When You Add Up The Score...

THE ASPLUNDH EEGER BEEVER
MODEL 290
Leads the League!

Take a look at this year's MVC — the Asplundh Eeger Beever Model 290. It's packed with the kind of features that will put you in the Hall of Fame.

Just compare the stats and see what a grand slam the 290 is!

- Loads of extra bases — The Eeger Beever's safe, frame-mounted gas tank can be filled all the way to the top — some can't.
- He slides... he's safe — The Eeger Beever's sliding access panel-type disc housing won't expose a turning disc like a hinged hood, plus it will continue to run quietly season after season.
- No balks — a full 2" x 6" steel tube frame with a 3" x 6" center beam has the strength and stability a 2" x 4" frame can't match.
- Back-to-back hits — The Eeger Beever's staggered knife design needs less horsepower and torque to do the same work as conventional single-knife style chippers.
- Great arm — The Eeger Beever 290 has the easy-to-service, easy-to-adjust, reliable yoke arm instead of the troublesome slide box design.
- Powerhouse performance — Shaft-driven 6 gpm hydraulic pump needs no relief like smaller, belt-driven pumps.
- The Model 290 now swings a bigger bat — The new feed wheels have been lengthened to a full 18 inches.

So before you draft a new player for your team, get the full stats on this year's Most Valuable Chipper — the Asplundh Eeger Beever Model 290.

Call the Chipper Hotline — 1-800-331-1038

This season, see what your Asplundh Dealer can do for you.

Leasing packages available. Call for a quote.

ASPLUNDH MANUFACTURING
100 Asplundh Avenue
Creedmoor, North Carolina 27522
Phone: (919) 528-2535.
CONTENTS

Features

4  TREE CARE IN THE 21ST CENTURY
   A preview by Dr. Alex Shigo.

18 SUCCESS IN COMMERCIAL ARBORICULTURE
   An interview with Walter Money.

28 PROFESSIONALISM
   What is it? How do you acquire it? How do you keep it?

Departments

2  OUTLOOK

10 INDUSTRY INPUT

12 MANAGEMENT EXCHANGE

26 WASHINGTON IN REVIEW

34 LABOR AND LAW UPDATE

36 CLASSIFIED

37 INDUSTRY ALMANAC

38 CUTTING EDGE

40 FROM THE FIELD

COVER PHOTO:

Wagner Park, Manchester, New Hampshire.
Photo by NAA Staff.
The start of this new decade brings an abundance of opportunities for the tree care industry to move into public focus.

We are entering a new era of awareness and concern about the environment in general and trees in particular, and the role of the arborist will become even more significant.

President Bush has proposed an “America the Beautiful” program calling for $175 million to plant and care for trees, and other legislation has been introduced in Congress for similar measures. As a result of these and other efforts, thousands of trees will be planted in rural and urban areas.

But what about mature trees? We know their value as air filters, oxygen producers and natural air conditioners. Consideration must be given to their care and maintenance, as well. This is where arborists have the chance to become more prominent.

There are 14,000 tree service firms in the United States and more than 100,000 workers in the field. If arborists are going to be an integral part of the environmental movement that is gaining so much momentum, they must project their image beyond their circle of peers and existing customers.

That’s where Tree Care Industry comes in—providing the best possible information to help make that happen. This premier issue of TCI includes technology for the future, highlights the business acumen of a successful arborist and presents examples of professionalism in the industry.

The goal of this issue and future issues is to present an overview of all levels of the industry and to help it grow to its fullest potential. With that growth will come the recognition arborists so fully deserve.

Robert Felix, Publisher
Southco Industries, Inc. - Forestry Truck Packages

A complete line of Chipper Bodies and Chassis Cabs

Model "B"

Model S-14 / S-12

Model MP-12

Model PC-11

SOUTHCO INDUSTRIES, INC. 1840 E. DIXON BLVD. SHELBY, NC 28150 1-800-331-7655
"Know the tree and the treatments are easy." This is the premise of *Modern Arboriculture*, a new book from Dr. Alex Shigo.

Few people know trees and arborists better. Alex Shigo was a chief scientist and Project Leader in the U.S. Forest Service for 25 years. He has dissected over 15,000 trees with a chain saw. He authored 270 research publications and numerous books on the care of trees. Recently, he formed Shigo & Trees, Associates to devote his full energies to writing, traveling, studying trees and helping arborists.

In the next few pages, Dr. Shigo offers us a glimpse at the critical facts and far-reaching philosophy presented in *Modern Arboriculture*.

Modern arboriculture demands a new attitude about trees and the environment. It demands that you understand the webwork that connects all parts of the Grand Living System. People who can grasp this view will not only help our world, but they will make a great deal of honest money.

Why is it so very difficult to make the point that we must understand the tree system that makes our livelihood possible? I believe the major problem worldwide is the poor understanding of trees and their associates. I believe that if I can give arborists better information on trees and their associates, the arborists will be the first to work out the best treatments for the trees. I believe that old arboriculture and old textbooks insult arborists. I want to change that. I want to give you a second chance to learn how living systems work.

I have always had respect for the people who work with trees. It is very hard work to climb, prune, and to do the many other jobs necessary to help trees. I know; I worked with a heavy chain saw for 25 years. Tree workers have educated me in many ways. Now it is my turn to help them.

My book *Modern Arboriculture* is about new and better ways to care for trees and their associates. It is about the tree system: how it grows, how it defends itself and how it eventually dies.

The tree system and energy

The tree and its associates comprise a system. A system is an orderly collection of parts and processes designed to produce a predetermined product or service: your body, your car, your business. Although very different, they all have some similarities. They all require fuel—gasoline, oil, sugar, money.

Energy is needed to maintain the order of a system. When fuel begins to decrease, order begins to turn to disorder. The system will begin to wobble. This is stress. When wobble continues and something breaks, that is strain.

Energy is the force that moves matter. Energy can be in a potential state—your car battery—or in a kinetic state—your gasoline tank. In your business you have money ready to use, and money in savings—kinetic and potential energy. In your body you have stored energy and ready energy. Trees also have stored or potential energy—fats, oils, starch—and ready energy—sugars. Fertilizers do not supply energy; they always take energy first.

Knowing how the system works will give you the best opportunity to know how to work on it.

The “Demons of D”

Your body, car, and business and the tree are constantly threatened by the “Demons of D.” Think about it. Almost all the harmful words start with D: death, disease, decomposition, depletion, degradation, decay, disaster, deterioration, decline. The list goes on. The Demons of D wait for something to happen to the fuel lines. When the system begins to wobble, the demons attack.

The Demons of D can cause death in three major ways: Depletion of energy—infection, starvation; Dys-
NEW BUSINESS OPPORTUNITIES.

Looking for a new profit center for your existing arbor business? Or, to start up a new business without major up-front costs?

Choose from a complete lineup of high-production, low-cost entrepreneurial tools that, very often, can return your investment in just a few months. **Lawn Plows** that install underground services for irrigation, electrical lighting and a wide variety of utility services. **Brush Chippers** that handle residential, commercial or big-volume cleanup jobs. **Stump Cutters** built to handle a regular diet of small residential or large commercial contract work. Or, high-profit **Tree Spades** that turn empty lots into instant shade by moving forests of trees for satisfied customers. Interested? Call toll-free today.

Vermeer Manufacturing Co.
New Sharon Road
Pella, Iowa 50219 U.S.A.
800-829-0051
In Iowa (515) 628-3141

Ask us about our Full-year parts warranty.

**Vermeer**
The Quality Shines Through...
Pruning: Flush Cuts and Correct Cuts

Two branches of the same size removed at the same time (H, heartwood; S, sapwood). The flush cut (1) had large ribs of woundwood (W) and a large column of rot (R). No rot developed after the correct cut (2)—a ring of woundwood (D) formed and the tree was able to successfully compartmentalize its wound.

Frost Crack Formation

Frost cracks usually start when trees are wounded (1 & 2). As woundwood curls inward (arrow), internal radial cracks may form (4, 5, 6). The primary crack (P) may not close. The secondary cracks (S) may break to the surface when there are sudden temperature changes (6 & 7).
function of parts and processes; and Disruption to a point of no return.

**Depletion brings stress**

Stress is a reversible condition. It starts when reserves are decreased and a system begins to operate near the limits for which it was designed. The system begins to wobble. And when it wobbles, treatments must help to restore reserve energy or potential energy. When a system wobbles, treatments should not stimulate the wobble to go faster. So how does this relate to trees? When trees are stressed—operating near the limits for which they are designed—treatment should help to regain order. Treatments should not increase disorder.

After construction injury or after transplantation, reserve energy decreases. The call for more fuel triggers the growth of dormant buds. Many sprouts form. What should you do? Just as important, what should you not do? Do not increase the wobble. Do not increase growth. Do not add high amounts of nitrogen. Do provide adequate water, and give the tree a shower.

How do you give the tree a shower? Easy. You remove the dead and dirty wood. You help the tree shed its "dirty" parts. This goes on normally in the natural forest. Deadwood removal is a health treatment. Deadwood removal takes away the home sites for the pathogens. Deadwood removal also takes away the food source of the pathogens. Deadwood is cellulose, and cellulose is sugar—long chains of glucose. We cannot digest the long chains of glucose, but the pathogens can. They cleave to the cellulose with their enzymes—chemical keys that allow processes to proceed at lower temperatures—and use the glucose for their growth. Then the well-fed pathogens reproduce, and they exert a strong force against the protection boundaries within the branch collar.

If the tree is low on energy reserves, and the pathogens are high on fuel, the pathogens will spread rapidly beyond the boundaries. Now the tree must form new boundaries. Where will the "money" come from for this defense? If the money—fuel—is not there, the pathogens will continue to spread inward. Remember, boundaries resist—not stop—pathogens. When the tree system is low on fuel, weak boundaries or no boundaries form. This is the time pathogens spread rapidly. Again, this is the time for a good tree shower. It is the time to remove dead and dying wood. It is time to help the tree shed old and dirty parts. It is not the time to remove living wood. It is not the time to stimulate rapid growth. When wobble decreases, and when the tree regains some of its reserve energy, then and only then, I believe, some fertilization may be beneficial.

**Dysfunction**

Anything that lives will age or wear out, especially if some parts or processes have some flaws. Trees that have poor form or trees that are weak compartmentalizers should never leave the nursery. But they do—in great numbers. Then the problems start.

Trees with included bark will have problems. Many trees actually wound themselves as dead spots develop between the branch and the trunk. When the dead spot is on the southwest side of the tree, and the heat of the sun is high, a crack or long dead area on the trunk will form. When sudden cold occurs, a so-called frost crack develops.

The sun and cold are important as triggers for the cracks and dead spots. However, the "gun" must be loaded and cocked by a wound, a dead or injured root, an incomplete graft union, a flush cut, a topping cut, or a dead spot from included bark.

Included bark may form between two codominant stems, also. Trees with this type of poor form felt the brunt of Hurricane Hugo's power a short time ago in North Carolina and South Carolina.

Geneticists have shown that compartmentalization is under genetic control in the many species they studied. We know how to select tough trees that are strong compartmentalizers. This is not a great triumph for research, however, because no nursery seems to be interested. Indeed, we have some problems, such as money problems and fear-of-change problems. In Europe,
good nurseries have cull piles where they discard poor stock. Cull piles are rare in American nurseries.

**Disruption**

When a system is hit so hard and the pieces are so injured that they cannot be put back together, then the system tilts—dies. It is like stepping off a curb in London while looking to the left for the traffic.

You cannot grow faster than the amount of energy—fuel, money, sugar—available for your growth. In business you can get loans, but there comes a time when you must pay up. A major cause of business failure is the poor understanding of cash flow: where the money comes from, what it does or should do, and where and when it should go. It's not easy. Yet, with our plastic-card life, it appears easy. However, as I said, there does come a time when you must pay up. And when you cannot pay up, the system goes from stress to strain. So it is with trees.

Fertilizers are like loans. They will make the system go faster and get bigger. Like loans, they cost to receive. If you can profit from the loan and pay back the debt, all is fine. If not, the system tilts. Then somebody else takes over your system. So it is with trees.

Every action has an up-front cost. Think about it. The new truck you bought with a loan will help your business. However, it will not return its costs for several years. The truck is essential to your business. Elements supplied by fertilizers are essential also. If all goes well, truck and fertilizers will help.

**Trees as generating systems**

As animals, we are regenerating systems. We restore, regenerate, repair and replace parts of our cells and the cells themselves over 270 billion times in a lifetime. Trees put new parts in new places. Trees are bound by their genetic code to increase their mass.

When animals are injured or infected, they restore the injured or infected parts in the same spatial position. The usual process of restoration is increased after injury and infection. We call this survival process healing.

Trees are highly compartmented systems. However, when trees are injured and infected, they respond by...
increasing the rate of compartmentalization. This is called compartmentalization, which is to trees as healing is to animals.

**Phenology**

Timing of natural processes is called phenology. We need to know when a tree wakes up; when it gets dressed—leaves and needles; when it gets something to eat—high photosynthetic period; when it goes to work to produce wood and bark and to put some money in the bank; and when it goes to sleep. There are five major phenological periods in the annual cycle of a tree. There are times when the tree is tough and times when the tree is not so tough.

The potential pathogens also have five major phenological periods. There are times when they wake up, when they eat, when they have babies, when the babies go to new places to eat and live, and when they rest.

**Diagnose, treat, assess**

In the end I believe we must use the wheel already developed by the medical profession. Doctors began by understanding the body: its parts and processes. We must do the same.

Then we must understand diagnosis. What do we have and what do we want? Then we must treat the tree. We must understand the tree and the treatment. What does the treatment do to the patient?

We must look for the results, and we must assess or analyze the results. Did we get what we wanted or did we make the tree worse?

When we do not get what we want, we must reassess our diagnosis and our treatments. Then, we try again. When we do get something that works we should share it with others. This is professionalism.

**The modern arborist**

I see the modern arborist as a person who will work with nursery people, landscape architects, developers, and others concerned about our environment. The modern arborist must be a multi-skilled person who can make broad recommendations for our environment. The modern arborists must know the right trees for the right sites.

I see modern arborists working more with young trees and training them to be healthy, safe and attractive. Modern arborists will have computer printouts of their projects. They will make repeat calls. They will use their minds as well as their muscles. They will be responsible for trees from the backyard out to the commercial forests. It is happening now.

The concept of Modern Arboriculture is not new. It is leaning on the concept of modern medicine, and benefiting from its success.

Fear of learning is one of our major problems, but those who change will only help trees.

---

**Attention Arborists**

Give your employees the technical training they need. Send them to:

**The Stockbridge School at the University of Massachusetts at Amherst**

**Stockbridge School Arboriculture Program**

**Course of Study**

**First Semester**

AR PK 501 Principles of Arboriculture I
ENVDES 355 Plant Materials I
PLS0IL 301 Introductory Botany
PLS0IL 105A Soils

**Second Semester**

AR PK 502 Principles of Arboriculture II
AR PK 504 Seminar in Arboriculture
ENT 504 Insect & Related Forms
LD 12 Landscape Drafting
LS&R 193C Microcomputer Applications
LS&R Elective

Professor Dennis Ryan
108 Hills North
University of Massachusetts
Amherst, MA 01003
(413)545-2255

**March through August**

AR PK 589 Cooperative Work Training

**Third Semester**

AR PK 507 Private Tree Business
ENGL 301 English Composition
ENT 505 Economic Entomology
MATH 011 Elementary Algebra
PLPATH 303 Shade Tree Diseases
PLS0IL 355 Introductory Turf Management

**Fourth Semester**

AR PK 508 Utilities & Municipal Arboriculture
FOREST 301 Forest Land Management
A&REC 514 Personnel Management
PLS0IL 304A Orchard Pruning
PLS0IL 360 Nursery Management

---

**Editor's Note:** Modern Arboriculture contains many subjects you would not expect to find in a textbook, things like class projects, individual projects and short subjects. Dr. Shigo details 30 class projects that he uses in his 3 1/2 day workshops. Thirty individual projects outline ways to get involved with the working world of trees. Short subjects include some that never seem to get taught—communications, newsletters, reports, legal work, difficult customers, displays, giving a talk, consulting and more.
Dear TCI Readers:

We hope you enjoy your first issue of TCI Magazine. It is our intent to discuss meaningful issues, even when they are controversial.

We created “Industry Input” to be your forum, your soap box. We want you to write and express your feelings and ideas. By doing this, you will be helping to guide TCI in a direction that benefits everyone. Each month, this section of the magazine will be reserved for your thoughts.

At the NAA, our motto is, “Service is our business, quality performance is our goal.” This commitment to excellence holds true for TCI. We look forward to hearing from you and sharing your ideas for TCI.

Peter Gerstenberger,
Editor

Over Twenty Five Years Experience in the Arborist Field

Featuring a Full Line of Arborist Supplies and Equipment

- Logging Tools
- Pesticides
- Hand Saws
- Power Saws
- Safety Apparel
- Ropes
- Pruning Equipment
- Sprayers
- Cabling Supplies
- Water Soluble Fertilizer
- Chippers
- Tree Inject Supplies
- Climbing Equipment

New England Arborware, Inc.
10 sibley road, weston, ma 02193
toll free 1-800-447-7338
in ma 617-647-9660 fax 617-647-4025

GREEN GUARDIAN

IPM SOFTWARE FOR TREE CARE
SAVE TIME AND MONEY

- Maintains Plant Problem and Treatment Records
- Tracks Plant Vitality and Health
- Maintains Pesticide Use Records
- Tracks Soil Conditions and Nutrient Levels
- Hand-Held Field Computer Is Optional

EASY-TO-READ CLIENT REPORTS

Carpenter-Costin - (617) 598-1924
Environmental Consultants, Inc. - (215) 322-4040

Classified Ads in TCI Get Results!

Tree Care Industry reaches almost 16,000 Arborists, so your classified will get action! The cost is $40/column inch. Call (603) 673-8952 for more information.

1978 Brigadier Tandem, 238 Det, 5 spd, 4 spd Aux National 656 10 Ton Crane, 66' hook height, $34,500.

30 Boom Trucks

40 Bucket Trucks

10 Digger Derricks

5 Production Diggers

1981 Ford 171/2 Ton Crane, 85' plus 65' "Jib", 3208 Cat, engine T/A, 13 spd trans, 56,000 G.V.W., 16' body, $89,500.

1987 Ford, 6.6 Detroit diesel eng. 5 spd, 2 spd, 27,500 G.V.W. only 20,000 miles, 10 Ton National Crane, 66' hook height, $52,000.

1980 Int'l, V8, 5 spd, 2 spd, ROTCHO 11 Ton, 65' Boom +14 Jib, $39,500.


Telsta T406's, SU34's, from $11,000.

1973 Ford F6000 with Holan 46' bucket, $5,500. (5) Other cheap bodies in stock.


1979 Ford with Teco 55' Bucket, $28,000; (10) Bucket trucks with utility bodies.

1977 GMC, V8 gas eng., 5 spd trans, utility body, w/D900 Altec Digger Derrick, 3rd ext. hyd, 42' hook height, $16,000. (8) Other Digger Derricks from $9,500.

(3) 1977 Int'l with Aerolift, 25' Tow & bed winch, $17,000 ea.; (2) Others available, $11,000 each.

Rayco Stump Cutters.

(3) 1977 Int'l with Aerolift, 25' Tow & bed winch, $17,000 ea.; (2) Others available, $11,000 each.

1979 Ford LNT 9000, 238 Detroit, 10 spd, 51,000 G.V.W. IMCO 1331 WB wall board machine.

(3) Model PMHCSS, 16,000# Knuckleboom, $10,500 each. (100) Other Knuckleboom trucks in stock.

(15) 1 Ton Buckets in stock, Versa-Lifts, Duralift, Telsta.

1977 Army 6x6 with Sterling Marauder 24 Dig Depth $24,500; 6x6 w/Sterling CT-7 10' depth, $14,500; Ford with Williams 10' depth, $11,500.

New & Used Brush Chippers, Drum & Disc, Asplundh, Morbark Stump Grinders, Tree Sprayers, etc.

Rayco's Hydra Grassers, 1,000 gal, 1,500 gal & 3,000 gal in stock. Prices start at $17,500 with hose reel.

OPDYKE INC. Truck & Equipment Sale
3123 Bethlehem Pike
Hatfield, PA 19440 (Phila. Area)
Sound business management is built upon the same principles in all business environments from "boom" to "bust." Recently certain tabloids reported that business in the Northeast is experiencing a downturn, an upturn in the Midwest and Texas, and humming along as usual in California. The following five business management strategies are useful in all business environments.

**Principle 1.** Provide excellent customer service. Excellent customer service in a booming economy will set your company apart from those companies who are cutting service corners in order to tap more customers from a seemingly endless stream. While you may provide quality service to fewer customers, your customers will enhance your marketing efforts by recommending your firm to others and remain loyal to your company. The customers who received and continue to receive quality service will continue to be good customers and market for you, even through economic slowdown periods. Providing excellent customer service serves a company well in all business climates.

**Principle 2.** Manage accounts receivable. Accounts receivable are the primary source of cash for most businesses. The more timely the collection of accounts receivable, the more cash a company will have on hand to purchase equipment, labor, etc., to respond to an economic "boom" period. In a slowing economic climate, timely collection of accounts receivable will provide cash to pay for equipment payments, salary, overhead costs, etc. According to a survey by I.C. Systems, a national collection agency:

<table>
<thead>
<tr>
<th>Age of Receivables</th>
<th>% Uncollectible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 60 days</td>
<td>10%</td>
</tr>
<tr>
<td>Over 6 months</td>
<td>33% to 67%</td>
</tr>
<tr>
<td>Over 1 year</td>
<td>55% to 78%</td>
</tr>
</tbody>
</table>

**Principle 3.** Communicate with your banker. Open communication about how your company is doing is of primary importance to your banker. (Hint: If you do not presently have a banker, now is the time to acquire one.) Bankers, generally a conservative group, like to be informed about the status of businesses to which they have granted loans or are asked to grant loans. Keep in touch with your banker regularly by sending financial reports or just a note on how business is going. If you think it will be difficult to repay a loan, let him be the first to know. Before you call, assess your cash flow and be able to propose an alternative repayment plan. Listen carefully to your banker's suggestions.

**Principle 4.** Incorporate. Statistics indicate that about 30 percent of businesses operate without the protection of incorporation. Creditors and legal claims against your company can reach into all your personal assets if you are not incorporated. Initial incorporation fees vary from $500 to $1000. Your accountant will probably charge between $200 and $400 to file yearly corporate tax returns. You might consider incorporation a form of insurance. You probably insure your home and other assets against fire, theft, etc., so it is wise to shield your personal assets from creditors and legal claims resulting from company business.

**Principle 5.** Plan for the next "boom" or "bust." Historically, we know that neither period lasts forever, so plan to employ good management practices that will serve you and your firm well in any economic climate.

Each of these principles is a step toward sound business management. Implement one at a time as your schedule permits, starting with the easiest.
NAMES TO KNOW
WHEN YOU’RE IN THE
THICK OF IT

You always get a good day’s work
from rugged Wood/Chuck chippers. Call
today. Check the specs. Everything
starting with the 6-inch unitized heavy-
duty frames to the chip-resistant paint
finish tells you your Wood/Chuck is built
to last, designed to perform.

Ask about Wood/Chuck 12- and 16-
inch four-blade drum chippers. Recent
design enhancements provide better
day-after-day performance than ever
before. The Hy/Roller hydraulic roller disc
chipper chews up material up to 12
inches in diameter. Quiet, safe, reliable
operation is just one of many features
you’ll like about the Hy/Roller.

Improving on-the-job efficiency is
always in reach with the SkyRider Model
A-50. With a 56 ft. working height
and 284° articulation on the upper
boom, SkyRider helps make easy work
of tough jobs.

SkyRider provides smooth, continuous,
safe motion throughout the operating
range of the boom. That’s made possible
by a heavy-duty 360° ball bearing
turntable and gear reduction unit.

High-efficiency design features provide
the advantages of simple operation,
safety, and economy. Call for detailed
specifications and to discuss your
specific needs.

Call today to receive your free Safety
Test equipment catalog. For more than
40 years treemen, linemen, electricians,
and industrial workers have used Safety
Test equipment to do their jobs better
and more safely. Each harness, each belt,
each piece of equipment is designed and
manufactured using high quality materials
proven to provide the reliability, safety,
and comfort so important on the job.

In addition, Safety Test operates an
electrical protective equipment testing
laboratory, accredited by the National
Association of Independent Laboratories
(NAIL).

These three companies are affiliated through D.A. Beam Enterprises.
Tall ones.  

Short ones.
Nothing's worse than slimy worms crawling on your shrubs, ugly beetles munching on your pines and nasty borers blemishing your birches. That's why you need new PAGEANT* DF in your tank. Any other insecticide has to settle for first runner-up. PAGEANT DF is the only tree and shrub insecticide that gives you the active ingredient chlorpyrifos in a dry, flowable formulation. Its long residual keeps protecting the beauty of trees and shrubs long after other insecticides have left the scene. And studies show that chlorpyrifos is gentle to both applicator and environment.

What's even more attractive is its broad spectrum of control. You can control everything from beetles to borers to worms—all with a single insecticide.

Since it's a dry, flowable formulation, PAGEANT DF also has minimal odor and less chance of phytotoxicity. Plus, it goes into solution beautifully—no more clogged nozzles, or undissolved clumps. Your applicators can mix without dust. And without the splashing caused by liquid insecticides.

So much talent in such a beautiful package. Almost seems unfair. PAGEANT DF not only works better than the competition, it also looks better. But that cube-shaped container offers more than good looks—it's specially designed for easier handling and disposal.

Each container holds five full pounds of insecticide. At a mixing ratio of 1-2 pounds per 100 gallons of water, PAGEANT DF is ideally packaged for larger spray tanks.

Why not judge for yourself how well PAGEANT DF protects the beauty of trees and shrubs? Then send a clear message to the insecticide you're presently using: hand over the crown. To find out more, call 1-800-373-2DOW.

Trademark of The Dow Chemical Company.
The Best Tool In The Tree Care Industry

Everything you need to get the job done right.

☑ Provides Arborist Training Program
☑ Represents The Tree Care Industry
   In Washington
☑ Supplies Safety Programs
☑ Offers Management Services
☑ Simplifies Government Regulations
☑ Increases Productivity, Efficiency, & Profitability

PROGRAMS AVAILABLE TO ALL

You Belong In The N.A.A.

Mail in the application form below along with your payment right away!
Start getting the benefits of N.A.A. membership. For more information call 1-800-REF-2-NAA.

Special Offer

Join now for $175 for the remainder of 1990, and receive 2 video cassettes on pruning FREE!
Your annual dues in 1991 will be based on your firm's gross sales for 1990.
Offer good until August 31, 1990.

Membership available to commercial Tree Service Firms only.

__ Yes, I want to belong and take advantage of the "SPECIAL INVITATION"!
Enclosed is my check for $175 for dues through 1990!

Name __________________________ Company __________________________
Street __________________________
City __________________________ State ______ Zip __________
Phone (_____) __________________________

The National Arborist Association
The Meeting Place Mall, P.O. Box 1094
Amherst, NH 03301-1094

It Doesn't Cost, It Pays
Exploring the Future

Aug. 12-15, 1990  Toronto, Canada

ISA Annual Conference

ARBORODYSSEY

To Register, Call: 217-328-2032
SUCCESS in Commercial Arboriculture


Money has operated Guardian Tree Experts for over 25 years. He is a past president and treasurer of the National Arborist Association, and past president and board member of the Maryland Arborists Association. He received the NAA Award of Merit in 1990. His distinctive management style and keen business sense have made him very successful. He also has earned the respect of the tree care industry as a dynamic and persuasive public speaker.

Q: You and the other Guardian salesmen I have met are dressed in blazers, slacks and ties. The blazers have the Guardian logo stitched on the breast pocket... Do you always dress like this?

Yes. This is part of the professional image our company wants to portray. This image is also represented by the appearance and demeanor of our crews and the appearance of our equipment. It sets us apart from the competition.

Q: Can you tell us about the management structure of Guardian?

Guardian employs six salespeople and 30 field personnel. The salespeople have other roles in the business. Each holds close personal contact with clients and crews as a priority. Key employees such as the salesmen and the crew leaders are part-owners in the company, so each is vitally concerned with its prosperity.

Q: Do your salespeople charge for estimates?

We charge $10 for a consultation to new clients, and we tell them that up front. We started charging a professional fee in 1967. Back then, it was only $5. We explain to the customer they will be credited the amount if we are awarded the contract.

If the customer has a small problem that is easily corrected, I'll often show them how to take care of it themselves. I know they'll call me when a larger problem arises.

Ten dollars isn't much, but it's enough to separate the client who is genuinely interested in our service from the shopper. It cuts our sales calls by a third, and doubles the number of estimates we convert to sales.

Q: Walt, give us a profile of your average customer. What is that person's income, education, knowledge of trees, and interest in the landscape?

Our customer is a college-educated professional, in his late 30s, perhaps someone who is 40 or older. That person's income is at least $50,000 to $75,000. This would be a client who does tree work only out of necessity. Clients making $75,000 and up pay for cosmetic work.

The client's knowledge varies considerably. Some don't know they have a sugar maple in their yard, much less an Acer saccharum. We generally use common tree names when dealing with clients. There is a great diversity in what they want or what they perceive to be what their trees need. Invariably they know their trees are valuable. Therefore, when a client calls, we first address...
The sensible alternative to spraying.

Mauget® micro-injection fits today's environmentally-conscious arborist. Capsules of premeasured and scientifically designed Mauget nutrients, insecticides and fungicides keep shade trees healthy and beautiful without spraying.

Mauget micro-injection is a closed system. No spraying, no drift. EPA registered and university proven materials are injected directly into the sap stream of the tree. Conductive vessels inside the tree transport products throughout the tree. There's no residue on non-target species and no waste.

Arborists in the Northeast, Southeast, Midwest, Southwest and Northwest report success after success on thousands of shade trees. Mauget micro-injection works time after time. It's performance proven every day — for more than 20 years.

Save trees and the environment. Inject Mauget.

J.J. Mauget Company
2810 N. Figueroa Street
Los Angeles, CA 90065
1-800-TREES-RX
the immediate need, the reason for the phone call, and give a quote for it. Then we ask the customer if he or she minds us taking a look at the rest of the trees and give a separate estimate for whatever we feel they need to do. This is what separates the salesman from the order-taker.

Q: What impact do you think the tree/lawn care conglomerate newcomers will have on our industry?

In many cases, only positive, because they make people aware of the need for tree work. Most don't do big tree spraying in this area, so in many cases, we get referrals. Gradually, we may move in their area, selling pruning, cabling and bracing, etc., to that client. For instance, we may convince that client to go with our fertilization program, which involves fewer visits.

Q: What new materials and/or equipment do you feel will make a significant impact on how we care for trees and conduct our business?

I'm not much of a prophet. My ability lies in being able to see application for things soon after they become available but before they have been proven to be 100 percent safe and everyone is using them. For example, we started tree injections in the early '70s when hardly anybody was doing it. We saw the value and started developing a use for it in specific areas. Now we're the recognized leader in the industry. In fact, recently I led a three-day workshop on the Mauget injection system at Meristwood College, outside London, England.

Q: What significant events or processes will impact commercial tree care in the '90s?

The regulatory climate is making it more difficult to operate. OSHA (Occupational Safety and Health Administration), DOT (Department of Transportation) and EPA (Environmental Protection Agency) each plays a role. I'm sure the Clean Air Act will impact us. It seems inconceivable that any company could adequately prepare for every eventuality.

There isn't one specific regulation that impacts our business more than another. The problem lies in dealing with the sheer weight of all the regulations combined.

It's so important that NAA is monitoring the regulatory climate for us. Anyone who ignores this is going way out on a limb that could get sawed off at any time. With networking and a strong association, we can change the legislative and regulatory processes that affect our industry. In the long run, this political activism impacts our insurance, our overhead, and our profitability.

In a more positive vein, the '90s will place an emphasis on planting trees. The '60s, '70s and '80s concentrated on the technology behind caring for large trees. With the president's "America the Beautiful" initiative and increasing public awareness of the value of trees, there will be more trees being planted. Tree care firms should participate. The industry as a whole will be affected, and tree companies have the opportunity to be involved. Of course, once those trees get in, someone has to take care of them.

People are becoming more attuned to the decimation of the environment. Local areas now have tree ordinances protecting trees. Ten to 20 years ago, that concern wasn't there. The U.S. economy in general will impact us. The U.S. is strong and will remain a good place to do business. Regardless of the fluctuations in our economic situation, the world views the U.S. as a stable island. However, we're feeling a real tightening in the economy, for instance in the real estate market. This scares people. In a soft market when people are scared, they don't buy as much, and
What Makes a **SATURN** Worth **YOUR** Investment?

The overcenter SATURN has been designed for maximum maneuverability and ease of operation. Compare a few of SATURN's features:

**ONE HAND CONTROL** — safe, easy-to-work in all climates.

**360° CONTINUOUS ROTATION** — ball-bearing turntable for smooth travel and versatility.

**OVERCENTER UPPER BOOM ACTUATION** — no chains or cables for reliable, low maintenance operation.

**EXCLUSIVE OVERCENTER-UPPER BOOM ELBOW ASSEMBLY** — cover protects entire cylinder-link assembly from debris and damage.

**LOWER BOOM ACTUATES 138°** — provides for more side reach.

**STRONG, RECTANGULAR FIBERGLASS BOOMS** — for more strength and less flex.

**THE TECO SATURN** is a field-proven tree trimming unit with working height up to 57 feet, providing the most reach and versatility.

TECO
PO Box 9247
Fort Wayne, IN 46809
219/747-1631
FAX (219) 747-6732

Call or write today for the name of the distributor in your area.
one thing that can get cut out is tree work. That's why it's so important to stay close to your clientele in good times and bad times.

Q: Have you found that it has become harder to find good employees?

I feel the problem is cyclical. I don't anticipate hiring anybody this year because I was able to find some good people last year. The people working for us exude quality and professionalism. Good people attract other good people. Our people, the work we do, even our trucks, attract good personnel. The other tree companies see us doing not just the dirty, tough jobs like the big removals. They see us doing the "cake" jobs. They see us working year 'round. Also, by paying a fair wage and providing a decent benefit package, we build up morale.

Q: Will training needs change because of changes in the labor market?

Field people need competent trainers, first of all. Most training comes from on-the-job experience. Training programs are significant, but the most important thing is showing them on the job. That will never be replaced.

We use the NAA programs to enforce or justify our policies for operation because these programs reflect how tree care operations should be done safely and efficiently. Our stature in the industry is important to our employees.

We also have a Mentor program. Early on in employment, new people are placed in the field with experienced individuals 90 percent of the time.

Q: What creative employment policies will you and other companies have to use to attract and retain people in a shrinking labor market?

We're using—and will use—anything it takes to attract and retain good employees within the realm of fiscal responsibility.

We have a non-qualified retirement program. It's funded through life insurance. Since it's non-qualified, it's not tax-deductible and subject to regulation. Therefore, we can discriminate and give it to anyone we want. We reserve this program for employees who have been with us over five years. It immediately provides a large package of insurance, like a $75,000 retirement/death benefit. At age 65, the insurance company pays the retirement benefit money to the business tax free, and is disbursed tax free over a five-year period. Similarly, if an employee dies, the full benefit is paid to the company. The bottom line is that the money that we pay for premiums goes out as after-tax dollars for us, the stockholders. It comes back as tax-free money. When the money collects interest over the five-year annuity, we are able to pick up what we invested.

There will always be a place for the older employee at Guardian. Those who cannot or do not want to move into sales have a place as trainers or crew leaders. With the retirement program, these employees are assured of a lifelong career with rewards at the end.

We have a production incentive program. All jobs are priced for the average crew. When a job finishes ahead of schedule, the employee gets a percentage of the profit as a bonus. This bonus is paid monthly.

We also have a dividend program with our workers' compensation insurance. Every year, a portion of our dividend is split among the crew and paid out as a taxable bonus. New employees only benefit from the number of months they were employed. To figure the amount of the dividend, we subtract one month's premium amount, which pays for most of the small claims.

The foreman reminds his crew of the program daily. They are aware that this money is easily available so long as they take an interest. For instance, the first year that Guardian participated in NAA's now-defunct group insurance program, we were eligible for a dividend of $35,000. We got $600. That inspired us. I told the men about what could have been possible and gave them a goal. The next year, we got a check for $21,000. That's called putting the carrot out on the end of the stick.

Finally, your salespeople and supervisors need to see that you have confidence in them and that they have real autonomy. I sell my quota and complete my work by Thursday and take a three-day weekend. My goal is to cut my work week to three days. I couldn't do that if I didn't have great confidence in my other two salesmen. We each do essentially the same job and can cover for one another.

Q: How does a tree care company maintain its profitability?

First of all, pay your men a decent rate so that you can have decent men doing your work. Profitability starts with the person who sells the job and ends with person who does the work. Provide the incentives for these people to work professionally, productively and safely. Our salespeople who have been here more than two years have the option of buying into the company.

Keep an eye on the market and where your costs are. Don't let too much fat in your operation. There's a saying, "A job grows to take up the time at hand." Mix your crews up to

"It's important to stay close to your clientele in good times and bad times."
BRUSH BANDIT
HAND FED CHIPPERS
We have a chipper to meet any contractor's needs:
• 12" capacity Models 100 and 200+ with gasoline and diesel engine options from 61 to 119-HP
• 9" capacity Model 90 with gasoline and diesel engine options from 30 to 41-HP
• 6" capacity Mighty Bandit with gasoline and diesel engine options from 20 to 30-HP

AFTER YOU HAVE CHIPPED WITH A BRUSH BANDIT, YOU WON'T WANT TO USE ANYTHING ELSE!

TREE BANDIT WHOLE TREE CHIPPERS
Four sizes to choose from:
• 19" diameter capacity Model 1900 with 400 to 450-HP diesels available
• 16" diameter capacity Model 1600 with 250-HP diesel
• 14" diameter capacity Model 1400 (shown right) with 200-HP diesel
• 12" diameter capacity Model 1200 with 177 or 200-HP diesel

WHETHER HARVESTING OR DISPOSING OF WOOD, WE HAVE THE MACHINE TO MEET YOUR NEEDS.

BANDIT CHIPPERS ARE BETTER! CONTACT US FOR A DEMONSTRATION OR FOR THE LOCATION OF YOUR LOCAL DEALER:

BANDIT INDUSTRIES, INC.
6750 Millbrook Road • Remus, Michigan 49340
Phone: (517) 561-2270 • Fax: (517) 561-2273

Associate Member and supporter of the National Arborist Association

Congratulations on the first issue of Tree Care Industry!
find the best combination. If you don't and you continually change the way you price jobs to compensate, you'll soon be pricing yourself out of the market. Your hourly rate may be in line, but the number of hours you bid may be way over the mark.

You can prevent sandbagging with incentives. With the incentive to work more productively, a skilled person will work to the fullest of his capacity whether you are on the job site or not.

With the improvement of our crews, I find that I'm no longer pricing for the average crew, but an above-average crew. Last summer I bid a job for a four-man crew for a full day of winter work. The crew I sent on the job had the job done by early afternoon with no strain. The bulk of the tree industry is still working with the average crew. Therefore, improving the quality of my crews is going to improve my competitive edge, no matter what I pay them. Plus, my clients like it.

Above all, be vigilant. If you take care of the little things, the big things fall into place.

Q: In the face of increased costs for labor and insurance, can a tree firm charge enough for services like pruning to be profitable without having to subsidize those costs with high-margin services?

We probably don’t make a profit on pruning or removal. When you think about it, most of your loaded costs are in those services—higher-paid men, costly equipment, higher workers comp, more accidents, more exposure.

Fertilization and spraying have lower costs and you can charge so much more for them. I’ve been kidded about arborists being the only professionals that can sell water for a dollar a gallon. By the same token, there’s always someone who will go out and prune or remove that tree for something that resembles a chicken dinner and a bottle of wine, and up. I think we subsidize conventional pruning, yet it accounts for 40 percent of our gross income.

Q: What are the key characteristics of a high-margin profit center?

High-margin services generally are highly specialized, like tree injection, lightning protection, or IPM monitoring. They require considerable knowledge. Increasingly, it will take an educated person to be able to determine the need for and provide these services. This skill is what will separate the arborist from the tree man, the salesperson from the order-taker.

Q: What will be the profit centers of the '90s and beyond? Which services will grow? Which will shrink?

The profit centers of the future will be variations of what they have always been, only with more specialization. Tree injection will be more understood and accepted. Fertilization and spraying will always be there.

No service will really shrink. Spray activities won’t shrink in terms of the dollar volume of work, only in the way the work is performed. It’s going to cost just as much to target spray as it does to do general sprays. The ma-

---

AWESOME OPPORTUNITY
FOR ALL JOURNEYMEN ARBORISTS

WE NEED
Supervisors
Foremen - Trimmers
Certified Tree Workers

Join a company that is committed to premium quality work and an aesthetically pleasing environment. Company team members are treated with respect as professionals. There is an unlimited growth potential for the dedicated urban forester with our progressive firm.

* Paid Vacations
* Health Insurance
* Incentive Plans
* Modern Equipment
* Great Facility
* Daily Challenge

CALL NOW For
A Telephone Interview

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

CALIF. ST. LICENSE #418776 C-27
APPLICATOR #68415 B,D

AWESOME OPPORTUNITY
FOR ALL JOURNEYMEN ARBORISTS

WE NEED
Supervisors
Foremen - Trimmers
Certified Tree Workers

Join a company that is committed to premium quality work and an aesthetically pleasing environment. Company team members are treated with respect as professionals. There is an unlimited growth potential for the dedicated urban forester with our progressive firm.

* Paid Vacations
* Health Insurance
* Incentive Plans
* Modern Equipment
* Great Facility
* Daily Challenge

CALL NOW For
A Telephone Interview

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

CALIF. ST. LICENSE #418776 C-27
APPLICATOR #68415 B,D

AWESOME OPPORTUNITY
FOR ALL JOURNEYMEN ARBORISTS

WE NEED
Supervisors
Foremen - Trimmers
Certified Tree Workers

Join a company that is committed to premium quality work and an aesthetically pleasing environment. Company team members are treated with respect as professionals. There is an unlimited growth potential for the dedicated urban forester with our progressive firm.

* Paid Vacations
* Health Insurance
* Incentive Plans
* Modern Equipment
* Great Facility
* Daily Challenge

CALL NOW For
A Telephone Interview

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

CALIF. ST. LICENSE #418776 C-27
APPLICATOR #68415 B,D

AWESOME OPPORTUNITY
FOR ALL JOURNEYMEN ARBORISTS

WE NEED
Supervisors
Foremen - Trimmers
Certified Tree Workers

Join a company that is committed to premium quality work and an aesthetically pleasing environment. Company team members are treated with respect as professionals. There is an unlimited growth potential for the dedicated urban forester with our progressive firm.

* Paid Vacations
* Health Insurance
* Incentive Plans
* Modern Equipment
* Great Facility
* Daily Challenge

CALL NOW For
A Telephone Interview

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

CALIF. ST. LICENSE #418776 C-27
APPLICATOR #68415 B,D

AWESOME OPPORTUNITY
FOR ALL JOURNEYMEN ARBORISTS

WE NEED
Supervisors
Foremen - Trimmers
Certified Tree Workers

Join a company that is committed to premium quality work and an aesthetically pleasing environment. Company team members are treated with respect as professionals. There is an unlimited growth potential for the dedicated urban forester with our progressive firm.

* Paid Vacations
* Health Insurance
* Incentive Plans
* Modern Equipment
* Great Facility
* Daily Challenge

CALL NOW For
A Telephone Interview

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

CALIF. ST. LICENSE #418776 C-27
APPLICATOR #68415 B,D

AWESOME OPPORTUNITY
FOR ALL JOURNEYMEN ARBORISTS

WE NEED
Supervisors
Foremen - Trimmers
Certified Tree Workers

Join a company that is committed to premium quality work and an aesthetically pleasing environment. Company team members are treated with respect as professionals. There is an unlimited growth potential for the dedicated urban forester with our progressive firm.

* Paid Vacations
* Health Insurance
* Incentive Plans
* Modern Equipment
* Great Facility
* Daily Challenge

CALL NOW For
A Telephone Interview

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

Golden Bear Arborists, Inc.
PROFESSIONAL TREE MAINTENANCE
(818) 359-6647
146 E. Railroad Ave., Monrovia, CA 91016

CALIF. ST. LICENSE #418776 C-27
APPLICATOR #68415 B,D
terials we apply will change. Treatment recommendations will place more emphasis on the use of oils and new generation pesticides, like pyrethroids. The technology of tree disease control will begin to catch up with that of insect control.

As time goes on, fertilizing may increase as people become aware of the need and the value. The types of fertilizers will change, going to more slow-release fertilizers, and those with micronutrients.

People in the business will increasingly see the value of networking. In our case, more than 75 percent of the strategies we use were originally the germ of someone else's ideas. We do a lot of original thinking, but we also do a lot of original observing. Someone already invented the wheel—all we have to do is talk to enough people to determine the various colors we want that wheel.

Guardian will have to stay tuned, prepared to address regulatory issues. Right now we're working on compliance with new federal DOT regulations, making sure our drivers and vehicles meet certain qualifications.

The industry needs to actively participate in problem solving. Government-funded institutions that we have relied upon for information are strapped for money. We're going to have to test new ideas and technologies on our own and in concert with other arborists because we're the ones deriving the benefit.

We need to improve our tree care skills through increasing our knowledge. More and more people will be relying upon consultation, upon knowledge. Anyone can clean up storm work, but will they be there when the client needs a long-term maintenance program? Increasingly, the homeowner is recognizing the value of professionalism.

Q: What advice would you give to a young company?

Find out what to do and how to do it right—start networking with your trade associations right away. Crank the cost of networking right into your start-up costs.

Work with a competent arborist first. That's the way most tree companies start. Define your goals and proceed with a definite plan. Today, that plan should include college.

The tree care industry is entering an age of information and communication. The leaders in the 21st century will be the companies who stay abreast of the latest technological developments. In a fluctuating economic climate, successful companies will maintain close ties with their clients. As the labor market tightens, the best employees will go to the companies with the most professional and stable image. They will stay with the firms offering the best opportunities for growth. Finally, the company that networks with its peers will best be able to meet these challenges as well as the ever-increasing regulatory pressures being brought to bear on the industry. At Guardian, we are meeting the challenges of the future right now.
Focus on Trees

Trees are very much in focus in Washington, D.C. The White House is proposing and Congress is considering legislation that would appropriate many millions of dollars for planting trees. On the opposite end of the spectrum, the Occupational Safety and Health Administration (OSHA) is considering the adoption of very stringent regulations that would affect the tree care industry.

President Bush's "America the Beautiful" program would provide $175 million to plant new trees in urban and rural America. The National Arborist Association is trying to have the bill include funding for the aftercare of these newly planted trees as well as the care and maintenance of our mature urban trees. The NAA recently testified before the Small Business Committee of the U.S. House of Representatives urging that the tree planting legislation be amended to provide these funds.

On the regulatory side, OSHA is considering two proposed regulations that deal specifically with the tree care industry. Both address electric-related work hazards and trees. The proposals would apply to residential and municipal trees near electrical conductors that are being pruned or removed by residential/commercial tree service firms as well as those being trimmed for line-clearance purposes. OSHA wants to ensure that only qualified personnel shall be exposed if an electrical hazard exists. Even those qualified would be required to take precautions and have special training, such as CPR, before they could work near an electrical conductor.

The NAA has spent considerable time and effort throughout the entire process trying to help draft useful, practical regulations, with worker safety as a primary concern. NAA presented written testimony and participated in public hearings in Washington and Los Angeles. Earlier this spring NAA President John Hendricksen and Executive Vice President Bob Felix went to Washington to meet with OSHA officials to clarify points of concern.

These proposed regulations have gone through the public comment period and public hearings. OSHA is now reviewing the data presented and is considering revisions. During this process there is no way of knowing what the outcome will be.

In other matters, Federal Department of Transportation regulations have been adopted by most states. Many tree service firms have received citations for violating the DOT requirements, which vary from state to state. Contact your state Department of Transportation for information on regulations that will impact your firm. The fines are substantial and compliance is not to be ignored.

Meanwhile, the Environmental Protection Agency has been silent on many issues and has passed as much regulatory authority as possible on to the states. Several states, including Vermont, Iowa and Illinois, have enacted regulations requiring commercial pesticide applicators to have devices for mixing and loading to contain possible spills, as well as recycling systems for spilled materials and rinseates from truck washing. Other states, including Massachusetts, are considering similar requirements. EPA is also considering revising the requirements for pesticide applicator certification and training.
YOUR BEST DEFENSE IS AN ALTEC LINEBACKER

Let the Altec Linebackers defend you against equipment time outs, because fewer time outs mean greater productivity and profitability for your company. The Altec models, LB546 and LB650, are designed specifically for Electrical Distribution and Tree-trimming work.

- Reduce the Number of Time Outs for Setups with an Incredible 44'-8" of Side Reach in the Flat Out Position on the LB650, 39'-4" in the Work Position
- Reduce the Number of Time Outs for Heat Exhaustion with a Super Cool Hydraulic System
- Reduce the Time Outs Required to Repair Hydraulic Tool Circuit Systems with the New Maintenance-Avoidance Circuits
- Reduce the Time Outs with Rugged Conditioning, Which Includes a Derrick Rotation Mechanism, Testing to 100 kV for an ANSI "Under 69-kV" Rating, Endurance-Testing, and Field Trials.

The Altec Linebackers feature an amazingly large working area developed from the combination of 210° of upper boom articulation, and 135° of lower boom articulation, that's 45° overcenter! This wide range offers superior boom placement and coupled with fast, smooth operating controls will help you score big savings.

We'd like you to see the Altec Linebackers in action! See how reducing your time outs can increase your "time up", with reach throughout a broader operating range resulting in improved profitability. For further information about the LB Series and the name of your Distributor, circle our number on the Reader Service Card, or write or call us today.

Altec Industries, Inc.
Post Office Box 10264
Birmingham, Alabama 35202
205/991-7733 • Telex 78-2089
Manufacturing and Servicing Facilities in Birmingham, AL, St. Joseph, MO, Indianapolis, IN, Atlanta, GA, Dixon, CA, Milton, Ont., and at Distributors' Locations.
Professionalism
What It Is, How To Acquire It, How To Keep It

Professionalism is an image that a person or organization presents by its actions. From the moment a potential client becomes aware of you or your firm, your professional performance is compared against the image in the client's mind. Every action after that helps mold your image—from advertising to sending invoices.

What are the basic components of professional performance? Technical competence, ethics, common sense, efficiency, communication skills and most important, appearance. These are the traits of the professional in any occupation. A successful commercial tree company must not only possess these traits, it must also find a way of letting clients know it has them. The company that can project a professional image will be able to attract and retain a clientele interested in good work, not the lowest price.

"Professional performance requires persistence in everything that you do," says Tim Cox, Cox Tree Care, Inc., Greensboro, North Carolina.

First impressions
Clients may learn about your services in a variety of ways. A personal referral may often carry instant credibility, but an ad in the local telephone book, a direct mailing or media advertising can be effective in initiating a relationship and establishing an image.

Your Yellow Pages ad projects your image and must create instant credibility. It should be simple and direct in order to be effective. Your ad may attract a significantly larger readership if it contains a second color. You may want to set your ad apart from the others with unique wording and design. Be careful, though, not to overdo.

Stef Ringgenberg, Boulder Tree and Landscape Company, Inc., Boulder, Colorado, says, "Simplicity is the key to a successful Yellow Page ad. Including a good company logo as well as mentioning professional trade association affiliations gives people the feeling that they are dealing with a professional."

Direct mail advertising attracts new clients, holds existing clients and sells tree care services. Brochures or newsletters must be grammatically and technically correct as well as attractive. Though it may not sell work immediately, a periodic mailing keeps your firm in the thoughts of your client. When a tree problem arises, your firm will be called upon to find a solution.

"Educating the marketplace generates a tremendous amount of work," says Dan Christie, Metropolitan Forestry Services, Inc., Ballwin, Missouri. "Our newsletter projects our professional approach to the care of trees. It is designed to get clients' attention, make them aware of current or potential tree problems and motivate them to call us when they can identify with what our newsletter talks about. They depend upon us because we go to great lengths to project our firm as the professionals."

"You need them all," says Mike Zimmerman, Zimmerman Tree Service, Lake Worth, Florida, of the various ways to attract clients. "Newcomers to your area go to the Yellow Pages first and call the company that projects the best image. Existing clients and potential clients need to be reminded of your presence. Projecting your professionalism by speaking to garden clubs and service clubs helps as well."

The phone rings
Often, the interest you have created from ads or mailings gener-
ates a phone call to your office. This is your second opportunity to enhance your professional image.

This is not a time to use answering machines or answering services. The client is calling with questions that deserve immediate answers. A knowledgeable, courteous and responsive person on the other end of the phone can immediately generate a lead for the salesman.

Mark Tobin, Greymont Tree Specialists, Inc., Needham, Massachusetts, feels that using an answering machine is one of the biggest mistakes a service business can make. At Greymont, calls are received from 6:15 a.m. to 5 p.m. After 5, a recorded message gives emergency numbers, but does not take messages.

Meeting the client
The next opportunity for projecting professional image comes with the sales call. From the new client's perspective, your company is embodied in your sales representative. If the sales rep is punctual, it tells the client to expect the same punctuality and courtesy from your work crews.

Greymont office personnel arrange appointments and set up each salesman's appointment book for new clients. As Tobin explains, "The client's time is valuable, so they love it if you show up when you said you would."

The salesperson should be neat and well-groomed. This indicates that company employees take pride in themselves and their work, and that they are attentive to detail.

Next comes one of the most critical steps in any sale—determining what the client's perceived needs are. What your firm is asked to do will be based on what the client perceives his trees and shrubs need. Listening closely is critical in order to clarify any misconceptions and to uncover what the client really wants.

The salesperson must be able to provide a knowledgeable response to the customer's need. The key to a successful sale lies in the ability to show the client that his needs can be better met by your firm than anyone else.

Mike Hutnick, Sta-Green Tree Service, Carmichael, California, advises, "Listen to the client's needs first. The best salesman is the best listener."

Another significant part of professional performance is being thorough in evaluating a client's property. Ask the client's permission to inspect the other plants on the property. Provide additional suggestions and recom-

"Professional performance requires persistence in everything that you do."

—Tim Cox, Cox Tree Care, Inc., Greensboro, North Carolina
recommendations. Most clients will appreciate this demonstration of genuine concern for their plants, and will give your recommendations serious consideration.

Clearly written estimates are also imperative. Estimates should include a list of work items and their priority. This normally puts customers at ease. They like knowing that their immediate needs have been addressed and that other needs have been identified which can be dealt with now or at a future date.

Salespeople at Greymont generally wait two weeks before following up with the customer to discuss the proposal. As Tobin explains, “In the fall, we may be following up on jobs quoted in the summer. Because our estimates are descriptive and prioritized, they don’t get thrown away.”

The professional doesn’t hesitate to put the right price on a job. “Your price is a manifestation of your value of your firm,” says Dick Proudfoot, Pruett Tree Service, Lake Oswego, Oregon. That includes not giving in to customer pressure to cut a price without reducing the scope of the work being considered.

Also, a true professional isn’t afraid to make the decision that no work is required. The result is usually a long-lasting confidence on the part of the customer, and often a sale at a later date. Meanwhile, the potential client will tell everyone how capable and honest you are.

The client’s next impression comes from scheduling. “Be up front,” Ringgenberg says. “Tell the client it will be several weeks before you can get there. The client will quickly realize that good firms are in demand and not available on an instant’s notice. If you can’t get there when you promised, call the client. Nothing does more to destroy an image than ignoring a customer.”

The crew arrives

The proficiency, courtesy and appearance of the field crew ensure that a new client will become a repeat client.

The crew leader must be able to communicate well with people and should have adequate technical understanding of the work to be done.

---

Without our tree fertilizer, Central Park might look like the rest of New York.

Central Park’s arborists use Doggett fertilizers. And let’s face it, if you can make it there, you can make it anywhere. For information, call 1-800-448-1862.

DOGGETT.
The Tree Fertilizer Company.
QUALITY SUPPLIES, TOOLS AND EQUIPMENT FOR THE PROFESSIONAL ARBORIST

ROPE • FLIP LINES • CLIMBERS • HAND PRUNERS • POLE SAWS • POLE PRUNERS • HAND SAWS • SNAP RINGS • SPREADER SNAPS • TREE SLINGS • PULLEYS & SNATCH BLOCKS • SAFETY GEAR • Cabling & Bracing • Books • Hobbs Block • Hobbs Lowering Device • ETC. • ETC. • ETC.

WE STOCK A COMPLETE LINE OF ALL TOOLS AND SUPPLIES

AUTHORIZED DEALER

Sierra Moreno Mercantile Products

Authorized Dealer

Sierra Moreno Mercantile Products

Authorized Dealer

Sierra Moreno Mercantile Products

Authorized Dealer

ASPLUNDH
BRUSH CHIPPERS AND BUCKET TRUCKS

Oakfield
Soil Sampler

Specializing in Diagnostic Equipment for Tree Care

FAIRFAX
BRUSH CHIPPERS

Doggett

Promark Products Inc.

New & Used
Brush Chippers
Chip Trucks
Bucket Trucks

doggett

WEST COAST
CALL

TREE EQUIPMENT COMPANY
PORTLAND, OREGON
1-800-635-4294
1-503-635-3916

SOUTHWEST
CALL

Artistic Arborist Inc.
PHOENIX, ARIZONA
1-800-843-8733
1-602-263-8889

MIDWEST
CALL

LANPHIAR SUPPLY
CLEVELAND, OHIO
1-800-332-TREE
1-216-381-1704
That means not only being able to complete the job as it was sold, but also to be able to respond intelligently to the customer's questions. The crew leader should notify the client when the crew will start working and provide direction so that the crew can operate efficiently.

Greymont established a performance appraisal and goal-setting program to help its foremen polish their interpersonal skills. The program strengthened understanding between supervisor and field employee, made the employee feel cared for and involved, and led to four foremen enrolling in an effective supervision seminar.

Upon arriving at the job site, each crew member should be able to begin assigned tasks promptly and work efficiently. The crew should treat the customer and the customer's property with the same respect they would wish to be shown. The work must be carried out according to job specifications, using technically correct procedures.

Crews also should recognize the

---

**PLANTING A TREE IS HALF THE BATTLE**

The other half is keeping it alive. Use ROOTS®, the root growth enhancer, to make your installed trees and shrubs thrive. Landscape contractors use ROOTS for fast root regrowth that reduces transplant shock and helps the tree support its above-ground biomass. Just drench the soil after planting with ROOTS diluted 50 to one. Two ounces of ROOTS (concentrate) to one inch caliper, so a gallon will treat sixty seedlings or ten to twenty large trees.

**WARRANTED PLANTINGS**

If you have an obligation to replace any plants in a contract period, doesn't it make sense to encourage root growth? There is really nothing else that will do the job ROOTS does. ROOTS may be the best insurance policy available for plantings.

**KEEP EVERYTHING LOOKING GOOD WITH ROOTS®**

If you are not getting the growth, healthy appearance, or flowering that you want in your plantings, you use ROOTS on all your trees, once in the spring, once in the fall. Apply as a soil drench or with root feeding (but not more than 12 inches deep).

ROOTS was developed by scientists at the Yale School of Forestry and is widely used for transplanting, and the maintenance of all stressed trees. Send in for simple explanation of how ROOTS works, and a list of distributors.

---

**Now Fanno Gives You a New Edge on Pruning**

Pruning is a breeze with our revolutionary TRI-EDGE design. We've combined the best--Japanese High Technology and Fanno Quality.

- Blade is Japanese manufactured to our custom specifications
- The 13" razor sharp blade has 6 teeth per inch
- Durable, marine grade laminated hardwood handle.
- Also available: The same high quality TRI-EDGE for your polesaw designed to fit on Fanno, Corona or Snap-cut socket head.

**FANNO INTERNATIONAL** a service of

---

25 Science Park, New Haven, CT 06511 (203) 786-5265
In Canada call: (514) 426-3958
*ROOTS and nonROOTS are trademarks of Solier Corporation.
importance of a thorough cleanup. The average customer is likely to be more critical of a poor cleanup than of a poor pruning job because tidying the yard falls within his area of expertise. Tree crews can usually leave the work site cleaner than they found it.

When there is a problem with a job, it should be addressed immediately. In some cases, clients get a comment card with every invoice that might ask, "HOW ARE WE DOING?" The survey can determine: 1) whether the office staff answers the phone efficiently; 2) whether the arborist (salesman) was professional and courteous; 3) if the field crew performed in a neat, professional manner; and 4) the customer's overall satisfaction with the work. The form should provide room for comments and may also list other services that the client may be interested in.

This follow-up gives management an opportunity to measure the client's perception of the company's professional performance and make necessary adjustments.

**Equipment carries a message**

Your vehicles and heavy equip-ment also can be powerful advertising tools. Your trucks are rolling billboards. A company that keeps its equipment clean reflects a sense of pride in its work. Customers remember seeing good-looking equipment in their neighborhood and remember the company's name when they need professional tree work.

Well-maintained equipment not only looks good and projects a good image, it also enables crews to be more productive and more efficient.

To sum up, advertising, answering the phone, handling customer inquiries, sales presentation, the appearance and conduct of your field crews and the appearance of your equipment all manifest professional performance. Paying attention to these areas can help attract better clients and more business.

How do you measure up? Analyze your operation, your image and your professional performance. Determine what steps must be taken to improve your professional performance and set goals accordingly. Remember, too, that management must demonstrate a professional manner and set an example for everyone else.
Role Reversal
Employers Welcome Strikes as Unions Seem to Avoid Them

By Steven R. Semler

Conventional wisdom is that employers put up dollars to avoid strikes and that unions seem more willing to strike to force employers to give in to their economic demands. Current events, however, appear to be turning that conventional wisdom topsy-turvy.

Recently, Greyhound, which appears to have brought on a strike, permanently replaced almost three thousand drivers at substantially lower wages than had been paid to strikers. Eastern Airlines replaced its pilot force which honored a Machinists Union picket line. The New York Daily News appears to be headed in the same direction with its newspaper distribution staff, which consists largely of long-term employees at the high end of the pay scale.

In short, employers now appear more willing to accept—or even to engineer—strikes so that they can permanently replace, at lower wage cost, their experienced (read “costly”) work force, which they see as creating a squeeze on profit margins. As a result, unions are increasingly reluctant to strike in order to deprive employers of the chance to permanently replace the membership.

New relationships
Employers have had the right to permanently replace strikers since the Supreme Court held in 1939 that the original Wagner Act permitted the practice. But the current phenomenon appears to be rooted in the reordering of economic relationships of the 1980s.

The birth of this trend was the PATCO strike, from which corporations perceived that replacing a sophisticated labor force could not only be achieved, but, perhaps more significantly, was a commercially acceptable business practice. If PATCO planted the seed of respectability, the consequences of the merger craze of the 1980s cultivated its utilization.

Three aspects of the merger craze accounted for this. First, the debt created by merger deals forced cost reductions; every cost center, including labor, became fair game for cuts. Second, the corporate raiders who increasingly became the new owners of these businesses came on the job with no personal attachment to the workers. Third, as the corporate raiders used strikes to reduce the cost of labor, their competitors, who may have had an attachment to their staffs, realized that their survival depended on the same cost-cutting measures.

Other factors
Added to this mix was a recent Supreme Court decision holding that employers could allow newer employees who crossed picket lines to claim—and to keep—the more desirable seniority-based positions. Thus, employers could not only permanently replace strikers, but they could also drive a wedge between them by offering an inducement to newer employees to abandon the strike and return to work on lower terms.

And, if these sobering developments served to keep unions from striking, still another option was created for employers by the National Labor Relations Board. For the first time in its history, the NLRA ruled in the mid-1980s that employers could lock out employees while continuing operations with temporary replacements. In this fashion, employers could coerce unions to give in to employers’ demands.

Some feel the pendulum has swung too far. U.S. Senators Howard Metzenbaum (D-Ohio) and William Clay (D-Mo.) have introduced legislation to restrict the use of replacement workers and guarantee the rights of strikers. Given the increasing indications of union organizational interest in the tree care industry, these proposals may vitally affect your ability to maintain your business in the event of a strike.

Steven R. Semler, of the law firm of Semler and Pritzker in Washington, D.C., serves as labor law counsel to the National Arborist Association and to corporations in the tree care industry.
We can paint your chipper any color, but under the paint

It's Still a Beever

When you order your chipper from The Beevers, Inc. we'll custom build it the way you want it, right down to the final paint job. Of course, under the paint, it's a Beever: The best chipper your money can buy.

With features you won't find on any other chipper, the Beever remains number one in the industry. Using state-of-the-art components on a heavy-duty framework, Beevers are assembled by some of the top production people in the country.

Whether you're ordering the all new Eeger Beever Model 290, the heavy duty Model 300 with knuckleboom loader option, or the Busy Beever, we'll build it to suit you. From the engine to the trailer hitch, you have many options to choose from. In fact, we can build more than 200 different Beevers that are just right for you.

Also, check out the new E-Z Beever. Our Research & Development team has designed a totally new chipper unlike anything ever introduced before.

It's easy to operate, easy to maintain and easy to own. It simply chips brush all day long and only costs pennies a day to run.

Remember, when you order a Beever, we can paint it any color of the rainbow. But we think it's what's under the paint that counts.

THE BEEVERS, INC.

P.O. BOX 800, WINN, MI 48896 (517) 866-2381 (800) 233-6065

Call or write for a free video demonstration and the dealer nearest you.

"Making the best even better"
HELP WANTED

Hot career opportunity in tree care sales
—Come work where America plays. In Palm Beach County on Florida’s Gold Coast. Expanding tree care company needs aggressive, knowledgeable person experienced in all phases of tree care sales. If you want...
—Year round work
—Unlimited advancement potential
—A prestigious address
—Full benefits
—Generous compensation based on experience...
Call Zimmerman Tree Service 407-845-1045

Growing tree care firm in northern Ohio seeks qualified and motivated individuals for sales, production, and climbers. Field experience and college-level education preferred. Send resume to TCI Magazine, P.O. Box 1094, Amherst, N.H. 03031-1094.

Arbor Care is looking for key people to develop our Northern California operations. We are primarily a commercial tree contractor performing high quality tree management throughout the Western region. Arbor Care is an active member of the N.A.A. and the I.S.A. Western Chapter.

We are accepting resumes for foremen and as follows: Send resumes: Arbor Care, 825 Mabury Road, San Jose, Calif. 95133

FIELD SUPERINTENDENT: San Francisco and Peninsula. Requires: Field management of 5 crews, quality control, client relations, paperwork coordination and equipment management. EOE

OPERATIONS MANAGER: Northern California. Is responsible for three branch offices to include: scheduling, budgeting, sales presentations, equipment coordination.

FOR SALE

Vermeer 665 Stump Cutter—Wisconsin engine—1-1/2 years old—good condition—$7,500. Minnesota area 612-890-8449

45° AERIAL LIFT of Milford, CT. mounted on 1980 Ford F700 Chassiss w/370 V8 engine; Tool Box Package with 12yd. Dumping Chip Box; Excellent condition; entire unit recently painted with Imron paint. $28,000

STUMP CUTTER—1976 Vermeer, Model 10 in excellent condition. This is one of the best Model 10s on the market. $1,850

1975 FORD F750 Chassiss w/391 V8 engine, PS, AB, 13' flat bed body with tool boxes; one owner, 42,000 actual miles, truck, cab and engine in excellent condition. $4,500

THE HAUPT TREE COMPANY CO. INC.: Telephone 413-229-8565

AERIAL LIFT/CHIPPER:
1978 Ford F750, 391 c.i.d. gas, 5 speed, PTO w/88 gal pump, 2 speed Eaton rear end, 18,500# axle, HD front & rear springs, chip box w/ side dump, cab guard, 2 cyl. Wisconsin pony motor w/ 3 gal. pump. Skyworker—model 1045A, serial #4734, same year as truck, isolator, 24' lower boom, 4½' hyd. cylinders, steel knuckles. Rear mounted platform chipper, Fitchburg, 6' blades, VG4D Wisconsin engine—$12,500

Skyworker Model #1044A on 1970 John Deere Skidder Model #440, serial #T5ABRO71884T—$10,000

Send inquiries to TCI Magazine, Dept. L, P.O. Box 1094, Amherst, N.H. 03031-1094

DISC CHIPPERS:
1989 Morbark Busy Beaver Chip and Bag, never titled, 10 hours running time 24 HP Twin Cylinder Onan, pintle hitch, extra set of knives, 100 chip bags—$5,500

1987 Morbark Eeger Beaver, Hercules G-1600 61 HP Gas, 850 hrs., pintle hitch—$7,000

New 1990 FORD F-700, 429 Gas 5-speed, 23,160# gvw, Southco 14 forestry dump body, pintle hitch Southco Industries, Inc.—outside NC:
1-800-331-7655, NC: 704-482-1477

The Difference Between Good And Gone

LIGHTNING PROTECTION SYSTEMS FOR TREES
• More Profits
• Needed Service
• You Have Tools, Men And Equipment
• Door Opener And Sales Closer
• Present Customers Are Qualified Prospects
• Minimum Investment
• Send For Tree Kit
• VH5—How To Install Tree Systems ($14.95)

INDEPENDENT PROTECTION COMPANY, INC.
1603-09 SOUTH MAIN STREET GOSHEN, INDIANA 46526 (219) 533-4116
INDUSTRY ALMANAC

August 12-15
International Society of Arboriculture
Annual Conference and Trade Show
Toronto, Ontario, Canada
Contact: ISA—(217) 328-2032

October 25-27
American Society of Consulting Arborists
Annual Meeting
Innisbrook, Florida
Contact: ASCA—(813) 446-3356

October 28-31
Tree Care Industry Exposition '90
Richmond, Virginia
Contact: TCI Magazine—(603) 673-8952

February 12-17, 1991
National Arborist Association, Inc.
Annual Meeting
Tampa, Florida
Contact: NAA—1-800-REF-2-NAA
The new Vermeer 1250 Brush Chipper handles any wood item up to 12 inches in diameter. It comes with a standard Ford 300 GF gas or optional Perkins 4.2L Diesel power plant. Features include vertical feed rollers, a 12-by-12-inch feed opening for smooth feeding, and a 42-inch disk with four steel-hardened knives. Chipper feed rate is 131 feet per minute. Contact Vermeer Manufacturing Co., Pella, Iowa 50219.

Elvex Corporation presents a three-way personal protection product, consisting of safety cap, heavy duty hearing protection and oversized Lexan face shield. Ear muffs rated at 24dB or 27dB and face protection products in different sizes and materials are available. The hearing and face protection accessories are sold separately and adapt to most hardhats. For more information and free catalog, write to ELVEX CORPORATION, P.O. Box 850, 18 Taylor Ave., Bethel, Conn., 06801.

A state-of-the-art mid-range chain saw has been introduced by the Homelite Division of Textron Inc. The Model 250 saw has a 2.5-cubic-inch (41cc) engine displacement and 9,000 rpm cutting speed. Suggested list price is $289.99. An exclusive primer bulb starter provides 1 to 3 pull starting capability, a spring mounted suspension system located in the handle provides comfort during extended usage. For further information on the Homelite 250, see your local sales representative or write to: Homelite, Marketing Dept., 14401 Carowinds Blvd., Charlotte, N.C.

3PF Adopts New Mission Statement

On May 2, the Board of Directors of the Pesticide Public Policy Foundation (3PF) changed the mission of the organization. The new focus shall be limited to legislative and regulatory issues that impact the urban/suburban pesticide user at state and local levels. Insufficient funding and the resignation of Executive Director Dr. James Wilkinson prompted this reorganization. 3PF can be reached at 401-294-6133.

Safety Standards

Copies of the ANZI Z133 standard for tree care safety may be obtained from the American National Standards Institute, 1430 Broadway, New York, New York, 10018, or from NAA or ISA. There is a charge.
Our Customers Spoke-
And We Listened

INTRODUCING THE NEW ASPLUNDH LR-50
FLAT DECK TRIM-LIFT

NEW Model! NEW Style! NEW LOW Price!

At last — a practical, versatile, inexpensive alternative! Asplundh’s new
LR-50 Flat Deck Trim Lift unit is lighter, more backyard maneuverable
and, with the boom mounted over the rear axle, it puts even the
toughest jobs within reach. Plus — it has the same great
quality and features you expect from Asplundh.

Call the Trim-Lift Hotline today for a quote!
1-800-331-1038; In PA: 1-800-422-6479

ASPLUNDH
MANUFACTURING DIVISION
Blair Mill Road, Willow Grove, PA 19090
Phone: (215) 784-4200 • FAX: (215) 784-1313
Diagnosing Problems
An IPM Technician's First Visit With A New Customer

By Peter Felix

As you will see, a client's first meeting with the technician sets the tone for the rest of the season.

First, a bit about IPM. Concern for the environment is at an all-time high, and the IPM concept is becoming popular.

IPM programs are environmentally sound, maintain healthy landscapes, and improve the relationship between company and client.

The equipment used for IPM is different from that used for cover spraying. An IPM rig must be capable of mixing small quantities of different materials. A large fresh water tank combined with smaller tanks and a variety of pumps and hose reels are essential.

The most important component of an IPM program is the technician, who must be able to identify plant material and plant problems as well as use pesticides safely.

The IPM technician is the ultimate decision-maker. He or she must decide what type of treatment is needed, what to use, when to use it, or if to use it at all. Since they are normally trusted by clients, technicians often make recommendations for other tree work, such as fertilizing and other services the company provides.

As customer confidence and satisfaction levels rise, technicians become more comfortable dealing with clients. This experience often proves to be a training ground for moving into sales positions.

Now, for our visit. The customer, Mr. Smith, planted most of the material in his yard himself. He is concerned about the damage that has occurred to his plants in the past growing season.

When Mr. Smith calls the office, I set up an appointment for the next day. When we meet, I ask Mr. Smith to walk around his property with me. As we start, I take a good look at the American holly by his front door and point out that it was damaged by leaf miner last year. Since it is so early in the season, I tell Mr. Smith that I will monitor the plant on future visits and deal with new problems as they arise.

As we move on, we come to a rhododendron with huge pieces chewed from the leaves. Mr. Smith asks if I know what has happened, and I reply confidently that black vine weevils have been feeding on his plant.

As we walk up to Mr. Smith's grove of mountain laurel, I notice lace bug damage on the leaves. By this time, I know Mr. Smith is confident of my ability.

At the cedar trees, Mr. Smith points out an orange growth on one of the branches. I explain that the growth is a fruiting body of rust fungus that needs alternate hosts to grow. It normally appears when apple trees or mountain ash are nearby.

Although Mr. Smith says he doesn't have any apple trees in his yard, I spot a crabapple tree in his neighbor's yard. Since the condition isn't serious, I tell Mr. Smith that I wouldn't spray now but would continue to monitor the tree on future visits.

At the hemlock hedge, we both notice hemlock woolly adelgid. Some of the hemlock are in severe condition, while others are covered with egg masses. I explain that I will spray horticultural oil on these hemlocks today to control the adelgid.

We then move on to a rhody that looks chlorotic. I get down and take a few cores of soil and put them in a bag. I explain that the plant may be suffering from the lack of a micronutrient, but I will send the soil samples out for analysis.

As we approach the front door, I wrap up our meeting by explaining to Mr. Smith what I would do that day. This includes spraying his hemlocks and other evergreens and setting up a trap for monitoring the emergence of clearwing borers.

Mr. Smith complimented me on my professional manner. I told him to have a nice weekend and that I'd see him in two weeks.

It is always satisfying to receive a compliment from a customer like Mr. Smith. Receiving compliments from customers builds the technician's confidence. It also brings home the fact that IPM technicians perform a vital service.

Editor's Note: Peter Felix is employed by F. A. Bartlett Tree Expert Company in New York.

Do you have a story for From the Field? TCI will pay $50 for published articles. Submissions become the property of TCI and are subject to editing for grammar, style and length. Entries must be submitted by field workers and must bear the name of the worker and his employer or they will not be considered for publication. Articles and photos must be received by the first day of the month for the following month's issue.
The Height of Success is

AERIAL LIFT of MILFORD, CT!

Airbortech’s UTV
Utility Tree Vehicle

**CHIP TRUCK** - UTV carries a heavy load of chips, and with Arbortech ‘L’-box provides ample space for tools. Match UTV with a high capacity log loading crane and you save time and labor.

**DUMP TRUCK**
Remove UTV’s sectional roof and the UTV converts to a dump truck. The 10 Ga. Galvanneal sides are heavily reinforced and gusseted for maximum side wall strength.

**SPRAY TRUCK**
Remove the sides and UTV provides additional use for your investment as a platform body. The 14’ model leaves a 12’ floor, plenty of room for most skid mount sprayers. The permanent bulkhead protects the tool box during flatbed use.

**CALL TODAY!**
1-800-255-5715 (Ohio 216-264-4266)

Call the Arbortech Action Line to order your new UTV, the most versatile vehicle now available to the tree care industry. Take advantage of the industry’s largest chassis pool... apply for up to 60 months leasing... arrange for 24-hour fast mount installation service... or just ask for product literature.

Arbortech
a Scott Fetzer company
3203 West Lincoln Way, Wooster, Ohio 44691