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Offshoot

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

www.clcasandiego.org

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President's Message

Willie Valdez



As the days grow shorter and the growing season comes to an end, I can't help but think back to March. At that point this year, we weren't even certain we would have a busy season at all. But now we've made it to October *and* the seasonal change, shorter days, and maybe even lighter workloads for everyone. With all that's happened this year, I'm so very grateful for the landscape profession and all its categories for services. We have so many options: hardscape & softscape, design, architecture, tree service, composting, maintenance, and more. For many of us, it's been crazy how things have turned into a record-breaking year.

Have you been to a Home Depot lately? I sense people have found staying home to be not such a bad deal after all, especially if you have a home with a beautifully-landscaped yard. Hey it's really a big deal! Trouble for me is, with all the surprising work, I'm not at home enough to enjoy my own landscape and garden work – though of course that's not a complaint. Think about it: pandemic equals people home, people home equals mucho trabajo for all. It seems obvious now, but this really caught me by surprise.

Beyond the pandemic, we've also had other surprising forces driving the tree service side of the industry: the recurring and tragic fires, and back-to-back rainy years.

Who would have ever predicted that a global pandemic would end with so many people improving their homes and landscapes? Back in March I wasn't sure we would even be declared essential and allowed to work. I have some clarity now when I see so many people at home and I see how much improvement work has been done through the busy season. The takeaway for me is this: there's still more work to be done and, more importantly, more opportunity for growth than I've ever imagined possible.

Wherever you're positioned, I hope you are all doing well. For me, the rain can't get here soon enough—I'm big into drainage and taking a few days off would help me recharge.

Let's keep it going strong and remember we are all in this together. Stay safe and healthy.

Best always! ~Willie

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Green Industry Hall of Fame Announces 2020 Inductees

CLCA Life Member Lebo Newman Among Those Being Inducted

The Green Industry Hall of Fame (GIHOF) is proud to announce their 2020 inductees to be honored at the first-ever televised ceremony from the Sherman Library & Gardens in Corona del Mar. Since 2003 industry professionals have been honored for their lifetime commitment to the green industry. This year the following inductees are acknowledged:

- Chris Davey, The Toro Company**
- John Greenlee, Greenlee & Associates**
- Walt Hagen*, Hagen Enterprises**
- Don and Dave Hendrickson, Hendrickson Bros.**
- John Hourian, Hourian Associates**
- Kathy Kellogg Johnson, Kellogg Garden Products**
- Lebo Newman, Signature Coast Holdings**

**posthumous induction*

“There are so many people in the green industry who have contributed amazing things that get nominated that it takes us a whole year to select the inductees,” says GIHOF co-founder, Charles Nunley. “By far this was the toughest year selecting inductees,” exclaims co-founder, Richard Daigle.

Traditionally the GIHOF Awards Ceremony has been a sit-down gala of family, friends, and colleagues held at banquet facilities. The pandemic has forced venues to

close for an uncertain amount of time. However, in the spirit of healthy living, the Sherman Library & Gardens in Corona del Mar has been open for visitors and welcomes this event with open arms. The inductions will be filmed for television to air 9 a.m. Saturday, November 7, 2020 on the award-winning program Things Green via PBS|KLCS TV. In all other areas, the simulcast can be watched via any device by clicking through to <http://klcs.org/klcs-at-home-learning-live/>.

“I’ve been involved in a lot of ‘firsts’ in my 34+ years as a radio and television host, but this ‘first’ is special to me because it’s the industry I know the best,” says Things Green host, Nick Federoff. “As an inductee myself, it’s a badge I proudly carry and am honored to be part of such an esteemed group being inducted this year in spite of the troubling times we have experienced – let’s celebrate!”

The Green Industry Hall of Fame is a non-profit organization with the mission to honor and preserve the contributions of those exceptional individuals who have served the green industry. Since 2005 the GIHOF has been acknowledging worthy people who have spent their lifetime in service and giving back to our industry.

Learn more at <http://greenindustryhalloffame.org>.

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Coming Events

Mark your calendar!

October 23

San Diego Chapter Golf Tournament.

Find a link to register at www.clcasandiego.org.
Rancho Bernardo Inn: 17550 Bernardo Oaks Dr., San Diego.

November 10

San Diego Chapter General Meeting. All welcome. Due to health guidelines, this will be a virtual meeting. To attend, email amy@conradpr.com for the Zoom link.

November 12

CLCA General Membership Meeting. All CLCA members are invited to attend. State President Regan Barry will update attendees on the state of the association, and then open the floor to questions and input from members of the audience. Elections will follow. No amendments to the bylaws have been proposed. Register at www.clca.org



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Why We're Essential During Covid - This Almost Didn't Happen!

By Bruce Dennis, President at Lightcraft Outdoor Environments

The COVID-19 pandemic presented profound challenges to the building trade industry in relation to shelter in place orders. This had a tremendous impact on the landscape and other trade service sectors, effectively grounding the industry for landscape contractors and other trades where they could not work or could work only under emergency circumstances. This article is to acknowledge the “herculean” effort put forth by the California Landscape Contractors Association (CLCA). As a member of the CLCA, Los Angeles/San Gabriel chapter, I was especially thankful that I was part of a group that supported my industry.

“In early March 2020, the CLCA worked with Governor Newsom and his team to demonstrate the necessity of designating the landscape and related building trades ‘essential’ to our economy.”

In early March of 2020, the CLCA worked with Governor Newsom and his team to demonstrate the necessity of designating the landscape and related building trades “essential” to our economy. The impact was not only felt in the landscape industry, but also throughout the general building and construction services. Due to the CLCA, many trades people in our industry were deemed “essential workers” and because of this, our teams have benefited in ways we could not imagine. The “round the clock” effort to mobilize lobbying efforts led the way for other states and countries (i.e. Canada) to also benefit from the many changes coming out of California.

Overview: How this happened

The CLCA’s advocacy team featuring their legal counsel, legislative advocate, and executive director argued that the landscape industry is critical to our infrastructure. Putting the industry together with Agriculture, Vegetation, Water and Waste Water Management, Crops, Fruit Trees, Edible Gardens, Service and Maintenance, as well as the housing crisis and food chain supply issues; were persuasive enough to convince the Governor to allow this mandate to come to fruition so quickly.

Going Forward: How to manage the new normal

As we continue to move forward, COVID appears to be staying around for a while. We are continuing to learn how to manage the new normal.

More than ever, communication will be extremely critical in managing changes to our businesses, health, and customer and vendor relationships. All of these things will determine our future success. We will need access to legal assistance, HR help, insurance specialties, as well as networking with our peers. I urge you to join and participate in trade organizations such as the CLCA. For my company, the cost benefit analysis of membership was obvious.

Who We Are:

In 1952, the California Landscape Contractors Association was initially formed to protect the scope of work allowed under the C-27 license. Since then, it has expanded to include: Education and Certification, Business Insurance, Legal Assistance, Human Resources, Legislative and Political Action, Water Management, Peer Group Collaboration and Networking. In addition, the CLCA works closely with other national groups such as the Nursery and Landscape Association Executives (NLAE) which is included in a national platform.

Our members are as diverse as the landscape industry. They include landscape contractors, vendors to the trade, educators, government personnel, consultants, landscape architects, landscape designers, teachers and students.

This network was critical in March of 2020 when the pandemic hit close to home. During these unprecedented times, the CLCA not only protected its members, but also provided guidance to other construction and home improvement businesses, which gave them the opportunity to continue their operations. After a few months, it was clear that, shelter in place orders began an unforeseen remodeling, repair, and construction boom. The landscape and construction industry will be one of the many factors that help bring back the economy in a post COVID world. Sometimes, “In the midst of every crisis, lies a great opportunity” (Albert Einstein).

Bottom line: CLCA was essential in helping us continue to work as the country began shutting down in March. With a record number of COVID-19 cases being reported, it raises more questions and doubts about our future. It is clear, now more than ever, that being a member of CLCA can be crucial to our success.

For a deeper dive please refer to:

<https://covid19.ca.gov/essential-workforce>

<https://covid19.ca.gov/img/Executive-Order-N-33-20>

<https://www.clca.org/news/clca-responds-to-coronavirus>

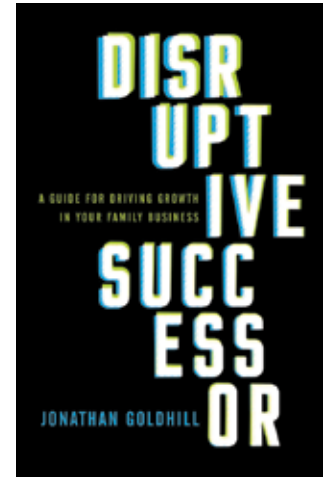
<https://www.clca.org/tag/covid>

<https://www.clca.org/wp-content/uploads/2020/03/coronavirus2.pdf>

<https://www.clca.org/member-resources/clca-online-information-webinars-and-more>

<https://www.clca.org/join>

Disruptive Successor: A Guide to Driving Growth in Your Family Business



Houndstooth Press is proud to announce that Jonathan Goldhill has published his latest book, *Disruptive Successor: A Guide to Driving Growth in Your Family Business* written for next-generation leaders of family businesses. Jonathan has been guiding leaders to scale-up their landscape industry businesses since 2007. His latest book features the same strategies and tools he used to coach a successful landscape entrepreneur whose family business has experienced a 46% compound annual growth rate.

Yet, despite the fact that 70% of family business owners want to pass their business on to the next generation, very few will make a successful transition. The research suggests only 30% last through second generation, 12% remain viable through the third generation, and 3% operate through the fourth generation and beyond.

Jonathan explains, “The statistics on intergenerational transfer are staggering. With so many family business owners expecting to retire and many in the next 5-10 years, having a coach and a playbook to guide you through the transition is vital. *Disruptive Successor* gives you a scaling-up playbook and the coach together.”

The dwindling chances of success are due in large part to the issues unique to family businesses that are often wrapped up in a tightly woven knot of unspoken plans.

According to Deloitte, the next generation of family business leaders intend to make changes when they take over:

In *Disruptive Successor*, available for purchase on Amazon October 27, 2020, business coach Jonathan Goldhill offers a proven framework and playbook for unwinding this knot, scaling-up your business, or planning your exit. Grab a free chapter at www.DisruptiveSuccessor.com

- 80% say their leadership style will be different compared to the previous generation
- 76% say innovation will be one of their top priorities
- 56% will change the family company’s strategy and corporate governance
- 51% intend to take more risks than their predecessors, but in a more controlled way

Jonathan Goldhill is a scaling-up business coach and strategist with 30 years’ experience guiding family businesses owners and disruptive entrepreneurs in creating more value in their businesses. Reach Jonathan at Jon@TheGoldhillGroup.com.

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October in Your Garden

Excerpted from Evergreen Nursery's Blog at www.evergreennursery.com

Prepare for winter by picking up debris such as fallen fruit and leaves. When the rains start, debris becomes home to a host of garden pests, particularly snails and slugs. Secure and trim any trellised plants and re-stake smaller trees. We can still get some hot, dry Santa Ana winds so take care of tender plants and container plants by shading them and mulching. Use a micronutrient foliar spray on plants suffering from chlorosis, particularly Azaleas, Bottlebrush, Citrus, and Gardenia.

Wind damage can be a problem this month. Thin tree branches to decrease weight and reduce wind damage. Prune any dead or diseased limbs. If the tree is very large or valuable, or has grown over the house or busy traffic area, it would be wise to have it done professionally.

Plants that require winter hardening are generally tender plants and sub-tropicals such as Hibiscus, Fuchsias, and Geraniums. Cut back on your watering and fertilizing schedule.

Fruiting Plants: Now is a great time to plant citrus trees. Choose from a variety of citrus including grapefruit, lemon, lime, orange, tangelo, and mandarin. Deep water mature citrus trees every three to four weeks as needed. When watering, keep in mind that citrus have very deep roots, as deep as the tree is tall. Prune berry vines that bore fruit last year hard. Tie up new canes.

Roses: Plant container roses. Water once or twice a week as needed. Discontinue fertilizing.

Bedding Plants: Plant wintering annuals such as Calendula, Chrysanthemums, Dianthus, Lobelia, Pansy, Iceland Poppy, Primrose, Snapdragon, Stock, Alyssum, Impatiens, Begonia, and Viola. Protect from any hot spells by shading and extra watering.

Herbs and Vegetables: Plant cool-weather herbs like cilantro, dill, fennel, and parsley. Plant cool-season vegetables like carrots, lettuce, radishes, and spinach. Set out transplants of broccoli and cabbage.

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

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Overcoming Resistance to Change

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

A business owner from Colorado called me the other day to talk about ongoing change management initiatives in his company. While some of the changes were large-scale, others were essentially tactical; some addressed procedural changes, others involved personnel movements; some required significant budget considerations, others were fiscally straightforward. Regardless of their focus, duration, or impact, as a matter of due diligence, I earnestly suggested that the business owner always consider the three primary potential sources of resistance to change (e.g., organizational, group, individual), before any actual program is designed, developed or implemented, as well as the specific techniques for overcoming that resistance.

Acknowledging that resistance can literally decimate any change initiative (e.g., new GPS system on trucks, cell phone time tracking application, adopting BOSS, work order process, bonus plan, performance reviews, organizational restructure, purchasing procedures, safety program), the business owner adeptly shifted the conversation onto those specific best practices for overcoming such resistance. With that goal in mind, here are the six most common methods for overcoming resistance to change, that I shared with him:

Communication: The best way for overcoming potential resistance is to be as transparent as possible by sharing as much communication as feasible with all affected employees.

Whether it is through departmental/organizational meetings, team meetings, timely e-mails, memoranda, payroll stuffers, and/or one-on-one sessions, the degree of education, facts, and impact (e.g., business need, adjustments, new performance expectations, cost, timelines, support) presented to employees is directly related to the success of the change initiative.

Participation: Involving workers in designing the change initiative as well as its rollout, is critical to overcoming resistance. By soliciting their input early on in the process, the employees feel engaged in that their ideas for design, implementation, and/or follow-up are valued by management. This participation shifts the perceived orientation from the change being forced onto them, to a stance where they have an opportunity to actually determine some aspect of the change itself.

Facilitation: Recognizing that change inherently causes stress due to uncertainty, business owners can overcome resistance by offering support, coaching, and transitional time (i.e., grace period) to allow the employees to acclimate to the change at a reasonable, not a frantic pace. This facilitation enables employees time to adjust to the new initiative without feeling immediate pressure to be perfect.

Negotiation: Sometimes, negotiation, bargaining, or deal making is the best way to overcome resistance to change. This give-and-take approach is dependent upon the idiosyncratic



nature, risk, and value of the change itself, the affected members and procedures, as well as the associated time and cost parameters; all the while keeping in mind that a “win-win” negotiation is the goal.

Manipulation: Though unseemly and perhaps unethical, manipulation is one method for overcoming resistance. Using politics, co-optation, creative tension, inter-departmental conflict, and/or subterfuge, can indeed overcome resistance; albeit with an indelible price ultimately paid by damage done to the organizational culture.

Coercion: The most extreme method for eliminating resistance to change is forcing key employees to adopt the change or be threatened with dire consequences (e.g., demotion, termination, ridicule, reassignment). While this technique can quickly quash initial resistance, the latent effects are future passive-aggressive responses by the affected employees, and sustained anger, hostility, and disenchantment that will likely undermine future organizational success.

If you have any questions about this topic or anything else related to human resources, call Steve at (760) 685-3800.

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Session 2: January 12, 14, 19, 21, 2021; 10 a.m.- Noon

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