



2010 Survey of 2009 Employee Compensation

**Deadline
Sep 15, 2010**

Purpose: This survey will provide an important analysis of pay scales, employee benefits, and sales policies in the landscape industry. The results are especially valuable to executives who must demonstrate to the IRS that their compensation is "reasonable".

Reporting: Report year-end data. It is better to estimate than to leave a blank. Note that a blank is NOT a zero. Report zero if an answer is zero. Leave a blank only if an estimate cannot be provided. Send questions to surveys@profitplanninggroup.com.

Submission: Either FAX completed surveys to 303.444.9245 or mail to:
Profit Planning Group, 1790 38th Street, Suite 204, Boulder, Colorado 80301

Participant Name, Address & Association:

Name _____

Firm _____

Street Address _____

City, State, ZIP Code _____

Telephone (____) _____ Fax (____) _____

Email Address _____

What state, regional or national association you are participating through if not through PLANET?

Association _____

Optional Report Order: Participants are entitled to download an electronic copy of the report for the special discounted price of \$20. This price is only available for orders placed when the survey is submitted.

Payments will be accepted by check or credit card. Indicate your payment choice below.

- I want to order the report and pay by check. I have included my check for \$20 payable to PLANET.
- I want to order the report and pay by credit card. I have called PLANET at 800.395.2522 and provided my credit card information.

Provide an accurate email above. You will be notified at this address when the report is available which is expected to be in October, 2010.

Statement of Confidentiality

Firms rightly feel that their personnel and benefits data are highly confidential. Profit Planning Group is extremely sensitive to this issue and has developed methods to securely handle data submitted for surveys. Your data will be kept strictly confidential. All survey forms are destroyed after processing.

Executive Compensation

1. Report each listed executive. If an executive has multiple roles, report them for the most applicable title.

	<u>CEO/ President</u>	<u>Vice President/ 2nd Highest Paid Employee</u>	<u>Chief Financial Officer Controller</u>	<u>VP Sales/ Sales Manager</u>
Age.....	_____	_____	_____	_____
Years with Company.....	_____	_____	_____	_____
Ownership (% of equity owned)	_____ %	_____ %	_____ %	_____ %
Is Founder	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Base Salary	\$ _____	\$ _____	\$ _____	\$ _____
Bonus	\$ _____	\$ _____	\$ _____	\$ _____
Total Compensation.....	\$ _____	\$ _____	\$ _____	\$ _____
Total comp change from prev. yr.	_____ %	_____ %	_____ %	_____ %

Employee Compensation

- Only report employees that can be reasonably classified into these positions. Data for others are not collected. Do not modify job titles.
- Report **both** hourly rate and annual compensation for only **one typical** employee in each position.
- Do not include fringe benefits. Report annual W-2 (T-4) wages prior to employee deductions.
- A job description reference is provided at the end of the survey.

2. **Operations Employees**

	<u>Number of Employees</u>	<u>Beginning/Early Hire (1-4 yrs)</u>		<u>Experienced (over 4 yrs)</u>	
		<u>Hourly Rate</u>	<u>Annual (W-2) Compensation</u>	<u>Hourly Rate</u>	<u>Annual (W-2) Compensation</u>
Production Manager.....	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Superintendent/Site Supervisor ..	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Foreman II	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Foreman I	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Assistant Foreman	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Crewperson II.....	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Crewperson I.....	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Interior Horticultural Supervisor ..	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Interior Horticultural Technician..	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Equipment Mechanic.....	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Assistant Equipment Mechanic ..	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Irrigation Foreman.....	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Irrigation Technician.....	# _____	\$ _____	\$ _____	\$ _____	\$ _____
Project Manager.....	# _____	\$ _____	\$ _____	\$ _____	\$ _____

Your data will be treated confidentially by the Profit Planning Group.

No one from PLANET or its staff will have access to individual firm data. Survey forms are destroyed after processing.

14. What arrangements do you have for providing salespeople with a cell phone? (check **only** one)
- None Company-provided phone for business-related calls
- Monthly phone allowance Reimburse for business calls on personal phone
- Other, please specify _____

Employee Benefits

15. Do you offer a "Cafeteria Plan" ("Section 125" flexible benefit program) that allows employees a choice between cash and a variety of qualified benefits?..... Yes No

16. **Employee Health Benefit Eligibility**

	<u>Number of Employees</u>	<u>Health Benefits Provided</u>		<u>Employer Paid %</u>
Management/Professional Staff.....	_____ #	<input type="checkbox"/> Yes <input type="checkbox"/> No		_____ %
Full-time Hourly/Non-Exempt.....	_____ #	<input type="checkbox"/> Yes <input type="checkbox"/> No		_____ %
Part-time Hourly/Non-Exempt (less than 30 hours/week).....	_____ #	<input type="checkbox"/> Yes <input type="checkbox"/> No		_____ %
Seasonal	_____ #	<input type="checkbox"/> Yes <input type="checkbox"/> No		_____ %

17. **Medical Plans Offered**

	<u>Benefits Offered?</u>	<u>% of Employees Covered</u>
Traditional (indemnity health insurance)	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____ %
HMO/EPO (Health Maintenance/Exclusive Provider Org.).....	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____ %
POS (Point of Service)	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____ %
PPO (Preferred Provider Organization).....	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____ %
HDHP (High Deductible Health Plan).....	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____ %
Opt-Out of Coverage	<input type="checkbox"/> Yes <input type="checkbox"/> No	_____ %

18. **Typical Plan Coverage** (report for a 35 year old male)

	<u>Monthly Premium Employer+Emp.</u>	<u>Employer Paid %</u>	<u>Annual Deductible per Person</u>
Traditional Single, Employee Only.....	\$ _____	_____ %	\$ _____
Employee+Family	\$ _____	_____ %	\$ _____
HMO/EPO Single, Employee Only.....	\$ _____	_____ %	\$ _____
Employee+Family	\$ _____	_____ %	\$ _____
POS Single, Employee Only.....	\$ _____	_____ %	\$ _____
Employee+Family	\$ _____	_____ %	\$ _____
PPO Single, Employee Only.....	\$ _____	_____ %	\$ _____
Employee+Family	\$ _____	_____ %	\$ _____
HDHP Single, Employee Only.....	\$ _____	_____ %	\$ _____
Employee+Family	\$ _____	_____ %	\$ _____

19. **Co-pay** (for office visits & drugs other than mail order)

	<u>Office Visit Co-pay \$</u>	<u>Employer Paid %</u>	<u>Annual Deductible per Person</u>
Traditional.....	\$ _____	\$ _____	\$ _____
HMO/EPO	\$ _____	\$ _____	\$ _____
POS.....	\$ _____	\$ _____	\$ _____
PPO.....	\$ _____	\$ _____	\$ _____
HDHP	\$ _____	\$ _____	\$ _____

Your data will be treated confidentially by the Profit Planning Group.

No one from PLANET or its staff will have access to individual firm data. Survey forms are destroyed after processing.

20. **Other Health Benefits Offered** (check all that apply)
- Dependent Coverage
 - Dental Plan
 - Vision/Optical Plan
 - Retiree Medical Insurance Coverage (under FASB 106)
 - Prescription Drug Plan
 - Mail-order Drug Plan
 - Group Term Life Insurance
 - Long-term Disability Insurance
 - Short-term Disability Insurance
 - Long-term Care Insurance
 - Employee Assistance Program (handles personal & work related problems, e.g. drugs, mental health, financial, legal, etc.)
22. **Does the firm offer retirement plans to employees?** Yes No
If YES, which of these plans are offered? (check all that are offered)
- 401(k) (with or without employer contribution)
 - Profit Sharing Plan (discretionary employer contribution)
 - Payroll Deduction/SEP/SIMPLE IRA
 - Defined Benefit Plan (fixed, pre-established benefit)
 - Money Purchase Plan (required employer contribution)
24. **If the firm offers a 401(k) plan...**
- What % of eligible employees are enrolled in the 401(k) plan?..... _____ %
- Are employees auto enrolled in the plan? Yes No
- Which of the following plans are offered? (check all that are offered)
- Traditional 401(k)
 - Safe Harbor 401(k)
 - SIMPLE 401(k)
- Does the 401(k) plan provide for designated Roth contributions? Yes No
- Are catch-up contributions allowed for eligible employees aged 50 and over? Yes No
- Does the firm contribute to the employee's 401(k)? Yes No
- If YES, what \$ amount is contributed for a full-time emp. for each \$1.00 they contribute?.. \$ _____
- If YES and if contributions are limited to a % of an employee's pay, what is the limit?..... _____ %
- If YES and if contributions are limited to an annual \$ cap for each emp., what is the limit?.. \$ _____
25. **Other Employee Benefits** (check all that are offered)
- Flexible spending account for health expenses
 - Flexible spending account for dependent care expenses
 - Flexible spending account for adoption assistance
 - Educational assistance for employees
 - Annual computerized benefits statement
 - Child care (allowance or facilities)
 - Flexible Work Scheduling
 - "Off-season" Hours
 - Pre-retirement counseling
 - Workplace Smoking Restrictions
26. **Does the firm have a severance plan in place?**..... Yes No
If YES, how many years of service are required for severance pay eligibility?..... _____ years
27. **Which of these is given to employees at Christmas or year-end?** (check all that apply)
- Cash (nominal amount, not annual bonus)
 - Gift (including gift certificates, food items, etc.)
 - Party
 - Year-end Bonus (not tied to profits)
28. **Does the firm have a PTO program?** (paid time off combines vacation, sick days & personal leave) Yes No
- If the firm DOES have a PTO program...**
- How many days off are accrued per year by a full-time employee after 5 years? _____ days
- Can the accrued PTO be carried over to the following year? Yes No
- Does the program include paid holidays? Yes No
- If NO, how many paid holidays are allowed each year?**..... _____ days

Your data will be treated confidentially by the Profit Planning Group.

No one from PLANET or its staff will have access to individual firm data. Survey forms are destroyed after processing.

If the firm DOES NOT have a PTO program...

Do you offer sick days with pay for **salaried** employees? Yes No

If YES, how many sick days are allowed each year? _____ days

Do you offer sick days with pay for **hourly/seasonal** employees? Yes No

If YES, how many sick days are allowed each year? _____ days

How many paid holidays are allowed each year?..... _____ days

29. **How many traditional holidays is the firm closed for business each year?**..... _____ days

30. **Other Time Off Policies** (check **all** that are offered)

Paid parental leave (maternity/paternity, adoption leave)

Paid jury duty

Paid military duty

General Information

Most recent year-end sales volume (estimate a full 12 months if necessary)..... \$ _____

Sales by Revenue Category

Design/Build _____ %

Exterior Installation _____

Exterior Maintenance _____

Lawn Care _____

Interior Installation & Maintenance _____

Other Revenue _____

Total Revenue **100%**

Your data will be treated confidentially by the Profit Planning Group.

No one from PLANET or its staff will have access to individual firm data. Survey forms are destroyed after processing.
--

Employee Job Descriptions

Executive Positions

Chief Executive Officer (CEO), President—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.

Vice President/#2 Highest Paid Employee—Assists the Chief Executive Officer 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.

Chief Financial Officer/Controller—Responsible for overseeing the entire company's financial operations. Reports directly to the owner/CEO.

Vice President of Sales/Sales Manager—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.

Operations Positions

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/Site Supervisor—Oversees the work of several crews. Responsible for those crews meeting production hour and quality goals.

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.

Foreman I—Handles basic landscape jobs. Supervises up to three crewpersons. Able to carry out the instructions given to them by their superintendent.

Assistant Foreman—Able to run the crew in the absence of the Foreman. Can take responsibility for a portion of the job.

Crewperson II—Works at the direction of the Foreman. Has some experience in landscape operations (at least 1-2 years).

Crewperson I—New Hire. Knows only the very basic landscape activities.

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.

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.

Irrigation Foreman—Same responsibilities as a Foreman, but focuses entirely on the installation and service of irrigation systems.

Irrigation Technician—Works at the direction of the Irrigation Foreman. Can work independently to perform monthly irrigation checks.

Project Manager—Oversees multiple projects, coordinates communication between the client and the designer.

Administrative Positions

Expediter/Contract Administrator—Coordinates and pre-plans all jobs. Orders materials, coordinates subcontractors, assists in scheduling jobs and coordinates input for billing and payroll.

Purchaser—Purchases all materials needed to complete a job.

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.

Administrative Positions (cont'd)

Estimator—Primary responsibility is estimating landscape and/or maintenance jobs as well as preparation of proposals.

Office Manager—Supervises all office support services including clerical functions, payroll and personnel records, duplicating, mail, telephone services, and office supply purchases.

Office/Clerical Staff—Responsible for carrying out clerical functions such as payroll, billing and accounts receivable. Works at the direction of the Office Manager.

Human Resources Director—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.

Sales Positions

Salesperson—Primary role is sales. Responsible for meeting individual sales goals.

Team Leader—Oversees a sales or design team. Oversees multiple projects. Responsible for the team meeting sales and gross profit goals.

Landscape Architect/Designer—Primary responsibility is designing landscape projects and graphics. Also responsible for meeting team leader's expectations and hourly billing goals.

Draftsperson—Primary responsibility is drafting landscape plans. Typically works under the direction of a landscape designer/architect, team leader, or the project manager.