ore.-based Pro-Grass, Inc. are 8 to 10 percent higher than last season, says President Paul Bizon. He credits this to the harsh winter in the Northwest

"We for once have brown lawns in the spring," Bizon says. "People are going to have to do something with their lawns."

In the South, spring sales are 15 percent ahead of last year, says Gordon Crenshaw, vice president of Atlantabased Orkin Lawn Care. "This part of the country may be getting more educated about lawn care," he says.



Waller: More inquiries.



Loyet: Communication helped.

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TEAM

defined the roles of the owner, CEO and COO (Chief Operating Officer).

"As a firm grows, more management functions must be shared," writes Tom Lied, chairman of the Crystal Ball Committee, in the introduction of the new report. "More managing employees are added or more of the existing employees are assigned management functions.

"As these changes are made, the dynamics of the management teams change dramatically, sometimes traumatically.'

The Crystal Ball Committee discussed its findings at ALCA's recent annual meeting in Kauai, Hawaii and fielded questions from attendees.

Many found the report helpful in that it enabled them to realize their problems are shared by other business owners.

The key issues discussed were:

 What actually happens to a company as it "climbs" to a new plateau?

 What choices does the chief executive face during this process?

· How are these issues different for small companies as opposed to large ones?

 How does the chief executive's role change as the firm grows?

· What are the different management teams?

 How does a company recruit and train middle management?

Committee members present were: Tom Lied, Lied's Nursery Co., Inc., Sussex, Wis.; Richard Schroeder, Schroeder's Nursery, Inc., Grayslake, Ill.; Joe Skelton,

Lifescapes, Inc., Atlanta, Ga.; Gary Thornton, Thornton Landscape, Inc., Maineville, Ohio; Joe Carpenter, Landmasters, Inc., Gastonia, Ga.; Michael Currin, Greenscape, Inc., Fayetteville, N.C.; Tom Garber, Colorado Landscape Enterprises, Inc., Arvada, Colo.; Ritchie Skelton, Lied's Nursery, Co., Inc., Sussex, Wis.; and Jerry Lankenau, Lankenau-Damgaard and Asager. There will be lower profits, insufficient manpower, and people doing two or three

• Growth from a small firm's perspective-

CURRIN: In expanding the staff to handle more business, the manager elevates people and hires more people to take the pressure off himself. He thinks in doing this that he's getting things under control. assume it'll make life easier, but at first it makes it harder. And once you're done, your job is different than it was.

Growth from a large firm's perspective-

LANKENAU: A larger firm is more segmented to begin with-you have more personalities involved. As you expand, new personalities are interacting. These can be complex and take a while to ment teams.

The executive team-the CEO, the COO and the branch manager-should be looking way into the future.

The senior management team-the funtional (geographic) managers and the profit center managers-are the people planning for one year into the future.

The middle management team—the department managers, superintendents and office managers-supervise the actual work.

The production team—the foremen, laborers, secretaries and bookkeepers-do the actual work.

LIED: The middle management team are the people who have responsiblity for a portion of some area while a senior manager is somebody who has total responsibility for an area.

• The Rule of Three—

LIED: The CEO should have three people reporting to him directly. He must always ask himself what sacrifices must be made to make a change-the investment in time and how his job will change.

The Rule of Three can be stretched to four or five, but beyond that you'll have problems. As you go down the management ladder, you can manage more people.

GARBER: Growth causes complexity of operations. The CEO must maintain the simplicty where he is only dealing with three people.

· Recruiting managers-

SKELTON: Most owners are ill prepared to recruit and hire managers.

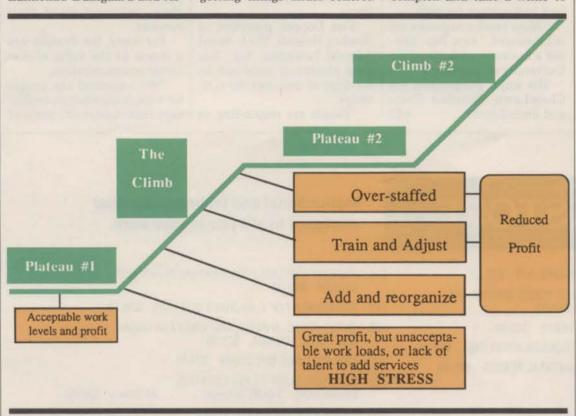
In the beginning, don't expect too much of new managers. Allow them to move through the organization on an informal basis. They must gain an understanding of what their functions are.

LIED: It can take a manager a long time, sometimes a year, to be fully effective. It's also important not to motivate people beyond what they can

SCHROEDER: As soon as you've filled the position, be prepared to replace it immediately.

The Crystal Ball Report is available for \$3 to both members and non-members of ALCA. For information, contact ALCA at 405 N. Washington St., Falls Church, Va. 22046. (703-241-4004)

'Allow them to move through the organization on an informal basis. They must gain an understanding of what their functions are.'



soc., Inc., Plymouth, Mich.

Issues with paraphrased comments from the committee are as follows:

 Growing to a new plateau-

LIED: Managers know how to teach production skills. Production departments grow as opportunity becomes available. But management teams have to grow in steps (slowly).

GARBER: If the organization grows, a stressful period is necessary for the owner/man-

But these new people are at the bottom of the learning curve. The owner has to spend more time with these people in their new roles. All of a sudden he's not making as much money.

That's the investment in people. But eventually they learn their new roles.

The good news is that you can get through it all if you have a good concept of what you're going through.

As you delegate work, you

work out

Adding more overhead at this level (of business volume) is a major investment.

THORNTON: It's important to communicate down the (management) line why you truly are in business.

• Different management teams-

SCHROEDER: In a mature firm (one that plans its business strategy four to five years in advance), you have different levels of manage-

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Deep thought: Ritchie Skelton (left) and Jerry Lankenau listen to Tom Garber.



By the way: Dick Schroeder adds an observation about the middle manager.



As I was saying: Jerry Lankenau answers a question from the floor.

DOT

from Page 1

DOT officials, says Rutledge. Enforcement has already begun.

The driver training requirements will be enforced by the states. Rutledge says states will either come up with their own driver training requirements or adopt those outlined by DOT.

Rutledge offers the following overview of the regs.

Packaging required

Regulated materials must be marked by DOT-designated shipping names. Labels are available from DOT-approved vendors.

In addition, shipping names and identification numbers must be attached to the packages. Liquid substances must have a sticker reading "This end up" or "This side up."

Trucks carrying ammonium nitrate fertilizer must be labeled with the proper identification number or the chemical concentration. Containers with more than 1,000 pounds of ammonium nitrate must be placarded.

A special shipping form must be filled out for every regulated material. The forms are available from the DOT.

Trucks carrying more than 110 gallons of a regulated substance must have the proper identification number on each end and side of the tank.

Driver training

All drivers of trucks carrying regulated materials must be 21 and pass a test administered by April, 1992. It will include both driving and written sections.

Drivers must also be tested for the presence of marijuana, cocaine, opiates, amphetamines and phencyclidine (PCP). They must be tested prior to and during employment, and after any accidents.

Information on compliance will be provided by PLCAA. Rutlege can be contacted at 2222 Arlington Ave. South, Birmingham, AL 35255. (205-933-7111)



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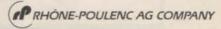
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Flexibility in preparing cash flow chart

he cash flow statement is a periodic (weekly, monthly or quarterly) summary of each type of income received and cost incurred by the lawn care firm. It traces all cash in and out of the firm.

For example: Cash receipts include: 1) Cash operating income; 2) Cash from the sale of operating items; 3) Borrowed money; and 4) Other cash receipts.

Cash expenses include: 1) Cash operating expenses; 2)





R.K. Reynolds

W.R. Luckham

About the Authors

Robert Reynolds and Richard Luckham are associate professor emeritus and extension marketing specialist, respectively, in the Department of Agricultural Economics at Virginia Tech.

Cash purchases of capital items; 3) Debt repayment; and 4) Other cash outlays.

The cash flow statement can be arranged to show when each enterprise, profit center, or type of service produces receipts, and how much.

Similarly, it lists the cash expenses, their amount and timing, as well as debt principal payments, family living expenses, cash capital purchases and sales of capital items owned by the lawn care

Thus the complete schedule permits a manager to know when the cash outflow will be greater than the cash inflow, whether an operating loan must be obtained, the size of the loan, and when repayment can be made.

It makes cash management easier to handle by showing when to anticipate a surplus of cash that can be used to reduce current loans, buy needed equipment, or be put into savings or other investments.

The sample cash flow statement in this article is prepared on a quarterly basis, but could easily be made monthly.

An annual cash flow statement, with minor adjustments for borrowed funds, principal payments, family living withdrawals, etc. and the non-cash depreciation allowance, is an operating statement.

Grouping the income

Note that the operating receipts section provides for the various sources of cash income to be grouped into major categories. These are then added to produce total operating receipts (\$114,000 in the exam-

The next category permits segregating the income from the sale of capital items, a seldom occurring transaction, from the income earned by the on-going business.

Operating expenses are treated in a similar fashion, as are capital expenditures or purchases.

The total operating expenses (\$96,104 in the example) are identical to those on the example operating statement used in the preceding article, except that interest expense (\$7,453) is pulled out so that it might be associated with the debt principal payments on the summary cash flow sheet.

Also, charges for depreciation that are reported on an operating statement, are not included in a cash flow analysis since they are non-cash expenses.

Tracking other income

OPERATING RECEIPTS

2. Misc. Services

1. Contracts

The summary statement includes the total business income (\$114,300) and also provides an opportunity to include incomes not directly associated with the lawn care business (other income, investment income, etc.).

Cash operating expenses are added to cash capital expenditures, as are principal and interest payments, to determine the projected total for this year's obligations (\$113,348).

Should the lawn care firm be a family operation where there are no salaries or family wages included in cash operating expenses, estimated family living expenses may be included on line 35.

The difference between total receipts and total obligations (\$952) represents the projected annual cash surplus (or deficit) position of the lawn care firm. The same procedure permits the lawn care

See CASH Page 20



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4.Total Operating Receipts 114,300 \$21,305 \$37,025 \$41,180 \$14,790 CAPITAL SALES 7. Total Capital Sales OPERATING EXPENSES 11. Seeds & Plants 12. Fertilizer -Lime 13. Chemicals 14. Supplies 15. Advertising 16. Gas. Fuel. Oil 17. Professional Fee 18. Taxes 19. Insurance 1,320 5,060 1,310 1,470 19. Insurance 20. Utilities 21. Dues, Subscript. 22. Office Supplies 23. Other 2,460 210 24. Total Operating 96,104 | \$19,444 | \$24,148 | \$24,487 | \$28,025 CAPITAL EXPENDITURES 28. Total Capital Expenditures CASH FLOW STATEMENT RECEIPTS 29. Operating (line 4) 30. Capital Sales (line 7) 31. Other Income Total | Jan-Mar|Apr-June|July-Aug|Sept-Dec| \$114,300 | \$21,305 | \$37,025 | \$41,180 | \$14,790 33. Operating Exp. (line 24) 34. Capital Exp. (line 28) 35. Family Living 96.104 \$19.444 |\$24.148 |\$24.487 |\$28.025 principal 10,103 4,598 1,835 & interest | 7,141 | 5,190 | 650 650 651 37. Total this years obligations (lines 33 - 36) \$113,348 \$29,232 \$26,633 \$26,972 \$30,511 38. Cash deficit or Surplus (7,927) | 10,392 | 14,208 | (15,721) 39. Balance, beginning of period 2,000 | 1,000 | 4,153 | 18,361 40. Total available dollars (5,927) | 11,392 | 18,361 41. Borrowing necessary to maintain \$ 1,000 minimum balance 6,927 42. Debt payment on this year's obligations principal -0- 1 & interest 312* \$ \$ 1,000 \$ 4,153 \$18,361 44. Accumulated borrowing this year \$ 2,640 15 6.927 15 * \$ 6,927 @ 18% for 3 months

CASH FLOW STATEMENT

Period Covered: Jan. 1 ,1988 through Dec. 31 , 1988

8,700 6,525

| Total | Jan-Mar|Apr-June|July-Aug|Sept-Dec|

\$105,600 \$14,780 \$34,850 \$41,180 \$14,790

2,175

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Insecticide must be incorporated—at the right time

By ELLIOT MARAS Editor

ROCHESTER—Minimizing insect damage on turf isn't as easy as in the chlordane and dieldrin days—those products remained active for long periods of time in the soil.

Now that products with smaller windows have become the staple tools for control, turfgrass managers must be well versed in the insects' feeding habits to control them.

Mike Villani, Ph.D., assistant professor of entomology at the New York State Agricultural Experimental Station, Cornell University, Geneva, spoke on using insecticides at the recent Turfgrass Management Seminar in Rochester.

Turfgrass managers must monitor their applications to know how well they are working. "If you don't look to see if you have grubs before you treat, you don't know how well your insecticide is working," Villani says.

Signs of grub feeding are brown turf areas, masses of birds feeding in an area, and sometimes predators such as moles, skunks or raccoons.

The presence of adults can be an indication too, Villani says, but not always. To find out if there are grubs in the soil, dig up a square-foot area of both healthy and damaged turf. If there are at least eight to 10 grubs in that square-foot area, there is a grub problem.

APPEAL

from Page 1

area, as spelled out in the Federal Insecticide, Fungicide and Rodenticide Act.

The New York law, enacted in 1987, and additional requirements from its Department of Environmental Conservation, require customer contracts, 48-hour and 24-hour pre-notification, and the posting of signs of specific sizes with specific wording at specific space intervals.

The appeal was filed by Albany attorney Thomas West, who filed the original federal challenge.

"PLCAA is ready to challenge unreasonable regulation and legislation on a case-by-case basis and to put both dollars and people behind that fight," says Robert F. Parmley, PLCAA president. "Our mission is clear—we have to put a high priority on issues management."

Legal costs are approaching \$55,000, PLCAA says. LCI

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The next step is to identify the species. This is something your cooperatiave extension service can help you with. "It can save you money in deciding which insecticide to use if you know what species you're trying to treat," he says.

Timing is crucial

Since grubs come to the surface to feed in August in the northern regions, that is the best time to apply insecticide. Villani says grubs in the North feed from Aug. 15 to Sept. 15.

He recommends checking

again for grubs in the spring.

Applications should not be made in June and July since the heat will cause the insecticide to volatize in the soil.

Choosing materials

Once the species has been identified, consider the different products available.

The products differ in residual activity, solubility, and ability to penetrate thatch.

The less soluble products can't be washed off leaves into the grass as easily.

As for thatch, "Generally,

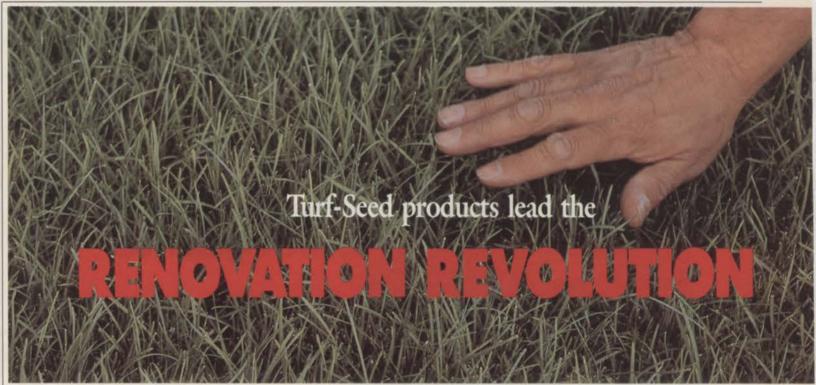
the more thatch you have, the more difficulty you're going to have getting the material down into the soil," he says.

Another factor is pH—which affects the product's residual activity. The pH of the product in the tank mix should offset whatever pH defficiencies may exist in the soil.

Villani recommends rotating different products to reduce the chance of enhanced degradation. "You have to keep track of how you are doing to see if activitation of soil is a problem," he says. LCI



LCI Villani: Rotate products.



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Avoiding burnout during sales transfers

ore and more lawn care companies are using a full-time salesperson for the entire year, particularly those that are branching into multiple services or those that are expanding into the the commercial side of the business.

But even with the use of full-time salespeople, most find that using technicians for sales early in the season is effective.

There are two issues. First, how do we prepare the technicians to work as a sales force, and second, how do we prepare them to go back into production work?

Oftentimes, technicians are put into the sales role with little or no training.

Any person, when confronted with a task for which he/she is not trained, is hardly likely to do well, or think highly of the management.

The training should be done in a fairly short time period before the selling takes place. During that time the management can assess which technicians are the best at selling the service.

As the leads start to come in, those with the better skills should be sent out first.

Management should look closely at the closing ratios generated by the salespeople and make sure a general standard is upheld. For instance, a salesperson with 27 percent closing ratio shouldn't be selling, no matter how loaded the company is with leads.

The problem with having technicians sell is the burnout that occurs when they do both sales and service. Although the time period is fairly short, six to 10 weeks, the stress is severe.

It is management's task to be certain that the personnel don't work so hard that they either quit at the end of the first round or become so burned out that they don't produce.

The technician must be compensated for sales work, above and beyond the base pay. If this is not done, it is unlikely that the sales force is going to be highly motivated to work at a high rate.

A simple paycheck is not motivational, and in order to get the force to do extra work, you must be aware of this.

Without additional compensation you will find that the closing ratios will drop as the selling period goes on.

Each sale must be compensated, but you might also consider compensating for a certain closing ratio. For instance, an 80 percent closing ratio.

The key is to be inventive with the types of bonuses you offer and to make sure that these bonuses are directly tied to work done in the sales area.

Returning to service

Once having trained, monitored, and managed the salespeople/technicians, the transfer back to a strictly service mode needs to be considered. There are several key actions that need to be managed.

First, the ability of the operations force to finish the first round on time is extremely important. The company cannot afford to be delayed in going into the second round.

Second, the manager must look at the production capacities of the personnel just as the sales closing abilities were tracked and assessed. If one technician is capable of 30 percent more effective production, then he/she should be one of the first to be put back on the production side.

The preceding assumes that management has tracked the production capabilities of past employees and that the new employees will be watched very closely during the first days of the new season to assess their capacities.

If this isn't being done, it should be.

Third, management has to determine the point at which production begins to outweigh the need for sales.

The monitoring of incoming leads is easy—when they begin to drop off.

The fact that the technician is back in production should not indicate that all sales responsibility is gone. This is a common mistake.

The technicians, and in fact



About the Author
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Mail to: Milorganite • 735 N. Water St. • Milwaukee, WI 53202



all people in the organization, are responsible constantly for sales.

They should be apprised of this fact and compensated all during the year.

Outside sales force?

Oftentimes, management finds that the best sales person is also the best technician. This causes problems when the sales push is still on but the production is becoming more and more important.

Some companies are now using temporary outside sales forces for the peak spring selling period. These people are told that they will not be needed after the season and that this is truly a part-time position.

This type of sales force can be found in several places, but two make the most sense.

First, you can look at undergrads in various types of schools, particularly those in marketing or communication.

Second is the retired person with sales experience who might want to have some auxiliary income without making a long-term commitment.

By hiring from the outside, you eliminate the need to switch your personnel between sales and production, although it isn't always easy to find competent part-time peo-

The switching of personnel between the sales and the production mode is a necessity in most companies.

The key factors are the education given to the personnel, the ability of the management to monitor the performance of the personnel, and the compensation plans designed to help motivate the personnel.

Companies that deal with these three issues will find that switching between sales and production can be done. LCI

REVIVE

prevent erosion, Richards

Controlling crabgrass is a major concern during a spring renovation, but the experts warn against using pre-emergent crabgrass killers that will also zap the new desireable seedlings.

Check the label first.

Several people suggest using siduron. "Tupersan (siduron) is the only product you can put down on the day of seeding, which is what I recommend," says Hopko.

The material tends to be expensive, he says, and it lasts about 45 days, but by then you may already have an established stand of turf.

Turfgrass managers should recall the amounts of crabgrass that they faced in 1988, says LESCO's Richards.

"Put it down if you had lots of crabgrass last year," he advises. If you can't remember and didn't keep records, check with your county extension agent.

If you decide to use it this year, Richards says it should be put down two weeks before the crabgrass germinates.

Broadleaf weed control agents should not be applied until mid-summer at the earliest, maintains Consultant Dorothy F. Borland of The Turf Expert in Denver, Colo.

Tom Melton agrees. Melton, sales manager at Olathe Manufacturing, Inc., says, "Come back and take care of the weeds later when the grass is established."

Don't dawdle when contemplating a spring renovation program. "You need to get started early," says Robert Magda, a vice president at Lawn Doctor, Inc. in LCI Matawan, N.J.

OPTIONS

water. "They can appreciate the fact that when they water it perks into the ground instead of running off."

The use of a slitseeder should not eliminate customer desire for an aeration program, according to Robert Magda, a vice president at Lawn Doctor, Inc. in Matawan, N.J.

"You have to let them know that the slight aeration that comes from a slitseeder is not that beneficial to the plant," says Magda.

However, aeration at seeding time could cost you about half your seeds. "In many cases core aeration is too deep a hole to grow seed in," he says.

Because quick germination is a must during any spring renovation, the seeds should be sowed one-fourth-inch deep, a half-inch deep at the most, Magda explains.

Leonard Thomas, vice president of horticulture at Spring Grove Cemetery and Arboretum in Cincinnati, Ohio, has similar thoughts about aerating when seeding. "I don't think it's necessary. Your seed is going to be well below the depth needed for germination. I'd rather see it done later.'

The warm and moist atmosphere of an aeration hole can be a plus, notes Gary Cooper, owner of Cooper's Lawn Aeration Service in Virginia Beach, Va.

He says the seed in the holes sprouts first, "Just like a hair transplant."

Cooper, who only does seeding in the fall, uses broadcast spreaders and pull-behind aerators. "You can go seven times faster on a tractor than you can with a walk-behind."

To break up the cores "we take a piece of chain link (fence) on a small tractor and drag it all over."

"You can leave (the cores) on the ground or come through with a dethatcher raised high," suggests Rob Filloramo, a sales representative at Salsco, Inc. in Cheshire, Conn.

The same technique can be used with a verticutter. "All they have to do is nick the (dry) core so it doesn't have to look bad" on the lawn, Filloramo adds.

"We pick up the cores," says Bo Hepler, turf agronomist at Senske Supergreen in Yakima, Wash. They use an older conveyor belt-type machine for that task.

They'll either topdress the

lawn or distribute a mulching material. "There's a lot of protection for the seed in case it doesn't get watered as well as it should," Hepler explains.

He favors the use of a lawn roller to increase the seed-tosoil contact. "Everytime we do seeding, we roll it.'

Mark Hughey, owner of Scenic Landscape Service in Memphis, Tenn., uses a roller to repair lawns that have had a car driven across them, and he rolls out "frost heaves."

Now's a good time to get started, states G.J. Brouwer. president of Brouwer Turf Equipment Ltd. in Keswick, Ont., Canada. "If there's unevenness in the lawn correct it in the spring when it's soft. Don't wait until the summer when it's hard."

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Full service—a chance for more balance

ate last summer I visited
12 residential and commercial properties in
central Florida that were very
well maintained and had unusually good color in the turf,
tree and shrub areas.

A closer look, however, spoiled the picture. The lush, succulent new growth was covered with insects.

The landscape management contractor explained that the tree and shrub contractor was applying pesticides three times a month and could not maintain acceptable

control on the property.

They were concerned about the cost of the frequent pesticide applications and the possible negative impact on the environment. The chemical cure was not working.

The care included spring and fall deep root fertilization for the trees and shrubs. Supplementary granular surface feedings were applied from time to time. There was evidence that the homeowners were also supplementing the feeding.

The excessive fertilization

was but one problem.

The irrigation systems were incorrectly maintained and operated by the homeowners, resulting in overwatering the turf, trees and shrubs.

Growth abnormal

The result of the overfeeding and overwatering program was abnormal growth.

It could be corrected by more moderate, though more frequent, fertilization and watering

But instead, the problem was being addressed by frequent use of the power shears. The properties were completely sheared every 60 days to control the new growth and maintain a "formal" look.

The shrubs were sheared into tight balls, irregular rectangles, inverted cones and some shapes that defy standard geometric description. Many of the shapes were not common or natural to any plant species!

The landscape needs our help to survive and grow normally. The natural forest environment is destroyed during the land development process.

After the construction phase is completed, be it residential or commercial, the "born again" landscape is recreated as part of the process of land development.

It is impractical for us to recreate the natural forest environment. The "born again" landscape will require, from the first day of the planting, assistance to survive and maintain normal growth.

This assistance must come in the form of supplemental feedings, watering and protection from diseases and insects. The natural environmental systems that provide adequate nutrients, hold or maintain water levels, and provide protection from diseases and insects have been destroyed.

But the supplementary efforts should not exceed the level needed to sustain good health and natural growth in the landscape.

When our supplements do exceed the natural requirements, the landscape goes out of balance. We must then accept the negative consequences of it being out of balance, or resort to chemical cures.

The plant material should be allowed to grow at its normal growth pace. The shrub should be allowed to assume its natural form. Open up the canopy so that the sunlight, air and water can penetrate the shrub.

Accelerated growth?

Chemically induced, accelerated growth does produce improved color in the land-scape. But it also increases the plant material's vulnerability to disease and insects.

The four- and five-round programs that are offered today may not be adequate to provide a balanced, supplementary program for the "born again" landscape.

If we stop blanket overfeeding of the plant material, could we reduce or eliminate the need for blanket applications of herbicides and pesticides? We can—by feeding more frequently in lower amounts.



About the Author
Phil Christian was formerly in
charge of ChemLawn's
commercial services. He
presently serves as a
consultant to the landscape
industry.

Increasing the feeding frequency means more rounds per year and an opportunity to spot treat disease and insect activity. Perhaps eight- to 10-round programs are in the future.

The trend toward full service offers some help in developing a more balanced landscape program. The mowing crew must visit the property 25 to 30 times per year.

They could be trained to spot problems and deliver supplementary feeding, insect and disease control applications.

A balanced fertilization program combined with improved cultural practices can save us from the trap of chemically-induced excellence.

It worked in Florida, and it can work in all landscapes in all markets if everything is done correctly.

CASH

from Page 16

manager to project the cash surplus/deficit position for each period (weekly, monthly or quarterly) within the coming year.

Thus, in the example, a cash deficit of \$7,927 is anticipated for the first quarter, surpluses of \$10,392 and \$14,208 are projected for the second and third quarters and a deficit of \$15,721 for the fourth quarter of the year.

Projecting borrowing

Overall, the lawn care business will just barely finish the year in the black. The remainder of the summary statement is used to project accumulated borrowing necessary (or surplus cash availability) as the business moves through the year.

Thus, the manager can determine when, how much, and for how long he will need to borrow funds, and when they can be repaid (or invested if surplus).

The keys to this section of the analysis are: 1) to determine the minimum amount of cash that you wish to maintain in the checkbook (\$1,000 in the example); and 2) to complete the table by working vertically down the table rather than horizontally across the table.

For example, the anticipated deficit of \$7,927 in the first quarter is partially offset by the beginning balance (\$2,000) at the beginning of the period, leaving a net deficit of \$5,927.

However, the stated assumption was to maintain a \$1,000 balance in the checkbook. Consequently, it would be necessary to borrow \$6,927 to cover the net deficit and to leave an ending balance of \$1,000.

This then becomes the beginning balance for the next quarters obligations. In this case there is a surplus of sufficient size to pay all expenses, retire the operating loan and pay the interest charges of \$312 (18 percent interest on \$6,927 for three months).

In actual practice, one would not be so precise, but would either establish an operating loan of sufficient size to cover the anticipated cash shortfalls, or would borrow short term capital in round dollar amounts.

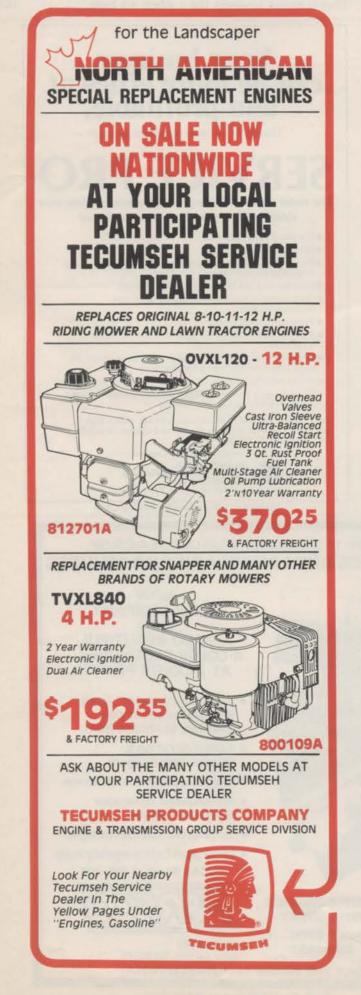
Projecting the cash flow for the lawn care business is a must if business and personal goals are to be achieved. These must be actively planned for, and aggressively pursued.

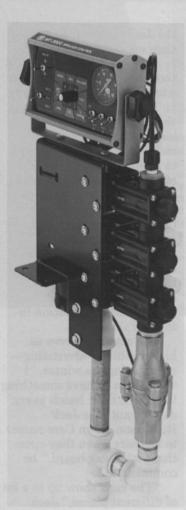
The cash flow procedure forces the manager to become more familiar with this side of the business, and to develop plans to overcome any financial difficulties before they have a chance to cripple the business.

Getting started

Where do you begin? A cash flow schedule for a previous year shows when cash was received and expended. Going through the business checkbook, bills and contracts will provide valuable information that can easily be assembled into a calendar format.

This will show you where the income came from and how it was spent. It can provide a basis for preparing a cash flow chart.





Application rates are staying steady with kit

The MT-3000/JDH sprayer control kit, made by Micro-Trak Systems, Inc. in Mankato, Minn., allows the operator to maintain the target application rate regardless of ground speed.

In addition to a GPA readout, the unit shows total gallons applied, area covered, MPH and feet traveled.

The device is made exclusively to fit the John Deere 1500 and Hahn Multi-pro Sprayers.

The kit bolts to the side of the sprayer, and it uses quick couplers without having to cut or adapt any hoses.

The unit takes about one hour to install, according to the company.

LCI
Circle No. 125 on service card.



Clear snow away with clear 'See Thru' plow

The Sno-Way Model L2380 "See Thru" Plow is now available in units that fit all compact four-wheel-drive trucks, including Toyotas.

The plow is 80 inches wide, and it weighs less than 325 pounds.

The Sno-Way, made by STW Corp. in Hartford, Wis., is constructed of clear Lexan plastic with a metal frame finished in orange powder paint.

The electrical and hydraulic components are installed on the swivel sector of the plow.

The plow assembly is one integral unit, and the

hydraulic lines are permanently attached to the angle and lift cylinders.

Under the vehicle, a unitized sub frame attaches to the existing frame. The plow assembly is attached to the sub frame via three pins and an electrical disconnect. LCI Circle No. 126 on service card.

Natural Magnum spray cleans pesticide stains

Spectrum Technologies, Inc. of Plainfield, Ill. is introducing a new non-toxic, biodegradable stain remover specifically designed for use on pesticides.

Magnum removes the



yellow stains exhibited by pendimethalin, Prowl, Treflan and Surflan, as well as other difficult-to-clean materials, according to the company.

The thickness of the readyto-use product allows it to cling to vertical surfaces. It penetrates on contact as it softens and liquifies the offending stain.

Magnum is formulated with a natural, safe, citrus solvent, according to Spectrum.

The nice-smelling product can be used on metal, glass, enamel, painted surfaces, concrete and carpet. LCI

Circle No. 127 on service card.

H. Price introducing new mid-sized mowers

Howard Price Turf Equipment of Chesterfield, Mo. is introducing a new line of midsized walk behind mowers.



Model WB48K offers a 48-inch deck, and Model WB36K has a 36-inch deck.

Both mowers are powered by a Model FB460V Kawasaki 12.5-hp air cooled engine.

Standard equipment includes several features. LCI
Circle No. 128 on service card.

Brouwer 130, 224, 235, big numbers in turf rolling.



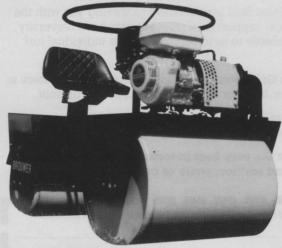
TR130, the walkbehind model that is ideal for smaller areas. Its compact size and maneuverability let you into those confined areas, between buildings and around obstacles

- 5 H.P. Honda engine
- Hydrostatic transmission
- Large rear support roller
- Special rounded edge roller to prevent turf damage

TR224, is the ideal rider model when access may be a problem, its 32 inch width allows it to roll almost anywhere

- 5 H.P. Honda engine
- Proven single lever clutchless F-N-R transmission
- 24 inch rolling width
- Lever assisted steering for exceptional maneuverability





TR235, for those heavy duty "larger area" rolling jobs this rider model features a extra large steering wheel for driver comfort, easy operation and less fatigue

- 8 H.P. Honda engine
- Heavy duty hydrostatic transmission
- Dual fill/drain plugs in each roller
- Rounded edge rollers to prevent turf damage

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Circle No. 102 on Reader Inquiry Card

Gadget giveaways kindle cooperation

G iving away gadgets and other promotional materials has helped Jack Robertson cope with the drought.

Jack, who owns Jack Robertson Lawn Care in Springfield, Ill., gives away Jack Robertson Lawn Care cups, Jack Robertson Lawn Care can holders and Jack Robertson Lawn Care rain

The nifty rain gauges can be a fun method of encouraging customers to properly water their lawns, and that

helps Jack do his job better.

The stick-in-the-ground gauges are high quality items above the scope of most promotional giveaways, but Jack believes that the money spent is well worth it.

"I think they're cost effective for the way we use them," he says.

"We use the rain gauges on a complaint call," he explains. "It was a natural idea. It works great at the time of a complaint."

Not only are the clients delighted (and maybe feeling



JAMES E. **GUYETTE** MANAGING **EDITOR**

a little guilty) to get a nice "free" gift during a gripe, but the item also helps them help

"They understand how much water they need to put down. After last year's drought, we all know what

the problem was," Jack muses.

Rain gauges are also a welcome gift to current customers who make referrals that result in new clients.

"We do everything first class," says Jack, and to him that means concentrating on keeping the customers happy.

"After the drought last year, forget the hogwash about the lawn. The main part is customer satisfaction."

The Jack Robertson Lawn Care can holders help provide customer satisfacton, as do

the Jack Robertson Lawn Care cups.

Just like the gauges, though, the plastic cups serve a useful agronomic purpose.

This year's message urges the cup's user to water at least one inch per weekmore during drought periods; to mow frequently and remove less than 40 percent of the grass blade; to balance and sharpen the mower blade, and to consider annual aeration treatments.

The promotion is a success, Jack reports, noting that customers are "more likely to (follow the advice) if you put the information in front of them."

The cups also serve as high-visibility advertisingeven during the winter. "I want them to have something to hold in their hands every day. I want (the Jack Robertson Lawn Care name) to be there when they open the kitchen cupboard," he

"The cups show up in a lot of different places," Jack adds. "People take them with them—I've seen people walking down the street with them. They're kind of a trademark around here."

(LCOs or contractors interested in utilizing cups at their own operations can contact Jack at (217) 787-5877.)

The idea for the cups came about nine years ago as Jack was attending a Kansas City Royals game. He noticed that instead of stomping on paper cups after the contest, the fans scoot between the seats picking up the official Royals cups to take home. "Every kid, including me, goes out of there with a stack of about 15 cups."

(Indeed. Yours truly checked out the Royals' home opener last year, courtesy of Corporate Care's Joe Sweeney, and you can bet I cruised out of there with a souvenir cup or two-or three—tucked under my elbow.)

Jack's existing customers get their cups at the summer application. Potential clients get them, too. "At the estimate, I want to give them something other than paper work."

Often the cost of brochures exceeds the cost of the giveaway gadgets, Jack points out, "and you know what happens to the printed material...

Jack's client surveys are short and simple to prevent them from being tossed. "I've seen surveys with 50 questions on them and nobody fills them out."

His customers check a box saying they are: impressed, pleasantly surprised, satisfied, a bit annoyed, or, mad

It's a Way of Life at Tyler.



Scott Jacobs, Jim Lutz, John Ripp Sales Reps

"Our daily "Hands On" sales approach with our customers has developed the practical expertise necessary to anticipate and solve our customers' turf problems."

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- 2. Identify specific disease, insect, and other miscellaneous turf problems.
- 3. Evaluate and recommend specific solutions to both the Turf Professional and the Golf Course Superintendent.
- 4. Analyze tree and shrub fertilizer needs and recommend proper nutritional solutions.

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Circle No. 121 on Reader Inquiry Card

Jame & Gryttaz

Circle the Reader Service numbers of those items of interest to you.

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300 plus chemical application accounts for sale. Union County, New Jersey location. Established 1974, \$30,000 FIRM, also spray truck, 5 ton van, aerators, misc. eqpt. Will sell all or part. Call (201)276-1919. 5/89

CURB KING: Curbing machine that lays continuous concrete landscape borders. Low investment, high returns. For information call 303-434-5337 or write PO Box 40567, Grand Junction, CO 81504.

9/89

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SPRAY TRUCK: 1985 Ford 350 XL 600 gal tank. Hannay Reel with 300 ft. hose. 14 H.P. Kohler engine. Excellent condition. 28,000 miles. \$13,500. (205)351-1919.

HANNAY HOSE REELS: New in the box. E1526's and E1530's - \$349.00 We will ship and pay freight anywhere in the U.S.A. and Canada. Immediate delivery. Other size reels and parts available at fabulous savings! Call 313-543-2200, in Michigan. Outside Michigan - 1-800-843-LAWN.

SPRAY TRUCK 1984 Great Northern Spray Truck, 600 gallon stainless steel tank. Complete. 1984 F-350 Ford diesel 1 ton truck. Excellent condition. Low mileage. Call 219-583-8238, ask for Jim. 4/89



Four Chevrolet tank trucks; two 1983's, two 1984's West Heffer units assembled with 1000 gallon low profile stainless steel tanks. Meyers 2C95 centrifugal pumps, electric motor driven reels reconditioned work ready. Price negotiable. Phone (703)550-7177 ask for Bill or Jay.

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REEL MOWERS: Toro Parkmaster 9-gang, 9/16" reel stock; 5 blades, ready to mow at \$11,500. Jacobsen F-10 7-gang, 3/4" reel stock, 6 blades, ready to mow at \$5,500. Call John in Rockford, IL 1-815-654-4777. 4/89

SPRAY TRUCK: 1978 Chevrolet 3/4 ton, automatic transmission, 500 and 40 gallon tanks. Equipped with John Beam pumps, Hypro agitation, hose reels, new paint and rubber, well maintained and clean. Call Jim at (507)532-7313.

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Turf Ornamental supply business seeks a motivated person to direct sales in the Mid-Atlantic area. Applicant should have sales training and market planning experience. Competitive salary, benefits, with opportunity for professional growth. Send resume to:

> Moyer & Son, Inc. P.O. Box 198 Souderton, PA 18964 Attn: Ken

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Ever-Green Lawns, a division of ADT, Inc. is seeking both Branch and Sales Management personnel for several of our major markets.

Branch Managment candidates must be degreed with a minimum of 1-2 years of success in managing a multi department lawn care branch with sales of over \$1,000,000. Strong management and communication skills required along with a desire to offer a quality service.

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CLEVELAND OHIO EMPLOYMENT OPPORTUNITIES We offer excellent salary and benefit package and opportunities for advancement in our design/build firm. Our expansion plans include establishing a branch office. We are accepting applications for people with skills in landscape architecture, design-sales, supervision of landscape installation, maintenance, tree crews and nursery. Please send your resume or give us a call. Yardmaster, Inc., 1447 North Ridge Road, Cleveland, Ohio 44077. (216)357-8400. 4/89

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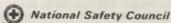
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Wanted to Buy - Lawn care companies of all sizes anywhere in U.S. wanted to purchase by national corporation. If interested, please respond to LCI Box 197. Strict confidentiality maintained.





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"Be a partner" with Special Olympians

A Special Program with Special Rewards

in April 1989 at Lake Tahoe, the games

will attract more than 1400 athletes

nder a bright winter sun, an icy breeze brings roses to cheeks as skiers move along a trail, some smoothly, others struggling. It could be any cross-country skiing event.

But soon differences appear. As the athletes cross the finish line, they are greeted with cheers of encouragement and congratulations—and hugs for every skier.

The contest is a winter event of the Special Olympics, patterned on the traditional Olympic games and conducted for athletes of all ages who have mental retardation. And while their movements may not be those of polished athletes, there is no mistaking the intensity of their effort, or the joy of their achievement, wherever they finish.

Dow and Industry to Sponsor.
In 1989, Dow and the lawn care industry, through PLCAA and state associations, are Official Bronze Medal sponsors of the International Winter Special Olympics Games, by contributing more

than \$100,000.

"Let me win, but if I cannot

-Special Olympics credo

win, let me be brave in

the attempt.

To be held

from around the world. Events will include Alpine and Nordic skiing, speed skating, figure skating and floor hockey.

Special Olympics: a Special Program. The Special Olympics program, founded in the 1960s, is run by more than 600,000 volunteers. It provides year-round sports training and athletic competition for more than one million people with mental retardation. For many of these participants, the program is their only opportunity to take part in activities which most of us take for granted. To say that

of us take for granted. To say that Special Olympics are a bright spot in their lives is an understatement. Special Volunteers. All types of volunteer helpers, from coaches and

managers to trainers to fund raisers,

pitch in to keep the program going.

One unique group of volunteers are the "huggers." They see to it that all participants at every event get warm, personal recognition—regardless of where they finish. Competition is intense, but the medals won are less important than the effort put forth. The huggers have the rewarding job of rewarding the effort. And they love it

some other way, contact your nearest Special Olympics office. Or see your Dow rep for lists of Special Olympics officials in your state, and ways you can support the year-round program in your area.

The Partnership makes it possible. Dow's contribution, in the name of the lawn care industry, is made possible by a program called The Partnership, Dow's commitment to you.

The Partnership brings together all the thines Dow offers you. It includes

If you'd like to be a hugger, or help

The Partnership brings together all the things Dow offers you. It includes not only the products you use, but many other pluses: industry-leading research and development, training for your technicians, business management seminars, legislative lobbying and assistance at national, state and local levels, and industry-wide public relations programs.

Dow's underwriting of industry support for the 1989 International Winter Special
Olympics is one way of encouraging others to become involved in worthwhile local activities.



Circle No. 122 on Reader Inquiry Card

Ryan brings quality aeration from golf greens to green lawns.



The revolutionary Lawnaire 28 combines the technology and precision of golf course aeration with the demands of lawn maintenance. Its reciprocating, crank mounted tine arms feature a vertical coring action similar to larger Ryan aerators. Tines penetrate straight in to a depth of $2\frac{1}{2}$ inches, and come straight out. The results are a more professional-looking job, better root development, greener lawns, and

more satisfied customers.

Make more money by the yard.

Because time is money, the Lawnaire 28 is designed to cover big jobs quickly — up to 24,000 sq. ft. per hour. But because not every job is big, it's also compact and maneuverable. Just 34 inches wide, the Lawnaire 28 easily fits through yard gates. The unique tricycle front wheel gives the unit a zero turning radius while aerating!

Even the tightest spots are no problem. And because it's a Ryan, you can rest assured that the Lawnaire 28 will keep you on the job and out of the repair shop for years to come.

Check out Ryan's reliability in your own backyard. Contact your Ryan dealer and ask for a free demonstration today. Or call toll free: 1-800-228-4444.

BUILT TO LAST

A CUSHMAN Product Group

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