



California Landscape Contractors Association
San Fernando Valley Chapter

Volume 39, Number 1
January 2021

Valleyscape

Valleyscape is now available online! www.eldoradocommunicationspublications.info



"FRIENDLY" LANDSCAPE – Valleyscape Editor John Hernandez has been busy the last few months, landscaping his new Rowland Heights digs with the help of CLCA friends. (See page 6 for story and more photos.)

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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

- Feb. 4 SFV Board Meeting 10 a.m. via Zoom
- Sept. Channel Islands Chapter and Friends Annual Fishing Trip, Channel Islands Sportfishing, Oxnard. Details TBA.
- Nov. CLCA Convention in Hawaii scheduled for November 2021.

Ventura Water Announces Low Water Edible Gardens Class

Grow more food with less water, waste, and fertilizers. Ventura Water is hosting an online gardening class “Low Water Edible Gardens” on **Saturday, February 27, 2021 at 10 a.m.** This unique class will cover some familiar and not so familiar edible plants perfect for local low-water gardens. The event is FREE. Call (805) 652-4501 for more information.

Class Organizer: Ventura Water

Ventura Water, the City of Ventura’s Water Department, is dedicated to serving our beautiful coastal community with quality drinking water and water reclamation services 24 hours a day, 365 days a year. Delivering drinking water from local sources since 1923, cleaning water for more than a century, and preventing storm-water pollution for the past two decades, we support Ventura’s vitality.

Our goal is to integrate water management to create long-term health and economic benefits for our community. As financial stewards, our goals are to operate and use resources efficiently, understand and meet the needs of our customers, and protect our infrastructure by investing wisely in maintenance and renewal projects.

We believe that true water sustainability – where the needs of the human population and the environment can live in balance – will be achieved only when choices are made collectively to use water efficiently in all ways to restore our watersheds and protect our children’s future.



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FRANCISCO SALAZAR
SFV Chapter
President
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Together...Working Toward Common Goals

2020 was definitely a year most of us are glad to put behind us. For a few people it may have been great, for most it was pretty bad, and very little in between. With everything that's happening, life still goes on and bills still have to be paid. Adapting was the only way to pull ahead.

Last year most companies and individuals were forced to make changes to the way they did business – this was with clients/customers, suppliers and employees. SFV CLCA was no different in this aspect, with many of the activities canceled and meetings now being

held virtually. Times are definitely different.

The New Year is still uncertain – what additional changes we will need to make to get through it and how this year will end is yet undetermined. Hopefully, it will end on a more positive note than the one just completed. Now, with the new vaccines starting to be distributed, I think I see the light at the end of the tunnel.

No matter what, we will keep working hard for our families, our companies, our communities...and of course, our CLCA Chapter in the year ahead. And we must not forget to help others along the way. One way you can help our Chapter is to help us grow our Board so we can accomplish even more once things begin to open up again. Your involvement – perhaps even as a board member or

committee chair – will ensure 2021 will be the successful year we all want it to be.

For me, working in landscape installations, there is no better feeling than creating long-lasting gardens that will bring years of enjoyment to our clients. As President of the SFV Chapter, I get to focus some of my time, experience and creativity to plan and carry out positive things that bring the same kind of enjoyment and feeling of accomplishment.

I look forward to further building our network of peers who are looking and striving for similar goals. Happy New Year to all, best wishes and stay safe! – *Francisco*

Ewing Irrigation & Landscape Supply Announces New Hardscapes Product Manager

By Veronica Biczó, Director of Marketing Communications, Ewing Irrigation and Landscape Supply

Ewing Irrigation & Landscape Supply, the largest family-owned supplier of landscape and water management products in the country, recently announced Daryl Irsik as its new Hardscapes Product Manager.

“Hardscapes is one of the best growth opportunities in the green industry today, so it was important to have a colleague with deep background in the product category, strong leadership skills and keen strategic vision to lead Ewing’s hardscapes product efforts. Daryl brings all of those qualities, 25 years of experience and more,” said Tom Childers, EVP of Sales and Marketing at Ewing.

As Ewing’s Hardscapes Product Manager, Irsik will be responsible for growing the product category’s sales and profitability, managing vendor relationships, engaging customers and providing product support to Ewing branch and sales staff.

Prior to joining Ewing, Irsik served on the executive management team at Trifecta Group, where he provided business development strategies and execution in the building materials segment, including the masonry, hardscape, bagging, mining and coating industries. Irsik also served in leadership roles at Pavestone Company for 15 years, most recently as the Vice-President of Retail Sales. His experience in the green industry ranges from product development and positioning to sales and marketing, across various distribution models. Irsik earned a Bachelor of Science in Organizational Communications from Missouri State University.

Ewing Irrigation & Landscape Supply is the largest family-owned national supplier of landscape, irrigation, agronomic, aggregate, hardscape and water management products. As your business partner, we offer products and education for irrigation and landscape, turf and land management, outdoor living, sports fields, golf and sustainable solutions. Our nationwide network of friendly, knowledgeable staff helps green industry professionals discover products and services for business success.

~KURAPIA~

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SAN FERNANDO VALLEY CHAPTER, CLCA 2021 SPONSORSHIP PROGRAM

DEAR CHAPTER SUPPORTER: We value your membership and involvement in our local chapter and would like to offer this opportunity to participate in our sponsorship program. Three sponsorship levels are available, each providing an array of benefits and opportunities to support our chapter as well as receive recognition for yourself and your company. We hope that you will give it a try.

GOLD SPONSOR - \$2,000

- Free attendance for two at all regular monthly dinner meetings (excluding Women's Auxiliary Chinese Auction and Holiday Party).
- One Special Award Sponsorship or two Regular Award Sponsorships at Chapter Beautification Awards Program – includes dinner for 2 (May or June)
- Recognition in all SFV Chapter newsletters (Valleyscape) and at all dinner meetings. Placement of one article in the Valleyscape (to be coordinated with Publisher).

SILVER SPONSOR - \$1,000

- Free attendance for two at all regular dinner meetings (excluding Women's Auxiliary Chinese Auction and Holiday Party).
- One Special Award Sponsorship in Chapter Beautification Awards Program – includes one dinner (May or June)
- Recognition in all SFV Chapter newsletters (Valleyscape) and at all dinner meetings.

BRONZE SPONSOR - \$500

- Free Attendance for one at all regular monthly dinner meetings (excluding Trophy Awards, Women's Auxiliary Chinese Auction, and Holiday Party).
- Recognition in Chapter Newsletter and at all Chapter dinner meetings.

Sponsorship benefits subject to State and National COVID-19 guidelines and will be updated appropriately.

2021 SPONSORSHIP COMMITMENT FORM

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CLCA San Fernando Valley Chapter

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JOHN R. HERNANDEZ

*El Dorado Communications
Valleyscape Editor*

Landscaping with Friends *By John Hernandez, El Dorado Communications*

Limited to my travels because of the dreaded Covid-19 virus – like so many of us are – I turned my attention to the never-ending landscape project of my new digs – my girlfriend Wendy’s house in Rowland Heights – for some badly needed physical activity. Not knowing much about landscaping myself, but knowing lots of great landscapers and suppliers, my first call was to my good friend, CLCA Ambassador and Past State

President, Charles Nunley. With Charles’ help we developed a plan of action for the project.

Special thanks to Norm Lopez of Southland Sod for his expert advice and excellent service regarding the Marathon Sod we recently installed. During the summer, it was out with the beat-up railroad ties and in with the beautiful blocks purchased from American Builders Supply/SiteOne. Thank you to Evan Moffitt for making the introduction and ensuring I got the best service possible.

I also want to thank Jose Robles and Juan Gutierrez of CLCA members Landscape Warehouse for their assistance with irrigation supplies, as well as an old advertiser, Artesia Sawdust for the

beautiful wood chips we used. Last, but not least, big thanks to Tom Lucas of Performance Nursery for many of the plants we are installing on the property.

Slowly but surely, after moving over 50 wheelbarrows of dirt from the front yard to the back – and after losing two belt notches – the six-month project (Hey, I still have to do my other work!) finally reached the point shown here.

Like Tom Sawyer learned when whitewashing that fence (look it up), it pays to have friends. – *John*



SOUTHLAND SOD is among several CLCA suppliers that were a part of John’s landscape project. Here, Southland’s delivery driver Joe, is shown having delivered a load of Marathon Sod for the project.



LANDSCAPER FRIENDS are a plus when tackling a landscape job for the first time. John appreciates all the help he received on this Rowland Heights project.

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New Year, New Minimum Wage

The new year brings another increase to California’s minimum wage. Effective January 1, 2021, it’s \$14 per hour for employers with 26 or more employees and \$13 for employers with 25 or fewer employees. Some cities and counties have a local minimum wage that is higher than the state rate.

Employers are required to post information on wages, hours and working conditions at a worksite area accessible to employees. Notices for the wage orders in English and Spanish can be downloaded at CLCA.org.

Questions? Contact CLCA’s HR Hotline (an exclusive member benefit!) at (888) 783-4340.

2021 SFV Board Installed at January 7 Board Meeting

• CPC Director South Ed Wallace is Installing Officer

The Installation of the 2021 San Fernando Valley Chapter Board took place Thursday, January 7, 2021, prior to the Chapter's Board Meeting via Zoom. Installing State Officer was CPC Director South, Ed Wallace. Ed remained on the Zoom conference call and made a significant contribution, bringing the latest State CLCA news, as well as offering new ideas and a new perspective regarding the topics discussed.

Ed thanked the members of the 2020 Board for their hard work and leadership during this most difficult year. He then congratulated the 2021 SFV Board Members and wished them well as they assume their new leadership positions. He said that he would be available to assist the Chapter and its officers whenever called upon.



INSTALLING OFFICER – CPC Director South Ed Wallace joined the January 7 Installation and Board Meeting from the field, as is often the case with Zoom meetings. Thank you, Ed for your valuable input.

Meet your 2021 San Fernando Valley Chapter Officers:

President – **Francisco Salazar**, Groundcare Landscape

Chairman of the Board – **Luis Casas**, Legacy Tree Care

Vice-President Membership – **Steven Kinzler**, SK Landscape Design Inc.

Vice-President Programs – **Joshua Emeterio**, SLM Landscape Management

Secretary – **Natalie Balyasny**, LCIS

Treasurer – **Mickey Strauss**, MSM Landscape Services Inc.

Filling out the Board will be its 2021 Directors, who (at press time) were yet to be named by the President. Their names will be added to the Board by the next issue of *Valleyscape*.

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MARK MATTESON
Sparking Success

Chance Favors the Prepared *By Mark Matteson, Sparking Success*

Yesterday I went into “Victory Studios” in Downtown Seattle to record a 30-minute Keynote that will be delivered virtually in January. What a brave new world in which we live. I had a ball. I did it in one take. My client was delighted with the finished product. I prepared like crazy. Here is the process, submitted for your approval.

- 1) I asked the client what his objectives were – exactly what he wanted to achieve in the time I had. Thirty minutes is harder than ninety minutes for one simple reason, “What do I leave out?”
- 2) I “Mind-Mapped” what I wanted to deliver, then listed them in order making certain the segues were smooth.
- 3) I kept in mind Keynotes are more about entertainment than education – but I still needed to blend my client’s objectives with some learning and powerful takeaways.
- 4) I gathered up my best signature stories that are tailored to this industry (he is the largest contractor in his state!)
- 5) I began by wearing my Covid mask and then taking it off, followed by some self-effacing humor that worked.

It wasn’t until my client sent me an email to say he was ecstatic that I knew all the preparation was worth it. He confirmed we would enjoy a long-term relationship and that I would be coming down to work with his company a lot over the next few years.

- 6) I typed up my “Set List” (The Stories, Exercises, Quotes I would use in order of importance) using “Key Words” to remind me what to say – on the Videographer’s I-pad that was positioned next to the camera. This allowed me to maintain my focus on the camera, instead of looking down at notes.
- 7) I move around during my presentation acting out stories. We placed markers on the floor so I would stay within the camera’s lens and not wander out of the shot.

- 8) The night before and morning of – I affirmed my “Speaking Goals” aloud a dozen times and visualized getting it done in one take.
- 9) I added some new material that was in alignment with the client’s objectives – the theme was “Think Different.”
- 10) I made a decision I was going to have fun.

After reviewing the video later that day, I was confident we had hit a home run. It wasn’t until my client sent me an email to say he was ecstatic that I knew all the preparation was worth it. He confirmed

we would enjoy a long-term relationship and that I would be coming down to work with his company a lot over the next few years.

One of my messages was simple, yet profound. It fell into the category of both “Universal and Personal” advice. I said:

- 1) *Let Go of the Past* (Mistakes and sins of omission and commission)
- 2) *Cherish the Present* (All any of us really has is today)
- 3) *Envision the Future* (What are you looking forward to in 2021?)

Part of me believes that the name of the studio helped. “VICTORY Studios!” It was...a Victory.

Chance favors the prepared. I use a formula for my preparation. 10-1. For every one-hour of presenting, I prepare ten hours. To the tyro that may seem obsessive. If you want to deliver a world class presentation, remember what actor Sir Anthony Hopkins once said in an interview:

“I read every script 250 times. When the lights come on and the camera rolls, I abandon the script and just act.”

I went over my set list today after reviewing the video. I covered 90% of what I had prepared and in one take, stopped at 27 minutes and 50 seconds. I did two bonus out-takes.

What did you learn in 2020? What are you grateful for now? What are you looking forward to in 2021? Past, Present, Future.

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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Grassland Research Awards for Student Scholarship (G.R.A.S.S.)

• Yearly application period ends January 31

CNGA's newest program, GRASS, began in January 2019. We award competitive research funds to promote undergraduate and graduate student research focused on understanding, preserving, and restoring California's native grassland ecosystems in accordance with the CNGA Mission and Goals.

Eligibility: Students from any accredited college or university doing research within California may apply for a CNGA student research scholarship (home institution may be outside California).

Awards: CNGA funds at least four, \$500 awards per year. These awards are designed to support basic undergraduate and graduate research in native grassland ecosystems. Funds can be used to support fieldwork, small equipment purchases, visits to herbaria, materials and/or books. Students may re-apply and receive a scholarship award for a maximum of two years.



To apply, send an application that includes:

- Title of the project
- Your name and contact information
- Project supervisor/major professor and institution
- Project summary, including the location, objectives and significance (1 page or less)
- Proposed methods
- Expected accomplishments
- Timeline for project completion
- Budget and justification for scholarship funds

Applications should be no longer than 3 pages (PDF format is preferred). Please email all materials (with "CNGA GRASS Grants" in subject line) to grants@cnga.org by January 31, 2021. For more information about the California Native Grassland Association, please visit our website at cnga.org.

Notification of the award recipient will occur via email by March 15, 2021. Grant funds must be utilized within 12 months of the award, and recipients are asked to submit at least one journal article or research summary to the CNGA publication Grasslands within that period. The CNGA GRASS Grant Program should be acknowledged in resulting theses and publications.

IT'S THE LAW!

Harassment Training Available

Much like the masked super-hero who swoops in at the last moment to save the day, a state agency is now offering free on-line harassment training webinars in English and Spanish.

California law requires all employers of five or more employees to provide one hour of harassment prevention training to nonsupervisory employees and two hours of training to supervisors and managers once every two years.

CLCA reminds green industry employers that:

- Employers must retain a record of all employees' training for a minimum of two years.
- Employers must provide sexual harassment and abusive conduct prevention training to employees every two years.
- Employers must provide employees with a sexual harassment fact sheet.
- The association's **HR Hotline** is a valuable resource for harassment prevention questions and other workplace issues. Reach them at (888) 783-4340.

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PETE DUFAU
*Dufau Landscape
Channel Islands
Board Chairman
Vice President
Legislation*

Volunteerism – Who Works for Who?

For many years I have been involved in and had the privilege to lead many non-profit and community organizations. There is usually a mix of those who are giving their time outright with no compensation, some limited benefits of networking and paid travel/lodging to events, or outright paid employees or subcontractors of the organization. Even though hard to quantify, there are rewards for those who are not paid to give their time to an organization.

When leading a group of volunteers, it is the primary responsibility of those in that position to both recognize their uncompensated contribution and the fact it is difficult to determine the level of time or resources that individual may have available to provide the organization. Five minutes is valuable when you're not paying for it! To have someone give a part of their day or more, to travel, to be away from their businesses is an incredible responsibility that should not be viewed lightly or forgotten.

The Channel Island Chapter has always maintained a balanced culture of respecting its volunteers. Long ago we decided to pick up the lunch tab for all board meetings, and for many that doesn't even cover the cost to get to the meeting. We've done a good job of spreading responsibilities. Most of all we've always heard and valued opinions and ideas even when there was consensus. We never allowed personality to be mixed with the basic fact that everyone in the room was giving. Be it their opinion, their business or home for an event, a vanguard idea, all these volunteers are giving back to the Green Industry.

At the State level of CLCA the time commitment is even greater, and most of those who serve at that level are also giving at the chapter, or multiple chapters. Channel Island's Evan Moffit is doing that very Zoom-ba dance now. He's an Active member of both CI and San Luis Obispo Chapters, all while serving his second term as CPC Director. Thank you, Evan, and thank you Site One for supporting his efforts and CLCA.

There is usually a mix of those who are giving their time outright with no compensation, some limited benefits of networking and paid travel/lodging to events, or outright paid employees or subcontractors of the organization.

As some of you may know, CLCA held its Annual Convention via the Internet along with the election of its new officers. While it was as awkward as any event intended to bring folks together while sitting in front of a computer, there was another anomaly during the meeting that disturbed me. Especially as I have served on the Bylaws Committees in the past.

There was an open position for Events Director. Two past committee members and past Directors had volunteered to serve in that capacity. Somehow, which has yet to be explained, neither was encouraged or placed on the ballot. Instead, the very unorthodox idea to have the Board of Directors place someone in the future was placed on the ballot. During the virtual meeting, a nomination was made to put a past director and past State President in the voting. A virtual vote was taken, and that volunteer had many votes. Yet to the astonishment of many, it was somehow being weighed by staff as to if nobody had more votes than the nominee? It took the outside paid parliamentarian to rectify that the nominee, if receiving only one vote, would be the elected Director. Another concern was the lack of counting of mail-in ballots at the meeting, which traditionally are much greater than the attended votes.

So, what does this convey about the culture of volunteerism and the relationship of staff to the members, within CLCA? Not a good message or perception of integrity in my opinion! Notwithstanding the challenges of running a virtual meeting, there are structural questions to ask about how an organization treats its volunteers. How is this Director going to be treated going forward while their legitimacy was publicly questioned at the onset. It will be a challenge for Staff, the State Board and its leadership to prove it values those willing to volunteer their time to serve, no matter if you agree with their approach, opinions or ideas.

I often hear the CLCA argument that boards should be comprised of new leadership. Which I agree with to a limit, but never at the expense of those willing to volunteer. Especially when nobody else qualified is offering to serve.

2021 will be another challenging year to bring everyone together. Unity is an often underutilized mantra that may serve us all well this year. We've been separated, masked, lacking contact, hanging on by digital strings. We can all use more smiles and embraces. So, when the veil lifts this year, let's not forget we need to work to come together as one again.

Definition of *volunteerism*

the act or practice of doing volunteer work in community service

– *Pete Dufau, CLT, CWM; Past President C.I. Chapter, Chairman Birch Financial, Chairman Landscape Water Conservation Foundation, President Ventura County Lincoln Club*



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10 Ways for Entrepreneurs to Power Through Tough Times

From an article by Meeta Vengappally, Founder and CEO, Gamysb Fitness

Here are my top 10 tips for keeping yourself focused on your goals while the ground is shifting beneath you. No matter what, you can absolutely do this.

1. Just keep going – This is what I tell myself every day. When things are uncertain, and in the face of great change, your brain wants to tell you to pause. And believe me, a little bit of pause is a good thing. But there's so much to be said for pushing through difficulties and finding what's on the other side.

What's the most important thing to help you plow through? A solid routine. Surely you had a normal work routine that you were accustomed to before Covid. Try as best as you can to resume a regular work routine – it's the structure that holds your work life together, and it's the key to your success.

2. Learn how to "read the room" – This has become one of my favorite sayings during this shifting political and economic climate. No matter what your opinions or views on current events, take a moment to look outside of yourself and realize that we're all in the same boat. We all want to be healthy, safe, and successful. We want our businesses to thrive.

Try to see the big picture, it will not only help you mentally, it will help your business.

How is your brand responding to the changes that we're seeing? Keep yourself informed and be conscious of what your brand is saying in this new normal.

3. Finally focus on your to-do list – Whether you're still stuck at home or not, it's important to take a look at this rare moment in history and try to find some positives. If business has slowed down lately, one positive could be more time to get things done. Everyone running their own business has an enormous to-do list, and now's the time to tackle it, both in your personal and professional life. If you can outsource any of your tasks to someone on your team, all the better.

4. Build team morale to help weather tough times – It's more important than ever to get your team excited about the future. Whether you've been an entrepreneur for a long time or are just starting out, you know how important good employee morale is to your company's success. But these days some businesses are finding it slipping through the cracks. Since you're the leader of your team, this starts with you setting a good example. Try not to be in your pajamas on your Zoom calls, avoid negative news, and encourage others to share fresh, new ideas they may have to grow the business.

5. Rethink how you promote yourself – But don't stop doing it. It's normal for businesses to stop promoting during tough times and periods of uncertainty but going dark means you will have to do a lot of legwork once things pick up again.

6. Rethink how your business should operate – This is also the perfect time to assess what has been working for your business and what hasn't been. Many things we used to do before quarantine have been proven to be unnecessary; for example, going into the office. These strange times have taught us that a lot of the processes that we relied upon before are no longer necessary. Ask yourself what other things you do for your business that no longer make sense to continue. Is there a better way to do things going forward?

7. Bring people together – I'm not just talking about your team. No matter what your views are, you can see that we are a seriously divided country. Today's hot-button issue and conflicting viewpoints spark many emotions and that's okay. With feelings running high and so many things pulling us apart, how can your brand bring people together? Keep your messaging as inclusive as possible.

8. Learn how to manage your stress – I'm just as guilty as everyone else of being glued to social media, clocking all the changes that are happening, and trying to figure out what's going to happen next. I can tell you this does nothing positive for my stress levels. There are so many rumors flying around and so much disinformation out there that it can be detrimental to your focus and mental health.

It's important to keep your stress levels down. When you're feeling overwhelmed, reach out to a friend on the phone, go for a walk, or play with your kids or your pets. Try to do something that brings you pleasure every day. Getting regular exercise is also important, even if it's just a few minutes a day.

9. Connect with your peers and share advice – Take the time to study other entrepreneurs, whether they are your competitors or simply your peers. What are they doing these days that seems to be working for them? What are they doing that doesn't seem to be working? Most people are facing the same challenges you are, and we all have a lot to learn from one another.

Since we can't gather around the office water cooler, find a water cooler online.

10. Decide what impact you want to have on the world – I've saved the best advice for last. In this period of worry and uncertainty, ask yourself, How is my business and brand adding good vibes to the world? Everyone is looking for reassurance and hope right now. Your brand has the power to contribute to that need if even just a little. Do some brainstorming on how your brand might be improving people's lives right now. Brainstorm other ways your company could make a difference. You won't believe how much this good energy will pay off!

Try to see the big picture, it will not only help you mentally, it will help your business.

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Husqvarna Announces New Robotic Commercial Turf Care Solution

Husqvarna is launching a robotic solution for commercial turf care management. The new Husqvarna CEORA platform is an autonomous turf care solution for grass areas of up to 50,000m2. The high-performing, lownoise and zero-emission* Husqvarna CEORA mows autonomously and systematically within virtual boundaries.

With Husqvarna CEORA, public and commercial landowners, sports field managers and golf course owners can automate lawn-mowing while staff can be redeployed to focus on more value-adding tasks. "This is an industry game changer marking the start of a new era in commercial turf care management", said Valentin Dahlhaus, vice president at Husqvarna.

Husqvarna CEORA operates fully independent within a defined area. The systematic mowing technology offers cuts in parallel paths. One machine can cover areas up to 50,000m2. Utilizing the leading-edge Husqvarna EPOS technology, a high-precision satellite navigation system that delivers an accuracy of 2-3 centimeters, the new Husqvarna CEORA gives the user a new level of flexibility and performance. The EPOS technology allows operation without physical wires enabling quick digital redefinitions of the work area to accommodate industry leading flexible use of the lawn and aerating and scarifying without risking to damage wires.



Leadership Maturity Levels *From an article by Jim Paluch JP Horizons, Inc.*

Below are the four levels of Leadership Maturity we witness in companies every day. Consider where you and your direct reports fall on the spectrum and where you would like to see yourselves in the future.

Level 4 – Working with my head up in the flow of the game, I am reviewing my performance with short-term checkpoints. Before I miss the commitment or goal, I see potential issues, make course corrections, overcome the adversity, and make necessary sacrifices to reach the goal.

Level 3 – I am proactively inspecting what I do and grading my performance. When I see where my improvement needs to be, I form a plan for how I'm going to make changes to reach my goals in the future.

Level 2 – My boss reviews how I am doing, points out performance issues, and I take responsibility for what I have done while making commitment to improve.

Level 1 – My boss points out a performance issue and I make excuses, deflect, and fail to take responsibility for my actions by blaming others for the problem.

It is important to look in the mirror and understand where you stand today and why you are in this space. Being able to create the right self-awareness provides us with the starting point for personal growth. We need to realize that we can't just race to the top of the ladder, but instead find ways to break through the next level by making specific personal changes.

- Being able to move from Level 1 to Level 2 is all about having the right mindset and shifting our perspective. We have to become a builder that is focused on our attitude and how we approach our day.
- Going from Level 2 to Level 3 is all about being proactive, raising our thinking, and working to be in front of other people, as well as situations.
- To get to the top of the hill and to Level 4, we need to understand the actions that we need to take, know where we have to make sacrifices, and realize how we need to solve problems prior to them causing us to come up short.

As leaders, we have a lot of things that are thrown our way or new assignments/challenges that we take on that will push us down or back from progress. It is so important to manage ourselves in these situations so that we don't slide all the way to the bottom of the ladder.

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Leadership Habits

Even at Level 4 of Leadership Maturity we have to remember WHY we are succeeding and how we have found ways to get to the top of the ladder. This will provide us with the energy that can carry us forward to the next challenge.

To sustain great performance as well as quality of life, there

is a real need to cement the right habits that will keep us in the right space. Then with strong repetition, we are able to establish the right consistency that will reduce the valleys in our performance.

By looking at the life changes/work changes that we want to make, we need to set up the right expectations for ourselves and develop the consistency of hitting our marks. Determine what winning looks like for you 16 to 18 hours per day and what it will take to replace bad habits with the good habits that will carry you forward. It is in sustaining those right behaviors over 21 days that you will produce the habits you desire at the highest level of leadership.

“Do not go where the path may lead, go instead where there is no path and leave a trail.”

– Ralph Waldo Emerson

“I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do.”

– Leonardo da Vinci

If you want to learn more about the power of PEOPLE SOLUTIONS THAT DRIVE BUSINESS PERFORMANCE, contact: JP Horizons Inc., 1927 County Road 1035, Ashland, OH 44805; Phone: (440) 352-8211; Fax: (440) 352-8225; e-mail: jim@jphorizons.com; website: www.jphorizons.com.



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Beginning the Year with Creativity and Thankfulness

Yes! This is a New Year and a new season. A way of my wonder and a wonder of my way. With great anticipation and continued realization to focus on the beauty that surrounds us every day, it is easy to acknowledge our Creator. Being a creative species by means of our focused vision, we manifest newness in addition to function and beauty from that vision.

In the great scheme of things, we each individualize our vision knowing that no two are alike. You are unique and outstanding. No one can breathe for you or sleep for you, create for you or think for you. It's only you!

You are a creative person being creative. Your creativity, though demonstrated in all that you do, is not only what you do, but who you are. I have found that creativity is an inside job, and that it is a reflection of our vision.

Now that we are beginning a New Year, be confident that you have all the qualities necessary for a successful 2021. Begin preparing to co-create your future with "right thinking," knowing that God's the source and substance of your supply...absolutely.

And give thanks for love shared, the blessings received, and lessons learned. God is the changeless reality. Each one of us is guided by the Divine Creator who, by our thinking makes our lives extraordinary. Understand that you are world class co-creators!

You are a creative person being creative. Your creativity, though demonstrated in all that you do, is not only what you do, but who you are. I have found that creativity is an inside job, and that it is a reflection of our vision.

In the spirit of the New Year, I would like to thank the wonderful people who shared with me interest and creativity in the year just ended and before. Nelson comes to mind first. He introduced me

to Cy Holden and to Mickey...both pillars of CLCA and terrific leaders from whom I learned so

very much. My dear friend Ken, who taught me warm and loving friendship. Jan, our exceptional Executive Secretary. And our *Valleyscape* Editor John, who corrects what I try to share in my writings. Bless him. And of course, all the wonderful ladies of the chapter, our outstanding supplier reps, and so many more. I, Dave, learned so much from all of you, being witness to your personalities, successes, professionalism, and love...that's important too!

I truly am an honored and blessed man. Thank you all for your support and friendship. And most important, to my fantastic wife, Maria, I offer the biggest thanks of all. She's the "wild

thing" that makes my heart sing.

One meets his destiny often in the road he takes to avoid it.
Namaste – *Dave*



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