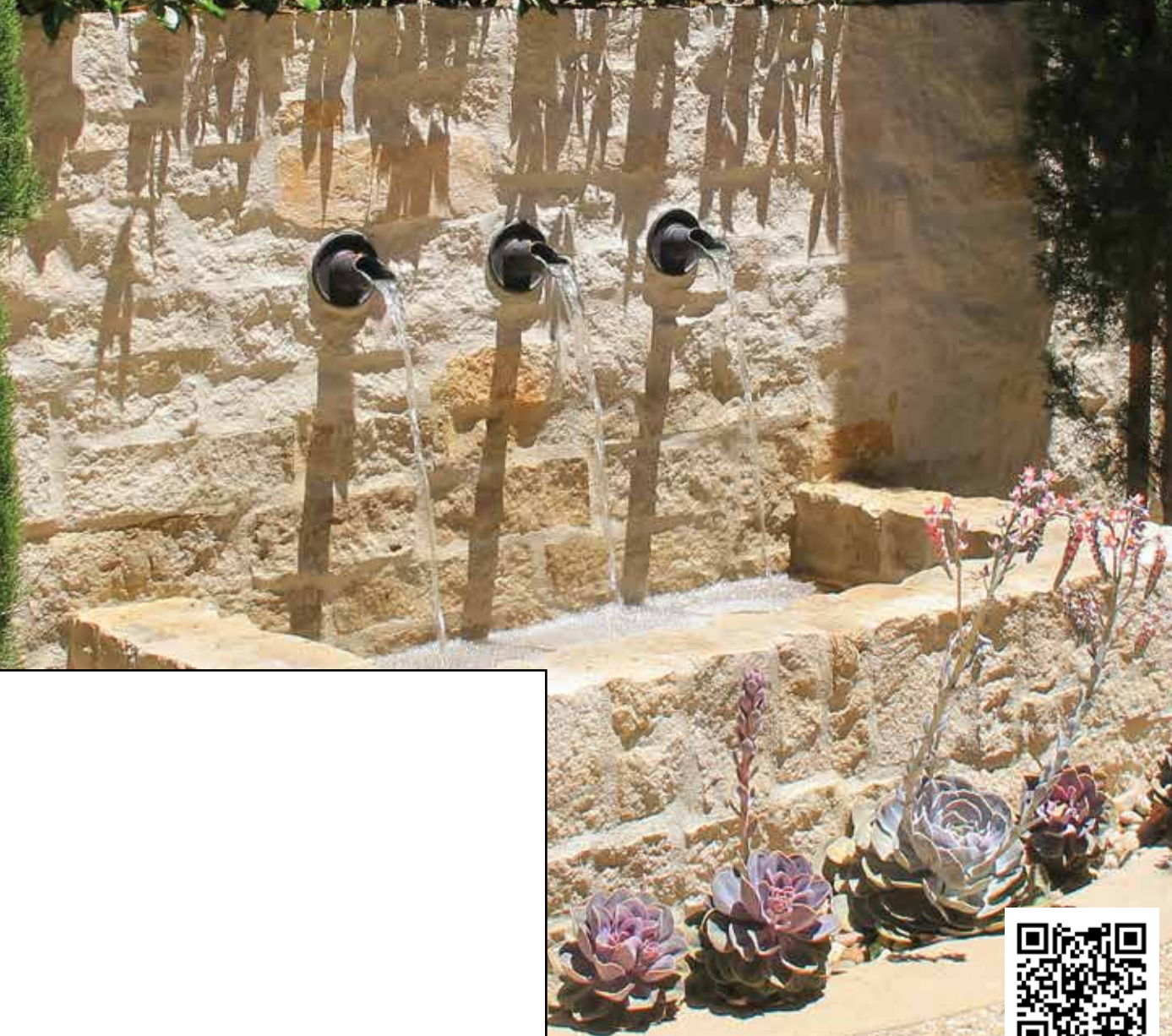


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# OC Vision

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Newport Beach, CA 92658



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2022 multi award-winning contractor  
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# Preparing for the Future



**Sal Hernandez**  
Pacific Breeze Landscape  
Chapter President

**M**y wife and I recently started sleep training our little one. Ever since our son was born, we have experienced one challenge after another. The last four months have been long and sleepless. Tired of being tired, my wife – who has been in the field of behavior for the last 20 years – decided to apply her strategies toward sleep training our son. She is very data driven and does her research which helped make it a success. Now, we are *all* getting better rest.

Knowing how to research and collect data is critical to success, in any field or application. Data collection is crucial for identifying issues and cycles within your business. Personally, it has helped me grow and improve my company. For example, our industry generally slows down around December and January. I know this because I look at the data from my website and ad platforms; our inquiries and calls are significantly reduced during this time. Knowing this enables me to plan and use this slower time to do other things to grow and improve my business.

Data collection and research needs to be ongoing. Trends and varied factors impacting your business are constantly changing. You need to stay on top of them. This year, for example, has been a bit different than years past. Our industry is influenced by the real estate market and from an economic standpoint, there have been talks of a recession.

This data influences my planning for 2023 as I anticipate we will see the true effects in Q2 or Q3 of next year.

Nobody likes to talk about the bad times ahead. However, as a business owner or entrepreneur, it would be naïve not to do so. So, what are you doing to prepare? Big corporations have started to downsize. For our company, we are implementing an Entrepreneurial Operating System (EOS). This will help us stay organized and maintain a good work pulse. Whatever *you* do, make sure you do what is best for your business.

My term as president is nearing its end. We had our 2023 planning meeting and elections last month and I'm excited to see some new leaders joining our team. It's been a really nice ride serving as OC Chapter President these last couple of years and I look forward to seeing where this new team of leaders will take our chapter.  
~Sincerely, Sal

**~KURAPIA~**

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**CLCA's mission is to serve and protect the interests of its members, promote professionalism, and advance public awareness of the landscape industry.**



2022/2023 CLCA-OC Calendar	
Mark Your Calendars & Save the Dates Now!	
Dec. 15	<b>Chapter Holiday Party, Yard House Irvine.</b> <i>Join us and enjoy tasty food while celebrating 2022 with your CLCA friends.</i> Register at <a href="http://www.clca-orangecounty.org">www.clca-orangecounty.org</a> .
2023	
Jan. 11	<b>OC Chapter 2023 Kickoff Meeting, Anaheim.</b> Golden Road Brewery: 2210 E Orangewood Ave.
Feb. 8	<b>OC Lunch &amp; Learn. Location TBD.</b> Topic: Electric Equipment Updates.
Mar. TBD	<b>Membership Event. Date &amp; Location TBD.</b>
April 12	<b>OC Lunch &amp; Learn. Location TBD.</b> Topic: New Plant Introductions for 2023.

**Celebrate the Holidays with Us!**

**OC Chapter Holiday Party is Dec. 15 at Yard House, Irvine**

Ring in the holidays with us on Thursday, December 15, at the Yard House in Irvine starting at 6:30 p.m. Located inside the Irvine Spectrum, this venue will provide the perfect setting for this year's holiday party. Come out and enjoy some tasty food while celebrating 2022 with your CLCA friends.



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 \$65 for members and \$85 for non-members. Price includes tasty appetizers, dinner, and a drink ticket. We hope to see you there!

Yard House is located at 620 Spectrum Center Drive, Irvine, CA 92618. Register online at [www.clca-orangecounty.org](http://www.clca-orangecounty.org).

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## 75/25

By Steven Cesare, Ph.D., The Harvest Group

A business owner from Virginia called me the other day to talk about leadership, accountability, and roles and responsibilities. Based upon the organizational chart, the company has a typical hierarchical structure, with the Operations Manager overseeing field activities, the Office Manager coordinating administrative tasks, and a Sales Manager supervising marketing, social media, and sales duties.

However, the owner has developed a time management problem due to his daily routine of being “too hands-on” when it comes to his management team’s performance, usurping their decisions, meddling in their processes, and eroding their leadership capital with their subordinates.

Who would you listen to: Your supervisor or the owner?

We all know the answer. We all have been there.

I know the owner cares. I know the owner is a nice person. I know the owner respects his managers.

We all know the owner is the problem.

To initiate a development plan, I explained the 75/25 split to the owner. In general, the owner, CEO, or Company President should spend approximately 75% of their time addressing external issues beyond the boundaries of the company, with the remaining 25% of their time spent on issues internal to the company. By definition, the owner is the leader, the visionary, the strategist. Focusing on internal, operational, or administrative tasks is not leading, developing a vision, or being strategic. That is called management. Managers manage; the person at the top of the organizational chart is not a manager.

By way of metaphor, the owner is driving the car with the primary goal of looking forward through the windshield, charting the optimal path toward the desired destination. There is only one driver. If the driver is preoccupied with the stereo system, cell phone apps, or other distractions in the car, only bad things will happen. The driver must stay focused on the road, the path, and the future location of the car.

Executives must devote at least 75% of their attention to issues like: meeting with prospective clients, talking with vendors, becoming involved in local organizations, interviewing key managerial candidates, having lunch with valuable clients, attending conferences and workshops, driving the local community to assess changes, growth, and opportunities, meeting with the accountant, lawyer, or consultants, working with a professional coach, networking, reading, thinking, and planning. At one of my previous positions in the Green Industry, the General Manager spent the first hour of his day, every day, reading the local newspaper to stay abreast of community events, beyond the walls of company headquarters. That’s the line of sight

the driver of the car must focus on; not what is in the glove compartment, trunk, or backseat.

**The Company President should spend approximately 75% of their time addressing external issues beyond the boundaries of the company, with the remaining 25% of their time spent on issues internal to the company.**

recognition meetings, and even, handing out paychecks to field employees.

By contrast, managers should have a 25/75 split; addressing external boundary spanning topics 25% of their time, while managing internal departmental execution 75% of their time. That complementary coverage with the executive’s priorities ensures everything gets done without redundancy, promotes management development, eliminates functional compression (i.e., the owner doing the manager’s job), and maximizes labor efficiency and communication effectiveness.

By the way, do you know the best way to know your company’s desired destination six months from now? Start looking through the windshield.

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



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

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# 25 Exceptional Ways to Motivate Your Employees

By Jonathan Goldhill, The Goldhill Group

**A**s a team manager, inspiring your members becomes one of your most important duties. In most cases, it's not enough to just provide them with supervision and direction. You also need to pause for a moment and find creative ways to inspire and encourage them to do better **ALL THE TIME**.

Your success depends on the performance of your team members and, ultimately, how effectively you handle them. If you want your employees to always be at their peak, you've got to make excellence a common habit.

Here are 25 ways to motivate your members to perform better and make success a habit...

1. Give recognition. Make a bulletin post or send an email recognizing an impressive achievement.
2. Give rewards. Give away some freebies, like a gift card or another small token of appreciation.
3. Provide one-on-one coaching. Show employees how much you care and value their work by providing feedback and guidance.
4. Training. Cultivate skills development to grow your business and individual careers.
5. Assign leadership roles. Boost employees' confidence by showing how much you appreciate their contribution and trust their capability.
6. Give time off. Who doesn't love a break?
7. Provide a healthy work environment. Give employees a safe, friendly, and supportive workplace.
8. Give raises. Adjust employees' pay on an annual basis, at the least.
9. Give bonuses! Incentivize to boost production and performance.
10. Plan team building. Allocate some time for team activities that are fun and engaging.
11. Party. Take time to hang out as a group.
12. Go out to lunch. Engage with employees outside of the office, above and beyond the typical coffee break.
13. Help plan their careers. Provide a sense of direction by talking to employees about their future career plans and how you can contribute to their achievements.
14. Offer seminars and conferences. Give your team members a stimulating break that also provides an opportunity to learn and grow.
15. Be flexible. Allow for some wiggle room on work schedules or assignments as necessity requires.
16. Offer educational sponsorships. Encourage and sponsor your employees to enroll in a course relevant to their position.
17. Hold contests. A little healthy competition can go a long way toward boosting morale and productivity.
18. Hold theme parties for family members. Sponsor a trick-or-treat party for the little kids!
19. Assign new tasks. Some people view new responsibilities as a refreshing break.
20. Plan promotions. Recognize and reward hard work and excellent performance.
21. Reduce stress. Treat employees to a spa day, a restaurant gift card, or a movie.
22. Boost confidence. Deliver on-the-spot praise – recognize performance while it's fresh and new.
23. Schedule pizza/popcorn days. Sponsor some office snacks.
24. Have employees host an event. Give them an opportunity to showcase their project planning and management capabilities.
25. Use the buddy system. Have employees work in pairs on difficult tasks.

Because the growth and success of your business depends on your team's performance, you must take specific steps to inspire and motivate employees to perform better. Managing your team is one of the most important aspects of business growth.

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The experience you acquire serving on a CLCA board or committee at the chapter or state level can be applied in many aspects of your professional life — no matter where you are in your career!

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## Take Time to Refresh Your Pruning Practices



Photo: Sara Maida Photography

If you're an experienced landscape professional, it's easy to think once you've mastered a technique like pruning, there's no need to revisit the matter. However, this mindset can cause you to hold on to obsolete pruning practices.

"We're working with living plants, which are dynamic organisms," says Jen Kettell, owner of Radiant Leaf Consulting and an ISA Certified Arborist. "Everything changes. Even if the fundamentals of pruning don't change, the way we apply those practices may change because something changes in the environment – like a new disease in our region."

An example of this is fire blight caused by *Erwinia amylovora*. While it is not a new disease, it once was, as for about 100 years, its cause was unknown. It was eventually identified as a bacterial disease and pruning is one of the most effective ways to manage fire blight.

Yet Kettell says the devil is in the details because how landscapers prune host plants in the Rosaceae can either exacerbate or slow fire blight's spread.

"In this case, knowing only pruning basics can really get us in trouble," she says. "We should continue to sharpen our skills...well, forever! There's always something new in our living landscapes that we need to learn about, problem-solve, and address."

### Why Continual Training Matters

Kettell says one of the most significant changes to pruning principles was in the 1960s following Alex Shigo's research on selective pruning and Compartmentalization of Decay in

Trees (CODIT). Current pruning techniques still build on Shigo's work today.

"Most recently, our customers' knowledge about garden care has greatly expanded," Kettell says. "More and more clients expect selective pruning for their trees and shrubs — they don't want everything hedged. For landscape companies, this expectation requires more education for their employees. This often means a shift from teaching new hires on-the-job to investing in formal pruning training programs and certifications."

Also pruning performance standards change. The ANSI A300, Part 1 is considered the model for best pruning practices and every five years or so the Standards Committee updates the standard to reflect new research and knowledge in arboriculture.

Kettell says in addition to refreshing your technical landscape skills, you should stay on top of the science that informs how you care for landscape trees and shrubs.

"Our work is truly multi-disciplinary," Kettell says. "It's important to be aware of common insect pests/diseases to their region (and the ones that may be one the way!), new insect/disease resistant cultivars, changing weather patterns, and invasive species."

Depending on how much of your workload is pruning will determine how frequently you should brush up on the latest training.

"If they're primary turf pros who spend only a month or two pruning each

year, then frequent annual training will be important because they're not practicing as much," she says. "For folks who are pruning every week, I'd recommend a refresher course every couple of years."

### Bad Habits to Avoid

One of the reasons you can slip into possible bad pruning practices is due to tremendous production pressure and demand for landscape services.

"It's really easy to start taking shortcuts – or what I call, perceived shortcuts – in order to achieve a 'tidy' looking landscape," Kettell says. "When we brush up on our skills, we're reminded of the finer points that we may have forgotten. The best training sessions also will remind us why we were initially drawn to landscaping and horticulture – they're energizing, fun, and inspiring!"

Common mistakes include making pruning cuts without regard to the branch collar, where they are too deep or too far from the collar. Another is abandoning the long-term strategy of structural pruning in favor of the short-term "rewards" of heading any and all species.

Kettell says while you don't want to slip into these bad habits, you also don't want to slip into bad habits that affect how you take care of yourself.

"We work in a trade that requires knowledge, and physical skill," she says. "When leading training classes, I'll often gesture towards my left arm and say that it's my moneymaker! Wear your PPE – safety glasses and gloves are bare minimum for using hand saws and pruners on the ground. When using a chainsaw – add on chainsaw pants and head/ear protection. In my work training both pros and homeowners, not wearing PPE is the bad habit I see most often. Without protective equipment, we expose ourselves to unnecessary and potentially life-threatening injuries."

Refer to the ANSI Z133 Safety Standard for a complete list of required PPE.

*This article by Jill Odom was originally published on the National Association of Landscape Professionals's blog at <https://blog.landscapeprofessionals.org/>.*



# Toro Launches New Equipment for Landscape Contractors at 2022 Expo

*New Revolution Series Handheld Tools, new SprayMaster® models, new Z Master® 2000 and 2000 Revolution, and new Grandstand® HDX introduced*



Toro introduced several new pieces of durable and innovative outdoor power equipment to meet the rugged demands of landscape contractors at Equip Expo 2022 in Louisville, Kentucky last month.

“We’re excited to introduce an impressive lineup of battery- and gas-powered tools that will immediately improve productivity for professional landscape contractors,” said Chris Vogtman, director of marketing at Toro.

## **New 60V Max Revolution Series Handheld Tools**

Designed with input from professional landscape contractors, the new 60V Max Revolution Series Handheld tools were built to perform in demanding work conditions and environments all day long. Powered by Toro’s Flex-Force Power System®, the new line includes a dual-battery backpack that can hold two 10 Ah batteries — which is designed for comfort and available as a power source for the leaf blower or string and hedge trimmers to keep jobs moving all day.

Operators can easily swap batteries out, so when one battery is done, the workday doesn’t have to be. Outpacing the charging speed of larger, lower voltage batteries, the 60V power comes to you fast — taking just 50 minutes to fully charge our largest battery in the all-new six-pod rapid charger. Plus,

the batteries are versatile, powering both Revolution Series handheld tools and the Toro 60V Max 21” Heavy Duty mower.

No matter what the challenge, the Toro integrated 60V battery platform ensures professionals always have a Revolution tool ready. That level of accessibility is an industry first, as many leading competitors are incompatible with tools that require their backpack.

## **New SprayMaster®**

Toro’s new stand-on spreader sprayers makes treating turf a whole lot easier. The SprayMaster is the industry’s most innovative product of its kind, featuring enhanced center of gravity tanks for less turf tear, an industry-first flip up hopper for ease of maintenance and materials management, and larger wheels for a more comfortable ride. Exclusive patented caster lock remains for straight-line tracking and precision spreading and spraying.

The new SprayMaster 60, SprayMaster 40 and SprayMaster 20 models feature smart enhancements for increased comfort and usability and decreased maintenance. Improved stability and balance translate to better chemical application at higher machine speed, while larger 24-inch tires on the 60 and 40 models, and 22-inch tires on

the SprayMaster 20 model mean a smoother ride and better visibility.

Toro relied on professional contractor feedback to inform enhancements to the line, which resulted in small adjustments that will offer big returns when it comes to ease of use and maintenance on the new models.

## **New Z Master® 2000**

With a rugged frame and deck modeled after the award-winning Z Master 4000, the new Z Master 2000 has a commanding spirit and the will to cut for years to come. Just like its impressive heritage, this machine delivers high-quality performance and has bullish attitude built into its DNA.

Its beefy TURBO FORCE® deck looks and acts tough — the new Z Master 2000 will cut through the toughest elements Mother Nature can throw at it. 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. Add on Toro’s patented MyRIDE® suspension system for go-all-day comfort, and you know this mower is built for the pros.

Never go without the tools you need as the new 2000 features several attachments to carry a multitude of tools and accessories on the go. And if that’s not enough utility, easily increase your carrying capacity with the new two-inch hitch receiver. Designed for professionals who want to make the new mower their own, there are several options to accessorize the new Z Master 2000.

## **New Z Master® 2000 Revolution**

When Toro introduced its Z Master 4000 Revolution zero-turn mower in 2021, the industry took notice. Now, professional landscape contractors looking for more heavy-duty, customizable battery-power mowing options can turn to the new Z Master 2000 Revolution zero-turn mower. With a sharp look and increased battery pack versatility, operators can customize the power of the new 2000 Revolution based on mowing conditions.



## Toro Launches New Equipment at 2022 Expo

*...Continued from previous page*

The Z Master 2000 Revolution is built on Toro's commercial-grade Z Master 2000 Series frame and legendary TURBO FORCE® deck. The newest member of the Toro Z Master Revolution family 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, and every Revolution machine is equipped with patent-pending software in the controls that enables smooth operation.

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 impressive 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, eliminate engine exhaust emissions, and can complete more jobs with less hassle.

### GrandStand® HDX

Designed for high performance and professional lawncare pros, the new Toro GrandStand HDX offers the same ride you've come to trust with its space-saving, flip-up platform — now with more power from the massive 31 hp Kawasaki or 37hp Vanguard® engine.

Increased efficiency is at your fingertips with ground speeds up to 12 mph and 52-inch, 60-inch, and 72-inch deck options. Not only do these machines have the horsepower to bull through tough conditions, they also have the size and durability to ensure operator comfort day in and day out.

Pros who choose the Vanguard engine will benefit from the Electronic Throttle Control (ETC) and Vanguard Oil Guard™ System — a revolutionary innovation that extends the life of the oil and better protects the engine. Featuring a remarkable 500-hour oil change interval and up to 60 percent savings on maintenance costs, the Oil Guard System drastically increases efficiency and costs-savings.

Built on the contractor-proven TURBO FORCE 2 cutting deck, operators can adjust the deck baffle on the new GrandStand HDX to get the most pristine cut even in rough conditions. It also features enhanced dual-capture anti-scalp roller supports to ensure the highest quality of cut in the harshest terrain. Discharge and disperse clippings with the industry's highest IQ system — the 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 HDX combines the speed and comfort of a zero-turn rider with the on-and-off ease of a wide area walk-behind — for a fast and maneuverable experience.

Visit [toro.com](http://toro.com) for more information.

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## New Law Will Require Contractors with No Workers to Carry Workers' Compensation Coverage

A new law will require almost all contractors in California to carry workers' compensation coverage, regardless of whether they have employees or not.

According to the author of the bill, State Senator Bill Dodd, D-Napa, the new law was necessary due to the tendency of some small contractors to claim they have no employees, when in fact they regularly hire day laborers or undocumented aliens.

Since a firm with only an owner and no employees is not required to carry workers' comp coverage, those workers would not be covered if they are injured on the job. As a result, the worker would have to pay out of pocket for medical care and would be out lost wages, which workers' compensation insurance would cover. Many, desperate for cash, end up suing the entity or individual who hired the contractor to achieve redress.

There is also a competition issue. Contractors who follow the law are often at a cost disadvantage when bidding against those that don't purchase workers' compensation coverage and use off-the-books labor. Currently, only roofers are required to carry workers' comp insurance even if they claim to have no employees.

### Two-phase introduction

Governor Gavin Newsom in September signed into law SB 216, which was sponsored by the Contractors State License Board.

The law will take effect in two phases:

1. High-priority sectors first – Starting July 1, 2023, it will require the following contractors to carry workers' compensation coverage regardless of whether they have employees or not: • Concrete (C-8 license), • Heating and air conditioning (C-20), • Asbestos abatement contractors (C-22), and • Tree service contractors (D-49).
2. All sectors – Starting Jan. 1, 2026, it applies to all licensed contractors or applicants for licensure, regardless of classification, unless they are organized as a joint venture and file a certificate of exemption from workers' compensation.

The law requires the Contractors State License Board to suspend the license of any of the specified contractors if, between July 1, 2023 and Jan. 1, 2026, it finds a contractor had employees and did not have comp coverage.

*Information in this article was provided by Heartland.*

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# CLCA OC Members Learn All Things Electric Equipment at October 12 CLCA University at Site One Landscape Supply in Orange

OC members and various other green industry professionals convened at Site One Landscape Supply in Orange on October 12 for the last CLCA University of 2022. Attendees enjoyed a tasty Panera lunch while getting the 411 on electric equipment in an informal classroom setting before heading outdoors for a hands-on demonstration of a variety of electric tools. Reps for Makita, Milwaukee Tool, and Site One Landscape provided a plethora of knowledge!



**Thank you Makita, Milwaukee Tool, and Site One Landscape Supply for sponsoring this event!**



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