



# OC Vision

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**COMPLETE 2022 CHAPTER BEAUTIFICATION AWARDS  
COVERAGE WILL BE IN THE NEXT ISSUE OF THE OC VISION!**

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**OC VISION**  
C/O CLCA - Orange County Chapter  
P.O. Box 12044  
Newport Beach, CA 92658



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## CLCA Works Hard for You



**Sal Hernandez**  
Pacific Breeze Landscape  
Chapter President

I've been reflecting on my priorities in life recently. Last month my father-in-law died from a heart attack, and it came as a shock to my whole family. On the heels of celebrating a newborn, we are grieving a heartbreaking loss. Two long-time CLCA members and green industry friends also died last month, Nelson Colvin and John Marman. This has been an emotional time for me.

Life cannot be taken for granted. I do my best to have a good work-life balance and encourage my team to do the same. What is the point of working hard if you can't enjoy your life? Right now, the most important thing for me is to spend time with my family. I'm grateful for CLCA's support.

My father-in-law's memorial service was the same weekend as our Chapter Beautification Awards, so I was unable to attend the gala. I heard great things from my staff and our board members in attendance. Congratulations to everyone who took home an award. You should be proud. The judges do not hold back when evaluating projects, which means that the workmanship had to be excellent to be recognized. Make sure to market and show off that you are one of the best landscape companies in Orange County. You have earned the title, "Award Winner."

Huge thanks to the awards committee and board members who worked hard to make this event happen. Our last awards competition was in 2019, so hosting this event this year was paramount.

I recently went up to Sacramento for the Chapter Presidents Council meeting. In that meeting, we discussed a plan to help our members take advantage of the incentives that California is pushing out to help landscapers transition to electric landscape equipment. The California Air Resources Board is launching a Clean Off-Road Equipment (CORE) Voucher Incentive Program for Professional Landscapers. There will be about \$30 million available in rebates. The how, why, how much money, and who gets that money are still being created. CLCA is working hard to make sure our members are at the front of the line. Just another member benefit! Learn more at <https://ww2.arb.ca.gov/sites/default/files/2022-06/CORE%20Workgroup%2006022022.pdf> and keep on the lookout for emails from CLCA with more information.

On the topic of electric equipment, you should plan to attend our next CLCA U on October 12 in Orange. Reps from Husqvarna, Milwaukee Tools, and Makita will be there to answer your questions and showcase their equipment. See demonstrations, feel the hardware, and learn all things electric equipment at this event. Heck... you might even make some new connections that can help grow your business. You don't want to miss it! It's free to attend with RSVP so be sure to pre-register. See you there!

~Sincerely, Sal

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**Our Next CLCA U is October 12 at Site One Landscape Supply in Orange!**

**CLCA University – Class #3**

**Topic: Electric Equipment**

**P**lan to join us from noon to 2 p.m. on Wednesday, October 12, at Site One Landscape Supply in Orange for our next CLCA University. Learn all things electric equipment from Milwaukee Tool, Husqvarna, and Makita reps. Get a hands-on demonstration of a variety of electric tools and ask all your burning questions. You don't want to miss it!

**This university is free to attend with pre-registration!** Lunch is included.

RSVP your attendance at [www.clca-orangecounty.org](http://www.clca-orangecounty.org) or by reaching out to Bronwyn Miller via phone at (949) 466-1222 or via email at [eyescales@yahoo.com](mailto:eyescales@yahoo.com).

**2023 Chapter Planning Meeting & Board Elections Set for Thursday, October 20, in Irvine**

*All CLCA members welcome!*

**A**re you looking for ways to get involved with the Orange County Chapter of CLCA? Looking to make a difference? Want to be a part of the decision-making process for chapter events and programs now that things are opening back up? Now's your chance!

Join us for our 2023 planning meeting on Thursday, October 20, at the North Park Community Clubhouse in Irvine from 9 a.m.-3 p.m. Chapter elections will be held at 11 a.m.

At this planning meeting, we will brainstorm ideas for our 2023 events and educational programs, assess past events (what worked, what didn't), detail a 2023 budget, and more!

Attending this meeting will give you the opportunity to voice any ideas you have, volunteer for a committee you're interested in helping on, or simply get a first-hand look at how we come up with the fun and educational programs we offer throughout the year. Interested in serving on the 2023 board? Call Chapter President Sal Hernandez at (714) 909-3784 to submit your nomination.

This meeting is FREE to attend and includes lunch. RSVP's are required to ensure we have enough food. Reach out to Bronwyn Miller and let her know you plan to attend. She can be reached by calling (949) 466-1222 or emailing [eyescales@yahoo.com](mailto:eyescales@yahoo.com).

Can't stay for the entire time? No worries! Join us for as little or as long as you can. All members are welcome and encouraged to attend. We hope to see you there!

The North Park Community Clubhouse is located at 10 Meadow Valley, Irvine, CA 92602.

<b>2022 CLCA-OC Calendar</b>	
<i>Mark Your Calendars &amp; Save the Dates Now!</i>	
<b>Oct. 12</b>	CLCA University, Class #3, Noon, Orange. <i>Site One Landscape Supply: 610 North Batavia St.</i> Topic: Electric Equipment.
<b>Oct. 20</b>	2023 Chapter Planning Meeting & Board Elections, 9 a.m., Irvine. <i>North Park Community Clubhouse: 10 Meadow Valley.</i> Interested in serving on the 2023 OC Chapter Board of Directors? Call Chapter President Sal Hernandez at (714) 909-3784 to submit your nomination.
<b>Oct. 21</b>	DMWN Oceanside Open House, 9 a.m. <i>Tour the Oceanside growing ground, enjoy lunch, and a chance to network with other landscape pros. This event is free to attend, but requires registration.</i> <a href="http://www.devilmountainnursery.com/upcoming-events/">www.devilmountainnursery.com/upcoming-events/</a>
<b>Nov. 9-11</b>	CLCA Convention & Trophy Awards. More info at <a href="http://www.clca.org/convention">www.clca.org/convention</a> .
<b>Nov. 16-17</b>	The Landscape Expo, Anaheim. More information at <a href="http://www.thelandscapeexpo.com">www.thelandscapeexpo.com</a> .
<b>Dec. TBD</b>	Chapter Holiday Party, Location TBD.

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# Why Delegating Responsibility is Key to Your Business's Success

By Larry Giroux, Ewing Irrigation & Landscape Supply



If you were to draw a picture that visually represents your role in your business, what would it look like? Are you at the top of a traditional Christmas-tree-like organizational chart, or are you stuck in the middle of your business, like a hub in a bicycle wheel?

As anyone who has tried to fly United when Chicago O'Hare International Airport has been hit by a snowstorm knows, a business is only as strong as its hub—the person or operation at the center. The moment the hub is overwhelmed, the entire system fails.

People looking to acquire businesses generally avoid those operating with just one person at the center, known as hub-and-spoke-managed businesses, because they understand the dangers of buying a company that's too dependent on the owner.

Here are eight signs that your business is hub-and-spoke, and some ideas for changing it:

## 1. You Sign All the Checks

Most business owners sign the checks, but what happens if you're away for a couple of days and an important supplier needs to be paid? Consider giving an employee signing authority for checks up to an amount you're comfortable with, and then change the mailing address on your bank statements so they are mailed to your home (not the office). That way, you can review all signed checks and make sure the privilege isn't being abused.

## 2. Your Revenue is Flat Compared to Last Year

Flat revenue from one year to the next can be a sign you are the hub in a hub-and-spoke model. Like forcing water through a hose, you have only so much capacity. No matter how efficient you are, every business dependent on its owner reaches capacity at some point. Consider narrowing your product and service line by eliminating technically complex offers that require your personal involvement, and instead focus on selling fewer things to more people.

## 3. Your Vacations Aren't Really Vacations

If you spend your vacations dispatching orders from your mobile, it's time to cut the tether. Start by taking one day off and see how your company does without you. Build systems for failure points. Work up to a point where you can take a few weeks off without affecting your business.

## 4. You Spend Too Much Time Negotiating

If you find yourself constantly having to get involved in approving discount requests from your customers, you are a hub. Consider giving front-line, customer-facing employees a band within which they have your approval to negotiate. You may also want to tie salespeople's bonuses to gross margin for sales they generate so you're rewarding their contribution to profit, not just chasing skinny margin deals.

## 5. You Close Up Every Night

If you're the only one who knows the

closing routine in your business (lock the doors, set the alarm), then you are very much a hub. Write an employee manual of basic procedures (opening and closing routines, email footer to use, voice mail protocol) for your business and give it to new employees their first day on the job.

## 6. You Know All of Your Customers by First Name

It's good to have the pulse of your market, but knowing every single customer by first name can be a sign that you're relying too heavily on your personal relationships being the glue that holds your business together. Consider replacing yourself as a rainmaker by hiring a sales team, and as inefficient as it seems, have a trusted employee shadow you when you meet customers so that over time your customers get used to dealing with someone else.

## 7. You Get the Tickets

Suppliers' wooing you by sending you free tickets to sporting events can be a sign that they see you as the key decision-maker in your business for their offering. If you are the key contact for any of your suppliers, you will find yourself in the hub of your business when it comes time to negotiate terms. Consider appointing one of your trusted employees as the key contact for a major supplier and give that employee spending authority up to a limit you're comfortable with.

## 8. You Get CC'd on More Than Five Emails a Day

Employees, customers, and suppliers constantly cc'ing you on emails can be a sign that they are looking for your tacit approval or that you have not made clear when you want to be involved in their work. Start by asking your employees to stop using the cc line in an email; ask them to add you to the "to" line if you really must be made aware of something—and only if they need a specific action from you.

*This article originally ran on Ewing Irrigation's blog at [www.ewingirrigation.com/news](http://www.ewingirrigation.com/news).*

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## IN MEMORY

*With a heavy heart, we announce the death of two long-time CLCA members.*



### John Marman

John Marman, the Vice President of Sales and Marketing at West Coast Turf, passed away suddenly and unexpectedly on August 14, 2022. He was 51.

Marman worked for West Coast Turf for 27 years, starting right after graduating from the University of California, Riverside. His sister Danielle, then the marketing and PR

director, convinced company president John Foster to “hire her little brother to work in the sod fields.” Marman worked his way up the company ladder in the intervening years, spending many years in the WCT Las Vegas office, eventually becoming regional manager, until his promotion to VP of Sales and Marketing in 2015.

In a statement, John Foster said, “The West Coast Turf Family has suffered a tragic loss. John Marman, our VP of Sales and Marketing has passed away... He leaves behind his sister Danielle Scardino, sister Sue Hanks, and his 11-year-old son Knox, the light of his life. He was a friend to all. There are no words that can describe the terrible grief and pain his loss brings to all of us in the West Coast Turf family.”

The list of projects Marman helped with is long, including numerous Super Bowls and World Series, the Rose Bowl, Dodger Stadium, Angel Stadium, the LA Coliseum, Candlestick Park, and even a trip to Singapore to work on natural grass projects.

He spent many years of service on the Certification Board of Governors of the Golf Course Builders Association of America (GCBAA), was a member of the Sports Field Managers Association (SFMA), California Landscape Contractors Association (CLCA), Golf Course Superintendents Association (GCSAA), and started the Nevada Landscape Association (NLA) with the late Barry Mohon, his mentor. He also loved to speak at conferences, including last year’s Golf Inc. Summit.

His family requests that remembrances be made in the form of a tribute gift to Sticks for Kids (<https://www.gcbaa.org/Foundation/Sticks-for-Kids>) or St. Edwards the Confessor Parish School (<https://www.stedschool.org>).



### Nelson Colvin

Nelson Colvin, past CLCA State President and CLCA Life Member, passed away on August 25, 2022, at the age of 83.

Colvin held numerous positions in CLCA, including San Fernando Valley Chapter President, state Director of Events, and state President. He was honored as CLCA’s 1980 Associate Member of the Year. In 1979, the Auxiliary

named him a Knight of the Gartner, and in 1990 he was presented an Allegiance Award, the association’s most prestigious accolade.

He served several terms as CLCA’s Director of Events, where he championed the Trophy Awards as a celebration of excellence in landscaping. When he stepped down as Director of Events, the Humanitarian Award was re-named in his honor.

Elizabeth Burns, CLCA’s 2022 Director of Events, noted that Nelson’s “passionate involvement in the CLCA led to many lifelong friendships. Nelson was known for his wonderful sense of humor and his impish grin.”

“If you knew Nelson,” she said, “he loved planning our events for the association, as he took such pride in it, especially if he had a special little something up his sleeve.”

In lieu of flowers, the family requests donations be made to LEAF’s Nelson Colvin Memorial scholarship fund (<https://ccla.org/leaf>).



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## Connect, Learn and Grow at CLCA's 2022 Annual Convention

Join friends and colleagues in beautiful Indian Wells for CLCA's Annual Convention, November 9-12. Indian Wells is a desert oasis known for its clear blue skies, pristine golf courses, amazing shopping district, and midcentury modern architecture.

### Connect!

After honoring green industry leaders at the Recognition Luncheon, help grow the future of your professional association at the General Membership Meeting. Take advantage of formal and casual opportunities to share ideas and insights with friends and future friends.

### Learn!

In their *Marketing to Attract your A-Client* presentation, the experts from Intrigue Media will show you how to get higher quality leads and better outcomes, resulting in fewer tire-kickers and more ideal clients.

Curator Paul Sturwold, ASLA, will take us on a behind-the-scenes tour of the Living Desert Zoo and Gardens, which has been called "undoubtedly the best desert-themed zoo in America."

Afterwards, enjoy the SiteOne Showroom Premier & Happy Hour. Plan on catching up with old friends and making new ones.

### Grow!

The Trophy Awards will amaze you with a display of excellence in landscaping.

### Golf!

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### Hotel Reservations

Our host hotel is the Hyatt Regency Indian Wells Resort & Spa. Convention attendees are encouraged to reserve their hotel rooms as soon as possible. Space is filling fast. Call reservations at (877) 803-7534.

Learn more and register at [www.clca.org/convention](http://www.clca.org/convention).

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# Three Drivers To Improve Employee Retention

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

A business owner from Oregon called me the other day to talk about staffing issues. The astute owner, well-read and highly energetic, immediately accepted my premise that staffing is a composite of multiple factors, most notably recruitment and retention. Accordingly, it is imperative that business owners re-orient their focus onto retention first and stop reflexively and blindly fixating only on recruitment.

Recruitment is critical. We all agree. Oh, by the way, oxygen is important too.

By way of hypothesis, recruitment issues could be solved if you could overpay the going labor rate by \$8.00 per hour. Right? Of course, I understand the extreme nature of that position; the point is that an answer to that problem is available. The labor force is obtainable; prospective employees are out there. Hire a full-time recruiter, dramatically increase the Employee Referral Bonus (currently \$850 per Maintenance Foreman), establish recruitment goals by department, strategically design and maintain a bi-lingual social media campaign aimed at

acquiring new employees, revisit the 6 Bs of staffing, attend more community events, schedule more open-house events, consider signing bonuses, partner with local agencies and businesses, advertise using Hispanic radio stations and newspapers, and most of all, be on the ground recruiting every day. As just presented: There is an obvious path to recruitment success.

Instead of addressing attention exclusively on recruitment, recast awareness onto retention. Companies would not have to spend as much time, money, and worry on recruitment if their employees did not leave in the first place. Asked rhetorically, why are we emphasizing bringing in new employees through the front door, when current employees are leaving us out the back door? Let's keep what we have, build around it; instead of continually churning new employees into the system all the time. Is that too much to ask?

Assuming a level playing field (e.g., economic conditions, geographical location, customer base), there are three primary underutilized drivers of employee retention that

*Continued on Next Page...*



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## Improve Employee Retention

*...Continued from Previous Page*

most business owners refuse to consider because they are too busy moaning about recruitment woes.

**Trustworthy Management.** Employee retention rates will remain high if employees believe the company management team is ethical, moral, and truthful. Are ethics, morality, and truth too much to ask for? Employees, especially high-caliber employees, are not dumb. They want honesty from their leaders; they view their leaders as role models of virtue, success, and honor. Accordingly, management should have monthly all-hands meetings with the workforce, tell the truth to them at all times, answer their questions, and always do follow-up on their commitments.

**Development Plan.** Employee retention rates will remain high if employees believe the company is investing in their career progress. Beginning with the job posting, supported by the website, continuing through the interview process, and taking shape during New Employee Orientation, inform the employees of your investment in them: safety training, OSHA 10-hour certification, equipment training, position training programs (e.g., Laborer, Foreman, Supervisor), customer service, CPR, team building, ESL, chemical handling, etc. Show the Career Ladder to them during their first interview! Is it too much to ask to show employees that we have a plan in place to help them improve themselves, their families, and their future?

**Employee Engagement.** Employee retention rates will remain high if employees have a sincere connection to management, their co-workers, and the company. The origin of this connection must be emotional; employees must know that the company actually cares about them as people. They are not workers; first and foremost, they are people. Is that too much to ask? Know their names, talk with them, smile, walk their jobs, shake their hands, look them in the eye when you hand them their pay checks, say “thank you,” compliment them on meeting a performance expectation, and let them know you really care about them. If not, you’ll be spending a lot more time doing employee recruitment.

Is that too much to ask?

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



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These workshops are *free* to all those in Southern California thanks to a generous sponsorship by the Metropolitan Water District. Register at [clca.org/certification-center/water-efficiency-landscape-dual-certification-program/](http://clca.org/certification-center/water-efficiency-landscape-dual-certification-program/)

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## COMPACT MACHINES. WITH FULL-SIZE IMPACT.



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## OUT HERE. WE'RE ALL IN.

John Deere Compact Construction Equipment are packed with technology like JD Link to help maximize productivity and power up your project, from the factory. Customers can take advantage of John Deere Skid Steers, Excavators, and even Compact Track Loaders with Topcon 3D grade control built-in.

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