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OUTLOOK
Any Day Now

Several months ago, I moved to a new home. I vowed to throw away anything I hadn’t used, looked at, or needed in the past year. A new home, I’d decided, was a new opportunity to get around to clearing out all the junk I’d been saving since long before high school. (You probably already know this story. Perhaps you’ve lived it.)

It seems that there is always a reason to keep things, and so, despite my best efforts, more boxes were packed than trash cans filled. My beloved, unfortunately, suffers from the same pack-rat tendencies, and we now have a home full of boxes we still haven’t unpacked because we have exhausted our storage space. When it became apparent that there was no more room for beach mementoes from the summer of ’75 or soap box derby cars, we vowed to devote an entire weekend to sorting through all of our stuff and offer at least a healthy third to the town dump. We’ve been meaning to do that for quite a while now, but until last Saturday, I was still digging my shoes out of a much tattered box in the guest bedroom.

Big deal, so we’re pack-rats. So what? So what was once neatly tucked away into closets and basements now trips me every morning. My system of organization has been uprooted, and frustration mounts daily because I know that the renewal notice I got from the Registry of Motor Vehicles is around here somewhere and the cats were vaccinated last year, so where are their tags? Before I moved, none of the rogue keepsakes were in the way. They were tucked away behind doors I never had to open, offering a sense of comfort just because they were there. I could go through them at any time for a little dose of nostalgia. My home was my castle, and my life was ordered in a way that made sense to me. Now, my safe haven is disturbed by that nagging little stress of a project uncompleted. Still, as frustrated as I am at times, it seems as if there is always something better to do. The weekend after the big move was the big family ski trip. Then there was the class reunion. There were funerals, weddings, graduations and parties. Now summer is here, and there are golf balls to hit and friends to visit. Is it procrastination, or choices about quality time?

No matter what you call it, there never seems to be enough time to do the things that must be done. Least favorite projects get pushed to the bottom of the list, and before long the project that was delayed becomes a crisis. Why is it that the only things that ever go away when neglected are love and opportunity? I have a friend who grabbed a job early in her career because she needed to work. She’s been meaning to send out resumes, but never quite got around to it. Six years later, she’s no further ahead than when she started. My neighbor owns commercial real estate. He’s been meaning to have a loose railing in one of his buildings fixed. Now he’s being sued for negligence. It seems the railing finally let go.

When I think about all of the time, worry and aggravation spent over the Things That Must Be Done But Never Get Done, it seems that it would be so much easier just to take a minute, or five, and do it. How much better would life be if you were more organized, better prepared, or could sleep knowing you weren’t about to blow a deadline? Last Saturday, when I finally unpacked my shoes, I timed myself. The project took exactly eight minutes. I shudder to think how much time was spent digging in that box.

Amelia Reinert
Deputy Executive Director
National Arborist Association
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By Tina Terrell
To recruit and retain minority employees takes hard work, as well as an understanding of the culture and processes involved. But America’s work force is changing, and tree care companies are changing with it.

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A300: A New Era of Understanding

By Peter Gerstenberger

Professionals like you take part in meetings and read trade publications like this one because you want to keep up with the latest information, tools and equipment to stay competitive in the marketplace.

Well, there’s something right under your nose, something easily within your reach, that can make you more competitive and more professional. In the next few years, it could become the most important pruning tool you’ll have. What is it? The A300 Pruning Standard. I am serious.
The two trees in the foreground, a white pine and a red oak, are in a city park. The parks superintendent wishes to keep both trees, but is concerned that the limbs of the oak will destroy the main leader and some of the limbs of the pine. How would you prune the oak using the old standards? The new standards?

In the talks on A300 that I have either given or was present for, the audience is generally polled about A300:

A. Less than half of the audience knew about A300, or knew it was a consensus standard superseding all other pruning standards.

B. Fewer than 10 percent who knew about it had read it and understood how to use it.

C. Fewer than 5 percent were using it regularly.

In a way, this situation reminds me of the evolution of thinking and awareness in this industry relative to the ANSI Z133 standard. Though it's been around for more than 20 years, it has only been in the last ten that it obtained recognition by more than 50 percent of the industry. Today, it's hard to imagine many arborists not knowing about Z133. My purpose in writing this article is to shorten the period of time it will take for A300 to gain widespread acceptance.

At one time when writing work orders, many arborists would use the old National Arborist Association pruning standards, with its classifications of one through four. But these were often too imprecise or confining to adequately communicate the work that needed to be done. Consequently, other organizations created standards or pruning guidelines. Regardless of which standard one tried to work with, it was usually so subjective or filled with vernacular that we had to abandon them and create our own terms.

Finally, someone saw the light, and in 1990 the ANSI A300 Committee was formed. The purpose in creating this committee and ultimately this standard was to create a uniform, unifying document for arborists across the country.

The A300 committee is made up of 14 individuals who meet twice a year, two days each time, in Washington, D.C. We come from all walks of arboriculture and different geographic areas, so we naturally have our own agendas. However, the tree's health is always at the forefront.

We do not have the perfect document, but we do have a very workable consensus standard. Now, A300 supersedes all others. There are organizations that have created pruning guidelines, but A300 is a performance standard, and should not be confused with procedural, or "how-to", information.

I believe A300 has not yet been recognized as the tool of the future because it necessitates change, and change can never be made without some inconvenience, even when it's for the better. The inconvenience in this case is that A300 requires more time, knowledge and accountability to use.

A300 will not change the way you've been pruning trees, unless you've been pruning them incorrectly all this time. It will change some of the terms you use to describe how you prune them however.

I'll quote Al Shigo, who in turn was quoting Voltaire, I think: "If we define our terms, all arguments would last less than three minutes." So it's very important to understand the meaning of the words and terms in this standard. Most are old comfortable ones for arborists, but there are some new ones.

**Crown cleaning** = removing "bad" branches

**Crown thinning** = selective removal of branches to increase light penetration and air movement or reduce weight. There never was a universal term for this; in the Midwest we used to call it load lightening. At least my company did.
Heading is a type of cut, and is the term for what we used to call topping.

The thinning cut is the preferred type of cut, but it actually is two types of cuts: removal of a parent stem at a suitable lateral or a lateral at the parent stem.

Crown raising takes the place of elevation.

Crown reduction is used primarily to describe a method of pruning, and not how to make a cut. It can apply to the whole canopy or individual limbs. The term drop-crotch prune is gone.

Perhaps the biggest change in terminology for the practicing arborist is the transformation from the four NAA classes of pruning that I referred to earlier to the more user-friendly pruning objectives offered in A300.

The NAA Standards offered four basic options: Class One fine pruning, Class Two standard pruning, Class Three hazard reduction pruning, and Class Four crown reduction pruning. For years, they provided workable specifications for arborists.

However, their main attribute was also their undoing. Vast numbers of arborists felt they were too simplistic, because they offered little flexibility for meeting specific pruning needs. They also were not very descriptive terms, so they limited the consumer’s understanding of the outcome. And to be candid about it, they were developed and were most widely used in the Northeast, leaving arborists in other areas of the country free to develop parallel but different standards and terminology.

A300 will unify the specifications and terminology for pruning, no matter where you go in the country. With A300, specifications can be written in a virtually infinite number of combinations, and still be consistent with the standard.

In any case, the first specification on the work order should read: “All pruning shall be done in accordance with the ANSI A300 standard for tree pruning.”

That means that the overall pruning operation is going to stay within specific bounds. Proper cuts will be made, spikes won’t be used to climb, probably not more than one-fourth of the foliage of the canopy or individual limbs will be removed, half the foliage should remain evenly distributed in the lower two-thirds of the canopy, and with crown reduction the lateral should be at least one-third the diameter of the parent stem that is removed.

One of the most fundamental prerequisites for interpreting the A300 standard correctly is to understand the significance of the words “should” and “shall.” In standard parlance, “should” is used when there is an advisory statement. Shall denotes a mandatory requirement. Let me give you some examples of their use that come from everyday life: You should not cross the road when the bus is coming, but you shall not drink the last beer in the refrigerator without telling me!

The standard requires that the arborist apply sound judgement and be able to defend his actions. As an example, A300 says that an arborist should not remove more than 25 percent of the tree’s canopy in one growing season. Still, the use of the
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word should allow the arborist to use his judgement, so long as the deviation from the standard can be defended. Thus, if you had a mature tree with storm-damaged, unsafe limbs and you felt strongly that the only chance this tree had of surviving was radical pruning to reduce those limbs—probably to laterals less than one-third the diameter of the parent stem, and probably removing more than 25 percent of the canopy—you can defend your action, because the alternative was pruning at ground level.

The health and life stage of the tree are important variables in the application of A300.

Consider a tree that has dieback because of an obviously bad root system. You do not want to take photosynthesizing leaves off this tree. If you were to simply specify the old NAA Class One or Two pruning for a tree with ailing roots, it is unclear from that specification whether you intended to take anything away from that tree that would have helped develop a root system.

With A300, crown cleaning is suggested as an option that will not take anything away from a developing root system. With A300, your specification can more clearly convey your pruning objectives.

Tim Johnson, chairman of the A300 Committee, uses the acronym PEGSMOR to help apply the A300 Standard properly to trees in different stages of growth.

"P" is for planting. A new transplant needs its foliage, so minimal pruning is the rule. Obviously, if you are compelled to prune a tree that you are just planting, you may want to pick a different tree to plant, or look for another nursery.

"E" is for establishment. If the tree is becoming established, you do not want to prune unless it is absolutely necessary, because the tree needs every one of its leaves to build starch reserves and produce roots.

"G" and "S" refer to growth and structural strength of the young-but-established tree. It is in this life stage that pruning plays the most important role, because pruning can influence both the growth and structural integrity.

"M" is for mature. Other than to remove deadwood, one would prune less as the tree matures.

"O" is for over-mature. Depending on the tree, you either do not want to prune, or you may have to prune drastically. Heading cuts may be appropriate at this time because structural integrity is lacking.

"R" stands for remove and re-plant. A300 is routinely misinterpreted because it is viewed with tunnel vision: one statement or another is applied without consideration for the whole document.

You have to use A300 in its entirety and in parts. In other words, in your specifications you need to write, "Trees shall be pruned according to A300 Standards and to the following specifications: ..." After that, pick and choose the appropriate options to reach your pruning objective.

A300 reads, "This standard has been drafted to address pruning specifications requirements across all geographic areas. The users of this standard must interpret..."
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Here’s one that’s straightforward. The client has expressed concern over a low, rubbing limb in this ash. Ordinarily, you might not suggest pruning, but it hangs over a playing field, near where small children and their parents congregate. There is no money to prune the rest of the tree, and luckily there are no other apparent hazards, but you would like to get this one limb off. How do you specify the work using the new as well as the old standards? Simple, just say what you want. Nowhere A300 does it say, “The arborist shall not use plain English to specify tree pruning needs.” Write your specification in the simplest way that cannot be misinterpreted.

The wording based on their knowledge of the growth habits of certain tree species within a given environment.”

For instance, section 5.3.1.4 states, “Not more than one-fourth of the foliage on a mature tree should be removed within a growing season.” If you are somewhere that trees grow quickly, you may be able to defend taking out 40 percent of the foliage of some species.

The document also states clearly that “Specifications for tree work should be written and administered by an arborist.” Again, A300 was drafted to allow someone to write specifications. It is an umbrella. When writing specifications, you do not want to have to go into detail about pruning cuts.

If we were to talk about pruning cuts, we would have to stipulate that a thinning cut is the preferred type of cut, and that a heading cut should rarely be used. We should not have to spell out this language on each contract specification, but we do want to make sure that the contractor is going to work under these specifications, or measuring sticks.

So now you are ready to start writing specifications. Where do you start?

First, state your objectives for pruning. For instance, for the large ash pictured above, you could say: The objective is to reduce the potential for limb failure.

Then you want to go on to specify the type or types of pruning that will be applied, and finally specify a size or size range of branches to be removed.

There’s another benefit of A300: crew training.

Remember the first time you climbed a tree to prune it? If you are like most green climbers, you got into the tree and thought, “What am I doing?” With A300, the arborists you train will have a better sense of what they are doing.

After you’ve climbed for a while, you develop a methodology: You size up the tree from the ground, choose your tie-in points and figure out where most of the work will be. Then you get to the top of the tree and tie in. At this point, if you’re like most arborists, you start to eliminate the most obvious problems first.

If pay scales were based purely on the ability to make decisions, arborists would be among the highest paid professionals—just think of how many decisions you make when pruning a mature tree. Anyway, you typically make the easiest decisions first, then evaluate what’s left.

If your pruning objective is to crow clean and the new climber knows that he is supposed to take off the non-beneficial parts of that tree, there are a lot of easy decisions. A300 gives him an objective and helps him prioritize. The clarity of communication between the tree owner and the sales representative, the sales representative and the arborist, is tremendous.

With A300, we are able to write work
The new ANSI A300 Pruning Standard is THE tool to help us communicate more clearly with our customers, our employees, and each other. You'll want to incorporate this standard, created by arborists for arborists, into your daily activities.

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orders and communicate tree needs in a way that is more responsive to the needs of the individual tree.

You need to start using A300. It’s the pruning tool of the future.

Peter Gerstenberger is the director of safety and education for the National Arborist Association.

Footnote: There is a good reason that word pruning does not appear in the title of A300. It is because new sections of A300 are being developed to address other aspects of tree maintenance. The next likely section to be published will address tree fertilization. If you thought pruning was a controversial subject, just wait! Also in the pipeline are standards for cabling and bracing, lightning protection installation and soil amendments. The NAA is the Secretariat for A300, and I am the secretary, so if you ever have any questions about existing or forthcoming parts of A300, call us at 603-673-3311.

This tree has been meticulously maintained all its life by the gentleman on the ladder. But now, it’s becoming too much for him, and the caretaker is looking to your firm to take over its care. If you take a closer look, you can see how the gardener achieved such a distinctive look—a combination of pollarding, thinning, heading and crown reduction techniques—commonly known as topiary. To keep the look, you must maintain the practice. How would you specify that with old standards? How about with A300?
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How do you recruit, retain and provide educational and training programs for African-American and Hispanic workers? It is difficult to attract any minority into a natural resource field. Many grow up in an urban environment where the only thing they know about a tree is that it grows in the backyard. They have never seen an arborist before, and they don’t know what an arborist does for a living. We have 31,000 employees in the US Forest Service, and I am one of 30 African-American foresters.

To recruit and retain minority employees takes hard work, as well as an understanding of the culture and processes involved.

Recruitment

In today’s booming economy, it takes a lot of effort to recruit any employee, and it takes a lot more to retain one. To recruit tree workers, you must
educate them about the profession. Many minorities have misinformation, no information or negative information about what a job in tree care entails. To them, working in trees means living in a rural area and being stuck there for the rest of their lives. Explain that most work for commercial tree care companies is in the cities or suburbs.

Explaining the nature of the job is particularly important when recruiting college students. Some companies have brochures which show a person in a tree. Now that may be what you are recruiting for, but you may also be looking for applicators and salespeople. Recruits may start in trees, and you should stress that they may spend some time in the field, but they won’t necessarily stay there.

Bear in mind that parents have a major influence on the career choices of their children. When I recruit I take videos, brochures and pamphlets with me that can be passed on to parents later.

Many students think that top pay in tree care is $20,000 or lower. Explain that they may start off below this level, but it does not mean that they cannot make much more. Bear in mind that this may be a new field, a new career path option for many minorities. They don’t necessarily know much about the work, pay or conditions.

Retention

Once you have attracted minority employees, the hard part is to retain them. We are all familiar with the turnover rates in tree care. Job training is absolutely essential to retain minority employees, or any young employee these days. If you just think an employee...
will be happy stuck in an entry-level position, think again. They want to know what’s in it for them and how to get to the next level.

Put together a specific training plan that asks:

- how did you like that job?
- what did you learn about it?
- what didn’t you like about it?
- what didn’t you like about the area?

Job training is expensive, and skeptics might argue that putting a lot of money into training a new hire who might not stay very long is a waste of resources. You have to think of training differently.

Give new hires a lot of opportunities to learn about your company and what their future will look like with your company. Show them the different types of work involved in the profession. If you make a new hire chip brush 50 hours a week, month after month, how long do you think he will stay?

Don't assume that new employees are aware of all of the career paths available. Provide them with information about health benefits, life insurance, pay scales and promotions. The first thing an employee or a student will ask is about pay. You might as well tell them up front: It is going to come out sooner or later. Advise them that they won’t be paid a lot in the beginning, but if they move up they could eventually earn a good deal more. Hopefully most of them will stay long enough to make the training worthwhile.

There are ten things you should keep in mind to improve minority recruitment and retention.

1. Understand the culture.

I recruited Hispanic employees when I was in California, and it helped that I knew some Spanish. If your company plans to recruit Hispanic employees heavily, your recruiters should be able to speak some Spanish. And it wouldn't hurt if your crew leaders learned some as well.

2. Make personal contact

Sending materials to the local high school isn’t enough. Visit the school, see if you can be included in a career day. Show them in person how much you enjoy the tree care profession. Once an employee is hired, take the time to visit him in the field. A personal visit to the job site to see how that employee is faring will be remembered for a long time—and it will raise retention rates.

As a business owner, your time is limited. But personal contact showcases to new employees that you are committed to helping them and providing them with opportunities to succeed.

3. Explain the company’s goals in recruiting minorities

Explain that you want a diversified workforce. The clientele you serve is diverse, and you need people who are just as diverse as the public.

4. Establish mentors

All new hires need someone to show them the ropes, so to speak. Minority recruits need someone they can go to for advice who has had the same concerns, the same linguistic or cultural adjustments. Also, an employee who has advanced to a higher position can serve to demonstrate what is possible to others.

Provide resources, information and role models for new employees. Don’t just put them into the field and expect them to thrive. They won’t.

5. Rely on honesty

Tell them exactly what they are getting involved in. You will be spending money to train new hires, so don’t paint a picture of reality that you can’t achieve. You will just be setting yourself up for higher turnover rates.

On the other hand, stress the long-term prospects at your company. Most people who walk in the door are looking for a job. Emphasize that they can develop a career in tree care with your company.

Please circle 31 on Reader Service Card
6. **Provide financial assistance**

Many potential employees don’t have the money to attend English classes or horticulture courses at the local community college. State and local governments have a variety of financial assistance packages available that you, as the company owner, should know about. And if they don’t qualify, there are tax breaks for employer-paid education that you may want to investigate.

Look into anything that will get them into the classroom. The more they know about arboriculture, the more likely they are to stay in the profession and remain with your company.

7. **Network**

If you are looking for entry-level employees, start networking with high schools, especially vocational schools. When I recruit in Alabama, I visit all the vocational schools in the state to find students who are not necessarily interested in going to college.

Of course, developing a recruiting source takes time and effort that may not pay off immediately. When I visit schools I often talk to 20, 30 or 40 students. I may only get one, but I have educated 39 other people about my profession.

8. **Cooperate**

Develop agreements with high schools and colleges so that they will send you students who can earn credits working for you. Or they can work full time in the summer. Attend career fairs, talk to students in the classroom, tell them about your profession. Many of them have no idea what you do.

At a school, take them out in the field if you can. Hold your presentation outdoors so they can see what you do.

9. **Provide varied experiences**

Give new employees a taste of several different tasks, assuming they are properly trained in safety first! Let them know there is more to tree work than hauling and chipping.

10. **Provide information**

Arboriculture is not a glamour profession highlighted on television. Who was the last arborist who starred in his own TV series? It is up to those in the profession to showcase their talents and debunk myths.

Arboriculture is a rewarding profession, and there is no reason why more minorities shouldn’t look to tree care as a viable career path. All they need to start is accurate information and an invitation.

Tina Terrell works for the US Forest Service in Tuskegee, Ala. She has been recruiting minorities for over ten years with the Forest Service, and more recently with Penn State. This article was excerpted and adapted from a seminar presented at TCI EXPO ‘96.
Events & Seminars

August 2-5, 1997
International Society of Arboriculture
Annual Conference and Trade Show
Salt Lake City, Utah
Contact: 217-355-9411

September 4-6, 1997
McCullough's Tree Care/
Western Chapter, ISA
Sustainable Tree Care Conference
University of California, Los Angeles,
Contact: 818-248-4425

September 5-7, 1997
Paul Smith's College
"Touching Trees" with Dr. Alex Shigo
Paul Smiths, New York
Contact: Mike Rechlin, 518-327-6236

September 16-17, 1997
Mendocino ReLeaf
"Tree Science for Better Tree Care"
Dr. Alex Shigo
Santa Rosa, California
Contact: John Phillips, 707-459-3015

September 16-18, 1997
Mt. Lake Vegetation Mgmt. Council
43rd Annual Meeting
Valley Forge Hilton, Valley Forge, Penn.
Contact: Dave Krause, 717-766-6661

September 17, 1997
Landscape Contractors Association
LCA's Annual SuperShow
West Friendship, Maryland
Contact: 301-948-0810

September 17-20, 1997
American Forests
Cities by Nature's Design
Hyatt Regency, Atlanta, Georgia
Contact: 202-667-3300

continued on next page
October 6-8, 1997
Mid-Atlantic Chapter, ISA
"Set Your Sights on Arboriculture"
Annual Meeting and Trade Show
Hagerstown, Maryland
Contact: Don Blair, 301-842-2544

October 14-15, 1997
Southern Illinois University at Carbondale
Vegetation Management for Right-of-Way Workshop
Carbondale, Illinois
Contact: Sandy Rhoads, 618-536-7751

October 15-18, 1997
American Society of Consulting Arborists
30th Annual Conference
Coronado Springs Resort
Orlando, Florida
Contact: ASCA at 301-947-0483

October 16, 1997
University of California Arborist/Tree Worker Cert. Course
Sequoia Conference Center, Orange Co.
Contact: Ted Stamen, 909-656-3431

October 22, 1997
University of Calif. Riverside, Extension
"Troubleshooting in the Landscape: Identifying & Solving Tree & Landscape Problems"
UCR Extension Center, Riverside, Calif.
Contact: 909-787-5804, ext. 1621

November 6-8, 1997
TCI EXPO '97
Columbus Convention Center
Columbus, Ohio
Contact: 603-673-3311

November 15-18, 1997
Professional Lawn Care Association of America
18th Annual Lawn & Landscape Conf.
Charlotte Convention Center
Charlotte, North Carolina
Contact: 800-458-3466

December 4-5, 1997
Northeast Shade Tree Federation
"Tree Chemistry Without Fear."
Dr. Alex Shigo
Portsmouth, New Hampshire
Contact: 603-436-4804

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The Eleven Step Program to Excellence

By Vic Osteen
Most people are not as successful as they would like to be. They aren’t enjoying life as much as they should, and they are not having nearly as much fun as they should—especially in the tree care business. This is a fun business after all.

There are some steps that you can take that will move you closer to success. These steps will help you manage, operate and run your business more effectively and efficiently—while allowing you to enjoy it more.

Most people are like the guy who wanted to win the lottery. Everyday he would pray, “Oh God, please let me win the lottery.”

This went on for several weeks. Finally, he was praying, “Oh God, please let me win the lottery,” when a big booming voice from heaven rang out: “Well, help me out. At least buy the ticket.”

Too many people in tree care dream about winning in business, but they never buy tickets. They say they want success, they go through the motions, but they are not making the personal commitment in the correct areas.

In the United States, 34 percent of new small businesses fail in the first year. Within ten years, 82 percent fail. Check an old Yellow Pages from five years ago. See how many landscaping and tree care companies have come and gone. And that doesn’t include all the ones that started and failed without ever advertising in the phone book.

Why do tree care businesses fail?

Because they are taking on work that they shouldn’t. Everyone in this industry knows of a company that won a big contract and later went out of business. Sometimes, the best thing you could do for your customer is to say no. Too many tree care companies take on jobs without the people or the money to perform them. All the owners can see are the dollar signs, and they over promise, then don’t show up.

Because a degree in horticulture or landscape management doesn’t make create a leader in business. The best thing about the green industry is that it is good, hard, honest, productive work. That’s the worst thing too. Arborists like to be out in the field, up there in the trucks, not stuck alone in the office or on the phone. But you are not doing your job as a manager unless you acquire the management skills necessary to make your business successful.

Better management skills will help you perform your job better and enjoy it a lot more. Your job as an owner should be doing nothing but insuring that your people have the things they need to be successful out in the field.

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Eleven Steps to Excellence

When I was teaching at a college in the early '90s, a psychologist told me that soon the majority of people would be in a 12-step program. There are all sorts of 12-step programs, and I decided to write my own. I came up with the "Eleven Step Program to Excellence," because I thought that if it takes 12 steps to correct a really bad problem, you should be able to go from mediocre to excellent with just 11.

Here are 11 things to think about in order to succeed.

1. Examine

Examine yourself and your situation. This is the primary step in determining where you are and how to move closer to where you want to be. People don't like to examine themselves, but you need to take a good look at yourself to know where you are going. Once you understand where you are and where you are headed, you can take the steps necessary to improve yourself and your company.

There is a constant conflict between who people are and who they want to be, which I call the "should gap." Bring those two closer together. Everyone has an internal guide that tells them that they should or shouldn't do certain things. It doesn't take a strategic planner to figure out.

Gather all your employees together for an early morning meeting. Make a list of all the things the company isn't doing or could be doing. Discuss new divisions, new ways of doing things, new record keeping, new management skills, new training skills. Ask the question: "What could we do for our customers and for our employees that we are not doing now? What shouldn't we do?"

Focus on four or five things and concentrate on what you are good at, what is unique about your skills that you can capitalize upon. Are there some areas of your business that aren't making money or are causing you more trouble than profit? Eliminate them.

2. Establish Worthy Goals

Establish worthy goals for your employees and for yourself. They will serve as a road map on your journey to success. The goals must be clear and written down. Have some targets to shoot at.

Establish a purpose and decide why you are in business. Defining a reason for being in business—other than profit—is not an esoteric thing to do. In a book called Built to Last, James Collins and Jerry Fosser analyzed 20 companies that had been in business 50 years or more. All had developed a core ideology that guided them successfully.

Be a master at asking yourself, your employees, your customers and owners of other businesses, "What works for you? What does not?"

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Define why you are in business. It has to be more than profit. You need a greater vision and purpose than just making a few dollars, because that gets boring. And it's hard to motivate employees if the goal of the company is your financial well-being. Money is fine, but the sole pursuit of it won't carry you very far.

Your business objectives should be clear and compelling, and require no explanation. They should be challenging and so bold and exciting that they will continue no matter who is in charge. What are some of these purposes?

- Double sales
- Hard work and productivity
- Continuous improvement
- Excellence in reputation
- Service to the customer

The purpose of business is to create a customer. You might ask, “what about profit?” If your main purpose is to create a customer, profit will take care of itself.

There is an axiom that we use in education that says, “Tell me and I will probably forget, show me and I might remember, but get me involved and I will understand.” That is what you have got to do with your employees. Involve them in your goals.

Once you have accomplished 85 percent of your goals, establish new ones. Americans are notorious for getting to about 80 to 90 percent of the goal and getting bored.

3. Eliminate negative thoughts and habit patterns

Negativity inhibits you from attaining your success.

The world is full of negative people and circumstances. Eliminate those negative things that pull you back. Negative thoughts planted in your mind and your employees’ minds will attack the worthy goals you have established. It takes 20 positive statements to overcome one negative statement. So if you tell someone he has made a mistake, you have tell him that he did something right 20 times to make up for it.

4. Educate yourself

Knowledge is power, and it is available to you for free. Most owners of tree care companies work too hard. Every day they are up early and work late. Take the time to gain new knowledge and educate yourself. The half-life of horticulture knowledge is eight years. That means if you read something in a book that is eight years old, then half of it is not true. If you have been out of school longer than 16 years, everything they taught you...
Excellence

is probably wrong by now. So if you are not twice as smart as you were five years ago, then you are losing ground.

I once asked an executive at Federal Express how the company has done so well. He turned around and said, “See all those books up there? We just did what it said in those books.”

There is a book about everything you want to find out. Other people’s experience is a lot less costly than yours. Use it. You can pay $10 for a book or struggle for two years to figure out what doesn’t work.

5. Enlist others

Others possess skills, knowledge, experience and resources that you must have to succeed. Sign people up on your team, which means give employees something worthy to entice them. You cannot become rich unless you involve others. What do employees want?

A study once asked employers what they thought their employees wanted. Here is how they answered:
1. good wages
2. job security
3. opportunity for advancement

"I once sent a new guy out to prune some shrubs. We had been letting them grow out for two years, and they were almost where we wanted them. By the time I arrived, he had hacked off all but about two feet. I jumped in his face like nobody’s business. He said, 'Well, I did my best.'

He was right, and I apologized—years later. Take the time to train your people how to do things correctly. It takes commitment and a plan, but employees should be an investment not an expense."

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TREE CARE INDUSTRY - AUGUST 1997
When employees were asked what they wanted, the answers differed. They listed:

1. Interesting work
2. Appreciation for work accomplished
3. Feeling of being in on things
4. Job security
5. Good wages
6. Opportunity for advancement
7. Good working conditions
8. Personal loyalty to the employees
9. Tactful discipline
10. Sympathetic help for personal problems.

In other words, employees want to be given interesting work, be appreciated and be involved in decision making. Money is always rated fifth or sixth on any survey of employee priorities. If you keep in mind what employees really want, you will be more successful and have less turnover.

There are three iron-clad rules that most of us have lived by when dealing with employees.

1. Never ask for help, they will think I am stupid.
2. Never seem like you can't handle everything on your own.
3. Never talk to anyone about anything important unless you do not have any other choice.

A lot of people still live by these three rules. Entrepreneurs like control. People want to work in teams. But you need to give up some control and let somebody else be successful.

Of course, you have to have the right people in order to delegate power. Unfortunately, in a tight labor market anybody who drives by that does not look like he is in the Charles Manson Fan Club will be hired. Hire good people, challenge them and get out of their way. You will be amazed at the things that you and they can do.

You may have to bite your tongue a lot if things don't go well at first. I once sent a new guy out to prune some shrubs. We had been letting them grow out for two years, and they were almost where we wanted them. By the time I arrived, he had hacked off all but about two feet. I jumped in his face like nobody's business. He said, "Well, I did my best."

He was right, and I apologized—years later. Take the time to train your people how to do things correctly. It takes commitment and a plan, but employees should be an investment not an expense.
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If an employee is costing you money, get rid of him. Tree care is not everyone's line of work. Hire slowly, eliminate quickly. Otherwise, your efforts at training are wasted.

To create a crack crew that makes the most of its skills, you cannot just announce one day, “Okay, you guys are a team. Go ahead and knock 'em dead.”

If your employees are to understand where the company is headed, write an employee manual. Most people are not very good listeners, but they can read something over and over again. In developing a manual, allow for employee input, disagreement and experimentation. Measure the results and discuss the successes and shortcomings.

Leadership and management are two different things. You have to be a good enough leader to acknowledge what needs to be managed and hire the people to get it done.

If you treat your people poorly and expect them to provide good customer service, you are dreaming. You set the standard. How you treat employees is how they will treat customers. The people who work for you are number one, not your customers. Take care of your people, and they will take care of your customers.

6. Equilibrium

Equilibrium must be sought in all areas of your life: personal, family, social, professional. Each is of equal importance. Unfortunately, most people do not run their lives in a balanced fashion. Spend some time alone to work on yourself. When you get better, your employees will get better, your company will get better.

Get up a little bit early, sit at the coffee table and make your daily list of things to do. Prioritize them and think about why. Your life will be so much better. Too many business owners are living to work or working to live. Fifteen to 20 minutes every day will make the biggest difference in the world.

Do this at the office too. Get to work fifteen minutes early or go somewhere by yourself during the day. Malcolm Forbes, Sr., would sit down with a notepad every night. He would write down the biggest problem of the day and things that he could do to take care of that problem. If it worked for him, why couldn’t it work for you.

7. Exercise your mind and body

You must use them as they were intended. Most arborists are in pretty good physical shape. Stay healthy mentally as well.

If you can keep growing and producing and keeping yourself healthy—mentally and physically—you can overcome some of the negative influences that attack you.
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8. Effort

Effort must be applied for you to receive the fruits of life.

There are negative forces that will continually pull against you. Once you think you have it made, you are going downhill. Continue working on the key things that are important to your life. If you think you don’t have to advertise, market, train, or emphasize customer services any more because the business is successful, you are already on your way down.

Continue your efforts. Business success is like tending cows: They do not give milk, you have to take it from them.

9. Evolve

Evolve into the person you want to be or the company you want to create. Change and develop over time, growing ever closer to excellence.

John F. Kennedy once said, "If we only look at the past, if we do not change, we will miss out on a wonderful future."

Expand your ideas and you will expand your company. I’m not limiting the term expansion to size alone. I am not saying get bigger, but get better. Growth challenges you, makes a better company and a better environment for your employees. Growth is a sign of life. If the trees you care for quit growing, they will die. Growth is the key to success, the antidote to failure.

10. Enthusiasm

Enthusiasm must be your battle cry. Burn with passion for all that you do and all that you will become. When caring for trees ceases to be fun, everyone around you knows it. Set an enthusiastic example every day. You set the tone for your employees. If you don’t arrive on the job site with a smile on your face ready to work hard, challenge your employees, help your customers and make your company better, then everyone can see it.

If the fun has gone out of your work, make a list about the things that you like about your job:

- Work is fun
- You leave the house
- You drink coffee with your friends
- You meet nice people
- You serve customers.

Make a list if you are getting burned...
Enjoy

Enjoy all that life has to offer. Be thankful and learn from all the successes. Enjoy the problems. Never tire of solving them. Life is a struggle, and you must learn to enjoy the struggle. Pass that philosophy on to your employees.

If caring for trees isn’t fun anymore, maybe it is time to sell your business. Get out now, before the business declines.

A group of 90-year-old nursing home residents were asked what they would do differently in their lives if they had to do it all over again. The results were pretty interesting. They listed three things.

1. They said they would reflect more on life, which is what I have tried to emphasize. Take some time to see where you are, where you want to be, and how you can get there. Reflect more on life.
2. They would do something that would outlive their existence, such as writing a book or founding a company. Arborists do that every day by planting and pruning trees.
3. The third thing was to take more risk.

Excellence

Everyone has his own definition of success: it could be a big business or house. It could be expensive vacations. Success is a consequence or result of an undertaking. In other words, you have to do something first to be successful.

Strive for excellence. Joe Paterno, the football coach at Penn State, says that people think success and excellence are the same thing. In truth, excellence is inside us. Circumstances are often outside of our control, but an excellent person and an excellent company will maintain a level of distinction.

Remember, the best time to plant a tree was 20 years ago. The second best is today. So start today, improve your business and just keep growing.

Vic Osteen is an educator, consultant and horticulturist. He has appeared weekly on NBC Television affiliates as “Mr. Green Thumb,” and has been featured on a weekly radio program. He is president of Growth Seminars in Tulsa, Okla. For more information on Osteen’s books, tapes and other products, contact him at Growth Seminars, 2221 S. Jamestown, Tulsa, OK 74114, or call him at 918-745-6606. This article was excerpted from a seminar presented at the National Arborist Association’s 1997 Winter Management Conference in Nassau, Bahamas.

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The Anchor and Tension of a Speed Line

By Robert W. Phillips

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For removing limbs from a tree, many methods have been devised recently. The idea of a speed line to remove limbs has been around for two years. While the techniques may vary with each tree, the method of rigging still involves an anchor and tension.

Running a piece of wood or brush overhead can save in terms of physical energy and additional manpower. With the aid of a 4:1 block setup and a locking cam, gaining the necessary tension to lift a moderately-sized limb will require the strength of only one person.

The Anchor and Tension of a Speed Line

The use of a rigging block and limb tip tieing was first introduced to me a few years ago by Ken Johnson. He explained how to attach the speed line to the tree above the limb that is to be removed with the use of a double clove-hitch, leaving a tail long enough to tie onto a pulley. When attaching the pulley to the rope, use either a stainless-steel, pear-shaped screw link or a screw-locking shack. Attach it on the tail with a bowline knot and a half-hitch keeper knot. Through the pulley run the control descent line, also known as the haul-back line, which is attached to a shackel secured to the rigging block. Leave a tail of rope at the shackel long enough to tie onto a limb with a running bowline or a clove-hitch. The length of this rope may be adjusted.

It is also possible to clip onto a limb with a webbing sling snapped into the rigging block. Often the tip of the limb is too long to clear an obstruction. If this is the case, you can use a sling and carabiner to assist in keeping the tip up.

Attach a sling to the tip of the limb. Clip the strap to a carabiner which may or not be placed on a small pulley. Place the carabiner or pulley on the static speed line so that it runs ahead of where it is attached at the rigging block.

When pulling up the slack on the static speed line, remember not to over pull. The forces that are created should be monitored so as to not pull apart your anchor or break the line. When pulling up tension on a 4:1 block setup, you should always take up the static line slack on another friction device and remove the cam from any potential shock load.

It will not be necessary to have every piece of equipment every time. When you begin using the speed line setup, start with simple methods and then layer in more ideas as the situation requires.
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Opponents Blocking OSHA Reform

The issue du jour is OSHA reform. Several bills have been introduced to Congress, OSHA has promised to reform from within, and President Clinton has promised to veto any OSHA reform legislation that reaches his desk.

Arborists know that safety is paramount to the successful future of any commercial tree care company. Regulatory compliance is necessary also, but often burdensome in terms of the forests’ worth of paperwork that must be completed every year. Interpretation of the standards that apply to the industry can be confusing, particularly when compliance officers are not fully familiar with the industry they are regulating. The National Arborist Association has raised its voice in the past several months to point out the problems that OSHA is causing for our industry in its present state. NAA representatives have visited Capitol Hill to make our concerns known, both to Sen. Kay Bailey Hutchison, R-TX, who introduced solid OSHA reform legislation, and to Sen. Arlen Specter, R-PA, one of the chief opponents of OSHA reform.

While both camps heard our concerns, obviously from different perspectives, it was made very clear that both President Clinton and organized labor groups were very opposed to OSHA reform. The question is why. Clearly there is a problem, and it seems that all players have recognized that fact. While the President has promised a veto, he has also encouraged OSHA to participate in a “line-by-line” review of the agency. He has encouraged more voluntary cooperation between workers and employers. The trouble is that the way OSHA is currently set up, there are fundamental obstacles to the agency’s success.

The ideal is to protect workers from hazardous workplaces. Nobody should fear for their safety while earning a living. Nobody should get sick because of the job. But the agency created to help workers was designed in a way that allows for substantial abuse of its power, not always from its own administrators, but also from the employees it is trying to protect. Current operating procedures allow an angry employee to “get even” with his or her boss by calling OSHA. Whether the workplace was reasonably safe or not, the employer has an inspection on her hands. Time and money must be spent explaining or defending the charges. Even when there is no basis for the complaint, the employer must answer. Should taxpayer dollars be spent on employee retaliation?

Poor training of compliance officers has resulted in OSHA personnel who unwittingly misapply the law. The work of every industry is not the same, although there might be similar components. Misdirected regulations can create workplace hazards and employer confusion. Which rule applies? The one read in the Labor Code of Federal Regulations, or the one that the compliance officer said you must follow? When different compliance officers cite different regulations for the same industry, it makes it difficult, if not impossible, to get all of one industry, in our case commercial arboriculture, to accept and abide by an industry standard. After all, doesn’t OSHA have the last word? But what happens when that last word creates hazards? In our industry, there are several examples of misapplied regulations creating confusion that is ultimately dangerous. How can an arborist removing a tree from a back yard in a suburban neighborhood follow logging industry tree felling standards? It is impossible in the former environment to satisfy the terms of the latter. Should taxpayer money be spent to create danger and confusion?

Most all of us start out with ideals, and over time we are forced to temper ideals with working realities. Too often consideration of that which is right or wrong is sidelined in favor of that which makes a nice sound bite. Too many of this nation’s leaders have worried more about negative spin than taking a stand. Would votes be lost if we fundamentally change OSHA? Who would spin that story to make our leader’s appear to be monsters who care nothing for real people? With at least four OSHA reform bills available for Congressional consideration, isn’t it time to look at this valuable agency and get it back on track?

With at least four OSHA reform bills available for Congressional consideration, isn’t it time to look at this valuable agency and get it back on track?

Amelia Reinert is deputy executive director of the National Arborist Association.
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Working With Young Employees

Understanding the next generation is essential to keeping and maximizing the efforts of newest employees

By Richard Ensman

Ever hired teenage help or someone fresh out of school? Most tree care companies routinely hire young adults, so you know from firsthand experience that young employees are often a bit different than older ones.

The key to making these young people as productive as possible (as fast as possible) is to understand some of these differences.

Remember, first, that employees are individuals. Younger employees exhibit a variety of different skills and temperaments, just as their older counterparts do. Nevertheless, many traits are quite common among young employees:

- Young employees have no depression experience. While younger employees may not be satisfied with the state of today’s economy, they’ve never experienced a true economic depression—and neither have their baby boom parents. They’re less likely to be frugal than their older counterparts.

  Hint: Make cost-consciousness a performance standard, and be sure to reward young employees for saving money or bringing cost-saving measures to your attention.

- They’re not motivated by fear of poverty. Most young employees have never experienced dire poverty. While income is important to them, other motivators—like the opportunity to learn new skills, forge new relationships or find satisfaction in their work—may be more important. Few are afraid of losing their jobs or switching jobs to find a more interesting one.

  Hint: Vary the tasks of your young employees. In addition to compensation, find intangible ways to reward and recognize them.

- Younger employees often seek instant gratification. To put it mildly, younger employees often lack patience. They may appear unable to plod systematically through long or complex tasks. They want results, now.

  Hint: Guide the day-to-day activities of your younger employees through detailed schedules and routines.

- They may not understand workplace fundamentals. Many young workers are unfamiliar with accepted workplace behavior, like punctuality, terms of formal address and workplace etiquette. Anyone who has tried to assemble a crew of teenagers at 8 a.m. sharp already knows this.

  Hint: As part of your orientation program, teach these skills to your employees. And when you notice that a younger employee is not meeting accepted standards, step in with informal counseling and practical instruction.
Young employees are information seekers. They've been raised in an age when information and ideas are readily available, and they have no inhibitions about asking probing questions about the workplace. As much as you want and need to train them in safe work practices, they want to learn at least as fast.

**Hint:** Explain the rationale for tasks younger employees perform, and encourage them to learn how their work fits into the total picture.

**They may not understand salary and benefit information.** Yes, they may understand the concept of an annual salary or an hourly wage, but talk about things like FICA, disability insurance, income tax withholding and voluntary deductions, and you may lose them.

**Hint:** Be sure that salary and benefit provisions are explained to employees in precise detail when they start work. Better yet, ask employees to "sign off" after receiving this information.

Younger employees can be outspoken. They've grown up in an age when free debate is not only tolerated, but encouraged. They may not recognize that a let-it-all-hang-out philosophy is not acceptable in the workplace.

**Hint:** Set up a clear and strict channel of communication between each employee and his crew leader.

**Their casual behavior may irritate other employees.** Once they become accustomed to the workplace, it's not uncommon for younger workers to exhibit a variety of casual behaviors: leaving cigarette butts on the driveway of a job site, using slang with clients. This usually isn't an attempt to embarrass you; rather, it reflects a lack of experience in the workplace.

**Hint:** Assign each new employee an experienced employee—even one who has only been on the job a few months longer—who can provide guidance in workplace behavior.

Younger employees may lack goals. Young employees may change jobs a half-dozen times before settling on something that interests them. Even then, they may lack long-range direction.

**Hint:** There's no simple solution to this problem, but informal job and career advice is a good place to start.

**They may voice open-ended complaints or frustrations.** Younger employers might be bothered by things that an older employee would shrug off—and be quick to complain.

**Hint:** When you hear a petty complaint or criticism, explain politely and directly why the condition exists. If the complaint is serious, of course, be sure to investigate.

Younger employees don't know how to address problems. Even when raising a legitimate complaint or problem, younger employees may appear inarticulate, gruff, whiny or angry.

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Management Exchange

Hint: Deal with their problems privately. Don’t offer empathy; rather, address the issues with reserved courtesy and professionalism.

Younger employers may not understand instructions. They’re not used to the direct give-and-take of the typical workplace, and their interpersonal skills may not be well-developed.

Hint: When you’re trying to help an employee learn a new skill or operate a new piece of equipment, closely monitor his work for awhile. Be specific in your directions. And be patient.

They may dress inappropriately. Most young employees have had no experience with dress codes, and many are unfamiliar with acceptable workplace attire. Tree care companies that dress employees in uniforms may have a particularly hard time convincing younger employees to wear them at all times.

Hint: Explain the formal and informal dress codes at the time of hire, so there will be no confusion.

Young employees may respond to co-workers in ways they respond to members of their family. Remember: they learned most of their early social roles and relationships in the home. So don’t be surprised if you see young employees placing co-workers and supervisors in sibling or parent roles.

Hint: Don’t reinforce these roles. Exhibit high standards of professionalism in dealing with employees, and use your own behavior as a model of what you expect from them.

They’re not used to teamwork. Individuality and personal identity were important values during the formative years of most young employees’ lives. Aside from participation in sporting activities, most young people haven’t had many opportunities to learn team skills. Working as part of an efficient field crew may be completely foreign to them.

Hint: Put your employees in situations where they must depend on other people—and where other people must depend on them. Praise employees when they display effective team skills.

Most young employees haven’t been exposed to a variety of work settings. Over time, they’ll learn the values and behaviors so important to job and career success. But through sound example, instruction and guidance, you can speed up that process—and make young employees valued and productive members of your team.

Richard Ensman is a freelance writer based in Rochester, N.Y. He specializes in business topics.

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Work Pro power haulers are a new line of power buggies from Compact Technologies, an OmniQuip International company. The haulers can be used for jobs such as pouring, spreading and dumping. The power hauler 150 and 155 come standard with an 8 hp Kohler engine and manual dump feature with 1,500 pound capacity. The 150 is a walk-behind model, while the 155 comes standard with a riding platform. Both models feature a recall start and a mechanical drive with sealed a transaxle. The power hauler 250 comes standard with 13 hp Honda engine, hydrostatic drive, riding platform, travel speeds up to 7 mph and hydraulic dumping feature. Front dual wheels are standard for stabilizing loads up to 2,500 pounds. A recall start is standard, but optional electric start is also available. The power haulers come with the option of a work platform for items such as fertilizer. For more information, contact Dave Horner, Compact Technologies, 369 W. Western Ave., Port Washington, WI 53074. Phone: 414-284-5571; Fax: 414-268-8931.

Coyote Loader Sales, Inc., offers the C10 wheel loader for waste recycling and landscape restoration. The C10 features a 50 horsepower Duetz diesel engine that gives dependable service and allows a workout speed of 5 mph and a travel speed of 13 mph. A service break, operated by the inching pedal, acts on all four wheels via the hydrostatic transmission. Balance and stability are secure with loads up to 5,000 pounds, and the Z-bar linkage gives high breakout force, fast dumping, parallel action and automatic bucket return to dig position. Many attachments are available, such as a grapple bucket for recycling. The cab is enclosed and has a suspended seat. The operator can see all the way around while working with bucket or forks. For information contact, Coyote Loader Sales, Inc., 6721 Chittenden Rd., Hudson, OH 44236. Phone: 888-COYOTE-0 (269-6830); Fax: 216-650-5105.

Sharp Edge, Inc. introduces a new selection of knife grinders for small- and medium-sized operations. The grinders are able to sharpen both single and double-edged chipper knives and offer manual or automatic knife travel and infeed. For more information, contact Sharp Edge, Inc., PO Box 1000, Winn, MI 48896. Phone: 800-533-1918.

Husqvarna Forest and Garden Company now offers the 225L Trimmer with its emissions-reducing E-tech engine technology. The 25.4cc engine has a catalytic muffler, fuel-efficient crank shaft, and electronic ignition system. The entire trimmer weighs 11.7 pounds and is designed to be more comfortable for the user. For instance, the handle is mounted at a 97-degree angle to the shaft, allowing the user to trim a larger area with an upright back. The new engine is also available in other trimmers, edgers, hedge trimmers and blowers in the 25cc to 35cc class. For more information, contact Husqvarna Forest and Garden Co., 9006-J Perimeter Woods Drive, Charlotte, NC 28216. Phone: 800-GET-SAWS. Web site: http://www.husqvarna.com. To locate the Husqvarna dealer nearest you, call 800-HUSKY 62.
The model 1393 harness from Buckingham offers the user an adjustable batten seat strap for comfortable suspension. The suspension strap allows the user to connect carabiners to any of the five stationary nylon loops, or the user can connect the carabiner over the entire strap allowing the carabiners to float. The 1393 has smaller work position dee rings to reduce weight. However, the saddle can be made with standard dee rings, if specified. The waist strap closure comes with a friction buckle or, if specified, a tongue buckle. For more information, contact Buckingham Manufacturing Company, PO Box 1690, Binghamton, NY 13902. Phone: 607-773-2400.

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Wall Industries recently introduced three new professional rigging kits (Basic, Intermediate and Advanced) and one professional grade Slide-Line kit. Each of these kits assists in lowering limbs and trunk blocks safely over obstacles with greater control. The components of these kits are engineered to work together as a complete system. Extensively field-tested, these kits contain Wall’s new UltraMax rope, a 12-strand braid with extremely high tensile strength and low stretch characteristics that has factory spliced, 10,000 pound carabiners attached. Another key feature of these kits is a no-knot system. A detailed instructional video is included with each kit. Customized financing is available through Northcoast Capital Leasing Co. For more information, contact Wall Safety Products, 900 Oregon St., Kannapolis, NC 28083. Phone: 800-316-5944; Fax: 704-785-8486.

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The new Gator Ramp converts the tailgate of a pick-up truck into a ramp quickly and easily. The ramp is made of aircraft aluminum and can withstand up to a 1,500 pound distributed load capacity. It folds up to a width of 4 inches inside the truck bed. For loading, the ramp has a powder coated, anti-slip surface. Prop legs allow the ramp to be converted to a table for extra work space or picnics. For more information, brochure or video, contact Bishop Co., PO Box 870, Whittier, CA 90608. Phone: 310-698-9818; Fax: 310-698-2238.

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TREE CARE INDUSTRY - AUGUST 1997

45
This year the Paul Bunyan Show on the campus of Hocking College in Nelsonville, Ohio will be celebrating the theme “Sustainable Forestry.” Sustainable forestry is a trend in forestry that includes selective cutting, replanting, and other practices that reduce the ecological impact of logging. Events include equipment and lumberjack exhibitions, axe throwing, log rolling, chain saw sculpture, antique steam engines, draft horse teams, authentic Appalachian food, music and more. The show will be held from October 3-5, 1997 on the campus of Hocking College in Nelsonville, OH, about 60 miles southeast of Columbus off Rte 33. For more information, call the college at 614-753-3591 ext. 2112. To find out more about local sightseeing opportunities, call the Athens County Convention and Visitors Bureau at 800-878-9767.

ACRT Opens New Field Offices

ACRT, Inc., a utility and urban forestry consulting firm, has opened new field offices in McMinnville, Tenn., and Elizabethtown, Penn. ACRT provides a number of investor-owned, rural cooperative and municipal utilities with contract foresters, computerized vegetation management, line clearance tree trimming training and other utility forestry services.

Richard Karber, an employee with ACRT’s utility forestry department since 1992, recently relocated to Tennessee to manage the McMinnville office, which serves utilities in the south central region. Karber will also coordinate urban, forestry, ecological and environmental planning services for clients in the region.

The Pennsylvania office is concentrating on urban forestry services throughout the Middle Atlantic and Northeast regions. It is managed by Kevin Heatley who has extensive experience designing and implementing urban forestry management programs, including pioneering the design of street tree inventory systems. The Pennsylvania office will work closely with ACRT’s Maryland office, which provides utility forestry services to clients in the same geographic region.
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Willie Carroll (l) and Michael Hutnick (r), owners of Tree Care Incorporated. They are happy with the KEY KNIFE systems they have installed in their equipment.

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End Your Employee Shortage at TCI EXPO '97!

Career Day '97 at TCI EXPO has been expanded! This year will see the largest participation ever in both the number of student attendees and recruiting companies!

A strong economy means good financial times for the tree care industry; however, the shrinking number of qualified job applicants limits a company’s potential for financial gains. The NAA is listening to the tree care industry’s concerns and responding! To address the need, we have greatly expanded this year’s TCI EXPO Career Day. This is the opportunity to recruit new employees into our industry’s labor pool.

Students in two- and four-year degree programs for arboriculture, urban forestry and horticulture from all over the country will be attending the largest arborist trade show under one roof. In addition, high school students from the local area will be invited for the first time to foster interest in the tree care industry.

Remember, recruitment of tree care company employees is prohibited on the trade show floor!

The only recruiting allowed during TCI EXPO '97 will be of new employees by companies participating in Career Day '97. Also, recruitment during Career Day '97 will take place in a private room away from the trade show floor.

Career Day '97 is your chance to meet the largest number of potential employees in the least amount of time. Don’t miss your chance, exhibitor space is limited! For more information, contact Robert Rouse at 800-733-2622 ext. 117 or circle 63 on the Reader Service Card.
Arbor Day Activities
Honor Memory of Bob Felix

New Hampshire—A bright and slightly windy April day in the White Mountains greeted the Arbor Day crowd gathered to plant a tree in memory of Bob Felix.

Local elementary school students joined the New England Chapter of ISA, NAA staff and friends and onlookers who spoke of Bob's love for the outdoors, and especially for the lakeside trail in his beloved Wolfeboro along which this tree will grow.

New Jersey—At a state Arbor Day ceremony, the New Jersey Chapter of ISA planted a flowering dogwood, the state Memorial Tree, in honor of Bob Felix. The program, which also honored Nial Irwin and Warren Tamke, read: "Together, these men represent what we as arborists and as stewards caring for God's green earth should all try to achieve ... Men who could 'speak for trees' to anyone who would listen."

Massachusetts—Capron Park in Attleboro, Mass., was the scene for the Arbor Day celebration of Massachusetts Arborists Association (MAA). Some 200 arborists from 40 companies donated their services to work on and in the 100 trees on the property. The immediate past president of the MAA, Andrew Felix, led the gathering in planting a red oak in memory of his father.
Come On Up!

By Sachin Mohan

Will the activity boost the profession.

Recreational tree climbing is gaining in popularity.

Close your eyes and travel back to an earlier age, long before you made caring for trees your profession. Remember a tree house that was a perfect home? Recall how climbing that huge tree in the backyard was your biggest challenge?

The joys and scrapes experienced when climbing as a child probably enticed most arborists into the tree care profession. While the everyday thrill of ascending into a tree may have lessened over time for those who spend their workdays aloft, the general public is clamoring to relive those childhood expeditions.

With the proper instruction and easy-to-use gear, it is possible for almost anyone—irrespective of age, size and ability—to climb without harming themselves or the tree. More and more people are looking for adventures that bring them closer to nature. Recreational tree climbing is gaining recognition as a safe sport for all ages.

Today when sports like sky diving, rock climbing and bungee jumping are growing in popularity as vertical adventure sports, tree climbing has also put its foot in the door. When Peter “Treeman” Jenkins, founder of Tree Climbers International, began teaching people to climb, he was lucky to get two students per class.

“I was viewed as a neighborhood oddity, to say the least.”
he admits. "We have experienced a dramatic increase in attendance at the school and at climbing events. Our average class size for walk-in climbers [first timers] is 25. We also meet with Scouting groups, birthday parties and school outings. Our record for climbers in one day was over 500 at a national Boys Scout Convention. I can safely say we have introduced over 10,000 first-time climbers to the new sport of 'technical tree climbing.'"

"Tree climbing is a place to be, as opposed to a thing to do," says Jenkins. "It's different from rock climbing, where one tries to overcome the rock or one's fears. Most climbers are looking for the place that 'feels right,' rather than the summit branch."

Jenkins stresses that tree climbing is far safer than some of the other outdoor activities that have gained in popularity recently. "In 14 years, we have only experienced blistered hands on our injury list. Many have died climbing rocks. Tree climbing is a challenge, but it's not do-or-die. It attracts a different kind of person."

Jim Harris, winner of the 1994 ISA World Tree-Climbing Championship in Halifax, Nova Scotia, runs the Arbor Man Tree School in Grants Pass, Ore. He stresses safe climbing at all times. "While climbing a tree can be a lot of fun, caution should always be taken by wearing the appropriate gear. We need down-to-earth instruction and a real understanding of what it's like to be unsafe doing something. If we focus on safety first, nobody gets hurt."

"Tree climbing is not like working at a car wash where guesswork is allowed and the risk is not high," cautions Harris. "In a tree, proper training and safety measures must be taken at all times."

Several schools around the country are promoting tree climbing as a recreational activity. While these schools are not necessarily designed to train future arborists, their efforts at introducing climbing to newcomers, especially children, may have that effect.

"Arboriculture has backed itself into a corner," states Jenkins unequivocally.
Recreational Climbing

Blake Richards of the Arbor Man Tree School with Ness ascenders in the standing position.

Jim Harris of the Arbor Man Tree School demonstrates how he uses a clevis on a double-braid eye sling as an anchor for his ascending line.

“The NAA, ISA and the Forestry Commissions have done an exceptional job of informing the public about the value of trees and proper tree care. As a result, tree work is booming.

“On the other hand, it’s not currently fashionable for youth to perform the physical rigors found in arboriculture. In other words, it’s a job,” Jenkins notes. “However, a large group of people enjoy the challenge and rigors of tree climbing: children. I believe if you can reach children through tree climbing and provide them with an interest to learn more through a sequential system of learning (belt ranking) that showcases the wonder and fun of tree climbing, you’ll end up with a good group of experienced climbers willing to enter the trade because of their nurtured love for the act of climbing and the tree’s welfare. The key is to make it fun,” he stresses.

Ricky Wright, summer program director at the YMCA camp in Mystic Lake, Mich., took a course with the Tree Climbers International. “This has opened a whole new world for me,” Wright says. “I have great respect for this sport, which involves working with the gentle environment. A 12-year-old kid once told me that he never knew trees could be so cool. I guess that is what people need to realize.”

A growing interest in climbing has caused a jump in sales of climbing-related goods. “Our hottest selling item is the tree hammock [tree boat],” reports Sophia Sparks of New Tribe, a company that sells tree climbing equipment. Sparks and Tom Ness promote climbing through a program called “Kids on Rope.”
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Recreational Climbing

Dennis Yniguez spends the night in a Treeboat at 70 feet in the world's largest (110 feet) black walnut tree.

“As more and more adults discover (or rediscover) the pleasures of tree climbing for the fun of it, they are naturally offering to share the experience with kids,” says Ness.

Another item, Tickle The Sky, is a video produced by Stark Productions that chronicles tree climbing trips in North Carolina.

“Tree climbing fosters a new appreciation of the earth's most spectacular plants,” says producer David Starks. “As climbers explore the natural world, they tend to discover themselves. It is a film about tree climbing, from the lowest branch with eager, grabbing hands of the smallest child to a moment of glory with men and women standing triumphantly on the top of the largest living thing in the world, a giant sequoia. It is a story of a small worldwide community of people who regularly seek and find self assurance and tranquility in the climb and grandeur of the view, and who rejoice in the discovery that they are not alone in their passion for trees.”

Karle Wilson Baker once said, “Today I have grown taller from walking with trees.” Trees have always fascinated us with their tremendous majesty and aura. If climbing continues to catch on as a recreational activity, arborists will have to share the summit, relishing the beauty of nature.

Sachin Mohan is staff writer for TCI.

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Beware the Dangers of a Home Office

A potential customer calls to discuss a stressed tree in the front yard. A fax comes in from a supplier offering discounts. The mail arrives with checks for pruning, fertilization and irrigation installation performed last month. A typical morning in a typical office of a typical small tree care company. For many of those companies, the office is the space over the garage or a spare bedroom upstairs.

As much as arborists rely on expensive equipment to perform jobs in the field, expensive equipment is also needed at the office. Computers, color printers, fax machines, fireproof safes, cellular phones and copy machines add up to serious money. And in the case of fire or other disaster, homeowner’s insurance may not cover their replacement.

The value of a business — and potential loss — is not limited to office equipment. Do customers ever come to your home office? If someone who is at your home for business purposes slips and falls, are you covered by insurance? What if all of your accounts receivable or other valuable papers go up in smoke? Will your homeowner’s policy cover the loss?

Many homeowner’s policies specifically exclude business-related losses. Find out if yours does. Home-office policies are available, most for premiums under $300 per year.

Sexual Harrassment Definition Expands

While the Paula Jones sexual harassment case against President Clinton has garnered headlines, a quieter revolution in workplace harassment law is underway. As an employer, you can be sued if a bunch of the guys tell dirty jokes at work — even if no women are present.

Behavior that was once considered crude, unprofessional or just "boys being boys" could now be illegal. A significant number of lawsuits have been filed by workers alleging harassment by heterosexuals of their own gender.

And much to the surprise of companies and their legal counsel, workers are winning.

A man in California sued his boss for slapping him inappropriately, grabbing him from behind and making sexually disparaging remarks. Even though both men were heterosexuals, the court ordered damages of $4.2 million. A sexual harassment complaint was filed against a man in Nebraska who kept a photo of his wife in a bikini on his desk.

The Supreme Court has ruled that a "hostile work environment" constitutes sexual harassment between men and women. One court ruled that use of a job title like foreman might qualify as harassment. Although state and federal courts in different states and competing jurisdictions have issued contradictory rulings, the trend seems to be toward applying sexual harassment and civil rights laws to all employees regardless of gender or sexual orientation.

While the First Amendment may prohibit the government from abridging a person’s right to tell dirty jokes, increasingly the government is forcing employers to do just that. Between 1989 and 1993 the number of harassment cases filed with the Equal Employment Opportunity Commission jumped from 5,600 to almost 12,000. Only about 5 percent concerned what most people think of as sexual harassment — demands, hints or suggestion for sexual favors.

What is an employer to do to avoid a lawsuit? Until the Supreme Court settles some of the conflicting opinions, employment experts advise the following: A sexually hostile work environment could include discussing sexual activities, telling off-color jokes and using demeaning, crude or offensive language. Do not ignore an employee who complains.
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continued on page 64

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Beware the Hungry Grizzly?

I am a forest contractor in Oregon who has aspirations of someday becoming an arborist. I just finished reading the June 1997 issue of Tree Care Industry. The closing “From the Field” article dealing with a climber sliding down a tree reminded me of a letter that was passed around a few years ago when I was with the U.S. Forest Service. I’ve kept a copy to show people from time to time. Supposedly, it is all true.

Bob Riley
Corvallis, Oregon

September 21, 1987
Subject: Accident Report
To: Regional Forester

Recently I was the victim of a unique accident, which I feel should be brought to your attention.

While on a management coordination trip with personnel of Yellowstone National Park in Grizzly Situation I country, we camped for the night. Food and other bear attractants were placed in two panniers and tied together along with 100 pounds of horse feed (grain) in sacks. We rigged a pole and pulley, and four of us hoisted the stuff some 25 feet off the ground as required by the regulations for occupancy in grizzly country.

The next morning I was first up, and after building a fire decided to put the coffee on. I untied the rope in order to lower the panniers and grain, and so as to have firm control, wrapped the rope around my wrist. However, I forgot that the weight of the suspended load significantly exceeded my body weight, and I was violently propelled upward, scraping my shoulder and side against the tree and banging my lower back on the panniers as they went past. Upon reaching the top, I severely jammed my fingers in the pulley.

At the same instant, upon striking the ground, the grain sacks burst, spilling their contents and resulting in my body weight being heavier than the panniers of food. I then rapidly descended as the panniers accelerated upward. Midway, my left leg collided with the panniers, spraining my knee badly. I then struck the ground hard, breaking a rib and spraining my right ankle.

At that point I think I lost my presence of mind, for I released the rope allowing the panniers to fall. Unfortunately, they struck me on the head, causing a mild concussion and rendering me unconscious.

I am told, but am unable to verify, that upon hearing the noises and my shouts, two Park Service people fired four shots into the Coleman stove, thinking in the grey light of dawn that it was a bear. Ranger Fox was about to shoot his horse, picketed nearby, for the same reason, but was prevented from doing so by Ranger Murdock, who ran into him while attempting to dodge the gunfire.

I am further told that I was packed out using a variation of a diamond hitch to rig a travois. Some said it reminded them of Lee Marvin in “Cat Ballou,” but I’m sure they exaggerate.

---

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Do you have a story for From the Field? TCI will pay $100 for published articles. Submissions become the property of TCI and are subject to editing for grammar, style and length. Entries must include the name of a company and a contact person or they will not be considered for publication.
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Registration/Schedule for TCI EXPO ’97
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and the 8th Annual Tree Care Industry Exposition!

Presented by the National Arborist Association, Inc. and the International Society of Arboriculture

Thank you to Barbee Tree Company, Inc. for this year's Demo tree donation.

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The sky is the limit with what you will learn from this year's exciting and educational program . . .

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- The SMART MANAGER and EXPERT PRACTITIONER seminar series allow you to customize your educational experience to fit your needs - with several sessions offering pesticide applicator recertification credits and ISA continuing education units.
- Admission to the trade show is FREE! Registration is required to obtain your admission badge. Be sure to pre-register and avoid long lines at the registration area.
- Take advantage of the educational seminars. SAVE! SAVE! SAVE! Register before the Early Bird deadline of October 17 to receive your discounts. Save, Save, Save . . . Bring additional co-workers from your company and save on each registration.

Please Note: We encourage you to bring all of your employees to TCI EXPO '97. TCI EXPO is a valuable educational experience. Exhibitors are not permitted to recruit employees on the trade show floor.
The products and services you need to achieve success with your tree care company are all under one roof. Attend TCI EXPO '97 and make a difference in your future!
Schedule of Events

Thursday, November 6, 1997

7:30 am REGISTRATION OPENS
Complimentary coffee available

8:00 am WELCOME TO TCI EXPO - Dick Proudfoot

8:15 to 9:45 am KEYNOTE ADDRESS:
STUPSI INTRODUCES THE TREE - Dr. Claus Mattheck

The body language of the tree can communicate volumes about its structural integrity and the likelihood that all or part of it might fail.

Dr. Claus Mattheck, head of the Biomechanics Department at the Institute for Material Research in Karlsruhe, Germany, will teach us how to read the tree. He has used his research on tree growth and development in structural aerodynamic designs for the German auto industry and designed devices for orthopedic surgery, yet he is probably best known by arborists as the author of “The Body Language of Trees”. Stupsi, in case you’re wondering, is a cartoon hedgehog who teams up with Dr. Mattheck to teach us how to assess the condition and determine the fate of a tree by “reading” its outer shape. Dr. Mattheck and Stupsi make extensive use of tree slides in this presentation.

9:57 am TRADE SHOW OPENS

Don’t miss a single booth! Wear your walking shoes because with over 150 exhibitors there will be a lot of ground to cover. TCI EXPO is the largest tree care trade show in the nation. If it will make your business more efficient, competitive, productive or profitable, you’ll find it here.

Plus, we’ve arranged for plenty of exciting demonstrations ranging from climbing and rigging to cabling and bracing. Check your show program for times and locations. To keep up with the industry, you won’t want to miss a single demo.

12:00 Noon ARBORBUCKS DRAWING - Demo Area

Be sure to fill out your entry form and you could be the winner of ARBORBUCKS currency. ARBORBUCKS can be used as cash at any of the participating vendor booths. Here’s your chance to win the goods and services you need!

2:00 pm ARBORBUCKS DRAWING - Demo Area

It’s not to late to enter the drawing. You could be the winner!

4:00 to 5:00 pm WHAT'S YOUR HUMAN RESOURCES QUOTIENT? - Ward Peterson

Navigating through the laws, guidelines and regulations of hiring and employment can be mind-numbing and completely frustrating. Your first priority is insuring the happiness and well-being of your employees, and it can seem like all the red tape can work against you rather than for you.

Do you conduct effective, meaningful training, and do you document it properly? Are employees given regular performance reviews? Do you have an EEO policy? If you’re like most tree care companies, you may not be entirely confident that your policies and procedures are adequate or effective.

Peterson is going to show you how to set up an employee- and employer-friendly human resources program within the framework of regulatory compliance.

4:00 to 5:00 pm STUPSI RETURNS! - Dr. Claus Mattheck

In this presentation, Dr. Mattheck focuses on how the tree's body language relates to its safety for climbing. This is a good presentation for the active climber, crew leader or field supervisor.

5:00 pm TRADE SHOW CLOSES

5:15 to 6:00 pm BECOMING A BETTER PHOTOGRAPHER - Sarah Bones

This Session is FREE for NAA Members and their invited guests. Whether its for putting together a winning Excellence in Arboriculture entry, creating a portfolio of your work to sell a prospect on your company, for consulting, or simply for documenting your work, good photography can be a real asset. Sarah Bones is a commercial photographer with extensive experience in nature photography. For the past four years she has handled the prodigious task of capturing TCI EXPO on film. Coincidentally, she is married to an arborist, so she understands and can explain the importance of good photography to your business.

6:00 to 8:00 pm WELCOME RECEPTION FOR ALL ATTENDEES AND EXHIBITORS

Regency Ballroom, Hyatt Regency Columbus
Complimentary hors d’oeuvres, beer, wine, and soda.

Visit with old friends, make new ones, network, and enjoy an evening of fun with fellow tree care professionals.

Friday, November 7, 1997

7:30 am REGISTRATION OPENS
Complimentary coffee available

8:00 to 9:00 am HOST/PEST PHENOLOGY and USE OF BIOLOGICALS/BIORATIONALS IN INSECT PEST MANAGEMENT - Dr. Dan Herms

Twenty-first Century tree and ornamental pest management is a numbers game with variables like degree days, pest thresholds, predator thresholds and pesticide residuals. With a distinguished career in Michigan and Ohio, Dr. Herms will use familiar host/pest as-

9:00 to 9:15 am Coffee Break

9:15 to 10:15 am HOW TO INCREASE PROFIT WITHOUT RAISING PRICES - Susan Haupt

A hands-on approach to money management is essential for increasing your company's profit and net worth. This seminar's guidelines and techniques will help you to manage your company more profitably. Much of what you learn can be applied to your personal finances as well.

10:15 to 11:15 am TEAM BUILDING - Kevin Kehoe

A major reason that otherwise capable people fail to advance, and therefore the reason their employers fail to capitalize fully from employee growth, is that they fail to understand how to work well with their colleagues. The solution? Team building. Kehoe, an expert in this area, is the principal of Kevin Kehoe & Company, a management consulting firm with a long and successful relationship with the Green Industry.

9:00 am TRADE SHOW OPENS

Plan on an information-packed day of demonstrations, browsing the newest equipment, technologies and services, and exchanging ideas with your peers. There’s no show like TCI EXPO.

11:15 to 12:15 pm ARBORBucks DRAWING - Demo Area

12:30 Noon REGISTRATION OPENS
Complimentary coffee available

1:00 pm Navigating through the laws, guidelines and regulations of hiring and employment can be mind-numbing and completely frustrating. Your first priority is insuring the happiness and well-being of your employees, and it can seem like all the red tape can work against you rather than for you.

Do you conduct effective, meaningful training, and do you document it properly? Are employees given regular performance reviews? Do you have an EEO policy? If you’re like most tree care companies, you may not be entirely confident that your policies and procedures are adequate or effective.

Peterson is going to show you how to set up an employee- and employer-friendly human resources program within the framework of regulatory compliance.

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TRADE SHOW OPENS

Plan on an information-packed day of demonstrations, browsing the newest equipment, technologies and services, and exchanging ideas with your peers. There’s no show like TCI EXPO.

9:00 to 9:15 am  Coffee Break

9:15 to 10:15 am  HOW TO INCREASE PROFIT WITHOUT RAISING PRICES - Susan Haupt

A hands-on approach to money management is essential for increasing your company’s profit and net worth. This seminar’s guidelines and techniques will help you to manage your company more profitably. Much of what you learn can be applied to your personal finances as well.

9:15 to 10:15 am  TREE PLANTING - Bonnie Lee Appleton

An alarming percentage of new trees and shrubs are either prepared or planted incorrectly, even when handled by professionals. If the plant fails within a year, the company that provided the plant will often replace it, but there is inconvenience to the person who planted it as well as the client. When the plant starts to show symptoms of failure three and four years down the road, though still caused by poor preparation or planting, the nursery that provided the plant is out of the picture, and the arborist is left to nurse a sick plant that may never recover. Plant failure is frequently preventable through recognizing and correcting poor preparation and planting practices. Our speaker, an Extension nursery specialist with a long litany of experience, awards and honors relevant to this subject, will look at factors such as hole configuration, soil amendments, rootball packaging materials, staking, trunk protection and weed control.

12:00 Noon  ARBORBUCKS DRAWING - Demo Area

Be sure to fill out your entry form and you could be the winner of ARBORBUCKS currency. ARBORBUCKS can be used as cash at any of the participating vendor booths.

2:00 pm  ARBORBUCKS DRAWING - Demo Area

It’s not too late to enter the drawing. You could be the winner!

3:00 pm  NAF RAFFLE DRAWING

Win a $20,000 chipper courtesy of Wood/Chuck Chipper. 100% of the proceeds go to the NAF.

4:00 to 5:00 pm  DEVELOPING YOUR MOTIVATION SKILLS - Kevin Kehoe

Motivational skills seem to come naturally to but a few. Fortunately, these skills can be learned. Join Kevin Kehoe for a very engaging, informational presentation. In short, Kevin will motivate you to motivate others.

4:00 to 5:00 pm  THERAPY FOR CONSTRUCTION-DAMAGED TREES - Nelda Matheny

Construction damage to trees is so prevalent that someone could write an entire book on the subject, and interestingly enough that is just what this speaker and her business partner did! Matheny, together with Dr. Jim Clark, is a principal of Hortscience, a California-based tree and urban forestry consulting firm. Come and share in the wealth of knowledge that Matheny brings to this topic.

TRADE SHOW CLOSES

ISA Certified Arborist CEUs available
Pesticide Applicator Recertification credits available for selected states.
Green = Expert Practitioner Series  Orange = Smart Manager Series

Saturday, November 8, 1997

7:30 am  REGISTRATION OPENS

Complimentary coffee available

8:00 to 9:00 am  DISEASE COMPLEXES, COMPLEX DISEASES - Dr. Jim Chatfield

Most tree diseases and disorders can be explained by a chain of events or a complex of agents that work together, leading to the tree’s demise. It stands to reason that the most effective treatment is going to be an integrated strategy that deals first with the predisposing agents or factors. Dr. Chatfield, who is a full-time Extension tree pathologist, helps us understand the sometimes complex interaction of environmental, soil, plant and biological elements that lead to the unhealthy tree, and how we can deal with them.

8:00 to 9:00 am  MARKETING STRATEGIES FOR THE GROWING BUSINESS - Dick Proudfoot

This speaker uses a broad and very practical definition of marketing: “Everything my company does that allows it to sell more than its competitors.” Though an arborist for the past fifteen years, Dick’s marketing perspective was strongly influenced by his varied business experiences outside this industry - sort of a cross-training that greatly enhanced his ability to succeed in tree care. Let him share his successful marketing philosophy and strategies with you.

9:00 am  TRADE SHOW OPENS

This is your last chance to see and learn about everything you need to keep your business moving. Be sure to take advantage of all TCI EXPO ’97 has to offer!

9:00 to 9:15 am  Coffee Break

9:15 to 10:15 am  PRACTICAL APPLICATIONS OF MYCORRHIZAL TREATMENTS IN TREE CARE - Dr. Donald H. Marx

In the last few years, arborists have witnessed an explosion in the use of beneficial mycorrhizae and related products and technologies to enhance tree health. Dr. Marx, who during a 37-year career with the Forest Service pioneered the practical application of mycorrhizae as a tree health treatment, will bring seminar attendees up to date on this new and promising technology.

9:15 to 10:15 am  RECRUITMENT IN THE 90’S AND BEYOND - Dick Jones

With record low unemployment rates and changing worker demographics shrinking the traditional labor pool while a strong economy creates more and more demand for arborist services, tree care employers are feeling the squeeze. Jones, working for the Davey Resource Group, must help find recruiting solutions for one of the world’s largest tree care employers. If one of your overriding concerns is where to find good help, you need to be at this presentation.

10:00 am  ARBORBUCKS DRAWING - Demo Area

It’s not too late to enter the drawing. You could be the winner!

1:00 pm  ARBORBUCKS DRAWING - Demo Area

This is your last chance to win! See you in the demo area.

12:30 pm  ISA Certification Exam Check-in

1:00 to 4:30 pm  ISA Certification Exam - Call ISA to preregister at 1-217-355-9411. Application and registration fee must be received at ISA 12 days prior to exam date.

3:00 pm  TCI EXPO ’97 TRADE SHOW CLOSES!

SEE YOU NEXT YEAR IN BALTIMORE, MD!

November 5 - 7, 1998
Getting There...

Driving is easy . . .

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1-670 West, Exit “4-B” to the Greater Columbus Convention Center, 400 North High Street. Follow directions below to the Hyatt Regency Columbus or the Holiday Inn City Center.

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Adjoins the Greater Columbus Convention Center and is located on the corner of Nationwide Boulevard and North High Street.

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Greater Columbus Convention Center parking:
Convention Center parking is available from Fourth Street; left onto Nationwide Boulevard for the East Parking Lot (2) or left onto Goodale Boulevard for the North Parking Lot (9). A special daily rate of $5 per vehicle has been established for TCI EXPO attendees at either the East or North parking lots.

Flying . . .

TRAVEL WORLDWIDE NETWORK
For the best travel rates to Columbus, please contact our travel experts at Travel Worldwide Network at 1-800-631-9675. Remember to identify yourself as an attendee of the NAA/TCI EXPO. Travel Worldwide Network is open Monday - Friday, 8:30am - 5:00pm EDT.

US AIRWAYS
US Airways has been selected as the primary airline for TCI EXPO ’97. They are offering special discounted fares to TCI EXPO meeting attendees. To make your reservation, call US Airways’ Group Reservation Center at 1-800-334-8644 and reference the National Arborist Association’s Gold File Number 19260026.

DELTA AIRLINES
Delta Airlines has been selected as the alternate air carrier for TCI EXPO ’97. To obtain the special discount fare call Delta’s Meeting Reservations line at 1-800-241-6760 and refer to the National Arborist Association’s File Number XY193.

Airport Transportation . . .
Port Columbus International Airport is located 10 minutes from the Greater Columbus Convention Center. Arrangements have been made with Airport Express Shuttle to provide service to the hotels for TCI EXPO attendees. An Airport Express Shuttle representative will be located in the airport baggage area near the information booth to direct you to the vehicles. A discounted rate of $15.00/per person round-trip will be offered to TCI EXPO attendees. To receive this discount, look for Airport Express Shuttle coupons in your registration confirmation packages.

Finding a hotel room . . .
This year the host hotel for TCI EXPO ‘97 is the HYATT REGENCY COLUMBUS, adjoining the Greater Columbus Convention Center at 350 North High Street. The HYATT REGENCY COLUMBUS is offering TCI EXPO ‘97 attendees a rate of $101 single/double occupancy. Valet parking is available for overnight hotel guests at a daily rate of $13.75. This includes in and out privileges on a 24 hour basis. Self parking is available on a daily basis at a charge of $10 per day. Space is limited, be sure to make your reservation early. This rate will be offered until October 14, 1997. To make your reservation, please call the HYATT REGENCY COLUMBUS direct at 614-463-1234. Be sure to reference the National Arborist Association/TCI EXPO room block when making your reservations.

Alternative accommodations are available at the Holiday Inn City Center located 8 blocks from the Greater Columbus Convention Center. The address for the Holiday Inn City Center is 750 East Town Street, Columbus, Ohio 43215. The Holiday Inn City Center will offer TCI EXPO ’97 attendees a rate of $79 single/double occupancy. Valet parking is available at the rate of $5 per day for overnight guests. The Holiday Inn City Center offers complimentary shuttle service to and from the airport. Reservations must be made by October 14, 1997 in order to guarantee this preferred rate. To reserve your room, please call the hotel direct at 614-221-3281 and be sure to reference the National Arborist Association/TCI EXPO room block.

SEMINAR REGISTRATION CANCELLATIONS
All seminar registration cancellations must be received in writing at the National Arborist Association office. Cancellations received on or before October 31, 1997, will receive a full refund less a $25 administrative fee. Fees cannot be refunded after October 31, however you are welcome to send a replacement. No telephone cancellations will be accepted.

REGISTRATION
Early Bird registrations must be received by October 17, 1997. Registrations received after October 17, 1997, not complying with the appropriate fees, will be billed accordingly. Everyone is required to wear a badge issued by the National Arborist Association to enter the exhibit hall and seminars.

EXHIBIT HALL HOURS
Thursday, November 6 — 9:57am - 5:00pm
Friday, November 7 — 9:00am - 5:00pm
Saturday, November 8 — 9:00am - 3:00pm
REGISTRATION FORM

Name: ____________________________  NAA Member Firm?  □ Yes  □ No

Company: ____________________________  Phone: (______) ____________________

Address: ____________________________  City: ____________________________

State: _______  Zip: __________

Signature: ____________________________

Special Services:  □ Please check here if you require special accommodations to fully participate. Attach a written description of your needs.

Title: (please check one that applies)

□ Owner  □ President  □ Vice President  □ Manager (general)

□ Superintendent  □ Forester  □ Govt. Agent  □ Consultant  □ Instructor

□ Superintendenent  □ Grounds Manager  □ Arborist

NOTE: Please use separate form for each attendee. This form may be photocopied.

Seminars

Check the box beside each seminar you wish to attend. Be careful not to pick two seminars at the same time. Count the number of seminar hours indicated next to the seminar titles. Record this number in the space below marked total seminar hours.

*NOTE: The evening session on Thursday, November 6 is available only to NAA Members and their guests - and it's FREE!!

The Gold Card

If your total cost line is greater than $175 AND you register prior to the Early Bird Deadline of October 17, then BUY GOLD! To purchase the GOLD CARD which will give you unlimited access to all educational sessions, check YES in the box below and enter $170 in the total cost line and you're done!

I wish to buy a Gold Card registration:

□ Yes  □ No

Date  Seminar Title  Seminar Hours

THURSDAY, NOVEMBER 6

□ #1 - 8:15 am  Tree Chemistry for Fun and Profit  1 Hour

□ #2 - 8:15 am  What's Your Human Resources Quotient?  1 Hour

□ #3 - 4:00pm  The Future of Training and Information Dissemination  1 Hour

□ Evening Session - 5:15pm Becoming a Better Photographer (Open only to NAA Members and their Guests)  0 Hour

FRIDAY, NOVEMBER 7

□ #4 - 8:00am  Host/Pest Phenology and Use of Bilogicals/Biorational in Insect Pest Management  0 Hour

□ #5 - 8:00am  Team Building  1 Hour

□ #6 - 9:15am  How to Increase Profit Without Raising Prices  1 Hour

□ #7 - 9:15am  Tree Planting  1 Hour

□ #8 - 4:00pm  Developing Your Motivational Skills  1 Hour

□ #9 - 4:00pm  Therapy for the Construction-Damaged Tree  1 Hour

SATURDAY, NOVEMBER 8

□ #10 - 8:00am  Disease Complexes, Complex Diseases  0 Hour

□ #11 - 8:00am  Marketing Strategies for the Growing Business  1 Hour

□ #12 - 9:15am  Practical Applications of Mycorrhizal Treatments in Tree Care  1 Hour

□ #13 - 9:15am  Recruitment in the 90's and Beyond  1 Hour

CALCULATE YOUR COST

BASIC COSTS: Multiply your total seminar hours by $38 and enter the dollar amount on the basic cost line.

DISCOUNTS: Deduct $3 per seminar if you register prior to the Early Bird Deadline, October 17, 1997. Deduct $6 per seminar if you are registering an additional person from your organization.

TOTAL COST: Subtract your total discount from your Basic Cost line. This figure is what you pay for your registration.

3 EASY WAYS TO REGISTER!!

By Phone: Call 800-733-2622 and have your credit card # ready.

By Fax: Fax this completed form w/credit card information to: 603-672-2613

By Mail: Send Completed Registration Form and payment information to: TCI EXPO '97, PO Box 1094, Amherst, NH 03031-1094

PAYMENT INFORMATION

□ Check enclosed for $ _______  □ Please charge my Visa/Master Card

Card # _______  Exp. ______ / ______

Signature _______

Do you wish to receive NAA Membership Info?  □ Yes  □ No

Do you wish to receive a complimentary subscription to Tree Care Industry (TCI) Magazine?  □ Yes  □ No

You must complete all of the information below to receive your subscription:

Business/Industry: (Please check one that applies)  □ Tree Service  □ Landscape Contractor  □ Governmental Entity

□ Property Mgmt  □ Consulting Firm  □ Utility  □ School/University  □ Other: _______

Purchasing Authority: (please check one that applies)  □ Approve  □ Recommend

See reverse side for Special Membership Offer
Back by popular demand... ARBORBUCKS!

There will be two drawings each day for at least $250 in ARBORBUCKS on the Trade Show floor. Drawings will be held on Thursday and Friday at 12:00 NOON and 2:00 pm and on Saturday at 10:00 am and 1:00 pm. ARBORBUCKS can be used the same as cash to make purchases from participating vendors at the show. There is no cost to enter the drawing, and the chances of winning are fantastic!

ARBORBUCKS — just one more reason to join us at TCI EXPO ‘97.

Be sure to look for these ARBORBUCKS participants:

- Aerial Lift of Connecticut
- American Arborist Supplies Inc.
- American Safety Utility Corp.
- Arbor Age
- Arborist Direct
- Buckingham Mfg Co., Inc.
- CNA Commercial Insurance
- Creative Automation Solutions
- Ditch Witch of Charlotte, Inc.
- First Sierra Financial, Inc.
- Husqvarna Forest & Garden
- John Bean Sprayers
- Karl Kuemmerling, Inc.
- Key Knife, Inc.
- Lanphear Supply
- National Arborist Association
- New Bracing Systems — PbS
- Northeastern Associates Sales & Service
- PMI—Petzl Distribution Inc.
- Peavey Manufacturing Co.
- Perfco Printing
- PoulanPRO
- Practical Solutions
- Roots Inc.
- Safety Test and Equipment Company
- Shelter Tree/Tree Care Products
- Shindaiwa Inc.
- Simonds Industries Inc.
- Three Rivers Engine Distributors, Inc.
- Tilton Equipment Company
- Timberwolf Manufacturing Corporation
- The Tree Moving Network
- Tree Line Supply Company
- Vermeer Manufacturing Company
- Wall Industries
- Weaver Leather Inc.
- Wellington
- Woodsman Brush Chipper

JOIN NOW AND RECEIVE MEMBERSHIP FOR THE BALANCE OF 1997 AND ALL OF 1998

This value is worth between $8 - $12 per month depending on the promptness of your response.

Featured Membership Benefits Are:

- Management Guideline Book
- Monthly Newsletter
- Use of Logo
- Discounted Prices
- Free Internet Advertising
- A300 Pruning Standard
- Training Programs
- Climber’s Guide to Hazard Trees
- Toll-Free Hotline for your concerns or business needs
- Marketing Materials and more!

To join simply fill out the application and send it in with a check for $150 initial dues along with proof of insurance, or call Charlotte Carrier at the NAA office for more details at 1-800-733-2622.

Special first year dues: $150. Your annual dues for subsequent years will be based on your firm’s tree care-related sales. Membership starts when you submit certificates of insurance for general liability and workers’ compensation as applicable in your state or a certificate of bondability and proof of Business Registration or Incorporation. If you are not required to carry workers’ compensation, please notify the NAA in writing.

We will contact you upon receipt of your application. Thank you for becoming a part of the NAA.

Firm Name: _____________________________________________

Address: ______________________________________________

City: __________________________________________________

State: ______ Zip: ______

Telephone: (_____) ______ Fax: (____) ______

Name of company owner: ____________________________

Type of Business:

☐ Residential
☐ Commercial
☐ Line Clearance
☐ Both

# of Employees: ______

☐ Check enclosed
☐ Visa or ☐ MasterCard

Card # ____________________ Exp. ______/

Cardholder’s Signature:

_____________________________________________________

WELCOME TO NAA

DEDICATED TO THE ADVANCEMENT OF COMMERCIAL TREE CARE BUSINESSES

Since 1938
An alarming percentage of new trees and shrubs are either prepared or planted incorrectly, even when handled by professionals. If the plant fails within a year, the company that provided the plant will often replace it, but there is inconvenience to the person who planted it as well as the client. When the plant starts to show symptoms of failure three and four years down the road, though still caused by poor preparation or planting, the nursery that provided the plant is out of the picture, and the arborist is left to nurse a sick plant that may never recover. Plant failure is frequently preventable through recognizing and correcting poor preparation and planting practices. Our speaker, an Extension nursery specialist with a long litany of experience, awards and honors relevant to this subject, will look at factors such as hole configuration, soil amendments, rootball packaging materials, staking, trunk protection and weed control.

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REGISTRATION FORM

Name: ____________________________ NAA Member Firm? □ Yes □ No

Company: ____________________________ Phone: (_______) ____________

Address: ____________________________ State: ____________ Zip: ____________

City: ____________________________

Special Services: □ Please check here if you require special accommodations to fully participate. Attach a written description of your needs.

Title: (please check one that applies)

☑ Owner □ President □ Vice President □ Manager (general)
□ Supervising Agent □ Director □ Purchasing Agent □ Landscaper
□ Governmental Agent □ Consultant □ Instructor □ Arborist

NOTE: Please use separate form for each attendee. This form may be photocopied.

Date Seminar Title Seminar Hours

THURSDAY, NOVEMBER 6

☑ #1 - 8:15am Stupsi Introduces the Tree 1 Hour
☑ #2 - 4:00pm What’s Your Human Resources Quotient? 1 Hour
☑ #3 - 4:00pm Stupsi Returns! 1 Hour
☑ Evening Session - 5:15pm Becoming a Better Photographer (Open only to NAA Members and their Guests) 0 Hour

FRIDAY, NOVEMBER 7

☑ #4 - 8:00am Host/Pest Phenology and Use of Bilogicals/Biorational in Insect Pest Management 0 Hour
☑ #5 - 8:00am Team Building 1 Hour
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SATURDAY, NOVEMBER 8

☑ #10 - 8:00am Disease Complexes, Complex Diseases 0 Hour
☑ #11 - 8:00am Marketing Strategies for the Growing Business 1 Hour
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TOTAL SEMINAR HOURS _______________________

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Do you wish to receive NAA Membership Info? □ Yes □ No

Do you wish to receive a complimentary subscription to Tree Care Industry (TCI) Magazine? □ Yes □ No

You must complete all of the information below to receive your subscription:

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□ Property Mgmt □ Consulting Firm □ Utility □ School/University □ Other: ____________

Purchasing Authority: (please check one that applies) □ Approve □ Recommend

TOTAL COST $__________

PAYMENT INFORMATION

☑ Check enclosed for $__________
☑ Please charge my Visa/Master Card

Card #: __________________ Exp. / ______

Signature __________________

See reverse side for Special Membership Offer
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**Featured Membership Benefits Are:**
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- Monthly Newsletter...
- Use of Logo...
- Discounted Prices...
- Free Internet Advertising...
- A300 Pruning Standard...
- Training Programs...
- Climber’s Guide to Hazard Trees...
- Toll-Free Hotline for your concerns or business needs...
- Marketing Materials and more!

To join simply fill out the application and send it in with a check for $150 initial dues along with proof of insurance, or call Charlotte Carrier at the NAA office for more details at 1-800-733-2622.

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We will contact you upon receipt of your application. Thank you for becoming a part of the NAA.

---

**ARBORBUCKS** — just one more reason to join us at TCI EXPO '97.

Be sure to look for these ARBORBUCKS participants:

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- American Arborist Supplies Inc.
- American Safety Utility Corp.
- Arbor Age
- Arborist Direct
- Buckingham Mfg Co., Inc.
- CNA Commercial Insurance
- Creative Automation Solutions
- Ditch Witch of Charlotte, Inc.
- First Sierra Financial, Inc.
- Husqvarna Forest & Garden
- John Bean Sprayers
- Karl Kuemmerling, Inc.
- Key Knife, Inc
- Lanphear Supply
- National Arborist Association
- New Bracing Systems — PbS
- Northeastern Associates Sales & Service
- PMI—Petzl Distribution Inc.
- Peavey Manufacturing Co.
- Perfco Printing
- PoulanPRO
- Practical Solutions
- Roots Inc.
- Safety Test and Equipment Company
- Shelter Tree/Tree Care Products
- Shindaiwa Inc.
- Simonds Industries Inc.
- Three Rivers Engine Distributors, Inc.
- Tilton Equipment Company
- Timberwolf Manufacturing Corporation
- The Tree Moving Network
- Tree Line Supply Company
- Vermeer Manufacturing Company
- Wall Industries
- Weaver Leather Inc.
- Wellington
- Woodsman Brush Chipper

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