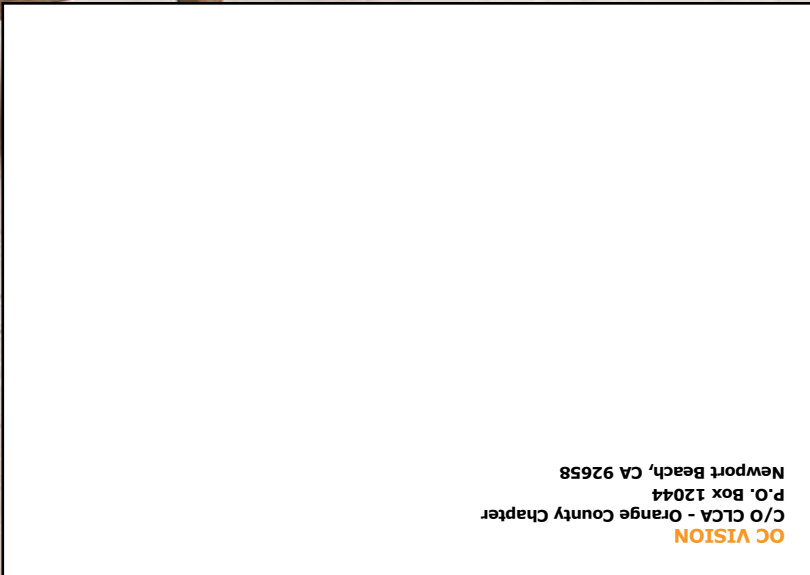
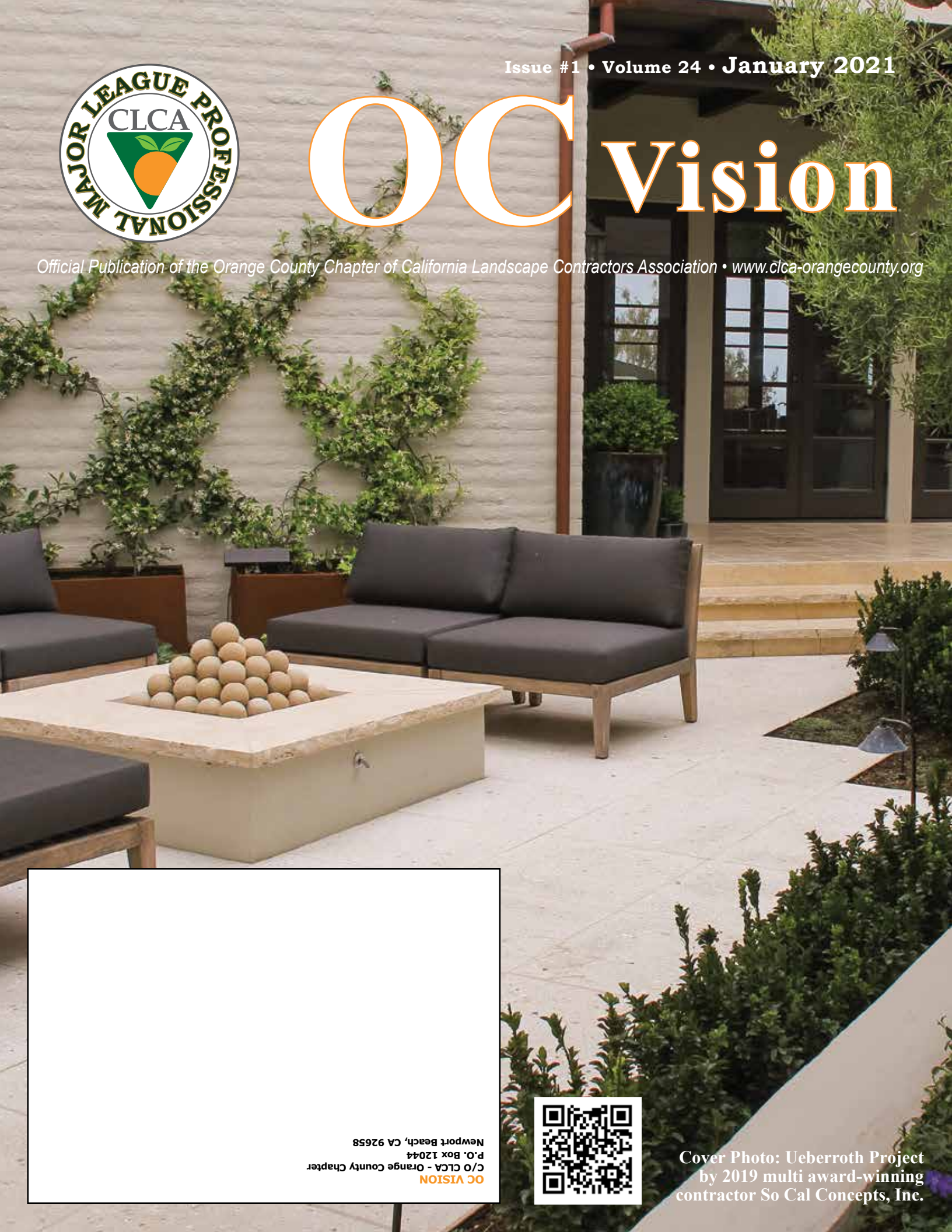


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2021: A Year for New Beginnings



Sal Hernandez
Pacific Breeze Landscape
Chapter President

Howdy Team OC! I want to start by wishing you, your employees, and families a Happy New Year! It is an honor to come onboard as your new CLCA Orange County chapter president. I hope that I have it in me to fill those big shoes of our previous president, Ed Wallace.

· driving more traffic and awareness to our association through a recently updated website. Check it out at www.clca-orangecounty.org!

2020 was a challenging year, full of change. Most noticeable was the change to our social dynamic and means of networking. Though challenging, it created many opportunities to adapt and try new things. Personally, I picked up surfing. It is an amazing sport, full of energy and joy. If you were impacted by COVID, do not lose hope. Reach out and stay connected in 2021. We are all here to encourage one another and do our best to stay optimistic during these times.

**“...do not lose hope.
Reach out and stay
connected in 2021.
We are all here
to encourage one
another and do our
best to stay optimistic
during these times.”**

As for events, we are looking forward to our kickoff event on February 24. While it will need to be virtual, our VP of Events is working hard to make it a fun and engaging way to kickoff the year. Keep on the lookout for more details.

We also plan to have a Golf Tournament and are working on the return of a Beautification Awards program.

Lastly, please consider becoming an OC Champion. It is a great way to support the chapter and pre-pay for your participation throughout the year.

Let us run into 2021 with a fresh start and new beginning. Your CLCA OC chapter board has been hard at work to continue to add value to your membership and support you through these challenging times. Some of the ways we are doing this is by:

- putting together a promo video to promote on Instagram that will target homeowners. *If you want to get involved and be a part of this, feel free to reach out!*
- working on increasing our membership through improved virtual education and social media campaigns.

Let's embrace 2021 with the mission to be more engaged with one another. Please reach out to me or any of the board members with your input and ideas.

I look forward to seeing all of you as we begin the 2021 year. ~ Sal

For those of you who like to read, I recommend the book *Tax Free Wealth* by Tom Wheelwright.

CLCA's mission is to serve and protect the interests of its members, promote professionalism, and advance public awareness of the landscape industry. Learn more at www.clca.org

I want to recognize and give a shout out to our new members from 2020!

- | | |
|---|---|
| <p>Scott Behnke, Coastline Equipment</p> <p>Nathan De Guzman, Marina Landscape
<i>(Nate's also a new board member, serving as our 2021 VP of Membership!)</i></p> <p>Alesha Deesing, Aldia Landscape</p> <p>Sabrina Fricano, Marina Landscape</p> <p>Martin Herrera, Merchants Landscape Services</p> <p>Cesar Yepez, Carmine – GPS</p> | <p>Daniel Hurt, Student at Mt. SAC</p> <p>Jillian Mudd, Mudd Landscapes</p> <p>Oscar Porrón, VGS Landscapes
<i>(Oscar's also serving on our chapter's Education Committee!)</i></p> <p>Keith Rascoe, Trex Fencing</p> <p>Erik Rodriguez, Bloom Landscape</p> |
|---|---|

When possible, please reach out and welcome them to the chapter. ~Sal

The future of every community lies in capturing the passion, imagination, and resources of its people. -Ernesto Sirolli

How Good People Fuel Your Business Success

What makes your business successful? Ask any leader or business owner this question and they will tell you, in a word: people.

Good people fuel your business success. And in the service industry, people are everything because your offering is high-quality only if the individuals delivering what you promise are trained, skilled and adhere to high standards. Your people are the ones representing your brand, too.

People are everything.

So, it's easy to point to people as a reason for success when a company has a great team. But what about the business with great people who are not performing at a high level? The reason is, good people also need support from managers, an operational infrastructure, and rewards for achievement. You can have the greatest people in the workforce, but they can only perform if they are given the tools. And, they will only stay on board if you invest in them, and your business, by creating an environment with an engaging culture that fosters success.

People are everything, but you as a business owner are responsible for establishing a culture and human resources practices so good people can do great things.

Let's dig into how this people thing really works. First, get these human resources (H.R.) facts. People are complicated, which explains why H.R. issues are complex and require a great deal of planning, a solid system and oversight from an adviser who can ensure compliance and assure that

necessary regulations are met. What we're saying is: Don't do H.R. alone.

"...because your offering is high-quality only if the individuals delivering what you promise are trained, skilled, and adhere to high standards."

Here are some H.R. facts:

Employees like retention, too. Most workers who are hired want to stay employed. In our experience, we have never interviewed a prospective employee who said, "I took the job to get fired."

People like attention. We're talking about the good kind – reward for hard work, constructive feedback, and recognition for going above and beyond.

Compensation matters. Your people are valuable. Pay them that way.

Values matter even more. More today than ever before, the millennial workforce and upcoming Gen-Y want to work for a company that shares their values. They want to belong to organizations that make a positive impact and give back. The green industry naturally does all of these things by creating a more beautiful, healthy environment. Share this with prospective employees.

What's the Plan?

Nobody's perfect. There is no perfect employee. There is no perfect company. But, there are ideal fits, meaning people who align with your culture will thrive in your organization. Understand who you are as a business, and who you are not, so you can hire the right people.

Time is more important than money. Most people who have been with a company a long time and either leave because they are unhappy or terminated will tell you their greatest regret is lost time. Consider how you are creating an environment where people feel their time is well spent.


Use the H.R. facts outlined in this article as a filter when building a culture and creating systems to help manage, develop, and reward your people.

This article, authored by well-known industry consultant Bruce Wilson, was excerpted from the National Association of Landscape Professionals' blog at www.blog.landscapeprofessionals.org/.

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Customizable Employee Handbook Prevents Kinks In Communications

Did you know that CLCA has a customizable employee handbook that is only available to CLCA members? Yes, it's just another one of the many exclusive member benefits your association has to offer!

Avoid kinks in communication by keeping your company's employee policies neatly in one place. CLCA, along with the California Employers Association, has compiled a new, first-of-its-kind, employee handbook written specifically for landscape construction and maintenance employers.

The handbook is in an easy-to-use Microsoft Word format, which you can fully customize to fit your company's size, needs, and special programs. The result is an accurate and up-to-date employee manual, one of the best defenses available against employee job actions and lawsuits.

The handbook includes all required state and federal policies, as well as policies that apply to your everyday work world.

Order yours in CLCA's online bookstore today! While there, be sure to grab your 2021 labor law poster too. The laminated poster includes all the state, federal, and OSHA mandatory posting requirements all in one. clca.org/store

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TreeTown USA Announces Rebrand



Jonathan Saperstein, CEO of TreeTown USA, announced recently that the company has rebranded and will now operate under a new name: Everde Growers. The rebrand follows nearly six years of strategic acquisitions to expand the company's footprint nationwide, with farms operating in Oregon, California, Texas, and Florida.

"We have spent several years refining our processes, combining our policies, and setting a strong foundation for the future," Saperstein stated. "Now is the time to truly bring the company together as one."

Since their purchase of TreeTown USA in 2015, Saperstein and his family have been focused on the company's strategic growth. Each of the acquisitions have shared several qualities: a positive reputation in the industry, a plant mix that adds value to the company's offering, inventory to support that mix, land with a solid infrastructure, and an exceptional work force.

Everde Growers views the rebrand as an opportunity to build and fortify its relationships in the industry. "Our commitment to our customers, employees, and suppliers is stronger than ever," Saperstein stated. "Having a single brand identity will help to streamline and improve many of our processes."

"The most rewarding part of bringing our company together as one has been creating best practices across the company based on rich experiences from our various backgrounds in

the industry," stated David Kirby, Executive Vice President. "This year, we made great strides in creating a consistent customer experience. For example, by organizing our national customer service team, our customers across the country will now have one point of contact to access our fourteen farms, as well as access to an updated national availability list with a consistent look and feel. We know that executing the Everde Growers brand will take time, but our employees and customers will immediately see the benefit of having one brand identity."

About Everde Growers

Everde Growers is a privately-owned business headquartered in Houston, Texas, with 14 farms totaling over 6,700 production acres across Texas, Florida, Oregon, and California. The company has a coast-to-coast footprint for its broad mix of high-quality plants that includes over 5,000 unique selections. To learn more about Everde Growers, visit www.everde.com.

Photo of Everde Growers' grounds in Texas.



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How Are You Marketing or Selling Your Products?

By Jonathan Goldhill, The Goldhill Group



Without a product, what would your company be? All businesses sell something. Whether it's a digital product, advice, a service, or a physical thing, your livelihood revolves around your product.

Since your company has already been in business for some time, the assumption is that you are already marketing and selling your product reasonably enough. But if you're taking over the family business with the intent to create a high-growth environment, you're going to need to think a little differently.

Products are inextricably linked to sales and marketing. To ensure your efforts succeed in these areas, you'll need to change the way you think about these activities.

What's the Difference Between Sales and Marketing?

In a nutshell, marketing is a one-to-many. It's about educating your audience, and it's about generating leads. You need to educate your market on how your product is going to satisfy their needs. Marketing creates demand; selling turns your contact into a contract.

Marketing Essentials

The basic principles of marketing are market, market research, message, and medium.

Your market defines your target customer – and there is usually more than one. For example, my target market is family-owned businesses

that are growing, but my ideal client is the next-generation leader, typically a millennial, who wants to upgrade their leadership skills and scale the business dramatically.

Market research is about gathering information about your customers and their needs. The results tell you who they are and what they want. You need this information before you can define your ideal customer.

The message is what you communicate to your market. It generates awareness, demonstrates your unique value proposition, and stimulates demand for your product.

The medium is how you get your message out; in other words, the channels you use, like social media, television, direct advertising, and so on.

To measure your marketing's success and manage the spend, you need a budget, a calendar, and a way to track leads.

Selling Basics

To successfully convert your leads into sales, your marketing must support the sales effort by educating the customer. Without marketing, sales will be a lengthier and more arduous process.

Other activities your salespeople will benefit from include:

- A well-defined sales process
- Training on sales scripts
- Improvisation practice

You want the sales pitch to sound natural rather than scripted. The goal is to teach your salespeople to take a prospective customer through the journey with so much enthusiasm that they will want to refer others to do business with you.

We start by building rapport and finding out what brought the prospective customer to you in the first place. What are their needs? Pain points? Frustrations? What do they hope to gain?

You'll also need to clarify their budget and ascertain who else is involved in making the decision. Only then can you move forward to closing the deal.

Critical sales skills include listening, presenting, storytelling, and problem-solving. If you hire the right salespeople, they will be continuously improving and honing these skills.

Marketing Plan

Planning makes any process more effective, and marketing is no exception. Unless you have an endless and steady stream of leads coming through your door, you need a marketing plan. Without one, you're missing out on a lot of potential. With a plan in hand, you'll access better quality leads at a lower cost. It's an essential roadmap that's part science, part creative, and filled with a lot of intuition and experimentation.

Any good marketing plan requires the following:

1. Research, to be sure you understand your ideal customer, their wants, and needs.'

2. Target market. Primary research involves collecting first-hand information directly from your customers. Secondary research is collected from other sources, like newspaper and magazine articles, studies, and so on. Get to know your ideal customer inside and out.

3. Competitive analysis & positioning. Who are you competing against? And what makes you different from them? You need to develop a unique value proposition so you can communicate this

Continued on Next Page...

How Are You Marketing or Selling Your Products?

... Continued from Previous Page

through your marketing. In my book, *Disruptive Successor*, I provide several exercises that should help you flesh out this understanding.

4. Go-to-market strategy. How will you get your product into the customer's hands? What channels will you rely on? Some examples might be referrals, social media marketing, trade shows, local advertising, cold calling, direct mail, and the list goes on. Keep in mind that whatever your channels might be, they need to be trackable so you can be sure your efforts are giving you the results you need.

5. Pricing strategy. Are you market-competitive? Premium? Or a low-price leader?

6. Promotions, like discounts, trials, and promotional pricing help you get through slow seasons, and they also work well to up-sell or incentivize a purchase. Your business model will often dictate the direction you go on this.

7. Budget. Overspending and underspending on marketing are two of the biggest mistakes businesses make. Set a budget for each go-to-market strategy that includes all the supporting materials and research they require. Review and adjust periodically to measure these efforts against your goals.

8. Metrics are critical. If you can, keep track of what channels your leads are coming from, the number of leads you're getting, and how much it's costing you for each one. Other measures include the average transaction spend, the lifetime value of each customer, and churn. Seeing how these metrics change over time helps you track trends.

9. Sales plan. Your sales plan covers things that aren't addressed in your marketing plan, such as prospecting, sales process, team, tools, metrics, and targets. Creating a standardized sales process makes it repeatable, teachable, and ensures you are meeting your customer's needs. If your process meets these requirements, then it's easily scalable.

If you haven't yet, check out www.DisruptiveSuccessor.com and buy the book. In it, I dive deeper into various ways to grow your business' sales, why your marketing might not be working for you, and action steps to help you bring it together.

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Goal-Oriented Training Program Development

By Steve Cesare Ph.D., The Harvest Group

A business owner from Mississippi called me the other day to discuss a new training program he wanted to develop and implement in his company to improve organizational productivity. When he asked for my thoughts, I simply said, “What is the goal?” He replied, “Improve productivity.” I responded, “That is not a goal; that is a sentence.” Without an empirical standard, goals do not exist: “Try hard,” “Lose weight,” and “Get better” are no different than “Improve productivity.” They are not goals.

With that point as pretext, I then introduced the Hierarchy of Needs, popularized by Robinson and Robinson (1995), to him as an illustration to reframe his orientation. *See below.*



I explained that when considering a training program, always focus on the Business Needs first. That is to say, specify the desired empirical impact this training program will have on

the company: increase sales by 15%, decrease job loss by 20%, improve gross margin by 4%, reduce overtime by 15%, or increase employee retention by 10%.

With the business goal and quantitative standard now defined, the next step is to identify those behaviors that the employees must perform (better) to achieve that goal. For example, improve the quality of contract sales proposals, put door hangers on each customer’s front door at the end of each visit, bring an enhancements proposal to every client walk-through, ensure every field employee gets safety trained in their first 90 days of employment, or return every client phone call before the end of the work day.

Now that the business goal and desired job behaviors are aligned, it is time to develop the training content that will initiate, foster, and improve those behaviors accordingly. Training is not an exercise in knowledge; it is the efficacious transfer of knowledge to the work environment. Knowledge without impact, is irrelevance. What the employee learns in the training course, must alter his/behavior in such a way that a business goal is attained. If that hierarchical relationship does not exist, don’t even think about developing a training program.

For basic access to Steve’s human resources expertise, visit <https://harvestlandscapeconsulting.com/product/virtual-human-resources/>

This article was excerpted from the Harvest Group blog, Tuesdays with Steve Cesare.



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Ewing Irrigation & Landscape Supply Announces New Hardscapes Product Manager

Ewing Irrigation & Landscape Supply recently announced Daryl Irsik as its new Hardscapes Product Manager. Irsik’s experience in the green industry ranges from product development and positioning to sales and marketing, across various distribution models.

“Hardscapes is one of the best growth opportunities in the green industry today, so it was important to have a colleague with deep background in the product category, strong leadership skills and keen strategic vision lead Ewing’s hardscapes product efforts. Daryl brings all of those qualities, 25 years of experience and more,” said Tom Childers, EVP of Sales and Marketing at Ewing.

As Ewing’s Hardscapes Product Manager, Irsik will be responsible for growing the product category’s sales and profitability, managing vendor relationships, engaging customers and providing product support to Ewing branch and sales staff.

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