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San Luis Obispo Chapter
California Landscape Contractors Association
Representing the Landscaping & Irrigation Industry

Annual Fishing Charter A Blast!

On Friday, April 30, the CLCA San Luis Obispo Chapter hit the high seas for the annual fishing charter -- a day of sun and surf with colleagues. The group headed out at 5 a.m. on The Patriot from Patriot Sport Fishing in Avila Beach in search of rock cod and crab.

The sun was shining, the seas were fair and the fishing didn't disappoint.



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www.clcaslo.org

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Who is Your "Pockets"?

Steven Cesare, Ph.D. The Harvest Group, Landscape Business Consulting | harvestlandscapeconsulting.com

A business owner from Massachusetts called me the other day to talk about his new Landscape Maintenance Manager. New to the organization, this highly-regarded and well-paid Manager was uniquely positioned for success in this dynamic, growing landscape maintenance company. Indeed, the business owner conveyed a sigh of relief when this hire was made, indicating that the field operations team had landed the missing piece of the puzzle, finally allowing the owner to remove himself from day-to-day tactics and return to a leadership role.

Despite high hopes, the manager's entire on-boarding process was characterized by lethargy, reluctance, and distance; seemingly unwilling to exert his vaunted horticulture expertise, employee development, or business acumen when needed. Notably, the manager avoided taking any initiative, universally waiting to be told what to do by the owner. The owner, humble by nature, expressed confidence in the manager attributing the slow pace to a predisposition for detail, learning, and respect.

With the passage of several months, underscored by continued passivity from the manager, the owner began to reorient the manager, specifying empirical business goals, articulating success behaviors when dealing with key clients, and encouraging a proactive approach by which the manager would start to "own" the maintenance division's operations, responsibilities, and results. The manager's interactions with the owner consisted solely of identifying observed problems, instead of offering proposed resolutions.

Now six months into this process, brimming with frustration circumscribed by doubt, the business owner adopted a more applied coaching role by attending job walks with the manager, overseeing how he dealt

with customers and staff alike, conducting job quality walk-throughs, and trying to get the well-credentialed manager to "step up." The owner went so far as to give the manager specific tasks to complete (e.g., "remove that trash" from a job site). All to no avail; no progress ensued.

Weighing the unseen benefits against the disproportionate costs of this hiring decision, the disenchanted owner asked several key maintenance employees about their opinions of their Manager. "You mean 'Pockets'?" was the response he received from several employees. When asked how he got that nickname, the employees responded that the manager walked around with his hands in his pockets all day, doing nothing to help the team, department, or company.

The business owner's hope and patience were now vanquished. He terminated Pockets by the end of the week.

In retrospect, the business owner readily acknowledged he gave inordinate benefit of the doubt to the manager, instead of driving accountability from the outset. Interestingly, he sensed a performance problem very early in the employment relationship, though did not act until much later than he should have acted. Furthermore, his admirable self-evaluation revealed that his coaching style was too general, delayed, and not well-documented.

Leadership, success, and accountability start at the top, and must trickle down to all levels in an organization. In each case, define the goals, convey the best practices to reach the goals, and always do follow-up on the behaviors to ensure alignment.

I bet your company has a "Pockets" somewhere on the organizational chart, and you know who he/she is. Don't wait any longer.



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Chapter Sponsor Spotlight



“The least we can do is give back to the people that have helped us grow and succeed,” said Debralee. “Elijah and I both are very thankful for all the support we have gotten over the years. We wouldn’t be where we are today if it wasn’t for our community.”

Troesh Coleman Pacific

The Troesh name goes back to 1984 when Steve and Rene Troesh moved up to the Santa Maria Valley and decided to start their own company “Troesh Ready

Mix” –a ready-mix concrete supply company. The community embraced Troesh Ready Mix and the business experienced rapid growth. By 1995, after opening two locations and employing over 100 individuals, the Troesh family looked at ways to further expand the business. After doing some research they recognized the need for a regulated location to dump concrete and asphalt. In 2001, they started the corporation Troesh Recycling, Inc. and setup a portable recycling plant and started crushing concrete and asphalt.

In 2012, the Troesh’s decided to retire, so on December 31, 2012 they sold the business to their youngest daughter Debralee and son-in-law Elijah Coleman. Debralee has worked in the family business since 2003 when she graduated from the University of South Carolina. She started filing paperwork for accounts payable then moved to sales and human resources. She was able to learn every aspect of the business. In 2008, she became president of Troesh Recycling, Inc (dba RoXsand) and took control of all departments in the company. In June 2010 while Debralee was on maturity leave, Elijah volunteered to help out at the company. He not only learned about the business, he did extensive research on recycling concrete and asphalt and learned about the various

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products that can be made from the material.

Meanwhile, Steve and Rene Troesh's son Doug was busy on other projects. In 2005, Doug Troesh opened Troesh Supply Co., which carries the finest landscape products on the Central Coast for landscape professionals and do-it-yourselfers. He was also the first to bring Belgard pavers to the Central Coast! Doug has made a huge impact on landscape products over the past 10 years in San Luis Obispo and Santa Barbara counties. When he hit a cross roads in early 2015 he was faced with one of the hardest decisions of his life. Ultimately he decided to close the doors to Troesh Supply Co.

When Doug came to the Coleman's in early 2015 and told them what he was going to do, they knew this was what their next adventure was going to be—a landscape business—and that is how Troesh Coleman Pacific, Inc. came to be.

Troesh Coleman Pacific continues to carry the finest landscape products and offers the benefit of having recycling facilities on site. Troesh Coleman Pacific has one mission: to continually satisfy customer's highest expectations for quality, service and integrity. This mission has been fulfilled through years of repeat business and a commitment that is proudly renewed each day.

The Coleman's are keeping the company a family owned and operated business; with 2 employees who have been with the Troesh family for over 25 years, 3 employees that have been there over 10 years and 2 employees going on 5 years, they truly are a family. Visit them in Nipomo along the Santa Maria River.

CLCA Webinar: Breaking Covid 19 News Tuesday, June 22, 3-4 p.m.

Free for CLCA members | \$25 non-member

When Gov. Newsom declares the state reopened, how exactly are employers supposed to deal with proof of vaccination, social distancing, masks, Cal-OSHA's COVID workplace safety regulations?

The answer is, "It's complicated." And it's probably going to change in the weeks to come.

Join CLCA for an informative and extremely timely CLCA Member Advantage webinar to get answers to these and other COVID and the workplace questions.

HR experts at the California Employers Association will update us on what employers can - and should not - do and provide guidance on how to keep your business safe and legal.

Register at surveymonkey.com/r/MLSPF6S



Hull Residence by K&D Landscaping Inc.

CLCA Trophy Awards: You Can't Win If You Don't Enter!

The California Landscape Contractors Association is now accepting entries for the 2021 Trophy Awards, a celebration of excellence in landscaping. The California Landscape Contractors Association presents the Trophy Awards to:

- Encourage interest in landscaping
- Recognize the professionals who produce outstanding landscapes
- Bestow public recognition on companies, institutions, municipalities and residents for their contribution to a beautiful California

Why Enter?

- Attract and amaze potential clients
- Motivate your crews
- Remind prime contractors of the valuable contributions your firm provides
- Strengthen your relationships with current clients

Judging

CLCA's Events Committee plans to conduct "boots on the ground" in-person judging for the Trophy Awards.

Save \$100!

Enter by August 8 and save \$100 off your entry fees. The entry deadline is August 15, 2021. Entries received after August 15, 2021 will not be accepted. Download entry at: www.clca.org/wp-content/uploads/2021/04/trophy-2021-entry-form.pdf

Awards Ceremony

Trophy Award winners will be announced November 5, 2021 at the CLCA Annual Convention in Maui.

Tips and Tricks

Stop and Read the Label

From Horizon, www.horizononline.com

It's important to take a moment to remind ourselves and our employees about the importance of reading the label before every application. The label is a legal document that provides important information about the chemistry that you are using to achieve optimum results, while keeping employees safe, without violating the law. As longtime landscape professionals, it's easy to become lax when applying familiar pesticides, especially as newer formulations become more available and safer. By taking a moment to ensure you take all the appropriate precautions will set the right example for new and tenured employees alike.

What's on the Label?

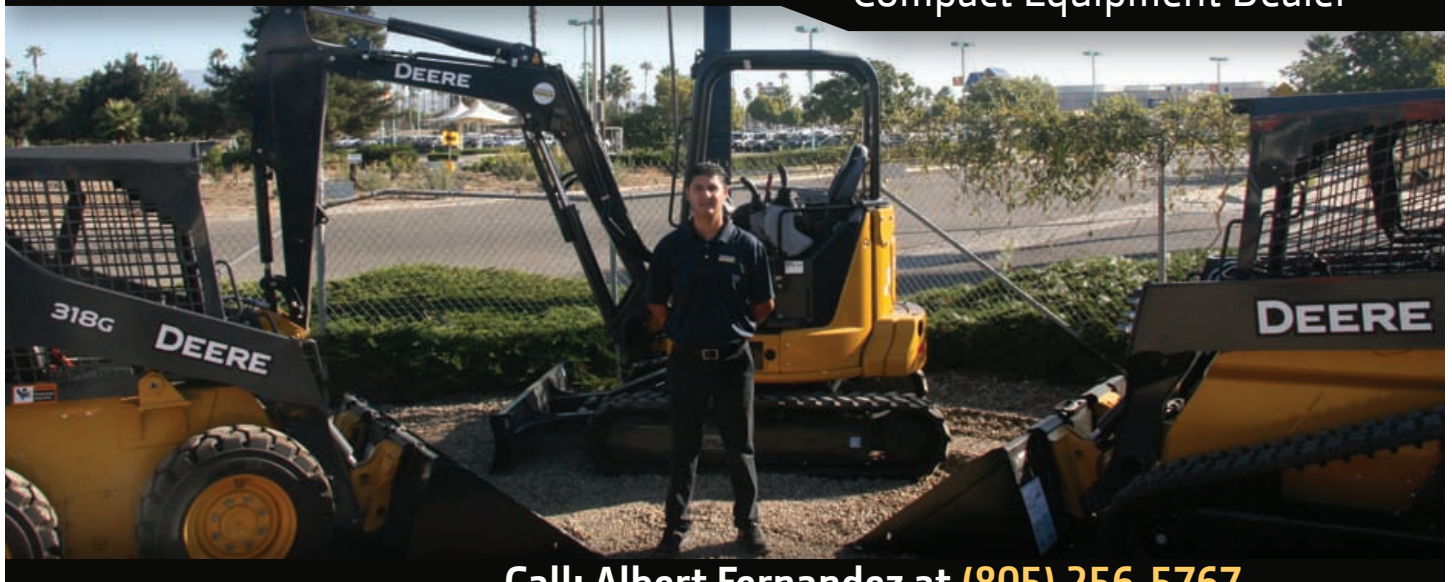
Important pieces of information you want to look for:

- Signal Word: Tells you how toxic the product is: mildly (caution), moderately (warning), or highly (danger). This tells you what PPE (Personal Protective Equipment) is required to use this product.
- Active Ingredients: What's in the jug.
- Pests Controlled: List of the known pests that are controlled with this pesticide.
- Directions for Use: Not following the label's instructions for application isn't just dangerous, it's illegal. You must follow the label use rates.
- Use of Adjuvants: some chemicals work better when using specific adjuvants.
- Re-entry Period: when it is safe to re-enter the area.
- Storage & Disposal: Not following proper storage directions can cause the product to become volatile.
- Precautionary Statements: How to use the product safely, such as use around children and pets.
- First Aid: What to do if product is ingested or contacts eyes or skin.

Even a cursory review of the front of the label provides essential information to ensure the personal safety of the applicator. What follows is essential information to ensure you do not damage your client's property by applying the wrong chemical for the site. ALL LABELS should be included in a book in all contractors vehicles that spray pesticides. This is easy reference for employees, inspectors, and healthcare providers should they need medical attention.

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