

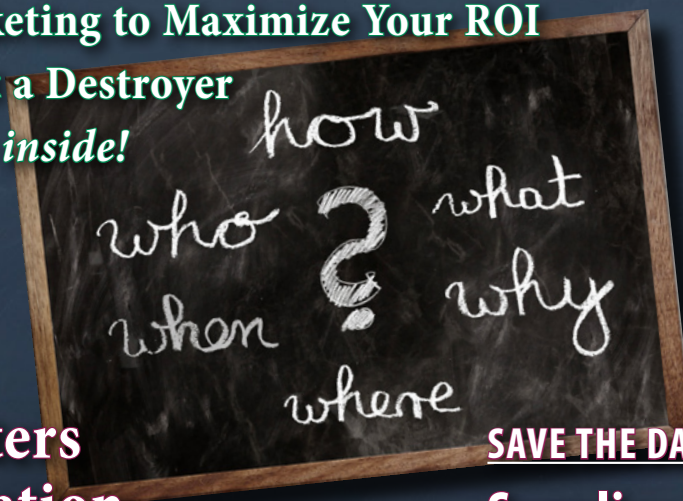


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The How-To Issue!

- Write a Great Job Description
- Read a Book the Right Way
- Launch Your Product or Service on Social Media
- Use Digital Marketing to Maximize Your ROI
- Be a Builder, not a Destroyer
- ...And more. See inside!



**SFV
Holiday Party
Photos
Inside!**
See page 9

**FLASH! Nor Cal
Show Postponed
Due to Covid. See
page 5 for details.**

THE NEXT EVENT

SFV/CI Chapters Board Installation

- Thursday, January 20, 6:30 p.m.
- Yolanda's Mexican Restaurant,
590 E. Los Angeles Ave., Simi Valley
- 2022 State President Megan Rios
to Serve as Installing Officer
- See page 4

SAVE THE DATE!

Supplier Showcase and Technology Summit

- Thursday, April 28, 3–6 p.m.
- All Around Landscape Supply,
Carpinteria
- See flyer on page 11

Coming Up in February via Zoom:

- Feb. 10 – New 2022 OSHA Requirements, presented by Got Safety, courtesy LCIS
- Feb. 24 – How to Prepare an Award-Winning Landscape Project, presented by Richard Cohen
- See page 3 and check www.clcasfv.org for details

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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

MAKE 2022 THE BEST YEAR EVER!

- Jan. 19 Leadership Conference via Zoom
- 20 Installation with the Channel Islands Chapter at Yolanda's Mexican Restaurant, 590 E. Los Angeles Ave, Simi Valley; 6:30 p.m. \$40 per person. RSVP at www.sfvclca.org
- Feb. 3 SFV Board Meeting 10 a.m. via Zoom.
- 10 New OSHA requirements for Covid – LCIS has arranged for Got Safety to present this vital information via Zoom. Tentative 2 p.m. Details TBA
- 24 How to Prepare an Award-Winning Landscape Project – Richard Cohen. Hosted by SFV Chapter via Zoom. All neighboring chapters invited. Date tentative.
- April 28 Supplier Showcase and Technology Summit, 3-6 p.m. All Around Landscape Supply, 4760 Carpinteria Ave., Carpinteria, CA 93013; (805) 684-3115. Hosted by CI Chapter. All area chapters invited. See flyer on page 11.
- May 5-7 Landscape Awards judging.
- June Landscape Awards dinner, organized by the SFV Chapter. Outdoor FUN event, Covid friendly. Details to come.
- Nov. 9-12 CLCA Convention, Hyatt Regency Resort and Spa, Indian Wells, CA

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Get Involved and Be a Part of Something Great

Hello fellow CLCA members and Happy New Year to all. It's a new year and a chance to do great and better things. I am looking forward to serving my second year as President of the San Fernando Valley Chapter of CLCA. I'm hoping we can bring to everyone great events this year, if Covid permits.

This year we have the same board as last year and we are all excited to work and make the best of the year. So much so that we have

already begun organizing some events, such as our Beautification Awards program which will conclude with a banquet in June. If you are interested in showing the world your great work, start getting your entries ready. There will be several events before the awards, but I just wanted to get you "thinking awards" early in the year so you don't let the opportunity pass you by. More details will come later.

We will also be having a Golf Tournament once again, coming off of last year's successful event. So be vigilant for any updates and as always if you are interested in sponsoring and or participating please feel free to contact us and we'll be happy to get you updated information and get you involved.

This year let's all work together and make it a great 2022. Your San Fernando Valley Chapter Board and committee chairs will

work hard to ensure we have another successful year. So just make sure you do your part by getting involved. You can start by attending our dual chapter Installation Dinner January 20 that we are sharing with the Channel Islands Chapter (see below for details). Get ready to be a part of something great. – *Francisco*

You're Invited!

**San Fernando Valley
and Channel Islands
Dual Chapter Installation Dinner
Thursday, January 20, 2022**

6:30 p.m.

YOLANDA'S MEXICAN RESTAURANT

590 E. Los Angeles Ave., Simi Valley, \$40 per person

RSVP at www.sfvclca.org

CLCA State President Megan Rios will be the Installing Officer

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Don't Write Another Job Description Until You Ask Yourself

These Four Questions *From an article by Mike Kappel, founder and CEO of Patriot Software, LLC*

If you're thinking about bringing on a new employee, you can't let your job description go by the wayside. Think of it like a big sales push to attract the right "buyer." Without a strong job description, how will you find the right candidate for the job? You won't.

You can't be putting out dud job descriptions (there's still that U.S. labor shortage going on, after all). So put down that keyboard. It's time to give the art of perfecting your job descriptions the old college try. And by that, I mean doing your research, writing, and editing a killer job description that represents your business well.

No matter what kind of job you're writing the description for, you can ask yourself the same four questions:

1. What do I need to say in my job description?

Sure, every job description is different. But that doesn't mean you can't get a template going so you know what key points to touch on.

The last thing you want to do is turn off qualified candidates because they don't have enough information to decide if they should apply or not. Not to mention, job descriptions sometimes come into play in lawsuits (so make sure you provide the right details to protect yourself). Here are the key sections of a job description:

- **Job title.** What role are you looking to fill? Remember to be specific and avoid confusing jargon (e.g., "KPIs").
- **Summaries.** Summarize your business, its mission, and how the position helps fulfill said mission. Show off who you are and why someone would want to work for you. And, give a rundown of what the position entails.
- **Duties/responsibilities.** What can the applicant expect to do on a day-to-day basis? Consider adding a disclaimer that points out that what's listed is a sample of responsibilities, and job duties could change quickly.
- **Qualifications.** What are the must-have education, experience, and skills needed for the job? List out the basic qualifications the job requires and throw in some nice-to-have skills you're looking for in your ideal candidate.
- **Work environment.** Is the position in-person, remote, or hybrid? What are working conditions like (e.g., exposure to hazardous materials, weather conditions, etc.)?
- **Benefits.** What kind of perks (e.g., paid vacation, health insurance, etc.) do employees at your business receive?

Continued on page 10

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Nor Cal Landscape & Nursery Show Postponed Due to Covid

After much discussion, the Nor Cal Committee is postponing the 2022 Nor Cal Landscape & Nursery Show due to the spike in Covid infection rates.

This decision was not made lightly. We are concerned about the health and welfare of every person who participates in the show and committed to producing the best event and experience for our exhibitors and attendees.

As we look to move forward, the show committee is evaluating possible replacement dates and will keep you apprised. Thank you for wanting to be part of our event and please, stay safe and healthy! – *Nor Cal Show Committee*



JOSÉ ROBLES
Owner
Landscape Warehouse

New Year, New Challenges, New Successes

If you want the New Year to be better for you than the old one, then it would be wise to include some new projects, doing old things in new and better ways, and even adding new suppliers and new technical people to the way you do business. As difficult as it may be to add the right new things to your New Year's to-do list, letting go of familiar

things – and people that may be holding you back from making the changes you need to implement – is a hundred times more difficult.

You can't be afraid of tackling new challenges either. Whether it's a new product line, a new way of promoting your business, or getting involved in an entirely new venture, "playing it safe" will guarantee a repetition of last year's results.

Times have changed and not for the better. With Covid's restrictions and the challenges it has caused in staffing our companies – especially one like ours with multiple sites – some folks might be happy just keeping up with last year's numbers. Some folks,

but not me. Nor you either. Add to that the threat of increased interest rates and continued supply chain disruptions, and well... some "the sky is falling" types might prefer to crawl into a cave and skip 2022 entirely. That's not for me either.

When you bravely launched out into the arena of entrepreneurship, when you dared to start your own business even when some friends and family were thinking it was a dumb idea, you proved them wrong. Look at you Mr. or Ms. Businessperson! Well, you will need to reignite that "fire in the belly" that brought you where you are today, and let it drive your business to the next level in the year ahead.

Landscape Warehouse has already started doing some new things designed to help us beat last year's numbers. Our advertising in this news-

letter for one...that's new. We also developed a company slogan: "Everything you need for your next award-winning landscape." That's new too. We have several other "new things" we are considering for this year as well. You should be doing the same.

Some things may not work out, but that's OK because the next one will. And it's the next one that will take your business to the next level and beyond.

Here's wishing you a very Healthy, Happy, and Successful 2022.

– José

Whether it's a new product line, a new way of promoting your business, or getting involved in an entirely new venture, "playing it safe" will guarantee a repetition of last year's results.

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How to Read a Book *By Mark Matteson, Sparking Success*

Since 1989, I have read over 3,000 books in every genre: Self-Help, Biographies, History, Business, Leadership, Sales, Customer Service, Wellness and Nutrition, Fiction and the Classics. In my journey through some of the finest books ever written, I have come to some simple conclusions, some sound strategies on how and why to read books. Submitted for your approval.

1. Ask Mentors, men and women who have done what you want to do and been where you want to go what books THEY would suggest. It saves so much time.
2. Read a book in alignment with your #1 Goal. If you are in Sales, read a sales book. If you are a CEO read books on Leadership. Let your objectives drive out the prioritized list of books you choose.
3. Read the same time every day. Turn off the phone and computer. Go someplace quiet where you won't be disturbed. Eliminate interruptions. Find a comfortable chair and good lighting.
4. Chose a number of pages to read each day or a time frame. 30 pages or 30 minutes. Stick to the plan. I read 50 pages or 90 minutes. As a writer, reading is part of my job. Choose what works for you.
5. Read primary text by the authors first, autobiographies.
6. Mark up and highlight key points, useful ideas, sound processes. Make your reading interactive. Study.
7. Make the time to THINK about what you just read. Take notes. Reflect, ponder, ruminate and consider. Share what you learn with someone you care about.
8. IF a book doesn't grab you in 20-30 pages, toss it aside. Trust your instincts. Bad books are poison.
9. Good books should be read more than once. I have read some books six or seven times. I get something new from each reading.
10. When all else fails, read the Classics. Get a list of the "100 Greatest Books Ever Written" and start there. (I am half-way through that list!) They have stood the test of time.
11. If a book really means something to you and you desire to assimilate its principles into your life, listen to it as well on audible.com while you drive or workout.
12. Remember what J. Robert Oppenheimer once wrote: "One can never read too little of a bad book; or too much of a good book. Life is short."

Oscar Wilde once said, "If one cannot enjoy reading a book over and over again, there is no use in reading it at all."

Every mentor I have had, both living, and dead was a voracious reader. They said things like:

"If one cannot enjoy reading a book over and over again, there is no use in reading it at all."

– Oscar Wilde

"The books you don't read won't help. People who don't read are no better off than those people who cannot read. It's a kind of chosen illiteracy! All Leaders are Readers; but not all Readers are Leaders. You will be the same person as you are today in five years but for two things: the BOOKS you read and PEOPLE

with whom you associate. I can never find a cup of tea big enough or a great book long enough."

There you have it. 12 ideas that might just make you a lifelong reader of great books. I hope so.

Perhaps most important, read to your children and grandchildren. It's an investment into the future. A lasting legacy. Take it from Boppa... he knows.



MARK MATTESON
Sparking Success

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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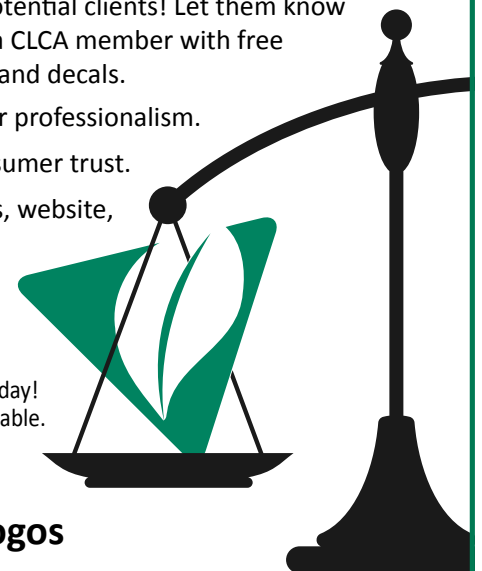
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12 Tips for Launching Your Product or Service on Social Media

From an article by Young Entrepreneur Council in *allBusiness*

1. Create emotional content – Your best bet to create the most buzz around your product or service launch is by making emotional content. To do that, you need to know your audience and what their needs are. If you have a young target market and are fulfilling a basic need, taking a humorous and even ridiculous tone in your marketing will work in your favor. Look for ways to create positive emotions with your content. – *Blair Williams, MemberPress*

2. Focus on problem-solving – The most effective way to launch a new product using social media is to focus on the specific problem it will solve for your customer. Customers are looking for solutions, so give them the solutions to their problems. Focus on exactly how your product will solve their problems. – *Matthew Podolsky, Florida Law Advisers, P.A.*

3. Choose the right platform – First, determine which social media platform is right for your product. If you have a B2B product, then LinkedIn and Facebook are good choices. For B2C, Facebook and Instagram are better. – *Piyush Jain, Simpalm*

4. Schedule your posts – Do not spread yourself thin. Schedule social media posts on a few select channels, ideally two or three. While there is always room for potential with a new app or website, you run the risk of employee burnout or repeating yourself in terms of content. Start small and build up gradually. – *Duran Inci, Optimum7*



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5. Post on TikTok frequently – As a first-timer using social media, it can be hard to get started on social media, as there is quite a steep barrier to entry. However, that's where TikTok comes in. Because the platform is still in its infancy, almost anyone can create a large following fairly easily. – *Michelle Aran, Velvet Caviar*

6. Get professional reviews – Get other entrepreneurs or businesses to test-drive and review your product or service first. Then, when you publish that social media campaign, include quotes from those credible people as it will help build credibility. People are more inclined to try something that was endorsed by people or businesses they already love and trust. – *John Rampton, Calendar*

7. Participate in social media communities – Taking advantage of various social media communities before launch will help you engage with your prospective customers. People who are already familiar with your product name are more likely to participate and be interested in your social media campaign. – *Liam Martin, TimeDoctor.com*

8. “Tease” the product or service – Make sure that you “tease” the product or service instead of simply introducing it to the world right off the bat. Create a sense of mystery that causes your audiences to do further research will likely reel them in to learn more. – *Jordan Edelson Appetizer Mobile LLC*

9. Boost your visibility – The more visibility your campaigns get, the more successful your social media marketing efforts will be, so focus on how to boost your visibility. You can do that by running a giveaway. Ask your users to tag their friends in your post to enter the giveaway. – *Josh Kohlback, Wholesale Suite*

10. Know your audience – Before investing your valuable time into creating content, make sure you really know your audience and where they hang out. Based on your business type, where do your customers spend their time and engage the most? LinkedIn? Facebook? Instagram? Twitter? Every audience is just a bit different when it comes to how they use social media. Find out where they are first, then design your campaign. – *Blair Thomas, eMerchantBroker*

11. Optimize the landing page – To design an effective social media campaign, it's important to create an optimized landing page. Your landing page is a way for you to give customers more details about your products and services and lead them to take action, such as signing up for your email list, buying your products, visiting your blog, and more. – *Stephanie Wells, Formidable Forms*

12. Get your customers involved – When creating a social media campaign, you need to encourage your audience to take part in your content, convincing them to share your posts and campaigns. You can also have them upload user-generated content which builds social proof for your brand and attracts more visitors to your website. – *Jared Atchison, WPFForms*

'Twas SFV's Season to be Jolly...Fa La La La La La La La



HOLIDAY HOSTS – Past State and Chapter President Rich Angelo and wife Charlene hosted the SFV Holiday Party Dec. 4 in their lovely Porter Ranch home. Family members joining the festivities are: (Left side) Rich Angelo, Wendy's daughter Amanda Rickart and her daughter Raelynn; (Right side) Rene and Wendy Emeterio with Amanda's daughter Peyton, and Charlene Angelo down in front.



SFV PRESIDENT Francisco Salazar, wife Yuriela and daughter Victoria enjoy ushering in the Holiday Season with the Chapter and their many CLCA friends.



CHRISTMAS CAROLS were sung by daring merrymakers at the joyful get-together. Led by karaoke enthusiast John Hernandez, kids and grown-ups alike made Santa proud with their Holiday vocals.



SFV ASSOCIATE MEMBER Rep Tom Lucas, CI Chapter President Kyle Hillendahl, and Past State President Charles Nunley get caught up on Holiday news at neighboring chapters.



CLIC PRESIDENT Gary Peterson, Cindy and Mickey Strauss, and Past SFV President (1985) Klaus Kumme renew old friendships.



BOARD CHAIRMAN Luis Casas, daughter Billie, wife Gwendolyn and daughter Luisana had fun singing "Rudolph the Red Nosed Reindeer." Lots of smiling young faces at this party, that's for sure.



PAST SFV AND STATE PRESIDENT Chuck Carr and his wife Angie make it a point to attend most major chapter and state events, and for that we are much appreciative. Good to see you, Chuck and Angie.



TOASTING to a happy but safe Holiday Season are Wendy Emeterio and Wendy Lopez, John Hernandez' significant other.



TASTY POTLUCK FAVORITES are sampled by the evening's pianist, Damon Carter, and the Francisco Salazar family. There was no shortage of delicious food or Holiday camaraderie. Great event.



ENJOYING THE BRISK NIGHT AIR and the beautiful nightscape of the Angelo home are Rene Emeterio, Mickey Strauss, Cindy Strauss, Gary Peterson and his wife Donna.



WORDS OF WISDOM are kindly passed on from Klaus Kumme (right), who has been in leadership roles for years, to Kyle Hillendahl who is entering his second term as CI President, an up-and-coming CLCA VIP.

How Small Businesses Can Use Digital Marketing to Maximize Their ROI

From an article by Pete McAllister, digital marketing executive at Intelligent Car Leasing

Internet and online marketing are becoming more of a critical focus for small business owners. As the majority of the public heads to the Internet for information, you must realign your business to be visible in the right places. The amount of ad space, paid content placements, and business promotion that is available online is huge; however, you need to be wise with your budget as it can be wasted easily if you're not careful.

The advantage of online advertising is twofold:

1. It is cheaper than print or radio advertising in terms of cost versus reach; therefore, getting you higher visibility for your budget.
2. The ability to track engagement from online marketing campaigns is easy, which gives you the scope to fine-tune efforts to give the best ROI.

Some examples of high yielding online advertisement opportunities are PPC keyword targeting, paid advertorial content, and high traffic directories. All of these – like most forms of marketing – have to be executed correctly to hold value.

PPC is a strategy that many small business owners try once and never come back to. The fact of the matter is that it's a minefield. There are a lot of different parties ready to advise you on PPC, each of which have their own agenda. Your job is to cut through the nonsense and understand what will work for your business.

The thing to remember when trying PPC (Google adwords is the main program people use) is to keep it simple. There are many different bidding strategies that people can implement to try and achieve their goals. But if you start off with a down-to-earth account setup, you can grow it steadily from there.

Here are some easy ways to make sure you don't waste your initial budget when running PPC:

- **Only bid on exact match keywords! This means that you will only be paying for clicks on the exact keywords you bid for.** Most accounts are set up by default to bid on broad match. A lot of people don't realize this and their budget is misspent.
- **Limit your budget and apportion it out evenly over the month. There is nothing worse than your budget being blasted away in a few days with nothing to show for it.** Having a steady trickle of traffic allows you to assess what might be working and adjust as the campaign continues at a manageable pace.
- **Geo-target traffic if your business is locally based. There is no need to waste money on a national campaign if the traffic is never going to convert.** You can be very specific with where you want your clicking audience to be situated.
- **Put tracking in place so you can see what is working. Tracking with Google Analytics is easy to do – you just have to assign goals to certain user actions such as reaching**

a confirmation page. Goals in Google Analytics are a way of recording when a user reaches a certain page such as an order/enquiry confirmation.

- **Paid advertorial content, when in the right places, can be a great source of referral traffic and boost brand awareness. Many high-end publications (including national newspapers) allow paid articles that are provided by a 3rd-party company to promote their goods.**
- **Keeping your online strategy simple and down to earth is what works today.** Fancy online marketing activity can help, but only if it is built on top of a solid base. There is a lot to be said for walking before you can run.
- **Be warned that when seeking the services of professionals to help you out with your online marketing it's always best for YOU to make the enquiries.** Small businesses are the target of a lot of snake oil salespeople who will tell you outright lies to make a sale. High-value publishers usually have to choose between bidders and not beg for business by cold calling over the phone.

The key takeaways here are to remain in control, keep it simple to start with, implement tracking, and make sure YOU approach the professionals when thinking of expanding.

Job Descriptions, from Page 5

You might want to add in additional information, such as a wage range. Providing a wage range can help filter out applicants whose salary expectations don't align with what your business is willing to offer. Not to mention, your state may require it.

2. Does this sound interesting?

Read the job description before you post it. Does it sound interesting or is it a snooze fest?

I'm talking about things that could make potential candidates click the backspace within a minute of reading the description, like big chunky blocks of text that sounds like someone from the 1800s wrote it. Talk in a conversational way, almost like you're giving an elevator pitch about the job.

3. Is my job description truthful?

Yes, you want your job description to grab the attention of your prospective applicants – just not at the expense of the truth. Avoid superlatives and other flowery language. But whether it's on purpose or not, you can't have lies in this oh-so-important document.

There are two golden rules to follow to ensure your job description is truthful: Do your research, and edit, edit, edit. Once you've written up a job description, it's time to edit away. Verify the title and everything is accurate. Make sure you have all your disclaimers

Continued on page 14

You're Invited!

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Although this event is organized by the Channel Islands Chapter, CLCA members and contractor guests from all So. Cal chapters are welcome to attend.

THIS EVENT IS FREE TO CONTRACTORS!

\$300 FEE FOR SUPPLIERS who want to participate, demonstrate their products and services, and discuss their use of technology with attendees from the entire region.

To reserve your spot now, either as a supplier or as a contractor, call CI President Kyle Hillendahl at (805) 864-0836, or State President-Elect Evan Moffitt at (805) 616-9858.

Other details are forthcoming.

Applications for 2022 CA Native Grassland Research Now Available

The California Native Grassland Association (CNGA) is now accepting applications for the 2022 California Grassland Research Awards for Student Scholarship (GRASS). CNGA will offer 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, contact information, and mailing address
- Project supervisor/major professor and institution
- Project summary, including the location, objectives and significance (1 page or less)

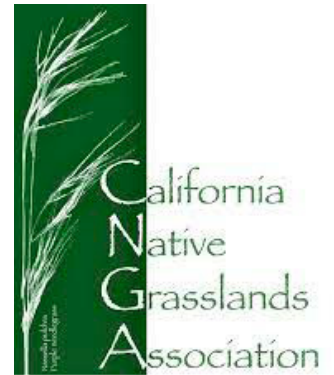
- Proposed methods
- Expected accomplishments
- Timeline for project completion
- Budget and justification for scholarship funds

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, 2022**.

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, 2022. 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.

For more information contact CNGA at (530) 909-6209, or CNGA.ORG.



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Builders vs Destroyers – Lessons from My Clients

From an article by Jim Paluch, JP Horizons

Expect the Best and Expect It to Work Out

I've encountered it too many times to deny this simple fact. Builders expect the best and know that no matter what happens, it will all work out in the end. Sounds simple, but it is a great way to build a business or relationship or support a family.

Destroyers tend to see what might go wrong or probably won't work without a second thought. They are prone to knee-jerk reactions that create so many complications they forget what the original problem was in the first place.

Build on a Foundation that Matters

Builders grow their companies by building on the foundation of a great mission statement and values, not just as something to do out of a management book but because it is the right thing to do. They are talked about often, written down, and used to encourage growth.

Destroyers might have the mission statement and values but use them against people when convenient.

Take Action

Another thing I've learned is that Builders are good at taking action. Whether you are an owner, employee, or part of the management team, the best choice is always to make a decision and move forward with it.

If you are still discussing the same things you've been discussing for months or if you haven't built on things discussed in your performance review, beware of the Destroyer approach to your career.

Remember to Laugh

Builders or successful people know how to laugh. I think about some great friends who somehow through the intensity of business and challenges of life still keep the desire to smile and laugh. There is nothing more energizing than hearing laughter in a meeting or around a kitchen table.

Destroyers do not allow themselves to open their eyes to recognize an unhappy culture, whether it is in their family or business, when it is plagued by sadness and fear and anger, all building anxiety in themselves and those around them.

Commit to Learning

Builders are committed to learning everything they can about whatever it is they are doing, whether it is changing a motor or understanding financials or improving design skills.

We have watched businesses fail to achieve their fullest potential because Destroyers are afraid to recognize they don't know it all.

It's the Choices We Make

Builders know that everything really comes back to the choices that we make each and every day. It's the small actions that over time have turned into habits that place us in the Builder or Destroyer category. Small choices we have made are impacting

our children or our newest employee or that committed employee who has been with you for years. The years will show what the days have been.

It's good to end with one final thing I've learned that seems as important as any other. Builder and Destroyer. We are human, but we can also choose how we will ultimately be known and the legacy we will leave. I choose to follow the lead of all of the great Builders I have known and learn from their examples. Thanks to my clients for these great life lessons! – *Jim Paluch*

"Thought is the sculptor who can create the person you want to be." – *Henry David Thoreau*

"The last of the human freedoms is to choose one's attitude in any given set of circumstances." – *Victor Frankl*

"The instant you set a goal a light goes on in your future." – *Jim Paluch*

"What lies behind us and what lies before us are tiny matters compared to what lies within us." – *Ralph Waldo Emerson*

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; e-mail: jim@jphorizons.com,



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Job Descriptions, from Page 10

in place. Consider asking a team member to read it over to be sure you're not missing anything.

4. Is the language discriminatory in any way?

Last, but certainly not least, your job description can't be discriminatory in any way. So, this is perhaps the most important question to ask yourself. The U.S. Equal Employment Opportunity Commission (EEOC) prohibits employers from discriminating against or harassing applicants based on: Race, Color, Religion, Sex (e.g., pregnancy, sexual orientation, and gender identity), National origin, Age (40 or older), Disability, and Genetic information (e.g., family medical history).

Your job description needs to be free and clear of any and all discriminatory language. That includes using biased words that could discourage someone from applying (e.g., "Looking for recent graduates").

Show applicants you are committed to providing all applicants and employees with an equal opportunity by adding an equal opportunity statement to your job description. You might also be required to provide reasonable accommodations, so all applicants and employees have equal opportunities, regardless of their religious beliefs or disabilities. Include a reasonable accommodation statement to let applicants know.

Consult the EEOC for more information on your employer responsibilities when hiring employees.

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Celebrating Life Throughout the New Year

God is timeless, and unchanging, and is the source, continuity, and conclusion of every season. We all are individualizations of this life's experience and understanding as we embrace the wonderful cycles of our lives, knowing the ending of one, marks the beginning of the greater yet to be.

TODAY – we all stand on the threshold of a New Year knowing that each one of us is endowed with the qualities necessary to our success in every season. We close the door on the past, knowing that each of us has completed our expectations. It is through thinking and understanding that God is always at the center and circumference of all our interactions. We all can “take a moment” to be thankful for the love shared, the blessings received, and the lessons learned.

I believe that we all have a clarity of purpose and with love as the motivating force of our very existence that we all co-create each of our futures. We all understand – especially in our vocations – that our thinking sends the message of our desire to our subconscious and that every thought is creative. Our thinking is life-enhancing, and our actions return blessings to all involved. As we become more and more aware that we are guided by a Divine Essence, our lives become extraordinary. Who we are is a gift from a power greater than ourselves. I am a still-learning person in this journey.

Life is a celebration and so it is as we negotiate into this cycle of life...the New Year. The goodness in all that we do replicates itself through creation.

“We find God within ourselves, and God can work for us only by working through us. – Ernest Holmes

MAY YOU HAVE:

*Enough happiness to keep you sweet,
Enough trials to keep you strong,
Enough sorrow to keep you human,
Enough hope to keep you happy,
Enough failure to keep you humble,
Enough success to keep you eager,
Enough friends to give you comfort,
Enough wealth to meet your needs,
Enough enthusiasm to look forward,
Enough faith to banish depression,
Enough determination to make each day better.*

Live every day to the best of your ability. You are in our hearts. Love does...always. – Dave



DAVID JUNOD
Sheridan Landscaping, Inc.

I believe that we all have a clarity of purpose and with love as the motivating force of our very existence that we all co-create each of our futures.

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