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The end of one year and the beginning of the next is a good time to reflect on what transpired and to make some determinations on what we would like to change in the year ahead – both personally and professionally.

Hopefully, you took some time off at year-end to renew connections with family and friends and remember the best about those who won’t be with you for another year.

Preferably, you gathered your team to relive the successes and triumphs of 2013, a challenging 12 months for small businesses and the U.S. economy.

Philanthropically, you shouldn’t forget to take a moment to rejoice in what you donated in time and resources to your community as a business owner and green industry leader.

Ideally, you had a chance to focus on a specific challenge facing your business with a peer in the industry who is facing or has overcome a similar challenge. There are answers to most vexing issues, and you don’t have to solve them all by yourself.

Thoughtfully, as you turn the page from one year to the next you should devise plans for your business and your employees. Annually, it’s always a good idea to review policies, manuals, professional development goals and crisis management plans.

Internally, you should examine the plan you have for yourself. Do you have one – and did you follow it last year? As a business leader, you must plan and invest in yourself, too, if you expect to lead others.

Thankfully, if you accomplished none of the above the best opportunity to do so awaits you at TCIA’s Winter Management Conference. You can work 12 hour days, week after week, but you cannot lead a business without raising your attention level above the details, broadening your vision, and refreshing your mindset for the year ahead.

Winter Management Conference is specifically designed to assist business leaders in celebrating successes well achieved, exploring solutions to the challenges that remain, and preparing you for reaching new heights in the year ahead.

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JANUARY

Features

8 Tree Worker Incidents; It’s Déjà vu All Over Again
By John Ball, Ph.D., CTSP

12 Don’t Let Three Common Mistakes Kill Your Next Work Truck Spec
By Robert “Bob” Johnson

22 The Cutting Edge in Chipper Knives
By Rick Howland

27 TCI EXPO ’13 Wrap-up
75th Anniversary Museum review.

Departments

4 Outlook
By Mark Garvin
Opportunity awaits in the new year.

14 Management Exchange
By Garrison Wynn, CSP
How to get people to do what you want them to do.

16 Cutting Edge
New products and services, and news in the tree care industry.

20 Industry Almanac
Important regional and national meetings.

21 Washington in Review
By Peter Gerstenberger
OSHA proposes onerous change to reporting rules.

26 Letters & Emails

36 TCIA Accreditation
By Janet Aird
Investing in equipment and employees, and Accreditation, grow Carolina Tree.

38 Accident Briefs

40 CTSP Quiz

42 Classified Advertising

48 Marketing Tools/New Technology
Your tree care company can go viral with Facebook “Page Post Ads.”

50 Book Review
By Tchukki Andersen
The Encyclopedia of Trees gets flying colors.

52 Business of Tree Care
By Ed Laflamme
Stop flipping the burgers! Conquering “The Tyranny of the Urgent.”

54 Safety Corner
By Kevin Cobb
Quit feeding the monsters – new techniques to create a positive safety culture.

56 TCIA Members at On the Job

57 Advertiser Listing

58 From the Field
By Amara Lorch
A climber’s confession – fear!

*WMC 2014 Preview!*

ON THE COVER:
Thomas Morra, CTSP, owner of T.F. Morra Tree Care, Inc., a three-year TCIA member, climbing a historic oak tree in Mary Elizabeth Sharpe Park in Providence, Rhode Island. Photo by Joseph Cabana.
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Have you ever had a moment that you swear you experienced before? You are engrossed in a task or talking with someone and suddenly you have this fleeting thought that you have done or said this before. This phenomenon, called déjà vu, is something that everyone has experienced.

This is what I think I am experiencing when I look at the annual statistics regarding tree worker fatal incidents. I get the feeling that I have seen all this before; nothing has changed. Only it is not just a perception, it’s reality. If you look at tree worker fatal incidents 10 years ago, both their frequency and type, it is not much different than now. Certainly the incident rate is not decreasing; if anything it may be increasing. This may just be related to the fact that more government agencies and people are looking at tree worker fatalities. The incident rate in any occupation that comes under the microscope seems to increase not because more are happening, but that more are discovered. But clearly the number of fatal incidents in the tree care industry is not going down.

If you are not convinced, just look at the U.S. Department of Labor’s Census of Fatal Occupational Injuries (CFOI) data for ground-worker fatal injuries (in which tree workers are now included). You’ll find that the fatal incident numbers oscillates between 123 and 174 workers per year during the past decade. The Census does not capture all ground worker fatalities so the actual number of fatal incidents is probably higher than reported, perhaps twice as high, a conclusion that the forest products industry found when they compared the Census data with other reporting systems. Tree workers most likely are the majority of the ground-worker fatalities based on a comparison of fatality rates when the CFOI kept separate data on tree workers and ground workers. So while the number of tree-worker deaths per year can only be estimated, 100 to 150 fatal tree-worker incidents per year are not out of the question. If you need more convincing, skim through the monthly Accident Briefs in the past issues of TCI Magazine, jot down the number of incidents for each month and add them up for a year (the Tree Care Industry Association gathered 84 fatal incidents reports in 2012 just from Google media reports). Also see if the number varied that much from one year to the next – it doesn’t.

And the annual number of fatal incidents is not the only “more of the same” in our incident statistics. If you examine the types of incidents collected in the CFOI’s five event or exposure categories:
- assaults or violent acts by people or animals,
- contact by or caught in an object,
- exposure to a harmful environment,
- falls, and
- transportation;
you’ll find the relative percentages for each category has remained very much the same for our industry over the past decade. Contact and falls vie back and forth for the number one rank (each generally between 30 to 40 percent of the total number of tree-worker fatal incidents), exposure is the traditional third (about 15 to 20 percent) followed by transportation (about 10 to 15 percent) and, always last, assaults (note there is a sixth CFOI category, fire, and while a tree worker can suffer serious burns, these are due to electrical contact, which is included in the category Exposure to a Harmful Environment). Regardless of our training focus and the procedures we have refined, we have not appreciably altered the relative ranking among these.
categories. Tree workers are dying at the same rate and from the same events as a decade ago. While the industry has focused on safety during the past decade, we have not made a dent in the fatality rate or altered the types of incidents.

Perhaps our safety focus is slightly misdirected. Rather than concentrate solely on the particular characteristics of an incident and develop procedures and regulations to prevent or reduce the probability of it occurring – i.e. workers were being cut in the thigh by saw chain so we develop a regulation requiring ground workers to wear cut-resistant leg protection when operating a chain saw – maybe we also need to look at the root causes of these fatal incidents. A root cause is the initiating factor in the chain of events that leads to an incident. There are two broad categories of root causes: unsafe acts and unsafe conditions.

Unsafe acts are violations of established safety procedures and policies. They relate to the actions of the workers and revolve around their behavior and attitude. The General section of the current ANSI Z133 Safety Requirements for Arboricultural Operations has a statement that workers shall be responsible for their own safety and shall comply with appropriate government safety and health rules, regulations and orders. This statement is at the beginning of the Z133 for a very good reason – safety and health rules, regulations and orders are:

- starting with incomplete instruction,
- overconfident,
- ignoring safety procedures,
- failure to follow warnings or communicate,
- failure to plan,
- distractions,
- failure to follow warnings or communicate,
- ignoring safety procedures,
- overconfident,
- starting with incomplete instruction, and
- shortcuts.

This ranking is alphabetical, not by importance. If anything, failure to plan is probably one of the most common unsafe acts. Tree workers need to focus more on planning than on reacting to a situation. The job briefing is the key to the planning process. You all have heard the phrase, “plan the work and work the plan,” and this is an efficient and safe means of operating in our high risk environment. Too often the job briefing is omitted or glossed over and the workers start the job and “wing it,” just making it up as they go along rather than work a plan formulated at the beginning of the job.

Working with incomplete instructions can also be a root cause. Many tree workers have experienced the frustration of trying to shout instructions to the climber or being the climber and trying to shout down instructions to the ground worker (another good reason for the job briefing). To paraphrase a statement attributed to General MacArthur, though others have made similar remarks, it is not enough to give orders so they can be understood, they must be given so they cannot be misunderstood. If the tree crew knows they are supposed to feed brush in the chipper with a long stick or tool designed for such purpose rather than use their hands or feet, do they also know that doesn’t apply to an aluminum scoop shovel (which seems to be a common, but inappropriate, substitute for a push pole that has been misplaced or chewed up in the chipper)?

Distractions, something in a worker’s personal life not going well, can keep them from focusing on the task at hand. The root cause of some industrial incidents is that the injured worker was distracted; they were going through a divorce, experiencing financial troubles or struggling with other serious, personal issues and did not stay focused on the task at hand. Investigations of fatalities often explore the possibility of an outside personal issue being a factor in the incident. Tree workers routinely perform tasks that require their full attention and someone dealing with life’s worries runs a risk of being distracted. Even a moment of inattention at a critical point in a removal operation, for example, can have serious consequences.

Overconfidence and taking short cuts often occur together (along with ignoring safety procedures). You just know you can skip a few steps; over-reach and run the
• no PPE,
• no established work zone,
• poor housekeeping, or
• weather.

Notice that there are similarities or connections between the two categories of root causes; not using provided PPE is an unsafe act; not being provided with PPE is an unsafe condition. If the employer doesn’t provide hearing protection, that’s an unsafe condition; if they provide it but the worker don’t use it, that’s an unsafe act.

No work zone and poor housekeeping often go together. A job site in which tools and equipment are scattered around is probably one in which the crew also failed to establish a work or drop zone. I have seen a chipper staged, along with brush piles, within what should be the drop zone for a removal. We have had a number of serious incidents where workers have been struck by a falling cut limb while they were dragging brush to the chipper. Not to pick on chippers, but we have seen reports of workers killed when climbing lines or winch cables are caught in with the brush and, once fed into the machine, the worker is struck by this “bull whip” and thrown. Keeping the work site organized and clean is not only to be more efficient, it’s safer.

Struck-bys, usually involving a branch, can occur when a communication system—command and reply—is absent. Merely shouting “headache” as the branch peels off is not a command-and-reply system. Every company must have established and every worker must follow common commands and replies during tree work.

Defective tools can be the root cause of an incident. The economy is recovering, the tree business is picking up, but some companies are still running lean, delaying inspections, repairs and replacement of equipment. Every piece of gear and equipment we use in tree work, from climbing lines to aerial lifts, has a service life. It is hard to give an exact number of years of useful life for much of our equipment, as the use is a factor. But it is easy to say there are many companies and workers that have hung on to equipment that should have long ago been retired. A worker died a few years ago in a fall when his leather buck strap failed. The snap on it was dated 1962.

Weather is something we talk about but cannot change. However we have to be able to adapt to its changing conditions. The heat that spread across much of the country during the summer of 2013 resulted in several tree-worker fatalities. Workers were out in the heat and either not instructed or given ample opportunities to stay hydrated and take breaks out of the sun. One worker died because the crew did not know the difference in symptoms between heat exhaustion and heat stroke. The tree worker died when his condition worsened and he went into heat stroke.

Tree work will always be a high risk profession. Any time you mix working on large, heavy objects, at heights, while operating power equipment you have a combination that introduces considerable risk. Now add into this mix the hazards of working in the vicinity of electrical conductors and the extremes in weather, heat and cold. Risk, however, can be managed and if we focus on eliminating unsafe acts through education and training and reduce or eliminate unsafe conditions. In doing so, we may be finally able to lower the number of incidents in the industry. It will be a great day when TCI Magazine has to drop its Accident Briefs column because there aren’t any deaths reported for a month. Probably not a likely event, but certainly one we should strive to achieve.

John Ball, Ph.D., CTSP, is a professor of forestry at South Dakota State University, where he instructs courses in arboriculture and forestry. He also instructs the emergency medical technician and rock climbing courses as well as serves as a campus arborist. This article is based on his presentation on the same subject at TCI EXPO 2013 in Charlotte this past November. To hear the entire audio recording of that presentation, go to this page in the digital version of this issue of TCI Magazine online at www.tcia.org, under Publications, and click here.
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At its most basic level, a work truck is a piece of equipment that helps your employees do their jobs. Since well-designed equipment enhances productivity, your objective when designing a work truck is to optimize the vehicle to achieve the best overall return for dollar spent. But three common mistakes can jeopardize your results and lead to a work truck that just doesn’t work. Here’s some advice on how to defeat these specification killers and write a killer spec instead.

Mistake No. 1
Working out of order

Many people start the specification-writing process with the truck chassis, when it is actually most logical to address the body and equipment first. Think about it. An effective, productive work truck is designed to perform a specific job or series of jobs. Therefore, it makes sense to start the process by defining the job or jobs the truck will perform. From there, you can address the equipment and associated truck body needed to perform those tasks. Finalizing the body and equipment will define the vehicle’s required payload, necessary clear cab-to-axle chassis length, and the loaded body’s center of gravity. This information enables you to select an appropriately sized chassis and perform an accurate weight distribution and payload analysis to determine the appropriate chassis. Finish by choosing the powertrain that meets your performance criteria.

Spec Mistake No. 2
Doing what you’ve always done

It’s an easy trap to fall into. You’re replacing an existing vehicle, so you figure all you have to do is duplicate the old unit. Not so fast. For starters, the current vehicle may not have been optimized for the job it is doing. In such a case, the end users probably figured out how to make it work as well as they could, but that does not mean you shouldn’t improve the new unit. Even if the vehicle was properly spec’d at the time it was initially acquired, requirements change and new/improved products are constantly being introduced. It is possible that there is a new body, chassis or piece of equipment that would offer significant improvements over what was previously available.

Chassis selection in particular should be carefully thought through every time. Chassis specifications change from year to year, so a current Class 3 chassis, for example, may not have the same net payload as an older Class 3 chassis from the same OEM.

One of the challenges facing work truck designers is keeping up with these changes. To some degree, you can accomplish this by reviewing new product literature and reading industry trade journals. However, nothing really beats seeing the equipment firsthand and talking directly to representatives of the companies developing this new equipment. Trade shows provide great opportunities for meeting with multiple vendors and checking out their latest products in just a couple of days.

Spec Mistake No. 3
Taking your best guess

After the preliminary selection of a suitable chassis has been made, perform a detailed weight distribution analysis to determine individual axle loadings. When necessary, optional axles, suspension components and frames may be required to ensure that the chassis is not overloaded and all equipment-mounting requirements have been met. Once the correct foundation components have been selected, it is time to move on to the powertrain (engine, transmission, axle ratio, etc.) and other components such as the electrical system, fuel tanks and cab content. All of these components have an impact on the completed vehicle’s overall performance and
productivity, so it is important to make selections based on valid requirements.

In far too many cases, vocational truck designers make powertrain selections based on guesses instead of a careful analysis of horsepower and engine torque demands. Start by defining your performance criteria (road speed, starting gradeability, reserve gradeability, etc.) and then calculate your actual requirements. This will allow you to select the proper engine, transmission and axle ratio to ensure that the truck performs as required. The payoff in this process is a truck that has better fuel economy and lower maintenance costs.

The powertrain design process is not difficult, but is critical that you know how much the completed vehicle will weigh (including trailers for combination vehicles) and that you make realistic selections when establishing your performance criteria. Chassis dealers have access to sophisticated computer programs that will make these calculations for you, but the output is only as good as the information you put in.

**Writing a killer spec**

Designing an integrated work truck is not difficult. It does require that you understand the design principles involved and that you research your requirements before starting the design process. If you take the time to write a killer spec, you will be rewarded with a more productive, cost-effective vehicle.

Robert “Bob” Johnson is a former fleet manager and currently director of fleet relations for the NTEA (National Truck Equipment Association), the association for the work truck industry. This article is based on a presentation he will make on the same subject, “Developing Optimal Specifications for New Work Truck Bodies and Equipment,” at The Work Truck Show 2014, to be held March 5-7, 2014, (educational conference March 4-6) in Indianapolis, Indiana. Related presentations among the show’s 60 educational sessions include “Designing Your Next Truck Chassis to Meet the Job Requirements,” and “Optimizing Efficiency and Performance: Properly Spec’ing Your Next Powertrain.” For more information about The Work Truck Show, visit www.ntea.com.
**How to Get People to Do What You Want Them to Do**

*By Garrison Wynn, CSP*

If this article title pulled you in, maybe you’ve recently realized that having a better tactic or using your (seemingly imaginary) charisma is not producing the influence you would have hoped. You’ve read the leadership and negotiation books and you’ve witnessed some disturbing YouTube videos that appear to prove you no longer need talent or a point to be in front of a camera. However, your all-consuming problems still remain: Your employees just can’t get the job done, your boss is a low-IQ narcissist, and your 22-year-old kid has just told you, “I don’t, like, see myself as, like, working every day at a job and stuff.”

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By Garrison Wynn, CSP

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Intelligence is not enough. **The average IQ for an executive is 104, which is lower than the average for middle management.** If you’ve ever been to a Mensa meeting (the Genius IQ Club), you might have noticed a disturbing number of grownups wearing backpacks, and a lot of crummy cars in the parking lot.

**Are you being sincere but emphatic with your adult child who still lives at home?** These days, over 50 percent of all adults 18-26 years old live with their parents. If you have an adult child still living at home, wearing your bathrobe, and wanting to know when more food will be arriving, you need to be forthright. You might say something loving but pointed, like this: “The only way other people will appreciate you as much as we do and offer you opportunities is if they see you as self-sufficient. So getting out on your own (which will involve you leaving this house, by the way) will cause the good things in life to come your way.”

**Do you have extreme clarity?**

Intelligence is not enough. The average IQ for an executive is 104, which is lower than the average for middle management.

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Atlantis, Paradise Island, Bahamas

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*TCI WMC 2014 Preview!*

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Could it be that what works for others in the area of influence will not work for you? Over the years, our organization has done anonymous surveys with thousands of extremely influential people who have a proven track record of motivating people to do what needs to be done. From them, we found that some foundational (I can’t say “basic” for fear of offending a particularly sensitive expert) ideas that we often deem irrelevant are the root of influence. Here are those things:

**Are you proving to people that you see them as valuable?** Have you told them that you appreciate their talent and could not have done so well without them? That’s very different from just saying, “Good job!” And it’s not as ridiculous as saying, “You’ll have a job here as long as you want one,” which seems to indicate that they will definitely quit – it’s just a question of when.

**If you’ve ever been to a Mensa meeting (the Genius IQ Club), you might have noticed a disturbing number of grownups wearing backpacks, and a lot of crummy cars in the parking lot.**

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To attract and retain these crucial younger employees, you must show the value of your organization and environment. Flexible work hours, dropping the...
dress code, and praising younger workers along the way to the goal have a proven track record for success. Having employees who are spoiled is a lot better than not being competitive.

3. To influence people under 30 years old, what you propose must make sense at a very basic level. This younger generation grew up with so much information thrown at them that you’ve got to be able to show them why you’re doing something. If it doesn’t make relevant sense to them today, they will question it and have difficulty taking action on it. If you want young people to come to work early, you need a real business reason – not just that you like to get to work at 7:30 a.m. but don’t particularly care for loneliness.

4. The key to getting people to do what you want them to do is understanding what they value. In its clearest and simplest form, what they value is love, money, and prestige. If they can get that from you, they’re willing to listen and take action. Unfortunately, most people believe they need to outsmart people to get them to take action. So if you’re upset because you think the world is run by idiots – well, you might have a point. (See, you are really smart!) Most research shows that it’s easier to simplify things so you can compete. The truth is that when it comes to getting people to take action, explaining your value is more valuable than actually having it.

In the end, the main reason people don’t do what you want them to do is not because your ideas are terrible; they just seem to lack value. It’s useless to bring your A game if no one wants to play. You have to make the game appealing and then make people feel valuable for participating. The idea is to position yourself up front with all the influence tactics you can and then throw all your effort behind that.

Being good at what you do these days is just not enough. People have to like what you do, and, in reality, they have to like you. Everything mentioned above – being solutions-focused, retaining top performers – it’s all important, but are you personally influential enough to make any of that actually happen? How do you know you have that kind of influence? When you’re really influential, you’ve created enough buy-in that people will be on your side even when you’re wrong. True influence exists at places like Muzak, where classic rock becomes elevator music. There’s obviously some strong buy-in taking place when a guy with a “special” kind of musical genius proclaims, “I really like Def Leppard! … But only on the oboe.”

Garrison Wynn is CEO of Wynn Solutions (garrisonwynn.com) and author of the Amazon.com bestseller The Real Truth About Success, published by McGraw Hill. This article is based on a segment of his presentation, also titled “The Real Truth About Success,” that he will make at Winter Management Conference 2014, February 2-6, at Atlantis, Paradise Island, Bahamas. For a complete WMC schedule or to register, visit www.tcia.org/events/wmc-2014 or call 1-800-733-2622.
Bandit to be acquired by Alamo Group Inc.

Bandit Industries announced in December that it would be purchased by Alamo Group Inc. The acquisition would allow Bandit to better capitalize on the rapid growth the company has experienced in the last three years while also preserving the Bandit legacy built over the last 30 years, according to a statement from the company.

“It was vital for us to find a company that would keep the Bandit name, the operations, the people and everything that has made Bandit such a success,” said Jerry Morey. “We never considered selling to anyone that might want to just build up the company for liquidation. We wanted a company that was interested in entering the markets we already supply.”

It is expected that Bandit will remain headquartered at its current mid-Michigan location and that its existing operations, including the workforce, management team and sales distribution network will also remain in place. In addition, it is anticipated that Jerry Morey, along with Bandit co-owners Mike Morey Sr. and Diane Morey will continue to be involved with the company following the sale and during the transition to Alamo.

Alamo Group provides design, manufacture, distribution and service of equipment for right-of-way maintenance and agriculture. Corporate offices are in Seguin, Texas.

Bartlett acquires Finch Tree to expand California service area

Bartlett Tree Experts has expanded their presence in California to include the Los Angeles metro area with the recent acquisition of Finch Tree Surgery. Located in San Gabriel, this is Bartlett’s seventh operation in the state, where they also have offices in the Bay Area and Santa Barbara.

“In addition to entering a new market, this acquisition has been an opportunity to add some very talented professionals to our team,” says James Ingram, president of Bartlett Tree Experts.

Fred Finch worked in tree care for over 20 years before he founded Finch Tree in 1968, and quality workmanship was a priority from the beginning. His son, Randy Finch, carried on that tradition for 33 years as a consulting arborist and owner of the business before making his recent decision to retire. During Randy’s tenure, Finch Tree was the first company in California to obtain several industry credentials as they arose, including TCIA Accreditation in 2005.

Finch’s former president, Daniel Goyette, is staying on to manage the San Gabriel operation for Bartlett. The office’s other team members will remain the same as well, providing a smooth transition for all involved, including clients.

“Moving into a new service area through an acquisition requires a lot of trust,” Ingram comments. “We look for businesses with strong cultures of high quality work, safety, and customer service. That’s what we found with Finch.”

OFA and ANLA merge

Members of OFA, The Association of Horticulture Professionals, and the American Nursery and Landscape Association (ANLA) have voted to consolidate the two organizations into a new, national trade association to serve the entire horticulture industry. The announcement followed a 30-day open ballot and an in-person vote for OFA’s members, held in Columbus, Ohio.

Named the American Horticulture Association, the new group will begin operations by January 1, 2014. AmericanHort, as it will be known, will have its primary office in Columbus, Ohio and an office in Washington, D.C., to facilitate government relations and research activities.

Foley Engines offers tips for power takeoff clutches

Foley Engines is offering, free of charge, a booklet to help maintain and upgrade Twin Disc or Rockford power takeoff clutches. This booklet contains 15 helpful Dr. Diesel Tech Tips and Guides to help install, maintain and upgrade these PTOs. To receive this free booklet, contact Foley Engines, a TCIA Associate member company located in Worcester, Massachusetts, at 1-800-233-6539 or email DrDiesel@FoleyEngines.com.

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**Echo’s CS-303T top-handle chain saw**

Echo’s new CS-303T top-handle chain saw is designed after the company’s best selling top handle chain saw design and uses a proven engine that has been redesigned for increased power, fuel efficiency, and reduced emissions. Available in 12-inch and 14-inch bars, it features an automatic/adjustable oiler, a side-access chain tensioner, a vibration reduction system, a purge bulb, and an inertia chain brake. The CS-303T is lightweight, well balanced, and starts easily – whether on the ground or in the tree. It fits nicely into the Echo top handle line-up between the lightweight CS-271T and the powerful CS-355T. As with all ECHO chain saws, CS-303T is covered by a one year commercial warranty and five year consumer warranty. (www.echo-usa.com)

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**MapCentrix subscription-based tree work software**

MapCentrix subscription-based software allows arborists to easily map clients’ trees and track their history. Photos can be attached and annotated to clarify upcoming work and document things like diseases, hazards or infestations. MapCentrix is designed to work like you, according to the company, with clean, clear proposals, work orders and invoices that can be integrated into QuickBooks. What differentiates MapCentrix is that information is collected, edited, stored and retrieved in the same place. Because it is cloud-based, information is accessible by any user from any computer with Web access anytime. It is easy to use because it follows an arborist’s natural workflow rather than a computer’s. Compatible with Windows, Mac, tablet, or any device with a browser like Chrome, Firefox or Safari. No installation, it just works. (mapcentrix.com)

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**SafeTree Products THS1 Scabbard**

SafeTree Products LLC’s new THS1 Scabbard is specifically engineered for the more popular, lighter weight, top-handle pruning saws used today. This design combines all the same characteristics of Safe Tree’s large saw scabbard, including durability and longevity, but now in a more compact package to provide the user with more room to safely move about the bucket. Construction from a UV-stabilized, virtually indestructible revolutionary material that will not damage or dull the cutting edge of your blade, it will not fracture, splinter, or break apart, all the while providing maximum accessibility, maneuverability and safety in the work space. This scabbard is available for both interior and exterior mounting on the utility bucket, and features SafeTree’s under-rail clip that locks the scabbard to the utility bucket. (www.safetreeproducts.com; 508-369-6617; info@safetreeproducts.com)

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**Morbark’s Beever M15RX Brush Chipper**

Introduced at TCI EXPO 2013 in Charlotte in November, Morbark’s new Beever M15RX Brush Chipper is a high-capacity machine with a lighter-weight design that incorporates many of Morbark’s most popular features, including a patented chambered air impeller system to increase chip throwing velocity and reduce dust and material blowback out the infeed to pack more into the chip truck; the powerful TorqMax top feed wheel compression system, which generates more than 3,400 lb./ft. of material pulling force; and 8.2 lb., 6-inch channel frame rails with 2-inch x 4-inch tubular steel frame with cross bracing for increased structural strength while maintaining low unit weight. (www.morbark.com)

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Send Cutting Edge Product information to: editor@tcia.org
## Events & Seminars

January 8, 2014
TCIA Webinar: Don’t Let an Injury Cripple Your Business: 3-4 pm EST
Contact: dlee@tcia.org; www.tcia.org

January 8-10, 2014*  
Northern Green Expo  
Minneapolis, MN  
Contact: www.northerngreenexpo.org

January 9, 2014  
TCIA Webinar: Get to Page 1 on Google: 3-4 p.m. EST  
Contact: dlee@tcia.org; www.tcia.org

January 13-17, 2014  
North Carolina Green & Growin’ Show  
Greensboro, NC  
Contact: info@ncnla.com

January 14-15, 2014*  
Certified Treecare Safety Professional/CTSP Workshop  
Turf Valley Resort, Ellicott City, MD  
Contact: 1-800-733-2622; peter@tcia.org

January 15, 2014  
Chopper Operator Workshop  
Livermore, CA  
Contact: www.tcia.org/event

January 16, 2014  
EHAP Workshop  
Axis, AL  
Contact: www.tcia.org/event

January 16, 2014*  
Connecticut Tree Protective Assoc. Annual Meeting  
Aqua Turf, Plantsville, CT  
Contact: www.ctpa.org

January 21-23, 2014  
Indiana Arborist Association  
January 21-23, 2014  
TCIA Webinar: Don’t Let an Injury Cripple Your Business: 3-4 pm EST  
Contact: dlee@tcia.org; www.tcia.org

January 26-27, 2014*  
New York State Arborists Association Annual Meeting  
Suffern, NY  
Contact: www.nysarborists.com

January 26-28, 2014*  
Wisconsin Arborists Association Annual Conference  
Great Bay, WI  
Contact: www.waa-isa.org

January 29-31, 2014*  
Midwest Chapter ISA Annual Conference  
Dubuque, IA  
Contact: www.mwisaa.org

February 2-6, 2014  
Winter Management Conference 2014  
Atlantis Paradise Island, Bahamas  
Contact: 1-800-733-2622; dmorgan@tcia.org;  
www.expotci.org

February 5-7, 2014*  
New England Grows 2014  
Boston Convention & Exhibition Center, Boston, MA  
Contact: www.NewEnglandGrows.org

February 11-12, 2014*  
Certified Treecare Safety Professional/CTSP Workshop  
Russo Power Equipment,Schiller Park (Chicago), IL  
Contact: 1-800-733-2622; peter@tcia.org

February 15-18, 2014*  
Southern Chapter ISA Annual Conference  
Myrtle Beach, SC  
Contact: www.isasouthern.org

February 24-25, 2014*  
2014 PennDel Shade Tree Symposium  
Lancaster Convention Center, Lancaster, PA  
Contact: www.penndelisa.org

February 23-25, 2014*  
Ohio Tree Care Conference  
Sandusky, OH  
Contact: www.ohiochapterisa.org

February 26-27, 2014  
ELA Conference & Eco-Marketplace  
Springfield, MA  
Contact: ela.info@comcast.net; www.ecolandscaping.org

March 5-6, 2014*  
Certified Treecare Safety Professional/CTSP Workshop  
Hilton Garden Inn, Windsor, CT  
Contact: 1-800-733-2622; peter@tcia.org

March 11, 2014  
Webinar: Simplifying OSHA Compliance: 2-3 p.m. EST  
Contact: dlee@tcia.org; www.tcia.org

April 2-3, 2014  
Urban Tree Research Conference  
University of Birmingham, Edgbaston, UK  
Contact: www.charteredforesters.org

### More almanac online! For the most up to date calendar information, visit www.tcia.org/events => industry-calendar

Send almanac listings to editor@tcia.org, or post them yourself on TCIA’s Industry Calendar – follow the directions above.

### What’s coming in TCI?

Each issue of TCI Magazine contains a variety of articles tailored to the specific needs, concerns and interests arborists. TCI solicits a number of articles from outside writers to keep its editorial content fresh.

Do you have a story for TCI? The editor will be happy to review your idea or manuscript and discuss it with you. Here are some of the upcoming topics for the next two issues:

**February* Green Issue**

**Machinery & Equipment:**
- Right-of-Way Equipment; Stump Grinders

**Tools & Supplies:**
- Biological Soil Amendments;
- Pest Management

**Services:**
- Sustainable Operations/Practices

**Safety:**
- Pesticide Safety

**March**

**Machinery & Equipment:**
- Log Loaders/Skid steers

**Tools & Supplies:**
- Chain Saws; Seasonal checklist

**Services:**
- Fleet Management

**Safety:**
- Crane Best Practices

**Special Regional Section:**
- Northeast;
- Mid-Atlantic

Contact editor@tcia.org

Advertising: Sachin Mohan, mohan@tcia.org

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**April 5-10, 2014**  
Western Chapter ISA: Arboriculture on Parade  
Pasadena, CA  
Contact: www.wcisa.net

**April 16-17, 2014**  
Certified Treecare Safety Professional/CTSP Workshop  
Mauget headquarters, Arcadia, CA  
Contact: 1-800-733-2622; peter@tcia.org

**July 31-August 1, 2014**  
Certified Treecare Safety Professional/CTSP Workshop  
Milwaukee WI  
Contact: 1-800-733-2622; peter@tcia.org

**August 2-6, 2014**  
ISA International Annual Conference and Trade Show  
Milwaukee, WI  
Contact: www.isa-arbor.com

**August 13-14, 2014**  
Certified Treecare Safety Professional/CTSP Workshop  
La Quinta Hotel, Hayward, CA  
Contact: 1-800-733-2622; peter@tcia.org

**November 13-15, 2014**  
TCI EXPO 2014  
Hartford Convention Center, Hartford, CT  
Contact: www.expo.tci.org

* Indicates that TCIA staff will be in attendance

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**Advertising:**

Sachin Mohan, mohan@tcia.org

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**Industry Almanac**

January 21-24, 2014  
Advanced Landscape Plant IPM PHC Short Course  
University of Maryland, College Park, MD  
Contact: (301) 405-3913; akeoeiman@umd.edu

Contact: www.charteredforesters.org

Contact: www.tcia.org
With its November 8 Federal Register notice, OSHA proposed amending its recordkeeping regulations to add requirements for the electronic submission of injury and illness information. Employers with more than 10 full-time employees are already required to keep this data under OSHA’s regulations for recording and reporting occupational injuries and illnesses.

The proposed rule amends the existing regulation by adding three new electronic reporting requirements.

First, OSHA will require establishments that had 250 or more employees in the previous year to electronically submit information from these records to OSHA on a quarterly basis.

Second, OSHA will require establishments that had 20 or more employees in the previous year, and are in certain designated “high-hazard” industries, to electronically submit the information from the OSHA annual summary form (Form 300A) to OSHA annually. This submission requirement will replace OSHA’s annual injury and illness survey, authorized by the current version of the regulation.

Third, OSHA will try to mandate that any employer they designate and notify must submit specified information from their Part 1904 injury and illness records.

The ostensible purpose of this rulemaking is to improve workplace safety and health through the collection of useful, accessible, establishment-specific injury and illness data to which OSHA currently does not have direct, timely, and systematic access. With the information acquired through this proposed rule, employers, employees, employee representatives, the government, and researchers, OSHA contends, will be better able to identify and abate workplace hazards.

OSHA plans to eventually post the data online, as encouraged by President Obama’s Open Government Initiative.

According to OSHA’s press release quoting Dr. David Michaels, Assistant Secretary of Labor for Occupational Safety and Health, “With the changes being proposed in this rule, employers, employees, the government and researchers will have better access to data that will encourage earlier abatement of hazards and result in improved programs to reduce workplace hazards and prevent injuries, illnesses and fatalities.”

OSHA makes it sound nice in the press release, but in reality this measure marks the continuation of OSHA’s tactic of publicly shaming employers. In a National Public Radio interview shortly after the proposal’s announcement, Michaels likened this measure to a department of public health score in the front window of a restaurant.

With this ulterior motive in mind, consider how such data could be misconstrued by the consuming public with the following simplistic example of two competitors, Tree Company A and Tree Company B.

These two fictitious companies have similar accident prevention programs and employees at these two companies experience about the same likelihood of being hurt on the job. Both companies have an “incident rate” of 10.0, but Company A has 110 employees and Company B has 11.

At the end of the year, each company dutifully informs OSHA of the number of recordable incidents they experienced, as reflected on their respective 300A Summary forms. Company A, by virtue of its greater size and exposure, had 11 incidents. Company B had one.

As a discerning consumer, or as a prospective employee, which company should one pick?

TCIA intends to share its concerns with OSHA over this proposal by “signing on” to comments along with other employer groups. Individuals or companies may submit comments, identified by docket number OSHA-2013-0023, or regulatory information number (RIN) 1218-AC49, by any of the following methods:

• Submit comments electronically at http://www.regulations.gov. Follow the instructions on the website for making electronic submissions.

• If your submission, including attachments, does not exceed 10 pages, you may fax it to the OSHA docket office at (202) 693-1648.

• Mail, hand delivery, express mail, messenger, or courier service: You must submit three copies of your comments and attachments to the OSHA Docket Office, Docket Number OSHA-2013-0023, U.S. Department of Labor, Room N-2625, 200 Constitution Avenue N.W., Washington, DC 20210.

All comments are placed in the public docket without change and may be made available online at http://www.regulations.gov.

Peter Gerstenberger is senior advisor for safety, compliance & standards for the Tree Care Industry Association.
By Rick Howland

They may look simple – metal rectangles with sharp edges and simple mounting holes – but there’s a surprising amount of science and engineering that goes into making and maintaining a brush chipper knife.

To be clear, the knife for a brush chipper is really a two-part system comprised of a moving blade (the knife) and a stationary one called the anvil. Information in this article, in terms of metallurgy, design and manufacturing, goes for both parts, since they operate as a system.

Other than variations in thickness and size, brush chipper knives all look pretty much alike – a quadrangular piece of steel with a sharp edge on one or both sides (depending on the machine) and holes at the thickest part of the piece, the center shoulder, used to mount the blade in the chipper. But there is far more to the story.

What you don’t see when looking at typical chipper knives are the precision designs that go into fabricating those knives, and the high level of machine tool metallurgy required to keep those knives from flying apart at high speeds and under load, and to keep them sharp longer.

Looking back at the evolution of the chipper, Russ Barratt, marketing manager at Simonds International Corp., says, “At 108 years, we’re an old-line company initially involved primarily in the sawmilling business, so we’ve been in a position to watch the transition of stationary chippers to portable units used in the woods and then the evolution to the brush chipper, which is really an outgrowth of the others.”

“The nature of most machines used in brush work requires that chipper knives be face-mounted, meaning they are attached to the drum (or disk) directly with bolts … That can be very risky because it is easier to break a knife,” Barratt says, “because other than the head of the bolt holding it down, there is nothing else – such as a cap – to hold the knife onto the machine.”

“As a result, and from the time the brush chipper was first envisioned, it was important to get heat treating of the knife exactly right. There is no wiggle room on that,” he stresses.

Not only is heat treating critical, it is complicated by the fact that heat treatment varies in different places throughout the knife body.

“What has evolved,” Barratt says, “is a chipper knife that has a slightly softer centerline (the thickest part), where bolts hold it in place, than at the hard cutting edges. Because it is not so brittle at that centerline point, the knife is more resistant to breaking out or chipping and flaking around those bolt holes. This process is called differential heat treatment. Precisely controlling that process, in our opinion, is one of keys to making these knives successful and durable in getting out tons of chips.”

Barratt also says that, from what he can see, the trend right now and into the foreseeable future will be toward larger, higher-horsepower and higher-capacity chipper machines. “Now that we see these machines becoming more powerful, we also are seeing the move back (as with stationary sawmill machines) to having chipper knives clamped in place with a cap. From a safety point of view, especial-
ly with higher velocities and torques, this is a good thing,” he adds.

As important as the tempering is the actual starter material knife makers use. “One of the other aspects users may not be aware of is the specialized steel used in the knives we make,” Barratt says. “The material we use is a modified grade of A8 tool steel.”

He explains that this is a “very specialized grade of tool steel used virtually exclusively for chipper knives. Quality sources of that raw material are all overseas, largely northern European, German and Austrian.”

“This special steel allows for correct properties for wear resistance and impact resistance. Both features are key to the brush-chipper application, and it is the same material we use in chipper knives for the biggest machines out there today, including the big stationary chippers used in sawmills,” he adds.

According to Barratt, “The Simonds brand knives are made in Michigan. We are not an importer. We believe our expertise in heat treatment and selection of premium materials lets us get peak production by helping the knife retain a cutting edge better and stand up longer in heavy chipper use.” The company supplies knives for virtually any machine, including directly as OEM equipment for major manufacturers.

“What we see is a continuing trend for those in the chipper business to run bigger machines,” says Barratt. “That is specifically true in machines used in biomass production. These are more powerful machines, but do not have the precision chip requirements we find in the paper industry. Chip and fiber length is very specific for paper. In biomass, that is much less critical, and users are looking for production throughput from more robust machines with high output and low maintenance. It’s a matter of tonnage per hour, and keeping a sharp edge makes a huge difference in processing speed and reducing costly strain on the machine.”

“We see that in other parts of our business, too, for example in sawmill blades,” he observes. “Blades that are maintained genuinely sharp will help the machine live many lifetimes with fewer repairs over those that are not. We recommend that blades go to a service shop for a proper grind. We see users trying to do this themselves and it usually ends badly.”

“For example,” Barratt says, “the temperature of the cutting edge (when sharpening) should never go above the point where you can put a hand on it comfortably. This is a rule of thumb. If you can’t lay your hand on the knife after the cutting wheel passes over it, you will likely have overheated the metal and drawn down the temper and the knife will not maintain a cutting edge.”

“So, one of the fundamentals in knife sharpening is this … start where the grinding wheel makes contact at the edge and travel from the edge to the body, never the other way,” he maintains. Because heat moves in the same direction as the spinning wheel, if you work from the edge...
toward the fat part of the knife, you will
tend to take the heat away from the edge
and thus not damage the temper.”

“Some users have multiple machines,
and we can build grinders for them and
provide training,” he says.

When asked about using today’s knives
to retrofit older machines, Barratt says, “In
some cases, OEMs can replace the main
disks to allow upgraded knife designs, but
simply replacing generally will not get you
there.”

Zenith Cutter Company knives, made at
the Zenith plant in Vietnam, are distributed
by Bandit Industries and its outlets world-
wide.

According to Bethany Lenahan, manag-
er of wear parts sales for Bandit, “A little
over two years ago, Bandit Industries part-
nered with Zenith to be the exclusive
distributor for Zenith-brand hand-fed and
whole-tree chipper knives. All orders for
Zenith’s tree care-related products, which
include knives to fit virtually any make of
machine, go through Bandit or its network
dealerships and outlets.

“We tested Zenith for years and saw a
quality and value because they have held
up for us,” Lenahan says.

As with all high-quality knives, she says,
“Zenith Cutter knives undergo a propri-
etary heat treatment developed to reduce
brittleness in the center while maximizing
the durability of the edge, reducing the
possibility of knife breakage that can
inflict catastrophic damage to a chipper.”

She stresses not to overlook the anvils
for maintenance, which are as important as
the knives in chipping. “Basically when
you switch out a chipper knife, check to
see if the anvil needs to be flipped
(reversed to present a second sharp edge
for extended wear). The anvil, which is a
static surface and works to hold material in
place for the cutter blade, can be sharpened
like the knife.” She notes that knives and
anvils do not have to be purchased as a set;
they are sold as separate items.

“Each knife has a different specification,
and it’s important to refer to the operator’s
manual for how much a blade can be
sharpened before going out of spec,”
Lenahan explains.

Overall, she notes, “Today’s blades are
far stronger due to better heat treatment for
durability. Because of the way they are
manufactured, these knives can be main-
tained better and will have a longer life.
That, of course, provides for better overall
wear for the machine.”

A 40-year veteran of the business, John
Halloran established his own firm, The
Knifesource, in South Carolina in 2000.
He is considered a pioneer in the industry,
credited with co-developing the double-
bevel (two-edged) cutting knife some three decades ago.

“Ours are made in the USA using specialty steel from China. There is no domestic source for this kind of tool steel,” he says.

“Quality control is the biggest change I’ve seen,” he says. “It’s driven by original equipment manufacturers, who are focused on this because of customers demanding higher tolerances.”

As one example he points to the Rockwell hardness scale. “OEMs want a hardness of 54 to 56 on the Rockwell scale for brush chippers with a tolerance of plus or minus one. That demands precision.” That Rockwell hardness, he explains, is at the cutting edges; the center or shoulder of the knife is less to allow for that softer metal, which gives the knife some “give” at the bolts’ mounting points.

“I also see OEMs ramping up their horsepower on machines to increase productivity,” Halloran notes. “Users demand greater output to run more trees through a chipper, and that has changed the dimension of the knives.”

“We have to make them from thicker and wider material to be able to deal with higher torque and horsepower.” He says, “Some machines are monsters at 1,800 horsepower and have to run a ¾-inch thick knife to accommodate biomass, tree and whole-log chipping. If you put a standard-thickness knife on a high-horsepower chipper, it will break, shatter, actually. We have found that as manufacturers build bigger machines, they also have to beef up knife design so knives don’t come apart.”

Concurrent with this, Halloran says tree care professionals are constantly upgrading equipment and adding to their fleets to deal with things like “crazy weather events.”

“It seems like we are having an increasing number of catastrophic events in this country as well as other places around the world,” he observes. “The need to clean up these messes left behind by ice storms, tornados and hurricanes is driving some of the demand for larger machines. It’s then that we see a surge in business.”

As the brush chipper advances in terms of brute strength, it does so with the “leading-edge” engineering and metallurgical finesse of the blades we know as knives and anvils.
Is that mushroom really a pathogen?

Regarding “Root Management and the New A300 Part 8,” (TCI, November 2013) on page 66, the picture of mushrooms with caption: “Fruiting bodies arising above a root area damaged by construction. ‘83.3.7 Detectable flare and root diseases and disorders should be diagnosed.’”

Although my background is in plant pathology, not necessarily mycology, I believe the fungus in the picture on page 66 are mycorrhizal fungal sporocarps (fungal fruiting bodies), not pathogens. The majority of fungi that associate with tree fine roots in a mutualistic symbiotic association and form visible, above-ground fruiting structures are in the group, Basidiomycetes. Many of their fruiting bodies are what we refer to as mushrooms and toadstools. They are commonly formed in the autumn, especially after rain breaks a drought. There are some very rare exceptions where the fungus is both pathogenic and mycorrhizal (e.g. Armillaria). The appearance of mycorrhizal fungi should not be considered detrimental to a tree.

I have belonged to various arborist organizations since 1979 and very rarely have I seen presentations on the pathogenic fungi that attack tree roots and basal flares. I would imagine that the vast majority of those reading TCI Magazine are not familiar with the basidiocarps of Xylaria polymorpha, Inonotus dryadeus, Ganoderma lucidum, and Armillaria spp. These are the species that would be of grave concern that apply to ANSI A300 Part 8: 83.3.7. When I observe the fungal fruiting body of Inonotus dryadeus, the weeping conk, on a large red or black oak, I consider it a good candidate for invasive probing (e.g. Resistograph) to determine the extent of decay. Large oaks with this fungus have a higher probability for immediate removal.

If you don’t know the difference between a mycorrhizal fungal fruiting body and a pathogen, it will be difficult to employ this standard.

Thomas L. Green, Ph.D., urban forestry professor emeritus
Western Illinois University, Macomb
Illinois

Letters & Emails

Send letters & emails to: editor@tcia.org

The fungus pictured in the November TCI Magazine on page 66. Mycorrhizal fungal sporocarps (fungal fruiting bodies) or pathogens?

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CHARLOTTE, NC

NOVEMBER 14 –16, 2013

2,500 attended, plus dozens of speakers, presenters and 1,000+ exhibitors

TCI EXPO finds success in Charlotte!

Tree care workers from across the world descended on Charlotte to take part in a variety of business, safety and arboriculture workshops and seminars; earn CEUs; watch professional tree climbers ascend a 30-foot tree on the trade show floor; network with other tree care professionals; plus compare equipment and evaluate products. More than 200 of the biggest names in tree care exhibited at the show, sharing the latest tree care industry products and services.

“These events have not only been valuable to me as the owner, but have been an eye-opener to my employees,” says Tom Savage, president of TCIA member company Savage Forest Enterprise Inc. “They enjoy talking with peers in the industry, keeping up with their CEUs, learning new techniques and, most importantly, feeling a sense of pride in the industry.”

Many attendees displayed their pride at the TCI EXPO Welcome Reception, sponsored in part by Vermeer, at the NASCAR Hall of Fame. More than 1,500 attendees crowded the high-tech venue and took turns racing their crews against one another in interactive exhibits such as race simulators and pit stop practice contests.

Attendees were also treated to TCIA’s 75th anniversary museum on the tradeshow floor commemorating the association’s 75th anniversary. Featuring a diverse collection of photos, and vintage tree care tools and equipment from the 1930s and beyond, this museum chronicled the history of the tree care industry. Historical exhibit items included: a 1927 Ford Model T Roadster, a 1949 two-person Mercury Disston chain saw, a 1931 Ford Model AA spray rig, and more.

To view photos from the NASCAR Hall of Fame, the 75th Museum and all the excitement of TCI EXPO 2013, visit TCIA on Facebook and Flickr!

See you later this year, November 13-15, 2014, for TCI EXPO ’14 in Hartford, Connecticut!

TCI EXPO was sponsored in part by Crown Partners Altec, Bandit Industries, Husqvarna, Morbark, Terex Environmental Equipment and Vermeer. Root and Seed partners include George Fern Exposition and Event Services, Liberty Financial Group, Inc., Northern Atlantic Financial, Buckingham, Fanno, HMI, Mauget, and Weaver Leather.
Sachin Mohan, left, TCIA vice president of marketing, and Mark Garvin, TCIA president and CEO, observe goings on during the TCI EXPO 1.14 Welcome Reception at the NASCAR Hall of Fame. Mohan has been selling TCI Magazine advertising and TCI EXPO exhibitor space for 16 years, playing a major role in both the financial growth and success of the association. Garvin, who has been with TCIA 18 years, having started as TCI Magazine editor under Bob Felix and overseeing special projects prior to assuming TCIA’s top staff position, has also played a major role in both the growth and direction of the association.

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| National Association of Tree Care Honor – www.nach.org |
| National Arborist Register – www.nar.org |
| National Arborist Register of Arborists – www.nar.org |
Don Blair stands with a display of equipment that he and John Hickey brought to the museum.

John Hickey, left, and William Helm catch up on tree care history.

Some of the founding members of the newly organized National Association of Arborists: John Hickey, Trees’ Master Arborist Association; and National Arborist Association.

This beautifully restored 1931 Ford Model A spray rig was displayed courtesy of The Davy Tree Expert Co. It has a John Bean pump that is still functioning.

The NAA logo is introduced in 1945.

Tom Hutchins, center, of Davey Tree, talking to attendees while wearing a dapper pair of pantoons!

Your history is our history

At TCI EXPO 2013 in Charlotte, North Carolina, attendees were treated to a museum commemorating TCIA's 75th anniversary on the show floor. TCIA is grateful for the loyal commitment of our commercial tree care firms and affiliated companies that have stood by us throughout the years and helped us build such a significant history. We couldn't have done it without you.

This 1959 Dodge Power Wagon was purchased by Wolf Tree for $3,400. It was a "nurse truck" hauled water to a larger herbicide spray tractor in the 1950s-1970s. Following that, the truck proved to be a large stump grinder until it was finally retired.

New NAA logo introduced

The objectives of the National Arborist Association have remained constant over the decades, though the methods may have changed.
Visit www.tcia.org for a more complete timeline of the Tree Care Association's 75-year history!
These are just some of the graphics that portrayed the 75-year history of the Tree Care Association and its members. For more history and images, go to www.tcia.org.

Stick around with TCIA to see what the next 75 years brings to the future of tree care!
**EXPO Exhibitors!**

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**Bandit’s raccoon continues to be an attendee favorite photo opportunity as he meanders around the tradeshow floor.**

**Morbark’s Boxer skid steers attracted the attention of these showgoers.**

**New England Ropes’ booth displayed a wide variety of ropes and climbing gear.**

Attendees take a good look at the equipment that Altec displayed at TCI EXPO.
Upward mobility has a new meaning these days...

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By Janet Aird

The early years were exciting ones at Carolina Tree Care, Inc. in Concord, North Carolina.

In 1987, J.C. McCann left the large tree care company he worked for and founded his own company. He had one client, a small electrical cooperative in Lenoir, N.C., and three crews. The next year, his future son-in-law, Jack Guffey, Jr., began to help with the company’s books. In 1989, Guffey and Lynn McCann were married, and the year after that, McCann invited Guffey to join the company.

“I started as a groundsman and did the books at night,” says Guffey, adding that it was a great way to learn how a tree care company operates. He bought the company in 1997.

Carolina Tree Care has grown an average of 15 percent per year since those early days. In the last seven years, it has been ranked by Inc. magazine as one of the 5,000 fastest-growing businesses in the country.

“In the next few years, our plan is to continue growth at a 10 to 15 percent rate,” Guffey says.

The Utility/Municipality division accounts for some 94 percent of their business. Their customers include utility companies, electric cooperatives, and municipalities in North and South Carolina, Georgia and Virginia. The vast majority of the work, close to 98 percent, is maintaining rights of way. They also do land clearing for the construction of new utility lines.

In addition to using their own equipment, they have contracts with helicopter companies that use specialized tree trimming equipment in order to access and maintain remote sections of utility rights of way.

The remainder of their customers are residential and commercial, which includes apartment complexes, homeowners’ associations, developers, and commercial, retail and industrial spaces. This division covers a 50-mile radius around each of Concord, Charlotte, and Asheville, N.C. The residential side makes up 60 percent of the division. The Residential/Commercial division grew 300 percent in 2013.

Carolina Tree Care offers these customers a full range of tree care services, including pruning, PHC, removals, and consulting. One of their specialized services is hazardous tree removal.

“People call us to remove hazardous trees,” Guffey says. “We’re known in all three regions for our ability to handle these jobs.” They have 24-hour residential emergency crews, and have sent crews as far as New York and Texas after storms.

They prune to remove dead, diseased, and broken branches; improve the structure, form, and appearance of trees; provide clearance, either vertically or horizontally; and allow specific views.

Their plant health care service begins with an evaluation of each tree’s growing conditions and its health. Treatments include fertilization, insect and disease control, root and soil stimulation, and growth regulator treatments.

The company also provides consultations, tree value appraisals, tree inventories with physical tags or GIS mapping, decay detection, hazard tree assessments, and long-term budgetary management plans. They even help guide customers through their tree insurance claims.

Carolina Tree Care has 130 crews operating in the southeastern United States, 126 of them in the Utility/Municipality division. Many employees, especially those who have risen from entry level to the upper echelon, are long-term. The ones who work their way up tend to stay, says Guffey.

“We sincerely care for our employees,” Guffey says. “We treat them fairly and we
also hold them accountable. We have a strong belief in safety. We have good, sound equipment, and a sound training program. We want our employees to be better tomorrow than they are today and better next year than they are this year.”

All crew members are trained in emergency response and certified in electrical hazard awareness (with TCIA’s EHAP), first aid, CPR, and in the skills they use in their position.

Approximately 85 percent of the company’s business comes from repeat customers and referrals.

“I believe in doing the right thing no matter what the circumstances,” he says. “It’s known within our industry that we operate with integrity. That’s a good thing to be known for.”

Their marketing includes direct mailers, billboards and coupons. They regularly send emails and newsletters to their customers.

Their equipment helps with their marketing. “We have a big presence,” Guffey says. “Our equipment is always in good shape and relatively new, and we’re constantly buying new equipment.”

It includes mechanical trimmers with insulated telescoping composite booms with a 75-foot reach; aerial lifts up to 75 feet in working height, and backyard lifts for areas that are inaccessible to truck-mounted aerial lifts; brush cutting and mulching machines; chip trucks; and disk-and drum-style chippers.

Their community service work includes picking up trash along roads and volunteering with the nonprofit Habitat for Humanity.

The Residential/Commercial division was accredited in 2007 and reaccredited in 2010. “I liked that model,” he says. “I believed in it and I believe in TCIA.”

In addition, he says, when he was a student, accredited schools always stood out for him, and he sees the company being accredited as a good way for it to stand out for customers.

Guffey handled the entire Accreditation process himself. “It took 50 to 60 hours, usually about an hour at a time. The hardest part was setting time aside to get the business plan together and all the parts of the puzzle in place.”

Just the process of thinking it through and making sure everything was in place provided value, he says, but there have been many tangible benefits as well. For example, the company began with a vision, but not a written business plan. Taking the time to write a business plan was meaningful at the time and is still very meaningful as the company grows.

In addition, during the Accreditation process, they placed a stronger emphasis on A300 pruning techniques and began including that information on their proposals. Being able to show that they held themselves to a higher standard than competitors who aren’t accredited helps customers understand that their pricing is in line with the quality of their work.

“I wish the public was more educated, but it doesn’t happen overnight,” Guffey says.

Most important though, their employees are proud of working for an accredited company. “Good employees want to be part of a company that does everything they can to be as good as it can be,” he says.

“I believe in the Accreditation process. It forced me to step my game up – and that’s where I want to be.”
All items taken from published reports or reported directly to TCIA staff, as noted.

**Man hurt by cut tree**

A man was injured when a tree fell on him as he was cutting it down November 2, 2013, in the Hornerstown section of Upper Freehold township, New Jersey.

Matt Kowalski, 35, was taken to Capital Health Regional Medical Center in Trenton with a possible pelvic fracture and back pain. He later was listed in stable condition, according to an *Asbury Park Press* report.

Submitted by David J. Ossowski, CTSP, safety trainer with Aspen Tree Expert Co., Inc. in Jackson, New Jersey.

**Two workers hurt in electrical incident**

Two tree-service workers were injured November 2, 2013, after one of them made contact with a power line while trimming a tree in Wall, New Jersey.

A 39-year-old Toms River, N.J., man received an electrical shock and suffered burns when he made contact with a primary-transmission power line. That man then fell from the ladder he was on and sustained further trauma injuries upon hitting the ground.

A second worker, a 20-year-old Manchester, N.J., man, was standing on the ground and sustained leg injuries when he attempted to catch the first man.

Both men were transported to Jersey Shore Medical Center in Neptune for treatment, but their conditions were not immediately available, according to an *Asbury Park Press* report.

Submitted by David J. Ossowski, CTSP, safety trainer with Aspen Tree Expert Co., Inc. in Jackson, New Jersey.

**Climber killed in fall**

Kopano P. Lopeti, 51, of Seattle, Washington, died November 5, 2013, in Everett, Wash., after he fell about 40 feet from a tree he was working on, according to a report in *The Daily Herald*.

According to an account provided directly to TCIA staff, Lopeti, an employee of a local tree service company, died after rappelling (descending) off the end of his line.

**Climber rescued after tree fails and falls on building**

A climber was injured November 6, 2013, in Washington, D.C., after the tree being cut apparently failed below the climber, dropping the climber onto the roof of a building.

When the tree fell it also landed on the roof of the building. The victim was rescued from the roof and in the care of medical personnel, according to a WUSA9/www.nbcwashington.com report.

**Trimmer dies in fall at resort**

A tree trimmer died November 6, 2013, after a fall while working at the Mirage hotel-casino in Las Vegas, Nevada.

Arturo Mendez, 31, who had trimmed trees at the Mirage for nearly a year, was about 35 feet up trimming trees when he fell. He had apparently been tied in and using some rigging, according to KVVU-TV FOX5 report.

**No injuries in crane mishap**

A $1-million, 80,000-pound crane leaned at a 45-degree angle for more than a day, with its 120 foot boom reaching within inches of a home’s roof, after a tree trimmer in Fort Collins, Colorado, found out too late on November 7, 2013, that it couldn’t handle the leverage of a large branch.

The crane had started to tip sideways slowly, its 120-foot boom reaching across two backyards before it stopped, with only a section of wooden fencing damaged. Two more cranes were hauled in to return it to the ground.

The tree care company planned to have the tree weighed to figure out what went wrong. The company owner said they had used charts to ensure the crane wasn’t overburdened, but added that clearly something went wrong. No injuries were reported, according to a 9NEWS report.

**Man killed moving cut tree**

A man died after a cut tree he was trying to move fell on him November 9, 2013, in Franklin, Wisconsin.

Lee Fischer, 73, of Whitelaw, Wisc., was pulling the cut tree off of another tree with his tractor when the cut tree twisted and fell on him. He died from chest and spinal cord injuries, according to *Journal Sentinel* and WTMJ Radio reports.
Lift operator killed in struck-by
A tree trimmer was killed November 12, 2013, in La Mesa, California, near San Diego, when a large branch hit him on the head. Josh Pudsey, 41, of Lakeside, Calif., was with a co-worker in an aerial lift trimming a tall eucalyptus tree next to a house when they apparently cut a branch wrong and part of the tree hit him, according to a FOX 5 report.

Contractor hurt in 30-foot fall
A contractor was injured November 15, 2013, after falling 30 feet from a tree near the Bull Run Reservoir in Sandy, Oregon. Crews from the Sandy Fire Department hauled the man on a stretcher through dense undergrowth before he was taken by Life Flight helicopter to the hospital, according to a KGW News Channel 8 report.

Tree worker hit and killed by truck, second person hurt
A tree worker died after being struck by a passing pickup truck at a worksite in Adamsville, Alabama, November 16, 2013. A second person, a woman, was injured. Investigators were checking to see if texting/distracted driving contributed to the crash.

A small pickup truck struck and killed the man. It also struck the woman, but the extent of her injuries was unknown.

The dead man, from Georgia and a contract-worker for a tree removal business, was standing in a blocked-off section of Highway 78 performing maintenance work for the state at the time of the incident.

The woman who was hit had her arm almost severed in the crash. It was not clear from the reports whether she was another worker, a resident in the yard of a home adjacent to the worksite, or another passerby. The pickup truck narrowly missed a flag man, who was directing traffic at the time.

Investigators were working to pull phone records of the woman driver of the pickup to see if texting and driving was a factor in the incident, according to ABC 33/40 reports.

Tree worker dies in 60-foot fall
A man was killed November 16, 2013, near Natchitoches Parish, Louisiana, after falling approximately 60 feet from a tree he was cutting.

Anthony “Lane” Wilson, 51, of Coushatta, La., was cutting limbs off a tree that he and his brother were preparing to remove for a landowner when the safety rope attached to his waist apparently broke, causing him to fall.

The landowner provided CPR on the victim until Natchitoches EMS Paramedics arrived. But the fall caused fatal injuries and he was pronounced dead on the scene, according to a KTBS 3 report.

Tree worker dies after trapped in tree
A tree worker died November 18, 2013, in Knoxville, Tennessee, after he was struck by a limb while aloft.

Three workers were attempting to remove several trees at a South Knoxville house. One tree split while the climber was...

(Continued on page 40)
CTSP CEU Quiz #2014-1 January 2014

1. The actual number of fatal incidents per year for ground workers, as recorded by the U.S. Department of Labor’s Census of Fatal Occupational Injuries (CFOI), is:
   b. 84
c. 30 to 40 percent
d. probably higher than reported

2. Rather than focus only on the results of an accident, trainers should perhaps:
a. focus on unsafe acts after they occur
b. prevent focus on accidents
c. discover and reduce the root causes of an accident
d. dissect a work procedure and eliminate all the steps

3. The number-one category of fatal tree care industry incidents is:
a. exposure to electricity
b. contacts or falls
c. serious burns
d. none of the above

4. Serious accidents can stem from:
a. failing to establish a work zone or drop zone
b. lack of command and reply communication
c. holding a job briefing where everyone understands what is expected
d. both a and b

5. Taking short cuts while performing a task hundreds of times with no incident:
a. is proof that nothing will go wrong
b. shows the skill of the worker
c. is a risk borne of overconfidence
d. displays that short cuts are more efficient

Accident Briefs

(Continued from page 39)

Man killed by felled tree
A worker felling trees for a logging company man was killed November 20, 2013, in West Finley Township, Pennsylvania, when a tree fell on top of him.

A co-worker cut a 6-foot piece of the tree off John Pirl, 46, of Normalville, Pa., and performed CPR, but was unable to revive him, according to a WTAE-TV report.

Contributed by Doug Bozich of Doug Bozich Tree Service in Verona, Pa.

Man killed by cut tree
A man died after the tree he was cutting down fell on him November 20, 2013, in Montgomery County, Alabama. When investigators arrived, the man, 64, was under the fallen tree. He was pronounced dead on the scene, according to a WSFA 12 News report.

Bucket operator hurt in fall
A bucket operator was hurt when he fell about 20 feet while trimming a tree in Mapleton, Minnesota, November 20, 2013.

It wasn’t clear if the man fell from the boom or the boom broke.

A helicopter was sent to the scene to transport the victim to a hospital, according to a report in The Mankato Free Press.

Tree worker crushed by wind-felled tree
A worker with a tree company removing a tree from a roadway was killed November 24, 2013, in Laconia, New Hampshire, when he was struck by another nearby tree that suddenly crashed to the ground. Dangerously strong winds gusting to more than 50 mph felled trees and knocked out power to thousands in New Hampshire that day.

The 54-year-old Tilton, N.H., man was in the roadway cutting up the tree when the tree directly behind him snapped in the wind and fell on him. Emergency personnel on the scene immediately began cutting to remove the branches and limbs, but when they got to him it was apparent the man was dead, according to a New Hampshire Union Leader report.

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Growing tree company in Denver, CO, is looking for a knowledgeable energetic individual to manage our tree trimming department and give meaning to our tagline, Integrity in Action. Must have field experience, communication skills, a CDL, and be ISA certified. Duties include scheduling jobs, setting pruning standards, training new hires, conducting our safety program, and overseeing equipment maintenance. Email resume to rosstree@rosstree.net to join our team.

Tree Climber/Crew Leader, IL
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A fully accredited TCIA company. The largest tree care company in Baton Rouge, LA, and continuing to grow. We can’t keep up with the demand and are in need of bucket truck operators and climbers. Must be experienced, drug free and have a valid DL. Good attitude and fun personality is a must. We offer competitive pay, work during the winter months, modern equipment and a safe working environment. Send resume to contact@boftree.com or call (225) 755-8088. Check us out at www.bofingerstreeservice.com.

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Certified Arborist/Tree Climber, Kailua-Kona, Hawaii

Immediate opening. Must have a valid CDL. Contact Tropical Tree Care, Inc. Email resume to: tropicaltreecare@gmail.com; phone: (808) 322-4722.

Arborist, Climber, Crew Leader, Foreman. Pleasant Hill, CA

Performs all required ground, climbing, and aerial lift duties in support of specific job assignments, as directed by crew leader or designated supervisor. Must have a valid driver’s license to be considered. Will pay for relocation for the right candidates, 2+ yrs’ experience climbing. Great Benefits and competitive compensation. EEO Employer. See complete job description and email your resume to our ad posted at www.jobs.tcia.org.

Part-Time Regional Outreach Coordinator – Northern West Coast area

TCIA’s newly created outreach coordinator position will concentrate on creating groups of tree care business owners who meet and interact regularly (face-to-face and online) and facilitating increased participation in TCIA programs via regional workshops that address both owner and employee needs (EHAP, CTSP, etc.). A regional coordinator will live and work in their assigned region to organize member gatherings (breakfasts, after-hour’s gatherings, etc.) where current members interact prospective members are invited to see what they are missing. Coordinator will work to strengthen the visibility of professional tree care through consumer awareness opportunities at events, via social media, and traditional press. Target area for coordinator based in Northern California, however other locations will be considered depending on strength of the candidate, local industry, location and TCIA strategic plans. For complete job description, requirements and application details, visit www.jobs.tcia.org. Resume and cover letter to: Bob Rouse, Rouse@tcia.org.
Sales Representative, West Des Moines, IA

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Climber/Foreman/Crew Leader

K.C. Arborist is looking for honest, professional, strong work-ethic employee with a great attitude and takes self-initiative on the job. Qualified candidates will have good communication skills, have a 2-5 years’ experience in pruning/removals, climbing, truck and equipment operation and possess problem solving skills. A clean driver’s license with CDL classification (or obtain CDL within 90 days) is required. ISA Certification, Degree & CTSP is preferred. Work year round servicing our residential, commercial, and municipal clients. K.C. Arborist offers health insurance, paid vacation, paid holidays, production bonuses, and an annual education budget. Visit our website to learn more about us and contact us! www.KCArborist.com.

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Circle 9 on RS Card or visit www.tcia.org/Publications
By Linnie Leavines

By now, most companies have realized the value of Facebook. According to Social Media Today, a whopping 64 percent of marketers see lead generation through their social media advertising efforts, making it vital to stay up to date on related emerging technologies and applications.

However, it can be difficult to decide which approach to use on Facebook. Many tree care companies already use Facebook Ads to promote their services but, as always, things change rapidly in the world of social media.

Facebook currently offers 27 different types of ad options to choose from, and not all of them are created equal. The most recent addition, Page Post Ads, has been lauded by marketing professionals for its ability to integrate rich, creative content into the user’s News Feed.

Page Post Ads bring the advertising experience directly to the center of the user’s newsfeed, making your message more prominent to your target market and integrating it seamlessly with regular newsfeed content.

This feature not only gives your company top-of-mind-awareness in the potential clients’ minds, it also provides you with the latitude to customize images, allowing for more robust brand development.

This is a dynamic new way to attract fans and create potentially viral content. Aside from being more attractive, there is also evidence to support the notion that Page Post Ads deliver better return on investment than the traditional right sidebar ads. Research conducted by the Facebook advertising platform Nanigans supports this conclusion, and found that Page Post Ads:

• increase ROI by 197 percent when compared directly to the right sidebar
• have a total ROI of 53 percent for link-based ads, and 24 percent for photo ads
• have a 17.1 times higher click-through rate compared to sidebar ads
• boast a 48 percent lower cost-per-click relative to sidebar ads
• increased the rate of purchasing users by 61 percent compared to sidebar ads

The statistics speak for themselves, but it is vital to understand how to optimize this new tool and explore its full potential. Here are a few tips published by a social technology company, Ampush, which will help you distinguish your Page Post Ads from your competition:

• Maintain your brand voice with creative content that will resonate with your audience
• Use rich media such as images and video to maximize user engagement – discounts and giveaways can also be very effective
• Make sure ads contain no more than 20 percent text as per Facebook rules

Hopefully these tips and stats will give you what you need to retain your competitive edge online.

References
Nanigans Study: http://allfacebook.com/study-nanigans-fbx-news-feed-ads_b117025

Linnie Leavines is TCIA’s marketing and Web assistant. She can be reached at lleavines@tcia.org.
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Encyclopedia of Trees is Jolly Good Reference Tool

The Illustrated Encyclopedia of Trees, 2nd edition, by David Moore and John White

Review by Tchukki Andersen, BCMA, CTSP

If David More and John White were committed to creating one of the most comprehensive tree identification books available, then they certainly have achieved their goal. It took the pair 10 years of meticulous hand drawing and cataloging hundreds of tree species before they could offer this massive reference. If this book were a phone app, it would “brick”* all the functions due to the size of the program. While far less convenient than carrying a phone app – there are 832 pages to cart around from job to job – this reference is more than just another tree ID book. It is a practical handbook stuffed with useful illustrations and key facts on nearly 2,000 tree species and cultivars. And what a steal at only $49.95!

The authors reside in the UK, so all of the measurements are in metric. The meticulous, color illustrations are so detailed they look like digital photos at first glance. Different representations of scale are placed in many of these illustrations to show the mature tree size compared to reference items such as rabbits, cows or park benches. Very entertaining. A couple of great surprises hidden in the final pages are a tree index listed by illustrations of the tree’s twig, and an illustrated guide to family classification by drawings of the foliage. Nice!

Thankfully not as dry as a botanical text book, this book is interesting and easy to read. The structure is organized by tree family in a broad sequence of their conventional scientific order, which reduces the hassle of searching. A minimal number of technical terms are used, and the ones that are can be found in the glossary. A great taxonomic glossary reminds us what a calyx or tubercle is, for example.

This ID encyclopedia even offers additional education at no extra charge. The concept behind the North American arboreal diversity compared to the reduced variety of the European native tree is discussed in the initial pages. How some of these flowering plants and their naturally occurring varieties initially moved around the planet (all trees are classified as flowering plants) is outlined in this excerpt:

“The reason for this difference lies in the last ice ages and in the different conformation of our mountains and valleys. In North America, the principal mountain ranges run north-south. As the ice descended from the north, plants were able to retreat before its advance, and then repopulate their old territories once the ice retreated. In Europe the major physical barriers lie east-west: the Alps, Pyrenees, most other ranges and the northern shore of the Mediterranean all barred the way to plants’ retreat before the ice, condemning the majority of warmth-needing species to extinction. When the ice retreated, far fewer plants had survived to advance northwards again. Of those that did, the trees most adaptable to different soils and conditions were able to form dominant colonies with less competition. For the time being, the post-ice age botanical landscapes were established – wonderful variety in North American woods and forests, not in European forests. And away from the parks and gardens this is still the situation today.”

Keep rifling through the pages and you will discover condensed lists of trees for different planting sites and tree qualities, such as:

• clay soils
• very wet ground
• seaside conditions
• acid soils
• dry soils
• poor soils
• cold, exposed places
• weeping foliage
• upright branching habit
• interesting bark
• attractive shoots
• good autumn color
• good flowers
• ornamental fruit
• ornamental conifers
• unusual garden trees

The Illustrated Encyclopedia of Trees, 2nd Edition can be a very beneficial tool on your bookshelf. Don’t be daunted by the colossal size. Every single species in

(Continued on page 56)
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STOP FLIPPING THE BURGERS!
Conquering “The Tyranny of the Urgent”

By Ed Laflamme

Recenently, a business owner for many years, called me and said he hadn’t returned my calls or emails because he didn’t have time, that he suffered from, “The tyranny of the urgent!” I could hear the frustration in his voice. He said he was buried in paperwork, with unreturned phone calls, emails, employee problems, unbilled customers, and proposals due – yesterday. YIKES!

In 30 years operating my business and now over the past 12 years working with more than 150 companies, I can testify that this is a very common problem.

If this phenomenon is occurring with you, working in your company, putting out the proverbial fires all day, then you may also be a victim of “the tyranny of the urgent!” Unfortunately, when this is happening you will never get to the important things that build your company.

So, the moral of the story is – the sooner you replace yourself – yes, work yourself out of a job – the better! Make that your future goal.

The best example of this is Ray Crock, the founder of McDonalds. He didn’t get caught up flipping burgers because his burger guy didn’t show up for work. He didn’t say he just couldn’t find burger people to do the job, so he was going to have work the second shift and flip burgers until he found one. No, no, no. Instead, he spent his time working on the important things – creating systems, finding and hiring the right people, and creating processes for them to do the jobs.

From the beginning, he worked on building a business that would operate without him and, as a result, it turned into what you see today.

If you are caught up doing a particular job or jobs in your business – and I don’t care if it’s in operations, sales, estimating, creating proposals, or doing the billing – make it your goal to work yourself out of those jobs.

You are not indispensable. You are really not saving your company any money. Instead, maybe you’re actually the proverbial “bottleneck.” So, stop flipping the burgers!

WINTER MANAGEMENT CONFERENCE

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I know this transition doesn’t happen overnight; it took me years to get out of the operations of my former company into this position, but I did it and you can too. The important thing is to make it your goal, so you don’t get trapped just working, working, working, year after year, in your business.

No matter where you are in the development of your company, the most important things to understand are what functions you are doing and what are the other people doing in your company. To help you understand this take out a blank sheet of paper and create an organization chart, commonly referred to as an “Org Chart.” If you want an actual working sample, email me (ed@HarvestLandscapeConsulting.com) and I’ll send it right out to you.

Now don’t put in the names of your employees yet, just draw circles or boxes with each position the company needs. For example, president, account manager, field manager, supervisor, bookkeeper (billing, payables, receivable), receptionist, sales, estimator, crew supervisor, purchasing, etc. Remember, an “Org Chart” is to show positions in the company and who reports to whom.

Once this is done, fill your name in all the positions you are currently handling and then do the same for your people. Most owners are surprised by just how many hats they are wearing. Now ask yourself, once your company can afford it, what’s the next position that can be filled to help take the burden off you? Then continue to grow your company and work to fill these positions.

The next step is to write detailed job descriptions for all of the positions in the company. You can start by writing all of the things you are doing and ask your people to do the same. In this way not only will this bring clarity for all, but they will serve as the framework for your future employment ads for the various positions needed.

What are the benefits of this shift in thinking?

It’s the difference between just having a job and making a living – to building a business. It’s having the time to grow your company and enjoy the process. It means making a living without working 12 hours a day, six days a week. It means the ability to spend time with your family and actually take a summer vacation. And, lastly, in addition to the many benefits already mentioned, it means building a salable company that can become your future “nest egg.”

So, work to eliminate the “tyranny of the urgent”; stop flipping the burgers and replace yourself as soon as you can. You won’t regret it.

Ed Laflamme, LIC, grew the largest landscape company in Connecticut. Now a principle with the Harvest Group, he is a professional speaker, author, business advisor and coach serving landscape owners nationwide. He will present a session titled “Are You a Fierce Competitor” at Winter Management Conference 2014, February 2-6, at Atlantis Paradise Island, Bahamas. For a complete WMC schedule or to register, visit www.tcia.org/events/wmc-2014 or call 1-800-733-2622.
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Once upon a time, in the land of business, a young man set out to free the vast Kingdom from the grip of its ugly monsters. The monsters were having the time of their lives creating havoc and threatening the very existence of the kingdom itself. They had, in fact, become quite skilled in their acts of terror. The fear of them and their unchecked power left many with little hope that someone would rise to conquer the beasts.

As the battles raged on, the monster slayer grew ever disheartened. He realized that many of the very people who said they wanted to kill the monster were actually nurturing the beast, and in many cases with no idea they were doing so. He knew he couldn’t do it alone.

It was time to teach everyone to stop feeding the monsters. If he was to succeed, he would need a whole team of monster slayers to bring peace back into the Kingdom.

OK, so this reads like a kid’s bedtime story. However, eliminating the so-called “monsters” that are destroying your business and creating injuries and fatalities is hardly kids’ play.

While our workplace monsters can take on many forms, there are a select few that are wreaking havoc when it comes to safety, quality and productivity, and they’re not just busy when we go to work. They’re working 24/7, at home and on the road, which is where the majority of accidents and fatalities actually occur (seven times more fatalities at home and 20 times more on the road).

It should first be said that employees are not the monsters. No, the monsters are rushing, frustration, fatigue and complacency – those things that cause us all to make mistakes. We have all injured ourselves and yet we never intended to. More than 95 percent of the time we simply made an error, by taking our eyes off of the task or our head out of the game – even if it was just for a moment. Eyes and mind not on task does not make you a bad person, but it does make you human.

Most of us have run a red light or missed seeing a stop sign. Was it because we wanted to put ourselves in the line of fire? No. We simply didn’t see it. We were not running red lights or stop signs for thrills. We had momentarily taken our eyes off the task of driving and put ourselves in the line-of-fire, and now luck largely will determine how badly we get hurt or if we get hurt at all. This simple mistake of not keeping our eyes and or mind on the task leads us to a potential injury or fatality – the monsters are wreaking havoc.

This is exactly what happens in over 95 percent of all accidental acute injuries. We simply didn’t see or think about the hazards at the moment, even though we were fully aware of the hazardous energy. Does telling people to be careful keep them from getting injured? Does telling them after the fact they should have been watching what they were doing really serve any good? The answer is no. The point is, we all need to focus on why we made the error in the first place.

That’s what gets me back to rushing, frustration, fatigue and complacency. Those four states are what are causing the errors. No one seems to ever ask why we took our eye off the ball or why our head was not momentarily in the game. (Figure 1)

These monsters have even evolved into...
feeding themselves. Someone gets hurt – and the management group gets frustrated (monster). They round the employees up and lecture them about the importance of safety – as if the employees didn’t already care. This makes the employees frustrated – which in turn leads to more eyes and minds not on task and potentially more injuries. In other words, the people who say they want zero injuries are actually feeding the monsters.

Knowing what’s really feeding the monsters is good, but knowing this does you no good at all if you’re not thinking about it at the time you are in that state. When you find yourself rushing because you are late for a meeting, are you thinking about the risk or just thinking about getting to the meeting on time? What about the fourth time you have tugged on a wrench to free a bolt, are you thinking about the wrench slipping and potential line-of-fire? When you are tired, do you think about the impact it may have on your decision making? How about when you have done a job a thousand times before – do you think about complacency and the problems it can cause?

We know that these four states lead to errors, but what do we do about it? We need to develop skills to manage them. For example, we need to develop self-triggering skills so we can realize that we are in one or more of these states. When you’re rushing, you need to understand, at that moment, its propensity to cause accidents and mistakes well enough to take corrective action. Of course, when you realize you’re rushing, your first inclination should be to slow down.

However, if you can’t slow down (rushing a child to an emergency room), you can use that as a trigger to focus more – by getting your eyes and your mind on task

(Continued on page 57)
North America seems to be represented, so finding and comparing a sample to the text might take a little searching. Also, some of the common names used in the UK are a little bit off from local lore, for example: *Abies concolor* is labeled as Colorado white fir, where North American arborists most commonly would refer to it as white fir.

But not to get sticky in the wickets, just use the scientific name for whatever you are examining to avoid confusion. It is also helpful to recognize that plant names fluctuate due to taxonomists continually changing things up. Even without combining your research with a local tree ID book, this encyclopedia would be a sure-fire solution for highly accurate tree identifications.

* “bricking” an electronic device is when someone breaks the device, i.e. it is turned into an expensive “brick.”

Tchukki Andersen, BCMA, CTSP, is staff arborist for the Tree Care Industry Association.
and thinking about line-of-fire and balance, traction or grip. This simple technique has been proven time and again to prevent accidents or mistakes from occurring. However, self-triggering is only one of four critical error-reduction techniques you can use to prevent error and injury (see Figure 2).

Of course, we can’t prevent every mishap. We may still experience small bumps and bruises along the way. But what we can do is develop our skills to help us determine what state-to-error pattern was present, and, more importantly, what critical error-reduction technique we can use to prevent the error from occurring next time. Through using these four simple techniques, we will continue to develop our own skills of recognizing potential errors before we make them.

What I have found interesting is that these state-to-error patterns repeat themselves at work, at home and on the road. My experience with more than 75,000 employees at hundreds of companies tells me that these mistakes occur everywhere. Whether I have been in Canada, the U.S., the Arctic Circle or the jungles of Mexico, I see the same monsters causing people to make the same critical errors. The good news is these four efficient techniques will go a long way in slaying these universal monsters. If applied consistency we can protect ourselves and our kingdoms.

Kevin Cobb has brought Advanced Safety Awareness Skills to some of the toughest environments imaginable across the U.S., Canada and Mexico. His straight to the point and passionate delivery underscores his belief that safety is a matter of skill and motivation. His approach challenges us to take charge of our personal safety by focusing on, and managing, our safety skills. This article is based in part on his talk on the same subject that he will present at Winter Management Conference 2014, February 2-6, at Atlantis Paradise Island, Bahamas. For a complete WMC schedule or to register, visit www.tcia.org/events/wmc-2014 or call 1-800-733-2622.
By Amara Lorch

The highest I’ve ever been is climbing to the top of a dead snag on my old spikes. They rock ‘n roll and the tree creaks. I don’t think of the ground right now. Will the hard, dead wood hold my spikes? Or, will it refuse to give even an eighth of an inch?

The tree I’m removing is surrounded by younger, live trees that the homeowner wants to nurture. I have no room for error. First off, the top must come down. Everything is magnified now. The trees cannot be damaged; I could die; and, oh yeah, I could die.

You either take off the top or you don’t. I suppose there are other professions I could invest my energies into. Yet, I climb. I climb; I cut; I climb down. When I take off the top, I make sure no one and no thing gets hurt.

The top falls. It falls just fine. I made my money. The young, viable trees are safe, the dead snag is on its way to being removed.

I climb down. Cutting on my way.

Now, I just have to cut chunks that outweigh me by 150-200 pounds and fell them away from me and to the ground. I can’t allow myself to think of a bad wobble that would send one of the chunks back onto me, snapping and crushing me. Or, think of a miss-cut that would go through my lanyards. I just think happy thoughts.

I am overwhelmed by fear. It creates a laser point of focus in my mind that only knows how to get the job done right. It drives me on.

If you aren’t afraid, you aren’t paying attention. You better be damned scared; the tree will kill you. Guy’s like us – well, we just die.

The fear? It doesn’t matter. 15 feet, 50 feet, 100 feet. They can all kill you. The constant fear of death shadows the job. I use it to stay alive and do the job at hand. It is just like that.

So, I’m a tough, old tree man. And, my confession is fear.

***

Phil is my husband and I wrote his confession down after we talked about what to say to you guys and women: a bunch of climbing arborists. I’m Amara, Phil’s wife, and I climb, prune, and remove trees, too. Smaller trees, no doubt, but, they can still kill you.

I love to be up in a tree. I notice so many things there. I forget about the paperwork and the regulations of running a business and I just think about how to be safe and how to do my job safely for the things and people down there.

I kind of forget about death in a tree. I am more concerned with trauma injuries. I try to avoid a big swing. I try to avoid a big cut. And, when I say try – that means do.

Safety first you guys – and women, ‘cause we can’t live without you.

Phillip Kinner and Amara Lorch co-own and operate Apex Tree Service, a TCLA member company based in Fort Collins, Colorado.
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