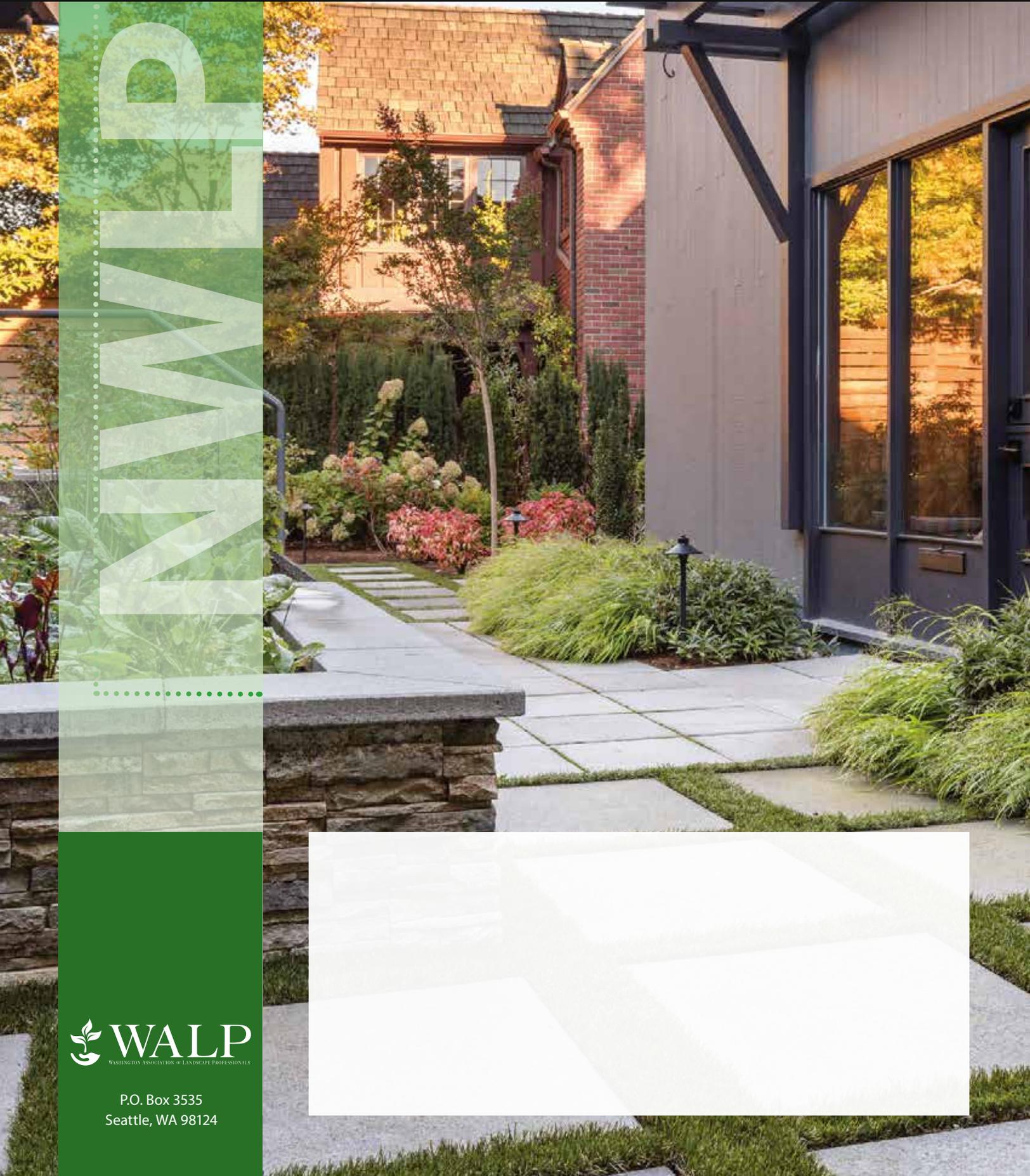


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Northwest Landscape Professional

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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Washington Association of Landscape Professionals

The Washington Association of Landscape Professionals (WALP) offers your company first-tier access to decision-makers in the Landscaping Industry. WALP reaches more than 1,500 landscape professionals and supporters with our print magazine, the Northwest Landscape Professional (NWLP) and online newsletter, WALP Wednesday. WALP also reaches out to Industry professionals and the general public with our innovative website. Gain access to this customer base for your business to business marketing needs and start promoting your company's products and services with WALP today.



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Executive Director's Message

Peter Dervin
VPC Sales
2022 WALP Executive Director

2022 is speeding by as we head into the Fall season. August marked our annual membership renewal. Thank you to all the WALP members that have renewed your membership dues in our state trade association.

Membership in the Washington Association of Landscape Professionals is sought by business leaders who value the opportunity to network with industry colleagues. Educational programs are also provided to businesses with a variety of topics and concerns affecting our industry.

We are in the development of our 2023 Northwest Landscape Industry Conference. The dates are set for January 12 – 14, 2023 at Hotel Indigo in Everett, Washington. I would like to invite you to attend this annual event. We will be once again recognizing award winning projects at the Northwest Premier Landscape Awards Banquet for both 2021 and 2022.

Now is the time to be putting together your award entries. Inside this issue, the Entry Forms are included to encourage you to submit your outstanding projects for consideration. The Northwest Premier Landscape Awards program is a great way to show off your companies work and market your projects as an award winner.

One more thing I'd like you to consider is becoming more active in our chapters. Prior to the pandemic, our chapters would hold monthly meetings at various locations with a variety of speakers. The pandemic has certainly changed the way we get together and allowed us to dismiss the value of face-to-face interaction. It's time to re-engage! Our current Chapter Officers need input going into 2023. Please consider becoming more involved in your Chapter meetings. The power of WALP is our ability to interact with one another.

Please let me know if you have any ideas that can bring us all together and continue to build upon our successes in WALP. 🌱



President's Message

Will Bailey
Avid Landscape Management LLC
2022 WALP State President

What gets you fired up about our industry? In other words, what are you passionate about? Alternatively, what keeps you up at night?

Do City, County, or State politics make your job more difficult? Do you lack time or the ability to plan strategically for the future of your business? Are you finding it difficult to compete for labor in a tight market? Are inflationary materials costs pinching your bottom line? All of us have grappled from time to time with these issues and more.

Turning to a qualified thought partner is a great help when difficulty arises. Access to alternative perspectives and people who may already have solved issues you are currently facing is one of the hallmarks of WALP membership. I have often been in conversation with fellow WALP members over the past 20 years seeking advice or commiseration about difficult problems. In fact, it's fair to say that I would not be doing what I am doing today without those relationships. Take stock of the benefits you have derived from such relationships.

WALP educational offerings such as our recent Employee Retention Tax Credit webinar and speakers at Chapter Events and the Annual Conference have opened my eyes to issues affecting my business and opportunities to thrive that I may otherwise have missed. What have you learned that has been a game-changer in the past?

When I am asked today about the value of membership in WALP, people often preface their question with thoughts about the rapidly changing ways in which we communicate. Truthfully, we have never felt more connected to information and people than we do right now. Technology erases distances and search indexes contain volumes of information at our fingertips. However, nothing replaces the tactile, analog feeling of communicating with other people in person and building stronger relationships.

I hope that you, like me, have derived great benefit from your relationship with other WALP members and that you are excited for future opportunities to continue doing so. We are a member-driven organization that needs each and every one of you to participate so that we all can derive greater and greater value in the future.

Upcoming opportunities to get involved include planning for our January 2023 Annual Conference, our WALP Display Garden at the Northwest Flower and Garden Festival in February, and our re-boot of our Landscape Training program in the form of the NALP Boot Camp for your employees.

Please reach out to me and let me know about your interests and I'll help you get involved! 🌱

Cover photo: Green Spaces Landscaping earned a Grand Award in the Design/Build category for the 'Parikh Outdoor Living Space'.

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"

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'Parikh Outdoor Living Space' entered by Green Spaces Landscaping earned a **Grand Award** in the 2020 Awards Program in the Design/Build category. Here the project is shown in daytime and with the lighting featured at night.

Northwest Premier Landscape Awards Program

by Lloyd Glasscock, Northwest Flower & Garden Festival

Fall has arrived and days are shorter, which means as busy as it has been, and likely will be for another month, many landscape professionals will be working until dark...of course many were already. Before the rains come in earnest take advantage of the sunshine and get photos ready for the Northwest Premier Awards Program.

The purpose of the program is to recognize outstanding performance by member firms; foster pride in superior workmanship; publicize the Association and Industry and encourage future business for WALP members. Benefits can include pride in team accomplishment when earning an award and a ready-made method for updating websites and other social media thru images taken for entry forms. 'Bragging up' awards received is a good way to market a company to the public thru a website, blog post or press release.

Entering the program is fairly straightforward; it's a matter of taking images (even with a cell phone, but high-res is preferred) and assembling

the information on the entry form which is available on the WALP website, www.walp.org. It would likely take the average member 15 minutes per entry. The challenge would be sorting thru all the terrific projects completed to choose which ones to enter!

All sizes of projects can be entered, even sections of a project. Supplier members are also eligible to enter in the 'Owner's Project' or 'Unique' category. Categories include Design/Build, Residential Maintenance, Commercial Maintenance, Color, Container Gardening, Public Works, Lighting, and many others. An interesting category is 'Hardscaping' which often features entries with patios, gazebos and outdoor living areas with a minimum of planting. Sometimes the planting has been done by the homeowner, which is noted on the entry form, still making it a challenge for judging sometimes.

The program has three award levels. An **Award of Merit** means the project meets industry standards. Program Judges are landscape professionals

as well as WALP members and this standard is taken seriously, indeed it sometimes appears to be a high bar. An **Award of Distinction** means the project is exceptional, but still with room for improvement somewhere. A **Grand Award** generally means the project is exceptional but with no obvious room for improvement. Usually there is some 'wow' factor considered for a Grand Award, even in small projects. In all categories the degree of difficulty, be it access or site conditions or some other factor is taken into account.

Cost to enter the program is \$155 per entry with each additional entry at \$125. Entry forms and other information has been featured regularly in WALP Wednesday including the entry deadline, which is Oct 29 (Halloween weekend...spooky...). Have questions about whether a project is 'award worthy' or what category to enter it in? Feel free to reach out to Lloyd Glasscock at kaibab66@gmail.com or phone 425.422.3336 with questions. 🌿

Entry No:

(For Office Use Only)

WALP 2022 Premiere Landscape Awards Program

ENTRY FORM

Entry Deadline: October 29, 2022

USE SEPARATE FORM FOR EACH ENTRY

All information on this form should be typed or carefully printed.

Entry Category		Cost Limits	
Applicant's Firm Name		Phone	Fax
Business Address		Cell Phone	Email
Name of Contact Individual in Firm			
Project Name		Project Owner's Name	
Location/Address of Project			
City	State	Zip	

How to Take Memorable Photos:

- Use the highest quality setting on your digital camera. TIFF format is best if your camera has that setting. If not, JPEG format is acceptable. If you scan the photos, scan them to a high-quality JPEG file.
- Take before and after photographs.
- Take photographs early in the morning or late in the afternoon/evening.
- Watch the orientation of the light as it moves across your site.
- Check the area for debris, spent blooms, or other "ugly" parts.
- Try to get the greatest depth of field for a landscape.
- Bracket shots to experiment with depth of field or exposure.
- Look at a shot from different perspectives; higher, lower, or from a different angle.

Owner's/Owner's Agent Consent:

I/WE hereby grant permission to enter our property or premises for the purpose of photographing and publicizing the landscape project in this competition to the accredited representatives of the Washington Association of Landscape Professionals. It is understood that no fees or charges of any kind are required of the owner.

Date

Project Owner's/Owner's Agent Signature

Telephone No.

Entry No:

(For Office Use Only)

ENTRY FORM

Entry Fees:

- A fee of **\$155** for a firm's first entry and **\$125** for each additional entry must accompany this form when it is uploaded.
- Make checks payable to Washington Association of Landscape Professionals (WALP). WALP also accepts VISA or MC.
- Entries must be received in the WALP Office no later than 5:00 PM **of the due date. Late or incomplete entries may not be judged.** All entries become the property of WALP and may be used for publication or for any other purpose the Association deems appropriate.
- Presentation of awards will occur at the WALP Annual Conference or at a 'stand alone' event.
- The Awards Banquet is generally held in January as a part of our Annual Conference. You are encouraged to bring family, project designers, owners, and anyone else affiliated with your project.

Press Release Information:

List two newspapers in your area; please include contact person if known, e-mail addresses, department, phone, and fax numbers.

_____	_____
_____	_____
_____	_____
_____	_____

Company History/Personal Biography:

Entry No:

(For Office Use Only)

JUDGING FORM

To Be Filled Out By Entrant

Instructions: In the first column, check items performed by you; in the second column, items performed by sub-contractors; in the third column, items that were part of existing conditions or that the project owner did; and in the fourth column, work designed by the entrant. Use the remaining space to the right to describe work performed by subcontractors or to provide further explanations as needed. It is understood that all items may not be applicable.

Entry Deadline October 29, 2022

Entry Category

Entry Name

Date Project Started

Date Project Completed

Consent from owner, granting permission to enter the project owner's property for the purpose of conducting WALP's Annual Awards Tour? (Circle one) Yes No

	Work by Entrant	Work by Others	Existing	Designed by Entrant	Name of Subcontractor/Others
Benches					
Decks					
Drainage					
Driveways					
Fences					
Grading					
Irrigation System					
Lawn					
Lighting					
Ornamental Pools					
Placement/Rocks & Boulders					
Planters					
Pool Decking					
Seasonal Color					
Seeding/Sod					
Soil Prep					
Steps					
Swimming Pool					
Walks					
Walls					
Water Features					
Woodworking (specify)					
Misc. Work not listed					

Project Designed By: Owner L.A. Designer Contractor Other (specify) _____

Suppliers: _____

Judging Form

Entry No:
(For Office Use Only)

Description of Project

Special or unusual problems encountered

Photo Descriptions: Make sure the following descriptions correspond with your numbered photos. Do not display company name or logo on any of the photos (uniforms, trucks, signs, etc.) Do not put company name or logo on CDs. Please put project name on all photos.
No. Description

No.	Description
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	

Which photo(s) above do you prefer be used in marketing materials, website, etc. Please list photo number(s) below:



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WALP Committee Updates

Conference Committee

We are excited to be bringing back the annual WALP Northwest Landscape Industry Conference! We have secured the fabulous Hotel Indigo at the Everett Marina to host our event this year. Please save the dates for January 12-14, 2023.

We are currently working on details but are planning to host our Board Meeting and Vendor Reception / Social on Thursday afternoon. Friday will be a full day of informative sessions, speakers, and getting to know your local vendors and their products. Friday night will be a silent auction and awards dinner. Saturday morning will be the Annual Meeting, followed by a group activity, TBD.

As we are still working on filling a few of our break-out sessions, if there is a topic that you or your employees would like us to include or if you have any other questions or input for this year's conference, please feel free to contact will@devonshirelandscapes.com.



2022 WALP Golf Tournament Sponsors



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Golf Tournament Committee

We had a great turnout for the annual WALP Golf Tournament which was held at Foster Golf Links in Tukwila. Thanks go out to Dale Gellner of Mutual Materials for his commitment in making this social event a success.

Thanks go to our Title Sponsor Cedar Grove and to our sponsors SiteOne Landscape Supply, HD Fowler Company, Peak Machinery, Mutual Materials, VPC Sales, Rain Bird, Pacific Landscape Management, TurfStar Western, Bartlett Tree Experts, Everbearing Services, Castohn, and Bud Clary Auto Group.



And congratulations to the winning foursome of Max Powell and Matt Johnson of Mutual Materials and Tim Scherschel and Sean Leffard of Ewing Irrigation.





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A vegetated buffer at the bluff crest frames a narrow view corridor.
(Photo credit: Pierce Conservation District staff)

Trading Lawn for Legacy

Puget Sound high bluff landowners want help establishing vegetated buffers for long-term home protection

by Mary Krauszer, Shore Friendly Pierce, Pierce Conservation District



Waterfront homeowners around Puget Sound are engaging conservation organizations to learn more about best practice for developing and maintaining their shoreline properties. With an emphasis on protecting properties and the health of the Sound, these landowners are looking for landscape professionals to help implement their vision.

One common problem that many homeowners are trying to solve is the impact of vegetation loss on their properties. Diverse, native vegetation that historically provided stormwater management and soil stabilization services to shoreline slopes was removed in favor of lawns during development, often unexpectedly exacerbating erosion risks and stormwater issues on high bluff properties.

Fortunately, many homeowners are turning to landscape professionals to reestablish beneficial vegetated buffers and rebuild soil stability for long-term protection of their blufftop homes. A well-placed, wide, diverse vegetated buffer along the waterfront and at the crest/face of a slope provides moisture control, root strength, and aesthetic and safety benefits.

Considerations for Landscape Professionals

Upgrade grass for buffer benefits that grow with time

Uninterrupted lawn between a house and waterfront leaves the bluff crest and the home at much higher risk from landslides and erosion. Why? Surface water runs over turf much like an impervious paved surface, and most of the water is not absorbed or used the way it would have been by trees and shrubs. Furthermore,

lawns even contribute to sheet flow, increasing the risk of surface erosion in bare areas and on slopes. As an alternative management approach, savvy landowners can create a legacy by once again establishing beneficial vegetation that provides stability benefits for the longevity of their shoreline property. This legacy can get started by upgrading from lawn to diverse vegetation along the waterfront. A vegetated buffer is an investment in the future of the property, its value, and its use by the current owner, who will likely experience less erosion and stress, as well as for future generations. The extensive, deep root systems of mature trees and shrubs behave like slope stability infrastructure that grows in value with age, rather than deteriorating with time.

To convert lawn to a vegetated buffer, remove sod or cover with

continued on page 14



Vegetation between the house and bluff crest provides protection and peace of mind.
(Photo credit: Mason Conservation District staff)

cardboard and mulch prior to planting. Support plants and cover soils with mulch around and between plants, but limit mulch very near the bluff crest.

Locate landscaping a safe distance from unstable slopes

If you are converting lawn to vegetated buffer, locate the planting at least 6-8 feet back from the true crest of the bluff to avoid disturbing sediment at the crest where it is most vulnerable. Locate the true crest by looking up at the slope from below. Do not plant into any sediment that is undercut or already cracking, as sediment disturbance may increase the instability. Likewise, installing plants where sediment has already separated from the bluff geology and will soon fail may prove a wasted investment as well as a risk to staff doing the work.

Selecting species for dry summers

For waterfront homes, especially those along high bluffs or slopes, saturated soils increase the risk of landslide and instability. Steer clear of water-dependent plants that require regular summer irrigation, and especially those that will require the support

of permanent irrigation systems. Instead, select native plants that are drought-resistant once established. During the first few growing seasons, set homeowners up for success with a temporary above-ground drip system on a timer and a plan for checking for leaks. Focus on watering the minimum amount necessary to establish the planting. Remove the drip system when it is no longer necessary. In many situations, minimal hand watering during the hottest/driest months of summer might be all that's necessary, if natural soil moisture and shade protect the plants.

It is important to install a diversity of plant species and growth types. Do not rely on groundcovers alone to provide stabilization benefits. Groundcovers can help slow sheet flow and minimize surface erosion but will not address deeper instability issues.

Groundcovers alone do not intercept or uptake as much water as a site with layers of diverse plants, including groundcovers, shrubs, and trees.

What size of planting is most beneficial? It may be tempting to plant just a single hedgerow at the bluff crest/waterfront, but we recommend installing a wide buffer with trees and shrubs that help to establish "layers of defense." If an area at the edge erodes, additional plants will already be well established and able to slow that erosion from moving landwards towards the home. The wider the vegetated buffer, the more stabilization and water management services will be provided. We recommend prioritizing the use of plant species that are native to this region, as they are well-adapted to local conditions and typically require minimal watering or maintenance once established.



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Vegetated buffers double as safety barriers

A dense, mature vegetated buffer can create a visual and physical barrier at the edge of steep slopes, water, or the bluff crest – helping to prevent guests or children from unknowingly accessing risky areas. Homeowners atop steep bluffs likely want to keep family, guests, and pets away from potentially dangerous areas of the property, including unstable bluff edges. Maintaining a fence atop of shoreline bluff can be a Sisyphean task, with shifting sediments destabilizing and straining the structure, creating the need for frequent repairs and rebuilds. Further, pouring concrete footings near a crest can trigger instability.

A wide bluff crest planting can be installed to provide a visual and physical barrier that will maintain itself over time. Thicket-forming species such as Nootka rose and snowberry can create an effective barrier and spread naturally to form an impenetrable borderline. If necessary, install buffer plantings with temporary, low-impact fencing while plants become established.

Install plants that tolerate pruning

For new plantings, select species that can be shaped around views as they mature. If starting from scratch, reduce future view issues by planting strategically. Identify the best view corridor(s) and plant trees at the outside edges, with low-growing shrubs between them to easily preserve views. Many native evergreen trees and shrubs provide substantial stability benefits, through root strength and runoff management, and can be strategically pruned to create "view windows" of Puget Sound. Coastal shrub species like Evergreen huckleberry, tall Oregon grape, and Pacific wax myrtle can be incorporated in hedge plantings or vegetated buffers. Evergreen trees, like Shore pine, Pacific madrone, and Douglas firs, can be added where pruning will allow views under or through the tree canopy.



Trees atop a glacial till bluff provide root strength and moisture management in the crest.
(Photo credit: Pierce Conservation District staff)

Create a pruning plan for repeat customers

Establish a vegetation pruning schedule with the homeowner. Make a monitoring and maintenance plan with the homeowner, such as a twice-annual inspection. For higher risk properties or properties where the homeowner visits seasonally, you can offer more frequent inspection services. This will allow you and the homeowner to detect problems such as newly leaning or sickly trees, or threats from encroaching invasive plants, so they can be addressed promptly. Inspection services offer peace of mind and risk reduction for the homeowner, as well as repeat business for your company.

The bottom line: Value vegetation

Recognize the value of established native vegetation. Help your clients to understand and treat plants as critical "free infrastructure." Work with them to leave as many trees on the shoreline and upland as possible while meeting other homeowner goals. Trees and shrubs provide a critical service by decreasing erosion while slowing, intercepting, and using rainwater. Without vegetation, slopes

are significantly more vulnerable to erosion. Maintain all native vegetation around slopes, and carefully replace invasive weeds with deep-rooted native plants that will help to stabilize slopes.

Connect homeowners to resources

A vegetated slope and amazing views are compatible features of a waterfront home. Encourage homeowners to get in touch with their local Shore Friendly program at shorefriendly.org/resources if they need help making a vegetation and view management plan for their Puget Sound shoreline property. Shore Friendly is funded in part by WDFW and EPA under grant #PC-O1J22301.

Sources

- *Managing Vegetation on Coastal Slopes*, Ecology publication # 93-31 (print version titled: "Vegetation Management: A Guide for Puget Sound Bluff Property Owners"), <https://fortress.wa.gov/ecy/publications/documents/9331.pdf>.
- *Trees and Views: Tree Management and Pruning*, Mason Conservation District TAM 18, <https://www.masoncd.org/marine-shoreline-plants.html>.

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Now That's Long Range Planning!!!!

by Rod Bailey, Alder Springs Enterprises, LLC



In the last issue of this magazine I promised some comments on developing a long range plan and set of objectives for your business. The picture I usually use in my talks on Long range planning shows a moose being docily hooked up to a logging sled up in the Alaskan Matsua range wilderness. The logger in the picture found this animal as an abandoned moose calf and developed a plan to domesticate it and raise it as a draft animal and there it is!!! The Moose is generally regarded as the most dangerous animal in the Wild. However, Through good Long Range Planning he raised it like a domestic Draft Horse and wound up with a huge draft animal with the power of a team of horses! He certainly understood the

power of having a long range plan and objectives!

Would you install a landscape without a landscape plan? Of course not and my point is you should not develop your business without a plan either. The planning range should be 3 to 5 years and longer and should be founded on a Vision for the company as to what it should become together with a Statement Of Objectives in each major area affecting the business and a strategy for achieving and maintaining those objectives. It should be flexible and should be reviewed annually to determine what short term steps and changes are needed and what the current priorities should be in the next 1 to 2 years. Also, double check your long term objectives to make sure they still represent you, where you are going and what your Strategies will be to get there.

What Is "Strategy"

Simply put, Strategy is your plan that shows how you will be different, better, and more successful than your competitors over time. It starts with identification of the personal objectives of the owners, how they plan to operate or build the business to ultimately meet their Exit Strategy and retirement

objectives. It continues with listing the Vision, the Mission, and the Values for the business. Next is the establishment of Company Objectives in at least 15 areas looking at the near term (1-2 years), the intermediate term (3-5 years) and the long term (beyond 5 years).

Who Should Be Involved In Developing The Long Range Plans And Objectives?

This should be a shared responsibility including your Internal (Owners, Senior Managers and Key Employees and Communicators) as well as your External Stakeholders (Investors, Advisors, Industry Peers and in some cases your customers).

This process should be inclusive to assure organizational buy-in from employees, to ensure your objectivity, to ensure you do your homework and to include the experience of others. We used our statement of objectives as a recruiting tool for both key employees as well as new customers. We wanted our customers to know that they were the key element in our targets and plans.

In interviewing new key personnel,

continued on page 18

we would give them a copy of our objectives plan and say, “read this, if you can’t identify with who we are you won’t be comfortable here”.

One advantage of a written, shared Long Range Plan is it gets everyone on the same page and headed in the right direction. It frees owners and managers from a lot of day-to-day direction and involvement. It gives them the opportunity to work “On their business and not just in the business”.

Where Do You Start?

With yourself if you are the owner or with the owner(s) if you are not. What are the personal objectives, how do you (they) plan to get out and when, what role in your personal estate does the business play, what is your timeline and what will your financial objectives need to be?

You need to develop a Vision Statement (what should the business look like in 5, 10, 15 years), a Mission Statement (this is why we are here) and a set of Values (Respect, Honesty, Dignity, etc.). These are powerful things that should be shared by all the Stakeholders.

Our Vision Statement said “We are a ‘Destination’ Company; for our Customers, For our Employees, for our Suppliers, and for our Stakeholders”. I must say, after we adopted this and shared it with our stakeholders it always surprised me how little marketing, and recruiting we had to do.

What Objectives Should You Consider?

There are at least 15 areas in which you should consider setting

plans and objectives:

1. Products and Services (What are you selling?)
2. Customer Target Profile (Who are you selling it to?) (Most desired customer)
3. Market Area (Where are you going to provide it?)
4. Quality (How do you define your quality objective?) (Green lawn or Happy Customer?)
5. Profitability (Return on Sales, Return on Equity, Return on Assets)
6. Growth and Growth Rate (How fast do you plan to grow or are you planning a flat future?) (Some are more than happy at their current size)

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7. Business Development/Marketing (How do you plan to reach and sell your customers?)
8. Facilities (What are you going to need, single location or multiple locations?)
9. Organization & Human Resources (Are you going to develop a management team?) (How are you going to find the "Right" people?)
10. Employee Relations/Retention (How do you plan to keep your key people?)
11. Corporate Image/Community (What's your image and involvement in the community?)
12. Financial Management & Control (What systems and software are you going to need?) (What are your financial ratio targets?)
13. Technology & Equipment (Are you going to be a technology leader, or follower?)
14. Working Environment & Safety (what is your Safety Program and Commitment?)
15. Succession or Exit Plan (When do you and others plan to retire, how do you get out, sell or turn over to key employees, or just "retire" and tell them where to send your dividend checks?) (Are your Kids involved?)

objective in one area, it may affect the others you have already set and you will need to revisit them.

Third, you are not done yet. Once you have set your objectives it is time, after reviewing them each year, to develop the action plans for the next year or two to begin to bring them into reality. Identify the steps, the timing, the measurables that you will track and assign the responsibilities for action in your organization. Don't have an organization yet???, go look at #9 and 10 above!!!

Give a written copy to all your stakeholders so they can see you mean it. Don't be afraid to change it as you grow, just remember that your objectives can't change until you are willing to change your plan. Now enjoy your new life unfettered by indecision, you know where you are going!!!! 🌱

I have barely scratched the surface as to what objectives you should set and how you should set them. What those objectives will be is up to you and your stakeholders, not up to me. There are several things to think of when doing this. First, do not go any further than you are comfortable with the first times through. Generalize if you want but quantify as much as possible! Second, be aware that setting objectives is an iterative process. When you set a new



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	Contractor C-3	Over \$500,001	\$825
	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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■ Melody Doleman Named Vice President Human Resources STIHL Inc
HR veteran brings team-building expertise to organization



VIRGINIA BEACH, Va. — Melody Doleman has been named Vice President Human Resources of STIHL Inc. and assumes her position on Sept. 6, 2022. Doleman will be responsible for overall strategic management of human resources for the company, including talent acquisition, development, employee relations, performance management, benefits and compensation. STIHL Inc. employs more than 3,000 people in the United States, supplying the majority of STIHL products for the U.S. market

as well as components and products for more than 80 markets worldwide.

“We are pleased to welcome Melody to STIHL,” said Terry Horan, president and CEO of STIHL Inc. “At the heart of our success as a company is our people, the real people manufacturing, distributing, marketing and selling STIHL equipment. Melody has a keen understanding of the Human Resource role in developing an employee-oriented company culture that

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emphasizes employee development and retention, and organizational quality and continuous improvement. She brings to STIHL more than 25 years of experience as a leader and mentor that will greatly benefit our employees here in Virginia Beach, as well as our Branches across the country.”

Doleman joins STIHL Inc. after a successful career with HII Mission Technologies division where she most recently served as vice president of human resources of the Nuclear and Environmental Services business unit. Prior to her career at HII, she served as vice president of human resources/operations at B&B Manufacturing Inc.

“STIHL is known for innovation, leadership, and a commitment to their people,” said Doleman. “I look forward to bringing my passion for building

highly engaged and empowered teams to the organization and working together to grow this world-class organization’s tradition of excellence.”

Doleman received a Bachelor of Arts in Mass Communication/Media Studies from the University of South Carolina, is a certified Gallup Strengths Coach, and is a member of the Society for Human Resources Management.



About STIHL Inc.

STIHL Inc. manufactures the number one selling brand of gasoline-powered handheld outdoor power equipment in America,¹ the number one selling brand of gasoline-powered handheld outdoor power equipment among U.S. landscape professionals,² and the number one selling brand of chain saws in the world. STIHL also offers a full line of battery powered handheld outdoor power equipment for the professional and consumer. STIHL products are sold through a network

of more than 10,000 authorized local STIHL Dealers from coast to coast—not big-box stores. Located in Virginia Beach, Va., STIHL Inc., the U.S. affiliate of the global STIHL Group, exports to more than 80 countries around the world, and the majority of STIHL products sold in America are made in America.³ STIHL products sold through U.S. STIHL Dealers are for distribution in the U.S. only. For more information or for the name of a local STIHL Dealer, call toll free 1-800-GO STIHL (1-800-467-8445) or visit STIHLusa.com.

STIHL Inc. is pleased to support the work of Independent We Stand, the Tree Care Industry Association (TCIA), the National Association of Landscape Professionals, America’s State Parks, the American Green Zone Alliance and the North American Hardware and Paint Association.

For information on job opportunities with STIHL Inc., please go to www.stihlcareers.com. STIHL is an EEO and drug-free work environment.

1. “Number one selling brand” is based on syndicated Irwin Broh Research as well as independent consumer research of 2009-2021 U.S. sales and market share data for the gasoline-powered handheld outdoor power equipment category combined sales to consumers and commercial landscapers.
2. “Number one selling” claim based on 2007-2021 syndicated Irwin Broh Research of the U.S. professional landscaper market. 3A majority of STIHL products sold in America are made in America of U.S. and foreign materials.



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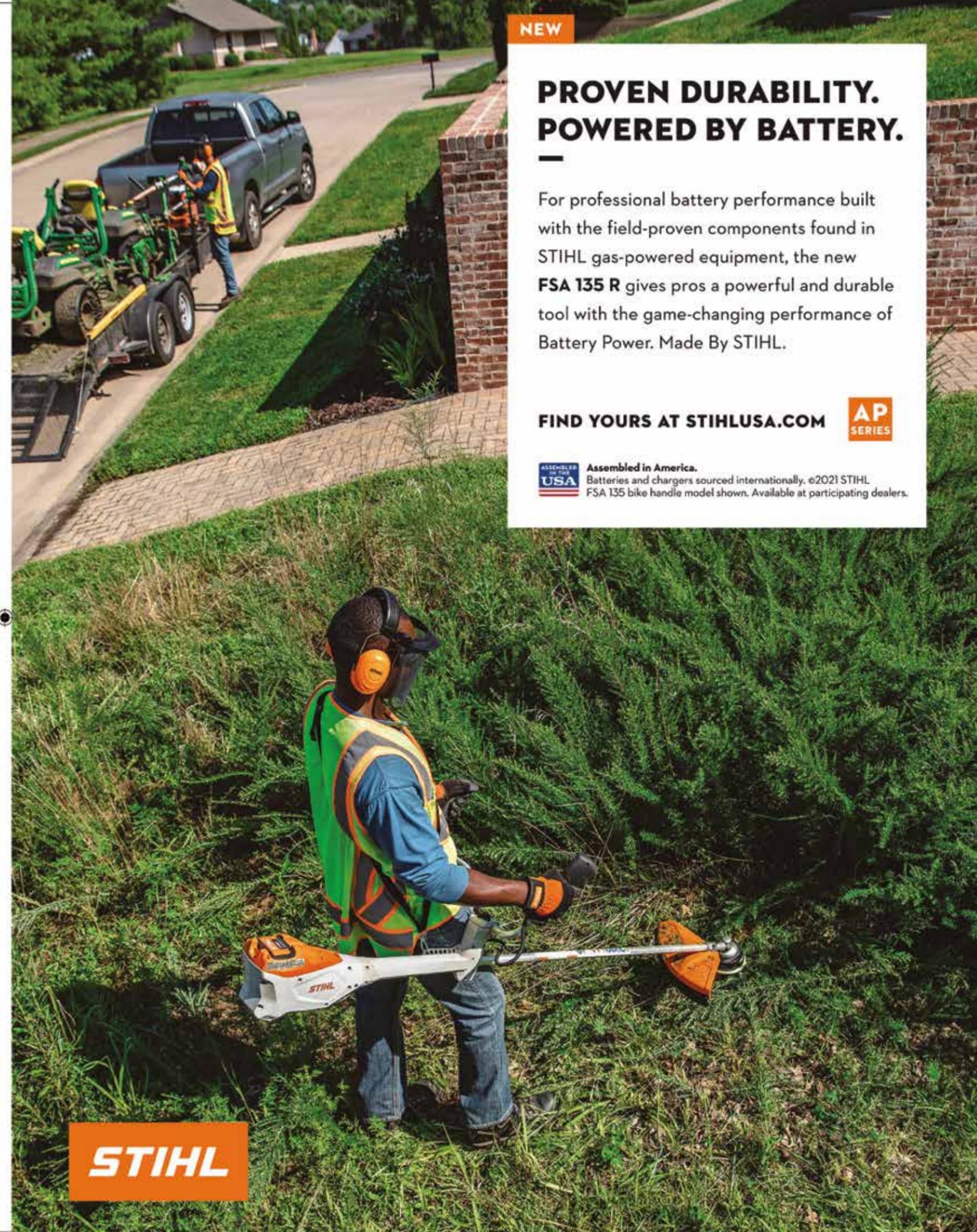
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