



June 2008

Dear PLANET Member:

On the following pages, you will find a copy of the 2008 Operating Cost Survey. Please take a few moments today to complete and return this survey, as the data gathered will be the basis of the 2008 *Operating Cost Study for the Green Industry* publication. This publication provides a wealth of financial benchmarking information that you can use to compare your company to others of similar volume, size, service type, and geographical area.

In return for your participation, you'll receive:

- The **2008 Operating Cost Study for the Green Industry** publication for \$27.95 (\$20 for the book plus \$7.95 shipping and handling), a special price *available only* after you complete and return the survey and the enclosed **Publication Voucher** to the Profit Planning Group.
- A **Profit Improvement Profile** — A confidential report *sent directly to you*, free of charge, comparing your firm with similar businesses. To obtain this report after the survey has ended will cost you \$200.
- The **Profit Toolkit Online** — A Microsoft® Excel-based tutorial, designed to assist your financial planning. Access instructions are included with the Profit Improvement Profile.

Be assured that your proprietary company data is kept strictly confidential. Only the employees of Profit Planning Group, who collect the surveys and prepare the report, ever see your individual data. In more than 20 years of conducting benchmarking surveys, Profit Planning Group has an unblemished record of maintaining confidentiality.

PLANET has partnered with state, regional, and national associations, including the Irrigation Association and the American Nursery & Landscape Association, to send out this survey to a broad spectrum of companies. As a result, you may receive this survey more than once. Fill out only one copy and return it to Profit Planning Group (see survey for return information) **by July 15, 2008**.

Your participation is essential to this effort in order for the information provided in the final report — *The Operating Cost Study for the Green Industry* — to be as accurate and representative as possible. So, fill out and return the enclosed survey today.

Sincerely,

Sabeena Hickman, CAE, CMP
Chief Operating Officer
PLANET

Cynthia Amos
Member Services Director
Irrigation Association

Robert J. Dolibois, CAE
Executive Vice President
ANLA



2008

Operating Cost Survey

Survey Deadline
July 15, 2008

Your data will be treated confidentially by the Profit Planning Group.
No one from PLANET will have access to individual company data, which will be aggregated in a way that prevents identification of any individual company.

Complete **no later than July 15, 2008** and mail in the enclosed postage-paid envelope to:
Profit Planning Group, 1790 38th Street, Suite 204, Boulder, CO 80301 or fax to **303.444.9245**.

Instructions

1. Enter the financial statement figures for your **most recently completed fiscal year** (12 months of data). Full year data is required, but the data need not be audited.
2. Feel free to estimate if necessary. It is better to make an educated guess than to leave a field blank.
3. **If you have any questions**, please email Profit Planning Group at info@profitplanninggroup.com or send a fax to 303.444.9245.
4. To receive your individual **Profit Improvement Profile (PIP)** and access to **Profit Toolkit Online**, please complete the following contact information. Please type or print clearly.

Name/Title _____

Company Name _____

Mailing Address _____

City, State, ZIP Code _____

Telephone (_____) _____ Fax (_____) _____

Email Address _____

Get your individual PIP two weeks earlier!

Send my PIP in an Adobe® PDF file by email. To receive your PIP by email, you must:

- 1) Provide email contact information above
- 2) Add mail@profitplanninggroup.com to your address book and/or your spam filter's white list

Questions

1. When does your fiscal year end?..... _____
2. Sales by **Revenue Category**

| | |
|--|-------------|
| Design/Build..... | _____ % |
| Exterior Installation | _____ |
| Exterior Maintenance | _____ |
| Lawn Care | _____ |
| Interior Installation and Maintenance..... | _____ |
| Irrigation Installation and Maintenance..... | _____ |
| Other:..... | _____ |
| Total Sales | 100% |
3. Sales by **Type of Customer**

| | |
|---------------------------|-------------|
| Residential | _____ % |
| Commercial | _____ |
| All other customers | _____ |
| Total Sales | 100% |

- 4. Number of clients serviced on an annual basis
- 5. Average sales per landscape project \$
- 6. Number of Full-Time Equivalent Employees in peak season (convert part-time to FTE based on a 40-hour week)
 - Owners/Officers
 - Sales (include sales managers and estimators).....
 - Landscape Architect/Designers.....
 - Installation/Construction (include foremen, project managers, etc.)
 - Clerical and Administrative.....
 - Total Number of Employees (FTE).....

- 7. Sales by **Customer Payment Terms**
 - Cash and Checks.....%
 - Bank Credit Cards.....
 - In-house Credit (you carry receivable)
 - Total Sales** **100%**

- 8. **Balance Sheet** (end of fiscal year)
 - Assets**
 - Cash and Marketable Securities \$
 - Accounts Receivable (trade)
 - Inventory (including work-in-process)
 - Other Current Assets
 - Total Current Assets** \$
 - Total Fixed and Noncurrent Assets (net of depreciation)
 - Total Assets** \$

- Liabilities and Net Worth**
- Accounts Payable (trade)..... \$
- Notes Payable (due within one year).....
- Other Current Liabilities (including accruals)
- Total Current Liabilities** \$
- Long-Term Liabilities.....
- Loans from Stockholders
- Networth or Owner Equity (include paid-in capital and retained earnings)
- Total Liabilities and Net Worth** \$

9. **Income Statement** (12 months of data)

| | |
|---|----------|
| Net Sales (less returns, cash discounts & allowances) | \$ _____ |
| Direct Costs | |
| Direct Labor (salary/wages and bonuses only) | \$ _____ |
| Subcontract Labor | _____ |
| Plant Material (including freight-in, less purchase discounts) | _____ |
| Hard Material (including freight-in, less purchase discounts) | _____ |
| All Other Direct Costs (permits, dump fees, etc.) | _____ |
| Total Direct Costs | \$ _____ |
| Gross Profit (Net Sales - Direct Costs) | \$ _____ |
| Equipment Expenses | |
| Mechanic Salaries, Wages & Bonuses | \$ _____ |
| Equipment Rental/Lease | _____ |
| Fuel and Oil | _____ |
| Depreciation | _____ |
| Vehicle/Equipment Insurance | _____ |
| Repair Parts and Shop Supplies | _____ |
| Small Equipment | _____ |
| All Other Equipment Expenses | _____ |
| Total Equipment Expenses | \$ _____ |
| Indirect Expenses | |
| Indirect Labor Wages & Bonuses | \$ _____ |
| Garments/Uniforms | _____ |
| Tools and Supplies | _____ |
| Safety and Training | _____ |
| All Other Indirect Expenses | _____ |
| Total Indirect Expenses | \$ _____ |
| G&A Payroll Expenses | |
| Owners/Officers Salaries & Bonuses | \$ _____ |
| Sales Salaries, Wages, Commissions & Bonuses | _____ |
| All Other Salaries, Wages, Commissions & Bonuses | _____ |
| Total G&A Salaries, Wages & Bonuses | \$ _____ |
| Payroll Taxes (FICA, unemployment & workers' compensation, all employees) | _____ |
| Group Insurance (medical, hospitalization, etc., all employees) | _____ |
| Employee Benefits (include pension, retirement, etc., all employees) | _____ |
| Total G&A Payroll Expenses (G&A Salaries + Payroll Taxes + Insurance + Benefits) | \$ _____ |
| Other G&A Expenses | |
| Rent or Ownership in Real Estate (include rent, mortgage interest, building depreciation, utilities, insurance, repairs & maintenance, real estate taxes, etc.) | \$ _____ |
| Communication (telephone, mobile, radio, etc.) | _____ |
| Advertising & Promotion | _____ |
| Travel & Entertainment Expenses | _____ |
| Insurance (liability, casualty, etc.; not real estate or group) | _____ |
| Office Expense (office equipment, supplies, etc.) | _____ |
| Bad Debt Losses | _____ |
| All Other G&A Expenses | _____ |
| Total Other G&A Expenses | \$ _____ |
| Total Operating Expenses (Equipment + Indirect + G&A Payroll + Other G&A) | \$ _____ |
| Operating Profit (Gross Profit - Operating Expenses) | \$ _____ |
| Other Income (interest income, rent, dividends, etc.) | _____ |
| Interest Expense (exclude mortgage interest) | _____ |
| Other Non-operating Expenses | _____ |
| Profit Before Taxes | \$ _____ |
| Income Taxes (local, state, federal) | _____ |
| Net Profit After Taxes | \$ _____ |



Survey Participant Purchase Voucher for the
2008 Operating Cost Study for the Green Industry

_____ Yes, I have completed the 2008 Operating Cost Study survey and am entitled to receive one (1) copy of the final printed report for the special price of \$27.95. (This special price is only available at the time the survey is completed and returned.) Please send this publication to the following address:

Name _____
Company _____
Address _____
City _____ State _____ ZIP _____
Phone _____ Fax _____
E-mail _____

Enclosed is my check for \$27.95 made payable to PLANET.
(Please submit payment in U.S. dollars drawn from a U.S. bank.)

Please charge \$27.95 to my: Visa MasterCard AMEX Discover

Name on Card _____

Credit Card # _____

Exp. Date* _____ CVV# _____ *(Last 3 digits on back of card or 4 digits on front of AMEX)*

Billing Address (if different than above) _____

Signature _____

*Your credit card will not be charged until the publication is ready to be mailed to you. The credit card account you provide must have an expiration date that is valid through at least December 2008. Estimated delivery date of the final report is December 2008.

Return this voucher and payment with your completed survey to:

Profit Planning Group
1790 38th Street, Suite 204
Boulder, CO 80301-9802

If paying by credit card, you may return your voucher and completed survey by fax to Profit Planning Group at (303) 444-9245.