

FEBRUARY 2021

# Offshoot

The Official Publication of the California Landscape Contractors Association San Diego Chapter

[www.clcasandiego.org](http://www.clcasandiego.org)

Offshoot  
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Cover Photo: Tuomi Residence by 2019 multi award-winning contractor Van Slyke Landscape.

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I'm remembering a conversation I heard years back between two landscape industry veterans. They were talking about a young, talented, and bright new employee one of them had hired a few months earlier. They were both in related, but different, businesses: one gentleman in product distribution, the other installation services.

The distributor said, "Man that new guy sure is a good hustler and gets a lot done; your clients really think that he's doing a great job. I sure do wish I could get my hands on someone like him. Do you think he has any brothers looking for work?"

The installation professional gruffly replied back, "Get that out of your head right now. If he has any family members, I'm taking them, not you. Besides that, I've already forgotten more about this business than he'll ever know."

Taken aback by the reply, the distributor said to him, "Hey compadre, I'm not gonna steal him from you, just thought you might appreciate some positive feedback. The word is out and other companies – your competitors – would poach him in a second. I'm not sure what your plans are, but you probably should keep your eyes open."

Sure enough, not more than two months later the distributor looked out his store window and saw the young buck pulling up into the parking stall in a brand-

new truck with a competitor's logo on it. He knew the logo well as the competitor was also his customer. When he came up to the counter, he was beaming with more enthusiasm than ever. As it turns out, his younger brother was also wearing a shirt with the new company's logo on it and came along with him to work at the competing company – you might say a package deal.

I thought about this as I was attempting my strategic planning for 2021. Aside from rolling with the punches, I do try to get some things planned. Reflecting deeper, it made me think that this year my planning really needs to start with fresh ideas – like putting other people's plans first rather than mine. I thought: what can I do to help my employees, associates, and friends with their plans first and how can I get them farther, faster? I quickly realized that by finding common ground and incorporating their plans into mine, I just might be able to get all the support needed to get a better chance of succeeding. Securing a healthy and happy work force for 2021, as I see it, is the biggest stumbling block to any of my plans.

Henry Ford once said, "Coming together is a beginning. Keeping together is progress. Working together is success."

Good luck on your plans! Best always, Willie.

## San Diego Chapter Member Milestones

Congratulations to the following companies for reaching membership milestones this month.

### 21 Year Member

AAA Ldscp Specialists

### 17 Year Members

Viridian Landscape  
Waterscape Creations

### 14 Year Member

RCP Block & Brick

### 13 Year Member

Greenridge Landscaping

### 12 Year Member

Proscapes by RHC

### 8 Year Member

Advanced Landscape  
Management

### 6 Year Members

Lux Design  
Taylor Jones Architects

### 5 Year Member

Courtesy Chevrolet

### 2 Year Member

University of California  
San Diego

## Join Us Online for Our Chapter Kickoff Event! Thursday, Feb. 25, at 5 p.m.

- 2020 Chapter Beautification Award winners will also be announced!

Don't miss our annual kickoff event on Thursday, February 25, where we will come together for a virtual beer tasting and Beautification Awards ceremony in one! Kick off the year with your colleagues and friends while tasting local beers from Second Chance Brewery and seeing who was awarded Beautification Awards from our 2020 competition.

Tickets are just \$75 and include your choice of either beer or seltzers for the tasting. You will choose which you want when registering. Samplers will need to be picked up at one of two Second Chance Brewery locations and will be accompanied by some charcuterie goodies. **Last day to register is February 18!**

Visit our website for the link to register. We hope you'll plan to join us for this fun-filled event! It will be, *virtually*, a night to remember!

## CLCA SD Educational Seminar: Fertilizing for the Spring Season Thursday, March 18, at 2 p.m.

Save the date and plan to attend this online seminar set for Thursday, March 18, where you will gain a better understanding of fertilization best practices. We're excited to have Allen Van Peter, Simplot Professional Products - Area Sales Manager BEST/APEX, as our keynote speaker. He will be discussing:

- Cool & warm season turf and landscape fertilization
- When to use quick release and when to use slow release
- Water soluble versus granular rates of application
- Calculating application rates based on square footage - How much will a bag cover?
- Basics of reading a fertilizer label - Finding out what's in the bag
- Overall best management practices

All are welcome! Visit our website for the link to register. You don't want to miss this great educational opportunity.

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# Coming Events

Mark your calendar!

## February 25

### San Diego Chapter Kickoff & Beautification Awards.

Join us online for our annual kickoff event where we will come together for a virtual beer tasting and Beautification Awards ceremony in one!

Register online at our website: [www.clcasandiego.org](http://www.clcasandiego.org)

## March 9

### San Diego Chapter General Meeting.

All welcome. Due to health guidelines, this will be a virtual meeting.

To attend, email [amy@conradpr.com](mailto:amy@conradpr.com) for the Zoom link.

## March 18

### San Diego Chapter Educational Seminar, 2 p.m.

**Topic: Fertilization Best Practices.** All welcome.

Attend this seminar for a better understanding of the N-P-K labels on fertilizer bags, how to calculate application rates based on square feet, and more!

Due to health guidelines, this will be a virtual seminar.

## April 13

### San Diego Chapter General Meeting.

All welcome. Due to health guidelines, this will be a virtual meeting.

To attend, email [amy@conradpr.com](mailto:amy@conradpr.com) for the Zoom link.

## May 11

### San Diego Chapter General Meeting.

All welcome. Due to health guidelines, this will be a virtual meeting.

To attend, email [amy@conradpr.com](mailto:amy@conradpr.com) for the Zoom link.

## May 14

### San Diego Chapter Golf Tournament.

*Rancho Bernardo Inn: 17550 Bernardo Oaks Dr., San Diego.*

## June 8

### San Diego Chapter General Meeting.

All welcome. Due to health guidelines, this will be a virtual meeting.

To attend, email [amy@conradpr.com](mailto:amy@conradpr.com) for the Zoom link.

## June 17

### San Diego Chapter Educational Seminar, 2 p.m.

**Topic: Lighting Design & Concepts.** All welcome.

Learn the *what*, *how*, and *why* of lighting design, including: shadowing, up-lighting, down-lighting, path lighting, safety, and function.

Due to health guidelines, this will be a virtual seminar.

## 2021 San Diego Chapter Board of Directors

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# Business Smarts: Developing a Sales Scorecard

Just like any part of the business, you need to monitor the metrics to see how your team is performing. With your sales team you can develop a sales scorecard for each rep that looks at key performance indicators (KPIs). These scorecards can help track and improve the performance of your reps.



By tracking the right metrics, your sales reps know where to focus their time. Metrics such as calls made, emails sent, meetings scheduled, proposals sent, deals won and average sales cycle time can all help guide reps to the most success. If a metric is not helping a sales rep work smarter or perform higher, they're a distraction.

Unlike a sales dashboard, which shows high-level reporting for the whole sales team, a sales scorecard is personalized to each sales rep and their goals.

## Uses of Sales Scorecards

Sales scorecards hold your sales reps accountable, identify top performers, and areas where your sales process can improve. Scorecards should be analyzed on a weekly basis as they provide coaching opportunities.

Scorecards can also help with the gamification of the sales team and drive healthy competition. They should encourage behaviors that drive more sales such as making more calls or improving the qualification process. Sales reps can easily look at their scorecard and see where they need to improve and it provides clear-cut goals in their day-to-day.

## KPIs to Use

Selecting the right KPIs to use will affect how effective your sales scorecards are. Good KPIs help you, while bad KPIs leave you simply measuring when you should be revising certain aspects of your sales process.

## Set Targets

Metrics without context aren't going to do you much good so make sure you're comparing the scorecards. You can see use the scorecards to see how your different reps are stacking up as well as if the individual sales member is improving their performance over time.

The most important thing to compare the scorecard to is the overall goals you have set for the company. To determine goals for individual sales reps, work backward with the quota you're wanting them to reach and what steps they have to take to hit that quota.

With the scorecard in place, you should be able to see each rep's performance, their performance against their target and their achievement as a percentage. The scorecard can also identify issues in your sales process if every rep has a poor conversion rate on that step, you might be forcing customers through an unnecessary hoop that can be eliminated.

*This article, authored by Jill Odom, was excerpted from the National Association of Landscape Professionals' blog at [www.blog.landscapeprofessionals.org/](http://www.blog.landscapeprofessionals.org/).*

**With advocacy, action on upcoming events, and a Company/HR information portal, CLCA is taking action to help you survive the coronavirus pandemic. Find the most up-to-date information at [www.clca.org/covid](http://www.clca.org/covid)**

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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.

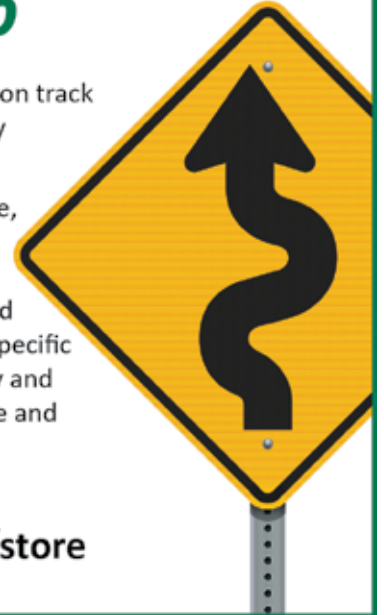
The handbook is in an easy-to-use Microsoft Word format, which you can fully customize to fit your company's size, needs, and special programs. The result is an accurate and up-to-date employee manual, one of the best defenses available against employee job actions and lawsuits. The handbook includes 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! [clca.org/store](http://clca.org/store)

CLCA MEMBER ADVANTAGE

*When routes are uncertain, update your map*

Communication can stay on track by keeping your company policies up to date.

Available at [clca.org/store](http://clca.org/store), the fully customizable **Employee Handbook** is created in Microsoft Word and features guidelines specific to the landscape industry and includes all required state and federal policies.



[clca.org/store](http://clca.org/store)

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# Curb Appeal

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# President Paul Hansen, Board of Directors Assume Office

Paul Hansen of SouthWest Landscape, Inc. sworn in as 2021 President of CLCA

Joining Hansen on the association's 2021 Board of Directors are:

**President-Elect Megan Rios**, *Rios Design Studio, LLC*

**Immediate Past President Regan Barry**, *Coastal Evergreen Co., Inc.*

**Secretary-Treasurer Alex Salazar**, *Groundcare Landscape Company (joined board in 2021)*

**Dir. of Education Lindsay Ono**, *Bakersfield College*

**Dir. of Events Elizabeth Burns**, *Zone 24 Landscaping, Inc.*

**Dir. of Membership Eric Santos**, *CLT, BrightView Landscape Services*

**Dir. of Resource Management Tom Sweeney**, *CWM, Landscape Care Company (joined board in 2021)*

**Associate Member Director Chris McNairy**, *Hunter Ind./FX Luminaire*

**Chapter Presidents Council Co-Director Evan Moffitt**, *SiteOne Landscape Supply*

**Chapter Presidents Council Co-Director Edward Wallace**, *Midwest Landscaping (joined board in 2021)*

**CLCA Executive Director Sandra Giarde, CAE**

Hansen and the board were sworn into office during the association's annual Leadership Conference, which was held online Jan. 13, 2021.

Hansen is the Director of Client Services at SouthWest Landscape, Inc. of Orange County. The firm specializes in commercial property management, focusing on shopping malls, multi-family complexes, corporate facilities, business parks and hotels. He holds ISA Certified Arborist and Tree Risk Assessor licenses and QWEL certifications.

Hansen's tenure as an active CLCA member started in the Orange County chapter in 2012. He served as the chapter's Programs Committee Chair for one year and as the chapter President for two years. In 2017 and 2018, he co-chaired CLCA's Chapter Presidents Council. In 2019, he served as the association's Director of Resource Management. In 2020, he was CLCA's President-Elect.

After he was sworn in as president, Hansen promised Leadership Conference attendees that he would serve with integrity and passion. "I want to carry forth the vision and mission of the CLCA in unity with the grassroots efforts being done with each of our local chapters," he said.



CLCA 2016 President Steve Jacobs (top left) installed the association's 2021 Board of Directors during CLCA's online Leadership Conference January 13. Not pictured: Executive Director Sandra Giarde, CAE.

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# CLCA Honors Distinguished Members at Annual Leadership Conference

CLCA SD Chapter Secretary Bronwyn Miller among those honored



**Tom Noonan**  
*Allegiance Award*



**Frank Niccoli**  
*Allegiance Award*



**Eric Santos**  
*Regular Member of the Year*



**Bronwyn Miller**  
*Associate Member of the Year*

CLCA's recent successes in water management, legislation, and member benefit programs are not the product of a liberal application of pixie dust, but the result of dedication and commitment by a special cadre of green industry professionals. Each year, CLCA honors those who have made an exceptional impact on the association and the green industry.

The association presented Allegiance Awards, its most prestigious honor, to Frank Niccoli and Tom Noonan. Eric Santos and Bronwyn Miller were named Members of the Year. The 2020 awards were presented during the association's annual Leadership Conference, held online, on January 13, 2021.

## Allegiance Awards

The Allegiance Award is the most prestigious honor presented by CLCA. Our 2020 Allegiance Award winners are Frank Niccoli and Tom Noonan.

"By his peers, Frank Niccoli is recognized as a long-time supporter of the industry, diligent and focused on the future of the CLCA's best interest," CLCA President Paul Hansen said while presenting the award.

President Hansen noted that Noonan is "always praised for his activism for CLCA's efforts in water use efficiency." Quoting a member who nominated Noonan for the award, President Hansen said that

Noonan's "tenure in the volunteer leadership has given voice to representing CLCA in the best possible light and professionalism."

## Members of the Year

The California Landscape Contractors Association presents Member of the Year awards to the individuals deemed instrumental to a significant project or accomplishment during the current year. The 2020 winners are Eric Santos, CLT (contractor member) and Bronwyn Miller (associate member).

While presenting the award, President Hansen praised Santos for his tremendous leadership on both the state and chapter level. Quoting those who nominated Santos for the recognition, President Hansen said that fellow members have recognized him as "extremely detailed and engaged. He has reinvigorated his leadership position and made a positive improvement for the association."

President Hansen praised Miller for her dedication to CLCA's Trophy Awards and Events Committee. Quoting those who nominated her for the recognition, President Hansen said that fellow members have recognized Bronwyn as "dedicated, always extending a hand to help, and producing fantastic content."

To learn more about these individuals and their awards, visit [clca.org/about/distinguished-members-2021](http://clca.org/about/distinguished-members-2021)



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# Goal-Oriented Training Program Development

By Steven 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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# CLCA San Diego Chapter Life Members

Thank you to the following Life Members for their continued support of the association.

Jerrie Beard  
Steve George  
Stephen Jacobs  
Alfred Lehmann

John Mohns  
Randy Newhard  
Daniel Olson  
Kim Rusing

Steven Smith  
William Schnetz  
Mark Schroeder

Gary Weems  
Keith Wilhite  
Glenn Wilhite

# 25+ Year CLCA San Diego Chapter Members

Thanks to the following Chapter Members for their continued support for over 25 years.

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