

# Bay Breeze

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## June 9 Webinar: Water Conservation Strategies

Join us for an informative webinar on Water Conservation on Wednesday, June 9, with Susan Cordone, conservation coordinator for California Water Service (Cal Water). See page 5.

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*On the cover: The Village at San Antonio by Gachina Landscape Management, winner of the Commercial Landscape Management Award at the 2019 CLCA SFBA Chapter Landscape Achievement Awards.*



*Lathrop Residence by Colony Landscape and Maintenance.*

## Stay Ahead of Outdoor Living Supply Chain Disruptions

By Roger Ramsey, Ewing Irrigation

It's safe to say that 2020 was full of surprises. Companies everywhere simply did not know how the pandemic would affect their business. As it turns out, the green industry was considered essential, and business stayed steady with demand growth in many sectors, mainly due to the large shift toward working at home.

The industry also got a boost as discretionary spending transitioned away from normal activities such as dining out, concerts, sporting events and vacations, over to home improvement. The "cocooning effect" helped the green industry grow in 2020, with outdoor living investments topping the list of spending.

However, supply chain disruption was a large obstacle in 2020. Limited product availability and increasing lead times were common for most products regardless of category. Consumer demand outpaced domestically available inventory, driving costs higher and making lead times longer.

As we head into the busy spring season, we will not have the luxury of an already full supply chain to lean on. Any and all disruptions are now negatively impacting businesses up and down the supply chain.

Here are five strategic tips to help you stay ahead of supply chain issues in 2021.

### Exercise Product Discipline

One of the best ways to manage supply chain disruption is to work closely with your supplier and try to use core products on your projects. By designing high velocity, deeply stocked products into your installs, you ensure a much better fill rate on all material needs.

Even if your local branch location is out of this type of product, there is a

much better chance there is depth of stock within the company, if not locally available then already on order in larger quantities. When you deviate from core products into boutique colors, styles or one-off options, availability typically suffers and lead times increase.

Leading your clients down the most convenient and available path serves everyone in the long run. Working closely with your distributor of choice will go a long way toward understanding lead times and setting client expectations in this more volatile supply chain environment.

### Incorporate Design Flexibility

Basically, have a back-up plan. Availability disruption will continue throughout this year, so make sure you have an alternate in mind for each part of your project. Many times, client expectations are more dependent on timeframes than product selection, so make sure you fully understand your customer expectations and have a contingency plan should delays occur.

Your distributor partner should be able to help you with current expected lead times. By being flexible and proactively communicating up and down the supply chain, a volatile market climate can work in your favor, differentiating you as a professional against your competitors.

*(continued on page 5)*

*Below: The Silverstein Residence by Lifescape Custom Landscaping.*



## A Message from the President

# California Natives and Water Conservation

KC Coverdell, Blue Sky Designs, Inc.



Last month we had a wonderful presentation California Natives Plantings in the Landscape by Sally Coverdell. Although the turn out was low, those that attended thought it was an incredible resource. The presentation was recorded and can be accessed using our google drive. If you were unable to attend, please feel free to email me and I can share access. This presentation was a perfect segue into our current climate and how to adapt.

It has become very apparent that the drought is once again upon us. Despite a series of heavy snow and rain storms this year, our state's snowpack measurements are well below normal. Snowpack usually supplies about 30% of California's water each year. Currently the San Francisco Bay Area counties have not been declared drought emergencies, but with 39 counties in California declared we are soon to follow. With drought emergency declarations comes drought restrictions.

As members of this organization, we need to promote water conservation practices in both our designs and installations. This month we will be holding a webinar on Water Conservation with Susan Cordone of CalWater. She will be providing informa-

tion on water conservation opportunities as well as current rebates and incentives available for CalWater customers.

Susan Cordone is a Conservation Coordinator for California Water Service (Cal Water), Northern California. Cal Water is an urban water provider serving over 2 million customers, statewide. In her role, Susan ensures that Cal Water customers are supported and in compliance with state water conservation regulations and targets. She is responsible for increasing water conservation incentive/program utilization for Cal Water customers, large and small. Susan has coordinated more than 100 community outreach events and provides training on water conservation programs to employees, outside agencies, commissions, committees, community groups, and consumers.

We look forward to seeing you on this informative ZOOM call, and thank you for supporting our virtual webinar meetings.

I'm looking forward to the time when we can get together in person. I hope you have chosen a project or two to enter in the Landscape Achievement Awards. This should be a great show.

## 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 contributing to a beautiful California

### Why Enter?

Because winning a Trophy Award can:

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

### Save \$100!

Enter by August 8 and save \$100. The entry deadline is August 15, 2021. No entries accepted after August 15, 2021.

### Judging

CLCA's Events Committee plans on conducting "boots on the ground" in-person judging for the 2021 Trophy Awards.

### Awards Ceremony

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

### More Info

For more info and entry forms, visit [clca.org/events/enter-the-2021-trophy-awards/](http://clca.org/events/enter-the-2021-trophy-awards/)

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# Auxiliary Report



Hello SFBA Chapter! I hope everyone enjoyed the lovely spring weather in May. June is upon us and summer vacation is here. We haven't gone anywhere in over a year

and a vacation sounds really good right now. We will be going to Oregon for 10 days at the end of July. I had already forgotten how much prep it takes to get away even if it's only for a few days. Hope you have some fun summer travel planned with family and friends.

We will be having an in-person Auxiliary meeting on Tuesday, June 29 at the home of Charlene Ott. The time is still somewhat tentative but I'm thinking 2 - 4 p.m. Thank you Charlene for opening your home for the meeting. Look for an email from me with the final details. We will have lots to talk about, including:

- **The Auxiliary potluck:** The Auxiliary's favorite event will go on this year at the home of James Walker in Pescadero. The date is tentatively set for Sunday, August 21. If you are not yet a member of the Auxiliary, you can become a member now to be included in the potluck. Phone or email me and I will send you an application. Don't miss out on this must-attend Auxiliary event of the year.
- **Chapter picnic:** The date of our Auxiliary meeting will be after June 15, the date the state has set for ending most if not all COVID-19 restrictions. We are looking to stay at Cuesta Park in Mountain View with our preferred date of Sunday, September 12. Hopefully that will all work out.
- **Christmas/Holiday party:** We are looking at The University Club of Palo Alto as our venue for 2021. A tentative date has been set for Sunday, December 5 for a festive luncheon.

I look forward to seeing everyone soon, mask or no mask. Enjoy the start of summer.

## SFBA Chapter Scholarship Funds

Balances for the SFBA Chapter scholarship funds through the Landscape Educational Advancement Foundation (LEAF):

SFBA Chapter	\$10,389.25
John & Mary Lyngso Fund	\$15,607.15
Herbert Frank Memorial	\$16,481.83
Hans Biland Memorial	\$12,045.88
Bill Hayes Memorial	\$13,520.62
Klaus R. Hertzner Memorial	\$11,544.49
G. Kunimoto Memorial	\$12,770.00
Ken Jenner Memorial	\$12,201.99
Paul Shogren Memorial	\$16,863.56
Edron Schneider Memorial	\$11,574.81
Dr. Barry Cohen PhD	
Honorarium	\$ 8,915.08
Tanouye Memorial	\$ 5,250.82
Steve Whitehill Memorial	\$ 6,383.50
John Gachina Memorial	\$14,285.00
Mas Tsuda Memorial	\$6,443.98
Candy Fiske Honorarium	\$7,125.12
<b>Total</b>	<b>\$175,733.32</b>

To make a donation, send a check payable to "LEAF" to: CLCA, 1491 River Park Dr., #100, Sacramento, CA 95815.

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[clca.org/upsell-water-management](http://clca.org/upsell-water-management)

## CLCA Webinar: Drugs & Alcohol in the Workplace

Thursday June 10, 11 a.m. - noon

What do you do when an employee is suspected of being under the influence of marijuana or any controlled substance at work? Learn how to manage reasonable suspicion testing in the workplace and review the laws regarding random and post-accident testing.

Register online at <https://bit.ly/3wDTov3>

## CLCA Webinar: Top 10 Ways to Stay Out of Court

Thursday June 17, 11 a.m. - noon

Join us for an entertaining, fast-paced review of real-life situations that have resulted in lawsuits for employers. Learn preventative measures business owners and managers can easily put into place to help them stay out of court. Register online at <https://bit.ly/2QQZSY3>

*(continued from page 2)*

### Plan Ahead of Need

Given longer lead times on all products, it is imperative that you stay ahead of project needs. Nothing is worse than delaying the completion of a project due to lack of material.

In much of 2020, containers out of Long Beach, CA, typically took a week to 10 days to reach rail for transport, and current estimates are 30-45 days. This affects not only finished import goods but also parts and materials used to manufacture goods domestically. Businesses everywhere are investing in inventory earlier and deeper than normal in an effort to insulate their supply chains.

Early, proactive communication of project-based needs will make for a much smoother installation schedule. Ask questions about project-based lead times prior to making commitments to your clients. Decision making based on realistic timelines will make customer satisfaction much easier.

### Buy Early for Projects

Along with increasing material costs, supply chain is experiencing equipment and [www.clcasfba.org](http://www.clcasfba.org)

## June 9 Webinar

# Let's Talk About Water Conservation

Join us for an informative webinar on Water Conservation on Wednesday, June 9, with Susan Cordone, conservation coordinator for California Water Service (Cal Water).

California has a traditionally dry climate, making it important for us to make water conservation a way of life and use water wisely. Good conservation practices help ensure a reliable water supply into the future.

This discussion will go into the basics of water conservation opportunities. There are many ways individuals can save water by switching out old and inefficient devices for newer technologies. We'll cover the current rebates and incentives that are available to Cal Water customers when they upgrade their devices.

Susan Cordone is a Conservation Coordinator for California Water Service (Cal Water), Northern California. Cal Water is an urban water provider serving over 2 million customers, statewide. In her role, Susan ensures that Cal Water customers are supported and in compliance with state water conservation regulations and targets. She is responsible for increasing water conservation incentive/program utilization for Cal Water customers, large and small. Susan has coordinated more than 100 community outreach events and provides training on water conservation programs to employees, outside agencies, commissions, committees, community groups, and consumers.

To take part in this webinar, email KC Coverdell at [kc@blueskydesignsinc.com](mailto:kc@blueskydesignsinc.com) for the ZOOM login information.

labor shortages as well. Petroleum costs are increasing rapidly, and there is a shortage of containers and vehicles to move product to the point of distribution. For every 8- LTL orders, there is only one available truck or driver.

Manufacturers typically try to avoid mid-year price increases, but that is exactly what we are anticipating in 2021. When manufacturing and fuel costs are up, along with freight being at a premium, all goods, regardless of category or services, will cost more. Buying early prior to cost increases can offset future costs or capital investment in many cases, saving you money and assuring you have what you need when you need it.

### Increase Product Expansion

One of the best ways to increase profitability within your business is to diversify your service offering with your current clients. Adding new products and services to your business not only enhances your earning potential but can be served as new products and services when offered to clients you worked with in the past.

Adding landscape lighting, bistro

lighting, water features, outdoor sound and other "layers" of lifestyle enhancement can make you more profitable on every project. There's also the benefit of not leaving your client wanting for something you could have offered them.

Offering a diversified product and service portfolio also allows you to maximize your time. Installing an incredible outdoor sound system can buy you time while you wait for the landscape lighting or water feature materials to come in, all without causing a visible disruption felt by the client.

The outdoor living consumer market is strong as people continue to invest in their outdoor spaces, and this trend should persist throughout 2021. By applying these five strategies, you can help offset disruptions that you might experience in the supply chain this year. Visit your local Ewing branch for details about product availability, features and lead times.

*Roger Ramsey serves as National Specialty Products Manager at Ewing Irrigation & Landscape Supply. He can be reached at [r Ramsey@ewingirrigation.com](mailto:r Ramsey@ewingirrigation.com).*

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### CLCA Mission Statement

The California Landscape Contractors Association serves the interests of its members, promotes professionalism, and advances public awareness of the landscape industry.

The CLCA SFBA Chapter newsletter is published monthly. Copy and advertising deadlines are the 10th of the month preceding publication. Please send all copy, black & white photos, line art and ad materials to: Jerrie Beard & Associates, PO Box 7, Pollock Pines CA 95726. Emailed submissions are welcome at [jsb@beardassociates.com](mailto:jsb@beardassociates.com). For information on advertising and rates, contact Jerrie Beard at (530) 621-1701.

Articles submitted are subject to approval and modification. Chapter or Editor are not liable for misprints or errors, and do not necessarily agree with opinions expressed in byline articles. Articles may be used by other CLCA chapter newsletters, giving proper credit to their source.

# Who is Your Pockets?

*Steven Cesare, Ph.D.*

*The Harvest Group, Landscape Business Consulting | [harvestlandscapeconsulting.com](http://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 all the manager does is walk 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.

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

# Partners for Success

By Marin Vallalpando

## Moving Forward into 2021

Thank you to all the companies who have stepped up this year to support the CLCA San Francisco Bay Area Chapter. Your generous support goes a long way in helping us provide top quality events to our chapter throughout the year.

If you would like to help support our chapter by becoming a partner, please look over the Partners information at [www.clcasfba.org/whoware/#Partners](http://www.clcasfba.org/whoware/#Partners) or contact me, Marin Vallalpando at 408.586.9292 or email [marin@zankerrecycling.com](mailto:marin@zankerrecycling.com).

All of our chapter events are made possible by the generous support of our many sponsors. Please thank them for their commitment to our chapter both with an "atta boy" when you see them, and also by supporting their businesses.

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