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A Season of Learning

1. WATER RESTRICTIONS & AWARD-WINNING LANDSCAPES

- Thursday, April 27, 5–7 p.m.
- Landscape Warehouse—North Hollywood
- FREE event includes dinner
- All local chapters invited
- See flyer on page 2



2. How to deal with salty water

3. Why you need a business operating system

4. What type of entrepreneur are you?

5. How to create a sense of belonging in the workplace



SAVE THE DATES!
NOV. 8-11
CLCA CONVENTION
HYATT REGENCY HOTEL AND SPA
MONTEREY, CA
SEE PAGE 3

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CLCA San Fernando Valley Chapter presents

WATER RESTRICTIONS & AWARD-WINNING LANDSCAPES

We're excited to have representatives from Valley Soil and the Metropolitan Water District of Southern California speaking at this event! Get updates on the most recent water restrictions and learn innovative ways to meet reduction goals, while maintaining beautiful landscapes.

THURSDAY, APRIL 27, AT 5 P.M.

LANDSCAPE WAREHOUSE

11311 Hartland St., North Hollywood, CA 91605

FREE TO ATTEND WITH RSVP

You don't need to be a CLCA member to attend!

**FREE to attend
and includes
dinner thanks to:**



RSVP TO JAN VEIS AT (818) 772-7233 OR SFVCLCA@GMAIL.COM





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nbalyasny@lcsinc.com

TREASURER
Mickey Strauss
MSM Landscape Services, Inc.
818-402-4500
818-361-1788 fax
mickey@msmlandscape.net

WEBSITE AND SOCIAL MEDIA
Bronwyn Miller
Eyescapes
949-466-1222
eyescales@yahoo.com

www.clcasfv.org

VALLEYSCAPE PUBLISHER
John Hernandez
626-715-1757
18466 Dragonera Drive
Rowland Heights, CA 91748
eldoradowriters@gmail.com
FAX 866-591-5093

**ASSOCIATE EDITOR/
ART DIRECTOR**
Jerry Robin
J. Robin & Associates
Graphic Design
626-644-4239
jrobinps2@gmail.com

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kkumme@gmail.com

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sfvclca@gmail.com

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Cindy Strauss
818-341-2239 Home
818-620-3540 Cell
cindystrauss@hotmail.com

STATE AND LOCAL EVENTS

Don't miss any of these very important events!

Subject to Change – Check with Chapter Office First

WATCH FOR LAST-MINUTE CHANGES DUE TO COVID-19

- | | |
|----------|---|
| April 6 | Board Meeting 9 a.m. via Zoom |
| 27 | “Water Restrictions & Award-Winning Landscapes.” 5-7 p.m. Valley Soil rep Eric Anderson and LADWP rep to speak at Landscape Warehouse-North Hollywood, 11311 Hartland St. Free event, includes dinner. All area chapters invited. |
| May 4 | Board Meeting 9 a.m. via Zoom (Tentative) |
| 4-6 | Landscape Awards Judging |
| June 10 | Beautification Awards Banquet, Monterey Concessions at Encino Golf Course. Details TBD |
| July | Estate Planning, Wills TBD |
| Aug | Money Management TBD |
| Sept 15 | Channel Islands & Friends Fishing Trip, Hook’s Sportfishing, Oxnard 6 a.m. SFV Golf Tournament TBD |
| Oct | Auxiliary Auction TBD |
| Nov 8-11 | CLCA Convention, Hyatt Regency Hotel and Spa, Monterey, CA |
| Dec | Holiday Party TBD |

**CLCA Convention Set for
November 8-11 in Monterey**

- *It's never too early to save the date*
- *You may book your room on-line*

Plan now to join friends and colleagues in Monterey November 8-11, 2023. CLCA’s Events Committee is already hard at work preparing for the 2023 Annual Convention. We’ll connect, learn and grow!

On the agenda: High quality education, plenty of networking, an amazing Trophy Awards ceremony and, of course, golf. From the dramatic panoramas of the Big Sur coastline to the fairytale cottages of Carmel-by-the-Sea, Monterey is a truly inspired California getaway. A visit to the world-renowned Monterey Bay Aquarium and a trip through time on historic Cannery Row merely scratch the surface of things to do.

Added bonus: Plenty of adorable sea otters.

Our host hotel is the Hyatt Regency Monterey Hotel & Spa.

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FRANCISCO SALAZAR
SFV Chapter
President
Groundcare
Landscape Co.

Let's Keep it Going

Hello San Fernando Valley Chapter members! I would like to first start off by thanking all those who attended our HR event last month. A special thanks to our presenter Brian Arnold from LCIS and our sponsor Ewing. I would also like to give a special mention to Channel Islands and LA/San Gabriel Valley Chapters for their participation.

I have mentioned previously that this year we are going to work together sharing events, programs and of course networking. Thank you all.

Our HR event was a great event and kept our chapter's momentum going with a full room and a great presentation with plenty of questions and answers. As you all know our next event, "Water Restrictions & Award-Winning Landscapes," will be

held April 27 at Landscape Warehouse in North Hollywood, and will be an even bigger event. So, please RSVP as soon as possible. Yes, I know we have had lots of rain and plenty of snow but this event will still be very helpful and informative with up to date statistics and information for your future projects and maintenance accounts. (See page 2 for details.)

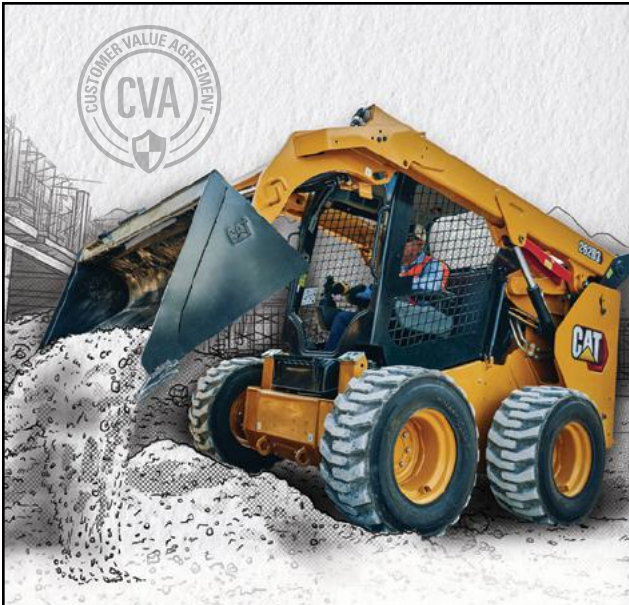
Our next event is "Water Restrictions & Award-Winning Landscapes" at Landscape Warehouse – North Hollywood, 11311 Hartland Street, April 27 from 5 to 7 p.m. Please RSVP as soon as possible.

If you have not yet entered your projects in our Landscape Awards Competition, please do so right away. Last day to enter is April 21 for the early price, and April 28 at an increased fee. So, download the entry forms from our website www.clcasfv.org and start prepping those award-winning projects. Judging will take place May 4-6. Please feel free to contact a board member if you have any questions.

As always, if you are interested in being part of the board or playing a more active role in the association, please feel free to reach out to us.

– Francisco

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LCIS Presents New HR Laws Affecting California Businesses



HR LAWS FOR 2023 – An animated Brian Arnold, Claims Director for LCIS and the evening's presenter, details some of the year's new HR laws at an SFV/regional event March 9 at Ewing-Glendale.



PAST & PRESENT PRESIDENTS – SFV President Francisco Salazar enjoys a Kodak moment at the HR Laws event with Past SFV President Steven Kinzler.



PAST STATE AND SFV PRESIDENT Mickey Strauss enjoys the event with SFV Secretary and LCIS rep Natalie Balyasny.



WORKING TOGETHER – SFV President Francisco Salazar and LA/SGV Chapter President Malcolm McLaren of Eco Tech Services talk about joint chapter events during a break at the HR Laws educational event.



CHANNEL ISLANDS Chapter President Ivan Salazar and brother Ariel listen intently for information they can take back to the family business, Groundcare Landscape Company.



LA/SGV CHAPTER MEMBER Guillaume Lemoine of Picture This Land, with little Rachel Lemoine, helped to open the event to questions and comments which attendees found enlightening.



HUNGRY FOR KNOWLEDGE... And Pizza! It's always nice when these events feature food and refreshments. Special thanks to our Sponsors, LCIS for the pizza and sandwiches, and Ewing for the event site.



AREA LANDSCAPERS Marco A. Villalpando and his buddy with Villalpando Landscaping attended the HR Laws event and learned something about CLCA in the process.



TAKING NOTES, asking questions, and gaining valuable knowledge that could save one's company a lot of money and grief, made the subject at hand a very important one.



SFV V.P. PROGRAMS Tom Lucas of Performance Nursery (right) also looks forward to working with LA/SFV President Malcolm McLaren on regional projects such as the Landscape Awards Program.



RENEWING OLD FRIENDSHIPS at the educational presentation included the one between Steven Kinzler and El Dorado Communications' Wendy Lopez. That is one of the benefits of attending CLCA events.



MANY THANKS TO LCIS, to Presenter Brian Arnold and to Natalie Balyasny for the interesting and informative presentation. We look forward to similar programs on other important subjects.



JOSÉ ROBLES
Owner
Landscape Warehouse

A Year of Opportunity – A Season of Learning

California generally does not go through the four seasons like many other states. There they are on the calendar, alright, but our winters are usually filled with mild, mostly rainless days, and our summers start early and end late. That's because we actually live in a desert.

But how quickly things have changed with our record-breaking rain and snow throughout the state. Not only have those strict water conservation measures been turned upside down, but the economic outlook for the landscape industry has done a flip-flop as well, going from shaky to strong, and from pathetic to positive in just a few months.

Landscapers and gardeners don't have to be afraid to buy and install sprinklers anymore. Sod is no longer a bad word. And, drip irrigation, although still worthwhile for specific uses, is not the only choice left to you when installing that award-winning landscape.

The same holds true for plants and trees with orders previously put on hold – except for water-stingy desert foliage – because of water restrictions. Now you can fill your truck up with beautiful yet sensible plant material without fearing the “plant police.”

So, things are looking up, for sure...not quite perfect yet, but I'll take it.

A Season of Learning – Educational Events at Landscape Warehouse

Although the four seasons are in the control of Mother Nature, you do have a season that is in your control...the Season of Learning which you are entering as a client or friend of Landscape Warehouse. We are committed to educating our customers and the general community on ways to improve their landscapes and businesses through education. This Season of Learning will be year 'round and help you take your business to the next level and the next, dramatically increasing your knowledge and earning potential. These important subjects include:

IRRIGATION SYSTEMS – How to install sprinklers, rotors, and drip irrigation. Wed., April 19, Wed., May 31, 6 p.m. Presented by Rivulis.

***WATER RESTRICTIONS & AWARD-WINNING LANDSCAPES** – Thurs., April 27, 5 p.m. Includes dinner!

BATTERY-OPERATED / ELECTRIC EQUIPMENT – How to use it, and how to get the CORE Program (The Clean Off-Road Equipment Voucher Incentive Project) and other programs to pay for it. DEMO DAYS to be announced.

CERTIFICATION – Get certified in various aspects of the landscape industry. Coming soon.

AND MORE! – See growing list of classes next issue or at www.landscapewarehouse.net.

*Water Restrictions Educational Night April 27 at Landscape Warehouse North Hollywood

Don't miss our big Educational Night, “Water Restrictions & Award-Winning Landscapes” April 27 in North Hollywood. It will feature informative speakers from MWD and the industry and bring you up to date on the latest water conservation measures and restrictions – considering all our recent rain. Also discussed will be how these restrictions apply to that award-winning landscape you want for yourself or your clients.

This FREE EVENT is sponsored by Landscape Warehouse and hosted by the San Fernando Valley Chapter of CLCA. It is set for Thursday, April 27 from 5-7 p.m. and will include dinner. This educational event is open to CLCA members and friends from the San Fernando Valley, Los Angeles/San Gabriel Valley and Channel Islands Chapters, plus other interested gardeners, landscapers, and community members. Landscape Warehouse-North Hollywood is located at 11311 Hartland Street – (818) 287-8866. (See flyer on page 2 for more details.) – José

Inspirational Quotes for Entrepreneurs *From an article in allBusiness*

1. **“The best way to predict the future is to invent it.”**
– Alan Kay (Computer scientist)
2. **“Creativity is contagious. Pass it on.”**
– Albert Einstein (Scientist)
3. **“It's not enough that we do our best; sometimes we have to do what's required.”**
– Winston Churchill (British prime minister)
4. **“I find that the harder I work, the more luck I seem to have.”**
– Thomas Jefferson (U.S. president)
5. **“The more I want to get something done, the less I call it work.”**
– Richard Bach (Writer)
6. **“An idea not coupled with action will never get any bigger than the brain cell it occupied.”**
– Arnold H. Glasgow (Businessman)
7. **“Success usually comes to those who are too busy to be looking for it.”**
– Henry David Thoreau (Philosopher, poet, and environmental scientist)
8. **“Imperfect action is better than perfect inaction.”**
– Harry S. Truman (U.S. president)
9. **“Correction does much, but encouragement does more.”**
– Johann Wolfgang von Goethe (German writer, scientist, statesman)
10. **“If you've created a work culture where vulnerability isn't ok, you've also created a culture where innovation and creativity aren't ok.”**
– Brené Brown (Research professor and lecturer)

Research Project Participants Sought

• Former LEAF Scholarship recipient doing PhD research

CLCA has a former LEAF scholarship recipient, Chaz Perea, who is doing his PhD research work which includes a project on business model innovation process and the role of those who serve as manager. The following is his request for research project participants:

PhD candidate seeks participants for a research project exploring the role of the manager in the business model innovation process.

To participate in this study, you must have at least five years of experience, be at least 18 years of age, and have a direct supervisory role of some staff in your department or the ability to impact the business model (BM) directly.

Qualified participants may work in sectors of the landscape industry such as:

- Landscape contractors: design, construction, install, or maintenance
- Nursery
- Irrigation and water management specialists
- Tree service providers
- Pest management

Participants are disqualified if they have a personal or professional relationship with the researcher, Chaz Perea.

In exchange for a 90-minute interview (can be done remotely), qualified participants will receive a \$25 In N Out gift card.

The interview will focus on how the participant interacts and experiences the business model innovation process: how participants define their value proposition to the customer, what role they play in delivering customer value, how they grow the business while sustaining the existing services, and other related questions.

If you know someone that may meet this criteria, please email perea_dissertation_email@yahoo.com

LEAF Scholarship Deadline: April 17

LEAF's 2023 scholarship application is now available at clca.org/leaf, and all CLCA members are encouraged to share the link with students seeking a green industry career.

A LEAF scholarship can mean more to someone than just a little financial help.

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Dealing with Salty Water Problems

By Grady Miller, Ph.D., Professor and Extension Turf Specialist, North Carolina State University, in SportsField Management

Q: Our irrigation water was recently tested and found to be slightly salty. This situation is all new to me. Is there anything we can do considering that this is our only irrigation water source?

A: Good water quality is often taken for granted, but like your soil, irrigation water should be periodically tested to see what is in it. Water may be found unsuitable for a particular use based on selected chemical and biological characteristics. Salts, sodium, bicarbonates, pH and other minerals affect water quality. Water quality is also not static, but may be influenced by a number of situations. For example, pumping and depletion of groundwater can cause saltwater to migrate inland and upward, contaminating the water supply.

Salty water (also called saline water) can cause leaf burn for turfgrasses. Salt water in the soil can



pull water from the plant's roots, resulting in physiological drought stress, even with adequate moisture in the ground. If the concentration of some salts is high enough, there can be a direct ion toxicity

to the plant, resulting in poor plant health. Another potential problem from salty irrigation water can be ion imbalances that can result in nutrient deficiencies.

There are also significant negative implications of salinity to the soil. Salty water will degrade soil structure, causing more compaction and reducing pore space for water movement. Without adequate water movement through the profile, surface ponding of water will reduce efficacy of fertilizers and pesticides. The compacted soil profile can also negatively impact the soil's microbial ecology, which is necessary for good plant health.

The salinity hazard of water is usually expressed as the total content

of soluble salts, measured by electrical conductivity (EC) or total dissolved salts (TDS). These units are used to classify irrigation water quality so that management practices can be suggested for different levels of saltiness of the water. At the lower end of the scale, there is usually little concern since periodic rainfall will dilute the salt water. As the saltiness of the water increases, there is an increased need to leach the salts from the soil by using additional water, either from the same source or from a cleaner source. I suggest you contact a water specialist if your water tests above 1,000 ppm total salts. They can determine a leaching program for you to use if needed.

Salts and sodium do not act independently. For that reason, water quality tests will usually measure the sodium adsorption ration (SAR) to determine the ratio of sodium to calcium and magnesium. This ratio will also be used to classify irrigation water and help determine the potential damage sodium will inflict on soil structure and permeability. In general, an SAR value below three is considered very safe for turfgrasses. Water with an SAR of nine will cause increasing structural damage to clay soils and then to sand soils with slightly higher SAR values.

Gypsum is the first line of defense to use for soils with high SAR values. Research has started evaluating other amendments that may be helpful when using poor water quality for irrigation. Some of these amendments may be injected directly into the water and others may be applied to soil. Cultural practices such as cultivation and topdressing can be used to improve soil properties. Ultimately, you will likely need to more closely manage your other inputs to try offsetting any negative influences from the water.



Dear California Landscape Contractors Association member,

In an effort to encourage more association membership while creating value to our existing members, the CLCA has partnered with California fuel distributor Flyers Energy (www.4flyers.com) to offer a full service commercial fuel discount program to association members!

- 5-cent fuel discount per gallon when purchased with a Flyers CFN (Commercial Fueling Network) card
- 5-cent fuel discount per gallon when purchased with a Flyers Pacific Pride card

Here's how to get started:

Contact Niki Warden at (530) 863-4560 or nicholw@4flyers.com for more information. Flyers Energy will also provide a FREE cost analysis of your most recent fuel invoice to determine whether a CLCA-endorsed fuel program will benefit your business.

We encourage you to start saving money and support CLCA by taking advantage of this special program.

Sincerely,

Niki Warden
Account Manager
(530) 863-4560 Office
(530) 863-4020 Fax
www.flyersenergy.com

Find Out What Kind of Entrepreneur You Are – And Why It Matters

From an article in *allBusiness* by Rieva Lesonsky, CEO of GrowBiz Media

Despite how they're often treated, entrepreneurs are not a monolith. Instead, they're driven by various motivations and approach business differently. This is illustrated by the annual Small Business Growth Trends report from Keap, which reveals four unique types of small business owners. To get more insight into these entrepreneurial types, I talked to Clate Mask, the CEO of Keap.

According to the Small Business Growth Trends report, there are four different segments of entrepreneurs: Overwhelmed, Grati­fied, Growth-Focused, and Connected.

Overwhelmed (28%): These entrepreneurs struggle to manage and grow their businesses and worry about their ability to succeed. Entrepreneurial overwhelm is nothing new; we're just acknowledging and discussing it more today. The reality is business owners wear all the hats in their companies – set the vision, manage the team, coordinate with vendors, execute tasks, take meetings, respond to customers, answer for all mistakes, and more. They might have a partner or support staff, but the buck always stops with the owner. It's a wonder that any small business owner doesn't feel overwhelmed.

Investing in systems is critical for small business success and entrepreneurial sanity, and also why we started Keap many years ago. Systems – more specifically, automation – can change everything. Business owners can regain control of their schedules by investing in automation tools for sales and marketing, scheduling, e-commerce, reporting, and more. Plus, they gain the peace of mind that comes with knowing nothing important is falling through the cracks.


Grati­fied (26%): Grati­fied small business owners genuinely enjoy working in their businesses. They feel successful and believe they can handle whatever challenges come their way. I'm really passionate about the topic of work/life balance, probably because so much of my early time as an entrepreneur was spent getting the equation all wrong. With the benefit of hindsight and tools to support me, I now truly enjoy working in my business.

I have four secrets to success in this area. Numbers one and two go hand-in-hand: automation and delegation. These two practices get anything off your plate that shouldn't be there. So even if you think every client quote or phone call needs your Midas touch, you're better off focusing on your core strengths and leaving your team or your technology to handle the rest.

The third trick to enjoying working in your business is not working around the clock. Yes, you have too many tasks and not enough time. But sacrificing sleep and well-being will only cause you to self-destruct. Remember that embracing automation and delegation will free up more time for you. Use that time to handle what needs to be done in your business and then the remaining time to unplug, be with loved ones, focus on your physical and mental health, etc. You will only enjoy working in your business when you've learned to set

Continued on page 15

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**MARK
MATTESON**
Sparking Success

About *The Richest Man in Babylon*

Comments by Mark Matteson, Sparking Success

In 1994 I was wandering around a used bookstore in Seattle, and I stumbled upon a gem. It was a hard-cover version of one of the most popular self-help fables of the 20th century. I couldn't believe it was only a dollar. This all-time classic book on wealth accumulation was written in 1926. George Samuel Clason (November 7, 1874 – April 5, 1957) was an American author.

Clason started two companies, the Clason Map Company of Denver, Colorado and the Clason Publishing Company. The Clason Map Company was the first to publish a Road Atlas of the United States and Canada but did not survive the Great Depression. He is best known for writing a series of informational pamphlets about being thrifty and how to achieve financial success. He started writing the pamphlets in 1926, using parables that were set in ancient Babylon. Banks and insurance companies began to distribute the parables, and the most famous ones were compiled into the book *The Richest Man in Babylon - The Success Secrets of the Ancients*. "He is credited with coining the phrase "Pay yourself first."

"A lean purse is easier to cure than endure."

Written in an entertaining fable format, he pulls us into the life of two friends, one a "Chariot Maker" and his friend "The Musician." They debate back and forth in the first chapter about their lack of success when it came to money. They both worked hard and were good at the chosen professions; so why were they barely getting by? They decide to approach their childhood friend, the wealthy Merchant, Arkad.

"You, Arkad, are more fortunate than we. You have become the richest man in Babylon while we struggle for existence." Now these men had all been taught by the same teacher and had played the same games in their youth. They noted that Arkad had not outperformed them in either schooling or games. So, how could his riches be explained?

Arkad answers his old friends: "If you have not acquired more than a bare existence in the years since we were youths, it is because you either failed to learn the laws that govern the building of wealth, or else you do not observe them. If you seek wealth, two things are required, time and study."

Continued on page 11

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The Richest Man in Babylon from Page 10

He went on to say, “As for time, all men have it in abundance. You, each of you, have let slip by sufficient time to have made yourself wealthy – as for study, did not our wise teacher teach us that learning was of two kinds; the one kind being things learned and knew, and the other being the training that taught us how find out what we did not know.”

What follows are Arkad’s “Seven Cures for a Lean Purse.”

- 1) **“Start Thy Purse to Fattening”** Pay yourself first. 10% of all you earn is yours to keep!
- 2) **“Control Thy Expenditures”** Delay gratification on unnecessary items. Expenses will always grow equal to our income unless we protest to the contrary.
- 3) **“Make Thy Gold Multiply”** Invest wisely. Put each coin to laboring that it may reproduce its kind even as the flocks of the field and a bring a stream of wealth that shall flow constantly into thy purse.
- 4) **“Guard Thy Treasures from Loss”** The first rule for sound investing is security for thy principal. Study investing wisely before parting with hard earned money.
- 5) **“Make of Thy Dwelling a Profitable Investment”** By owning your home, you invest of portion of the 9/10ths of your money that you live on, and make your worth grow more rapidly.

- 6) **“Ensure a Future Income”** Plan and save now for the time when you do not have the capacity to earn.
- 7) **“Increase Thy Ability to Earn”** The more we know...the more we may earn. The man who seeks to learn more of his craft shall be richly rewarded.

He suggested hard work, compassion toward those less fortunate and making life rich with things worthwhile and things to enjoy make life worth living.

...hard work, compassion toward those less fortunate and making life rich with things worthwhile and things to enjoy make life worth living.

I reread this amazing little fable after suggesting it to a coaching client. Taped on the inside cover of my copy was a quote from Winston Churchill:

“We make a living by what we get – we make a life by what we give.”

Read this book then give copies to your children and grandchildren. They will thank you for it, maybe not now, but years later – or not. It only took me 29 years to reread it. Thanks, George!

Mark Matteson is an inspiring speaker and the author of the international bestseller, Freedom from Fear. His company, Sparking Success, is located in Edmonds, WA. Phone: (206) 697-0454.

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**JONATHAN
GOLDHILL**
The Goldhill Group

Why You Need an Operating System for Your Business

From an article by Jonathan Goldhill, The Goldhill Group

Like your computer, your business needs an operating system to organize the way the business functions. Want to increase your business's chance of survival? Set your business up like a franchise with a system (set of processes).

A business operating system (BOS) is a structure to manage your meetings, metrics and priorities, processes

and procedures, and create clarity around roles and responsibilities. It establishes a way of doing business with your people and your market. And it increases clarity with everyone in your organization when you share the system with your team.

A BOS is a place to keep those to-do's that you've committed to other team members. It's a place to keep your organization chart, roles and responsibilities and conduct performance reviews. It's also a place to keep your company business plan and department plans. By having all this in place and your vision shared with others, and processes followed by all, communication between your senior leaders, managers, and employees is greatly improved.

Businesses that have a stable operating system in place seem to run better. Companies that do not have an operating system feel out of control – they seem to struggle with accountability and clarity around expectations – and the same problems seem to reoccur. These companies have many inefficiencies, and there are times when chaos is everywhere.

How have operating systems helped businesses?

Business operating systems (BOS) help leaders establish measures of success that let employees know if they are having a good day/week/month quarter. Operating systems, like playbooks, establish precise processes for how things get done at your company – like hiring, onboarding, performance reviews, or firing OR submitting estimates, proposals, signing contracts, and processing collections.

A sound operating system includes a system of quarterly and annual meetings where strategic thinking and execution planning are organized and recorded. Within the BOS, you'll define your vision for and record your 3-year, 1-year and 90-day goals and priorities. You'll keep track in a scoreboard that measures – leading and lagging indicators – how you are doing. Like a baseball stadium scoreboard, you can share visibility with those who need visibility to the metrics (measures).

Of course, it will also be a place to run and track your weekly meetings and To Do's. The purpose of this is three-fold:

- To stay focused (moving the company forward on accomplishing your quarterly goals and priorities)
- Review and share feedback from clients/customers and team members so that you can improve the employee and customer experience
- Make decisions (identify issues, brainstorm, troubleshoot) and solve them

A business operating system (BOS) is a structure to manage your meetings, metrics and priorities, processes and procedures, and create clarity around roles and responsibilities...Operating systems, like playbooks, establish precise processes for how things get done at your company...

The Benefits of a Business Operating System

Still not convinced?

A BOS will highlight the most critical functions in your business that improve and practically ensure profitability. A BOS facilitates consistency throughout the organization so that new hires have the training and documentation on the procedures they are to follow. When everyone knows how to do their job, work gets done faster and cheaper, eliminating wasted effort. With clear measurables by position and employee, individuals see if they are productive and successful. Finally, you boost employee retention when employees know they are being successful and doing their work right.

How to Tell If Your Company Needs an Operating System

- If the experience at your company is chaotic...
- If your company has a sizeable staff turnover...
- If you or key people at your company cannot go away on a 2-week relaxing vacation...
- If you are frequently remarking about the lack of accountability among your team members...
- If you are experiencing falling profits with increasing sales...
- If there are a lot of 'got-a-minute' interruptions in your day...
- If there are many communication breakdowns during the day...
- If you are operating blindly without a budget...

Then you need a Business Operating System. No exceptions.

Jonathan Goldhill has been coaching business owners, leaders and their teams in the landscape industry to increase profitability, productivity, and performance since 2005. He has installed business operating systems into growing companies that allow these companies to grow their businesses faster, smarter, and better. Contact him at info@thegoldhillgroup.com.

How to Create a Sense of Belonging in the Workplace From an article in allBusiness by

Dr. Terrell Lamont Strayhorn, Professor of Higher Education and Women's, Gender & Sexuality Studies at Illinois State University

Workplace belonging refers to feeling valued, connected, respected, safe/secure, included, and valued as a member of the team within a work environment where one can be their authentic self, contribute to the organization's goals, and receive support, praise, and constructive feedback from colleagues and leaders. It means knowing that you and your work are important, vital to the company's bottom line and your work needs.

When employees feel like they belong at work, they enjoy positive relationships, work/life balance, high levels of productivity, and many rewards (intrinsic and extrinsic). Employers benefit too as workplace belonging is highly correlated with job satisfaction, less burnout, low staff turnover, better performance metrics, and increased profitability.

Here are four ways to create conditions for workplace belonging:

1. Make it a priority

Creating conditions for workplace belonging should be a top priority for any business. A workplace that is both inclusive, supportive, and welcoming for everyone is a vital part of any organization's success, even though very few corporate rankings consider such metrics.

Some companies designate a senior-level leader (e.g., Chief Belonging Officer [CBO]) who's responsible for overseeing this work and fostering company-wide partnerships.

2. Encourage collaboration

Foster an environment that promotes teamwork and collaboration amongst all members of the team. Encourage everyone to engage in meaningful dialogue, provide resources to supplement collaboration (e.g., Slack), and stress the importance of working together to achieve objectives. Incentivize the latter by prioritizing collective efforts to hit annual targets and goals in company-wide rewards, awards, and bonuses. Create friendly competition among teams, where possible.

3. Involve everyone

Invite different team members to share their thoughts, experiences, and passions. Create opportunities for team members to interact and leverage the diverse perspectives of the group. Designate a senior team member as leader and/or facilitator, then switch it up the following week by designating a newcomer or junior as leader.

4. Celebrate accomplishments

Invite team members to celebrate each other's successes. Acknowledging hard work helps to boost morale and reinforce the sense of belonging. Create special events and traditions to

recognize the accomplishments of different members of the team. Never underestimate the power of kind words – a personal email, a shoutout on the website, and public recognition at next week's staff meeting can go a long way toward creating the conditions necessary for everyone to feel (and know)...they belong and matter!



Four Ways to Give Employees a Sense of Belonging

1. Get to know them; learn their names, aspirations, and workplace needs;
2. Set clear, equitable pathways for advancement, promotion and hire;
3. Make diversity, equity, inclusion and belonging (DEIB) a priority and key performance indicator (KPI); appoint a leader to drive these initiatives;
4. Incorporate regular check-ins, professional development opportunities, mentoring/coaching sessions to provide growth-minded feedback that connects staff with leaders, sets work goals, and guides their professional journey,



**EL DORADO
COMMUNICATIONS, INC.**

JOHN R. HERNANDEZ
Publisher / CEO

18466 Dragonera Drive / Rowland Heights, CA 91748
tel 626.715.1757 / fax 866.591.5093
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The Power of Faith

I've just been "brainstorming" and thinking about faith. "Now faith is the substance of things hoped for, the evidence of things not seen." (*Hebrews 11:1*) It is an invisible, yet powerful force that is available to us from God. Like gravity or the wind, we can't see it, but we certainly can feel its effects.

Also, like gravity, faith is always with us as is the presence of our all-knowing Creator. This presence was with us when we took our very first breath, and it has never left. He is always guiding and directing us on our pathway of discovery as we all trust with confidence (have faith) and move forward with ease and anticipations.

As I have said before many times, yet, I know not when...we all are unique individuals, no two alike, yet each of us – through God – has the completeness, talents and abilities to use for our highest good. Add a big dose of faith to the mix and your individual identity will excel in co-creation to the next level and the next.

This is the moment...right now...that, as individuals, we can realize the wonderful and terrific gift of life that has been given to us. We can open our hearts and minds to allow the expression of life itself to fill us up. The words I speak are authentic of my belief. Love, abundance, peace, friendliness, and creativity give us pause to be open to the possibilities and opportunities available to us. It is with faith that we feel this inner urge and direction.

Kinds of Entrepreneurs, from Page 9

boundaries, so it doesn't consume your entire life.

The fourth secret is getting a business coach. I could beat this drum all day long but trust me when I say that having a qualified coach who can challenge you, guide you, hold you accountable, and strengthen you where you're weak can catapult you – and your company – into the stratosphere.

Growth-Focused (25%): This group has achieved a certain level of success and is hungry for more, focusing primarily on growing revenues, increasing profits, and bringing in more clients.

"If you're not growing, you're dying." This maxim is not only true for people but also businesses. Even if your revenue is steady, factors like inflation, increased competition, and lifestyle changes can push your spending up. So, if you're not actively pursuing growth in your company, odds are you're actually losing revenue – or setting the stage to do so.

Connected (22%): Connected entrepreneurs wear their small business pride like a badge of honor. They're deeply committed to their clients and emotionally invested in their businesses.

Again, this just comes back to the available hours in the day. I think if you asked every small business owner which of these entrepreneurial types they'd like to be, they'd all aspire to be "Connected," maybe in conjunction with "Gratified" and "Growth-Focused." But, connecting with your clients takes time, which most entrepreneurs don't have a lot of. They're operating in survival mode.

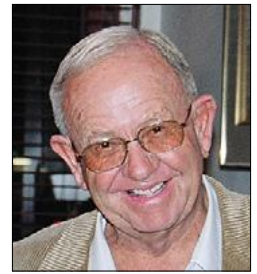
Each of us as co-creative beings are awake, aware, alert and very much alive to step out on the path God has designed for us. The Divine plan operates constantly and perfectly. Our faith in God opens the door to it for us. The power of our spoken word comes from our Creator through us...by means of us...if we are a faithful to operate on a higher plane and continue to spread His love along the way. Each one of us can celebrate, expect, and accept whatever life experiences we encounter, believing by faith that God knows what to do and that He does it very well.

Love does...Always. – *Namasté, Dave*

"I have come that you might have life and have it more abundantly." – *John 10:10*

"People exist for the sake of one another. Teach them to hear with them. – *Marcus Aurelius Antoninus, Meditations*

"God enters through a private door into each individual." – *Ralph Emerson*



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