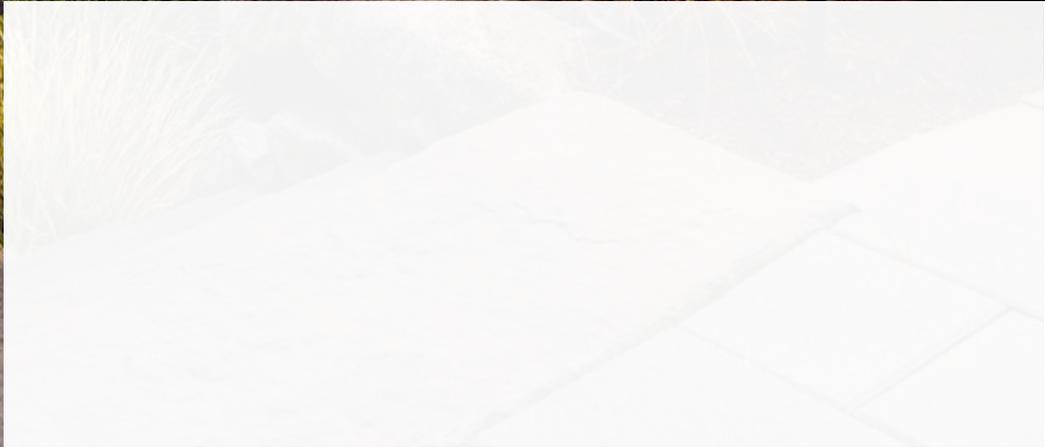


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Northwest Landscape Professional

The NWLP – Northwest Landscape Professional – is the official publication of the Washington Association of Landscape Professionals and is published and distributed quarterly to WALP members and extended gratis to select courtesy subscribers.

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IN THIS ISSUE:

President's Message	2
Executive Director's Message	3
WALP Chapter Updates	5
Business Management	7
NALP News	10
WALP Membership Application	13
	16

The Washington Association of Landscape Professionals is monitoring the ongoing COVID-19 concerns on public safety.

WALP has developed a resource page on our website to give members and affiliates in the landscape industry up to date information on how this crisis affects landscape professionals. WALP leadership continues to work on your behalf to get answers from the government on key issues that impact our staff, customers, and our businesses.

Please visit www.walp.org/covid-19-resources for the most up to date information. We wish you all good health during this challenging time.



For information regarding advertising opportunities, please call us at (425) 879-1033 or email at info@walp.org.



A Year in Review and Looking to 2022 and Beyond!!

*Ella Vogelpohl, 2021 WALP State President
Ragen & Associates*

Happy New Year! As we start this new year, we have seen a lot of changes happening to our businesses. With higher material prices and availability, labor shortages and higher wages, COVID concerns, and just not enough hours in the day, all of our businesses are surviving!

As for WALP, we have begun to have in-person meetings and events, continuing with some virtual meetings and trainings, and socializing. At our Strategic Planning Meeting in November, the group of 18 who participated, came up with a plan of action for "2022 and Beyond".

Our membership in the past 10 years has declined dramatically. At the strategic planning meeting, we made some hard decisions for our organization. We decided it isn't cost efficient to continue with a management company. As of March 10th, we will no longer be using Org Support to take care of our office and event needs. Peter Dervin will continue as Executive Director and I will become the Administrator for all the paperwork, bookkeeping, and work with the Officers, Chapter Presidents, and Event Chairmen to make sure the meetings and events take place.

I want to thank this last year's officers, chapter presidents, event chairmen and Peter for a year to remember. Also, if it wasn't for our members attending the meetings and events, our work as an organization wouldn't have stood for much.

Looking into the future, we will offer more educational trainings for the owners and employees throughout the year, move the conference, tradeshow, and field day to the fall, keep the golf tournament and summer picnic, continue the awards program, and provide our members with chapter meetings, new information, and continued socializing opportunities.

Landscape industry businesses are the backbone of WALP, our organization. We need to offer content to our members to retain them and to interest others into joining us. Please become involved and participate to get the most out of your membership!

Have a great year! 

Cover photo: *Award of Merit, Residential Construction, Green Spaces Landscaping – The Smith Landscape Renovation Project.*

Mission Statement For The Washington Association Of Landscape Professionals

To promote professionalism, integrity, and education to a thriving membership within the Green Industry and the communities served.

Vision Statement For The Washington Association Of Landscape Professionals

- The Washington Association of Landscape Professionals is a publicly recognized and unified industry of landscape professionals who embody business and technical excellence.
- The Washington Association of Landscape Professionals provides and promotes the opportunity to mentor and support its members.
- The Washington Association of Landscape Professionals' members receive value and benefit by sharing knowledge, resources, and experience.
- The Washington Association of Landscape Professionals is the networking place and referral resource for "Green Industry" professionals.

"Defining Professionalism In The Green Industry"

WALP Office

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Northwest Flower & Garden Festival

Certification Committee

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JM Landscaping and Irrigation
Michael Murphy
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Conference Committee

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Devonshire Landscapes, Inc.

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Events Committee

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Devonshire Landscapes

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Puget Sound Plants

Marketing Committee

Open

Membership Committee

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Tim's Complete
Landscape Management



Executive Director's Message

Peter Dervin
Executive Director
VPC Sales

Can you believe it? 2022 is here! So far, we have survived COVID-19 & 20 & 21, Let's hope we can get back to some normalcy in 2022.

WALP had its Strategic and Long-Range Planning meeting to discuss our future going into the new year. The big news that came out of this meeting was our decision to reestablish our own management of the association. Our arrangement with OrgSupport will end in March and Ella Vogelpohl and I will be taking on the duties of managing the day-to-day operations.

We are hopeful to rebuild our foundation. The past three has been challenging. Our ability to provide educational programs has been limited due to the restrictions in holding meetings and events.

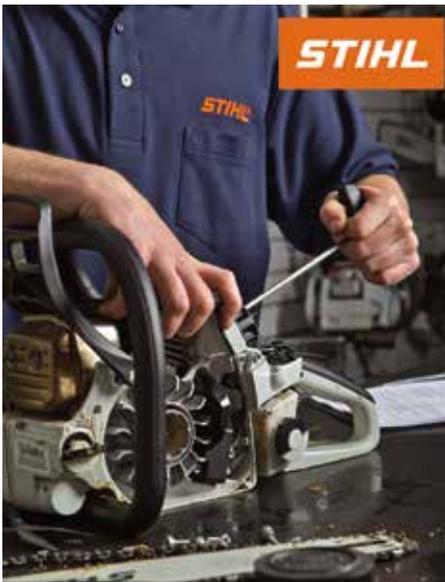
In the coming year we will be moving our conference and trade show to October, hopefully we can find a venue where we can offer a field day component. We will also be doing our annual golf tournament in the late Summer. One of the comments I've received this past year is when can we get back to having seminars and educational programs. It is our goal to bring these back!

2021 proved to be quite the year with labor shortages, increased pricing and supply issues and no shortfall of opportunities. Everyone I've talked with is still extremely busy and eager to get on with business in 2022.

If you have any ideas, comments or suggestions, please let Ella or me know, we'd love to hear from you. Wishing everyone a successful and prosperous 2022! 🌱

The Washington Association of Landscape Professionals was founded in 1984 by a group of landscape professionals who wanted to define professionalism, develop educational programs, and evoke legislative representation on the issues pertinent to the Landscape Industry.

The Washington Association of Landscape Professionals (WALP) is a non-profit organization of landscape professionals dedicated to providing opportunities that promote professionalism, integrity, and education within the Landscape Industry through the members it serves.



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WALP Chapter Updates



SW Chapter

Don Bottemiller
SW Chapter Director

The SW WALP chapter has had two chapter meetings now that we have come out of the COVID restrictions for holding small meetings. Both went well although we could have had better attendance. We are now in the process of planning for 2022. January's meeting will be to coordinate with our vendors to host a meeting and provide a program for attendees. We would also like to have several sessions during the year for the landscaping staff to learn about the various tasks of landscaping. Mutual Materials hosted our November meeting. They provided a program on how to use pedestals for laying slabs. We had two new members in attendance. 🌱

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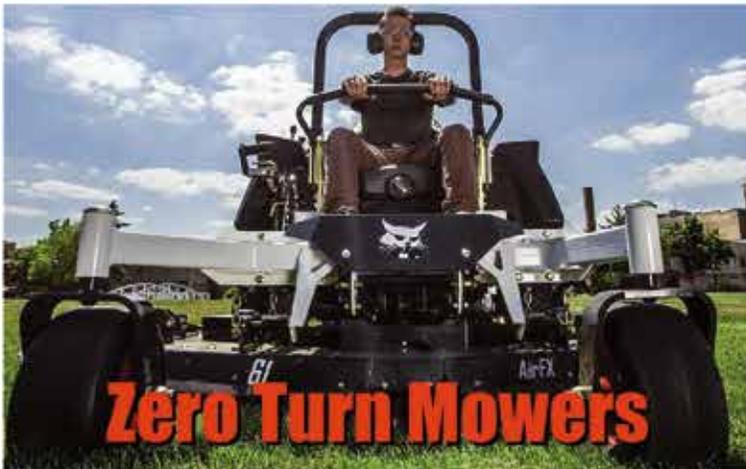


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Exit Strategies – Building Value In Your Company



*Rod Bailey
Alder Springs Enterprises, LLC*

One of the frequent questions I get when asked to help a client sell their company so they can retire in style is “How do I maximize the value of what my company is worth?” “Good question” I usually say, after telling them that selling your company right can be a matter of two to three years rather than two to three months.

One of the first steps we go through in helping to sell a company is to compare the value of the company in the marketplace to the amount the

owner hopes to achieve in a sale, net of tax impacts of course. If there is a wide discrepancy in these numbers it is “back to the drawing board” so to speak in order to take those steps that help to build the value of the company to accomplish the owner’s objectives.

There are at least 8 major factors that will influence a buyer to see maximum value in your company:

Profitability

Various approaches to evaluating profitability may be considered. First of all is bottom line net profit reported over the last few (usually three) years. Is it equal to or better than industry averages or means? Median numbers in the landscape industry range from 4.5% to 12.5% depending on the principal type of business performed. A buyer will want to know your EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization). This is a measure of the Cash Flow the business can generate, the ultimate determination of value given evaluation of other factors. Gross Margins earned are a critical element and many buyers will ask for a list of contracts with

their “Yields” or “Gross Margins”. Hopefully, if you are doing job cost analysis in your operation these numbers should be easily available.

One caution here is to examine the methods of Depreciation used in producing “Profit” reports. With liberalized, accelerated depreciation methods (Section 179) used for tax determination many companies reflect lower profitability or more variable profitability than where Straight Line or DDB methods are used. I prefer to restate Depreciation Schedules on a Double Declining Balance (DDB) method to give greater comparability to industry ratios.

Growth

Has the company been growing or are sales static or declining? Good growth in recent years is a critical component of value preferably in the 10-12% range or higher. Is growth the result of effective sales personnel and processes or is it current owner dependent?

continued on page 8

Organization/Staffing

Many companies have become very Owner Dependent and you need to look at what happens when the current owner retires or backs away from active day-to-day involvement. Are there key managers in place that will continue in the operation of the business or are you going to have to build or rebuild staff? Are key managers and supervisors going to stay after the sale? A buyer will need to allow for the costs of adding staff that are over and above current staffing and salaries. Employee tenure and stable organization are critical factors in creating value.

Market Penetration/Recognition

Larger companies with an accepted position and name in the marketplace command the highest values. Such

companies tend to acquire and keep not only the best employees but the best customers as well. A well established marketing and business development program, well dressed and uniformed employees, well marked trucks and vehicles that have resulted in growing sales adds value.

Recurrent Revenues

Maintenance companies or companies with a high percentage of recurrent revenues (over 75-85%), particularly those with a high percentage of "Business to Business" or commercial work command the highest values. Companies that are largely Design/Build but work with existing customers on an on-going basis that can document continuing relationships and work with clients on a recurring basis will build value as well.

Extras And Enhancements

One often overlooked value builder is the extent to which enhancement work can help build volume and profitability for both maintenance as well as bid/build and design/build companies. This is typically high gross margin, non-bid work for both maintenance as well as landscaping companies. We used to recognize that as a maintenance company over 23 -30% of our volume came from this source. On landscaping projects we would follow-up at 1, 2 and 5 year anniversaries to see if there were landscape modifications that could be recommended as landscapes "grew-in". I know of some companies that have achieved over 50% of their total volume (and probably a higher percent

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of their profitability) from this source of work.

Systems And Procedures

Well developed systems and procedures for handling everything from customer inquiries to employee career tracking, to payroll and billing practices, truck routing and equipment management, etc. are a must in today's landscape organizations. It is hard to grow beyond that \$750,000 to \$1,000,000 sales volume without them. These systems and procedures result in improved profitability and growth potential that definitely add value to the companies involved and help free up valuable management time from day-to-day activities.

Technological Knowledge & Use

Technology is no longer just about

computer systems, routing systems, renewal systems and accounting systems. Robotic mowers, irrigation controllers, battery operated equipment, use of growth regulators, etc. are rapidly becoming a part of the technological environment in which we are (or should be) operating. Companies that learn to use and operate with this rapidly expanding knowledge base are the value builders of the future.



Well, there are eight of the factors that affect the value of your company. There can be many more of course. I have had some clients that were deficient in all categories at the start. We had to develop long range plans to improve operations and valuations,

hence an extended time period before a rewarding sale of the company. I've had other clients that were strong in most if not all categories. Guess who sold first and for the highest values!!!!

Rod Bailey, LIC, MBA, Consultant, works with many companies in the green industry. He is a Past President of NALP and a co-founder of WALP. He was a former business owner of Evergreen Services Corporation in Bellevue, WA for over 30 years and is a MBA graduate of Stanford University. His current business Alder Springs Enterprises, LLC is located in Salem, Oregon and he regularly works in both Oregon and Washington. He can be reached by email at rlbaset8392bud@outlook.com and by phone at 971-719-2158

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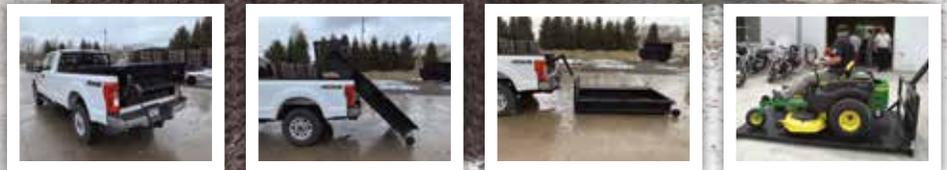
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An added bonus— these courses prepare people to advance their career by becoming certified. Learn more about the Landscape Industry Certified Exterior Technician exam and credential. These online certificate courses also satisfy the educational requirements for apprentices who are part of the Landscape Management Apprenticeship Program.

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Earn a Certificate!

Participants will get a confidence boost by enhancing their knowledge in installation, irrigation, and maintenance while earning a certificate to prove it! Courses can be taken separately or together. Participants can earn a certificate for each course they complete.

Please note that these certificate courses are not the same as earning a certification. The Landscape Industry Certified Exterior Technician

credential is still the gold standard for demonstrating a commitment to the highest level of professionalism.

Certificate Program or Certification? — Which One to Choose?

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FOR NEWCOMERS AND EXPERIENCED PROFESSIONALS		REQUIRES EXPERIENCE
INDICATES COMPLETION OF COURSE OR SERIES OF COURSES		INDICATES MASTERY/COMPETENCY MEASURED AGAINST A STANDARD
DEMONSTRATES KNOWLEDGE OF CONTENT		DEMONSTRATES COMPREHENSIVE AND AUTHORITATIVE KNOWLEDGE AND SKILLS IN A SPECIALIZED AREA
COURSE CONTENT SET THROUGH ACADEMIC PROCESS		STANDARDS SET THROUGH AN INDUSTRY-WIDE PROCESS
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	Supplier S-1	Supplier	\$370
	Supplier S-2	Supplier with Branches	\$500
	Affiliate A-1	Municipalities, Parks, Govt. Agencies, Landscape Architects, Designers, Consultants, Educators	\$300
	Affiliate A-2	Professional Individual Non-Affiliated (State Board Approval Only) Non-Owner Landscape or Related Industry Certified Professionals.	\$125
	Affiliate A-3	Student – w/ proof of current enrollment	\$50
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- _____ **King County:** Representing members throughout greater Seattle/Bellevue
- _____ **Snohomish County:** Representing members throughout Snohomish County
- _____ **South Sound:** Representing members throughout the greater South Sound area encompassing Tacoma, Puyallup, Olympia, and surrounding communities
- _____ **Southwest:** Representing members in Vancouver and the Southwest Washington region
- _____ **None**

Membership Dues Investment Summary

WALP Annual Membership Dues Investment

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different. In fact, its small size further increases versatility by allowing it to reach areas other Dingos may not. It's also compatible with dozens of attachments, meaning the machine can be used for a wide range of jobs. Attachments include multiple types of buckets, adjustable forks, a grapple, leveler, utility blade, and more. Completing more work using fewer machines is a major advantage, plus, the Dingo TX 700 doesn't require as much storage space as its larger counterparts.

It's easy on turf, too. The Dingo TX 700 is available in both narrow track and wide track configurations — the wide track option is equipped with the

industry tested Camso track system. The system features a less aggressive tread pattern that's gentle on turf and minimizes damage, perfect for keeping pristine lawns intact.

The new Dingo TX 700 will be available starting mid-year 2022. To learn more about Toro's compact utility loaders, please visit Toro's website.



continued on page 19

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■ Toro Launches the Dingo® TX 1300

The new Dingo TX 1300 features INTELLISCOPE® loader arms for optimum reach

BLOOMINGTON, Minn. (October 18, 2021) — Meet the Toro® Dingo® TX 1300. It brings a new combination of power, reach, and convenient control to the Toro Dingo lineup. When you have a lot of material to move, the Dingo TX 1300 provides the power to do it efficiently. It's ideal for landscape, hardscape and tree care jobs, though its versatility allows it to be used for much more. Dingo compact utility loaders are an extremely functional class of machinery.

The Dingo TX 1300 features an exclusive INTELLISCOPE® loader arm with SmartLoad technology, giving the operator an additional 26" of reach. An impressive hinge-pin height of 109" allows for loads to be lifted up and over the side of a dumpster or truck, another major convenience. The goal of these features is to help users reach maximum productivity. On that same note, Toro has integrated the hydraulics and loader arm functions into one thumb-operated controller for easier, more accommodating operation. One hand can be used to operate the loader arm and auxiliary attachments and the other to operate the Toro patented traction controls. This feature makes it more manageable than ever to pick, place and dump loads all day long.

"The comfort of a machine can make or break the experience of the operator who's using it day in and day out. The Dingo TX 1300's comfort features make operation an enjoyable experience for anyone who steps foot on the platform," says Kyle Cartwright, marketing manager at Toro. "By minimizing the number of areas with buttons and controls, the operator can better focus on the task at hand — improving productivity and efficiency."

Customers will also appreciate the pressure-relieving quick coupler

system, which makes connecting attachments a breeze, along with a larger operator platform for increased operator comfort. All these features are combined into a compact footprint that's maneuverable in tight spaces, helping to get the job done more efficiently.

The new Dingo TX 1300 will be available starting in Winter 2021. To learn more about Toro's compact utility loaders, please visit Toro's website.

About Toro

With roots dating back to 1914, Toro is a leading worldwide provider of innovative solutions for the outdoor environment including turf and landscape maintenance, snow management, rental and construction



equipment, and irrigation solutions. Through a strong network of distributors, dealers, retailers and rental stores in more than 125 countries, Toro helps customers care for golf courses, sports fields, public green spaces, commercial and residential properties, construction sites and agricultural operations. More at: www.toro.com.

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ADVERTISER'S INDEX

A-G Sod Farms	16
Bartlett Tree Experts	19
Big Tree Supply.....	15
Coates Landscape Supply/Walker Mowers	Inside Front Cover
Dream Turf, LLC	Back Cover
DumpDeck/AmeriDeck.....	9
H.D. Fowler Company	15
Horizon.....	4
JB Instant Lawn	11
Kuenzi Turf & Nursery.....	17
Loen Nursery, Inc.....	11
Peak Machinery/Bobcat.....	7
Pottery Land.....	17
Ragen & Associates.....	5
Rain Bird.....	5
Seattle Public Utilities/Saving Water Partnership.....	4
Siskun Power Equipment.....	4
STIHL	Inside Back Cover
Turf Star Western/Toro.....	18
Turf Star Western/Ventrac	12
Urban Forest Nursery	16
Vermeer NW	20
Wetlands and Woodlands Wholesale Nursery	8

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A man wearing a high-visibility vest, safety glasses, and ear protection is using a leaf blower in a yard. The air is filled with falling yellow and orange leaves. In the background, there is a two-story house with white siding and a gabled roof. The overall scene is set in autumn.

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