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Pace of Change

The arborist community is getting ready to converge on Baltimore for what will likely be the single largest meeting of people in this profession in history—TCI EXPO '98.

In case you've been up a tree for the last three months, EXPO takes place on Nov. 5-7.

Some will come because they are simply curious. Some just like a good party, and they probably deserve one. Some will come on a very specific mission to hear a specific speaker or get the best price on a piece of equipment.

The reason that most people come to EXPO, and the reason that most arborists attend meetings as faithfully as the devoutly religious attend church, can be summed up in one word—CHANGE.

Earlier today I was standing (actually hanging) under a small maple in front of the NAA office being shown the latest climbing gizmo by Ken Palmer and Rip Tompkins. It was a very ingenious little hunk of metal, and that's all I'll divulge. Ken summed up our industry pretty well, I think, when he said, "You know, things are changing at such a phenomenal rate that you really have to work to keep up with it all. If you don't, you'll wake up one day to discover you've been left far behind."

Change can be good or bad, large or small, fast or slow, important or trivial. The one absolute truth about change is that, like the passing of time, it will occur. It is also true that the only way to improve one's professionalism is to be aware of all the changes taking place, and to be selective about the ones you embrace.

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Peter Gerstenberger,
Director of Safety & Education
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See, feel and discuss the latest equipment, supplies and technology at TCI EXPO '98 in Baltimore.
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TCI's mission is to engage and enlighten readers with the latest industry news and information on regulations, standards, practices, safety, innovations, products and equipment. We strive to serve as the definitive resource for commercial, residential, municipal and utility arborists, as well as for others involved in the care and maintenance of trees. The official publication of the non-profit National Arborist Association, we vow to sustain the same uncompromising standards of excellence as our members in the field, who adhere to the highest professional practices worldwide.
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The Top Seven Mistakes of Trade Show Goers and How to Avoid Making Them

By Phillip M. Perry

It's show time—TCI EXPO '98 time! Will your performance in the aisles at TCI EXPO in Baltimore, November 5-7, be a hit ... or a bomb?

Of course, TCI EXPO is more than a stage show. Your business stands or falls on how well you invest your time. Use the right techniques and the benefits from attending can be enormous.

“Trade shows offer the only opportunity for face-to-face buying, other than seeing a vendor on a sales call,” says Stephen A. Sind, president of the Center for Exhibition Industry Research in Bethesda, Md. “And attending a show has a distinct advantage: you can comparison shop for cost and quality. You can speak with many vendors in a short time.”

To be a hit at TCI EXPO, you need to rehearse. Here, seven trade show experts describe the most common mistakes made by trade show goers and offer solid direction for turning your visit to TCI EXPO into a winning performance.

Segment the Show Floor by Priority

So many booths, and so little time. Managing the overwhelming choices can be a problem. One solution is to color-code the booths by priority. The best way to do this is to start with a map of the show floor. Mark in green every booth that is top priority for your visit. Mark in yellow those booths you would like to see if you have the time. And mark in red the booths that you will visit if you have the time.

How many green booths should you allow yourself?

Figure that you can visit, on the average, three booths every hour. This will give you enough walking time, and account for conversation time during chance encounters with peers.

Once you have color-coded the map, you have a visual aid for maximizing your time at the show. Outline a walking plan that will reduce the amount of wear and tear on your feet while you meet as many top priority individuals as you can.
Mistake #1: Forgetting to design an agenda

Putting off trade show planning until the last minute and rushing to the show without a plan is the biggest mistake of all.

“We did research on how the most productive visitors work trade shows,” says Sind. “Three out of four have pre-determined agendas covering who they want to see and what they want to buy.” Savvy attendees look at show previews, supplements, and all the material they get in the mail. Put your plan on paper to avoid losing your way when you encounter the noise and clutter of the trade show floor.

“To make the most of your time you need a written agenda,” says Iris Kapustein, president of Trade Show Xpress, a trade show consultancy in DelRay Beach, Fla. “Take a look at the pre-show directory and the floor plan, and chart who you want to see.”

Kapustein suggests planning to see 12 vendors a day at the most. Keeping your schedule from getting too packed will allow you to leave time between appointments. “You may want to get some information from an adjacent booth, but if you have

Plan Your Walking Route

TCI EXPO can be overwhelming. Plan your walk carefully. Going from a booth in one area to another booth far away can exhaust you.

Buyers’ strategies fall into two groups. “Circle and Charge” buyers walk the entire show floor on opening day, taking notes about new products and interesting vendors without pausing long at any booth. On following days these buyers target the interesting booths based on their notes.

In contrast, “Divide and Conquer” buyers do not walk the entire floor the first day. Instead, they start by getting a map of the floor and dividing the show into equally sized sections for the number of days the buyers will spend at the show. Then they methodically walk the aisles, pausing to do all of the discussion appropriate at any interesting booth, but all the while watching the clock to make sure that “x” number of aisles are completely covered at the end of each day.

In contrast, Divide and Conquer buyers do very little backtracking. To take advantage of uncrowded aisles, they often begin their walks at a back corner of the exhibit hall first thing in the morning.

The Circle and Charge approach has benefits. Getting an overview on opening day can make you a smarter buyer on succeeding ones.

And the Divide and Conquer fans? These buyers simply found the initial overview walk less successful. Perhaps they look to the left most of the time and miss merchandise displayed on the right. Or perhaps they constantly run into old vendor friends during the initial walk. Since it makes sense to chat at such serendipitous times, these buyers seldom succeed in touring the entire floor on opening day.

Whatever the strategy, seeing all of the booths is necessary. Don’t make the mistake of plotting out a walk that takes you to only tried and true vendor booths. The idea of the show is to discover what you didn’t expect, not to confirm what you already know.

Mistake #2: Taking sloppy notes

Write it down and you’ll remember it longer. Whoever came up with that old bromide never talked with a trade show attendee three days after a show.

What a mess the notes are in! Some are on the backs of business cards. Others are scribbled in brochure margins. And some you can’t even decipher. Avoid the problem by planning a system to take notes.

“I tend to use a tape recorder,” says Mim Goldberg, president of Marketech, a trade show consulting firm in Westborough, Mass. “It’s so convenient and handy. And sometimes my note taking becomes cryptic, particularly if I am in a rush and visiting a large number of booths. Having everything on tape means I don’t leave anything to memory or chance.”
Of course, using a tape recorder means you need to transcribe the tape later, or find someone to do it for you. And that highlights the fact that note taking like just about everything else dealing with trade shows is a highly personal matter.

"Some people are comfortable with a small notebook," says Goldberg. "As they leave each booth they jot down their impressions about key areas." One problem with a notebook is that you often end up jotting down notes while speaking with a booth staffer. This can prove distracting and uncomfortable if you are writing down lots of information. So, says Goldberg, make a point to pause after every booth and fill in the blanks in your notebook with additional information. If you walk too quickly to the next booth you are bound to forget important information.

Now, how about all those business cards you have collected? The secret is to connect the cards right away to your notes. "Jot a number in your notes next to each comment," says Goldberg. "Then jot that same number on the related business card. Later, when you are back at your place of business and you want to expand on information you have written in your notes, you can easily get the telephone number from the business card." If you are using a tape recorder, vocalize the key number as you jot it on each business card.

Avoid collecting business cards that you will never use. Make it a rule to discard at the end of the day any business card you have not identified by number in your notes. Divide business cards into "high" and "low" priorities. Wrap each category in a rubber band.

Finally, beware the brochure. It's too easy to collect dozens of colorful brochures from booths. They weigh you down, and when you get home they end up stacked in a corner for a couple of months, after which they are scooped up and tossed out.

Before accepting any brochure, ask if you really need the information. If you think you need it, ask the booth staffer to mail the brochure to you. If you need some of the information right away, take the brochure. But back at your hotel
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Mistake #5: Failing to maximize your return on social time

Lunch. Cocktail parties. Hospitality suites. Coffee breaks. All are excellent social occasions that sprinkle TCI EXPO like sugar on a donut. Yet trade show goers make two common mistakes when it comes to these events: The first is avoiding them, under the mistaken impression that they are not business related. And the second is failing to capitalize on their business potential. Never dine alone. Arrange for breakfast, lunch and dinner engagements with individuals who can make a difference in your business.

“Social occasions give you the opportunity to meet and converse with individuals who are vital to your business, but who you don’t get to see otherwise,” says Robert F. Dallmeyer, a trade show consultant in Los Angeles. “It’s a mistake to avoid them.”

Indeed, since individuals are more relaxed at such occasions, they are likely to share information they would stay clammed up about on the show floor. This is the time to obtain information about the tree care industry, or about hidden trends in the market. Remember: offer information to get information. “Social time is often as fruitful as working the show floor, or more so,” says Dallmeyer.

Look out especially for industry leaders and opinion makers whom you have not met, but who may be attending the same social events. “Social events are really your opportunity to get to know these people,” says Dallmeyer.

Mistake #6: Not broadcasting information

Don’t keep your new wisdom to yourself! Spread it around your business when you get home. “You can maximize the results you get from attending by sharing information with co-workers back home,” says San A. Friedman, president of Trade Show Coach, Lake Placid, N.Y. “Communication is the core of teamwork, and teamwork is the core of trade show success.”

Making this “knowledge sharing” really work means planning ahead, says Friedman. Prior to attending TCI EXPO, meet with co-workers who will not be going. Ask each person to give you three questions they would like answered by your visit. These questions may be in the areas of new services or products, or new technology your business requires to run optimally. Finally, your business may need information about larger marketplace issues that may impact sales.

“Feedback from others in your business is invaluable in helping you to hone in on information you really want to bring home from the show,” says Friedman.

Teamwork doesn’t stop when you leave for Baltimore. If you are attending the event with co-workers, take steps to eliminate duplication of effort on the floor, as well as to share information and “brainstorm” about information you learn.

“Suppose there are 20 companies you want to see,” says Friedman. “That may be too many for one person. If you have four people going as a team, you can go to five companies each and spend some quality time asking in-depth questions.”

Understanding what other team members need from the show can pay rich dividends. “Get together to compare notes,” says Friedman. “This can be a valuable brainstorming experience. Even though you have plotted out your time to see a given number of booths, you may see something interesting as you walk the aisles that you know someone else on your team needs. You can pass it along to that team member.” During your brainstorming sessions, each person can run through the most important items learned. Other team members may think of ramifications that can make the trade show experience more meaningful.

Okay ... now what if you are only sending one person to TCI EXPO—perhaps yourself or a key employee. Does this mean you have to forego the benefits of teamwork on the floor? No way. Prior to the show, make contact with one or more other non-competing businesses which are also sending solitary individuals to the show. Create an “ad hoc” team of individuals who will meet, compare notes and stimulate further ideas, just as teams from single businesses do.
At 8 o’clock on a smoggy morning, in the sweltering August heat, Big Al Fontaine clutched the ever-present mug of steaming coffee in his tobacco-stained hands. The air was thick with tension as Al and his No. One climber, Niax Bunyan, stood amid the throng of bidders waiting for the city contract to be awarded.

At last the announcement! Bullets of sweat marched along Al’s brow line and tied his spine in a knot. “How are we going to do 765 trees in 90 days? We don’t have enough people!”

Big Al and Max found themselves facing the same problem that confronts many tree companies - too much work, not enough people. With the arboriculture profession growing and growing, the most difficult task is finding the right person for the job. The crucial elements of that task are “When” and “How.”

1. Predict Growth and Prepare
Like any business, a tree business has reasonably predictable stages of development. Your responsibility is to recognize those stages, and plan for the next stage. The trick is to forecast when that growth spurt will occur, based upon real life factors that you already know about, and marshal your resources in advance to acquire the necessary manpower when the need arises.

2. Assess the Labor Pool.
Know What to Look For
In this scenario, Al Fontaine already possesses a valuable asset in Max. Max is an ex-Marine - self-motivated and trainable. Those same qualities that made Max a good Marine also make him a good employee. To Al’s credit, he had the good sense to recognize those attributes at the very beginning.

Even if the seasoned veteran is not standing in the unemployment line waiting for you, without stealing people from other companies, maybe you can screen personnel who have never done tree work before, but who, nonetheless, have the personal attributes you are looking for. That will give you the opportunity to teach those people the way your company does things via a training program which affords the opportunity for advancement. That kind of arrangement engenders employee loyalty.

3. On-the-Job Training

As you embark on your training program, bear in mind that the most difficult time to train anyone is during the actual performance of the particular task. Don’t overburden new personnel with production deadlines while their minds are already occupied with mastering the basics of a new skill. A brand new student should not have the same accountability as a long-time veteran.

In closing, there are literally thousands of people wanting to do a good job for you. Your challenge is finding those people and giving them the opportunities they deserve.
Mistake #7: Scheduling your time too tightly

Planning your time is important. But too much of a good thing is counter-productive. You need to leave some time open to take advantage of unexpected opportunities. A lot of these surprise benefits will not be apparent until you arrive at the show site.

"Before you walk into the hall, take a look at the materials you receive when you register," suggests Sind. "You will likely find a selection of new suppliers whom you have not had the opportunity to meet." Many of these suppliers will be new companies, and they can be rich sources of innovative ideas, products and services.

The tips in this article should help you keep your bases covered during TCI EXPO. Attending a trade show carves a lot of expense out of your balance sheet, and a lot of time out of your schedule. Is it worth it? You bet, if you take the time to plan the hours you spend at the show... and then work your plan.

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Bacterial leaf scorch has been reported from New York to California, though it has been predominantly detected in the mid-Atlantic, Southeastern and Gulf Coast states.

The key for arborists attempting to save infected trees is a consistent ability to recognize it. Being able to diagnose the problem will help determine how to manage the disease in a single tree and in larger areas.

Diagnosis

*Xylella fastidiosa* is a bacterium which infects the xylem, diminishing a tree’s ability to absorb water. Discoloration begins at the leaf margin and moves toward the midrib. The disease will progress from leaf to leaf near the tree’s crown as dieback begins.

What symptoms should arborists be looking for in diagnosing bacterial leaf scorch? The most notable symptom is a browning of leaf margins in mid- to late summer “wholly or on the edges,” says Walt Money, president of Guardian Tree Experts in Rockville, Md. “There are several ways to distinguish bacterial leaf scorch from environmental leaf scorch, though they are difficult to describe verbally.”

Some trees, particularly oaks and elms, develop a yellow margin between the outer scorched portion of the leaf and the green inner leaf. A way to definitively identify bacterial leaf scorch is through scanning electron microscopy after the sample has been dyed.

Money has seen an upsurge of the disease in the Washington area in recent years, though he is unsure as to the reason. The disease vectors may have changed, though Money points to environmental factors as a possible cause. “It is particularly heavy in drought years,” Money says. “We have had five drought years in the past six, so it has gotten much worse recently. Hardest hit are varieties of oak trees.”
Deciding on treatment
Since there is no cure at this point for bacterial leaf scorch, how do arborists in the field decide whether treatment or removal is appropriate?

“It depends on the value of the tree to the property, and how much value the property owner places on that tree,” explains Money. “For example, for one tree in a wooded area, generally, I won’t do anything about it. If it is the only tree in a front yard, I would.”

Taking a tree out may not do much in terms of controlling the spread of the disease to other trees. Arborists should prune out infected portions, which may help slow spread on that tree. Removal of an infected limb below the last scorched leaf may cure early infections.

Research has shown that products containing oxytetracycline can suppress symptoms by reducing the bacterial count attacking the xylem. Studies indicate that treatment with oxytetracycline, the active ingredient in products such as Mauget’s Mycoject and Tree Tech OTC, is effective for one year if less than 50 percent of the crown is affected. Money, however, doesn’t use percentages. “This is what I’ll do. If the disease is apparent and marring the aesthetic value of the tree—and it’s worthwhile to the property and the client—then I will treat the tree.

“If it’s a valuable tree to the landscape, homeowners will generally go ahead with treatment,” says Money. “If you haven’t noticed it already on one of your client’s properties, then the client noticed and is calling you in because the tree is valuable enough to be concerned about.”

Money, who is distributor of Mauget products in the Washington area, takes the time to explain to clients that treatment is not a cure and may not work. “It’s like any other work we do to save a tree,” he says. “You can use some key phrases that help your client understand. After you have set up a program, you almost always have to tell them, ‘I can’t guarantee the products are going to make a difference. But I can tell you, based on my experience, if differences are going to be made, the products will make them.’ Then, you make a decision for them. Tell them, ‘Yes, I think you should do this, or, no, I think the chances for success are small.’

“You can’t offer percentages for success to clients, just a reasonable prognosis. People call you because you are the expert. They expect you to make decisions for them. And you should. The final decision, of course, is theirs. But you tell them what they should do.”

Devising a program
“Generally, a good time for treatment is in the spring,” suggests Money. “I would recommend treatment for at least a couple of seasons to see what kind of response you are getting. It’s like anything, it doesn’t work all of the time. But it works enough of the time to make it worthwhile.

“In addition to treatments, we perform normal arboricultural practices like pruning, mulching and fertilization on that tree,” he continues.

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You have to make a decision. Are you going to treat the tree knowing full well that it won't work or is unlikely to work? This situation applies to much of the work you do," he notes.

"I tell them, 'I'm sure you can find someone who will treat the tree, but in good conscience I can't.'

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The Wood/Chuck Chipper Corporation and the National Arborist Foundation (NAF) proudly present the third annual TCI EXPO Wood/Chuck Chipper Raffle at TCI EXPO '98 in Baltimore, Md., November 5-7, 1998. Attendees at previous shows may remember the excitement created in Columbus, Ohio in 1997 or Charlotte, N.C., in 1996. According to both winning company owners and their spouses, they never dreamed that they would win—yet they did!

This year at TCI EXPO '98, you could win a Wood/Chuck W/C 17 Chipper—a brand-new, custom-painted chipper with an 82-horsepower Deutz Turbo engine courtesy of Engine Distributors, Inc.

One catch: you have to register to win! A special offer is available: three chances to win for $125, or enter as often as you wish for only $50 each!

“We’re very excited again to be able to be in the position to help the Foundation,” notes Dennis Beam III. Drew Beam and Mike Burke and all of the employees of the Wood/Chuck Chipper Corporation also feel strongly about the NAF.

“Yes, the third time around is a charm,” remarks Dennis. “This year, proceeds will benefit chipper safety education and seminars—something new and exciting on the horizon.”

How to Enter: see page 71 and mail entries to: NAF Chipper Raffle, c/o Wood/Chuck Chipper Corporation, PO Drawer 400, Shelby, NC 28150. Entries must be received by Friday, October 30, 1998. In-person entries at TCI EXPO '98 will be accepted at booth #534 until the drawing, scheduled for Friday, November 6, 1998 at 3:00 p.m.

Make your check payable to “NAF CHIPPER RAFFLE”. If you need an extra form, call Wood/Chuck Chipper Corporation or the NAA at 800-733-2622.

It’s easy! But you have to enter to win.

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On July 14, the House Appropriations Committee voted in favor of an appropriations bill that did not increase funding for the Occupational Safety and Health Administration but did include funding for an ergonomics study. President Clinton has threatened to veto the bill in the “strongest possible language the White House can use” if it is approved by Congress.

The ergonomics problem now faced by Congress is much like those math problems that so many of us struggled with in sixth grade. “If two trains are traveling toward each other in a tunnel and train A travels at speed X...” Multiple choice answers usually cover all possibilities, including the one that must now be chosen by Congress [“E,” not enough information available to solve the problem.”]

There is no question that there are many ergonomic improvements that could be made in the workplace. Manufacturers in the tree care industry have poured millions of dollars into ergonomics research and improved design. Many large corporations have invested in ergonomically improved work stations, which seem to have yielded the direct benefit of reduced workers’ compensation insurance premiums and decreased employee absenteeism.

Labor-friendly lawmakers believe that this is enough information to prove that ergonomic solutions must be mandated in the workplace. However, science does not support that position. Ergonomics research conducted in recent years has created more questions than it has answered, leaving responsible scientists with no other choice than to say we simply do not know enough about musculo-skeletal disorders to form any particular conclusions.

It is impossible to regulate the unknown. For example, who shall Blind Justice hold responsible for an employee’s hearing loss? The employer who gave him a job in a noisy factory or the nightclub owner who allowed the band to crank the volume up?

Rushing to scientific judgements has caused the American public many problems in recent years. Remember the “miracle drug” Phen-Fen? How about those energy-efficient “sealed” office buildings of the 1970’s? How many people’s health has been adversely affected by what we once thought was good?

As for musculo-skeletal science, you might have seen those racks from which people suffering from back pain hang upside down. Physical therapists who once prescribed them for treatment are now throwing them into the scrap heap in droves. Why? Further study of the human body has revealed that these devices can do more harm than good. The theory was that hanging upside down relieved pressure on the spine. We now know that hanging upside down greatly increases the incidence of stroke and actually places greater stress on the lower back.

So why is it that when scientists, the objective third party, are telling lawmakers that more research needs to be conducted on ergonomics, so many lawmakers wish to forge ahead and regulate it anyway? Why not allow researchers to continue studying ergonomics while manufacturers continue to provide improved products? The market demand for better, more comfortable machines will force a permanent shift in production. Employers who desire improved productivity will take the best of ergonomic solutions suggested by workers’ compensation data and incorporate them into their own workplaces.

Responsibility is encouraged as a matter of course in this column. Employers must do all that they can to ensure that employees are working safely. We must, in turn, encourage lawmakers to use reason, not speed, when imposing new rules on employers.
Fall may be one of the best times of the year to begin a program to suppress some of those deadly bacterial diseases. MAUGET's effective antibiotic "MYCOJECT" has been proven by Arborists, Researchers and other Industry Professionals to be the only effective treatment in suppressing these destructive pathogens.

See us at TGI EXPO '98!
Consider Hazard Trees

By Tim Ard

A limb with green fiber. It can be flexed into almost any position. The fiber is tough to break and will hinge very well for steering.

Photos courtesy of Tim Ard

Dried fiber on a dead limb section. The fiber is brittle and broke very unevenly when pressure was applied. This type of material is questionable for hinge material, but can work to a point.
Questions continually arise as to what a hazard tree really is. That's a tough thing to define because I feel the diagnosis and definition given to a specific tree has to rely on the skills of the saw operator, equipment selection and, most importantly, the work plan selected. What you deem hazardous may not be so hazardous to someone else with proper equipment and a more experienced working knowledge.

Since the onset of electronic information transfer, the knowledge related to “falling or felling” trees has really grown. As it becomes easier to communicate—knowledge abounds. Sharing this knowledge is important to the industry and is a key to good training. We have had a web site at http://www.forestapps.com for almost three years now, and it’s amazing how many people, both professional and among the general public, have questions regarding trees.

It’s important for you as a professional arborist to understand what sorts of questions the general public has about the hazards involved in tree removals. You must realize people are daily approaching these situations, either after a storm or when a tree dies. Few realize the danger. The important question is, do you?

An occasional chain saw user posted the following questions at our web site. These questions made me stop and consider hazard tree definition a lot more carefully.

The questions read:
What are the differences when falling dead trees vs. live trees? Are there noticeable differences in application of the tools? Are the falling techniques the same, or are there differences due to different properties of the wood? If so, what are the differences and safety considerations. I am a firefighter with limited experience falling standing timber (most of our chain saw use is on rooftops). I am in the process of putting together some safety training before we go out for live practice, falling small trees, consisting of live and dead specimens. Sometimes we are required to remove standing fuels around buildings during urban interface wildfires. I have found “Tim’s Tips” very useful, and would like to refer to this material for general knowledge.

Dead versus live trees
There is a substantial difference in “falling” a dead and a live tree, and there are significant differences between a dead and a decayed tree. For example, if the tree is decayed, a hinge is possibly not applicable. The fiber needed to work as a hinge is likely rot-
Felling with a chain saw without a hinge really increases the danger and accident potential. In the case of decayed trees, you must be very skilled in recognizing this fine line of danger. It might be best in that case to bring in another piece of equipment or a more experienced saw operator.

Climbers should recognize that with some trees it might be prudent to park the climbing ropes and pull in the bucket truck. The same is true with saw operators. There are times another form of removal should be considered.

A few years ago I learned of techniques using explosive cord that make storm damage or high-decay tree removal much safer. This technique has been used for years in Scandinavia.

In my book, dead trees that are still structurally sound are not as dangerous as decayed trees. While the top may have died out in the last couple of years, the fiber at the base of the tree portion has just dried, not rotted to pulp. This scenario is hingeable. Dead, dried fiber does react a little different than green, however.

The following are a few “dead” characteristics I try to recognize when making a work plan in all trees. Dead wood/tree fiber from a saw operators perspective:

1. It bends to a point and then it breaks. Think of it as bending a green stick vs. a dead one. The green, moist stick will bend, and sometimes if you bend it slowly, it can be formed into a circle. The dried stick, on the other hand, will bend to a point and then it will snap quickly. The hinge on such a tree, with dried fiber, will act similarly. If it is too thick, it will only work slightly and then it will snap (break) quickly. Sometimes a thinner hinge works better on dried, dead trees.

2. Remember that a dead tree always offers the sawyer another potentially hazardous situation. The top of a dead tree can be “shaken to breakin” very easily. Always be aware of the top and of limbs breaking out and falling. Make sure you have an escape plan in your bag of tricks. If dealing with dead tops, it
Rotted fiber near a beaver dam. Even the beaver gave up on cutting this one. He probably knew better than to fell it, since no control could be obtained with the rotted fiber.

You may want to use them in your crew safety program.

Tim Ard is president of Forest Applications Training, Inc. and has been instructing saw operations, maintenance and safety training for over 25 years. A nationally recognized instructor and co-founder of the Game of Logging and ArborGames programs. Tim’s programs are also sponsored and endorsed nationwide by Husqvarna Forest & Garden Co. and Pferd, Inc. Forest Applications Training, Inc. also provides a unique training program for tree care saw users. For more information, check our web site or call 770-943-4745.

3. Try to work with the lean(s) when dealing with dead trees. Try to fell a tree in the direction it has minimal side lean and a positive forward lean. Heavy side leans are difficult to control with dead fiber and working the fall in the trees leaning direction will eliminate rope pulling and wedging a dead tree, which can make things much safer. In summary: Fiber of a dead tree is not as resiliently strong and pliable as most green fiber. An awareness of this situation must be understood before anyone works with, or near, dead or storm-damaged trees. There is much more to consider when picking up a saw and beginning tree work. Personal Protective Equipment, chain maintenance, saw maintenance, tuning and operation, as well as the planning process. All of these things greatly reflect a person’s ability to handle a hazard tree situation. It is up to the saw operator to handle a hazard tree situation properly. We must assure safety for all involved.

October is National Chain Saw Safety month. I know most tree care companies use saws year-round, but it might be a good reminder each year to designate (at least) October to hold special chain saw training. For a community service you may want to offer to your community a company sponsored chain saw safety/techniques class for homeowners and firewood cutters. Good PR never hurts and you may take some of the pain out of a potential saw accident. Two good video for saw safety are available: "Chain Saw Use & Safety" from the National Arborist Association and "Sensible Woodcutting, Tips from the Pro’s" from Husqvarna saw dealers.
Treegator portable drip irrigation systems are ideal for arborists, landscape and maintenance contractors, park and recreation departments, schools, DOT's, golf course and property managers, nurseries and homeowners. It assures proper water management, saves time and replacement costs, and is like having a watering professional on duty 24 hours a day. The system will provide from 20 to 75 gallons of water and up to 16 hours of drip time. It fits up to 24-inch caliper trees, features 100 percent water absorption with no runoff, reduces water frequency by 50 percent and man hours time at each tree from 80 percent to 90 percent. For more information, contact Specialty Converting and Supply, Inc., P0 Box 913, Nashville, GA 31639; Phone: 800-524-7567; E-Mail: SCSI NC@surfsouth.com; http://www.GROWZONE.COM/Sponsors/SCSINC

Limbing, felling, trimming? Any of these applications can be handled quickly with the Echo CS-6700, their most popular logging saw. Powered by a 66.7cc, two-cycle engine, this unit can handle a 27-inch bar and chain, but is light enough and well-balanced to deftly handle smaller bars and smaller jobs. It comes standard with a 24-inch bar and chain and is available with optional bars of several sizes. The saw is backed by warranty. For more information, contact Echo Incorporated, 400 Oakwood Road, Lake Zurich, IL 60047. Phone: 847-540-8400.

Corona Clipper is offering a free 3-in-1 Maintenance Tool with the purchase of a new generation Professional Wood Handle Lopper. With fully forged head and tang, tapered hickory handles and overall classic styling, the loppers have been re-engineered with a focus on providing an added dimension of strength and performance. For more information, contact your local Corona dealer, call Corona at 800-847-7863 or visit their web site at www.coronaclipper.com.

Weaver Leather recently released new #1700 saw scabbards to fit the Fanno #F1-1700 Saw with Oversized Handle! Convenient dee on the back of these scabbards offer easy attachments to belts. Lockstitching and riveting provide extra strength and durability. A nylon washer at blade entry point protects the saw teeth and scabbard from wear. Available in a choice of steer hide harness leather or black rubberized belting with or without pruner pouch. Cleanout opening at bottom. Left-handed scabbards are also available. For a free Weaver Leather Arborist Supply Catalog or for a distributor near you, call toll free in the U.S. and Canada at 1-800-932-8371 or internationally at 330-674-1782.

Answering the market's need for a machine that can handle large capacities, Vermeer Manufacturing recently introduced the BC1800A drum-style brush chipper. Equipped with large 18-inch (46 cm) vertical feed rollers, it provides operators the capability of pulling in and chipping material up to 18 inches (46cm) on an intermittent basis. A hand-fed drum brush chipper with Vermeer's trademark dual vertical feed rollers, independent live hydraulics, and available patented AutoFeedll, the BC1800A has features that will benefit commercial tree service firms, landscape contractors, lawn care operations, golf courses, municipalities and public works departments. For more information, call 1-888-VERMEER [837-6337] or visit their website at http://www.vermeer.com.
Deep Root Barriers are an economical method to prevent damage to sidewalks, curbs, paving and other hardscapes. When placed between tree roots and other hardscapes, this patented mechanical barrier reduces maintenance, liability costs, future repairs and restoration caused by root damage. Barrier are available in two types: the Universal model can be used as a linear or surround application. The Linear model features adjustable 24-inch sizing, articulated pre-assembled joined, molded root-directing ribs, ground lock tabs, ultraviolet inhibitors and rounded edges for handling. For more information, contact Specialty Converting and Supply, Inc., PO Box 913, Nashville, GA 31639; Phone: 800-524-7567; E-Mail: SCSINC@surfsouth.com; http://www.GROWZONE.COM/Sponsors/SCSINC

The STIHL 036 QS is the first gasoline-powered chain saw in the world with a triple-activated chain brake, which can be activated by inertia, manually with the front hand guard, and by releasing the rear handle. The tripping mechanism is integrated into the throttle trigger interlock in the rear handle. If the interlock is released, the brake is activated and stops the chain in a fraction of a second. The brake is reset when the interlock is depressed in order to activate the throttle trigger. During starting, the chain is automatically locked. For more information, contact STIHL Incorporated, PO Box 2015, Virginia Beach, VA 23450-2015; Phone: 757-486-9100.

See us at TCI EXPO '98!
Vermeer Promotion

Bob Sherman, owner of Vermeer North Atlantic, recently named Ron Bjorklund president of Vermeer North Atlantic, a Vermeer construction line dealer based in Mt. Holly, N.J. Bjorklund comes to Vermeer North Atlantic from Vermeer Sales & Service, a Vermeer dealer in Castleton, N.Y., where he worked for more than 11 years. Most recently, he was the general manager of Vermeer Sales & Service.

Time & Versalift Changes

Time Manufacturing’s effort to better serve Versalift distributors and customers has led to a reorganization of the Versalift Sales Department:

Dana Scudder, former eastern division sales manager, has been promoted to national sales manager. Kelt M. Gibson has joined Versalift and will be responsible for the Eastern Division. As before, Rod Hill handles the Central Division. His territory has been extended toward the East and the West. Jack Evans, special accounts manager, will be interfacing with Versalift distributors, sales managers and the major tree and arborist companies. Lee Taylor, who has been with the company for over 20 years, will take over special accounts. He will be the link between Versalift distributors, sales managers and the major telecommunications companies.

Call Backs

The listing in the July Directory for JP & E Enterprises Inc., was incorrect. It should have read:

**JP & E Enterprises Inc.**

PO Box 6

Davenport, FL 33836

Toll-Free: 800-322-7877

Sales Phone: 941-422-7571

Sales Fax: 941-422-7572

Contact: Pat Esposito, Sr.

*Do the wet and impossible clearing, from the smallest brush to the largest standing trees. Do stumps, either in the ground or in piles.*

Public Relations

Growth Products, Ltd. has a new director of public relations, Kevin Hattori. Prior to his hiring, he held the post of manager of public relations at Reed Exhibition Companies in Norwalk, Conn. The Los Angeles native has more than eight years of communications experience, including tenures at PR agencies NW Ayer Inc. and Smith Williams Marketing Communications in Pasadena, Calif.
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To make money for you, any tool must work and VERSALIFT offers you the most maintenance-free aerial on the market, with expanded inspection intervals, no overhaul requirements and a 10-year structural warranty!

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See us at TCI EXPO '98!
The Roth IRA: A Primer
By Richard Ensman

You've heard about the new Roth IRA and you wonder: "What's the new IRA all about?" Is it the right thing for me? What are the advantages and disadvantages of transferring money from my regular IRA into a Roth?

The product of last year's tax legislation, the Roth Individual Retirement Account holds benefits for many taxpayers. Here are a few questions and answers to help you understand this new savings vehicle...

√ What are the main differences between traditional and Roth IRA? Under a traditional IRA, you put money in without paying immediate taxes. With a Roth IRA, you put money in (without any immediate tax advantage), but withdrawals are tax-free.

√ Why would I want to consider a Roth IRA? If you're not eligible to use the traditional IRA, which has more restrictive eligibility criteria than the Roth, the new Roth IRA might be the right vehicle for you. If you believe that your income is going to be substantially higher when you take your IRA money out in the future, you might be better off paying tax on it now and taking it out later tax-free.

√ But how do I know I'll better off going for the tax-free withdrawals when I retire? Unfortunately, you don't. No one can predict with certainty what their income will be like in the future, nor can anyone predict what the tax rates might be. But if your income trend is upward, you might be better off giving yourself the option of tax-free distributions later on. Your financial advisor might help you make the decision.

√ What's the maximum I can contribute? For an individual, the amount is $2,000—assuming your income is not over the $95,000 threshold (if you're single) or $150,000 (if you're married and filing jointly).

√ If I make a partial contribution to a traditional IRA, can I still make a Roth IRA contribution? Yes. Your total contributions (as an individual), however, can't be more than $2,000.

√ What's the age limit? You can't make contributions to a traditional IRA after age 70 1/2, and withdrawals must begin no later. Roths have no limits.

√ Is it easy to convert a traditional IRA to a Roth IRA? Yes and no. If your adjusted gross income is under $100,000 in the year you convert, you're eligible to make the conversion (although if you're married and filing separate returns, you're not eligible). You must, however, pay taxes on the "traditional" money that's been rolled over into the Roth. If you make the conversion in the 1998 tax year, however, you can spread tax liability over four years.

When it comes time to make withdrawals, one set of rules governs original contributions made directly to a Roth IRA and another set of rules governs transfers to a Roth from a traditional IRA. Things get complicated here, especially if you have multiple IRAs -- another occasion for good financial advice.

√ When do withdrawals start? You can begin withdrawals from traditional IRAs at age 59 1/2, and must begin them by age 70 1/2. There's a 10 percent penalty for early withdrawals, unless they're for specified educational, medical or disability-related expenses. Roth IRAs can be withdrawn anytime, without tax or penalty. You can begin withdrawals of earnings, tax-free, after you've had the Roth for at least five years and you've reached the age of 59 1/2. Early withdrawals of earnings from the Roth are also permitted under certain circumstances, such as the purchase of a first home, medical, or disability expenses.

√ What should I watch out for if I'm going to transfer money from a regular IRA to a Roth IRA? Be careful. You don't want to push your adjusted gross income over the Roth IRA eligibility threshold. Also, if you're tight on cash, you don't want to have to sell securities or other assets to finance the tax liability you incur by transferring; you could end up paying capital gains taxes in this instance.

√ Must I make my Roth IRA contribution by Dec. 31? No. Contributions may be made up to the due date for taxes for the year. So, you can make 1998 contributions up to April 15, 1999.

√ Where can I obtain more information? Banks, brokerage houses, and other financial institutions offer both forms of individual retirement accounts and are usually happy to provide information about these vehicles. The best source of objective advice is, of course, your personal financial advisor.
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November 5-7
Baltimore, MD
Baltimore Convention Center

See the center of this magazine for TCI EXPO registration
Welcome to The National Arborist Association (NAA) 1999 Winter Management Conference, January 26-31, 1999 in Cancun, Mexico. A fabulous program awaits you and your family. We've planned an opening reception with a traditional Mariachi band, followed by educational sessions from some of the country's foremost speakers on successfully managing small businesses. Among the speakers are:

♦ author Robert Tucker, an authority on innovation and customer service who offer insights "Beyond Customer Service."

♦ Dr. Peter Johnson, executive director of the Strategic Performance Institute, who will present seminars on "Adaptive Strategic Planning" and "Strategic Market Positioning."

♦ Robert Ash, a professor and consultant specializing in employee, management and supervision training, will present insights on "Preventing Job Burnout."

We've also scheduled tours to famous and fun destinations such as Xcaret, an eco-archaeological park, the Tulum Ru-
ins, a special Jungle Jet Ski & Snorkeling tour and the Chichen-Itza Ruins, probably the most famous archeological site in the Yucatan Peninsula. Each event presents a unique opportunity to awaken your senses. See, hear, taste and smell the sounds and sights of Mexico.

Once again, the NAA Associate Members have come together to help make the 1999 program a more extensive and impressive event matched with the modern and ancient setting of Cancun, Mexico. Twenty companies are providing financial support for some of the major programs during this annual meeting.

As of September 1, 1998, the following Associate Members have graciously given their resources to cover, in part, the costs of conference activities during the 1999 Winter Management Conference:

- American Arborist Supplies, Inc.
- Arbortech
- Bandit Industries Inc.
- Bartlett Manufacturing Company
- Cummins Engines
- The Doggett Corporation
- First Sierra Financial Inc.
- The Hartford
- Husqvarna Forest & Garden Co.
- J.J. Mauget Company
- Morbark Sales
- Ogilvy, Gilbert, Norris & Hill Insurance
- Power Great Lakes, Inc.
- SawJammer Company
- Southco Industries Inc.
- TECO, Inc.
- Terex Telelect Inc.
- Vermeer Manufacturing Company
- Wood/Chuck Chipper Corporation
- Woodsman

Two new features for the 1999 program include the All Delegate Luncheon, January 27, hosted by the following Associate Member firms: Bandit Industries Inc., Cummins Engines, The Hartford, the J.J. Mauget Company, Ogilvy, Gilbert, Norris & Hill Insurance, Power Great Lakes, Inc., TECO, Inc., Vermeer Manufacturing Company and the Wood/Chuck Chipper Corporation. This luncheon promises to be unusually interesting. As a promotional incentive, Cummins Engines is offering a discount voucher worth $1000 off the purchase of your next Cummins powered chipper.

Another new feature for this up coming year is the continuously-looped video presentation, which will be shown in the registration area during the conference. Those companies contributing their video footage are Aerial Lift of CT., Bandit Industries Inc., Husqvarna Forest & Garden Company, Morbark E-Z Beever Company, SawJammer Company, Southco Industries Inc., Vermeer Manufacturing Company, Wood/Chuck Chipper Corporation and Woodsman.

The NAA wishes to extend a special “thank you” to these Associate Members for their direct involvement in the creation of this year’s conference.

Travelers to Cancun are required to have either a valid passport or a notarized birth certificate and picture identification. For more information, contact the NAA at 1-800-733-2622.

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See us at TCI EXPO '98!
No More Pesticides

I was distressed to read your article "Proper Application Pays in Many Ways" in the August issue of TCI. While your article attempted to offer objective, non-biased information, it was obvious that your perspective was prejudiced in favor of using pesticides. Your reference to people using pesticides was prejudiced in favor of your perspective. Your article concludes that pesticide spraying is the worst solution for long-term tree health.

The article conclusion states that: "Tree care companies and environmentalists have recognized that the problems of the environment can only be solved by working together." I propose that you finish that sentence by adding "to eliminate the use of pesticides." Only then will these two divergent groups truly be working together.

With consideration of all the factors involved in tree pest problems, arborists must conclude that pesticide spraying is the worst solution for long-term tree health.

Kirk Whittington
Whittington & Associates
Powder Springs, Ga.

Who Stands Up For Us?

It's time to throw the baggage out! We must get the gardeners out of the tree business. For too long they have been a thorn in the side of the small, professional tree company, robbing us of business that is rightfully ours. We are literally bleeding to death with workers' comp. and liability insurance, equipment problems, storage yards, threats from OSHA, city licences, state licences, continuing education, safety meetings, rules and regulations.

Competition on a level playing field is healthy. Gardeners have now entered the tree business, yet carry none of the burdens we must endure regarding regulations and overhead. Whether or not they can prune correctly is not the issue here! They simply tell our customers they will prune their trees and can do it for two-thirds less than we can, because they have no overhead.

I can't tell you how many crazy things I've seen gardeners doing up in trees, from using cloth line for lowering lines to climbing trees with a pole pruner in one hand and chain saw in the other—without a rope or belt on. It's true. I have seen it!

To add insult to injury, the homeowner will often call us to chip up the debris their gardeners cut and left in a great, tangled pile. It's time we get one of our professional organizations to act on our behalf. Do something about this cancer on our business.

Because of their strong organization, landscapers have had legislation passed that helps their businesses. How? They organized. They had someone fighting for them. We need that, too. I urge you to write the NAA or ISA and let them know we need someone in our corner to help us solve these problems. Gardeners and maintenance men belong on the ground, not in trees.

I say this: "If they can prune from the ground, then God bless them and let them do it, but they should not be up in trees." Please let our professional organizations know that this is a real concern and we need their help.

Gene Tyburn
Gene Tyburn T.L.C. Trees
Santa Barbara, Calif.

Send letters to: Editor, Tree Care Industry, PO Box 1094, Amherst, NH 03031. All letters are subject to editing for style and length.
Events & Seminars

October 1 - 3, 1998
The Morton Arboretum
International Elm Conference
Hamburger University
Oak Brook, IL
Contact: 630-719-2468

October 2 - 3, 1998
Money DOES Grow on Trees
Western Chapter ISA Conference
Tucson, AZ
Contact: Dudley Marburger, 520-792-4669

October 5 - 7, 1998
“Trees, People and the Law”
National Conference
The National Arbor Day Foundation
Lied Conference Center
Nebraska City, NE
Contact: NADF, 402-474-5655

October 5, 1998
Registration Deadline
Autumn 1998 GREEN School
(See October 26 - Dec. 18)
Contact: 413-545-0895

October 6, 1998
Michigan Arborist Association
Insect & Disease I Seminar
Waterford Oaks Activity Center
Waterford, MI
Contact: 800-MAA-4055

October 8, 1998
Rigging for Removal Workshop
National Arborist Association
Cleveland, OH
Contact: NAA, 800-733-2622

October 8 - 9, 1998
“Micro-Organisms: Understanding Their Role in Tree Life and Death”
Dr. Alex Shigo
Portsmouth, NH
Contact: NE Shade Tree, 603-436-4804

October 10, 1998
Rigging for Removal Workshop
National Arborist Association
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Developing Your Motivational Skills

By Kevin Kehoe

What mechanisms can one use to build and motivate a team? To me, a team is like a family. Does your family have a certain set of shared values and methodologies? Mine does, yet I find that all six of us are quite different individuals. Each of us has different skills and styles, but we share similar principles because we were all brought up with similar mechanisms. The mechanisms, in large part, created who we are.

There are five different mechanisms for team building that you can use in your tree care businesses:

1. Communication
2. A scorecard
3. Feedback on performance
4. Problem solving
5. Rewards

The end result should be a motivated team. You don’t have to choose them all, since every business has its own unique culture. What you are trying to do is build a culture using communication, goals, meetings and problem solving mechanisms.

1. Communication

People’s personalities tend to fit, not perfectly but generally, into one of four personality traits: steady, influential, compliant and dominant. Depending on those traits, different styles tend to motivate different people. By examining those different styles you’ll understand how people operate with different modes of thinking. We tend to communicate differently because of the context.

Personalities don’t fall into one category or another easily. They tend to be a mix of several, yet typically we have one or two that drive our communication patterns. Memorize the following list of personality traits. You can recognize a personality type by observing and listening for the following traits.

**Steadies** tend to be: Self-controlled, easy-going, restrained, considerate, relaxed, calm, predictable, possessive, patient, deliberate, amiable, stable, loyal and team players.

**Influentials** tend to be: Enthusiastic, gregarious, sympathetic, generous, influential, persuasive, friendly, confident, trusting, poised, sociable, impulsive, emotional, self-promoters.

**Compliants** tend to be: Conscientious, evasive, worry-wart, precise, systematic, diplomatic, conventional, withdrawn, organized, logical, perfectionist, critical, factual, high standards.

**Dominants** tend to be: Direct, results-oriented, egocen-

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There are two ways to solve problems: you can come up with solutions yourself and tell your employees what to do. What will happen if that is your method? Employees will develop an attitude, because they work under a dictatorship ... Employees come to depend on you for the answer ... Your crews will leave problems unsolved in the field because you weren't available to solve all the problems.

Learn about your own communication style. It will go a long way helping you build and motivate a team. Teach your team members about your style and it will help even more. If you do, you will have a way to defuse a lack of communication and bridge gaps between people who don't talk the same language.

2. A Scorecard
Every team needs a scorecard. One landscaping company I know of measures four things critical to them: sales; labor cost as a percentage of the sales; overtime as a percentage of total hours; and accidents/safety. This particular chart sits on the wall where everyone sees it. What is it supposed to do? It should motivate employees to reach their goal, and, more importantly, measure where they are.

Start posting your results, and you’ll be amazed at the psychological transformation. If team members can see where you are in reaching your company’s goals, they can make changes to get to where you want to be. This is part of building a company’s culture.
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Let me give you an example that might translate to the tree care industry. Furniture factories are one of the most dangerous places in the world because of the toxicity of the chemicals, the weight of the materials and the equipment itself. Accidents are frequent. The owners put a Times Square-type of scoreboard in the factory, and across that scoreboard every hour ran the number of days lost due to accidents. At the end of the month, if that number was zero, they had a pizza party. What do you suppose happened? The number of accidents dropped. Why? Because people were aware of it.

Some cars still have warning lights called idiot lights. An idiot light is a light that comes on after the problem occurs. How helpful is that? The damage to the car is already done. A lot of organizations operate the same way. A customer calls complaining that something wasn't done. What happens? Everyone scurries. The idiot light flashes on and everyone runs to the problem. It's better to have a car with a set of gauges where you can anticipate a problem and take action before the problem occurs. Simple scorecards work because they make people aware and give them something more sophisticated than idiot lights to drive with.

It takes a while for scorecards to be effective motivational tools because teams have to learn about the goal. When you first build a team and clearly define roles and responsibilities, people may say, "That's not my job." If you have a scorecard and the entire company understands the goal, your employees will evolve into an effective team. Use a scorecard and post it, and you will build a team because people will watch it.

3. Feedback
Lou Holtz, the great Notre Dame football coach, was asked what the difference is between players today and 30 years ago. He said today we talk about rights and privileges and 30 years ago we talked about obligations and responsibilities. People need a feeling of responsibility and obligation to play on a team. Without it, the team loses its fabric. Without responsibility and obligation, rights and privileges turn people into individuals pursuing their own ends.

One critical thing—non-performance on the team needs to be addressed. If it isn't,
It gets worse and it spreads. It’s almost cancerous. People start thinking, “If Joe can get away with this, then why should I work so hard?”

There is a mechanism to combat this problem: feedback. How do you give good, constructive feedback on performance? Most people find it difficult to talk to people and give them performance feedback, criticism or correction. Here is a mechanism to do that. It preserves people’s dignity and puts them on the spot to fulfill their obligations and responsibilities.

Here’s how it works. Someone on your crew is late all the time. The crew is waiting for someone to say something about it. Here’s a process:

A. Tell that person what he is doing.
B. Give specific facts.
C. Describe the impact of the behavior on others.
D. Discuss what actions he will take to meet the obligation and responsibility.

At the end of the session, ask for agreement on the solution to the problem. Ask for suggestions for what action should be taken if the behavior happens again. Be direct, but allow the person with the problem to provide his own solution.

Don’t assume that people know what it takes to work successfully in a team. Take the opportunity to educate while you are giving feedback. This is a mechanism to help build and motivate a team because you deal with the tough issues, then move on and get going. It builds the credibility of the leader, preserves the dignity of the people, and it sets a fabric for obligation and responsibility. Your are telling your employee, “If you want to play, play by the rules.”

4. Problem solving

Every owner or manager of a tree care company runs meetings on a regular basis. How many of those meetings are very effective? There are different types of meetings, but there is one type that is important, called “How do we solve problems?”

There are situations where—because of what the scorecard measured, the behaviors going on—you need to gather your team to solve the particular issue. Teams grow when they learn together. The times when you learn the most or when you did the best on the job were times when you were very tightly involved with a group of people pursuing a singular objective in a short time frame.

For example, have you ever been involved in a flood control situation where people are sand-bagging rivers that are threatening property. Isn’t it amazing what happens. People become completely selfless, they pull together to get the job done. Why? For those few hours, those people are able to integrate as a team and function. Why does that happen? Common goal ... shared values ... sense of urgency. Yet that is not how your business runs all the time.

There are two ways to solve problems: you can come up with solutions yourself and tell your employees what to do. What will happen if that is your method? Employees will develop an attitude, because they work under a dictatorship. You also develop dependency. Employees come to depend on you for the answer. Problems don’t get solved in the field, they come back to the office. Your crews will leave problems unsolved in the field because you weren’t available to solve all the problems.

An alternative is a problem-solving meeting. It has a very simple agenda and a time frame. The maximum number of people at the meeting should be six, maybe seven. You start with, “Folks, we are going to define the problem. Step two, we are going to brainstorm about the causes of the problem. Step three, after we agree on the causes, we are going to develop solutions. Step number four, we will work together and form an action plan.” That’s it. I can do that in 55 minutes with most any problem, and so can you.

This method builds the team, because everyone has listened and talked was in the same room drawing the picture. You don’t have to overdue holding problem-solving meetings, but once a week or once a month get the team together and ask what the most pressing issue or problem is. Even if you don’t have a major problem, it’s not a bad exercise to get people together to communicate, share ideas and be involved in helping run your business.

If you have been a dictator, like I used to be, people won’t say very much at the first two meetings. It may take three or four meetings before they actually begin to be-
lieve that you will listen. It is amazing what you learn. And it is amazing that when people feel they have power to do something, they can think. What you want people to do when they are out in the field is to think, not rush to a phone and ask, "What should I do?"

5. Rewards

There are two shapes of rewards: recognition, in some form, or cash.

If you ever give out cash as a performance bonus, be very specific about the hows, whys and amounts. Otherwise, you are flushing money away. People won't get it. In fact, next year they will be wondering where their money is, since they didn't know it was special last year.

In business, it is called the "Thanksgiving Turkey Effect." You give someone a turkey on Thanksgiving for one or two years as a nice gesture. By year three, they wonder where the turkey is. It moved from a reward or a benefit to an expectation.

Use rewards to build a culture. The Foxboro Corporation in Foxboro, Mass., has a very special employee reward. It originated this way: one day, one of the chief engineers of the company was selling a project to a customer. The meeting wasn't going well. The customer wasn't buying the engineering solution. In the middle of the meeting the engineer said, "Why don't we do it this way instead?"

The customer loved the idea and signed a $15 million contract that day.

The CEO was so proud of this person that he wanted to reward him. He looked around his office and he could see nothing except an uneaten banana from lunch. So he grabbed the banana and said, "Thanks." The engineer looked at the banana and said "Your welcome." Thirty five years later, as you walk around the halls of Foxboro, you'll see the Outstanding Employee Award, little yellow stick pins in the shape of a banana.

The point is, you don't need to throw money around to get people motivated or recognized. Part of being a team is pride, not money. Build ownership for what you do.

Summary

These five mechanisms are all arrows in your quiver. You may not use all of them at once. Look at your organization and select what you think works, because at the end of the day what you say and do in a small business makes an enormous difference to people. You are the most famous people in the world because every night your employees are talking to other people about you. What you say and do will determine the success of your business, because you are the boss.

Kevin Kehoe is a management consultant and owner of Kevin Kehoe & Company, based in Laguna Nigel, Calif. This article was excerpted and adapted from a seminar presented at TCI EXPO '97.
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In the July issue of Tree Care Industry, I discussed two major themes that addressed how the reader could establish a company safety culture. The first theme, the three A’s of Safety—Atmosphere, Attitude and Action—begins to establish an effective safety culture within a company. Supervisory personnel and labor must learn to cooperate. A complete orientation and training protocol must be in place. Management and labor must set the standards for new employees.

The second theme, Ten Areas of Human Failure, is discussed in length in Earle S. Hannaford’s Supervisors Guide to Human Relations. These ideas were first developed and proven successful by the Petroleum Education Council in its program of rig safety for oil field workers. Any company that works to eliminate these ten areas of failure should enjoy a lower injury and property damage rate.

The desire to establish a “safety culture” within your organization is only the beginning, however. If you have leaders who are not trained to communicate, your plans for a true “corporate safety culture” may fail. It takes management and employees pulling together in the workplace to achieve the expected behavior toward safety. Everyone must be held to the same standard.

Foremen, general foreman and supervisors must have basic skills in human relations; that is, in how to deal effectively with their employees in order to correct, retrain and remove counterproductive attitudes. It takes verbal and organizational skills to accomplish good results. Most training is accomplished in the field, involving a great deal of oral communications. Since your intention is to establish and maintain a safe attitude among your employees, you do not want to “turn them off” before you begin. A turnoff can create a wrong attitude. It is our attitude that enables us to decide our behavior in each situation. In a safety situation, attitude is defined by Hannaford, as “a readiness to respond effectively and safely, particularly in tension-producing situations.

Each leader may have some interpersonal skills, but these may not be sufficient to accomplish company goals in safety. There must be training of all field leaders. There must be accident-prevention standards and goals set and leaders to adequately motivate all employees to take the appropriate action to achieve those goals. You must concentrate on it daily.
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Effective safety culture

Everyone in the company should be held to the same standard of safety. Managers set the example, however, the employees need a readiness or a willingness to work safely—even when no one is watching. If “tension” is created by organization leaders in the way they communicate or mis-communicate verbally with their employee, subconsciously, at least, that worker may not respond as needed to work safely. Team leaders must be able to motivate without the use of fear but by coaching the individual. The days of the old boss having a “do as I say or hit the highway” attitude are gone. Today that will not work. Crew leaders and supervisors who foster teamwork through mutual respect and who have team building skills are in demand everywhere. Their employees respect them and have a genuine desire to get the job done for them. They have been trained in how to use interpersonal skills.

Having the natural skills to work with people is not enough to accomplish company goals. Leaders must be trained in order to improve on their natural abilities. Part of that training, most the most important part, is to develop their communication skills. Companies must have effective communicators.

For leaders to be effective communicators they must know and understand the basic communication cycle below.

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Team leaders establish a safety culture

In our normal workday, leaders communicate with people at all levels in many ways. Verbal communication may involve an early morning safety meeting, a one-on-one discussion with an employee or a customer or a job task or pre-job hazard survey with a crew, to name a few. This entire interaction requires a certain standard of training in order to help the speaker achieve the desired results. There are many keys to effective verbal communication. An analysis of these will be discussed below:

As the speaker you should:

- Know your subject matter—be prepared and keep it simple.
- Be alert for feedback—Ask yourself does the audience understand? Look for signs.

The effective communication cycle or "how to get the job done right the first time" is:

Speaker → Message → Interference or Barriers → Listener

Feedback
(Does the listener know what you want)

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TREE CARE INDUSTRY - OCTOBER 1998
Summarize often and ask questions about what has been discussed.
Choose the right location and time for the right topic, the less distractions the better.
Know your audience, avoid barriers that could hinder effective communication.

Some obstacles to effective communications are:

- **Bias Barriers:** All of us have built-in biases that started at birth. They are us, and can filter out good communication. Try to break those biases down by building rapport with your audience.

- **Key Word Barriers:** When you know something about your audience, you will know which words to avoid and which to utilize in building rapport.

- **Emotional Barriers:** Talking down to or yelling at, belittling or embarrassing your audience will cause tension, loss of attention and a bad attitude.

- **Not Listening Barriers:**
  - Avoid selective listening when you are the audience.
  - Listen with empathy—"walk a mile in my shoes!"
  - Summarize what is being said to show that you are listening.
  - Do not glance at your watch or answer the phone while listening.
  - Maintain eye contact—don't daydream.

- **Environmental Barriers:** Ask if you and your audience are comfortable. Some questions to ask yourself are:
  - External Barriers: Is it too noisy, too hot/cold? Are there interruptions? Do I need privacy? Can I be heard?
  - Internal Barriers: Is my audience angry, tired, hungry? Is my audience comfortable, afraid to ask questions? Does my audience trust me?

You must try to manage as many of these distractions and barriers as you can. It is very important that a clear message is sent. Production must be high, you do not want reworks or complaining customers and you do not want employee injuries. As a leader you must get commitment.

Selling the safety culture to employees: three keys to effective communication

Now that we have discussed the message and the speaker (and eliminated as many barriers to effective communication as we can), let's look at the listener or listeners—your audience.

Sanders and Associates, business consultants in Houston, Texas, have devised a booklet called *Three Keys to Effective Communication*, in which they identify three key principles for communicating effectively with others. According to Dr. Sanders, "These principles extend to all relationships. When used, these skills encourage acceptance, trust, openness and synergy."

Sanders reminds us that we, as speakers, must:

- **Maintain self-esteem of the listener.** Team members who have good self-esteem, who feel good about themselves, are motivated to produce and cooperate willingly. We must express our feelings about our audience in terms of praise.
whenever we can. Nothing breeds success more than success. When you as the speaker tell them they have “done a good job,” they feel good about themselves. Be sincere in your comments by being specific about the good job.

Listen and respond with empathy. When one listens with empathy, the speaker knows one is interested in what he has to say. Empathy opens the door to effective communication. The person responding to your request for a task to be done, an action to be taken or correction to be made will be willing to cooperate. By coaching one gets more accomplished than having to “boss” associates.

Ask for help. Effective team leaders seek advice from their teams whenever possible. It is suggested that we ask for advice many more times than we give it. It builds self-esteem in the listener. Asking invites involvement and dedication to company goals and missions.

A fellow employee with good self-esteem will be willing to share ideas and thoughts. Thus, we achieve understanding and commitment when we ask for help. When we just tell someone what to do, they may do it all right, but do we get total buy-in? When we ask for help, we induce that enthusiasm which a team leader needs to get commitment.

Summary

In order to communicate effectively and start a safety culture, one needs to consider and use the following techniques when communicating verbally:

Be prepared:
A. Focus on the subject
B. Focus on the audience
C. Focus on environment
D. Focus on simplicity

Be a good listener
A. Show empathy
B. Give of your time
C. Be willing to see the other person’s point of view

D. Get feedback
E. Ask for help

By concentrating on these communication skills one should become a better communicator in order to create mutual understanding and get the job done right the first time in establishing an effective safety culture.

Bob Reeder lives in Houston, Texas, where he has been employed by Trees, Inc. as Trainer and Safety Director for over 20 years. He has been a member of the National Safety Council - Forestry Committee and the National Arborist Association’s Safety Committee for over 20 years.


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Tree removal should never be the first option, but sometimes situations occur when trees interfere with one of life’s most important necessities: safe and reliable electric service.

Boise-based Idaho Power Company was faced with a hard choice in the town of Emmett, Idaho. The offending trees, five large silver maples planted in a city park next to the main, three-phase overhead power line serving the downtown core of the city. These trees had been rounded over and topped for many years, creating a hazardous situation and high liability for the city. They had many crossed branches, weak attachments, rot and decay throughout. This is a common situation faced by cities and power companies, and represented a perfect example of when utility arborists must look at other possible solutions beyond standard procedures.

Compounding the problem was a potential public outcry, since members of the community had a strong emotional attachment to the large, mature trees. To remove them would be like removing a part of the community’s history.

"Fire Bear" dedicated to the fire fighters and other community volunteers.
After considerable deliberation, the lightbulb went on. What if Idaho Power Company topped the trees to seven-foot stumps, girdled the base to prevent re-sprouting, let the stumps weather and cure for a year, and then had them carved into statues?

The replies were very corporate and predictable and enough to turn the lightbulb from “on” to “off.” “Are you nuts?” “This has never been done by a utility to the best of our knowledge.”

The challenge was on. We met with the city parks director who directed us to the city council to present the idea. The mayor and council members listened in awe to the proposal, which was followed by a few moments of silence. Then a lively discussion began as to what the stumps could be, when the event would take place and how they could participate in this historic occasion.

After receiving approval, the local weekly was contacted prior to the removal in order to allow them to take pictures of the process and let the community know what was planned.

Asplundh Tree Expert Company was called in to remove the tops. Unfortunately, one of the trees was rotted beyond saving and one was a site obstruction for traffic entering onto a highway, so both were removed.

Now the search was on for a quality artist. After a few setbacks, Idaho Power Utility Arborist Jack McGee found chain saw artist Chet “Bear King” Yackley, a resident of Council, Idaho. With an extensive and impressive list of completed projects, Yackley proved to be the artist we dreamed of and more.

The next step was to decide what we wanted. After reviewing many ideas submitted by residents of the community, a decision was made to pay tribute to the volunteer fire department and other volunteers who are extremely important to the success of communities.

The first carving day was set to coincide with the Cherry Festival, an annual week-long event in Emmett. Yackley, assisted by Lewis Clark of California, started his day around 10:00 a.m. in order to perform his magic during the main start of the festival’s day. Idaho Power Line Clearing Specialist, Bob Thielges, was there to assist with traffic control and be the company representative for
the inquiring visitors.

The final statues were called the "Firebear," "Mother Bear With Cub" and "Bear Motel." The bear motel is a stump with a mischievous teen cub on top and many alcoves throughout the stump with small bear heads peering out.

To add to the project, we also bought five new flowering pear trees to be planted in between the stumps to reduce the chance of someone replanting something other than Class 1 trees. Paul Easterbrook, the city forester, planted yellow poplars (tulip trees) behind the stumps for future shade.

What began as a negative public relations problem was turned into a positive community project. The project was very cost effective as well. We are still receiving comments from citizens in the community. You would be amazed how often you still find someone getting a close look at the project, having their picture taken next to each carving or watching kids playing around the carvings.

Should your utility find itself in a similar situation, try something similar. You and your community will like it.

Dennis Lopez, Jack McGee and Bob Thielges work for Idaho Power Company.
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Trends in Tree Care

At the New York Stock Exchange on June 4, 1998. Pictured from left are: Ron Stanfa, Steve Cook, Mark Yahn, Bill Murdy, Laurie Yahn, Bruce Church, Susan Kalich, Jeff Meyer, David Luse, Steve Ives, Peter Forbes and Ken Garcia.

Is LandCare USA the Form of Tree Care’s Future?

By Joseph Daniel McCool

Public shareholders have put their stock in a $38 million landmark plan that, if it succeeds, will position LandCare USA Inc. to evolve from the merger of seven regional industry leaders to the preeminent national provider of comprehensive landscape and tree services to commercial and institutional markets.

The question now for the tree care industry is how this historic public offering—the first ever for the industry—will guide LandCare USA’s bold ownership, consolidation and acquisition strategy, and whether it will spark a trend that could impact everyone from small business owners to customers.

Some of those questions, of course, may be answered by the performance of the company’s common stock, which is listed on the New York Stock Exchange under the symbol GRW. LandCare USA’s initial and secondary public offerings in June were for $8 for each of 5.6 million shares. Since then, the stock has traded for a high of $10.12 per share and a low of $5.37 per share.

The new giant in the tree care industry was founded in 1997 and born of agreements to acquire seven founding companies in strategically located markets across the country with combined 1997 pro forma revenues of $116.2 million, a total 2,500 customers and an average 25 years in the tree care business.

The seven founding companies include Trees Inc. in Houston; Four Seasons Landscape and Maintenance Inc. in Foster City, Calif.; Southern Tree & Landscape Co. Inc. in Charlotte; D.R. Church Landscape Co. Inc. in Lombard, Ill.; Ground Control Landscaping Inc. in Orlando; Arteka Corporation in Eden Prairie, Minn.; and Desert Care Landscaping Inc. in Phoenix.

But the list of companies that now count themselves covered by the growing LandCare USA umbrella—and which now answer to public shareholders—is growing at a furious pace.
LandCare USA has also recently closed transactions or entered into letters of intent to acquire several other tree care and landscape maintenance companies with combined annualized revenues in excess of $100 million. The latest members of the LandCare USA family include Clean Cut Inc. in Austin, the largest landscape management company in Texas; Landscape West Inc. in Anaheim, Calif.; Horticultural Industries Inc. in Sarasota, Fla.; Gator & Gator Landscape Co. Inc. in Longwood, Fla.; and Continental Landscape Management Inc. in Phoenix. Then there’s Landscape Resources, Inc. of Dallas, which has added its $14 million in annual revenues to the LandCare USA ledger.

These acquisitions, which alone account for $45 million of the revenues, have catapulted the company’s total annualized revenues to more than $220 million, at least on paper.

“These acquisitions are a strong start to achieving LandCare’s goal of becoming the national leader in the commercial landscape and tree services business,” says Bill Murdy, LandCare’s chairman and chief executive officer. “With these additions, LandCare companies now service almost half of the top 40 commercial real estate locations in the United States.”

The company’s goal is to become the leading national provider of landscape and tree services to commercial and institutional markets through its geographical coverage and its quality and range of services. Besides its emphasis on internal growth, LandCare USA is in the process of implementing an aggressive consolidation strategy.

Linda Benge, president of Trees, Inc., is on LandCare USA’s board of directors. Her company is the only one of the founding companies that is truly a tree care firm. The others are primarily involved in landscaping or nursery production, though a few, such as Four Seasons in California, had a small tree care operation.

Benge says the new corporation won’t be challenging tree care companies involved primarily in residential work. “We do serve residential customers, and new tree care companies that join will bring some residential clients into the mix. But our focus in not on the residential customer. We are concentrating on the commercial customer through our ability to provide a variety of services—tree care, as well as landscaping, for commercial customers.”

LandCare USA won’t be setting up franchises and competing for residential customers with local tree care companies. “Residential customers are where the opportunity still lies for small companies,” says Benge. “They work in the neighborhoods they grew up in. People want to do business with people they know.”

Benge sees large commercial, especially national, accounts as growth areas. “When you are dealing with a Marriott, for example, that has locations all over the United States, the ability to have one contract with a landscape and a tree care company makes perfect sense. Small companies can’t provide that. There is still room for everyone out there. This consolidation is an opportunity for the commercial side of our business. The residential market is still wide open for arborists.”

Why a public company? Benge thinks stock ownership for employees will make it easier to attract arborists in this tight labor market. “Personnel is such an issue for all of our companies in this industry. My employees didn’t have the opportunity for ownership.” That chance, says Benge, will help to recruit the best managers.

Roger S. Braswell, founder of Southern Tree & Landscape Co. Inc. in Charlotte and now director of corporate development for LandCare USA, explains that joining the LandCare USA family was an attractive opportunity because of the company’s larger economic and public status. Southern had 1997 revenues of $14.2 million and employed over 300 employees at peak season.

“Much of the ownership and manage-
ment of commercial properties around the U.S. is being consolidated through real estate investment trusts,” says Braswell. He sees a need for regional and national coverage in the landscape services business.

Besides the enormous sales opportunities, Braswell believes the new members of the LandCare USA family will realize tremendous new buying power and significant cost savings in insurance, equipment and materials. There are also real benefits for LandCare USA’s new employees—the same professionals who helped build the founding companies and those that have been acquired.

“They now have a better job and better opportunities ... Many employees have stock options,” Braswell notes. And besides, he adds, public stock brings with it liquidity for the shareholders.

The company owners chose a public ownership path to seize additional capabilities to expand U.S. business, to rapidly expand through acquisition and to use stock as a currency to fund those acquisitions. And although some recent acquisitions have been funded through a nearly 80-20 split of stock and cash, Braswell relates that LandCare USA will study other funding scenarios as it continues to target additional tree care and landscaping firms, most with a minimum $1 million in annual revenues.

As for small, “mom-and-pop” tree care companies, Braswell insists they have nothing to fear from the huge new LandCare team. “I think many of them have niche markets that they own and will be able to maintain.” Just don’t expect any franchising out. The company is looking only for “shareholders.”

The opportunity to merge and go public was also a compelling one for James R. Marcus, who founded Four Seasons Landscape and Maintenance Inc. in Foster City, Calif., in 1973 and built it into a company of 440 employees at peak season and one that reported $16.1 million in 1997.

Marcus, who was chairman of the board at Four Seasons and who is now a director of acquisitions for the new entity, joining a public company made sense for him and his employees.

“My partner and I were trying to figure out how to grow the company and give some of the ownership to some of the guys,” he says. His partner, Hal Cranston, has also joined as chief operating officer and a director.

Marcus explains that the synergy between Four Seasons and LandCare USA matched the same kind of synergies that are growing inside the walls of LandCare USA’s headquarters in Houston. “The marriage between the tree industry and the landscape maintenance industry really gives us a great way to get money out of our existing clients. It gives us more services to offer. It’s a win-win situation for both.”

So will the cache of a public company spread through the industry and change the dynamic of tree care companies nationwide? Marcus believes it will change the game. “Our industry is ripe for this,” he says. “We’re acquiring companies all over the country. We’re trying to fill up the national footprint and become a national company.”

A large, public company which can attract the best people with the promise of stock options is giving many older professionals a chance to cash in after years of hard work. But the economics of consolidation is the most important advantage by pooling of best practices, saving on insurance and expanding purchasing power. Companies are also attracted by the promise that each company will be allowed to retain its identity.

“They don’t lay a big company bible on you ... we’re writing our own script,” says Marcus.

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The Dumbest Thing I Ever Did

By David Spier

A job you get "roped into" for a friend or relative is an occupational hazard most arborists are familiar with—particularly when some volunteer help is involved. A few years ago I did one such job for a friend: a large, dying multi-stemmed sugar maple threatened her house and needed to be removed. Her boyfriend, Andy, was to be my ground man.

The highest and soundest leader to work out of was the one leaning over the roof. Crotched in this leader, I was able to crash most of the rest of the crown. I then tied a pull rope on the last remaining stem and spent some time coaching Andy on the ground about rigging a come-along on the pull rope. The tension had to be just right—enough to pull that stem away from the house but not so much that it could split and "barber chair."

I made a careful cut with just enough holding wood, then leaned back in my rope and braced myself as it started to go over. Suddenly I felt myself yanked from my perch. In a sickening flash I realized I had forgotten to transfer my climbing line and was still tied in on the stem I had cut off! Before I had time for even a short prayer, I felt my fall checked and I was yanked back into the tree. Miraculously my climbing rope had snagged over a stub of one of the leaders I had previously removed and the falling leader had pulled me back up.

My face was probably white at first but quickly turned red. Andy was sworn to secrecy about the incident. My reputation as a careful operator was at stake!

I've sometimes thought that I.S.A. should give re-certification credits for accidents and injuries. After all, this is how you learn in the "school of hard knocks." But I suppose that's what the three-year experience requirement is meant to accomplish.

I'm not sure what the moral of this story is. I can't say I "got religion," after the incident. Since that day, however, before making any critical felling cut, I pause, review the engineering aspects, and check my rigging before starting the chain saw.

The author operates David Spier Tree Care in Stuyvesant Falls, N.Y.
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7:30am REGISTRATION OPENS
Complimentary coffee available

8:30 to 9:45am KEYNOTE ADDRESS: COMMERCIAL ARBORICULTURE IN THE REARVIEW MIRROR – Don Blair

What better way to kick off TCI EXPO than with noted author, lecturer and self-confessed arborist Don Blair. In his inimitable style, he will present an entertaining, sometimes humorous, sometimes serious look at the history of arboriculture and arborists. He will tie that history to the future of the industry.

9:57am TRADE SHOW OPENS
Don't miss a single booth! Wear your walking shoes, because with over 160 exhibitors, there will be a lot of ground to cover. TCI EXPO is the largest tree care trade show in the nation. If it will make your business more efficient, competitive, productive or profitable, you'll find it here. Plus, we've arranged for plenty of exciting demonstrations ranging from climbing and rigging to cabling and bracing. Check your show program for times and locations. To keep up with the industry, you won't want to miss a single demo.

12:00 Noon ARBORBUCKS DRAWING – Demonstration Area
Be sure to fill out your entry form and you could be the winner of ARBORBUCKS currency. ARBORBUCKS can be used as cash at any of the participating vendor booths. Here's your chance to win the goods and services you need!

2:00pm ARBORBUCKS DRAWING – Demonstration Area
It's not too late to enter the drawing. You could be the winner!

4:00pm TRADE SHOW CLOSES

4:00 to 5:00pm ADVANCEMENTS IN THE USE OF BIOLOGICALS – Mike Raupp

Raupp is Professor of Entomology and Chairman of the Department of Entomology at the University of Maryland in College Park, helping to develop, implement and evaluate landscape integrated pest management programs. This presentation will focus on the use of new systemic and microbial insecticides. The proper timing and method of application will be discussed for several key pests, including leaf miners, defoliating caterpillars and beetles, and sucking insects. The relative advantages and disadvantages of these materials, with particular reference to natural enemies, will be discussed.

4:00 to 5:00pm BUSINESS PLANNING IN 3 EASY STEPS – Phil Nilsson

There is an old adage, "Businesses don't plan to fail, they fail to plan." Sound planning is the cornerstone of success in small business, yet many tree company owners do not plan adequately. Nilsson possesses a unique combination of knowledge, first-hand experience, and business expertise that make him uniquely qualified to help small business owners. He will present real-world concepts of planning that will better enable you to land the work, do the work and control your bottom line.

6:00 to 7:00pm WELCOME RECEPTION FOR ALL ATTENDEES AND EXHIBITORS
International Ballroom, Omni Inner Harbor Hotel Complimentary hors d'oeuvres.

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

Friday, November 6, 1998

7:30am REGISTRATION OPENS
Complimentary coffee available

8:00 to 9:00am BACTERIAL LEAF SCORCH: SEARCHING FOR CURES – Jo-An Bentz/Jim Sherald

A little-known, and to this point incurable, disease is killing off hundreds of oaks and elms at the National Mall in Washington, D.C. Drs. Bentz and Sherald, Research Entomologist and Pathologist, respectively, for the National Park Service, will show how the disease is transmitted, how it can be diagnosed, how it works in the tree and what is being done to find a cure. Arborists will also find this knowledge is relevant to other, more common tree diseases they face.

8:00 to 9:00am LOW PRICE: WHEN TO SAY WHEN – Phil Nilsson

Just how do you establish your price? Commercial tree care businesses are really in the business of selling time. Nilsson is a business consultant and author with 15 years experience owning a landscape firm. He is considered an expert in job estimating and financial analysis.

9:00am TRADE SHOW OPENS
Plan on an information-packed day of demonstrations, browsing the newest equipment, technologies and services, and exchanging ideas with your peers. There's no show like TCI EXPO.

9:00 to 9:30am Coffee Break

9:30 to 10:30am ADVANCEMENTS IN THE USE OF BIOLOGICALS – Michael Raupp

(This program is repeated from Thursday. See Thursday's seminar schedule for program description.)

ISA Certified Arborist CEUs available
Pesticide Applicator Recertification credits available for selected states.

Green = Expert Practitioner Series Orange = Smart Manager Series
If your firm is like most tree care companies, it's regulated by DOT. If arboriculture, and not fleet management, is your area of expertise, this speaker can help smooth the wrinkles of complying with DOT, as well as reducing the downtime, hassles, and costs associated with getting to and from the job site.

**12:00 Noon**  
**ARBORBUCKS DRAWING**  
Demonstration Area

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

**2:00pm**  
**ARBORBUCKS DRAWING**  
Demonstration Area

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

**4:00pm**  
**TRADE SHOW CLOSES**  

**4:00 to 5:00pm**  
**STRESS: FROM THE BRANCHES TO THE ROOTS AND BACK AGAIN**  
Phil Wargo

Though it may not be visible, root physiology is greatly affected directly and indirectly, by above-ground stresses. That altered physiology may predispose the tree to disease or insect attack, or have other profound, long-term effects on overall tree health. Dr. Wargo, Principal Plant Pathologist with the U.S. Forest Service, has spent a distinguished career studying as well as teaching others about the dynamic interaction between roots and the rest of the tree.

**4:00 to 5:00pm**  
**CHECKLIST FOR FEDERAL OSHA COMPLIANCE**  
Amelia Reinert

Confused about what your company needs to do to comply with OSHA? Reinert is Deputy Executive Director and Director of Governmental Affairs for the National Arborist Association (NAA). She regularly counsels NAA members on how to avoid problems with OSHA as well as how to deal with problems once they have arisen. Take advantage of the collective expertise and insight derived from hundreds of OSHA visits by attending this session.

**5:15 to 6:15pm**  
**THE FACTS AND FALLACIES ABOUT STORM-PROOFING TREES**  
Jim McGraw

Can you treat a tree to withstand a tornado? Of course not! This presentation looks at pruning and other arboricultural practices that can have an effect on tree stability and integrity to give you more ammunition the next time a client asks you to storm-proof trees. Dr. McGraw is an extension tree specialist in North Carolina.

**5:15 to 6:15pm**  
**EMPLOYEE TRAINING - IS IT WORTH IT?**  
Robert Ash

The answer is a resounding YES! Ash will acquaint you with the fundamental principles of managing your employee resource that every company owner must know. Look at the various goals and objectives of employee training, and show you how to get started. Ash is a professor at Santiago Canyon College in Orange California, and the principal of Ash & Associates, an organizational and training consulting firm.

**Saturday, November 7, 1998**

**7:30am**  
**REGISTRATION OPENS**

Complimentary coffee available

**8:00 to 9:00am**  
**MANAGING DRIFT: THE LATEST TECHNOLOGY**  
Dr. Bruce Fraedrich

Working at Bartlett Labs, Fraedrich and his colleagues have undertaken remarkable research to find the causes and cures for pesticide drift. He will review the latest techniques and equipment for treating shade and ornamental trees as well as shrubs.

**8:00 to 9:00am**  
**EMPLOYEE TRAINING - IS IT WORTH IT?**  
Robert Ash

(This program is repeated from Friday. See Friday's seminar schedule for program description.)

**9:00am**  
**TRADE SHOW OPENS**

This is your last day to see and learn about everything you need to keep your business moving. Be sure to take advantage of all TCI EXPO '98 has to offer!

**9:00 to 9:30am**  
Coffee Break

**9:30 to 10:30am**  
**STRESS: FROM THE BRANCHES TO THE ROOTS AND BACK AGAIN**  
Phil Wargo

(This program is repeated from Friday. See Friday's seminar schedule for program description.)

**9:30 to 10:30am**  
**INTERPRETING & USING STANDARDS FOR TREE FERTILIZATION**  
Tim Johnson

The ANSI A300 Committee is preparing to publish a standard on the controversial subject of tree fertilization. What will this standard contain, and just what impact will it have on your operation? Who better to tell you than Tim Johnson, practicing arborist and Chairman of the ANSI A300 Committee!

**11:00am**  
**ARBORBUCKS DRAWING**  
Demonstration Area

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

**1:00pm**  
**ARBORBUCKS DRAWING**  
Demonstration Area

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

**12:30pm**  
**ISA Certification Exam Check-in**

**1:00 to 4:30pm**  
**ISA Certification Exam**

To sit for the exam, you must call ISA to preregister at 1-217-355-9411. Application and registration fee must be received at ISA 12 days prior to exam date.

**3:00pm**  
**TCI EXPO '98 TRADE SHOW CLOSES!**
Getting There...

Driving is Easy...

FROM: ALL POINTS WEST – Hagerstown, Frederick
Route I-70, or Route 40
From either I-70E or Route 40E, enter the Baltimore Beltway (I-695S towards Glen Burnie). Continue on I-695S to I-695 N (Exit 11A) towards New York. Take exit 53 (I-395 Downtown), veer right onto Conaway Street and continue to Charles Street. Make a left onto Charles Street. The Convention Center will be 1/2 a block on the left side of the street.

FROM: ALL POINTS SOUTH – Washington DC, Alexandria, Richmond, VA
Route 295S or I-95N
Take 295N (Baltimore/Washington Parkway) towards Baltimore. 295N becomes Russell Street. Go past Oriole Park at Camden Yards on your right and turn onto Pratt Street. Continue for 4 blocks and the Convention Center will be on the right side of the street.

OR
Follow I-95N towards Baltimore to exit 53 (I-395 Downtown). Veer right onto Conaway Street and continue to Charles Street. Make a left onto Charles Street. The Convention Center will be 1/2 block on the left side of the street.

FROM: ALL POINTS EAST – Eastern Shore, Annapolis
Route 50W, I-97N
Follow Route 50W to I-97N. Follow I-97N to I-695N towards Baltimore, staying in the right lane. Taking exit 7B, 295N (Baltimore/Washington Parkway) towards Baltimore. 295N becomes Russell Street. Go past Oriole Park at Camden Yards on your right and turn right onto Pratt Street. Continue for 4 blocks. The Convention Center will be on the right side of the street.

FROM: ALL POINTS NORTH – New York, New Jersey, Pennsylvania, Delaware
Route I-95S
Follow I-95S to the Fort McHenry Tunnel. Once through the tunnel, take exit 53 (I-395 Downtown). Veer right onto Conaway Street and continue to Charles Street. Make a left onto Charles Street. The Convention Center will be 1/2 a block on the left side of the street.

FROM: ALL POINTS NORTHEAST – York, Harrisburg, PA
I-83 (Harrisburg and Jones Falls Expressway)
Take I-83S towards Baltimore, bear right onto I-695S towards Pikesville and then exit back onto I-83S towards Baltimore. Take the Maryland Avenue exit and continue South. Maryland Avenue will turn in Cathedral Street. Follow to Pratt Street and turn left. The Convention Center will be 1 block on the right side of the street.

Flying...

US Airways
US Airways has been selected as the primary airline for TCI EXPO '98. It is offering special discounted fares to TCI EXPO meeting attendees. To make your reservation, call US Airways Group Reservation Center at 1-800-334-8644 and reference the National Arborist Association Gold File # 16610298.

Continental Airlines
Continental Airlines has been selected as the alternate air carrier. Special discounts have been arranged on your air transportation. To take advantage of this special offer, please call Continental MeetingWorks Reservations at 1-800-468-7022 and refer to Reference Number NSG475. If you prefer to use your own Travel Agency, simply ask them to call Continental for the specific pricing offer filed with the above Reference Number and to put the code ZWN6 in the Ticket Designator Box on your ticket. Following these instructions will ensure you receive the best possible price on your ticket.

Airport Transportation...

The BWI Airport Shuttle departs daily from the airport every 30 minutes between 5:45 am to 11:45 pm. The ticket price is $11 one way and $18 round trip. The shuttle departs from the lower level of the airport, and the ticket counter is located between baggage claim areas 3 & 4.

Finding a Hotel Room...

The host hotel for TCI EXPO '98 is the OMNI INNER HARBOR HOTEL, located at 101 West Fayette Street (3 blocks from the Convention Center). The OMNI INNER HARBOR HOTEL is offering TCI EXPO '98 attendees a rate of $109 single/double occupancy. Valet parking is available for overnight hotel guests at a daily rate of $14. This includes in and out privileges on a 24-hour basis. Self parking is available on a daily basis at a charge of $9 per day (no in/out privileges). Space is limited, be sure to make your reservation early. This rate will be offered until October 2, 1998. To make your reservation, please call the OMNI INNER HARBOR HOTEL at 1-800-843-6664. Be sure to reference the National Arborist Association/TCI EXPO room block when making your reservations.

Alternative accommodations are available at the Baltimore Hilton and Towers located at 20 West Baltimore Street (3 blocks from the Convention Center). The Baltimore Hilton and Towers will offer TCI EXPO '98 attendees a rate of $99 single/double occupancy. Valet parking is available for overnight hotel guests at a daily rate of $13. This includes in and out privileges on a 24-hour basis. Reservations must be made by October 2, 1998 to ensure this preferred rate. To reserve your room, please call the hotel at 1-888-466-4644 and be sure to reference the National Arborist Association/TCI EXPO room block.

SEMINAR REGISTRATION CANCELLATIONS
All seminar registration cancellations must be received in writing at the National Arborist Association office. Cancellations received on or before October 23, 1998, will receive a full refund less a $25 administrative fee. Fees cannot be refunded after October 23, however, you are welcome to send a replacement. No telephone cancellations will be accepted.

REGISTRATION
Early Bird registrations must be received by October 2, 1998. Registrations received after October 2, 1998, not complying with the appropriate fees, will be billed accordingly. A $10 TRADE SHOW ENTRANCE FEE will be charged after October 23. Registration is required to obtain your admission badge. Everyone is required to wear a badge issued by the National Arborist Association to enter the exhibit hall and all seminars. Be sure to pre-register to avoid long lines at the registration area.

EXHIBIT HALL HOURS
Thursday, November 5, 1998
9:37am - 4:00pm
Friday, November 6, 1998
9:00am - 4:00pm
Saturday, November 7, 1998
9:00am - 3:00pm
REGISTRATION FORM

REGISTRATION INFORMATION

Name ____________________________

Title ____________________________

Company _________________________

Address __________________________

City ___________________ State ______ Zip ______

Phone __________________ Fax _______

Signature __________________ Date ______

Is your company an NAA Member Firm? □ Yes □ No

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

3 EASY WAYS TO REGISTER

Fax your completed form to 603/672-2613. Our fax line is open 24 hours a day.

Phone 1-800-733-2622, 8:00 am - 5:00 pm Eastern Time.

Mail your completed form with payment to:

NAA
PO Box 1094
Amherst, NH 03031-1094

SEMINARS

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

GOLD CARD

If you are attending 5 or more seminars and register by October 2, BUY GOLD!

To purchase the GOLD CARD, which will give you unlimited access to all educational sessions and the Trade Show, check YES in the box below, enter $175 in the total cost line and you're done!

I wish to buy a Gold Card registration. □ Yes □ No

CALCULATE YOUR COST

BASIC COSTS: Multiply your total seminar hours by $48 and enter the amount on the basic cost line.

DISCOUNTS: Deduct $3 per seminar if you register prior to the Early Bird Deadline, October 2, 1998. Deduct $6 per seminar if you are registering an additional person from your organization.

TRADE SHOW ENTRANCE FEE □ by October 23, 1998 - FREE

□ after October 23, 1998 - $10.00 (FREE with paid seminar)

TOTAL COST: Subtract your discounts from your Basic Cost line.

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

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

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

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

□ Property Mgmt. □ Consulting Firm □ Utility □ School/University □ Other: ___________

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

PAYMENT PROCESSING

□ Payment Enclosed □ MasterCard/Visa

AMOUNT $__________

CARD NO _______________ EXP. DATE ____________

NAME __________________ (as it appears on your card)

See Reverse Side for Special Membership Offer
Join the National Arborist Association
Now

TAKE ADVANTAGE OF 15% SHOW AND ADDITIONAL MEMBER DISCOUNTS

FEATURED MEMBERSHIP BENEFITS ARE:
Business Management Guideline Book on "How to Run a Successful Business"...Two Monthly Newsletters for Industry Information with Hotline Questions of the Month and Government Affairs Topics (One year FREE subscription of TREE WORKER)...Use of Registered Logo...Discounted Prices...Free Internet Advertising...Monthly Media Press Releases...Training Programs...Climber's Guide to Hazard Trees...Toll-Free Hotline for your concerns or business needs...Low Credit Card Processing Fees...Marketing Materials...Representation in Washington...FREE copy of A300 Pruning Standards & Z133 Safety Standards...and more!

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

Firm Name: ___________________________
 UPS Mailing Address: ______________________________
 City: __________________ State: _______ Zip: _______
 Telephone: (___) _______ Fax: (___) _______
 Name of company owner: ___________________________
 Type of Business: ___________________________
 Residential  Commercial  Line Clearance  Both
 # of Employees__________

Special first year dues: $150. Your annual dues for subsequent years will be based on your firm's tree care-related sales. Call for further details. Membership starts when you submit certificates of insurance for general liability and workers' compensation as applicable in your state OR a certificate of bondability and proof of Business Registration or Incorporation.

☐ Check enclosed  ☐ Visa  ☐ Mastercard
 Account# _______ Exp. _______
 Cardholder's Signature: _________________________

We will contact you upon receipt of your application.
Thank you for becoming a part of the NAA.
Offer expires December 31, 1998

Welcome To NAA
DEDICATED TO THE ADVANCEMENT
OF COMMERCIAL TREE CARE BUSINESSES
ESTABLISHED 1938

GROW YOUR BUSINESS!