

GreenSheet



RUPPERT
LANDSCAPE

Employee Newsletter

3rd Quarter 2014

Welcoming Back a Ruppert Tradition

By Phil Key



When we made the decision back in July to hold Field Day this year, we knew we only had three months to pull it all together. We knew peoples' schedules

were busy and that it would require a big team effort—stretching across division, branches and departments—to pull it off....and we did! Through the hard work, dedication, and energy of Field Day committee members, team captains, event coordinators and several local branches (who had the lion's share of the purchasing, site prep, set up and breakdown), we have been able to revitalize our company's long-standing Field Day tradition. For those customers reading this who are not familiar with Field Day, it is a day where we give back to the community, combining charitable giving, training and competition amongst

branches. This year's event was held in Carroll Park, which is located in the Pigtown neighborhood of Baltimore. On October 10, 2014, 500 of Ruppert's employees competed in a variety of events, some fun in nature, like relay races and obstacle courses; others testing their knowledge and skills, like identifying plants and operating heavy equipment; and others that had a direct, lasting and high-quality benefit for the park. There are also a number of pre-events that are held prior to the actual day in October that branches are judged and scored on.

As I look back at Field Day 2014, I am proud of what we accomplished. We performed just over \$180,000 worth of improvements that included the installation of seventeen 3.5-4" caliper trees, one 10" caliper tree, 4,000 sq./yds. of turf, 500 perennials, shrubs and evergreens, field preparation, pruning, removal of unhealthy trees, and the installation of 1,600 sq./ft. of pavers in four picnic areas. These improvements will have a lasting benefit

for the park, which is a hub for community recreation of all types from flag football leagues to concerts.

Another big thing throughout the pre-events and at Field Day that I saw was that we were learning from each other. Events were designed to reinforce and support processes and procedures that are important to our daily jobs. Branches were brushing up on skills and procedures and upping their game between pre-event inspections. At Field Day, I watched many of you compete with each other, but also provide guidance to fellow team members. It was apparent that there was an exchange of ideas between individuals of different generations, branches and divisions. That learning, dialogue and camaraderie is a big part of what will propel us forward. Our willingness to embrace change, accept new people and ideas into the Ruppert culture, develop new relationships and adopt new ways of

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Field Day Committee pictured left-right: Phil Key, Doug Halsey, Kevin Hazelgrove, Amy Snyder, Ken Railey, Ken Thompson, Lisa Horton, Fred Key, Lee Clarke, Mike Felts, Craig Ruppert. Not pictured: Jack Jones

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doing things are all critical to our growth and continued development.

Another byproduct of Field Day was that it reinforced some of the unique aspects of our company's culture. By gathering 500 team members together in one place—which is half of our company—we have an opportunity to highlight many of our core values. We were not just talking about hustle and efficiency, we were demonstrating it in the relay; we were reinforcing the importance we place on image by showcasing our fleet of clean vehicles and sharp, uniformed employees; and our appreciate and celebrate value was highlighted when team members were “high fiving” one another on their effort in the sod-laying contest. And one of the obvious values, that of community support, has perhaps its biggest voice at Field Day. Connecting our team to a cause where we can use our skills to improve a park gets people excited, and hopefully reinforces that our hard work on a daily



MDL branch winner of the 2014 Field Day trophy

basis has a value that goes far beyond a day's work and a paycheck.

With the feedback we've received from those of you who attended, our customers and vendors who helped judge and from members of the community we helped, I can say definitively: Field Day is back! It has a long-standing history in the Ruppert culture, and I look forward to seeing how it will evolve as we continue to strive to incorporate the "tried and true" with the "new and improved."

Congratulations to Maryland Landscape on winning the coveted Field Day trophy for 2014. Your branch is a great example of how new talent and fresh approaches are successfully blending with best practices and existing traditions to create a winning combination. Thanks also to everyone who had a hand in making Field Day a success. We couldn't have done it without such a great team effort!



Community Service

"A man wrapped up in himself makes a very small bundle."

~ Benjamin Franklin

LAM removed tropical plants from Bethesda Row that were going to be discarded because of the change of seasons and transported them to Bethesda Chevy Chase High School as a donation to be planted by students in the school.

Several employees from **TOM** revitalized the courtyard of the Dover Air Force Base Air Mobility Command Museum. They removed trees, brush



Bethesda Row Plants



Air Mobility Command Museum

and debris and installed flowers and plants. The branch was awarded a commemorative coin for their service.

Kevin Hazelgrove (RIM) and his son, Conner, took part in the JDRF Walk to Cure Diabetes, and additional money was contributed from the whole branch. Kevin and Conner joined Parker's Pals team, who was the son of a former employee who had been diagnosed with diabetes a few years ago. The JDRF is an organization that helps fund research to find a cure for Type 1 Diabetes.



JDRF Walk to Cure Diabetes



GAM Food Bank Bowling

GAM's team of managers, **Jim Magill, Michael Vispi, Anthony DaSilva, Syed Ali, Tito Caceres, and Steve Faber**, participated in the Atlanta Food Bank's Strikeout bowling tournament to combat hunger with customers from Perennial Properties.

Employees from **VAL** participated in the annual Jubilee Housing work day, which they've been doing for several years now. Jubilee Housing is a non-profit organization that provides affordable housing to disadvantaged residents in the DC area.



Jubilee Housing

FOM partnered with Project EverGreen to restore the historic Union Station Garden near Capitol Hill in celebration of National Public Lands Day. They assisted with replanting over 600 new junipers and ornamental grass plants, laying new grass seed, weeding, mulching, and power washing the hardscape.



Project Evergreen

The **Corporate** team and all **Branch Managers** installed a sensory garden for the students and faculty of the Southwest Baltimore Charter School on September 18th. The project

included demolition, excavation, grading and fencing work along with the installation of pavers, sod, perennials, grasses, groundcover, shrubs and trees. Educational placards were also installed so that the garden will have a lasting learning potential for students. The installation was part of the company's ongoing commitment to Baltimore's Pigtown community and a precursor to Field Day 2014.



SBCS Renovation

The Family Advantage By Amy Snyder



There's been a lot written on the pros and cons of working for a family-owned business. In fact, we tackled that topic just last year in the *Greensheet*. But what

we didn't talk about, is the competitive advantage that comes with having employees refer their family members to work in the company. It's something we've done for many years in the Ruppert culture and it's led to multiple generations and layers of family relationships all working together. At last count, about 18% of our workforce was related with relationships that range from fathers and sons and husbands and wives to brothers-in-laws and cousins. Can it be challenging?

Yes! But in my opinion, when practiced fairly with some parameters, hiring family members can be an asset and here's why:

Attracting Like-Minded People

Finding and keeping hard-working employees that fit with your company culture can be a challenge. There is often a lot of effort and a big investment that goes with finding the right person for the right position. When you have an employee who is willing to use their sphere of influence to invite family members to join your team it can have big advantages. Family members often share the same work ethic, and the existing employee can help streamline the indoctrination process that occurs with any new job, ensuring that they'll be a better fit for your culture for the long-term. **Kim Biche**, a purchaser in our Virginia Landscape branch referred her son **Shayne Miller** (now a VAL crewman) to work for our organization in the spring of 2014. She describes Shayne as very disciplined with a military background. "When our operations manager, **Mike Denisar**, asked us all to think of anyone we might be able to refer for several open positions we had in our branch, I thought of my son," said Biche. "He was looking for that next step in life and if Mike hadn't brought it up, I might not have thought

of it. Shayne really keeps his nose to the grindstone and is interested in learning more, and at Ruppert he's positioned well to do that. As time goes on, he can hopefully take on more and continue to grow. And the benefit for me as his mom is that it provides an extended arm for parenting and I can keep an eye on him."

Long-Term Commitment

We have a concept in our organization that when we hire, we like to hire for life. When there are multiple family members working for a company, we are upping the ante with ensuring that two or three family members are content and in it for the long-haul. For **Mike Marshall**, estimator with Maryland Landscape and 22 year employee with the company, the

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Best Practices

When referring a family member, there are some best practices that can help minimize potential issues.

- **Avoid having family members directly manage one another.** This can minimize the appearance of favoritism within the organization or disagreements within families.
- **Maintain a level of professionalism.** Keep family discussions and disagreements at home and not in the workplace.
- **Hold everyone to the same standards.** Candidates for a job should be qualified with the education or special skills that are required to do the position and they should be held to the same salary range and performance expectations.

By following best practices, there is an increased chance of success when hiring family members.



1. Howes and Dummann family (VAL)
2. Thompson family (CORP)
3. Rose family (VAL)
4. Ruppert/Sullivan family (CORP)
5. Zavala family (TOM)
6. Gaspar/Alvarez/Gonzalez family (VAL)
7. Chavez family (LAM)
8. Davitt family (MDL & CORP)
9. Bedolla family (TOM)
10. Miller and Biche family (VAL)
11. Wakeling and Saunders family (TOM)
12. Alonso family (CHM)
13. Zavala family (TOM)
14. Karver and Eschbach family (KOP)
15. Zavala family (VAL)
16. Acosta family (VAL)

fact that both he and his daughter, **Alex Marshall**, (corporate receptionist) are both working for the company really points to the longevity and true family philosophy of Ruppert. "With her working here, I get to watch her mature and gain skills first hand," said (Mike) Marshall. "I believe she's figured out how fortunate she is to be working for a company of this stature, versus the trial and error approach that so many young people have to go through as they begin their careers. Plus, there is that added benefit of getting to see her smile when I stop by corporate or grab an occasional lunch with her. I am so proud that she is a part of this company that we now share together."

The responsibility that company management feels increases exponentially as the care of a family and not just an individual has been entrusted to the organization. Conversely, that same level of commitment from the employee(s) to the organization's long-term success also rises, ensuring high performance. When

both employer and employee are looking at the 10-20 year horizon, it ties the two together in a common bond that helps with both parties' long-term success. For a customer, it means an organization that has employee continuity and will go the extra mile to ensure satisfaction and the continuation of a long-term relationship.

Teamwork

When working with people who you know and enjoy, there is often better communication and an intrinsic desire for cooperation that exists. Camaraderie—whether developed over time by working together or existing through familiar relationships—certainly adds spirit, enthusiasm and fun in a workplace, and in the long run, can increase productivity. According to **Erich Schupp**, Enhancement Manager in the Baltimore Maintenance Branch, he and his brother, **Ryan Schupp**, Field Manager also in Baltimore Maintenance, began their careers at Ruppert around the same time in spring of 2012. Both had been talking to

Ruppert about career choices (Erich was out of school and Ryan was still in school and looking for an internship). "Ryan and I work well together as long as we're able to separate work and personal," said Erich. "Being family helps us to work better together because we know how each other operates and can capitalize on each other's strengths."

It's a big compliment when someone thinks enough of your business to refer someone to you as a potential customer. Referring a family member to work with your company is equally as flattering. When an employee thinks enough of their employer to refer their mother or son or cousin to apply, it's an implicit endorsement of the company, the opportunity that exists and its long-term prognosis. By continuing to cultivate family relationships on our team, we think it provides us with a tangible advantage with like-minded individuals, working together toward a common, long-term goal. So, keep referring your family members!



Movin' On Up

Each employee should know that we are committed to his or her growth and development." ~ Ruppert Values, p. 2



Collin Fadrowski
(BAM)



Logan Eschbach
(KOP)



Zack Roscoe
(VAL)



Paul Wilder
(RAM)

Collin Fadrowski (BAM) was promoted from Field Manager to Area Manager.

Logan Eschbach (KOP) was promoted from Field Manager to Area Manager.

Zack Roscoe (VAL) was promoted from Assistant Field Manager to Estimator.

Paul Wilder (RAM) was promoted from Crewman to Assistant Field Manager.



Matt Paoletti
(TOM)



Alejandro Salazar
(TOM)



Mike Jones
(TOM)



Valerio Sanchez
(TOM)

Matt Paoletti, Alejandro Salazar, Mike Jones, and Valerio Sanchez (all of **TOM**) were promoted from Assistant Field Managers to Field Managers.

Shifting the Information Technology Paradigm



There is a lot of innovation happening throughout our company, and no place is that more evident than in our IT department. With new personnel, increased resources and some structural changes in how work flow is being approached, the IT group is helping to propel our company forward.



Sheila Schanck

In August, we welcomed **Sheila Schanck** as our new Chief Information Officer. In this new role at Ruppert, Sheila is partnering up with our business leaders and leading our IT team to plan out

and enact our technology strategy. Her primary focus is leveraging our data and technology to excel with our customers,

automate many daily tasks and enable our company growth. She comes to Ruppert with over 28 years of experience in Information Technology and is looking forward to undertaking these and many other initiatives. "For me, there are parallels between information technology and commercial landscaping. You need to figure out what customers want, scope out the work that makes sense and what it will cost, figure out a timeline, then get it done," said Schanck.

"What's different about our approach with Sheila at the helm is that we're working to ensure that the IT team and the front line users are directly connecting," said Phil Key. "While projects will still require some involvement from management to help prioritize, more people will be actively involved in the project process to ensure that the end product meets the goal. We want to eliminate the barriers that can be associated with innovation and get the right people talking to one another from

the get-go. Our hope is that this shift in approach will ultimately encourage more ideas to come up through the field instead of being pushed from the top down."

In addition to a shift in process and structure, in August the IT team—with input from many of you in the company—introduced the Contact Management Mobile App for phones and tablets. The app enables users to solve potential job site challenges, encourages more frequent customer contact, and ensures that we are providing top-notch customer service.

At Ruppert, we encourage ownership and innovation across every part of our business. Combining that with our IT team helping us as an integral part of our business, we will see even more success by applying technology in many new ways. Get involved and be a part of the process where you can, providing input, ideas and helping to drive where we're going and how we're getting there.



Major Milestones



A HEARTY CONGRATULATIONS
AND BEST WISHES:

JUST ENGAGED & MARRIED



Michael Owens (RIM) married his wife, Michelle, on August 1, 2014.

Michael Owens (RIM) and Michelle Owens

PROUD PARENTS & GRANDPARENTS



Jesse Frank Gilliam

Bradford Gilliam (GAL) and his wife, Rebekah, welcomed a son, Jesse Frank Gilliam, on August 28, 2014.

Wayne Taylor (FOM) and his wife, Jasmine Jett, welcomed a son, Samson Jett Taylor, on October 15, 2014.



Samson Jett Taylor



Evelyn Eschbach

Logan Eschbach (KOP) and his wife, Amanda Jenkins, welcome a daughter, Evelyn Virginia Eschbach, on September 10, 2014.

Chad Madison (RIM) and his wife, Sam, welcomed a son, Charlee Adams, on June 14, 2014.



Charlee Adams



Alexis Ann Janey

Shane Janney (RIM) and his wife, Amanda, welcomed a daughter, Alexis Ann Janney, on July 14, 2014.



Avery Araujo

Josh Araujo (LOM) and his wife, Meghan, welcomed a daughter, Avery, on August 6, 2014.

Allen McLeod (NCL) and his fiancé, Sheveil Harmon, welcomed a son, Axel Knight McLeod, on October 3, 2014.



Axel Knight McLeod

OVERACHIEVERS



Martin Sanchez

Martin Sanchez (BAM) Area Manager, received the designation of Landscape Industry Certified Technician- Exterior in Turf Maintenance.

Eric Long (Field Manager), **Mike Carrico** (Field Manager), and **Kenny Safrit** (Area Manager), all of Laytonsville Maintenance, became CLT certified.



Eric Long, Mike Carrico, and Kenny Safrit



Reynaldo Valle

Reynaldo Valle (MDL) became a U.S. citizen in a ceremony on July 10, 2014.

Jeff Sosa (RAM), Area Manager, traveled to Oklahoma in September to compete in the ICF world marathon championship at the U.S. National High Performance and Flat Water Training Center. He represented the U.S. in the men's single kayak masters division and competed against others from South Africa, Germany, Italy, Canada, Sweden, Ireland, Australia, and Great Britain.



Jeff Sosa

Major Milestones *continued*

Jimmy Loyd (RAM), Business Development Manager, competed in the 2014 Fall Championship sponsored by the Triangle Turfgrass Association at the Lonnie Poole Golf Course in Raleigh, NC and took home first place!



Jimmy Loyd (far right)



John Oubre (GAM) Area Manager, was the captain of the Gwinnett Hot Shots Bocce team at the Special Olympics and received a bronze medal for the event. His daughter won second place in the swimming event for the 15 meter and 25 meter races.

Paul Brooks (GAL) Business Development Manager, has been selected as one of ABC's 2015 officer appointment and director nominees for its Georgia chapter. Voting will take place and positions will be filled at the end of this year. If selected, he will be a member of the Board of Directors for five consecutive terms.



Update from the



For those of you who attended Management Development Day, you may recall that we did our own version of the hit ABC show **Shark Tank**, featuring our own "sharks": **Donna Nichols** (Controller, Ruppert Properties), **Chris Davitt** (Partner/Advisor), **Bill Meissner** (President, Ruppert Properties) and **Chad Prinkey** (Training Consultant/Neuberger & Company). For those not in attendance, the MDD presentation was the culmination of the many innovative ideas that were generated throughout our company during our 2013 Field Day competition. Each branch was asked to submit three innovative ideas with the goal of having them adopted as a standard practice in the company; the four best ideas were then presented to the "sharks" at MDD. Here is a brief follow up on those four ideas and what's being done....

The "Chicken Foot"

The chicken foot was an idea developed by Mark Innis (GAL). Mark and his team noticed that getting the exact spacing and layout in planting beds was often challenging and time consuming—often requiring a manager's time to do

so. Whether in neat, straight rows or a triangulated pattern, a quick and easy spacing tool would ensure that crews could easily mark and place material in beds quicker and more exactly to ensure consistency and quality. The tool that Mark and his team developed they termed the chicken foot, because it closely resembles a chicken foot. It was made from a t-shaped grouping of PVC pipes marked at 12", 18", 24" and 30" (common planting spacings). It has a handle on it, so the person using it doesn't have to bend over and measure using a measuring tape (helping to reduce back strain and potential injuries), which also increases productivity.

Shark Commitment: \$1K Outcome:

Each chicken foot costs only \$8 to produce, including labor. Every landscape construction crew was issued one by the end of April and the



results have been so positive, that we implemented them in the maintenance enhancement crews this past summer.

High-Visibility Reflective Clothing

More safety oriented uniforms was another idea pitched by Mike Felts and his team from Maryland Landscape. With the need to be OSHA compliant on many of their jobs and customer requirements for personal protection equipment (PPE) being elevated on many jobsites, the landscape construction branches wanted a lighter weight shirt that would give them the safety visibility without having to add an extra "safety vest" layer over the uniform shirt. The challenge for the Ruppert brand is that our green uniform shirts have been one of our key identifiers for the past 35 years, so straying from that green color could have an impact on our image. The tradeoff, however, is that these safety yellow shirts with reflective strips, may mean one less layer for our front line people and greater visibility in situations where safety is important. Additionally, it may enable us to be proactive within our industry as additional requirements for PPE come our way.

Shark Commitment: \$5K for MDL/ LAM 90-day pilot

Outcome: To limit the initial money spent and see how it was received in the pilot branches, Mike Felts, John Harich, Dave Sanders and the MDL and LAM team decided they would try the tee-shirts and polos in the safety yellow color for 90-day trial (the order was placed and shirts were distributed in mid-July). The feedback on the shirts has been that they are more durable than anticipated, but difficult to keep clean and the reflective tape pulls apart easily. Since they are difficult to clean, field managers are having to bring additional shirts to the jobsites for client meetings. Also, there are a number of other companies using the same shirts, which makes it difficult to differentiate our crews from others at a jobsite. The consensus among both branches is that they would prefer to go back to the green vests or try something different. We are currently researching a uniform that is compliant, but also provides us with the Ruppert image we have worked hard to cultivate.



Battery Powered Equipment

This idea was hatched two years ago by Matt Davidson and his Forestville Maintenance team when they were rebidding the Smithsonian Institute job. The institute required compliance with EPA standards, which necessitated using propane mowers to reduce the carbon footprint. When they were awarded the contract, the branch purchased weedeaters, blowers, and two propane mowers. By partnering with CORE Outdoor Power (a manufacturer specializing in alternative fuel equipment), the branch was able to provide frontline feedback that has led to better equipment with longer battery times. Matt Davidson brought the idea to Shark Tank to expand the use of battery powered equipment to four crews.

Shark Commitment: \$10K

Outcome: There is still a learning curve with operating the equipment necessitating changing the order that work is produced (i.e. using push mowers before weedeaters so that battery life can be preserved), and coming to terms with an altered power level. For example, crews accustomed to using sheers to trim through a small branch may not have the power to do that with battery powered equipment, which means they may have to use other tools like loppers or pruners (which in some cases may be a more appropriate tool



horticulturally). Matt and the branch feel like the outcome has been positive, and the equipment is especially useful for clients who have a need for quiet around their buildings or where equipment is being moved through buildings to reach rooftop decks. The branch notes that the equipment starts quickly with less effort and that they have less maintenance needs. For next year, the branch plans to order more propane mowers and battery powered equipment where it makes sense and they invite others in the company who are interested to reach out to them directly for additional information.

Camelback / Water Delivery System

The initial idea for using the camelback came from Richmond Field Manager, Travis Lablanc. A camelback is a water delivery system that is worn like a backpack, and is frequently used by runners and hikers to stay hydrated. Travis was using his personal camelback while he worked and Kevin Hazelgrove and his team decided that the idea might

be viable for Shark Tank to minimize trips to the truck, therefore increasing productivity.

Shark Commitment: \$1K

Outcome: After a few months of use, the branch determined that the camelbacks do offer an advantage with keeping the team hydrated. As time has gone on, however, it appears that the crew members are using them less even though they are available. Additionally, they can get really dirty and stained and even with proper care and washing, they can look pretty beat up (and definitely can't be transferred between employees). Also, they can't be worn while operating a riding mower due to the interference with the seat back. While labor costs have been better this year, there is no way to directly attribute that to the use of camelbacks. All in all, the Richmond team's recommendation for the camelback is that it could be offered as an option for an employee as part of the uniform package, with payment for it taken through payroll deductions (if an employee wanted one). Or, if a branch wanted to provide something different as a form of employee appreciation or as a gift, it would be a good option to consider.



Innovation has been one of our values for years. With everyone busy, it's sometimes hard to document good ideas and sell them throughout the company. The Shark Tank experience allowed us to set aside time to discuss some ideas and experiment with their implementation on a smaller scale to see if a company-wide roll out was worthwhile. One thing we learned is that many of the ideas presented to us were developed further by other departments, branches, or people after the initial Shark Tank pitch. Some ideas were made more complicated while others were simplified. In the end, we've learned a lot and the Shark Tank and subsequent follow up gave us a forum for drawing out the many innovative ideas that exist at all levels within our company. Thanks to everyone who participated and have seen these experiments through to their fruition. Keep up the good work!

New Faces

WE WELCOME THE FOLLOWING
NEW LEADERS TO RUPPERT'S
GROWING RANKS:



Eric Anderson
(BAM)
Field Manager



Dathan Bailey
(GAM)
Assistant Field Mgr



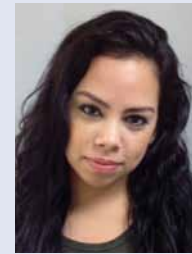
Jamie Baynard
(NCL)
Estimator



Mark Carpenter
(LAM)
Mechanic



Matt Case
(RAM)
Mechanic



Cynthia Corrales
(VAL)
Receptionist



Chantal Damian
(MDL)
Branch Administrator



Mark Davis
(GAM)
Assistant Field Mgr



Ricky Garcia
(GAM)
Field Manager



John Hamacheck
(GAL)
Field Manager



Tom Hopkins
(FOM)
Field Manager



Matthew Jones
(GAM)
Field Manager



Kenny Keith Jr.
(VAL)
Estimator



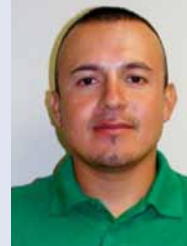
Michael Lawson
(RIM)
Field Manager



Joe Malatesta
(FOM)
Shop Manager



Andrew Montells
(GAM)
Field Manager



Ernesto Ortiz
(GAL)
Field Manager



Chris Pedersen
(BAM)
Field Manager



Asher Perkins
(RIM)
Field Manager



Theresa Pickett
(FRM)
Business Dev Mgr



Blake Ramsey
(VAL)
Assistant Field Mgr



Larry Rhodes
(TOM)
Assistant Field Mgr



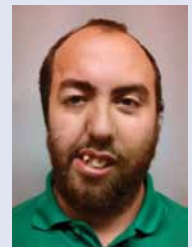
Ariana Rizzo
(TOM)
Business Dev Mgr



Randy Salmon
(GAL)
Field Manager



Chencho SanJuan
(BAM)
Field Manager



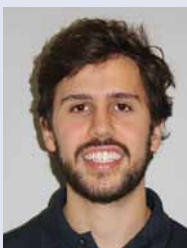
DJ Slagle
(BAM)
Field Manager



Reggie Sojourner
(FOM)
Field Manager



Patty Steadman
(FOM)
Field Manager



Sebastian Velez-Lopez
(MDL)
Asst Production Mgr



Alexander Woods
(TOM)
Assistant Field Mgr



Steven Wright
(FOM)
Field Manager

Not Pictured:

Mark Medina (GAL),
Field Manager

Heather Luzier (GAL),
Assistant Project Manager

*Welcome to
our new
and returning
crewmen!*