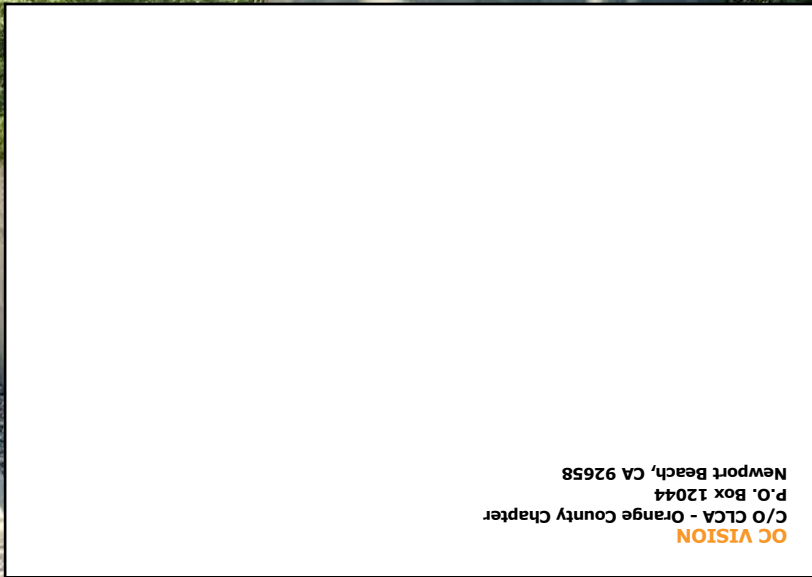
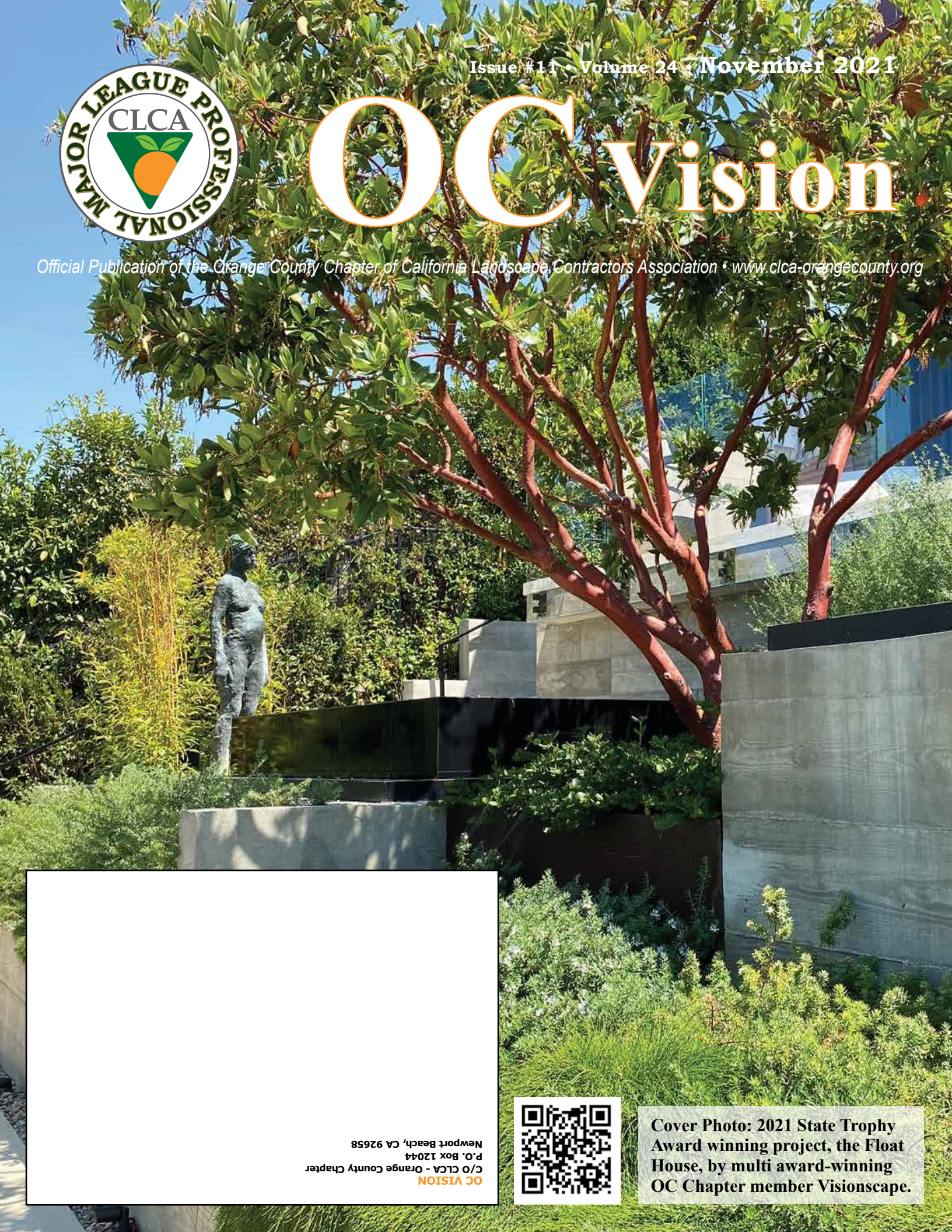


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2021 Orange County Chapter CLCA Coaching Staff



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SAL HERNANDEZ
 Pacific Breeze Landscape, Inc.
 (714) 909-3784

For information about what we're doing in 2021, contact Sal.



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ED WALLACE
 Midwest Landscaping
 (562) 755-9914

For answers to general inquiries, contact Ed.



Treasurer
STEVE BECKSTROM
 Angeffects
 (949) 463-3284

For anything chapter finance related, contact Steve.



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 Veterans Landscaping, Inc.
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 Custom Writing & Writing Repair
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 (714) 620-7239

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 Nor-Land Landscaping Co.
 (949) 495-6469

For legislation information, on both the state and local level, contact Dave.



AM Representative
BILL DEEBLE
 CLCA Insurance Solutions
 (562) 243-5330

For questions relating to our OC Champions program or Golf Tournament, contact Bill.



Chapter Editor/Webmaster
BRONWYN MILLER
 Eyescapes
 (949) 466-1222

For inquiries relating to chapter communications, both print and online, contact Bronwyn.



Director
DAVE HORTON
 So Cal Concepts, Inc.
 (949) 653-1101

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Learning, Growing, and Networking



Sal Hernandez
Pacific Breeze Landscape
Chapter President

Howdy OC! Forgive the accent as I just came back from *Louville KY*. Yup its pronounced Lew-ville for some reason! Last month was a busy one for me. I attended two expos: the Landscape Expo in Long Beach and the GIE+EXPO in Louisville.

At the Landscape Expo, I had the privilege to be a speaker (on behalf of CLCA) at a business seminar. There was a great turnout and I got a lot of valuable feedback from the attendees. It always amazes me how much you can learn even as a speaker. I had the opportunity to dig deeper into some of our industry's issues—primarily organizational structure, or the lack thereof. Organizational structure is important so that a company can run smoothly. As per Gino Wickman, author of the book *Traction: Get a Grip on Your Business*, every business has three major functions that evolve into your different departments. Once you break down your business, you can build your accountability chart. Anyway, enough of that, just go read the book so you know what I am talking about!

My second endeavor last month was attending the GIE+EXPO. I checked out the HNA tradeshow and NALP expo too, also held in Kentucky. This year I decided to get out of my comfort zone and network at the national level. Doing this allowed me the privilege to meet many other contractors throughout the U.S. I would like to mention that we are so blessed to be a major player within the landscape

industry. Statistically speaking, the California market alone is the second largest within the landscape industry. A lot of money flows through here so there is plenty for all of us. We should also be proud to be members of our association. Personally, I get comfortable and can sometimes take for granted that I am part of the CLCA, but I am proud to be a member amongst all of you.

Lastly, I'd like to leave you on this note... if you are a new contractor, student, or wanting to become a contractor, I cannot say this enough—networking is the key to your success. You learn so much; you get the benefits of so many years of experience all put together in a simple conversation. Come on by to our board meetings or our events and see for yourself. Our next event is our holiday party on December 16 at Dave & Busters in Irvine. Events for next year are already on the calendar too. *Check them out below*. All in all, attending CLCA events through the years have allowed me to learn, grow, and network.

For this month's book, I encourage you to read, *The E-Myth Landscape Contractor: Why Most Landscape Companies Don't Work and What to Do About It*, by Michael E. Gerber, Anthony C. Bass, et al.

~Sincerely, Sal

Celebrate the Holidays with Us!

OC Chapter Holiday Party is Dec. 16 at Dave & Busters, Irvine



Ring in the holidays with us on Thursday, December 16, at Dave & Buster's in Irvine. Come out and join us for some fun and games, coupled with tasty food and your CLCA friends as we celebrate 2021.

Located inside the Irvine Spectrum, this venue will provide the perfect setting for this year's holiday party. There will be lots of opportunities to let loose and re-connect with your green industry friends! Catch up over a drink, a game of pool, while having some fun in the arcade, or while enjoying a tasty dinner.

You definitely don't want to miss this holiday event that's open to all CLCA members and friends!

Cost for this fun-filled celebration is just \$75 for members and \$95 for non-members. Price includes dinner, a drink ticket, and a \$20 power card for game play. We will also have pool tables available for play during our party! We hope to see you there.

Space is limited; reserve your spot as soon as possible. Register online at www.clca-orangecounty.org.

2022 CLCA-OC Calendar

Mark Your Calendars & Save the Dates Now!

Jan. 12	OC Chapter 2022 Kickoff Meeting, Anaheim. Golden Road Brewery: 2210 E Orangewood Ave.
Feb. 9	CLCA University, Class #1. Location TBD. Topic: Irrigation Regulations & MWELU Updates.
Mar. TBD	CLCA LandPAC Fundraiser. Date & Location TBD.
April 13	CLCA University, Class #2. Location TBD. Topic: 2022 New Plant Introductions & Landscape Design Tips.
May TBD	Chapter Golf Tournament.
June 8	CLCA University, Class #3. Location TBD. Topic: HR in 2022 & Employee Retention.
July TBD	CLCA Picnic, Day at the Park. Date & Location TBD.
Aug. TBD	CLCA Outing to a Sporting Event. Details TBD.
Sept. 17	OC Chapter Beautification Awards, Mission Viejo.
Oct. 12	CLCA University, Class #4. Location TBD. Topic: Marketing your Business & Increasing Sales.
Dec. TBD	Chapter Holiday Party.

Toro Launches New Equipment for Landscape Contractors at GIE+EXPO

Z Master® Revolution, Grandstand® Revolution, and Z Master® 7500-D 144" join leading Toro lineup

Toro is excited to have introduced three new products designed to meet the evolving demands of landscape contractors at GIE+Expo 2021 in Louisville, Kentucky. Toro showcased the new Revolution Series of battery-powered commercial lawn care equipment, the Z Master® and the Grandstand® Revolution, and a new Z Master 7500-D with a massive 144-inch cutting deck.

“The new Z Master Revolution and Grandstand Revolution take two of Toro’s beloved mower platforms and revolutionizes them with lithium-ion battery power technology that will outlast the sun,” said Chris Vogtman, director of marketing at Toro. “We’re also excited to introduce the new Z Master 7500-D 144”, which helps landscapers make easy work of large amounts of acreage. Plus, all the new equipment comes Horizon360™ capable, which is a real advantage for creating business efficiencies.”

Every Revolution machine is equipped with patent-pending software in the controls that enables smooth operation. It also gives operators a chance to customize the machine with adjustable deck rake, drive speed control options and blade tip speed settings.

The Revolution Series mowers are powered by Toro’s HyperCell Power System™, which was specifically designed with the same innovative spirit Toro has applied for more than a century to its equipment, and delivers all day power and reliability. The Battery Management System (BMS) allows for longer run times and quick charging to maximize productivity. HyperCell is built to run cooler than other power systems, so it can last as long as the sunlight. Ultimately, operators gain efficiencies, cut down on emissions, and can complete more jobs with less hassle.

Grandstand® Revolution



The Toro GrandStand Revolution stand-on mower is a powerful machine designed for high performance and professional lawn care pros focused on optimizing their businesses with the next generation of landscaping equipment. It’s the same ride you’ve come to trust with its space-saving, flip-up platform, only now its powered by Toro’s durable HyperCell batteries.

Featuring a Turbo Force deck with adjustable baffle, operators can adjust the deck baffle to get the most pristine cut in any conditions. The Turbo Force deck is a 50 KSI 7-gauge high strength steel deck, complemented with an extra strength tubular chassis and durably rugged I-beam front-end. It also features industry-leading dual capture anti-scalp rollers to ensure the highest quality of cut in the harshest terrain. Discharge and disperse clippings with the industry’s highest IQ system—rubber discharge chute clears obstacles, while debris dispersion is second to none.

Rough bumps and challenging terrain are all in a day’s work. Feeling them shouldn’t have to be. The Toro GrandStand Revolution combines the speed and comfort of a zero-turn rider with the on-and-off ease of a wide area walk-behind — creating a fast, maneuverable, and more productive alternative to meet your quiet, battery-powered, efficient mowing needs.

Z Master® Revolution



The past and present just became the future with the new Toro® Z Master® Revolution zero-turn mower. It is big, bad, and battery-powered.

Built on Toro’s commercial-grade Z Master 4000 Series frame and legendary Turbo Force® deck, the new Toro Z Master Revolution offers robust battery-powered go-all-day comfort with Toro’s patented MyRIDE® suspension system. The suspended operator platform and easy to adjust, personalized ride settings maximize comfort. All day run time from Toro’s HyperCell Power System seals the deal.

Z Master 7500-D 144”



Toro’s Z Master 7500-D is known to keep crew numbers to a minimum and productivity up — and now Toro is taking its grass-kicking capacity to a whole other level with a new 144” cutting deck.

The new Z Master 7500-D 144” adapts automatically to changing terrain on the fly by choosing the right operating mode for the conditions with Toro’s Horizon™ technology. The Horizon onboard intelligence platform enhances the performance of the machine in various mowing conditions, and protects the mower by monitoring engine oil temperature and pressure. You’ll save fuel costs while maintaining top-level performance.

The massive mowing deck can fold its wings up to 83 inches, allowing it to fit on most standard trailers. The wings flex up to 20 degrees and down to 15 degrees, which hug the ground as you mow, giving you a pro-quality cut on uneven terrain.

Continued on Next Page...

Toro Launches New Equipment for Landscape Contractors at GIE+EXPO

...Continued from Previous Page

Built to last with a protective engine hood, bullnose bumper, 250-lb. Warner® clutch, and a 7-gauge deck, the new Z Master 7500-D 144" will get the job done for a long time to come.

Horizon360™



The best thing about the three new Toro products is that they all come Horizon360 capable. Toro's new business software for landscape contractors drives more profits and increases business efficiency and effectiveness.

This powerful, new, all-in-one software suite allows landscape contractors to more effectively track the productivity of their crews and equipment, automate their billing process, and enhance the time management of their businesses. Horizon360 also offers proof of service, job notes and office notes, real-time equipment tracking, and a bi-lingual phone app for managing scheduling, weather events, and multiple crews.

For more info. about new equipment offerings from Toro, visit www.toro.com.

CLCA had a great time in Hawaii at the annual convention!
Complete coverage will be published in the December issue of our OC Vision.



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A Coaching Mindset

By Steven Cesare, Ph.D., Harvest Landscape Consulting

A business owner from Florida called me the other day to express increased frustration with his employees' ineffective job performance. Throughout the conversation, the business owner repeatedly stated how he is always correcting his employees' mistakes to no avail, a seemingly interminable process that is beginning to wear him down.

Sound familiar?

While sounding simplistic to the business owner, I suggested that he modify his mindset from being an "auditor" to becoming a "coach."

Think about auditors in your business world (e.g., OSHA, IRS, ICE). Auditors only target what is wrong, usually with a smug, condescending tone stroking their ego, while diminishing your confidence. Auditors act like know-it-alls. But they are not.

Now, think about someone who has coached you in your life (e.g., athletics, consultant, mentor). While both auditors and coaches evaluate performance, the auditor concentrates extensively on present errors, the coach centers attention exclusively on future success. Did you or your children learn to ride a bicycle, tie shoelaces, or operate a piece of equipment (e.g., tool, appliance, computer program) perfectly the first time you or they attempted it?

Yeah, right. I thought I was the only one.

Maybe if you had a facilitative coach instead of a demeaning auditor, you would be better at math, driving a stick shift, or programming the DVR. Maybe.

Coaches show us what we were doing wrong, specify (e.g., verbally, behaviorally, visually) how to improve, refine our sequential success, and eventually celebrate our achievement. Their role is supportive, procedural, patient, ongoing, and enriching. The auditor's role is aversive,

binary, judgmental, finite, and vanquishing.

“Coaches show us what we’re doing wrong, specify how to improve, refine our sequential success, and eventually celebrate our achievement.”

Make no mistake, I am not primping my Pollyanna sunglasses espousing academic idealism while being surrounded by the daunting reality of truth. We all know that some employees are lazy; we all know that some employees will never get it; we all know that some employees are incorrigible.

Given.

Another given: The degree of employee success is unquestionably determined in very large part to their individual effort; that degree of success can be efficaciously underscored or perpetually undermined by the quality of coaching (e.g., frequency, tone, purpose) provided to them. Thus, it's about business owners, managers, and supervisors transitioning their leadership mindset from an auditor to a coach; a coach that will improve performance, the employee, and a company culture.

Now, get back to programming the DVR. Or at least try to...

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- Foursome in Golf Tournament + premium hole sponsorship
- 2 Beautification Awards tickets + General Category Sponsorship
- 4 Sporting Event tickets
- 2 Holiday Dinner tickets
- Recognition in magazine & website
- Link on emails to membership

Preferred – \$1,625 (\$2,025 value)

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- 1 golfer in Golf Tournament + hole sponsorship
- 1 Beautification Awards ticket + General Category Sponsorship
- 2 Sporting Event tickets
- 2 Holiday Dinner tickets
- Recognition in magazine & website
- Link on emails to membership

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- Recognition in magazine & website
- Link on emails to membership

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- 2 Beautification Awards tickets
- 2 Sporting Event tickets
- 2 Holiday Dinner tickets
- Recognition in magazine & website
- Link on emails to membership



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Making Rainy Days Productive



Falls, VA, says when there is a high probability of rain in the weekly forecast, they develop a secondary schedule to adjust deliveries, subcontractors, and any work that should not be done in/after heavy rain.

“If it is a heavy rain, we often use the morning for training with the field teams and then have the foremen assist the mechanic on getting ahead on preventative maintenance on equipment as we will most likely run long days to catch up – preventing the mechanic from staying on his schedule,” Kane says.

In the lawn and landscape business, there are certain elements that are completely out of your control, such as the weather. While rainy days are inevitable, they don’t necessarily have to be a total wash of a day.

Brandon Sheppard, a Weed Man multi-unit franchise owner with franchises in Virginia and Maryland, says the manner in which you approach rain days reflects how well you approach the management of your technical department.

“It’s very easy for a production manager to be managed by the job and not the other way around,” Sheppard says. “You end up with the tasks of the day setting the daily schedule instead of you, something that is only compounded when weather is thrown into the mix.”

How to Stay Productive

So when Mother Nature gives you rainy days, what should you do to stay productive?

First, you need to have a clear concept of what productivity means for your company. Sheppard says without a clear vision, you’ll be scrambling to find ‘jobs’ for people to do and end up underutilizing your team’s time and resources.

“Your team knows when you don’t have a plan and if they feel like you’re wasting their time, it can impact how they view you as a leader,” Sheppard says. He adds that by minimizing rain days, you can keep the paychecks of your employees uniform. Predictable pay is a major benefit to any employee. Reduced pay due to lost weather days can be a real source of anxiety to your team.

At Bay Landscaping, based in Mobile, AL, they have their crew leaders and managers come in to do maintenance on their equipment and clean the shop on rainy days.

Josh Kane, president/head designer of Kane Landscapes, based in Potomac

He says their trainings vary from safety topics to breaking into more specific topics for each division, like the proper use of larger equipment for the landscape division.

At Weed Man, their technicians report to work, rain or shine, unless told otherwise. Creating the expectation that every day is a workday helps the team show up with the expectation of being productive for the entire day.

Sheppard says training is part of their rain day strategies. One of their main focuses is improving the abilities of their technicians to interact with the clients.

“We train on all manners of customer interaction principles to build both skills and confidence,” Sheppard says. “We are firm believers in the power of role play when it comes to training on sales or customer retention training. It’s not enough to ‘know the material;’ mastery and confidence come from being able to employ both the skills and knowledge and there is

Continued on Next Page...



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Making Rainy Days Productive

...Continued from Previous Page

no substitute to working with the information. To make this practice as effective as possible, we routinely use managers from our sales and customer service departments to lead both the training and the role play.”

He says devoting time to train and practice their customer service skills has led to significant jumps in their overall customer retention rate and sales revenue generated by each technician.

Monitoring the Weather

Hank Parker, president of Bay Landscaping, says they don't schedule for rain days as they have a ton of rain in their region and have to deal with it on a regular basis.

“We have a lot of rain in our area so we always report to work and will work until it starts raining and we can't work anymore,” Parker says. “When rain starts we have the crews try to wait it out. If rain doesn't stop within an hour we call it.”

He says the only time they will cancel the night before is if they have a major storm moving in and know they won't be able to get anything accomplished or if it's too dangerous to have their people on the roads.

Sheppard says on days when there is a higher probability of rain, they will build routes that don't have ‘call ahead’ customers or longer drive times so if there is a window when they *can* work, they can jump on it quickly. Rather than sending crews home after a certain period of time, Sheppard says ideally you should have enough content/tasks planned to fill a full day.

“Bringing your employees in for only a partial day isn't respectful of their time; especially if you have team members with a long commute,” Sheppard says.

Kane says they monitor the weather and try to keep their field teams informed as many days ahead of time as possible. They will build a roster of which team members will not be available to work a Saturday if they have to make up a day lost to weather.

“We will not cancel the day ahead of time due to the inaccuracy of local forecasts; some of this is due to how the Blue Ridge mountains affect the weather in the DC area,” Kane says. “Our supervisors send out text notifications listing if there is a dispatch delay, if we are having a training or which crews are or are not working by 6 a.m. the morning of the rain.”

Kane Landscapes has a policy where if they cannot dispatch their crews by 10 a.m. then they will not go out for the day to prevent the additional unbudgeted drive time.

“If dispatched after 10 a.m. the crews will not be able to complete their routes and will have to drive back to the area again another day,” Kane says. “If we have multiple

days of rain, we will adjust this policy to ensure we can complete the contracted work by the end of the week.”

“While rainy days are inevitable, they don't necessarily have to be a total wash of a day.”

Keep Calm and Carry On

Parker says they will work through the rain if it's light and misty, but acknowledges it affects the productivity and efficiency of the jobs. Sheppard says it's not very often they'll still try to do their work despite the rain. While some of their applications are unaffected by the rain, rain often makes the application itself difficult.

Kane says some of the tasks they will do in the rain consist of simple, smaller clean-up work or warranty work where the quality of the work will not be affected by light rain. He says they'll also move machines and make deliveries if needed.

“Due to our work on high-end residential properties, we tend not to work on properties in the rain,” Kane says. “Often we will move materials or equipment to or from sites. Even if the work we are performing may not be detrimental to the property, the assumption by clients is we might be damaging the turf or plants, so we tend to err on the side of caution.”

This article, authored by Jill Odom - content manager for the National Association of Landscape Professionals (NALP), was originally posted on NALP's blog at <https://blog.landscapeprofessionals.org/>.



Yes! That's exactly what I want to say.

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