

Whether he is taking his team fishing or helping Par 3 survive the Great **Recession**, Alex Villarosa's actions set the example for those around him.

Follow the leader

Story by Lauren Rathmell • Photography by Jacob Kenle

Lawn & Landscape collected submissions in early 2018 for the Employee of the Year contest. From there. editors read through applications and had to and choose the best four out of a host of great nominees.

If you have someon in mind for the contest we will again be collecting nominations in early 2019, so make a note to send them to editor Brian Horn at bhorn@gie.net

f anyone needed proof Alex Villarosa was going to be a success at Par 3, his work during the Great Recession would be a prime example of things to come. And that's with high expectations before he even joined the company. "(In this industry) he was the first-round pick of the draft," says Kam Brian, COO of Par 3 Landscape. "He came

highly recommended."

Villarosa joined the team in June 2005. At the time, Par 3 had one field technician running its construction business, but the jobs became too much for one person to handle. The company was about 10 years old, and the construction division at Par 3 was made up of work generated from the company's maintenance jobs. The division was bringing in about \$250,000 a month.

Villarosa jumped in wearing as may hats as he could to get jobs done. "He was work-



ing with the design team, out in the field, even collecting payments on jobs," says Shawn Buckley, owner of Par 3 Landscape.

But he really showed his worth during the economic downturn.

The industry in Vegas was hit hard, and no one could secure jobs like they used to.

For Villarosa, it meant he just had to work a little harder.

He was able to stay on top of his business by leveraging his good client relationships and focusing on the jobs that weren't hit as hard, like HOA contracts and hotels.

"Even though the recession hit, a lot of HOAs had a reserve to where they could still spend money to renovate the property," Villarosa says.

Villarosa says he can't take all the credit, though.

"I couldn't do it without my staff," he says. "I don't believe in the 'I team,' (I believe in) the 'we team.""



Location: Las Vegas

• Years in industry: 18

• What would you be doing for a career if you weren't in landscaping? It's hard to say, but maybe still industrial construction.

 What advice would you have for an owner on how to find and keep the best employees? Value your employees like they are family.

• What's the best lesson working in the industry has taught you? Treat people with respect, don't over promise and under deliver.

• Why is Villarosa deserving of Employee of the Year?: "He loves what he does, leads by example, truly cares about his employees, and deserves the credit for the success of his division." - Kam Brian, COO, Par 3 Landscape Management

The construction division remained profitable and even grew in the unstable economy. Villarosa was able to run his crew of 100 guys without any layoffs.

Buckley credits Villarosa's optimism for the division's success. "A lot of people were really depressed when the recession hit," he says. "But Alex was always upbeat and that trickled down to the rest of the crew."

Villarosa reminds his staff that just because he is the vice president of construction, he's never too busy for them.

"I'm not a sidewalk manager who stands there with his hands in his pockets," he says. "I'm in the field with them asking what we can do to be more efficient. To keep my people motivated, I knew I had to lead by example."

Villarosa graduated college with a degree in engineering and worked in industrial construction and mining. With his mining background, he can handle almost any equipment on the job.

"He's not afraid to pick up a shovel," Brian says. "He's a guy that wears boots to work every day and visits every jobsite."

Faith and family. When he's not checking in on his crews or taking care of business at the office,

The support from the owners at Par 3 has also helped him balance his schedule. "It's not an easy task. Sometimes I'm working more than 50 hours a week, and I attend church three times a week," he says. "But the owners always express that family is a priority."

Buckley says it's hard to keep up watching Villarosa work, but he's got his daily routine down to a specific structure. "He beats me into the office," he says.

Villarosa spends his morning in his office. After that, he's on the road the rest of day stopping by jobsites to check on crews.

"He runs his crew like they're his family," Buckley says. It's not uncommon for Villarosa to spend time with his crews during a barbecue or take his supervisors fishing over the weekend.

"To me, that is a way to teach them ownership," Villarosa says. "It's showing them that they're not just a warm body. Having a familystyle relationship with my employees, we always encourage them that family is a very high priority in their life. There's times we've had to work overtime to accelerate projects, but if an employee has a family event they have to go to, we tell them it's ok."

During company barbecues, the crew looks forward to Villarosa's blessing before their meal. "It's always such a heartfelt prayer," Buckley says. "Everyone really looks forward to it every time."

Villarosa also preaches the importance of integrity and service to his crew of about 110 field technicians. "They are the frontline of the company," he says. "The clients may not always see me, but they

Villarosa and his wife of 23 years

A work-life balance is an important value at Par 3 and Buckley says by example." Villarosa is always sure to make it to

"It's about knowing your priorities," Villarosa says. "For me it goes God, family then work." He leans on his Christian faith to stay focused on his job while at work and stay focused on his family while at home. Outside of his job at Par 3, Vil-

larosa serves as an assistant minister in his church, regularly teaches Bible study and leads the youth congregation as a group counselor.

Villarosa dedicates his time to his

church community and family.

With four kids ranging from ages

20 to 12 (including twin boys),

make family a priority.

family events.

the students.



It's unusual to have one person that is as universally loved and respected as Alex.

- Kam Brian, COO, Par 3 Landscape

always see them, so I need to lead

Giving back. Buckley says Villarosa is always bringing charitable opportunities to Par 3. When the city came together to build a memorial for the victims of the Las Vegas shooting last year, Villarosa was determined to be involved. "I don't really go out and look for the projects," he says. "But people in the industry bring ideas to us."

Someone approached Par 3 about the memorial project, and Villarosa reached out to his vendors to share the task. "I use Par 3 as part of a team (when it comes to charity work) and see if our vendors are willing to participate. I've been able to establish loyalty not only with our customers, but with our vendors and that's a very important thing when it comes to these kinds of projects."

Buckley says he was the first to get involved. Currently, Par 3 is working on a long-term maintenance plan for the memorial. The company recently went back to trim, thin and lace all the trees that were planted in October.

Villarosa and his team also offered their services to a local at-risk school last year. They designed and transformed a cement lot into a playground for

Beyond the charity work, Villarosa says he has been able to borrow equipment from his company to do work for his church. Recently, he used equipment to help clear a vacant lot to make overflow parking for the food pantry ministry at his church. A vendor also helped to supply truckloads of material for the parking lot.

Measurable impact. Villarosa speaks English and Spanish fluently, along with his first language, Tagalog. (He was born in Manila, Philippines, and immigrated to Nevada as a child).

"The rapport that he has with his guys might be the most impressive thing about him," Brian says. "He genuinely cares about those guys. Consequently, I think his crews are a lot more productive. The numbers don't lie."

From an upper-level perspective, Par 3 has fewer accidents and safety issues and fewer jobs that go over budget or schedule on the construction side compared to the maintenance side.

"You'd think that would be just the opposite," Brian says. "On the maintenance side you're doing smaller jobs. The contrast for me is on the construction side, you have a tighter organization. Everything runs smoothly, because they follow the lead of their division head."

That type of leadership is noticed across the company.

"Even in a company of nearly 500 employees, it's unusual to have one person that is as universally loved and respected as Alex," Brian says. "He's one of a kind and an indispensable part of our success." 🖈



JOB DONE NRICHT'

From housing employees to officiating a wedding, there isn't much Ben Wright won't do for the staff at Canopy Lawn Care.

Story by Megan Smalley

here's one thing Ben Wright tries to do every day at his job as operations manager of North Carolina-based Canopy Lawn Care put the people first. "We have employ-

ees who are people and people have a lot of things that go on personally," Wright says. "Marriages, kids, illness. I really try to be a part of that."

And he does. Wright's co-workers say he takes time to invest in employees at Canopy. They say he has helped employees find counselors for marriage issues. He visits co-workers when they are sick in the hospital and brings meals to their families. If a co-worker has a substance abuse issue, Wright personally helps them by finding them outside support and providing them with accountability to stay clean on the job.

ate his wedding.

"One of our guys in the field had gone through some life stuff and Ben took such





Wright even took personal time and resources to house a Canopy employee who needed a place to stay for a season.

"I learned that (a Canopy employee) was sleeping on different peoples' couches and oftentimes sleeping in homeless shelters," Wright says. "I started thinking about what it would look like if he came and lived with (my family) for a season."

After his wife and kids agreed, Wright invited his co-worker to live with them.

"It was a sacrifice," he says. "But to me, it was really neat for my wife and kids to get to know him and to show my kids what's important in life – someone is in need, you provide them with resources you have."

Canopy Owner Hunt Davis says the employees all take notice of his compassion. One employee even asked Wright to offici-



good care of him that the guy asked Ben to officiate his wedding," Davis says. "That's evidence that Ben cares for our folks and relates with them and has an effect on them." **Rethinking landscaping.** Wright always knew he wanted to pursue a career that was tied to the outdoors. His father managed a Young Life high school camp in the moun-



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Landscape design by ColeJenest & Stone. Pavers: English Edge Full Range, Pathway Full Range, English Edge Dark Accent, English Edge Autumn and Georgian Edge Buff. tains of North Carolina. Wright often went with his father to the camp in summer. He recalls watching the students and volunteers at the camp collaborate to serve one another. He says the camp shaped character and gave him a love for the outdoors. "It was a powerful sort of molding experience for who I am today," he says.

To learn about the three-day training

program Ben Wright helped start, visit lawnandlandscape.com and under the "resources" tab, click "web extras."

So, in college, he majored in landscaping and horticulture and then pursued it as a career. After college, he was offered a job to design Peace Haven Farms, a farm community that would help people with disabilities. "He hired me to design the community farm and build it out from scratch," Wright says.

When that job was done, he transitioned to work as a design/build manager for a landscaping company near Raleigh, North Carolina. But Wright didn't stay there long – Davis approached him in 2014 to see if he would help him start Canopy Lawn Care.

"(Hunt's) background is not in landscaping," Wright says. "But he experienced things from the customer side of landscaping and felt the pain of hiring good, reliable contractors to maintain his home. He started thinking about that and how to make the process easier, more convenient. With Canopy, it was really about rethinking (landscaping) as a whole for the customer, and that was appealing to me."

So, Wright joined Davis at Canopy. Wright served as a "landscape expert" to Canopy when plans for the residential maintenance company were being developed.

Co-workers say Wright helped make the company's motto, SERVE, which stands for Strive for excellence, Exceed expectations, Represent ourselves well, Value others and Enjoy what we do.

"Ben introduced this idea of being a servant to Canopy, which is not surprising because that's him," says Josh Nance, operations manager at Canopy. "He's a true servant of the people."

Face for recruiting. For many at Canopy, Wright was one of the first people they got to know. "When he started (at Canopy), he joined as our director of operations, but he created every role in the organization chart,"

• Location: Cary, North Carolina

- Years in industry: 10
- What would you be doing for a career if you weren't in landscaping? Farming and teaching.

• What advice would you have for an owner on how to find and keep the best employees? Get to know your employees on a personal level. Dig into their lives and know their joys, their struggles, their families.

• What's the best lesson working in the industry has taught you? It's a people industry. If you take care of the people, the people will take care of the business.

• Why is Wright deserving of Employee of the Year?: "It's hard to imagine being anywhere close to where we are now without Ben. He's helped to facilitate so much of what we've done."

- Josh Nance, operations manager, Canopy Lawn Care

Davis says. "He performed each role himself to sort of create it and then he hired someone into that role."

To fill jobs, co-workers say Wright would meet people in-person to recruit them. John Falasz had that experience when he was hired at Canopy in 2016. Falasz had worked for another landscaping company in Raleigh. While Falasz was in the middle of mowing outside an office building, Wright walked out of the building and struck up a conversation with him.

"He was asking if I liked walkbehind mowers or hydraulic," Falasz says. "Then he said, 'If you ever feel like you need a change...' and he handed me a business card for Canopy. Nobody had ever approached me like that before." One week later, Falasz' company told him he was getting laid off and he was out of a job. So, he picked up Wright's business card and to see if his offer was still valid. Shortly after, Wright hired Falasz to work on the Canopy Pro field team.

"Ben and I hit it off from the beginning," Falasz says. "I was excited, and I've had that excitement ever since."

Wright says training and developing Canopy employees is one of his favorite parts of the job. He says his ultimate goal is to eventually train someone so well that he will be "worked out of a job."

"It's all about developing people," he says. "Like multiplying yourself and working yourself out of a job. That's my goal every day." *





From Spanish teacher to vice president of HR,

Maureen Scheitz is a continuous learner who strives to become an expert on the topics she's studying to help her company grow.

LIFELONG LEARNER

Story by Megan Smalley

e've got a major problem," Maureen Scheitz told Acres Group owner Jim Schwantz on the morning she learned the company might not get all of its H-2B workers this summer.

Scheitz found out that the company would get a few dozen foremen through the H-2B program, but not the workers it anticipated. Sherman Fields, vice president of marketing at Acres Group, says making up the loss of the H-2B workers would require a lot of additional recruiting locally and would potentially impact revenue for 2018. "That was a really bad day," he says.

Location: Wauconda, Illinois

Years in the industry: 26

What would you be doing for a career if you weren't in landscaping? Ministry-based job or in human resources in another industry.

What advice would you have for an owner on how to find and keep the best employees? Hire for the culture fit and character. To keep them, involve them and give them latitude to make a difference.

What's the best lesson working in the industry has taught you? When things seem to be getting more difficult than they need to be, go back to green-side up.

Why is Scheitz deserving of Employee of the Year? "She cares about Acres and the people she works with far past what most people are willing to sacrifice."

- Sherm Fields, VP of marketing at Acres Group

After sharing the bad news with people, Scheitz spent that day planning an emergency executive meeting for the following morning. She says she put together a list of everything that needed to be done from both a recruiting standpoint and a business perspective to manage the situation. Then, she communicated with managers on what they could do to resolve the labor issue, so they could prepare for the executive meeting.

The next day, people gathered for Scheitz' emergency meeting. Fields says he remembers walking into the meeting with an expectation of doom-and-gloom.

"I remember walking into the meeting right when it was starting,"

he says. "Everybody in the room was happy. I remember thinking, 'Why is everyone happy?' Jim looks up and says, 'Did you hear?' I'm like, 'Hear what?' He says, 'We got 'em!' We found out right in time that our workers were confirmed And that's all Maureen - she did everything exactly right."

Thirty minutes before the meeting, Scheitz had received an email confirming paperwork for Acres Group was received in the mail and that the company would get its 200-plus H-2B workers. She says that news was an answered prayer. "There's no way on God's earth we would have found over 200 laborers," she says.

Co-workers say Scheitz serves

as Acres Group's expert on allthings H-2B. She even implemented the program at the company 15 years ago. She started small, applying for a handful of H-2B workers. Today, the program has grown to where the company receives a couple hundred workers every year.

"She jumped in and I really believe has become an expert and an advocate for comprehensive immigration reform in the H-2B program," he says.

Career change. Early in Scheitz' career, she didn't intend to join Acres Group, the landscaping industry or HR. She started her career as a high school

Spanish teacher in Palatine, Illinois. However, a sabbatical and an illness quickly changed things around for her career.

"I was going to take a year sabbatical to get my master's degree in Spain, but I got sick," she says. "The school I worked at had already replaced me for the year, so I needed to find a job." She knew some people who worked at Acres Group in Waucanda, Illinois, including Schwantz, so she applied for a foreman position.

"I thought, 'I'd love to work outdoors. This would be a great one-year thing," she says.

When Scheitz went in to interview at Acres Group, Schwantz





- Sherm Fields, vice president of marketing, Acres Group

was in the process of forming | says the policies she put in place a human resources department with a consultant. After the interview, both Schwantz and the consultant thought Scheitz would be the perfect candidate to help take on that challenge.

ment to the job.

She has performed at an extremely high quotient throughout her career. but perhaps at the highest level in 2017.

She did, too, so Schwantz had her make a two-year commit-

What started as a two-year job turned into a 26-year career. Over the years, Schwantz says she wrote thorough company policies and all job descriptions for the positions at Acres Group.

As the company grew from \$5 million in revenue when she was hired to more than \$50 million in revenue by 2018, Schwantz have been critical. The company ranked 29th on Lawn & Landscape's Top 100 List in 2018.

"We run by these policies and procedures," he says. "Without her detailedness to these policies, we would never be the size we are today."

While managing an HR department is a different career than what Scheitz intended, it had a few of the same elements she always enjoyed.

"I definitely enjoyed school," Scheitz says. "I was a lifelong learner. Honestly, that's what kept me at Acres - continual learning and continual challenge. There was always something new."

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I was a lifelong learner. Honestly, that's what kept me at Acres – continual learning and continual challenge.

- Maureen Scheitz, vice president of HR, Acres Group

No stone unturned. As vice

president of HR, recruitment is a primary task Scheitz oversees. Although she has a team of seven people who help her, co-workers say she comes up with the various recruitment efforts.

Scheitz lists off a slew of recruitment ideas she's tried in recent years:

- Road signs
- Fliers in communities
- Attending Cinco de Mayo and Mexican Independence Day events
- Recruiting at grocery stores and churches
- Posting jobs on Indeed
- Sharing job opportunities with local media

- Sending e-blasts to potential job candidates
- Attending job fairs
- Recruiting at local universities or community colleges

• Presentations at high schools "There is turnover in this industry and to hire for growth takes a lot of creativity and a lot of different ways to do it," Fields says. "She's not afraid to pursue new ideas. She leaves no stone unturned."

In the past, Scheitz says she's even asked some of Acres Group's foremen who play on community soccer teams to hand out fliers to their teammates at games.

Scheitz stays proactive, too, playing a role in the Illinois

Landscape Contractors Association's (ILCA) Future Landscape Industry Professionals (FLIP) committee. Through FLIP, Scheitz attends school counselor's conferences to educate counselors on job opportunities in landscaping.

Then, H-2B is another big area of Scheitz' expertise, as she helped initiate the program at Acres Group. Co-workers say she proactively lobbies with ILCA to Illinois state senators and occasionally in Washington, D.C., to help pass H-2B reform. And Scheitz, in turn, tries to get all Acres Group workers involved in this process, too. pany meetings as a time to have workers reach out to state senators. "I used this as an icebreaker at one meeting, saying, 'Hey everyone, get out your computers. Let's email senators together," she says.

Scheitz says all these recruiting avenues are absolutely necessary.

"The crazy thing is we've tracked where we're getting our people from and it's a little bit from every one of these areas," she says. "There's no grand-slam success. It's the employing of multiple tactics, and each one providing small results."

Best year ever. Throughout her career, Scheitz has always

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done well at her job, but Fields says 2017 may have been her best year to date.

"She has performed at an extremely high quotient throughout her career, but perhaps at the ABOVE: Scheitz, second from left, helps the Illinois Landscape Contractors Association with lobbying to state senators.

highest level in 2017," he says. Fields mostly attributes that to her success in safety and training. Last year, she formed a training committee to provide more training resources at the company. This doubled the number of hours of training that salaried employees received from 1,417 hours in 2016 to 3,360 hours in 2017.

The improved training has also led to improved safety, which helped to lower insurance premiums. In 2017, the company's worker's compensation insurance premiums went down by \$100,000.

Jeff Kelly, vice president of operations at Acres Group, says Scheitz promoted safety tailgates, weekly foreman safety talks and monthly safety committee meetings. He says she explained the numbers to crews so they could see the impact safety processes have on insurance costs. "She is really taking that knowledge of what the costs are and drives that into the production side," Kelly says.

Scheitz says it has been rewarding to see the company's safety record improve.

"It's been really quite gratifying when loss control reps come in to Acres Group and say, 'Wow, you guys have an exemplary safety program leading the industry with everything you have in place," she says. "That took a lot of hard work and experimentation over years." *



Complete Lawn Grounds Maintenance hit a rough patch until Rick Anderson joined the team.

JUSTIN TIME

roductivity was failing so badly at David Bowman's company that he recalls the exact day he realized things weren't going well.

"It was April 21, 2010 – my daughter's birthday," he says. "I went to check on a job and the guys left the property without finishing."

After trying to get to the bottom of the situation, Bowman realized everyone was blaming someone else. "I told a supervisor to fire his whole crew," he says.

He was down a huge portion of his workforce at Complete Lawn Grounds Maintenance in Win-



Location: Winston-Salem, North Carolina

• Years in industry: 25

• What would you be doing for a career if you weren't in landscaping? Trying to ride dirt bikes professionally.

 What advice would you have for an owner on how to find and keep the best employees? You'll need to pay better than minimum wage and give them a set of goals.

• What's the best lesson working in the industry has taught you? Be patient with employees and don't give excuses.

• Why is Anderson deserving of Employee of the Year?: "(Hiring Rick) has been the best business decision I have made. I could go on and on but not describe all he does for this company."

- David Bowman, owner, Complete Lawn Grounds Maintenance

ston-Salem, North Carolina, trying to build his new home and spend time with his daughter who was sick in the hospital. "I had a meeting the next day, and a supervisor refused to show up," he says. "I was down two supervisors. It was kind of a kick me when I'm down thing." But just as things seemed the

darkest, Bowman recalled an old acquaintance who could help.

Rick Anderson had worked for a company that was subcontracting for Bowman's company, and the two had a good relationship. But Bowman's company and the subcontracting company were at odds after a few rough months, and they ended up severing their business relationship.

"Rick is as loyal as the day is long," Bowman says. "When we parted ways, I told him to keep me in mind."

One day, as Bowman was doing some work on his house, a truck pulled up, and out walked Rick Anderson. "He told me they fired him," Bowman says. "I couldn't believe they'd let him go."

While Bowman wasn't quite ready to hire Anderson at the time, Anderson found a few other jobs to keep him busy. "I was working three part-time landscape jobs after that," he says.

Now that Bowman had an opening, he knew exactly who he wanted to hire.

"I didn't have Rick's phone number and I didn't know exactly where he lived," he says. He knew what truck Anderson drove and he knew the neighborhood he lived in, so he spent an entire Sunday driving around looking for his house.

Bowman says, "(When I hired him) he told us if we could pay him the salary we offered, he wouldn't ask for anything more. And he never has."

No job too small. In order to hire Anderson, Bowman knew he would have to pay him a decent salary. "I figured I would cut back where I could," he says. Bowman was able to offer Anderson twice as much as he was paying the previous supervisors.

On Anderson's first day working for Bowman, he came in and completely reorganized the shop.

"He came in at a time when we really needed structure," says Jackie Bowman, office manager and David's mom. "He cleaned the shop, went to work fixing broken machines."

The company was able to save money with a lot of the maintenance work being done in house thanks to Anderson, and they didn't have to cut back as much as they thought.

Complete Lawn Grounds Maintenance ran two crews when Anderson started with the company. Today it has four crews with four supervisors. Jackie says

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Rick is as loval as the day is long. When we parted ways, I told him to keep me in mind.

- David Bowman. owner, Complete Lawn **Grounds Maintenance**

Anderson does much more than his fair share as a supervisor.

"He does all the interviews, does all the paperwork," she says. "I tell him all the time I can handle that, but he says, 'Oh no, Jackie. I can do it."

Most of the 25 employees at the company have passed through Anderson since he handles any crew-related issues. "The guys joke that if you make it through Rick you can make it through anything," David says.

When the company hires a new worker, Anderson is the first to take them out on the job. He pays attention to the new hire to get a feel for their personality and work ethic.





"I just watch them," he says. "You know, if they see a piece of trash on the job and they walk on past it, that's just something that shows maybe they aren't the best worker." **Moving up.** The company is hoping to move Anderson out of a supervisor role and give him a foreman position soon. "He's a supervisor right now but he does more work



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than that," Jackie says.

The company has been able to grow large enough for more crews and more supervisors, and David says he'd like to see Anderson in a position that allows him to spend less time working on a job and more time overseeing all the jobs. Although Jackie says she thinks he will always want to have a hand in the "dirty work."

At home, Anderson has a family and recently became a grandfather, but that doesn't seem to be slowing him down.

"His daughter was at the hospital getting ready to have a baby, so I told him to go on home," David says. "But he told me, 'I'm just going to go up there and wait,' so he stayed at work as long as he could."

If he's not catching up on jobs on the weekend, Anderson enjoys kayaking with his family and riding dirt bikes. He says everyone in the family rides together, even if he doesn't get out as much as he'd like.

Overdoing it. Anderson's work ethic, while valuable, did cause him a bit of trouble about a year ago. Anderson was enjoying some time on the beach with his wife when she noticed a mark on his neck. He went to get it checked out and his doctors told him it was cancerous.

He underwent surgery to remove the melanoma tumor from his neck and was ordered to stay home for two weeks.

"He didn't listen," David says. "I would call to check on him and he would tell me he feels fine and he's ready to get back to work."

David worked out a deal with Anderson after a week of recovery. David suggested he ride around in one of the trucks, stay in the air conditioning and take it easy.

"I couldn't sit in the house anymore," Anderson says. While he was working, he tried to move something in the shop and ended up busting his wound open.

After a trip to the hospital to get fixed up, he listened to the doctor and waited the full recovery time before he returned back to work like usual.

"He's just a blessing," Jackie says. "He's always working, doing something." *