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FEATURES

4

FORMAL TREES

By Christian O. Curry
An arborist proposes an interesting theory on why trees assume the shapes they do.

11

WHAT IT TAKES TO BE THE BEST

By Hal Becker, Ph.D.
Common sense advice on sales and selling, from one who's been at the top.

25

TGRs: THE NEXT GENERATION

By Peter Gerstenberger
After 20 years of experimentation and successes mixed with failure, tree growth regulators are just beginning to receive the respect and attention they deserve.

DEPARTMENTS

OUTLOOK

By Robert Felix
Information overload can work for you. Find out how.

WASHINGTON IN REVIEW

By Brian Barnard
Under Congressional scrutiny, OSHA may be on the verge of giving small businesses a break.

BRANCH OFFICE

By Dan Kinter and Howard Eckel
News for the business of tree care.

MANAGEMENT EXCHANGE

By Philip M. Perry
What today's business manager needs to know about drug and alcohol abuse in the workplace.

ON THE COVER

Jamboree Champion Ken Palmer demonstrates his knowledge of tree rescue at this year's ISA Convention.

ARBORIST INNOVATIONS

By Ron Despres
Raw materials for a clever truck conversion came from an unlikely source.

INDUSTRY ALMANAC

Important regional and national meetings and activities.

COUNCIL CORNER

New bi-monthly feature - news and views from the Council for Tree & Landscape Appraisers.

CUTTING EDGE

New products and news in the industry.

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FROM THE FIELD

By Wayne Ringlaben
The author points out that the lessons to be learned from a challenging job go beyond how to do the work.
We live in a world of information transfer. In fact, we are surrounded by it. If it isn’t an incoming phone call, it’s voice mail or an incoming fax. You get more mail than you can ever read, though undoubtedly there is information, even in TCI, that you earmark for when you can get to it. I’m sure it’s probably more than you can, much less want to, handle.

Everybody suffers from the information deluge. To prioritize what you must read, should read, might want to read and just don’t have time to read is a problem. It’s a nuisance until you need an answer to a question. You know that you saw it somewhere in the “stuff” that has been accumulating on your desk. But where?

Any number of managers I’ve spoken with lately talk about taking notes on everything. Some even take notes on what their notes cover and where they are. This may seem ridiculous, but we all have to live with it. Information overload is as much a way of life today as is time compression.

How about your customers? How much time do they have to read? Probably no more than you have. Customers suffer from the same information overload that you do.

There was a time when you could send a reminder note to a client about the need to fertilize again or apply pesticides, get a response from most, then call the few you didn’t hear from. That’s not the way it works any more. That note is going to get lost between the envelope that says “You have been pre-approved for...” whatever and one of the dozen catalogues that come in the mail every day. Today you have to follow-up with phone calls or personal visits.

These are busy times. You’ve been running around responding to inquiries and putting out fires all year. Where do you find the time for personal attention to your clients? How do you become more efficient and more effective?

One way is to find out how others in our industry do it. The management side of the seminar program at TCI EXPO in November focuses on helping you become more efficient. There will be arborists from all over the world with whom you can network. Why re-invent the wheel? Come to Indianapolis in November. Find out how to make potential overload work for you.

Robert Felix, Publisher
Tree care professionals are very particular about the tools they use. We know, because we asked for their help in designing the Shindaiwa 357 top handle chain saw, the newest addition to our full line of outdoor power equipment.

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My theory is that trees have a state which we rarely see. I call it the formal natural state.

We’ve all seen deciduous trees with primary branches of different thicknesses, arbitrarily located around the trunk and branching off at various angles. These characteristics produce trees with a wide variety of nondescript shapes. I will refer to these arbitrary branch structures and random shapes collectively as the informal natural state of trees.

Since we have probably never seen a formal natural state for trees, with formal patterned branch structures and patterned shapes, we’ve never observed that the natural structure and shape of a tree resembles its leaf. We’ve never seen a tree with the structure and shape of its leaf because it doesn’t happen naturally...not by itself. That’s why I want to show you how it can be natural. I think you’ll get a glimpse at an improved formal natural state for trees, which I feel is potentially the strongest and uniquely beautiful presentation of a species.

The central leader

To grasp the concept of a formal and an informal natural state for trees, consider the central leader. Young trees from seed typically produce a single trunk or natural central leader: This is an expression of the formal natural state of trees. Yet, typically in mature trees we see that the central leader or trunk does not keep by itself but rather branches off into multiple leads or trunks and is lost - the informal natural state of trees expressed.

The three photos of an American sycamore in various stages of growth (see page 5) are an example of how it is natural for trees to have the structure and shape of their leaf. One picture shows the formal natural elements of trees. Another shows that these elements can produce a formal patterned branch structure that rarely keeps by itself. In the third picture, we see rare examples of where the formal structure has kept, showing us sycamores in the formal structure and formal complex shape of their leaf.

The first picture is of two sycamore central leader twigs. We see they have a 360-degree pattern of budding. Also, these buds are set on the same formal natural angle and have a uniform thickness with relation to the central leader twig.

The second picture shows that the formal pattern of buds can produce a 360-degree pattern of primary branches: four sets of eight branches evenly spaced around the trunk, 45 degrees apart, at eight points of the compass.

We also see that the primary buds set on the same angle can produce primary branches set at the same angle of branching, which not coincidentally is the same approximate 45 degree angle of branching as the primary veins of the leaf.

In the second picture we also see that the uniform thickness of primary buds with relation to the trunk can produce sets of primary branches that have a uniform formal natural thickness with relation to the trunk. Each primary branch in the top set is half as thick as the trunk at the point where it originates. I have often observed that initially, due to the natural taper of the twig, the central leader above the top set is the same thickness as each branch in the top set. In this example, it is slightly thicker because trunk diameter growth occurred after the branches were formed.

The lower sets of branches, once uniformly half as thick as the trunk, have already lost their formal natural thickness. Soon even their angle and the patterned location of branches will be lost.

In the third picture, we see two rare examples of sycamores where at least one set of primary branches has kept its formal natural angle and thickness. They resemble the complex palmate shape of the tree’s leaf.

In these three pictures, we have seen trees start out with formal natural patterns of buds, which can produce formal natural patterns of branches. My theory is that, if this formal natural state were kept, it would likely produce trees resembling the structure and shape of their leaf.

Formal natural elements

My research up to now has mainly consisted of identifying and photographing the formal natural elements and the formal structures and shapes of trees, to establish the possibility of a formal natural state. My research in the future will be directed at keeping these elements, to produce trees with the formal natural structure and shape of their leaf.

As we saw in the second picture, the formal thickness, angle and location of branches is quickly lost, rapidly going to an informal state.

I think to produce a tree with a formal
Two sycamore central leader twigs.

Two rare examples of sycamores where at least one set of primary branches has kept its formal natural angle and thickness.

The formal pattern of buds producing a 360-degree pattern of primary branches.
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Once in the landscape, lower sets of branches would tend to guide upper sets into place, due to the natural taper of the trunk. Upper sets would naturally tend to bisect lower sets, keeping the tree fully balanced. Less and less frequent pruning to establish primary branches would be necessary as the tree matures; only periodic thinning of secondary branches would be required, as we presently do.

The beauty of a sycamore in a formal natural condition is that it would be as wide as it is tall, having the unique shape of its leaf. The strength would be a patterned branch structure, which would give each and every primary branch its "space" to thrive and keep its formal character.

With lumbering branches, half as thick as the trunk, which are not acutely joined or drooping but which spread upward and outward on a rigid 45-degree angle, this tree would be enormously stronger than the informal state. Ultimately, it would be more suitable for formal areas where we do not want to incur loss of value or high replacement costs - the "natural" consequences of random growth.

This is not to say that the informal natural state is not most appropriate for informal rustic settings. The point is, what is "natural" for a tree appears to range from what is formal to what is informal.

In the future we ought to be able to maintain trees in a formal or informal state, according to the formality or informality of the setting, just as we might dress differently for a formal or informal occasion.

I have observed various deciduous tree species. I have determined that given time and distance from other branches, sets of primary branches do keep their formal angle and thickness. I have maintained a few young trees in this formal natural state. However, I have grown no trees in the structure and shape of their leaf. This is simply a very interesting theory which needs much research, which I will do just as soon as time and resources become available.

Chris Curry owns and operates Curry Tree Service, Inc., in Sound Beach, New York.
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TREE CARE INDUSTRY - SEPTEMBER 1995
OSHA May Cut Fines

Small business employers may get a break on fines levied by the Occupational Safety and Health Administration (OSHA). Agency head Joseph Dear approved draft changes of the formula OSHA uses to determine fines for small employers. OSHA field personnel are reviewing the draft, with schedule changes to be implemented soon.

The penalty reduction plan would expand existing formulas based on an employer’s size, good faith, history, and the severity of the violation (see table).

In addition to the penalty reductions, H. Berrien Zettler, deputy director of OSHA’s Directorate of Compliance Programs, has said that the agency is also looking at guidelines for evaluating a firm’s safety and health program effectiveness. This offers the compliance officer a checklist to determine if an employer has an effective safety and health program.

The checklist includes the extent of management’s dedication and employee involvement; whether an employer conducts work site safety inspections; whether hazard prevention and control are present at the workplace; and the extent of safety and health training.

An employer’s rating from the checklist would influence any potential fines.

The penalty reduction stems from a joint OSHA-Labor Department strategy committee and is influenced by the pending overhaul of OSHA proposed by Congress.

OSHA reform legislation is pending in both the House (H.R. 1834) and Senate (S. 526). Dear says that OSHA Reform is unnecessary because the Agency will reform itself. Congressional leaders, however, point out that policy changes do not often carry over to the next administration.

These OSHA reform bills propose several important changes including: requiring OSHA to prove that likely risk to worker safety is present before establishing standards; requiring OSHA to certify that new standards justify the costs on business; expanding OSHA’s consulting services; reducing penalties for non-serious violations; and providing for warnings in lieu of citations.

Discussion in the full Senate is expected in October.

Brian Barnard is Government Affairs specialist for the National Arborist Association.
What It Takes To Be The Best

By Hal Becker, Ph.D.

Whenever we start something new, it’s uncomfortable. What was it like riding a bike for the first time? When you first diapered your baby, were you scared? What about your first lesson in learning a foreign language? The key is practice. And most salespeople don’t practice.

1. Desire and attitude are vital.
   To practice is to be in training. I can train people to sell, but there’s just one catch. You have to want to learn, to practice, to excel. I can’t train desire. And without the desire, there isn’t a ghost of a chance of training anyone.

   Attitude is vital. If you have a great attitude, it’s so easy to be the best.

   This piece by Charles Swindoll says it all about attitude.

   “The longer I live, the more I realize the impact of attitude on life. Attitude is more important than facts. It is more important than the past, than circumstances, than money, than education, than failures or successes, or what other people think or say or do. It’s more important than appearance, giftedness, or skill. We cannot change our past. We cannot change the fact that people act in a certain way. We have no control over the inevitable. The only thing we can do is pull on the one string we have, and that is our attitude.

   The remarkable thing is that we have a choice every day regarding the attitude we embrace for that day. I am convinced that life is 10% what actually happens to me and 90% how I react to it.

   So it is with you. We are all in charge of our own attitudes.”

2. Whether or not you’re in sales, you sell every day.
   If I could ask you right now whether you are in sales, the chances are only 50-50 that you would say yes. You might say no, you’re in accounting or a technical area or maybe you’re a business owner. Regardless of your answer, this can help you.

   If you are in sales, we’re discussing the lifeblood of your livelihood and your contribution to your company. And if you are not in sales, you will still find ideas and tools that will help you do your job or run your business more profitably. Even if some topics don’t apply to you directly, such as prospecting, they will still be informative and useful.

   The ideas and tools of sales are useful in accounting, marketing, shipping, anything. Whatever your job or business, if you deal with a customer or client in any way, you are selling.

   That’s why some business owners and managers have their entire company or division attend sales seminars.

   The truth is that all of us are selling every day: We’re selling a product or service. We’re selling our company. We’re selling our ideas, ourselves.

3. “I’ll never go back there again!”
   Your reputation rides on what you do and say today.

   Have you ever been to a restaurant and had really poor service? What did you do? Did you ever go back? Not if you can help it! And what do you tell people? “Don’t go there! It’s a terrible restaurant!”

   But it wasn’t the restaurant that was bad - it was one person who was doing his or her job badly or was just having a bad day.

   When your company’s customer has a bad experience, what does that customer say? “Don’t use so-and-so. They’re not so hot.”

   We’re constantly selling. And I’ll be constantly telling you that as I discuss all the aspects of selling: how to listen, how to build your confidence, how to ask questions and to probe, how to handle objections, how to go out and get the business, how to close the sale, and - most important, how to keep the business!

4. Picasso, Renoir, and Jones
   Let’s talk for a moment about art forms. Cleveland, my hometown, has one of the most magnificent museums anywhere. You can see some of the greatest - and most beautiful - artistry at the Cleveland Museum of Art: masterpieces by Renoir, Monet, Picasso, three of the world’s greatest artists.

   These artists share three things in common: paint, brushes and canvas. Yet, their works are completely different. Why? Because of the creativity and uniqueness of the artist.

   The same thing is true of all of us. You can’t expect to be like me or the next person.
You have to use your own creativity, what’s inside you, along with the basic tools I’ll be giving you - the paints, brushes and canvas of the art of selling.

You have your good points. I don’t care what your situation is, how much experience you have, what you’re selling, or what your personality is. You have good points, and they work well for you. Build on those good points, and develop your style around them. You can become the Picasso of sales.

5. The plumber’s secret
Did you ever change a faucet at home? Did you try to do it with whatever tool you had, or did you use a special tool - like a ratchet - that goes under the sink? If you didn’t use the right tool, what was the job like? It was hell! How long did it take? Forever! But if you have the right tool, the job takes only a few minutes, and it’s a snap.

So it’s the tool that makes the difference. All I’m doing is providing you with the tools. It’s up to you to put your style into selling - to become a Picasso.

This article is a tool. It’s based on my seminar, book and manual, also tools. Out of every 100 people I work with, only five people will really, diligently, use this tool to change their lives.

Above all, you must have the desire. You must want to make the effort it takes to make things happen.

6. The fable of two woodsmen
I don’t usually like sales trainer stories, but this one just blew me away.

Two woodsmen had a contest to see who could chop the most wood on a given day. One guy’s big, 270 pounds, and the other small, or as they say, “the Hal Becker size.” The big guy looks at the small guy and thinks, “There’s no way this guy can beat me.”

The contest lasts eight hours. Every 45 minutes the small guy takes a break. The big guy thinks, “Yep, there’s no way that small guy is going to beat me.”

When they chop the wood, it’s put in separate areas. At the end of the day, the piles are measured. Guess what? The small guy has chopped twice as much wood as the big guy.

The big guy is furious. He can’t believe it. He says to the small guy, “I don’t understand. First, I’m twice your size and strength, and you’ve chopped twice as much wood. On top of that, every 45 minutes you rolled off and took a break, a nap - I don’t know what you did. How did you beat me?

The small guy says, “It was easy to beat you because every 45 minutes, when you thought I was taking a break, I was out back sharpening my axe.”

That’s what we’re talking about: sharpening your axe.

Most salespeople do such a poor job because they don’t go back to the basics. They don’t go back to their common-sense tools - the tools I’m going to give you. They didn’t sharpen their skills.

7. The cream of the crop
Three things make the top salesperson. This applies to you whether you are 100% in sales or not, whatever your title: Top salespeople are organized; top salespeople are persistent; and most important, top salespeople are incredibly honest.

What exactly is selling? If you look it up in a dictionary you’ll find at least a dozen definitions, but I guarantee you won’t find the real definition of selling. Selling is asking, not telling. Selling is listening, not talking. Everything I tell you will be built around these 10 words to show you what

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It takes to be a top salesperson.

The truth is - and it's a shame - that most salespeople do a terrible job. They are not organized.

They are not persistent. They are not incredibly honest. Worst of all, they do not ask and they do not listen.

8. Think back (shudder!) to the last time you bought a car.

Chances are your family bought a car in the past year, and I'll bet it was an unpleasant experience. In general, car salespeople have a terrible reputation. The responsibility, I think, rests with the sales manager; instead of coaching the sales force, the manager's making all those deals.

When you walk in, the salespeople just hang around. They try to push the features you don't want. They don't know their product - ask at five dealerships how many gallons the gas tank holds and you'll get five different answers.

And when you finally get down to dealing on a car, the salesperson has to get involved with the manager - assuming there is a manager. Can't you just imagine what goes on in the back? One salesperson says to another, "Hey, Greg! You wannabe the manager today?"

Of course, you want a good price. You asked the salesperson the price of the car and then you had to go back and forth and deal, deal, deal. Another unpleasant experience. Have you ever gotten the top salesperson or the owner? It's a real pleasant experience - really different, isn't it?

Car salespeople are also remarkably poor on customer service. Consider this amazing fact: The average U.S. family buys one car a year, a statistic that makes sense when you realize that two out of three cars sold are used cars.

That statistic represents a wonderful opportunity to develop a relationship with a customer who is going to be buying again - soon! It also should represent a potent motivator when you consider that dealers spend an average of $250 on advertising for everybody who walks in the door.

Also consider that car manufactures have a Customer Satisfaction Index that requires something probably unique in sales: The salesperson must call the buyer after the sale.

Volkswagen developed the Customer Service Index in 1978 to see how the dealers stacked up against each other. One of the requirements is that the salesperson must follow up with you after delivery - with a minimum of two phone calls the first year of ownership, regardless of what make of car you buy.

The manufacturer in effect says, "We need to know if the dealers are really doing their jobs. We'll do this by sending out a survey to the buyers to find out if they're satisfied." A dealer who gets great survey results can get more cars, a better mix of cars, more promotional material, and so on.

You may not realize it, but every dealership in the country pays the same amount for any given car. The salespeople create the imbalance and the competition.

Even though there is a rule on calling new car owners, many salespeople do not make even one call. Often they're afraid the owner might have a problem. The possibility of a problem should actually motivate them to call - I walk around looking for problems, because a problem is a creative opportunity for me to be a hero.

Many car salespeople do make one follow-up call, but I'll bet that you did not get more than one call. And if you got more than two phone calls, it means that salesperson cares and wants to sell you...
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9.12:00! 12:00! 12:00! Disaster or golden opportunity?

Where else does the selling-and-buying experience leave something to be desired? Let’s step inside the homes of thousands of Americans, where the VCR is blinking 12:00! 12:00! 12:00!

What happened when you bought a VCR? You probably walked into a store thinking, “I want to tape television shows and rent movies.” The salesman tells you, “We’ve three machines. This here is our Aimuth-Head, and here is our 4-Head-Fly-Erasing Machine, and over here is our VCR with the Dylethium crystals.”

Now you are more confused than when you walked in. All the VCRs look the same, so what do you do? You end up buying on price, and you get out of there.

Ahh! Home at last! You plug the VCR in, then you look at the instruction manual, which pretends to be written in English. So you throw down the manual and play around with the buttons.

If you’re like most of us, you get as far as 12:00! 12:00! 12:00! At this point you have two choices: translate the manual into understandable English or find a 6-year-old who can do it.

Let’s replay that scenario. You want to buy a VCR, and you walk into Hal’s VCR World. Hal walks up to help you....

Hal: “...before I show you a few VCRs, let me ask you a few questions. First of all, how much did you plan to spend?”

Sue: “Oh, about $250.”

Hal: “Do you want a VCR to rent movies and tape television shows?”

Sue: “That’s it.”

Hal: “Okay, wireless remote is obviously important, and it’s standard on all these models. Do you ever travel for more than two weeks at a time?”

Sue: “No.”

Hal: “Do you have a stereo in the same room as your television set?”

Sue: “Yes.”

Hal: “And when you go to the theater and hear Dolby Hi-Fi Surround Sound - would you like to have it at home?”

Sue: “That would be great!”

Hal: “Do you like sporting events?”

Sue: “No.”

Hal: “So slow motion and special effects, like watching the threads on the football go by real slowly, aren’t impor-
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By the time this song is over, your season may be gone.

What just happened? Did Sue walk out with what she planned to buy or what she had planned to spend? No. But did she walk out with what she wanted? Yes!

But when she goes home, takes the VCR out of the box, and tries to set it up, she’s probably still going to get a bit confused. Let’s go to the next day in our scenario. The phone rings.

Hal: “Hi, Sue? This is Hal from Hal’s VCR World. How’s the VCR?”

Sue: “Great.” (93% of new VCR owners say that, but they don’t mean it!)

Sue: “I want the one with the Dolby!”

Don’t miss one of the most important seasons for tree health maintenance. Feeding urban trees in autumn helps to maintain vital life support systems and stimulate root activity in the winter and early spring.

Mauget micro injection is the ideal way to feed trees. Pre-measured doses make applications easy. All materials enter directly into the sap stream of the tree. Each Mauget capsule contains a balanced nutritional formulation to overcome identified deficiencies and improve tree health. Materials do not add to the soil’s salt content.

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Zinc Stemix® Microject
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Iron-Zinc Stemix® Microject

Sulfate Based Products
Inject-A-Min® Iron-Zinc
Inject-A-Min® Manganese

By the time this song is over, your season may be gone.

Circle 28 on the Reader Service Card

10. Do you sell confusion?

Most salespeople sell confusion, and customers hate it!

If you’ve ever been around business owners when they got their first computer, you know how scared they were to put their business on the computer. That’s because most computer companies don’t make the product and the transition easy.

A corporation is just a piece of paper. Anyone can have a corporation for a couple hundred bucks. Companies are people, and the better those people work together as a team, the healthier that company will be.

What did Hal do? He found out what was important. He didn’t bombard her with technical talk. He didn’t confuse her or let her stay confused.

And he followed up. It’s the same whatever you’re selling.
MAKE IT STRONG. KEEP IT LIGHT.
MAKE IT CUT CLEAN AND FAST AND EASY.
DESIGN IT TO REDUCE WORKER FATIGUE AND INCREASE PRODUCTIVITY.

Give us more cuts per hour, especially during those last hours of long days at the end of the pruning season. Give us a blade that we can replace without taking apart the handles — one that holds its edge, is easy to sharpen and simple to adjust. The handles should never need replacing but, if they do, it should take only seconds and require no special tools.

By the way, make it unbreakable and guarantee it forever.

That's what you told us it would take to make the perfect vineyard and orchard loppers. So we did it. And then some.

Our new line of aluminum-handled loppers cut so clean, so fast, so easy and are so strong and simple to maintain, that virtually everyone who has tested them says they're the best loppers they've ever used.

The blade cuts with astonishing ease. Long, to reach into tight areas; large, to slice easily through mature vines and branches; the blade is Radial Arc™ ground and clad with a tough, slick, three-layer fluoropolymer that reduces friction to a bare minimum. This blade requires one-third less force than a conventional blade to make the same cut.

The blade is a separate component. Changing it takes one tool and one minute.

The forged hook is designed to draw the material being cut closer to the pivot. This maximizes leverage and minimizes the effort required to make a cut. The hook's curvature is shallow enough to easily slip between dense, tangled branches and support wires. Yet it is deep enough to hold the branch securely as the cut is being made. The sap groove is deep and wide for improved self-cleaning.

The square-shouldered, right-threaded pivot bolt that enables quick blade change is positioned so that the hook and blade open wide with a minimum of handle movement — in other words, with less effort. And the same coating that makes cutting so easy also self-lubricates the pivot action.

The Santoprene® bumpers, which provide a cushy rebound at the end of each cut, are located low on the tang well clear of the action. Replacing a worn bumper takes only seconds. Tools needed? Your thumb and forefinger.

Our patented new handle design has astonishing strength. The thick-walled aluminum tubing is oval — inherently stronger than round or rectangular stock. That strength is then compounded by an internal wedge of high-density, glass-filled nylon that expands as it is compressed during handle mounting. Even given severe abuse, these handles are almost impossible to break. Given proper use, they're indestructible.

The hand grips are designed for comfort and durability. They're thick, to minimize hand fatigue. They're molded of tough polyethylene and the bottom is extra thick for longer wear when used to drag brush along the ground and into a pile.

Our new aluminum handled loppers come in three models. A 21-inch version with a 1 1/2-inch cutting capacity suitable for vines and shrubs. And 26 and 32-inch models with a 2 1/2-inch cutting capacity for tree pruning.

Like all our professional tools, these loppers come with a lifetime warranty. If they break, we'll fix or replace them. Period.

We're also backing these tools with a "Fast or Free" parts warranty. If your Corona dealer is out of replacement parts, call us. We'll have them to you within 48 hours or they're yours free.

If you try these loppers, we think you'll agree that they're perfect, or close to it. So we're making you this money-back offer. Buy a pair. Prune with them for two weeks. Use 'em and abuse 'em. If you agree they're the best, buy more. If you don't, return them to us along with a note telling us what you think would make them better. We'll refund your purchase price. Fair enough?

For further information, contact your Corona dealer or call us at 1-800-234-2547.
tomers, you don’t have a job. Without customers, you don’t have a company.

Your customers are the ones who make you healthy. A winning company is people who care passionately all the time.

11. The winning athlete

Vince Lombardi, coach of the Green Bay Packers back in the 1970s, said it all: Winning is not a sometime thing: You don’t win once in a while. You don’t do things right once in a while.

You do them right all the time. That’s the key - doing things right all the time. That comes down to attitude.

12. What’s new under the sun?

What’s new about these tools? If you looked in the front of my seminar manual, you’d see that it says copyright. What that really means is plagiarized.

I have nothing new. All this information was taken from Xerox, Procter & Gamble, Kodak, IBM, Leaseway, and a number of other companies. They all took their stuff from other companies. There is nothing new in sales training. If you read Dale Carnegie’s book, which is over 60 years old, you’ll find it all there.

That’s the key - doing things right all the time. That comes down to attitude.

Look at Tom Peters, who wrote In Search of Excellence, Thriving on Chaos, and A Passion For Excellence. He gets $20,000 (or more) to run a seminar. He’s unbelievable to listen to; he’s a ball of energy. What is he selling? He sells things we already know: common sense. He packages common sense with enthusiasm. He sells enthusiasm.

You won’t learn anything new from me, unless you’ve never taken a sales course. More likely, you’ll say, “Oh yeah, I forgot to do that.”

People buy from people. That’s my theme. Your product and services are secondary. People don’t ask, “Where are you located? What’s your building like? How many square feet do you have?”

Do you, the customer, really care about whether you’re buying a SuperScanner or a Hitachi monitor or an MGA monitor? Does it really make a difference? No.

Does it really matter whether the processor on your computer is a 486 Intel or a Motorola? Again, no.

What makes a difference is you. If you have the lowest price in the world but you’re nasty, your customers will go to your competitors. People buy from people. If you can’t stand the people at the car dealership on your corner, you’ll buy your car somewhere else.

13. Human relations

It seems that everyone but me has always known that Dear Abby and Ann Landers are twin sisters. These two women, more than everyone else put together, tell us how to do things right.

Among the pearls of wisdom you can find in their column (and elsewhere) are “The Most Important Words in the English Language.” You may already be familiar with these words. Let’s take a

If it works in the woods and it has a diesel engine, it can be powered by Deere.

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few moments to review them because we'll be thinking about them in the context of sales.

The six most important words:
1. "I was wrong. Please forgive me." Let's say I'm the new boss and I tell you to do things one way. Then I realize I was wrong. I say: "I appreciate that you listened to what I said, but I was wrong..."

   What would you think? I'm a straight shooter, I'm not just thinking about myself.

2. The five most important words: "You did a good job." You're the new one on the job and I tell you: "You did a pretty good job doing what we asked you to do today. In fact, you did it better than the last person."

   How do you feel about yourself? You feel good!

3. The four most important words: "What is your opinion?" That shows I value what you think and want to take it into consideration.

4. The three most important words: "Can I help?" You have a flat tire on the freeway, and I stop to help you. I don't steal your money or attack you. All I do is help you fix your tire, and I'm on my way. You think, "There's at least one good guy left out there."

5. The two most important words: "Thank you."

6. The one most important word: "You."

7. The least important word: "I."

If you find yourself in a sales conversation and you are saying, "I can do this, and I can do that, and I..." then it's insincere.

Here's the difference between "I" and "you":

Phil has just met Michelle at a party. He asks, "Where are you from? Where do you work? What do you do there? Where do you live? Tell me about your family."

When he leaves, I say to Michelle, "I see you've been talking to Phil. What's he like?" Michelle says, "He's a great guy." If I ask her where he lives or what he does, Michelle doesn't know. She likes him because he took an interest in her and she was talking.

In one of my seminars, when I asked, "Why does Michelle like Phil?" a woman said, "She likes him because she doesn't know anything about him!"

When you have the opportunity to talk about yourself, you like the person you're talking to. So when you're in a sales situ-

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Dr. Hal Becker is the former Number 1 salesperson of the Xerox Corporation's national sales force of 11,000 and the founder of Direct Opinions, providing follow-up phone services to track customer needs with offices throughout the U.S. and Canada. In 1990 he sold Direct Opinions to give lectures and seminars around the country. This article is excerpted from the book, *Can I Have 5 Minutes Of Your Time?* with permission of the author.

Hear Dr. Becker at a special Management Workshop presented Wednesday, November 15, the day before TCI Expo 95, in Indianapolis. For further information, contact the National Arborist Association at 800-733-2622.
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The New York Times recently printed the results of two studies on the national averages of wages and benefits paid. The average wages paid in the U.S., among 49 different occupations listed, was $510/wk ($12.75/hr), or $26,520/year in 1994. The surveyors were surprised that elementary school teachers averaged $624/week, or 22% above the average. Nurses averaged $682/week; truck drivers, $467/wk.

Your state employment office can usually give you the prevailing average local factory wage rate. A rate slightly lower might be a good starting point for attracting potential apprentices. Offer higher wages for experienced personnel. Our industry requires too much knowledge, skill and technical expertise; the wages we pay experienced personnel should reflect that.

The second study published covered benefit plans which might include: pension plans, life insurance, major medical, vacations, dental and retiree medical insurance. The survey indicated that small firms lagged in all benefits areas except vacations.

Once a year, compute the hourly value of benefits each employee receives. It keeps the total compensation package in the spotlight. For most of us, there is more to life than just an hourly wage.

Let's assume that an employee is receiving $12.75 per hour, or $26,520 per year ($12.75 x 2080 hours). Two weeks paid vacation, 6 paid holidays, and 5 sick or personal days. The firm pays the major share, approximately 80%, of the hospitalization premium cost. This cost runs about 7.3% of wages, or $1,936/yr. Don't forget the employer's FICA (6.2%) and Medicare (1.45%) contribution for a total of 7.65%, or $2,029.

The employees report might look like this:

**Wage Rate** = $12.75/hr.

2 Weeks vacation ($1,020 / 2080hrs) = .49/hr.

6 Holidays ($612 / 2080hrs) = .29/hr.

5 Sick or personal days ($520 / 2080hrs) = .25/hr.

80% Hospitalization ($1,936 / 2080hrs) = .93/hr.

FICA & Medicare ($2,029 / 2080hrs) = .98/hr.

**Total Hourly Compensation** = $15.69/hr.

It's a great way to remind them how much more you pay than they receive!

**Can You Pay More?**

Wages and benefits should be competitive to ensure employee retention. Increasing wages and benefits impact on profit, but there might be a way to raise wages while keeping the sales rate competitive and not eroding profits.

One hotel chain forecast that for a 1% increase in occupancy, 75% of that sales increase went directly into profits. Perhaps the same sales increase over fixed costs formula can impact your profits. Increased sales volume could produce additional profits to cover a portion of your additional wage and benefit costs without eroding your existing profits.

Why not forecast how a wage and benefit increase will effect profit? One of the best features of doing a forecast is that you can project how anticipated increases might affect your bottom line before you initiate them.

What would a 1% increase in billing hours do to your bottom line? Probably not much. But how about planning to bill an additional 5% in hours worked by the existing work force? A 5% increase in sales volume can make a difference in profits.

Let's assume the total of all field production and benefit costs falls between 55% and 60% of sales. This leaves 40% to cover overhead and profit – not the 75% margin of the hotel, but still significant. You probably are billing about 1600 to 1700 hours per year per production person. If you increased sales volume by increasing the per person billing hours by 5%, on 1700 hrs, it would mean billing each person two more weeks a year. As you have not increased your overhead, 40% of these additional billing dollars would fall right to your bottom line.

Forecast the increased sales and the stationary fixed overhead costs; will it be enough to cover additional benefits and wages? Work the figures and determine what funds might be available to stay competitive in the labor market.

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**Determining What to Pay**

The issue of benefits and wage rates is always an issue. Most firms try to stay even with the local conditions, periodically asking themselves: Are wages and benefit packages keeping up with the local standard?

The Branch Office is compiled monthly by Howard Eckel and Dan Kinter. Mr. Eckel is currently a Management Consultant to the Green Industry. He draws on over 25 years of experience, and was formerly Executive Vice President of Davey Tree Expert Company. Mr. Kinter owns Kintercom, a business-to-business advertising agency, and has served the tree care industry for over 7 years.

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Arborists who haven’t visited tree growth regulator (TGR) technology for awhile may want to do so. A lot has changed. The products have changed, and some manufacturers have exited that segment of the business. Even more significant is the dramatic change in our understanding of the remaining products and how they operate.

Just as the earliest attempts at surgery were macabre by today’s standards, so too were the earliest attempts at chemical tree growth regulation. In both cases, valuable information was being assimilated. Many early “patients” were badly maimed or lost.

Botanists, horticulturalists and arborists have studied plant growth regulators (PGRs) for decades. The nursery and florist industries have used PGRs since the 1960s to produce more compact and attractive ornamental plants. Today, many flowers, shrubs, golf course turfs and orchard trees receive regular PGR treatment.

The earliest PGRs and TGRs were in a class of chemicals that inhibited cell division. Their mode of action led to erratic results and undesirable side effects. More often than not, the “treatment” was worse than the “affliction.”

Later came a class of chemistry called the triazoles and pyriconazole. These were classes that had known fungicidal properties. One chemical in particular, paclobutrazol, was found to slow down cell elongation by inhibiting the synthesis of gibberellin, a plant hormone. It was a more effective PGR than its predecessors. Problems with its earliest use, in retrospect, were associated with the alcohol carrier and high pressure injection techniques used to get it into the tree. Terms such as “weeping” and “blowout,” often used in connection with TGR field trials, do not conjure images of pretty trees.

Another chemical with similar properties that came along about the same time was flurprimidol.

Today, the only commercially available, so-called “new generation” TGRs are manufactured by DowElanco. They are called Profile 2SC and Cutless Tree Implants. The families of the two active ingredients have been researched and used for 20 years, however the active ingredients themselves have been in use for five years. The formulations and application techniques used today are brand new and much more plant-friendly.

Cutless is formulated with a starch carrier into a pill for trunk implanting. Profile can be applied as a soil injection or drench. Very small concentrations of chemical provide effective regulation.

TGR research is ongoing at Purdue University as well as with other outside cooperators, and has shown that TGRs have no measurable effect on tree diam-
eter growth or decay susceptibility. In fact, TGRs exhibit fungistatic properties. The effect that TGRs have on tree growth is quite predictable. With passive uptake of the chemical into the xylem, there is little chance of "over-regulation" and there is no downward movement of the TGR.

Research shows that TGRs reduce tree stress and leave the tree with a greater ability to fight harmful conditions. Treated trees have more chlorophyll per unit of weight - appearing greener to the trained eye. Treated trees have slower transpiration rates. Treated trees have lower photosynthetic rates under normal moisture conditions, but greater photosynthetic rates when there is water stress.

**Economics**

Even in development stages there was little doubt that TGRs could inhibit tree growth. A big question all along has been, "Are they economical to use?"

"Customers told us one of the key capabilities they needed was a way to value the use of TGRs in their particular systems," explains Jack Edmondson, product development manager at DowElanco. "And that's exactly what has been created."

Known as the TGR Economic Impact Model, this computer-driven program projects yearly costs associated with normal line-clearance activities, including or excluding TGRs.

Calculated in net present value, the model projects tree management costs for a 15-year period. This gives utilities both short- and long-term information to guide decision-making.

The model was developed by ACRT, Inc., and has been continuously improved with information from model users. For valid cost/benefit analysis and comparison of benefits from one utility to the next, the model must look at variables beyond labor costs associated with trimming or cost savings from extended trim cycles. The model uses over a dozen inputs, and provides utility foresters with a thorough look at how TGR use could affect their budgets.

Notably, the model does not factor in reduced dumping fees and time as a function of biomass reduction. As most tree care managers can attest, these can be significant costs.
20 CHIP BODY DUMPS

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TREE CARE INDUSTRY - SEPTEMBER 1995
A case study

Illinois Power Company put the TGR Model to use for its Southern Metro division. In 1993, IPC started limited use of both Cutless and Profile. Both products showed better regulation and more uniform results, easing management’s skepticism somewhat. However, TGR use still wasn’t justified in their eyes. Then they took part in an economic model exercise with TGR specialist Web Brasher. In the accompanying table are the data input and output from the model.

They found that a 6% savings resulted from using a TGR compared to the total costs of a normal trim cycle. The dollars saved would pay to trim 5,585 more trees or TGR-treat 10,534 more trees over the next 15 years.

The next hurdle was getting customers to use TGRs on their trees. IPC, like other utilities that have run TGR trials, found that clients readily accepted TGRs when they learned that treatment would mean that their trees could be trimmed less frequently and less severely. High customer acceptance removed any nagging doubts that IPC management harbored. Plans are under way to treat several thousand more trees this season.

Seeing how well these products are working for utility line clearance concerns and noting the apparent tree health benefits associated with their use, it can only be a matter of time before the residential/commercial arborist community says, “What about us?” These products are labelled only for tree growth regulation and only for treatment of certain tree species.

Nonetheless, we are talking about an inexpensive treatment that could make a tree hold its trim longer, stay greener, and have a greater root-to-shoot ratio. The products even have fungistatic properties. In fact, if one were to read some of the research data on this product without knowing what it was intended for, he might easily conclude that it was some sort of tree health treatment.

DowElanco representatives plan to focus on the utility company market for the next few years. The company has invested its time and dollars heavily to win back credibility for TGRs and to get TGR users as well as potential users up the learning curve. Part of the reason for this approach has to do with DowElanco’s corporate philosophy of being a resource and not simply a sales entity.

This article is based on exclusive interviews conducted with key personnel in DowElanco’s Specialty Products division at their world headquarters near Indianapolis as well as excerpts from “Branch Manager,” a publication of DowElanco Specialty Products dealing strictly with TGRs.

No endorsement of any product is expressed or implied by this article. Please use pesticides or other chemical products according to label recommendations.
THE QUESTION?

IN ADDITION TO BEING GREAT ARBORISTS, WHAT DO
Arbor Tree & Landscape
Bartlett Tree Experts
Bob Felix
Broad Oak Tree Care

Dan Tremblay
Integrated Plant Care
John Butcher
Madison Tree Service

Marilyn Beal
McFarland Landscape Service
Mike Ryan's Tree Service
Vivian Tomasono

and many others have in common?

THE ANSWER

They all participate in the

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The ISA/NAA Communication Network is the only network designed specifically for commercial arborists. By enrolling in the network you will receive low rates for all your long distance and calling card needs. Most participants see their monthly expenditures reduced 15% - 30%. Each time you make a call, a contribution is made to the National Arborist Foundation and the ISA Research Trust.

ISA/NAA Communication Network services are provided by BeneCom and the National Independent Carriers Exchange. The network is 100% fiber optic and utilizes the latest in digital switching technology, assuring you and your business clear and fast call connections.

Madison Tree Service of Ohio realized an average 30% savings on its monthly long distance bill.

Arbor Tree and Landscape of Fl. saw their 800 number service costs reduced 42%.

The ISA/NAA Communication Network calling card is a great value for those calls you make while on the job. It carries a low per minute rate with NO per call surcharge. Participation in the network will give you access to other features such as teleconferencing, video conferencing, Internet access, voice mail, etc. Those with 800 numbers can enroll in the network without changing the 800 number.

Join today! For a free savings analysis fax a copy of a recent long distance bill to the ISA/NAA Communication Network at (804) 239-8474, or mail a copy to P.O. Box 686 Forest, Va. 24551. Call 1 800 200-1031 for more information or to enroll.

See us at TCI EXPO'95!
How To Control Drug Abuse

Drug abuse and alcoholism can ravage your bottom line. The two addictions cost businesses more than $40 billion annually in lost productivity alone, according to the National Council on Alcoholism and Drug Dependence in Washington, D.C. Throw in higher health insurance and workers compensation premiums as well as the expenses resulting from accidents and the total bill may top out at $100 billion annually.

Worse, if one of your drugged-out employees attacks a co-worker or causes an automobile or other accident that harms a member of the public, you can end up in the middle of a costly court battle.

"Third-party lawsuits are the ones you have to be most concerned about," says Henry D. Fellows Jr., a partner with the Atlanta law firm of Fellows, Johnson, Davis & LaBriola. "They are brought by people who are injured by employees impaired by alcohol or drugs."

Don't think you are immune from the problem. You will likely encounter an abuser of drugs or alcohol in your own workplace if you haven't already. Nearly one in four employed Americans between the ages of 18 and 35 have used illicit drugs within the past year, according to the National "Drugs Don't Work" Partnership, New York. Three of every four drug abusers hold jobs in the American workplace. And one out of every 10 American workers is a heavy drinker.

What to do? Take action! Here's a rundown on proven methods to keep the problem from entering your business, or to reduce the problem if it already exists.

Where to get help

Know your outside resources. Good news: There's plenty of free or low-cost assistance available from government and private agencies. Examples:

* The Drug Free Workplace Hotline, sponsored by the U.S. Department of Health and Human Services, will counsel you about problem employees and provide leads to agencies and resources in your state.

* The American Council for Drug Education offers a series of low-cost educational materials for your work force.

* The U.S. Drug Enforcement Administration will send speakers to your business.

* The National "Drugs Don't Work" Partnership offers free advertising slicks for your in-house newsletters, posters and a sample drug abuse policy statement that can be used as a prototype for your own.

Finally, don't overlook your local Chamber of Commerce. It may already have a drug awareness program, and it likely has a list of counseling agencies that can help a drug addict or alcoholic.

Consider joining an Employee Assistance Program, or EAP. These entities provide trained counselors who work with employees troubled by an addiction or other problem. It's confidential so employees need not worry about embarrassment or about losing their jobs if they admit having a problem.

"An EAP can be a vital mechanism for owners and employees, as well as their families," says Fellows. "Confidentiality and independence are the keys."

Annual cost per employee can be as low as $25 to $35. While EAPs often require that a group of employees number at least 100, if your company is smaller you can form a group with other small firms through your local chamber of commerce. For more information call The Employee Assistance Professionals Association, at 703-522-6272.

The signs of a problem

Be able to recognize behavior and appearance that indicate an employee may have a drug or alcohol problem.

A decline in productivity and work performance is one. "In a majority of cases, people do not change by accident," says Milo C. Sawvel, executive director of the National Committee for Prevention of Alcoholism and Drug Dependency, Appomattox, Virginia.

Other symptoms include increased absenteeism; injuries on the job; unexplained disappearance from work; stealing from coworkers and employer; mood swings, giddiness, violent threats; slower reaction time; difficulty in remembering simple instructions.

Here are some conditions specific to certain drugs:

Marijuana users may have eyes that are bloodshot or glassy, persistent cough or the smell of marijuana on their clothing.

Cocaine users often exhibit "upper/downer" syndrome: happy while high on cocaine and withdrawn after the effects of the drug wear off. They may also become paranoid and suffer delusions.

"With cocaine, activity increases dramatically and an employee's productivity goes up abruptly," says Jesse Bernstein, president of Employee Assistance Associates, an employee assistance program in Ann Arbor, Michigan.

"A sudden productivity increase can be a sign of drug abuse," says Bernstein. "You may get a month or two of productivity, but if the employee is truly addicted to crack cocaine, performance will go through the floor in a couple of months.

"Alcoholism, from your standpoint as an employer, is equivalent to drug abuse. The only difference comes in the way the drugs affect individuals," says Sawvel.
At TCI Expo '95, you get a chance to look over the technology, services and equipment that will make you more productive... give you a stronger bottom line. Plus, the seminars will help you keep your business in step with the market, with topics ranging from Financing Your Tree Care Operation to Honing Your Diagnostic Techniques.

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Call 1-800-733-2622 for your registration kit.
Employees will exhibit different sets of behavior when abusing alcohol than when abusing drugs. Alcoholics may have morning hangovers. They may also exhibit a decline in work performance after lunch. They often manipulate their family members, and even their supervisors, into making excuses for their lateness or poor performance. They promise that they’re going to perform better, but never do so.

People vary in the way they react to drugs. “Some are more aggressive, while others will develop critical attitudes,” says Sawvel. “It can be detrimental to supervisors who are trying to get cooperation.”

**Employee referrals**

Refer the employee early. “Don’t wait until it’s time to terminate the employee before taking action,” says Tom Matlas, a certified alcohol and drug counselor in Detroit. Refer the employee to an EAP or other outside general counseling agency as soon as you discern a continuing drop in performance.

Matlas cautions against confronting anyone with an accusation of being a drug addict or alcoholic. “The person would become extremely defensive and deny that he has a problem,” says Matlas. “Denial is part of the nature of the illness with drugs and alcoholism.”

Furthermore, if word gets around that you charged someone with being an addict, your business may be sued for defamation. It’s much smarter to advise the suspect employee that you are concerned about a decline in his job performance. Then ask that he contact the EAP to speak with a counselor about this issue. Counselors are trained to ask questions that will elicit information about an addiction in a non-threatening manner. Because the EAP maintains confidentiality, there is no risk of a defamation suit.

“If you stick with performance, you are safe,” says Bernstein. “But job performance needs to be clearly and consistently defined and then clearly and consistently implemented.”

If you are not connected to an EAP, refer employees to an outside agency which is general in nature. Avoid telling the employee to see an agency specifically devoted to drug or alcohol counseling. Again, the idea is to keep from putting the employee on the defensive and to avoid a defamation lawsuit against you.

Your local branch of the United Way may be a good choice. It is a general agency and keeps a list of community organizations that provide counseling on a broad range of personal problems, including drug and alcohol abuse. Once your employee calls United Way, he is given the number of an appropriate agency.

Some United Way branches call this service “First Call for Help.” You may also take advantage of a program called “United Way at Work,” which maintains year-round, two-way communication with employees.

**Establish policies**

With your attorney, establish policies concerning drug abuse. Then communicate them to your work force using letters, posters and other appropriate media.

The National Drugs Don’t Work Partnership suggests the following statements:

“It is a violation of company policy for any employee to possess, sell, trade or offer for sale illegal drugs or otherwise engage in the illegal use of drugs on the job.”
"It is a violation of company policy for anyone to report to work under the influence of illegal drugs."

"It is a violation of company policy for anyone to use prescription drugs illegally."

Consider workplace drug testing. While drug testing is the most controversial area relating to drug abuse on the job, more companies than ever are testing applicants and employees. A recent survey by the American Management Association of more than 600 companies found that 84% of respondents engaged in drug testing in 1993, up from 74% a year earlier.

Random drug testing can be most effective in keeping the drug abuse problem at bay, but it causes concern by those who believe it violates civil rights. State law varies. Random drug testing is illegal in Iowa, and California law makes it risky, but it's allowed in Florida and Texas.

The most common type of drug testing is for prospective employees. "Positive rates are high to start with, once a company begins such testing," says William F. Current, executive director for the American Council for Drug Education, Washington, D.C. "After a year or two, they stay fairly constant at a low level. People in the community get the word pretty quickly that a company does pre-employment drug screening."

**Progressive discipline**

What do you do after discovering that an employee is a drug abuser? Better to answer the question now than later. While the details of your enforcement policy should be worked out with your attorney, most experts now favor a policy of progressive discipline.

The National Drugs Don't Work Partnership suggests that the following statement be included in the company policy on drugs: "Violations of this policy are subject to disciplinary action, up to and including termination."

A progressive discipline policy lets you deal with individuals on a case-by-case basis. Requiring immediate dismissal of anyone who fails a drug test, on the other hand, can cause problems down the road when your valuable vice president of sales is discovered smoking marijuana. Breaking your own policy for that individual can set you up for a damaging lawsuit later if you fire a lower level employee who may be of a different ethnic background.

Taking any action at all is a departure from the old school of management, which called for managers to pretend no problem existed.

"Traditionally, companies looked the other way and hoped the problem would disappear," says Matlas. "Some supervisors would transfer the person with a glowing report because they wanted the person out of their area. None of these actions were effective solutions. As problems increased, the costs to companies went up. Or they lost valuable employees."

Companies using progressive discipline can require that a drug or alcohol abusing employee consult with the EAP or other outside counseling agency on a regular basis until the problem is solved. In the meantime, employers need to make sure that the employee does not harm a co-worker or third party. "The employer has to have a program in place in which a qualified human resource professional monitors the employees' rehabilitation," says Fellows. It may be advisable to require a series of random drug tests over a
period of months to ensure that the employee is not using drugs anymore.

What if an employee refuses to see the professional counselor? The employee may need to be terminated. Being brought to the brink of termination is just the thing that can turn around a person, according to Sawvel. Experience shows that job loss is more likely than the departure of a spouse to make a drug addict or alcoholic take action to solve his problem.

Educate your employees

"Education is more than just telling how drugs can hurt you," says Fellows. "It's explaining the root causes of problems that lead to the use - and the eventual possible abuse - of drugs or alcohol." Employees are better equipped to resist the lure of substances if they understand the role of family and workplace stress.

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Circle 31 on the Reader Service Card

TREE CARE INDUSTRY - SEPTEMBER 1995
Do-It-Yourself Cover

You can make your own inexpensive removable cover for a chip box.

After the Town of Wellesley DPW purchased a new truck with a loader for changing bodies easily, by itself a very valuable innovation, we acquired a roll-off type container with the idea of using it as a chip truck as well. We considered several options for buying or building a removable top to contain the chips; both were either expensive or cheap looking.

It was during a Sunday afternoon ride to Cape Cod when I happened to spot a school bus on the side of the road and I found the solution. The next day, I grabbed my tape measure, went to the nearby junk yard and purchased the roof from a junked school bus for $100.

While the skeptics were busy laughing at us, we set out to make some minor modifications with some angle iron and a length of pipe. Painting was next. The end result was an attractive, easy to attach and remove chip box lid. The versatility we have with this setup is like having an extra truck. It also makes me wonder what else could be done with a used bus roof. Although the idea may seem a little funky, it does remind me of the late Al Gates, who owned Valley Tree Service in Groveland, Massachusetts. He was one of the most innovative arborists I’ve known. He inspired me to try new ideas.

Ron Despres, a Massachusetts certified arborist, is the arborist for the Town of Wellesley, Massachusetts.

Share your innovation with TCI and we will pay you $100. Submissions become the property of TCI and are subject to editing for grammar, style and length. Color or black-and-white photos are welcome. Entries must include the name of a company and a contact person or they will not be considered for publication.
INDUSTRY ALMANAC

September 13
Annual Field Day
Hampton Roads Ag. Research & Ext. Ctr
Virginia Beach, Virginia
Contact: Bonnie Appleton, 804-363-3906

September 13-15
7th National Urban Forestry Conference:
Inside Urban Ecosystems
New York, New York
Contact: Michael Barratt, 202-667-3300

September 14-15
MFPA Summer Conference
Southfield, Michigan
Contact: Anne Ashby, 517-482-5530

September 19
Perspectives on the Landscape Trees
Cold Spring Harbor Laboratory
Long Island, New York
Contact: Susan Cooper, 516-367-8455

September 21-22
Designing Gardens for Health & Healing
Cleveland Botanic Garden
Cleveland, Ohio
Contact: Joan DeLauro, 216-721-1600

September 27-29
ISA Pacific NW Conf. & Trade Show
Welches, Oregon
Contact: Rose George, 206-784-1945

October 2-4
ISA Mid-Atlantic Chapt. Annual Meeting
Williamsburg, Virginia
Contact: Marc Teffeau, 410-479-5757

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Circle 39 on the Reader Service Card

Circle 21 on the Reader Service Card
Council of Tree and Landscape Appraisers Moves Main Office

The Council of Tree and Landscape Appraisers (CTLA) has moved its administrative home from the American Association of Nurserymen's headquarters in Washington, D.C., to the offices of the American Society of Consulting Arborists (ASCA) near Denver, Colorado.

CTLA's new address is 5130 West 101st Circle, Westminster, CO 80030-2314. Phone: 303-466-7657; FAX: 303-620-6365.

John Duke, executive director of ASCA, will handle the administrative details for CTLA.

The Council was created in 1975, bringing together five "green industry" organizations to establish industry-wide procedures for determining the monetary value of plants. The organizations and their representatives are: American Association of Nurserymen, Dick Gooding, Sherrodsville, Ohio; Associated Landscape Contractors of America, Lewis Bloch, Washington, D.C.; American Society of Consulting Arborists, James Ingram, Osterville, Massachusetts; International Society of Arboriculture, Richard Harris, Davis, California, CTLA chair; National Arborist Association, Gary Mullane, Hilton Head Island, South Carolina.

CTLA will continue to meet in Washington, D.C. The executive directors of the sponsoring organizations will meet with the Council at least once a year. The International Society of Arboriculture will publish CTLA publications and distribute them to each of the organizations and to individuals.

CTLA plans to provide each organization with Council Comments on a regular basis about current appraisal information for inclusion in their newsletters; to re-establish and maintain a list of plant appraisers to assist individuals requesting help; to create and update publications concerning plant appraisals; and to advise industry and regional organizations on developing regional information needed for plant appraisal.
The National Arborist Association, the industry trade group for tree care businesses, recently announced the agenda for its Winter Management Conference, formerly called Annual Meeting. The 1996 Winter Management Conference will be held at the San Diego Hilton Beach and Tennis Resort from February 13-18. The agenda for the conference revolves around the central theme "Meeting Manpower Needs of the Future."

The conference will offer participants a mix of seminars and workshops on related topics as well as opportunities for networking with peers and guest speakers. Michael Gerber, author of the E-Myth and president of Gerber Business Development, will be this year's keynote speaker.

Registration and information packages will be available soon. For further information, contact the National Arborist Association, P.O. Box 1094, Amherst, NH 0303. Phone: 800-733-2622.
Hodges Mfg. Co. offers its patented hydraulic stump router with a 25-hp Kohler command engine. Its design features wheels that extend hydraulically to 52" for safe operation and towing; they move in to 34" for going through narrow gates. It takes stumps out from 35" above ground to 16" below ground, is self-propelled, both wheels drive and it operates hooked or unhooked from the tow vehicle (no trailer needed). This unit will not turn over and now comes with a jack to make it easier to hook and unhook. Hodges Mfg. Co., Inc., Rt.4, Box 328B, Mountain Home, AR 72653. Phone: 800-525-6312.

Moon’s fertilizing tool (patent pending) provides a fast, simple and economical means of introducing granular materials into the root zone of trees and shrubs. The unit weighs 15 pounds and is constructed of heavy steel. The hopper holds eight pounds and is constructed of plastic and galvanized steel. The tool has one moving part. It delivers 1/4 pound of dry material into a 12-inch-deep, cone-shaped hole. It is ideal to use on golf courses and to maintain ornamental plantings. Land Products Company, P.O. Box 5274, Springfield, MA 01101-5274. Phone: 413-739-4455.

Miller machine introduces the model PRO 150 stump grinding attachment for tractors up to 150 horsepower. Using a powerful tractor as both power source and tool carrier, the attachment works well for the arborist and lot/land clearing operator as well as municipalities, orchards and any stump removing enterprise. A large unit with 30" diameter, 1 1/2" thick wheel, 40 teeth and heavy-duty construction throughout, it is able to grind large volumes of stumps quickly and inexpensively using existing equipment. The PRO 150 is also an economical and practical alternative to bulldozing, burning and taking stumps to the landfill. Miller Machine, P.O. Box 11, Brownsburg, IN 46112. Phone: 317-659-1524.
What is common sense is also the law. OSHA Standard 1910.331 states that employers must provide appropriate, documented training to any tree care employee working within 10 feet of an energized electrical conductor. And that is just the first of several regulations with which you may have to comply. ANSI Z133.1-1994 dictates very specific training and operations regulations. Plus, there's a new OSHA standard, 1910.269 which takes effect January 31, 1995. It makes sense - both business sense and common sense - to meet these requirements. But how?

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If you have a degree or related experience in arboriculture and a desire to be a part of an outstanding team that continues to define state-of-the-art tree care, please send or fax your resume to SavATree, 360 Adams Street, Bedford Hills, NY 10507 or FAX: 914-666-5843, attn: Human Resources. EOE

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Urban forester. Salary range: $3107-$3365/month. The City of Vancouver, Washington, has a current opening for an urban forester. This position will develop, implement and maintain the city’s urban forestry program; develop and implement community education programs; assist in the coordination of public policies affected by urban forestry; and supervise support staff on urban forestry projects. For further information or an application package for this position, please call the City of Vancouver, Human Resources Department at 360-696-8142. Position closes Sept. 25.

Job seekers/employers - Job listings publication with new openings in horticulture and nine allied fields. Published 2x mon. $22.95 for 6-issue subscription. (Ask about our free situation wanted ad offer.) Employers $14.95 to post your openings. Ferrell’s “Jobs in Horticulture,” 558 South Hanover Street, Suite 2, Carlisle, PA 17013. Phone: 800-428-2474; FAX: 800-884-5198.


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Relocate to Hawaii and work year-round. We are an established tree company seeking an arborist. Must have climbing experience that includes pruning, shaping, rigging, take-downs and removals. Must also have experience in aerial bucket utility line clearance. Pay is based on experience. Benefits include paid medical, dental, federal holidays, vacation, 401(k) and profit sharing. Send resume with salary history and employment references to Jacunskis complete Tree Service, Inc., P.O. Box 4513, Hilo, Hawaii 96720.

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Windows software designed for arborists. Comprehensive, supported for over 10 years. Call or write for free demo. 610-689-4722, Quad Tech, Inc., P.O. Box 643, 191 S. Keim St., Pottstown, PA 19464.

Stump cutting for $3 or less an hour. The Alpine Magnum weighing just 88 lbs. can go anywhere. It's a great root pruning tool. Built to outlast others. Dealers wanted. Alpine Machine, Olympia, WA. Phone: 360-357-5116.

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Fax: (804) 971-1331
(For DE, MD, DC, PA, VA, NC & GA)

or

Jim Ingram
P.O. Box 177
Osterville, MA 02655
Fax: (508) 428-2398
(For MA, NH, VT & CT)

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For sale: Two (2) 1994 Ford 7740 tractors (86-hp) with attached Brown tree cutters. Tractors are modified for heavy brush cutting in utility right-of-way. Each tractor has custom fabricated belly pan and caging system, 4-wheel drive and foam-filled tires. Low hours. Contact John Francis, Energy Clearance Corp. Phone: 313-491-8411.

1968 Chevy C50 Asplundh chipper truck, with gang boxes and crew cab, new engine, clutch, and rear, $2900; 1965 Ford spray truck with Friend pump, 500 gallons, good condition, deep-root feeding, $2900; 1992 Vermeer Model 206 stump grinder, walk-behind, excellent condition, 500 hours, $3500. Call 906-658-5997.

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Diesel power units for brush chippers, used, good runners, $1900; John Deere 540 log skidder with 50-ft working height. Aerial Lift of CT bucket, excellent condition, $27,000. Best offer. Phone: 800-858-0437.


1992 Morbark Model RSI 1100 tub grinder, CAT Model 3408TA, 525-hp diesel, combination air condition/heater; Model 250 hydraulic knuckleboom loader, stationary operator's cab & console; belt conveyor, 28"x26" long with cleated belt, hydraulic drive, steel support legs and hydraulic fold-down mechanism for conveyor transport; magnetized end pulley for discharge conveyor, heavy-duty screen, 2 1/2" new type hammers, 1010 hours. Price, $145,000. Contact Allenby Tree & Landscape Service, Inc., 996 East Falmouth Highway, East Falmouth, MA 02536. Phone: 508-548-2662 or 603-439-2662.

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Keep your knives sharp. Dull chipper knives cost money in fuel, wear and tear. We at Sharp All Services can solve your dull knife problems promptly and professionally. Rates: 45 cents/inch and under. UPS Service. For more information, call 914-373-9903. Ask for Ken. Sharpe All Services, Prospect Ave., Amenia, NY 12501.

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REPS. WANTED

Reputable rep. agencies are sought by manufacturer of arborist supplies. Must specialize in saw shops and arbor supply distributors. Reply to WSC, 900 Oregon St., Kannapolis, NC 28083.

Classified ad rates: $50 per inch ($45 NAA members; 1-inch minimum), payable in advance, due the 20th of the month two months prior to publication. Send ad and payment to: Tree Care Industry, P.O. Box 1094, Amherst, NH 03031

LIST OF ADVERTISERS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Albiez Insurance Agency, Inc.</td>
<td>15</td>
<td>27. Lanphear Supply</td>
<td>38</td>
</tr>
<tr>
<td>6. Bandit Industries, Inc</td>
<td>20</td>
<td>32. NAA Programs</td>
<td>41, 43</td>
</tr>
<tr>
<td>9. Border City Tool &amp; Mfg. Co.</td>
<td>23</td>
<td>35. Omni Leasing, Inc.</td>
<td>34</td>
</tr>
<tr>
<td>13. CEI</td>
<td>27</td>
<td>39. Rapco Industries, Inc.</td>
<td>37</td>
</tr>
<tr>
<td>15. Corona Clipper</td>
<td>29</td>
<td>41. Schodorf Truck Body &amp; Equip. Co.</td>
<td>34</td>
</tr>
<tr>
<td>16. Corporate Capital Leasing Group, Inc.</td>
<td>30</td>
<td>42. The Sharp Tool Company</td>
<td>22</td>
</tr>
<tr>
<td>17. The Davey Tree Expert Company</td>
<td>31</td>
<td>43. Shindawi, Inc.</td>
<td>3</td>
</tr>
<tr>
<td>18. Deere Power System Group</td>
<td>32</td>
<td>44. Southco Industries, Inc.</td>
<td>38</td>
</tr>
<tr>
<td>19. Deutz Corporation</td>
<td>33</td>
<td>45. Stihl. Incorporated</td>
<td>45</td>
</tr>
<tr>
<td>20. The Doggett Corporation</td>
<td>34</td>
<td>46. TCI EXPO '95</td>
<td>31</td>
</tr>
<tr>
<td>21. DUECO - Dalum's Utility Equipment Co.</td>
<td>35</td>
<td>47. TimberKing, Inc.</td>
<td>46</td>
</tr>
<tr>
<td>22. GFX Corporation</td>
<td>36</td>
<td>48. Timberwolf Wood Processing Equipment</td>
<td>48</td>
</tr>
<tr>
<td>23. Green Pro Services</td>
<td>37</td>
<td>49. Tree Management Systems, Inc.</td>
<td>42</td>
</tr>
<tr>
<td>24. NAA Seminar</td>
<td>38</td>
<td>50. Vermeer Manufacturing Company</td>
<td>6-7</td>
</tr>
<tr>
<td>25. ISA/NAF Communication Network</td>
<td>39</td>
<td>51. Western Tree &amp; Landscape Supply</td>
<td>37</td>
</tr>
</tbody>
</table>

*Please circle this number on the Reader Service Card for more information about this advertiser.
Our Biggest Challenge Yet

One Friday evening in May after work, a co-worker and friend named Gary and I were discussing the past week's accomplishments in a local tavern when a fellow tree care friend came in. He told us that a tree company up the line was in need of a climber for the next day for an emergency job and that we stood to make good money if we were interested. I called the man up and said Gary and I were interested. After asking me for my credentials, he gave me an address and time for the next day.

The next day at 6:30 a.m., we threw our climbing tools and ropes in the back of my pick-up and were on our way. I kept asking myself during the ride, though, why his climber didn't take this tree down. The job site was in an affluent neighborhood. Upon pulling up to the house, we introduced ourselves to the contractor and his crew. The property was filled with large oaks and chestnuts. Thinking nothing of this, we walked to the rear of the house to examine the intended removal.

There it was! A 110-foot chestnut only inches away from an addition being put on the house and deck. I immediately asked to see the contractor's certificate of insurance. After reviewing it, Gary and I began planning the removal. Thankfully, we had a large oak about 25 feet away off which to run ropes.

As I climbed the chestnut, Gary set the lowering lines up in the oak. The whole process took about an hour. Now we were ready for one of the largest trees I had ever tried to remove manually. As we started working the tree down, the neighborhood awoke and gathered in a yard nearby to watch. I was nervous to begin with and this did not help! I've been climbing about 10 years and consider myself a capable arborist. As we all know, there is always something new to learn in our field.

Well, it was 2 p.m. and I descended the 50 foot spar. After I took a break, fatigue started to set in. I hooked back up the spar before I became too tired. About half way up the tree I convinced myself that, with proper rigging, I could safely lay half the trunk in the yard.

Standing on the third story roof, I made my notch. And, there it went - falling perfectly between a deck and an ornamental garden, with inches to spare all around. A sigh of relief ran through me. As I raised my arms up in victory, the neighborhood broke out in applause.

Today I learned that a good man working with you from the ground is just as important to the job as the climber himself. Gary ran the ropes perfectly for me. At times, I was nervous and Gary helped me through verbally, encouraging me from below. Although I am a good arborist, I find that the confidence in me from my peers and co-workers helps me a great deal, encouraging me to take on new challenges and succeed. It takes teamwork and experience to do the job correctly and safely. That's my story. Have a safe one and God Bless!!

Wayne Ringlaben works for Kaylee Tree Care in Whitehall, Pennsylvania. 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. Articles and photos must be received by the first day of the month for the following month's issue.

Wayne Ringlaben works for Kaylee Tree Care in Whitehall, Pennsylvania. 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. Articles and photos must be received by the first day of the month for the following month's issue.

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The International Society of Arboriculture

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Indiana Convention Center & RCA Dome

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DEMONSTRATION AREA:

Don’t miss the action in the demonstration area! A real tree will be used inside the Convention Center for live presentations on rigging, aerial rescue, and climbing techniques with Ken Palmer and Rip Tompkins. Also, stick around the demo area for Electrical Hazard demonstrations. Look for schedules posted in the demonstration area and in your Pocket Program for demonstrations and times. Special thanks to S.J. Ross Services, Inc. for providing the crane services to make the tree demonstrations possible. The Demonstration Area is sponsored by Husqvarna, be sure to visit their booth.

BRING YOUR BUSINESS SUCCESSFULLY INTO THE 21ST CENTURY!

Our seminars have been carefully designed to offer you tomorrow’s technologies and techniques TODAY! Take advantage of the co-worker discount, bring a co-worker and save $6 per seminar. Attend them all! SAVE...SAVE...Register by October 10 and take an additional $3 off each seminar with the EARLY BIRD REGISTRATION.

SPECIAL ISA CERTIFICATION SESSION

In addition to the numerous educational seminars, we will also offer a special educational session covering fundamental arboricultural topics. This 2 hour session is free to those who are pre-registered with ISA to take the Certified Arborist Exam at 1 pm on Saturday. You MUST indicate on the registration form if you are planning to attend. Those who are taking the ISA exam should indicate their attendance on the registration form. You will receive a ticket to admit you into the session in your registration package. For those not pre-registered, this 2 hour seminar is available for the price of just ONE seminar. REMEMBER...Gold Card holders may enter the session with no additional charge!!

RECERTIFICATION CREDITS

Several programs will provide ISA certified arborists with recertification credits (CEU’s), and some seminars will give pesticide applicator recertification credits for arborists in selected states. Two of these seminars are FREE!

INFORMATION CENTRAL:

Make sure to stop by NAA Information Central for one-stop answers to all your industry questions. Speakers, NAA staff members and board members will be available.

IT’S FREE!

Admittance to the trade show is free, but registration is required! Avoid long lines at the trade show and register today by phone, fax or mail!
THURSDAY, NOVEMBER 16

7:30 AM: REGISTRATION OPENS
7:30 AM to 10:15 AM: Coffee - Registration Area
8:30 AM: Preventing Construction Damage to Trees, Dr. Jim Clark
   Keeping the bulldozers away from trees takes careful planning. Dr. Jim Clark, Vice President of HortScience, a horticultural consulting company, can help you learn the guiding principles for tree preservation. This includes performing surveys, evaluating the impact of development plans, and preparing tree preservation plans.

9:57 AM: TRADE SHOW OPENS*
   Over 120 exhibitors with the largest selection of products and services are gathered under one roof to make YOUR business grow! This is the largest trade show for the business of tree care and you won't want to miss a single booth!
   Bring comfortable shoes and be ready to learn from the hourly, FREE demonstrations and test your knowledge at the Tree Identification Exhibit!

12:00 NOON: ARBORBUCKS Drawing, Trade Show Floor
4 to 5 PM: Financing Your Tree Care Operation, Joe Skoda
   If your expansion plans depend on winning the lottery, consider what consultant Joe Skoda, small business specialist, has to say about developing a working relationship with your banker! Find out what you should look for in a financial institution and what the financial institution looks for in you.

5 PM: TRADE SHOW CLOSES

6 PM to 8 PM: Welcoming Reception for all Attendees and Exhibitors
   Hyatt Regency Hotel: Regency Ballroom
   Complimentary beer, wine, soda and hors d'oeuvres.

"It was exciting to see so many aspects of services that relate directly to my business. I couldn't believe the choices!"

FRIDAY, NOVEMBER 17

7:30 AM: REGISTRATION OPENS
7:30 AM: Coffee - Registration Area
   **Coffee Break Sponsored in part by BANDIT INDUSTRIES, Inc.** **Be sure to visit their booth!**
8 to 9 AM: Top Insect Pests/Control Strategies, Cliff Sadof
   Meet the leaders! Free! Get to know the region's top insect pests and the best strategies for controlling them.
   **COMPLIMENTARY COFFEE AVAILABLE**

9 AM: TRADE SHOW OPENS
   Every hour on the half hour, beginning at 11:30 am we have thought provoking, educational and FREE demonstrations! Just look for the signs!
   Test your tree knowledge at the Tree Identification Exhibit sponsored by the ISA Indiana Chapter. The information will help those pre-registered for the ISA Certification Exam on Saturday.

9 to 10 AM: Managing With Your Financial Statements, Arthur Batson
   When you finish this seminar, you will have a better understanding of where you stand financially. Learn to identify which services and what jobs are your cash cows, and which ones are draining your accounts. Financial statements are an important tool; learn how to use them here.

10 to 10:15 AM: Tree Fertilization, Dr. Elton Smith
   Tree fertilization...one of the most important basics of tree care! Learn how, what, when, where and why trees should be fertilized. Start with the basic principles and work up through advanced materials and techniques.

10:15 AM: Honing Your Diagnostic Techniques, Tim Johnson
   "How long have you had this condition?" If only we had it so easy. Accurate tree problem diagnosis leads to timely and appropriate treatment—along with healthier trees and satisfied customers! This seminar presents proven methods, the best techniques and most contemporary tools for tree diagnostic work. "Now cough."

10:15 AM: Innovative Employee Hiring & Retention, Peter Sortwell
   Are you ready to deal with rapidly shifting demographics? A changing labor pool? You must think about adjusting tactics and philosophies if you want to maintain a quality workforce in the future. Peter Sortwell offers the insight of a company that has already surmounted these challenges in some tough labor markets.

5 PM: TRADE SHOW CLOSES
SATURDAY, NOVEMBER 18

7:30 AM: REGISTRATION OPENS
7:30AM to 8:30AM: Coffee - Registration Area
8 to 9 AM: Top Disease Pests & Control Strategies, Paul Pecknold
Meet the leaders! Free! Get to know the region’s top disease pests and the best strategies for controlling them.

**COMPLIMENTARY COFFEE AVAILABLE**

9 AM: Trade Show Opens
Last chance to visit with over 120 exhibitors bringing you the latest in tree care technology. Demonstrations on the hour, every hour, beginning at 10:00 am. Including Aerial Rescue, Climbing, and Electrical Hazards!
Test your tree knowledge at the Tree Identification Exhibit sponsored by the ISA Indiana Chapter. The information will help those preregistered for the ISA Certification Exam on Saturday.

9 to 10 AM: Fresh Approaches to Sales & Marketing, Richard Proudfoot
It’s a tough market out there! And here’s where you can learn how one competes for, AND WINS, new business. Walk away from this seminar with ideas and concepts you can put to work immediately!

Mature Tree Preservation Through Pruning, Dr. Kim Coder
“The ol’ gray elm she ain’t what she used to be...” unless she’s been receiving the proper care. Dr. Coder offers a practical, witty presentation on one of the fundamentals of good tree care—the hows and whys of pruning mature trees.

10 to 12 PM: Special ISA Certification Prep Session
This special educational session, covering fundamental arboricultural topics, is free to those who have pre-registered with ISA to take the Certified Arborist Exam at 1 pm. For all others, there is a special registration price of two seminar hours for the price of one. Gold Card holders may enter with no additional charge. The topics and speakers are:

Tree Planting & Establishment, Mike Dana
To include soil relations, water management, tree selection, planting technique and care after planting.

Cabling & Bracing, Harvey Holt
Covering accepted, proven materials and methods for dealing with tree structural problems.

12:00 NOON: ARBORBUCKS DRAWING, Trade Show Floor
1 to 4:30 PM: ISA Certification Exam
Those wishing to take the exam must pre-register with the ISA main office in Savoy, Illinois at 1-217-355-9411.

3:00 PM: TRADE SHOW CLOSES

AROBURBUCKS: Back by popular demand... Every day at noon on the Trade Show floor, there will be a drawing for $500.00 in ARBORBUCKS. 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!

**Be sure to visit this years’ Arborbucks sponsors:**

Aerial Lift, Inc.
American Arborist Supplies
Arbortech
Bandit Industries, Inc.
Bartlett Manufacturing Company
Fred Marvin Associates
Gravely International, Inc.
Grow Gun Corporation
Growtech, Inc.
Growth Products
Hodges Manufacturing Company, Inc.
Husqvarna Forest & Garden Company
Lanphear Supply
Northeastern Associates
Peavey Manufacturing Co.
PoulanPRO
Power & Telephone Arborist Supply Co.
Practical Solutions, Inc.
Sierra Moreno Mercantile Company
Simonds Industries, Inc.
Stihl, Inc./Bryan Equipment Sales
Tilton Equipment Company
Vermeer Manufacturing Company
AIRLINE INFORMATION
This year the official airline for TCI Expo '95 is USAir. USAir will offer Expo attendees a discount of 5% off the lowest published fare or 10% off their unrestricted fares. These fares are valid for travel from November 13 through 21, 1995. Our travel experts at Brock Travel will be happy to assist with your reservations. You may call Brock Travel at 1-800-488-2027 or USAir directly at 1-800-334-8644 to reserve your seat. Please be sure to reference the National Arborist Association/TCI Expo Gold File Number #19260021 when making your reservation to ensure you receive your discount. It's not too early to reserve your seat today!

AIRPORT TRANSPORTATION
For those arriving by air the Indianapolis International Airport is 10 minutes from Downtown. Arrangements have been made with INDY CONNECTIONS shuttle service for transportation to and from the airport and both hotels. Look for coupons in your registration confirmation packages for INDY CONNECTIONS. This coupon will entitle you to our conference discount of $6.00 per person one way. Once in the airport, proceed to the Ground Transportation Center located next to Baggage Claim to meet an INDY CONNECTIONS representative. You must present your coupon to the representative at this time to receive your discount.

WHERE DO YOU PARK?
Both downtown hotels offer ample guest parking. The Hyatt charges $7.00 per day for self-park and $9.00 per day for valet. The Omni uses the Pan Am Building parking facility just across the street. Self-park for the Omni is $5.00 per day or valet park at $12.00 per day. The Convention Center uses several surrounding parking lots starting at $3.75 per day.

HOTEL INFORMATION
The TCI Expo '95 host hotel is the Hyatt Regency Indianapolis, located at One South Capitol Avenue. The hotel is connected to the Convention Center by a skywalk and is offering a group rate of $94.00 per night single or double occupancy. You may call the hotel directly at 317-632-1234 to make your reservation or call the toll free Hyatt Reservation line at 800-843-6664. Again, you must make these reservations by October 20, 1995 and mention the National Arborist Association/TCI Expo group to guarantee the special rate.

Looking for a little Indianapolis flavor? We have also made arrangements at the Indianapolis Motor Speedway Motel located at 4400 West 16th Street, right on the Speedway grounds! The motel is located approximately 6 miles from the Convention Center and does offer complimentary parking. Although there are no races during November, guests of the hotel will be able to visit the Speedway Grounds and tour the Indianapolis Speedway Museum all included in the $56.00 per night room rate. To make your reservations, please call the motel directly at 317-241-2500 and reference the National Arborist Association/TCI Expo group to secure the discounted rate.
REGISTRATION FORM

Name __________________________  NAA Member?  ❑ Yes ❑ No

Company ________________________  Phone ________________________

Address ________________________  City ____________________________
State ____________________________  Zip ____________________________

Signature ________________________  Date ____________________________

Title: (Please check one that applies)
❑ Owner  ❑ President  ❑ Vice President  ❑ Manager (general)
❑ Superintendent  ❑ Forester  ❑ Supervisor  ❑ Director  ❑ Purchasing
Agent  ❑ Landscaper  ❑ Grounds  ❑ Manager  ❑ Govt. Agent
❑ Consultant  ❑ Instructor  ❑ Arborist  ❑ Other

Will you pre-register with ISA for the ISA Certification Exam?  ❑ Yes ❑ No

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

SEMINARS

Check the box of 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: Session #14 is free for those who pre-register for the ISA certification exam. To pre-register, call ISA at 1-217-355-9411.

Date ____________________________  Seminar Title ____________________________  Seminar Hours ____________________________

THURSDAY, NOVEMBER 16
#1 - 8:30 am Preventing Construction Damage to Trees 1 hour ❑
#2 - 4:00 pm Financing Your Tree Care Operation 1 hour ❑
#3 - 4:00 pm Basic Tree Physiology 1 hour ❑

FRIDAY, NOVEMBER 17
#4 - 8:00 am Top Insect Pests & Control Strategies 0 hour ❑
#5 - 9:00 am Managing With Your Financial Statements 1 hour ❑
#6 - 9:00 am Root & Soil Manipulation for Tree Health 1 hour ❑
#7 - 10:15 am Honing Your Diagnostic Techniques 1 hour ❑
#8 - 10:15 am Managing for Employee Productivity 1 hour ❑
#9 - 4:00 pm Tree Fertilization 1 hour ❑
#10 - 4:00 pm Innovative Employee Hiring & Retention 1 hour ❑

SATURDAY, NOVEMBER 18
#11 - 8:00 am Top Disease Pests & Control Strategies 0 hour ❑
#12 - 9:00 am Fresh Approaches to Sales & Marketing 1 hour ❑
#13 - 9:00 am Mature Tree Preservation Through Pruning 1 hour ❑
#14 - 10:00 am ISA Certification Prep Session 1 hour ❑

TOTAL SEMINAR HOURS ____________________________

CALCULATE YOUR COST

BASIC COSTS: Multiply your total seminar hours by $35 and enter the amount on the basic cost line.

DISCOUNTS: Deduct $3 per seminar if you are registering prior to the Early Bird Deadline, October 10, 1995. Deduct another $6 per seminar if you are registering an additional person from your organization. (Free seminars excluded.)

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

THE GOLD CARD

If your Total Cost Line is greater than $170 AND you are registering prior to the Early Bird Deadline of October 10, then BUY GOLD! To purchase the GOLD CARD which will give you unrestricted 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

Basic Cost $____________
Early Bird Discount $____________
Multiple Attendee Discount $____________
Total Discount $____________
TOTAL COST $____________

PAYMENT INFORMATION

❑ Check enclosed for $____________
❑ Please charge my Visa/MasterCard
Card # ______________
Expiration Date ______________
Signature ______________

3 EASY WAYS TO REGISTER!!!
❑ By Phone: Call 800-733-2622 and have your Visa/MasterCard # ready.
❑ By Fax: Fax Completed Registration Form to TCI EXPO '95 at 603-672-2613
❑ By Mail: Send Completed Registration Form to TCI EXPO '95, P.O. Box 1094, Amherst, NH 03031-1094. BE SURE TO INCLUDE YOUR PAYMENT INFORMATION. NO REFUNDS AFTER NOVEMBER 1, 1995.

Do you wish to receive NAA Membership Info? ❑ Yes ❑ No
Does your firm wish to receive a 12 month complimentary subscription to 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 ❑
Experience Hoosier Hospitality

There’s always plenty to do and see when visiting Indianapolis. The downtown area of Indianapolis is alive with activity. Everything you need is within walking distance of the hotels and the Convention Center. Union Station, the old train station where Thomas Edison once worked in a telegraph office, is located just across the street from the Omni Hotel. The restored Union Station offers numerous restaurants and specialty shops. Also, roam the second floor food court or even play a game of indoor miniature golf!

For additional shopping alternatives, be sure to save time for the brand-new Circle Center Mall. With over 100 stores, a multi-screen cinema, restaurants and night clubs, there are plenty of entertainment ideas for all.

What’s the single largest drawing sporting event in the U.S.? The Indianapolis 500. It’s worth the six mile trip out to the track to see the grounds and visit the Speedway Museum. It is even possible to drive on the race-track itself! Check in with the City Center to arrange your guided tour.

For more information on the city’s activities, restaurant reservations and transportation tours and options, be sure to visit the INDIANAPOLIS CITY CENTER BOOTH at Expo.

Checklist
For Registration Form

I have:

- Photocopied the original form to give to additional members of my firm.
- Filled out the form completely.
- Taken advantage of all entitled discounts.
- Double checked all cost calculations.
- Photocopied the completed form for my records.
- If there are multiple attendees from my company, enclosed a copy of their form(s).
- Enclosed a check or credit card information.
- Mailed or faxed registration form before October 10, 1995.