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OUTLOOK

TCI EXPO 1997
What a success it was!

Starting in my first week with the National Arborist Association this summer, I participated in what seemed like innumerable meetings and conversations about our annual trade show, the Tree Care Industry Expo, or TCI EXPO. No detail of this upcoming trade exhibition was immune from the closest scrutiny, from the plotting of potential traffic flows of attendees to the type of music that should open the event, or the proper order and most efficient system of booth setup and breakdown. While I could conceptually understand the particular issue at hand, it wasn’t until I arrived in Columbus, Ohio on the Monday before the show that I actually began to comprehend the immensity of the event and where each of the thousands of details dissected in our meetings fit into the overall scheme of TCI EXPO. Now I could see how the coordinated work of hundreds of workers, scripted right down to the minute, and a well-organized NAA team, created the best opportunity for our annual trade show, the Tree Care Industry (ISSN 1059-0528) is published monthly by the National Arborist Association. P.O. Box 1094, Amherst, NH 03031-1094. Subscriptions to TCI. P.O. Box 1094, Amherst, NH 03031-1094.

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Starting in my first week with the National Arborist Association this summer, I participated in what seemed like innumerable meetings and conversations about our annual trade show, the Tree Care Industry Expo, or TCI EXPO. No detail of this upcoming trade exhibition was immune from the closest scrutiny, from the plotting of potential traffic flows of attendees to the type of music that should open the event, or the proper order and most efficient system of booth setup and breakdown. While I could conceptually understand the particular issue at hand, it wasn’t until I arrived in Columbus, Ohio on the Monday before the show that I actually began to comprehend the immensity of the event and where each of the thousands of details dissected in our meetings fit into the overall scheme of TCI EXPO. Now I could see how the coordinated work of hundreds of workers, scripted right down to the minute, and a well-organized NAA team, created the best opportunity for this mammoth show to be a resounding success for exhibitors and participants alike.

And what a success it was! Records were set for the amount of booth space and the number of participants, over 2500, who attended. Most of the exhibitors indicated that it was their best show ever, and one vendor related that his firm had sold more of its product than at the four previous shows combined. At a breakfast for exhibitors on the final morning of the EXPO, one participant said, in a nice compliment, that of all the trade shows she attended, ours was the only one where free coffee and warm cookies were readily available during setup. At most shows, she stated, it was difficult to even find coffee to buy. That remark was especially appreciated, for we try very hard to make our vendors—our guests, really—feel welcome and taken care of. Nearly everyone who attended our 13 business-related seminars felt the presentations were useful in providing practical ways to improve their operations. Our Career Day session, designed to match up high school and college students with prospective employers and also give these potential industry employees a glimpse at what a career in arboriculture might look like, also attracted record participation.

Nevertheless, as good as it was, all of us know that we can do better. The first day back at NAA headquarters was spent in a full day post-mortem review of the good, the bad and the ugly. We noted many opportunities where the event could be upgraded. And we analyzed those instances where things didn’t work, figured out why, and set about making improvements for next year.

For, believe it or not, we are already well advanced in our planning for next year’s EXPO in Baltimore, Md., from Nov. 5-7, 1998. We have reserved 30 percent more floor space; and nearly 94 percent of it is certain reflects our track record of increased success with these EXPOs, and perhaps the fact that next year TCI EXPO will be the only industry trade show in the United States. The reality is that the planning process for this NAA event is continuous ... We’ve even started into the nitty-gritty details of TCI EXPO ’99 in Indianapolis and TCI EXPO 2000 in Charlotte.

We intend to make each EXPO better and more productive than the last. So, please call us at our toll-free number, 1-800-733-2622, and let us know where we can improve.

Barry Cullen
Executive Director
National Arborist Association

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By Dr. James Chatfield
The complexity of tree health and disease cannot be reduced to squirt-gun botany.

A Model in Storm Damage Recovery
By Jon Hall
A region mobilizes to replant.

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By Mark Garvin
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Disease Complexes, Complex Diseases

By Dr. Jim Chatfield

What does this term complex diseases mean? Is it nothing more than when people can’t determine precisely what causes the problem, they call it a complex disease and imply that different things are causing the problem? The answer is yes.

The term “complex disease” involves different factors: Some may be environmental; some may be related to a disease-causing organism. If you consider the factors in a disease, it turns out that just about every disease is complex, because there are always a variety of factors that come into play.

Occasionally, something can single-handedly overcome a plant’s defenses and cause problems. Dutch elm disease would be one example. Yet, even then, environmental factors unquestionably come into play. A lot of different kinds of contributory biological factors come into play, too.

We get calls at the Extension Office from homeowners and people who don’t have a lot of experience with tree problems. They see something one a tree, recognize it’s not a good thing, and want to know what fungicide to spray to get rid of it. Of course, we have to tell them that there isn’t a fungicide that gets rid of it. A visible fruiting body of a decay fungus inside the tree is a nice reminder of the fact that things are a little more complicated than treating a fungus with a squirt-gun mentality.

Infectious disease involves a pathogen, usually a fungus, which is an organism that gets in and develops a host-parasite relationship with the plant cell. People have been using fungicides for a long time, all the way back to Greek antiquity. But they didn’t really understand whether the fungus was a cause or an effect. That level of understanding didn’t come until later in the 19th century. We still struggle with it in some sense.

To understand complex diseases, you must understand how they function. Diseases always involve an interplay of the environment, host and pathogen—the disease triangle.

When you consider infectious diseases, and how you are going to control them, use the disease triangle. Think of the triangle dynamically, and relate it to your own control program. In other words, pick one of the sides of the disease triangle and concentrate your efforts on how to break that triangle.

All three of components of the triangle must come together for the disease to occur, but you only need to break one. For example, you can accomplish this with resistant hosts: Add something that has a genetic resistance to the disease.

As an arborist, you don’t want to deal with apple scab by applying fungicides, since you will have come back continually. The perfect solution is to use the disease triangle at the host end. Plant genetically resistant plants, so that the disease does not occur.

You can also attack the triangle by altering the environment. Much of this consideration should occur before planting. Don’t put a plant into an environment that is conducive to the development of certain problems. Consider insects, as well as diseases. When discussing diseases we typically concentrate on fungi and bacteria, but this approach works for insect control, too.

So for disease or plant health management, think about the environmental conditions that are important for that plant to avoid a particular problem. Then devise ways to limit the pathogen. Use that disease triangle dynamically.

Factors

Plant pathogens: A discussion of plant pathogens leads to a more detailed look at disease complexes—fungi, bacteria, viruses, nematodes, parasitic plants. Those are called plant pathogens leading to infectious diseases.

If you examine the surface of a diseased plant cell using an electron microscope, the snake-like thing you can see is a fungus. Basically, a fungal spore has landed on the surface of a leaf, and it has germinated under the right kinds of conditions of moisture and temperature in a host. Often a fungus can grow directly through the surface of the leaf and then infect the plant. One of the fundamental things that you should always be aware of with infectious diseases is that a chemical agent to control that disease is only effective if it is applied before the fungus has made it into the plant.

We need something on the surface of the plant preventing the pathogen from getting in. There are some exceptions—and some companies have been successful with injecting fungicides into plant—but for the most part when dealing with infectious disease control, prevention is the only way.

For arborists, non-infectious diseases are more important and more common. It’s not that we never have to deal with infectious
This oak is refoliating after gypsy moth defoliation. This requires use of the plant’s energy reserves and makes it more susceptible to damage from subsequent stresses.

diseases, and the more intensely you delve into horticulture the more you have to deal with infectious diseases. Nevertheless, a person propagating nursery specimens has to worry about infectious disease much more than we do out in landscape. With non-infectious diseases, the majority of factors are disease complexes: a nutrient imbalance, moisture extreme, over mulching, winter injury, physical injury, etc.

Without question the majority of diseases are not driven mainly by an infectious organism. I would also say that the majority of the problems are going to be associated with the root system, which of course is the terrible truth for an arborist in terms of interaction with a client.

Most of our problems in the urban landscape are manifested on the above-ground portion of the plant, but are caused by something that is wrong with the root system. You will see dead branches or small leaves—all the systems of disease complexes. But more often than not, the issue is with the root system. That is a very frustrating for the client and the arborist, because it’s very hard to do anything about. You can try vertical mulching, pruning or fertilization, and all are very useful in a lot of situations to make the tree healthier. The reality is, however, the root system is hard to get at.

That’s why the place to stop an infectious disease, non-infectious disease or disease complex is in the beginning.

**Take a step back:** Before you plant or treat a tree, know your soil. Whether that knowledge involves a soil test or a thorough understanding of compaction, it’s crucial that you understand the soil before you plant. In many cases, a problem with the nature of the soil is will haunt you for the rest of that tree’s life.

In terms of non-infectious diseases, physical injury is another area that causes fundamental problems and is very difficult sometimes for our clientele to understand. As arborists, we understand how important that tissue right under the bark is. Our clients have never heard of the phloem and the cambium, so it’s difficult for them to understand how damage could be very critical to a tree.

People will tell you they understand that the twine wrapped around the tree was a problem. Yet they still insist that you should have been able to do something about that when you come out to take care of the plant.

What clients don’t understand, and what as an arborist you do understand, is that the only way for food to get to the roots is from the foliage where the photosynthesis is occurring. This is where the carbon dioxide and water and sun and chlorophyll and the green foliage produce food and sugar that go down the stem to the roots. If that living connection from the leaves to the stem to the roots suddenly meets a piece of wire or rubber hose circling the stem, it stops because it doesn’t have a living way through.

Time and time again we lose plants because of those sorts of things. Every year trees are lost along roadways when rubber hoses that were used for staking are left on the plants. Trees die because nobody ever comes back and takes hoses off.

In terms of what killed a tree or why is a tree declining, it’s not always an either/or explanation. It’s usually a build up of different ingredients.

I’m sure you have been asked this question: “If I put a driveway ten feet away from the plant, will it kill the tree?” Or, “What are my chances, if I add three feet of soil 20 feet into the drip line on one side of the tree?”

People think that there is actually an equation, and you will answer: “My prognosis is you have a 20 percent chance of that tree dying, if you add X inches of soil over the roots.” And people want this sort of answer over the phone!

We can’t provide answers because trees are repositories of natural history—of everything that ever happened to them.

The reason relates to disease complexes. The difference in condition between two trees
can be explained by the natural history of everything that has happened to those trees over to that point. How much root competition did that particular tree or that cohort of trees have? How much winter injury? How much damage in the last major storm?

All of the things that happen to a tree affect how much energy it was able to produce and how much energy it had to use up to deal with its stresses over time. That is a significant part of what disease complexes are all about, because plants don’t typically die or suffer stress from a single problem.

**The root system:** Keep soil drainage in mind in our plant selection process. Landscapers, and to a lesser extent arborists, must deal with root rot. Always keep in mind that infectious fungi aren’t the only things that can rot roots. Obviously, an infectious fungus is a component of the problem, but we sometimes focus too much on fungus. Typically, the real problem is poor drainage.

Poor drainage contributes to low-oxygen soil, which creates perfect conditions for infectious fungi to live. In addition, when there is not enough oxygen and too much water the tree roots don’t function well. It is usually not effective to drench a root zone with fungicide when the issue is poor drainage.

Planting a tree too deep and the development of girdling roots are two other problems that cause chronic stress for a root system, especially in a plant’s early years.

**Insects:** We don’t think of insects as causing disease. They cause stress to the tree, making them contributing factors in disease complexes. It’s interesting to look at how defoliating insects affect the plant based on the time of year. We know, for example, that gypsy moths are more of a threat in May than late in the season. We know it’s more important that the gypsy moths were knocking out the capacity of that tree to produce food during its key food producing months.

When trees die from gypsy moth infestations, it definitely relates to complex diseases or disease complexes. I realize this is blasphemy in the sense that I am talking about diseases, and gypsy moths are insects. Nevertheless, the reality of is that when gypsy moths move into an area of oak trees, some of those trees are going to die in that first year of defoliation. In the second year of total defoliation, there will still be some trees that live. Hopefully, by the third year there will be predators and parasites to push the population of gypsy moths down again. Why do some trees die in the first year rather than after two years or three years?

**Drought:** Drought forces a plant to use up some of its reserves. It won’t produce as much energy in a drought year because the photosynthetic system shuts down somewhat in those kinds of conditions.

The factors related above are some of the reasons why we call them disease complexes, because there are a lot of factors involved.

**Symptoms:** As you know, trees always up and die overnight. People call you and tell you that the tree suddenly died because you fertilized two months ago or you applied a herbicide somewhere in the vicinity two weeks ago. The truth, of course, is that tree has been declining for years, but they believe that it declined overnight.

Below are some of the early-warning signs to be on the lookout for. If you catch these symptoms before a tree declines, you will be able to inform people of a problem before they decide the tree died overnight.

**Annual twig growth:** You can’t make decisions based on one twig, so collect a number around the tree. It is useful if you can show that the plant had a certain amount of growth in the nursery and in the landscape its growth is slowing. That’s an important thing to be able to show people. It can also be a useful tool when you are talking about a driveway or trench that was installed. It is important to be able to point to something
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Sparse, undersized, distorted, foliage:
We know that these signs are not definitive. Distorted foliage can be from a lot of things, including a herbicide application. It can be from aphids or frost, too, but look for these signs and compare the leaves to what the leaves of that species should look like.

Browning of leaf margins or premature autumn color: These might not be stress factors at all, but when you see red maples changing in July that’s a good symptom to talk to people about. Help them understand so that next year, if the tree declines further, they will understand that this wasn’t something that happened overnight.

Large, distressed drops of seed: This is somewhat controversial. We don’t know enough about this subject area to make a definitive judgement. We don’t know in every case whether the fact that a silver maple put on a huge seed crop one year means it’s on its way out.

Storage of starch: You can measure in a number of ways, including tree rings.

Progressive dieback: Remember, those twigs and branches are growing in full sight of the homeowner, but the problem may be below ground. Look also for adventitious sprouts where dieback occurs.

Reduced ability to respond to favorable factors: At some point in certain disease complex situations, the plant will not be able to recover well. That is the other side of the equation. If a tree is in decline—and you recognize that decline—you can bring it out of decline? It’s a hard thing to determine because all of these things must be factored together. In some cases the tree is declining and it’s not going to come back, no matter how much vertical mulching, fertilization and proper pruning you do.

Contributing effects of opportunistic pathogens and secondary insects: A lot of pathogens and insects are opportunistic. They come in on a plant that is already declining. One of the things that’s important diagnostically—something that has tortured people who have tried to deal with disease complexes—is the fact that the presence of these organisms does not mean that they caused all the problems.

Simply finding a particular fungus or insect will not tell you that it caused the problem. It may be a contributor. Shotgun borers on pines, for example, feed on trees of the living dead. Even if you were able to control the borers, you won’t get rid of the problem. The borers are coming in and finishing a tree off, but it’s not the real reason that the tree declined. Something else, some stress factor, caused the initial problem.

Chronic cumulative effects: Here is another difficulty in identifying the real cause of a complex disease. The initial problem, which could be winter injury or drought one season, may not be evident at all. The plant shows decline—not in a drought year—but in a year with adequate rainfall. But the decline really began in the drought.

There is another point to remember about timing. Everybody wants a new...
With century-old trees right near the house. The reality is that when a house is built, everything around the trees changes. The contractors tear apart root systems, compact soil, change soil grades. When you try to figure out what is causing something, think back five years, because that could be when the decline started.

Managing tree decline

Match the tree to the particular site: Maintain proper irrigation practices, which gets tougher and tougher the older the tree gets. Fertilization, pruning, and other kinds of maintenance, including pest control, are crucial to management of tree decline.

Limit the major environmental changes: You can’t do anything about some environmental changes. It could be 30 degrees below zero the day after it was 40 degrees. There is not much that you can do about that. You can limit some of the major environmental changes by what you do with your cultural and construction practices.

Proper diagnosis is crucial: Be realistic with your prognosis and removal decisions. Understand that sometimes when a tree is in a certain level of decline, there is no magic formula. If it is a root problem and you are getting a lot of branch die back, there are some things that you can do. But you need to assess what they are honestly.

Know your plants better: Don’t plant a Japanese Maple in a container against a reflective wall in San Antonio, Texas. Think about the plants that are resistant to common diseases and the ones that are particularly susceptible.

Conclusion

Provide a healthy home, practice preventive medicine, remember your roots, provide room to grow, nature and nurture and have a weight-loss plan. (By a weight-loss plan I mean have a plan for when you prune. Keep in mind what that foliage is doing up there.)

Whether you are a commercial or a municipal arborist, you can’t convince everyone that taking care of plants today helps down the road. Sometimes you have use misdirection. Instead of talking about what you need to do, have a little fun with people and tell them, “If you really want to kill a tree, here is what you should do.”

I have discussed some of the horrible things that happen to trees, but think about how nice it is to be in this business. Remember, trees are too magnificent for squirt-gun arboriculture. Avoid thinking about squirting something to avoid or attempt to treat a problem. If you do that and think about all the things complex factors involved in diseases, you will find the gold at the end of the rainbow.

Jim Chatfield is the assistant state specialist in horticulture for the Ohio State University Extension Service. This article was excerpted and adapted from a seminar presented at TCI EXPO ’97.
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Storms and Landscape Appraisals

By Jim Ingram

Today, more appraisers are dealing with the aftermath of storms and more property owners are becoming concerned with the value of their landscape plants. That's good news to the Council of Tree & Landscape Appraisers (CTLA), a group that has been educating the green industry and consumers that plants do, in fact, have value that can be assessed.

Owners can collect compensation for trees and shrubs that have been destroyed or damaged. The compensation can come from the property owner’s insurance, a tax deduction or from the person responsible.

While natural disasters bring about a rash of landscape claims, most plant damage claims result from mechanical damage from accidents involving cars, trucks or bulldozers. Damage to trees from garage fires also ranks high on the list.

The most often-made claim comes from wind damage. However, most homeowners’ insurance policies will not honor such a claim.

Specific training is required to appraise landscape plants. Most appraisers belong to one or more of the six industry associations represented by CTLA. The CTLA organizations include: American Association of Nurserymen, American Society of Consulting Arborists, Associated Landscape Contractors of America, Association of Consulting Foresters of America, International Society of Arboriculture and National Arborist Association. Through these organizations, information is available - including a landscape appraiser’s guide.

The guide contains vital information for appraisers when determining appropriate methodology for appraisal. It’s updated on a periodic basis to keep the appraisers as current as possible.

Making sure the values made in an appraisal are substantiated is important for collecting the compensation.

Property owners are more aware of the value of trees and plants than they were 10 years ago. The key to assessing plant worth properly is to determine value before storms hit. An aid in this documentation is annual photographs, which provide an interesting historical record and can be invaluable should a loss occur.

Jim Ingram is the ASCA Representative to CTLA.
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After the Storm

By John Hall

A look at one region’s successful replanting program

Telephone poles and trees toppled like match sticks along Detroit Avenue.

All photos provided by Detroit Edison.
When the skies darkened last July 2 in the areas north and west of Detroit, no one thought it unusual. Hot summer days in the Great Lakes region often spawn windy summer thunderstorms. Nothing seemed out of the ordinary until, unexpectedly, as many as a dozen twisters spun out of the clouds, knocking down thousands of trees, damaging thousands more, and wrecking hundreds of homes and businesses. In fact, officials believe at least one of the twisters shredded a path through the city, headed offshore over Lake St. Clair, then reversed its path back through the city.

In their wake, the storms left eight dead, millions of dollars in damage, 250,000 people without power and more than 5,000 public trees destroyed or damaged.

"What happened then is pretty simple," says Dean Krauskopf, commercial horticulture agent in Wayne County, for the Michigan State University Extension. "We talked about it, and then, maybe a week later found that FEMA (the Federal Emergency Management Agency) would pay for clean-up, but not to replace the trees." That, Krauskopf explains, led to the formation of The Storm Reforestation Alliance to assist municipalities in replacing public trees. Made up of government, business and other industry leaders, the unique group realized that cities "... have the responsibility for doing this, but they don't have the resources."

It's easy to see why. Surveys showed that a vast number of public trees were badly damaged or destroyed—some ripped apart, others blown over. More than four inches of rain didn't help, weakening root systems of the trees that still stood. So great was the damage that Alliance officials enlisted everyone they could think of in the public/private partnership to push planting as many trees as possible.

Dan Wyant, the state director of the Michigan Department of Agriculture, calls it an impressive operation: "This is truly an extraordinary cooperative effort by citizens across the community with the assistance of private industry, education and government."

Alliance workers agree, and credit a huge amount of organization and coordination for making it successful. "The reason it is a success is all the preparation," says Lee Kitzman, an employee for Asplundh Tree Expert Company.

Alliance officials note that other cities have groups which plant trees, but none on the scale of the Alliance, which also is the first spawned by the need to recover from storm damage on such a large scale.

Among those the Alliance contacted were members of Global ReLeaf of Michigan, an organization which has been replanting trees throughout the state for years to combat global warming. A telephone message left with the organization led to the involvement of Melinda Jones, the ReLeaf president in Michigan, and also a manager of emergency preparedness for Detroit Edison Co. "Many worthwhile efforts have been underway since the storm to restore the more basic needs of the residents," explains Jones, but not much to restore the greenscape.

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Storm Damage

Fallen trees on a large scale, Jones pitched her bosses at Edison for money to buy trees. “We look at what we are doing today as one more piece of the picture, helping restore the quality of life.”

Jones quickly became a driving force in the Alliance’s efforts, endorsing the goal of planting more than 5,500 trees. “This, of course, doesn’t even take into consideration trees which weren’t totally destroyed but had major portions taken out due to the wind. As photos taken at the time show, the violent winds downed trees in all manner of situations, knocking out power lines, crushing houses and cars, and generally burying a wide swath of five cities under shredded vegetation, broken limbs and debris.

Edna Jackson, volunteer coordinator for Focus Hope, a community organization that owns a complex of buildings on Detroit’s northwest side, joined the effort after seeing the damage first-hand while trying to get to her office. Rubble and tree limbs blocked everything. “A trip that usually took 20 minutes ... that day took two hours,” she recounts. “The people who were wandering around didn’t know what to do. Entire homes were reduced to rubble. Trees went though windows. I was speechless.”

The damage bordered on the incredible. George Lee, owner of Branch Tree Service in Warren, Mich., relates how his crews took nine trees off one house. “This lady’s townhouse was just demolished. At another place, we took down a sycamore tree that was 42 inches in diameter, probably 80-90 feet tall, that had fallen on a house and crashed through the front door. We could hardly get down the streets. Authorities had front-end loaders just pushing aside trees to clear the way for emergency vehicles.”

Lee, like many other commercial arborists in the area, put aside normal work that day to help untangle the city, throwing many of his 25 trucks and crews into the effort.

Mindful of the enormity of the task, Alliance officials have enlisted hundreds of volunteers to help replant. In addition, the alliance’s unique activities are likely to spur city foresters, particularly in Detroit, to push efforts to add trees wherever possible. Mike McLeod, a Detroit forester, sees the Alliance’s efforts as the starting place to not only repair the city’s damaged greenscape, but to enlarge it.

“We are shooting to start planting 10,000 trees a year,” McLeod says. “But that’s a funding issue.”

Though Krauskopf’s efforts were crucial to formation of the alliance, Jones credits Joseph Stryalka, a pesticide specialist with the Michigan Department of Agriculture, with thinking up the idea. Concerned that the damage far outstripped the resources of many areas to replace large numbers of trees, including his hometown of Hamtramck, Stryalka made the first calls to friends and officials in the tree industry asking what they could do, and suggesting a joint effort. “Joe knew that if Hamtramck was to get any trees in the ground, the city would need help,”
A crew from Asplundh Tree Expert Company works to uncover a house buried under fallen trees.

says Jones. "He and Krauskopf called a meeting. Everyone he called showed up, then we started from there, adding people as we went."

It was Stryalka who first called ReLeaf and impressed Jones with the need to help. "The Alliance had elements of what we already do," she says. "We have people with technical backgrounds, and what he wanted to do was an extension of what we had been doing for the past nine years."

Soon the Alliance was on its way with a $50,000 donation from Climate Challenge, a joint program of the U.S. Department of Energy and utilities like Detroit Edison to combat global warming by planting millions of seedlings nationwide.

Even as damaged and fallen trees were still being cleared away, the Alliance moved ahead with plans to plant some trees before winter, scheduling a "demonstration" planting in middle October, slightly over 90 days after the killer storms. According to Larry Wright of the Metropolitan Detroit Landscape Association (MDLA), the Alliance then arranged to buy more than 200 trees.

The MDLA is a 400-member trade association, which includes a number of commercial tree care companies, as well as landscapers, nurseries and the like. Its members, through the association's staff, has helped the alliance with bidding, procurement and delivery of the trees.

"I'd like to think we got a discount," Wright says. "We went to 10 different companies, described what happened and how the alliance was planning to buy 10,000 trees in the next three years." Wright chose two companies to supply trees measuring up to two inches in diameter. The average price was $75 apiece, delivered. Then, on Friday before the demonstration planting, Wright supervised the delivery of the trees next to the planting holes, which were pre-dug by city crews.
"Even so," says Wright, "digging with a backhoe is one thing, getting all the trees planted is a major undertaking."

But get them planted, they did. On a sunny, mid-October Saturday morning hundreds of volunteers gathered at sites in Detroit, Hamtramck, Highland Park, Grosse Pointe and Grosse Pointe Farms. Warmed by steaming coffee, donuts and enthusiasm, they gathered around tree care professionals assigned to each site to supervise the planting. In Hamtramck's Zussman Park, Jones greeted shovel-wielding volunteers, lauding them for their spirit. "What you are doing today," she said, "is the best gift you can give to your neighborhood, your community and the environment."

To their applause, she went on to point out what those in tree care already know: trees take in carbon dioxide, return oxygen, shield us and our children from ultraviolet rays, noise and pollution. "If you're standing under one, they reduce the temperature on a hot summer day by 8-10 degrees."

Interestingly, Wright, who helped plant trees in Highland Park, observes that the storms left a damage pattern which suggests that trees have another, unexpected advantage in urban areas: sacrificial lamb. Wright explains that Highland Park, which lost an estimated 500 to 1,500 trees and is heavily forested, appears to have less physical damage to homes and other buildings than other places where fewer trees grow. Picking Hamtramck as an example, Wright points out it had lost many of its trees to Dutch elm disease, and they hadn't been replaced. "Where they didn't have street trees, there was more physical damage to homes and businesses."

"Wouldn't it be interesting to see a scientific study ... on how trees deflect wind?" Wright asks.

Properly welcomed, the volunteers pitched into planting the trees, each group guided by students or professionals familiar with tree care. In Hamtramck that included Brad Meehle, who carefully demonstrated to the volunteers how to roll trees into holes, backfill, then wrap the trunks before adding mulch. As he worked, he answered questions from the volunteers.

"Wrapping protects trees from sun scald and frost cracks," he responded to one question, explaining how he wraps a tree in the fall, then strips the covering in the spring. The mulch, he
Storm Damage

told them, "protects the trees, holds down weeds and keeps mowers away."

After instructions from professionals in proper planting techniques, volunteers fanned out to plant. In about two hours, the volunteers planted 230 trees in five communities. The effort impressed many, including participants. "I acted as a site coordinator," gushed Katie Armstrong, a dual major in forestry and urban studies at Michigan State University.

Armstrong was one of many working in Detroit, where 110 trees went into the ground along Oakman Boulevard and adjacent streets. Afterward, she and other volunteers treated themselves to hotdogs, drinks and dessert provided by Focus Hope. The organization’s buildings sustained major damage in the storms.

Hope’s Executive Director Eleanor Josaitis believes the effort, which planted honey locust trees in her area, helps the recovery. “We have an opportunity to rebuild the neighborhood in new and innovative ways," she says. “The healing process is beginning. This planting is a vital step toward the revitalization of our community after the storms. We are grateful to the Alliance for their partnership in this rebirth.”

The demonstration planting begins a process that Jones and others believe will continue for at least three years. The Alliance plans three initiatives: finding funding to purchase additional trees; organizing volunteers to get the trees in the ground; and providing technical help where needed.

“What we are doing is augmenting existing municipal efforts," explains Jones. She notes that Hamtramck and Highland Park do not have tree programs. "A number of communities already have ongoing tree replacement programs. However, no one normally plans for the amount of tree damage that occurred. Therefore, we are trying to help get a jump start on replacing those trees.”

As winter rolls over Michigan, ending planting for the year, Jones and other alliance officials will be raising money. So far, $70,000 has been raised, including the project-starting grant of $50,000 from Edison. Jones estimates it will take more than $500,000 to recover the tree losses.

In the end, says Jones, it’s the volunteers who make the difference. While many have participated, from commercial tree care companies and the state’s Department of Agriculture to Edison, the final success rests with the people who plant the trees.

Jon Hall is a freelance writer and adjunct lecturer at the University of Michigan.

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Employer's who supply employees with personal protective equipment (PPE) might be interested to learn that the Occupational Safety and Health Review Commission (OSHRC) has redefined the word "provide." In Secretary of Labor vs. Union Tank Car Company, OSHRC determined that the employer's responsibility is to make PPE available, but not to pay for it. In short, this means that employers must make catalogues, the equipment itself, or names of appropriate retailers available to employees. It is up to the employee, however, to own the equipment. This is a strict interpretation of the language in the regulations.

Currently under review by the OSHA Solicitor's Office is a reversal of a previous interpretation of the PPE standards section of the Code of Federal Regulations (CFR). In its present state, this section of the CFR does not specify that employers must purchase PPE for employees. OSHRC has determined that if OSHA wishes employers to be responsible for this expense, it must change the code to reflect that. OSHRC's decision means that OSHA cannot cite your company for failing to purchase PPE. For now, purchasing choices are at the discretion of the employer, and it is his decision alone to determine what impact the choice will have on the company.

Before you start adding up the money your company is going to save on hard hats, eye protection and the like, consider the bigger picture. The OSHRC ruling has come under fire from the Industrial Safety Equipment Association, which claims that employers would be putting themselves at great risk by not purchasing equipment for employees. The theory is that employees required to pay for their own safety equipment are less likely to wear it, properly maintain it, or purchase goods of acceptable quality. This would result in more workers' compensation claims, higher insurance premiums and more frequent OSHA citations. In the long run, employers will be better off to purchase the equipment anyway.

The benefits of employer-purchased PPE go well beyond encouraging employees to wear their protective equipment. Company-owned items can be of consistent quality and monitored for wear and tear. Additionally, in an industry where good labor is hard to find and harder to keep, the gesture made by the employer who buys PPE for crews is one of commitment and goodwill. Employees are more likely to stick with companies that show an investment and concern in them. The gesture also demonstrates that safety is important in your company, and therefore encourages employees to operate in a culture of safety.

Amelia Reinert is deputy executive director of the National Arborist Association.

OSHA Director nominee Charles N. Jeffress was sworn into office on November 12, 1997. Jeffress was formerly the director of North Carolina's safety program.
Do You Believe in the Power of Rigging
By Greg Key, Field Tester, Wall Industries
Sponsored by The Bishop Company for the advancement of our industry.

Years ago, I began to notice that in many instances when lowering tree sections, a rope through a crotch and some wraps on the tree did not furnish enough control. Other arborists were using rock climbing rigging and ropes to accomplish their goals. In examining their methods, I found large weaknesses.

The first problem was the rope itself. Kernmantle rope, which rock climbers use, has a nylon core which allows the rope to stretch 17 percent at a 30 percent load. This stretch creates a "bungee" effect that is undesirable when lowering over buildings.

To solve this problem, I approached Wall Rope Company. With the assistance of their engineers, Ultramax was created. This is a 12-strand rope which has only 3.92 percent stretch, yet has 8,400-pound tensile strength in 1/2-inch diameter; 14,400 pounds in 5/8-inch diameter.

Having solved the rope problem, we moved on to the rigging itself. I believed that using marls, timberhitches, etc. was too slow to attach the snatch blocks to trees or as a way to secure sections to the lowering rope. I went with very strong, flat choker slings. With hardware spliced into the lowering rope, we now had a system whereby the rope passed around a Bollard friction brake, fed through pulleys on artificial crotches and clipped onto a choker.

This was significant in that now the rope did not touch the tree and there were no knots. This ensured excellent control while lowering tree sections.

I field-tested this system extensively over a period of years. After the sawdust settled, and 10,308 trees disappeared, I was sure that we had something.

The important things I see as we use this method are: increased control, increased safety and increased speed. These things equate into more professional performance and appearance—which means more money. These two things have been needed in our industry for a long time.

I have always felt that arborists who primarily performed removals were considered at the bottom of the professional totem pole by arborists practicing the other disciplines. No longer. Arborist rigging is a precision skill as important as any other.

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As a certified Arborist and master forest manager, I prefer to see large trees live on. But the harsh reality of urban forests is that because of construction and other factors, trees will continue to die and to be removed. If they must be removed, let us do it safely and under control. With a modest expenditure and some practice, you can discover and believe in the power of rigging.

Greg Key teaches seminars worldwide on the use of the system he designed. He also has a tree service in Charlotte, N.C., which specializes in removing large trees over buildings.
### Events & Seminars

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The International Society of Arboriculture is the largest and most influential arboricultural organization in the world. Today's ISA is information, publications, people and research—the cure for what ails you.

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ISA members are kept abreast of happenings in the tree care industry through two significant publications: Arborist News and the Journal of Arboriculture. Members receive both publications, free of charge, alternating bi-monthly giving information needed for peak performance in the workplace.

Arborist News is ISA's news magazine—a colorful 64-page publication filled with interesting features and other articles concerning all aspects of the industry, events calendars, details on ISA programs and publications, news from and about chapters and members, and much, much more. Some features are followed by question sets which can qualify readers for Certification Continuing Education Units.

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Over 9,000 arborists have taken advantage of ISA's Certification program since 1991. These arborists have found an educationally challenging program designed to upgrade their knowledge and proficiency levels—bringing the opportunity for learning, growth, and advancement which are significant factors in job satisfaction. Perspective employers see certification credentials as assurance that a candidate has qualifications that relate to the position.

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Today's arborist needs more information in every area, from tree biology to cabling and bracing and all points in between. More knowledge means more research. The Research Trust works closely with professional arborists, foresters and utility companies to fund research that will benefit the industry and help to develop and maintain the urban forest. Funding comes from memberships, grants, donations and special event fundraisers. ISA is opening doors to accessing timely information through research that can promote the success of arborists and the profession as a whole.

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What's New Along Rights-of-Way?

By Mark Garvin

One of the more interesting machines introduced in recent months is the T275, the most powerful vehicle in Rayco's T-Series line of tractors.

For use in land clearing and along rights-of-way, the T275 can be outfitted with a forestry mower/mulcher that turns brush or trees into mulch. Depending on the site and job specifications, the mower may be swapped with a stumper attachment that reduces stumps and roots to mulch.

Bob Myers, vice president of Wright Tree Service in Des Moines, Iowa has, by his own admission, “been messing with mowers my entire career.”

Myers notes that Wright uses equipment from most major manufacturers in the dozen or so states it is engaged in right-of-way work. He prefers the Rayco forestry mower/mulcher head for certain jobs.

“When it comes to the mowing portion of our business, we

Chemical Control

The California Department of Pesticide Regulation recently granted DowElanco registration for a herbicide called Transline.

The herbicide, which has been available elsewhere for a number of years, controls targeted broadleaf weeds like starthistle, sowthistle, cocklebur, knapweed and more than 50 others. Scientists with DowElanco note that Transline controls broadleaf weeds without harming grasses, conifers and deciduous trees.

The herbicide kills weeds by disrupting normal plant processes. Its active ingredient, clopyralid, enters the starthistle through the leaves or stem, then moves into the roots. By encouraging growth of some tissues and regulating the growth of others, the treatment produces thick or twisted plants with leaves that eventually die. Under the ground, the root system is damaged so that the weed does not resprout.

Transline can be tank-mixed with other products and administered as a large-droplet, low-pressure spray. Applicators should be aware that clopyralid is a chemical that can leach through the soil and contaminate groundwater under certain conditions. Transline should not be applied where soils have a rapid permeability or a shallow water table. Dow Elanco plans to market Transline in 2.5 gallon containers.

Right-of-way treated for yellow starthistle.
Introducing the 335XPT arborist saw, built for life in the trees. It's light and balanced, and features our exclusive ArborGrip™, a textured handle with thumb and throttle finger supports to give you a stronger grip for better control. Plus, its snag-free shape and built-in rope ring make it a cinch to haul up. Now nobody is more committed to the arborist than Husqvarna. We offer a full line of specially designed safety gear, and are proud to sponsor ArborMaster training programs. To find your nearest Husqvarna Power Retailer, just call 1-800-HUSKY 62. For information about ArborMaster, call 770-934-4745.

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use different pieces. We like Rayco’s style of head because it does a better job of mulching. Some utilities aren’t so particular, but if the customer really wants things clean, mulching is important.”

Myers also prefers track-style vehicles similar to the T275. “We have less down time in mud season,” he says, “because we can get out there earlier.”

The T275 is a newer, more powerful (275 hp versus 175 hp) version of the T175. It weighs over 10,000 pounds more, and should provide tree care companies with specific choices for specific tasks.

After six years of research and development, new equipment from the north (Forestville, Quebec) is cutting a swath through the woods of America. Made by Gyro-Trac, the GT 18 Brushcutter offers ROW contractors an interesting choice. The hydrostatic tracked vehicle was developed by a team of specialists in ROW maintenance, hydraulics and mechanical engineering.

Powered by a 182 hp Perkins engine, it features two over-dimensional rotary heads for cutting brush and small trees.

Tom Helgesen of Helgesen Contracting in Fairview, Alberta, has had the GT 18 in service for almost three months. He uses it primarily for right-of-way maintenance work and for clearing paths through the woods so oil companies can move seismic equipment into place.

“The thing we like is that it leaves the stumps intact, which lessens erosion,” says Helgesen. “Also, because of its compact size, we can mow a narrower line.”

Helgesen, who has been in the line-clearance business for more than 15 years, has tried almost every method of maintenance—from hand cutting to the largest ROW machinery. He describes the GT 18 Series as an “all-purpose machine. I can’t see what you can’t use it for. It cuts trees up to 6 inches in diameter.”

Gyro-Trac, which was founded in 1995, is working on new models and attachments, including a stumper and a larger, multipurpose machine that will be able to cut brush and chip stumps.
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'91 Chevy Kodiak 3116 Cat; 6sp; 32/GW; 16' Bed; Lift Gate with 4 1/2 ton Tico Knuckleboom; 32' reach $31,500

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1988 GMC; V8; 5sp with Asplundh LR50 & Chip Box $29,500. 1987 GMC LR45 with Chip Box $19,500

1988 International; Diesel; 5sp/2sp with Lift-All 51'; Bucket and Chip Box $27,900

1985 GMC; 8.2 Diesel; 5sp/2sp; Ariel Lift 50'; Bucket and Chip Box $28,900

1989 Ford V8; 5sp; Asplundh LR50 with Chip Box $32,500

1989 Ford F800; 7.8 Diesel; A/B Crew Cab; Dump $16,900

1994 GMC; V8; Auto; 14' Stake With Tool Boxes $13,900

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Don’t Miss One

Info-mercial Schedule
NAA Associate Members will make the Winter Management Conference in February 1998 even more of a success and bring a new dimension to this conference.

Beginning directly after the NAA business meeting on Friday, Feb. 13, 1998, a special luncheon event has been scheduled for all attendees—a social gathering and learning experience all rolled into one. The Associate Members have put together an impressive array of video presentations and special industry updates to inform you about arborist equipment, supplies, chemicals and services. The tentative schedule is:

12:00   Introductions by NAA
12:05   Cummins Michigan, Inc.
12:10   Husqvarna Forest & Garden Co.
12:15   Vermeer Manufacturing Co.
12:20   American Arborist Supplies, Inc.
12:25   TECO, Inc.
12:30   Bandit Industries, Inc.
12:35   Bishop Company
12:40   Southco Industries, Inc.
12:45   The Doggett Corporation
12:50   PoulanPRO
12:55   Power Great Lakes, Inc.
1:00    Wood/Chuck Chipper Corp.
1:05    First Sierra Financial, Inc.
1:10    Stihl
1:15    ACRT, Inc.
1:20    Terex Telelect, Inc.
1:25    The Hartford
1:30    J.J. Mauget Company
1:35    Woodsman
1:40    Closing

Don’t miss a single one. There is great incentive to hear and see what these Associate Members have in store for you, your company and the future of the arborist industry.

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Enjoy a Creole/Cajun cooking class in a beautiful French Quarter Riverfront setting. One of New Orleans’ Culinary Artists will demonstrate basic Creole cooking techniques and share favorite cooking tips. Lest you forget, the Chef has prepared recipes and tips to take home so you can re-create your very own “Taste of New Orleans” in your own kitchen!

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Join us as we enjoy the simple sounds and tranquil surroundings of life on the mighty Mississippi. Experience the aura that has long surrounded the New Orleans waterfront.

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A trip down to Bayou Country will acquaint you with the inhabitants of the swamp—both animal and human! You’ll experience the timeless beauty of the marshes, swamps and bayous of Southern Louisiana, and view beautiful Cypress trees and native plants. Your Cajun guide will relate the history and lifestyles of the people who make their living from this fertile land. Indeed, a “step back in time.”

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Redfish, speckled trout, flounder—a scenic wonderland teeming with fish and game, accessible only to those adventurers with the time to explore its vast marshes and swamps. Discover the ultimate in personalized fishing service with our team of professional explorers and guides. An afternoon of relaxed adventure into Louisiana’s marshes awaits!

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Peavey Manufacturing Company is pleased to offer a complete line of top quality tree pruning poles and equipment for the professional as well as the amateur who wants a quality made tool.

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TREE CARE INDUSTRY - JANUARY 1998
Reduce maintenance time and enhance the safety of your stump grinder. A new tooth from Leonardi Manufacturing Company features a pin through the end. The pin has two distinct features: It is self gauging, which increases the speed of changing teeth; and enhanced safety, which greatly reduces the chances of the teeth from being thrown. Pockets do not need to be removed when changing teeth. The pin can be driven out, the tooth manually gauged, and still used. For more information, contact: Leonardi Mfg. Co., Inc., 2728 Erie Drive, Weedsport, NY 13166-9505. Phone: 1-800-537-2552, 315-834-6611; Fax: 315-834-9220; E-mail: leonardimfg@worldnet.att.net.

Only one operator is required to run the new Model SFP-18 firewood processor from Multitek. Powered by a 25 hp V-twin Kohler air-cooled engine, this processor is designed to saw and split firewood at a rate of up to one cord per hour (128 cubic feet per cord) from random length low grade logs up to 12 feet in length. Features include joystick-style operator controls, compact non-powered log deck, 18-inch, log diameter capacity, hydraulic drive cutoff saw, .404 inch pitch chain, .080 gauge 35-inch mechanical harvester style bar and a floating, vertically adjustable, interchangeable, multiple splitter head. The Model SFP-18 is highly mobile with a single axle, electric brakes and a ball hitch for towing. If you are in the market for firewood production equipment, call 1-800-243-5438 for further information.

Vermeer Manufacturing Company recently introduced a new mid-size 75 hp (56 kw) SC 752 stump cutter. Vermeer's beltless system eliminates the need to slide the engine to engage the cutter wheel drive; maintenance also is easier than on belt-drive systems. Vermeer's exclusive Auto Sweep maintains the rated engine speed of the stump cutter by automatically adjusting the feed rate of the cutter wheel. By maintaining rated engine speed, the operator is ensured the stump cutter will deliver maximum horsepower and high productivity to cut 25 inches (64 cm) deep and 103 inches (262 cm) wide with an aggressive 28-inch (71 m) cutter wheel. For more information, contact National Sales Manager, Doug Hundt or International Sales Manager, Daryl Bouwkamp at Vermeer by calling toll free at 1-888-VERMEER (837-6337).

Fecon recently introduced the Bull Hog 100, designed for land clearing, yard waste, transfer stations and brush and stump piles. One hundred patented, fixed tools enable processing of heavier wood than other flail and rotary mulchers. It also features a hydraulic fork which allows shredding all the way to the ground. In addition, material is drawn up inside the machine and forced against fixed countercombs, containing it within the machine. When grinding stumps and logs, the force of the rotor is directed downward, using the ground as the anvil, which prevents lateral spraying of debris. Available in three sizes (80 to 320 hp) and powered hydraulically, by tractor PTO, or with an integrally mounted or separate engine, the Bull Hog 100 is also available in a model with its own track carrier. For more information contact Daniel Hathaway at 1-800-528-3113.
The extra large design of the new Super Climber Pads by Weaver Leather distributes pressure evenly over calf for more comfort. Measuring 9 inches by 12 inches, these climber pads are made of durable, weather-resistant top grain steer hide harness leather lined with one-half inch black felt. A tunnel for climber shank and 1 1/4 inch slots for climber straps help hold pad in place. Lockstitched and riveted for long-lasting, dependable use. For a free Weaver Leather Arborist Supply Catalog, please call toll free in the U.S. and Canada at 1-800-932-8371 or 330-674-1782.

Heavy-duty brush cutters and pruners from the Porter-Ferguson division of Lowell Corporation can cut it in a variety of tough assignments. Forester brush cutters are made for heavy pruning, brush and root cutting, as well as routine trimming. Two models are available. The 0290F is 27 inches long, weighs 4 5/8 pounds, and has a cutting capacity of 1 1/2 inches. The model 0390F is 34 inches long, weighs 7 3/4 pounds, and is designed to cut 2-inch material. Each model has blades that are made of forged alloy tool steel and are heat-treated. For tree work, the two cutting blades insure against damage to bark and cambium and promote quick, clean wound closure. For more information or for catalogs on Porter Ferguson or Lowell products, call 1- 800-456-9355 or 508-835-2900.

The new Jonsered 2071 Turbo features a new engine design that delivers 5.4 hp/4.0 kw from 71 cc displacement and a powerhead weight of just 13 pounds. Other features include: a high-performance cylinder with four exhaust ports, vibration-isolated carburetor, new ignition system with more powerful spark, standard compression-release valve, coil spring AV system, tool-free access to the air filter and spark plug, new outboard clutch design runs cooler longer. The 2071 Turbo also features enhancements to Jonsered's Turbo air cleaning system that improve performance and engine life. For information contact: David Tilton Jr., Tilton Equipment Co., at 603-964-9450.

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New ASCA President

Denice Britton of Britton Tree Services, Inc., is the newly elected president of the American Society of Consulting Arborists (ASCA).

"It is an honor to be entrusted with the leadership role of this organization," stated Britton. "It requires team work, dedication and the ability to look beyond the present to build the future."

Registered members of the Society earn the privilege of using the ASCA designation following their names only after they have achieved a required level of specific education and experience, graduated from the Arboricultural Consulting Academy, and had their professional reports pass a rigorous review process. John Britton is also a member of ASCA.

Britton’s goals as president are to increase the organization’s prominence within the industry, to upgrade the procedures for qualifying as a Consulting Arborist and to increase membership.

Founded in 1967, ASCA is a non-profit professional society. Membership represents the highest level of accomplishment in the field of arboricultural consulting.

International Champion Crowned at TCI EXPO '97

Arborist Tim Wimmer of Des Plaines, Ill., overcame a talented field of 10 other finalists to win $10,000 and the title of international champion at the 1997 ArborGames International Final, held Nov. 8 at TCI EXPO '97 in Columbus.

Arborist Earl Throop Jr. of Springfield, Ill., finished in second place for $3,500. Daniel Tremblay of Milford, N.H., took home the $1,500 third prize.

Nine regional competitions held throughout North America in 1997 culminated in the ArborGames International Final, an event designed to showcase the tree care professional. Participants were graduates of the ArborMaster training program, which teaches skills, safety and productivity to tree care professionals.

Wimmer, an arborist for Hendricksen, the Care of Trees in Wheeling, Ill., won the felling event to open up a tight competition and secure his victory.

"I was certainly not expecting to win today," Wimmer said. "The skill level of the other competitors was so high, I felt privileged just to be here. I haven’t even thought about how I might spend the prize money. It will probably go straight to my savings account."

The four-level ArborMaster Training program is designed to reduce injuries and accidents, improve skills and increase productivity. Topics covered include: equipment selection; protective apparel; knots, hitches and rope climbing; limbing and log-lowering techniques.

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The Real World of Management: Changing Principles

By Robert J. Ash

"Because of the high mobility of capital and management, those who have the strongest stake in the long-term health of an organization are apt to be its lowest-level employees, whose mobility is most limited." Robert B. Reich, John F. Kennedy School of Government, Harvard University.

Management is the coordination of resources (materials, money, machinery, people, time) through the functions of planning, organizing, influencing and controlling in order to achieve understood and stated objectives.

The world of management is generally located in an organization, of which there are three types: public, private and social. Public organizations include governmental entities and third sector groups such as church and not-for-profit. The purpose or overall objective of the public organization is to provide a service to the customer, client, resident, student, etc. Private enterprise are those organizations that sell a product or a service (labor or knowledge) for profit. The social organizations include the family, bowling team, friends, etc., and their purpose is established when the members join together in a unified group. With each of these organizations, we will find managers with unique and varied skills. I might say that some of the most skillful (but unrecognized) managers are the housewives/homemakers.

All managers are guided by a set of principles, values, attitudes and understanding of how best to plan, organize, influence and control to reach objectives. These principles are generally learned by observing other managers, including parents acting as managers of a family. Historically, there have been four distinct schools of management thought or approaches to management and they include the classical/traditional, the behavioralistic/humanistic, the quantitative or management science, and contingency approach. An understanding of those four schools of thought will help us to understand the principles that guide each of these managerial approaches.

In the early history of the United States, a cottage industry was prevalent where the family and business existed within the same building and where the craftsman both lived and worked. The manager/craftsman trained his sons to carry on the family business and the sons became his employees. Very little was known of employee/employer relations. As a result of the Industrial Revolution, industry switched from a unit production to a mechanized-mass production and from the cottage to the plant. This also meant hiring employees other than sons, a need for employee/employer relations, various research to increase profit, and a complete study of management. The classical/traditional approach began to include the following principles: a) focus on job research to find the one best way of doing each job, thorough time and motion studies; b) one-way communication and authority; c) the worker is only a tool to be replaced if he/she can't function; d) the worker only works for money and has no other needs; e) specialization and division of labor is necessary. The behavioralistic/humanistic approach evolved as a result of the Hawthorne studies by Elton Mayo. Mr. Mayo was researching the "one best" working condition for the work place. The American workers were ready to increase production when they felt that management cared about them as individuals and members of groups with
special needs. The principles of this approach include: a) focus on the worker and groups as the key to reaching objectives; b) two-way communication; c) participatory management; d) understanding the worker's needs and assisting the worker in satisfying those needs.

The quantitative or management science approach focused on management decision making through the use of computers, robotics, mathematical models, and flow-charts. This approach will be striving to replace the repetitive assembly line jobs with robotics machinery.

The contingency approach to management is a situational and systems way of increasing profits by focusing on each of the previous three approaches to management. Rather than linear thinking or tunnel vision, as in the first three approaches, this approach uses an open vision to manage.

Henri Fayol researched the manager's job and divided the task of a manager into what is now known as the functions of management: planning, organizing, directing and controlling. He also introduced management to situational thinking and wrote a set of principles which he felt would assist in the management process. Those principles include:

1. Division of work
Specialization belongs to the natural order of things. The object of division of work is to produce more and better output with the same effort. This is accomplished by reducing the number of objects to which attention and effort must be directed.

2. Authority and responsibility
Whenever authority is exerted, responsibility arises.

3. Discipline
Discipline implies obedience and respect for the agreements between the firm and its employees.

4. Unity of command
An employee should receive orders from one superior only.

5. Unity of Direction
Each group of activities having one objective should be unified under one plan and one head.

6. Subordination of individual interest to general interest
The interest of one employee or group of employees should not prevail over that of the company or broader organization.

7. Remuneration of Personnel
Workers must be given a fair wage.

8. Centralization
Authority must be centralized and delegated only upon need.

9. Scaled authority
A chain of command must be established within the organization. It is an error to depart needlessly from this line of authority.

10. Order
A place for everything and everything in its place.

11. Equity
Treating employees equitably and fairly.

12. Stability of tenure of personnel
High turnover breeds inefficiency. A mediocre manager who stays is infinitely preferable to an outstanding manager who comes and goes.
Winter Management Conference Preview!
The author will present an in-depth seminar on understanding and using the basic principles of business management in New Orleans on Feb. 14. For more information on attending, contact the National Arborist Association at 800-733-2622.

13. Initiative
Initiative involves thinking out a plan and insuring its success. This gives zeal and energy to an organization.

14. Esprit de corps
Togetherness is strength, and it comes from harmony among personnel.

These principles should still be studied, understood and debated today, but since they were formulated during the classical/traditional era, managers need to update these principles to reflect the changing organizations and environment. Over the past 50 years, the three categories of organizations have changed dramatically. Resources, laws, competition, customer needs, economics, etc., are changing at a very rapid pace and only those organizations that recognize the change, adapt to meet the change, and continually collect feedback will survive and prosper. All others have and will cease to exist.

Management in these adaptable organizations must also change to assist the organization in achieving goals. Therefore, I propose a new set of principles not to supplant but to augment Fayol's principles. These new principles, I feel, will assist the manager in the changed world of management.

In management, as in life, we are governed by a set of principles which guide our behavior. Life constantly changes, management is life. We are all managers. We manage ourselves, our families, our affairs, our resources, our staff, and our lives. We all need to recognize the importance of our resources and manage them with effectiveness and efficiency. The human resources, our fellow human beings, should be considered to be one of our most valuable resources. Time is also a valuable resource since we are given a set amount of it. How we spend our time and treat our fellow human beings should be the measurement of our success as a manager.

At the upcoming NAA Winter Management Conference in New Orleans, I will share with you and explain The New Twenty Principles of Management. I hope to see you in February.

Robert Ash is a professor at Rancho Santiago Community College in Orange, Calif. He is the principle for Ash & Associates specializing in employee and management training.
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Should I Buy a Chipper ... Aerial Lift ... Wood Processor?

Part 2: Time for the accountants

By Howard L. Eckel

Before you purchase equipment, certain questions need to be answered. The answers to these questions will help you determine whether that purchase ever pay for itself—and how. While the answers will vary somewhat depending upon your choice of new or used equipment, they are valid whether you are replacing an existing piece of machinery or expanding your business. Don’t buy equipment hoping to make money. Know the answers to these questions beforehand.

1. Can I afford it?
2. How much does it cost to maintain?
3. How will it influence profits?
4. Will I have to adjust my sales price?
5. Will I need more volume to support the cost?

These are all troublesome but important questions and concerns that require answers. In part 1 of this exploration process, we examined the role marketing plays. [See December 1997 TCI, p. 6.] In part 2, we will talk to the Accounting Department for some additional answers. They will have a few questions that did not concern marketing in part 1, but Accounting will help prepare us to make a knowledgeable decision.

Accountants can quantify every action or lack of action by a manager. They keep the score card. The purchase of a major piece of equipment can have a devastating effect on the score card, also known as profits, so it is best to involve the score keepers before a purchase. They can gauge the effect on anticipated operating profits and help us find the right answers.

An operations manager should be aware that there are certain accounting and tax standards which the accountants must follow.

These standards and codes
can have an adverse effect on cost accounting. This doesn’t need to happen if an operations manager understands equipment depreciation and the need for a Profit & Loss statement. Very few operations managers can make the correct day-to-day decisions required of them from financial data prepared for the Internal Revenue Service. An operational P & L statement is necessary.

Operations management should not be burdened with the problems or conditions with which the accountants have to deal. Decisions on pricing, and whether the equipment is for replacement or growth, are operations concerns. Management not only needs to determine its own destiny, but have input into the financial data being accumulated and used to measure these decisions and actions. In the case of equipment, the depreciation schedule is what matters. What depreciation is, how it is determined and the impact it can have on management decisions are sources of ongoing confusion in the industry.

I always think of depreciation as a bogus, funny-money number. If a major expenditure is made to purchase equipment (new or used), a “Depreciation Schedule” is set up. It doesn’t matter whether the chipper is paid for in full at the time of delivery or handled as a loan. The tax laws won’t allow business to deduct or write off the full principal payment in one year. Only the interest paid on the borrowed money can be deducted from our operating statement. The principal portion, or the real cost of the unit, must be spread over a number of years.

Tax regulations will have guidelines specifying the length of time the cost can be expensed on a P & L statement as depreciation. It is at this point that operations management needs to have input into some basic assumptions and decisions that are made for equipment depreciation. These decisions must be made before a particular unit is purchased. At no time should a tax code be the sole determinant in calculating depreciation on an operating P & L statement.

Accountants may say a new diesel-powered aerial lift costing $80,000 can be written off over five years for tax purposes. ($80,000 divided by five years equals $16,000 per year of depreciation for tax purposes.) But as an operations manager, you know that, with proper maintenance, the unit will last seven years before repairs become a costly problem. Therefore for cost purposes, which can affect pricing decisions, the operation’s P & L statement should use seven years as the first life to compute depreciation. ($80,000 divided by seven years equals $11,429.) This reduces the depreciation cost base by more than 28 percent per year.

Why is this important? Because how depreciation is set up will affect pricing as well as operating profits. Conversely, if a piece of equipment wears out in three years, that is the num-
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number to use—even if the tax codes say you can stretch it over more years. The worst of both worlds would be worn-out equipment still carrying depre-
ciation and experiencing high repair costs. Equipment working within its realistic first life will have operational integrity and rack up billable hours. If it is always down for repairs, it can’t generate revenues. Have a look at the equipment of a major line-clearing contractor in your area. It always looks new and is in good working order, since they can’t bill repairs either.

I can’t stress enough that equipment integrity is the key to profitability. Making the correct first-life decision determines profits and influences your hourly sales price and required sales volume.

The accountants will want to know if you are planning to purchase used equipment. There is nothing inherently wrong with used equipment—as long as it has operational integrity and will fulfill your production requirements. To guarantee this as far as possible, the unit should be totally reconditioned at the time of purchase. Depending on miles and wear, repaint the entire unit, replace the tires, worn engine or engine parts, transmission and differential parts, glass, upholstery, etc. If all of this is done at the time of purchase—rather than piecemeal as parts wear out—the cost for refurbishing can be capitalized and depreciated.

While this method costs more at first, it is a better course of action. You reduce downtime and repair expense by building integrity into equipment at the time of purchase, which insures the ability to bill more hours. Plus, it contributes to cash flow.

Most businesses finance the cost of major equipment purchases with bank loans. Tax regulations only allow the interest part of the loan to be expensed. The principal repayment must come from cash flow. Cash flow from an operation manager’s point of view net and after-tax profit and depreciation added together. Cash flow is what is available to pay down debt.

Hours

The number of hours a unit is billed is the key to making equipment profitable and achieving a competitive sales rate. The accountants will want to know how many billable hours can be anticipated each year for each piece of equipment. In the case of the aerial lift, there will be problems if you only bill 1,300 hours a year—even if you spread the depreciation life over seven years
Maintenance and operating expense

Even without an actual cost track record, it is still possible to determine yearly maintenance and operating costs on a new unit: double the dollar amount set up for depreciation. In other words, determine yearly depreciation based on its operational life, then double that to cover the other costs of repair, maintenance, fuel, oil, license and insurance. This method will work over the life of the unit or until you start tracking costs and develop an actual cost history. For our aerial lift, this formula will yield depreciation of $11,429, doubled, for a total yearly cost of $22,858.

Before depreciation schedules are set, management needs a user-friendly operations P & L statement. For a good model, see the one detailed in the National Arborist Association’s Management Guides.

An operationally friendly P & L statement enables management to make any number of smart financial decisions. In the case of depreciation, accounting can reconcile any depreciation differences with the tax codes at the bottom of the P & L statement, thus turning it into a final General Statement form.

Before a purchase is made, you will need to know the dollar amount in additional sales required to pay for that purchase. A recap of the NAA’s model Profit & Loss statements will provide the answer.

Let’s assume it is late November and you forecast out the end of the year as follows:

**YEAR-END FORECAST**

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- **Billing hours:** 10,512 hours for 6 people = 1,752 billing hours per person.
- **Estimated sales:** $609,943 divided by 10,512 hours = $58.00 per hour.

**Expense:**

- Direct (Production): $397,823 (65% of sales) = $37.84 per hour
- Sales & Administration: $151,150 (25% of sales) = $14.38 per hour

**Total Expense:** $548,973 (90% of sales) = $52.22 per hour

**Gross Operating Profit:** $60,970 (10% of sales) = $5.80 per hour

With our aerial lift, depreciation, maintenance and operating costs total $22,858. This cost, when added to the expense section of the P & L state-
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tment, will increase that section’s total to $420,681 or 69 percent of sales, up from a desired 65 percent. This 4 percent increase in costs will reduce operating profits down to 6 percent, which represents a whopping 40 percent reduction in profits.

To maintain a 10 percent operating profit—with all other costs remaining the same—direct-production expenses must be held to no more than 65 percent of sales. To achieve this, additional sales are needed. To determine what level of sales are needed, divide $420,681 by 65 percent which equals $647,200 total sales needed. Thus, we would need $37,258 of additional sales over our original volume of $609,403 to cover the yearly cost of the aerial lift.

Note: To determine the impact on profits for replacement equipment, subtract the old unit’s operating costs from a new unit’s anticipated costs.

If your billing rate is already as high as the market will stand, additional revenues will have to come from new sales. To determine how many additional hours must be billed, divide the additional new sales needed ($37,258) by the existing sales rate of $58 per hour to arrive at 642 additional billable hours.

Without adding new people to production, the existing six people would have to be billed at an additional 107 hours a year each. That is only 6 percent more than the original 1,752 hours.

While additional equipment may create more efficiency within a set bid price, competition always comes along and erodes that margin. By using hours, which are hard facts, the cost impact of new or replacement equipment can be realistically determined. The right decisions can then be made before the score keepers tally the results.

Howard L. Eckel retired as executive vice president of The Davey Tree Expert Company. He is principal of Howard L. Eckel & Associates, business consultants to the green industry.

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Consumers can access information about Shindaiwa dealers near them by punching in their zip code.

A brief background on the company in the “About Us” section walks you through the company’s history and gives reasons why their products are rated so high. This page also explains Shindaiwa’s two-cycle tool philosophy. A “Spotlight” section on the home page offers late-breaking product news, market information, seasonal maintenance suggestions and hot tool-use tips. Current focus is on the Power Broom, a multipurpose sweeping and clean-up tool for landscape and construction applications.

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The National Arborist Association (NAA) is pleased to report TCI EXPO '97 Trade Show & Conference was a resounding success. We extend a heartfelt “thank you” to residential tree care company owners, presidents of commercial tree care firms, city foresters, landscape contractors and superintendents of parks and golf courses for our making TCI EXPO '97 the success that it was.

More than 2,525 professional arborists from around the world attended the show in Columbus, Ohio. This represents a forty percent gain over last year’s attendance in Charlotte, N.C. According to Barry Cullen, NAA’s executive director, “TCI EXPO ’97 was an impressive show, and attendance in Columbus exceeded anyone’s goal of increasing the level of arborist buying power. Exhibitors and attendees exchanged more four million dollars in just three days. That number does not include sales tallies from 30 percent of exhibitors who didn’t answer the survey, which means the actual total was significantly higher.”

The 13 educational seminars, as well as the live tree care demonstrations, provided the most well-rounded educational programming yet. Several attendees remarked to NAA staff that the programs were well worth the time invested. And seminar registration numbers clearly indicate that the topics—ranging from tree planting and insect pest management to human resources and how to increase profits—were right on target.
High school students chat with NAA Director Mark Tobin (center) as part of Career Days.

Truly, if you miss any one of these sessions, you've missed a great deal.

One-hundred and sixty-one exhibitors—largely manufacturers and distributors—created the largest trade show under one roof. According to a post-EXPO survey, more than 97 percent of exhibitors felt their company goals were accomplished by exhibiting at TCI EXPO '97.

Planning for TCI EXPO '98, to be held in Baltimore, Md., on November 5 - 7, is already underway. This year's event represents another exciting challenge with 94 percent of the expanded exhibit space already committed. In addition to more 90 percent of last year's exhibitors committing to exhibit, there are already 12 new exhibitors signed up. They are no doubt anxious to join in the marketing of their equipment, supplies or services.

Many good suggestions to improve TCI EXPO '98 were received from attendees and exhibitors. The NAA staff is currently completing the details to produce an even better trade show and seminar package. Any suggestions are gladly welcomed. If you'd like advance registration information, please call 800-733-2622. After all is said and done, TCI EXPO is a hands-on experience. EXPO is your arborist trade show and conference program!

Chris Brown is director of communications for National Arborist Association.
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Arboriculture Nearly Ruined My Life

By Donald F. Blair

I'm Don. I am an arborist. Last December I told my family I would go into treatment when the new year began. I have been an arborist for nearly 30 years. My father was an arborist for 73 years. As an arborist, I have climbed trees all over the world and pruned representatives of nearly all North American species. I realized I had a problem but believed I could stop whenever I wanted. In the years I was out of control, I pruned, cabled, removed, fertilized and diagnosed trees. I did consultations for money.

To help me touch more trees, I hired men and women to perform acts of arboriculture for my “clients.” Shamelessly, we performed these acts for money in heavily forested public parks, on school grounds, roadside rest areas and at private residences of wealthy businessmen, lawyers and public figures. I borrowed to purchase chippers, aerial lifts, computers and chain saws, but was never satisfied. I lost the trust of my family and friends. It finally affected my health because of worries over my finances and turmoil at home.

I heard about Trade Associations and Professionals Societies earlier this year and decided they could be the answer for me. Just being with people who had the same problem made me feel better. Now I know that arborists like me have a sickness. It’s something we can overcome, but we need a lot of help. I have found my help at NAA and ISA.

Things are slowly beginning to turn around. Thanks to the NAA Winter Management Conference, my finances are becoming manageable for the first time in years, I can now sleep at night, and my blood pressure is under control. I realize I will always have to be on my guard and will have to work hard to regain the respect of the people I love. I am now ISA Certified and am following the EHAP Program and Tailgate Safety Program one day at a time. It is very challenging, but I have put my trust in a Higher Power, and I am sure I will succeed. Here is a quiz to suggest you might be a compulsive arborist:

1. Have you ever lost time from golf, hunting, fishing or gambling, due to arboriculture?
2. Have you ever performed an act of arboriculture to get money to pay debts or otherwise solve financial difficulties?
3. Have you ever felt remorse after a removal?
4. Do you keep a full set of climbing gear in your car, just in case?
5. Have you ever borrowed to finance your arboriculture?
6. Have you been an arborist longer than you planned?
7. Would you rather attend an arborist meeting than a professional wrestling match?
8. Has arboriculture ever made your home life unhappy?
9. Have you ever performed an act of arboriculture to escape worry or trouble?
10. Have you ever spent money on arboriculture and lied to your wife about it, telling her you were just keeping that brand-new Hobbs Lowering Device she found hidden in the garage behind the lawn furniture “for a friend?”
11. Do you keep a copy of Shigo’s Tree Biology hidden in the woodshed?
12. Have you ever had an urge to celebrate any good fortune by a few hours of pruning to A300 Standards?
13. Do you keep copies of TCI or Arborist News in your desk?
14. Do you own more than three chainsaws?
15. Are you desperate for “just one more” CEU?

Most compulsive arborists will answer yes to more than half of these questions. Remember, this is a hidden compulsion, not like drugs or alcohol, where the symptoms are visible. To get help contact your Trade Association of Professional Society. You are not alone, they are there to help you.

Donald F. Blair, sole proprietor of the Sierra Moreno Mercantile Company, was inspired to loosely adapt this article to the traditional 12-step meeting format.
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