



Employee Compensation Report

for the Landscape
Industry



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The
Harvest Group
Landscape Business Consulting



Prepared by
**TURF
BOOKS**
Accountants to The Lawn Care Industry



Agenda

- Why the Survey
- Who are you and where do you fit into the Study?
- Compensation Opportunities and Challenges
- What information do we need?
- Job Description Definitions
- About the Survey



Why the Survey

In today's competitive business environment, the need to operate more efficiently and profitably has never been greater. Information is power. One of the most powerful tools in business is benchmarking against the past, the future and most importantly against the **Landscape and Lawn Care** industry standards.

By measuring and comparing compensation statistics from your company against other successful players in the **Landscape and Lawn Care** industry we can better understand cost structure (as compensation is our largest cost) improve effective recruiting tactics and build better teams through incentive packages and providing top notch employee benefits as well as reduce turnover.



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Why The Survey

We put this study together to provide the Landscape and Lawn Care industry with information that can be used to compare industry compensation averages against individual firms to help design and maintain compensation programs.

If you have any questions about any entry in the survey please email Fred Haskett at:
Fred@Harvestlandscapeconsulting.com



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Who are you? Where will you fit into the study?

- Number of Production Employees (FTEs) _____
- Number of Sale Employees (FTEs) _____
- Number of Office Staff (FTEs) _____
- Number of Managers (FTEs) _____
- Increase (decrease) in revenue 2016 over 2015 _____%



Who are you? Where will you fit into the study?

- Design / Build / Installation _____ %
- Maintenance _____ %
- Lawn Care _____ %
- Irrigation _____ %
- Snow Removal _____ %



Compensation Opportunities & Challenges

Understanding and comparing current compensation and benefit plans provides great insight into the industry as well as your firm and how it operates in the present. The data points contained in the survey gives us a view of what's in the rear-view mirror.

This may not be indicative of the near term or long-term future. Just as important as the current data points are the sentiments of the key decision makers whose views of the business and industry environment will influence future compensation and benefit plans.



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Compensation Opportunities & Challenges



On a scale of 1-5 with one being the **most optimistic** and five being the **most pessimistic**

- General Economic Conditions over the next 5 years
- With Regard to the Lawn Care and Landscaping Industry as a Whole - outlook for next year
- With Regard to the Lawn Care and Landscaping Industry as a Whole - outlook for next 1-5 years
- What is your current assessment of the overall labor market in this economy
- What is your current assessment of the overall labor market in the Landscape Industry



Compensation and Challenges

Challenges over the Next 5 Years	Significant, Moderate, Minimal, None
Increasing Labor costs	
ACA (Obamacare)	
Employee Training and Licensing	



What information do we need?



Salaried Employees:

- Annual Pay Rate
- Average Annual W-2 wages for the year
- Benefits Provided

Hourly Employees:

- Hourly Rate
- Annual OT
- Average Annual W-2 wages for the year
- Benefits Provided



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Job Description Definitions

While we understand that each company may have employees who may work in several capacities the following slides should be used when filling out the survey to provide consistency



Management Positions

- **Owner** Responsible for directing and operating the business with the objective of producing maximum profit and return on invested capital; establishing current and long-range objectives, plans and policies. representing the company to its major customers
- **President, Chief Executive Officer (CEO)**, – Responsible for directing and administering the business with the objective of producing maximum profit and return on invested capital; establishing current and long-range objectives, plans and policies subject to the approval of the Board of Directors; representing the company to its major customers and the financial community.



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Management Positions

- **General Manager Vice President Chief Operating Officer #2 Highest Paid Employee**—Assists the Owner President or CEO in the development of corporate policies and goals. This executive may be involved in a number of areas of the business including operations, personnel, marketing, and the like, but is probably not the head of any one area.
- **Accounting Manager Controller Chief Financial Officer**— Responsible for overseeing the entire company's financial operations. Reports directly to the Owner/President/CEO.
- **Sales Manager Vice President of Sales**— Oversees all sales activities. Participates in long-range planning, sales strategies, training and key account sales. Assists the salespeople in setting goals. Responsible for meeting sales goals.



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Operations Positions

- **Project Manager**—Oversees multiple projects, coordinates communication between the client and the designer. Responsible for performance down to the gross profit line.
- **Production Manager**—Oversees all production operations, i.e., scheduling, manpower and equipment, installation standards and quality control. Responsible for performance down to the gross profit line.
- **Superintendent/Operations Manager/Site Supervisor**—Oversees the work of several crews. Responsible for those crews meeting production hour and quality goals.
- **Crew Leader/Foreman II**—Oversees a large crew on their jobs. Handles complex jobs, specialty equipment and difficult clients. Can supervise subcontractors. “Owns job” with little input from his superintendent.
- **Crew Leader/Foreman I**—Handles basic landscape jobs. Supervises up to three crewpersons. Able to carry out the instructions given to them by their superintendent.
- **Assistant Crew Leader/Keyperson/Foreman**—Able to run the crew in the absence of the Foreman. Can take responsibility for a portion of the job.



Operations Positions

- **Gardner/Crewperson II** -Works at the direction of the Foreman. Has some experience in landscape operations (at least 1-2 years).
- **Gardner/Crewperson I** - New Hire. Knows only the very basic landscape activities.
- **Lawn Care Applicator/Technician** - Applies fertilizers and chemicals to customer lawns to enhance plant growth and control weeds and pests. Maintains and monitors the pest control programs, Sets-up and operates hand and power spray equipment.
- **Tree Care Applicator/Technician** - Applies fertilizers and chemicals to customer trees, shrubs and planting beds to enhance plant growth and control weeds and pests. Maintains and monitors the pest control programs. Sets-up and operates hand and power spray equipment.
- **Interior Horticultural Supervisor** – Oversees the work of the horticultural technicians. Responsible for technicians meeting production hour and quality goals for each interior account.
- **Interior Horticultural Technician** – Works under the direction of the Horticultural Supervisor.



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Operations Positions

- **Irrigation Crew Leader/Foreman** – Same responsibilities as a Foreman, but focuses entirely on the installation repair, and service of irrigation systems.
- **Irrigation Technician** – Works at the direction of the Irrigation Foreman. Can work independently to perform monthly irrigation checks.
- **Equipment Mechanic** – Responsible for the care and upkeep of the company's fleet and small tools. Has the responsibility to work within the allotted equipment repair budget.
- **Assistant Equipment Mechanic** – Works at the direction of the equipment mechanic. Able to provide substantial assistance on all functions and to work alone on most. Preparing to qualify as Equipment Mechanic.



Administrative Positions

- **Office Manager** – Supervises all office support services including clerical functions, payroll and personnel records, duplicating, mail, telephone services, and office supply purchases.
- **Purchaser** – Purchases all materials needed to complete a job.
- **Estimator** – Primary responsibility is estimating landscape and/or maintenance jobs as well as preparation of proposals.
- **Contract Administrator** – Coordinates and pre-plans all jobs. Orders materials, coordinates subcontractors, assists in scheduling jobs and coordinates input for billing and payroll.



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Administrative Positions

- **Office/Clerical Staff** – Responsible for carrying out clerical functions such as payroll, billing and accounts receivable. Works at the direction of the Office Manager.
- **Bookkeeper**- Primary responsibility to record the business transactions such as sales, purchases, payroll, collection of accounts receivable, payment of bills, etc.
- **Human Resources Manager** – Represents the relationship between the employer and the employee. Creates and maintains employee personnel files and provides recruiting functions. May be assigned any responsibilities or functions related to employees, i.e. benefits, employment regulations, training, safety, facilities, performance evaluations, position descriptions, etc.
- **Draftsperson** – Primary responsibility is drafting landscape plans. Typically works under the direction of a landscape designer/architect, team leader, or the project manager.



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Sales Positions

- **Business Developer** — A high-level sales professional tasked with the job of creating of long-term value for an organization from its customers, markets, and the associated relationships. Therefore, they can be involved in everything from the development of their employers' products and services, to the creation of marketing strategies, to the generation of sales leads, to negotiating and closing deals. Responsible for meeting sales and gross profit goals.
- **Account Manager** – Oversees multiple landscape maintenance accounts. Responsible for crews meeting production standards as well as quality standards. Ensures client's expectations are met. Communicates with the clients, estimates and submits work orders and renews contracts. Responsible for meeting sales and gross profit goals.



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Sales Positions

- **Salesperson** - Primary role is sales of projects and services. Responsible for meeting individual sales goals.
- **Landscape Architect**- Primary responsibility is designing large complex landscape projects and graphics. Also responsible for meeting owners expectations and hourly billing goals.
- **Designer Salesperson** - Primary responsibility is designing and selling small and mid-size landscape projects. Also responsible for meeting owners expectations and sales goals.
- **Sales Team Leader** – Oversees a sales or design team. Oversees multiple projects. Responsible for the team meeting sales and gross profit goals.



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About the Survey



Daniel S. Gordon



Fredric R. Haskett

The Survey is being conducted by **Daniel S. Gordon, CPA**, Managing Member Turf Books and **Fredric R. Haskett, CA, CTP, LICM**, Head Harvester at the Harvest Group.

The findings will be published by **Landscape Management Magazine** and sponsored by the **National Association of Landscape Professionals (NALP)**

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Turf Books

Turf Books is a business advisory and accounting firm dedicated to providing land care companies the information they need to prosper in today's competitive business environment.

We serve land care operators nation-wide using cloud accounting applications and providing back office accounting and bookkeeping services as well as tax preparation, planning and audit representation services.

For more information about our firm visit us at www.turfbooks.com



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The Harvest Group

The Harvest Group is a business consulting group helping lawn and land care companies operate and grow their businesses, be more competitive, find the right people, work with profitable customers, close sales at higher rates, and put more money on the bottom line.

The Harvest Group with offices on the East Coast, West Coast, and Central US – currently does business in 45 states and 5 countries working with lawn care and landscape business owners to increase their sales, net profits and to “Harvest Their Potential.”

For more information about our firm visit us at www.harvestlandscapeconsulting.com



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Landscape Management

Landscape Management (LM) shares a comprehensive mix of content designed to stimulate growth and take our readers to their next level. Founded in 1962 as Weeds and Turf, a supplement to our sister publication Pest Management Professional, LM is based in Cleveland and published by North Coast Media.

For more information about Landscape Management visit www.landscapemanagement.net



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National Association of Landscape Professionals



The National Association of Landscape Professionals is the voice of more than 100,000 landscape and lawn care industry professionals who create and maintain healthy green spaces. The association advocates on issues impacting its members and offers mentoring and professional education programs that inspire its members to excellence. We are the only national organization built by the collaboration of landscape and lawn care professionals, and we are committed to helping our members achieve success.

Our unparalleled educational platform provides members with invaluable access to the best ideas and practices in the industry. We leverage our deep relationships with legislators and policymakers to represent the voice of our industry amidst an increasingly challenging regulatory environment. By focusing on increasing the professionalism of our industry, we help to drive consumer preference for our members' services.

For more information visit www.landscapeprofessionals.org



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Thanks



Thank You For Attending this Webinar and Participating in this Important Study!

You will receive a copy of the survey in the mail as soon as it is published.

We expect this to be in the early fall of 2017.



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