



## AMTOPP Receives Award For Outstanding Urban Forestry Partner 2019

The Montana Urban and Community Forestry Association (MUCFA) selected AMTOPP for the Outstanding Urban Forestry Partner of 2019. This award was to be presented during the Small Town Tree Board Retreat scheduled for March 19 and 20. However, COVID came into our world, and as other events, the retreat was canceled. But, thanks to the United Postal Service and Zoom, the package arrived and was opened during the MUCFA Zoom meeting.

Fred Bicha, MUCFA Chair, nominated AMTOPP for the award. His recommendation that AMTOPP should get this award for this year was due to the tremendous efforts put forth for arborists events in 2019 and already in 2020. These events included two great winter conferences (2019 and 2020), aerial rescue class in Helena, a summer field day at the MT Veterans' home in Kalispell, support of Saluting Branches in Helena, and financial support for the Tree Worker Academy.

Bicha says awards are given to those working to preserve and

advance our urban forests. With the various awards presented, recognition is given to communities, projects, and individuals for the leadership, commitment, and achievements in urban forestry.

AMTOPP and MUCFA have been partnering over the years to provide workshops, training, quality speakers for various events, and up to date safety information for tree enthusiasts.

It is with great pleasure that we receive this award from MUCFA. We look forward to continuing our partnership, and together we can face new upcoming challenges head-on.



## Day of Renewal and Remembrance

*June 14, 2020 Flag Day*

**By: Dudley Marburger**  
**Vice President AMTOPP 2020**

My first impression as the bus entered Arlington Cemetery is etched in my memory: rows upon rows upon rows of bleached white headstones. Some were in the ground so long that tree trunks had grown around them. Pictures of Arlington do no justice. Seeing the sheer numbers of truly committed Americans and their dedication to this country with their final act was humbling. The silence on the bus was heavy. Knowing we were there for a day of service in return for these gallant soldiers gave us strength and a feeling inside that is indescribable.

Serving on the AMTOPP Board of Directors has many returns for the time spent. Working with the members of AMTOPP means working with motivated, intelligent and cutting-edge people. Our commitment to the future of our industry is aided with the President and Vice-President being sent to Washington DC to represent the members on both a national arena and to our Representatives in Washington. Voicing the concerns and desires of AMTOPP members to our political leaders is necessary. Meeting other industry leaders on a national level gives us great insight as to the many futures of our industry. Bringing these insights back to Montana and incorporating them into both the January conference and the AMTOPP membership is one of the tools that keep us on the crest of the industry wave.

While we are in Washington DC we are given the chance to volunteer a day of service to Arlington Cemetery. Spreading lime is one of the favorite tasks. Trouble shooting and repairing irrigation systems was my task both years. Pruning, lightning

protection, planting... The list goes on. Over four hundred people donating their skills in a day of service. The humidity can be cut with a knife in Washington during the summer. Prepare for sweat equity! You will be split into teams with specific tasks and off you go. Meanwhile the cemetery is open for business. Taps, twenty-one gun salutes, fly overs with both helicopters and jets, horse drawn caskets and more twenty-one gun salutes. As they pass the team stops working and pays a deep respect to the ceremonies.

My second year as President I was working right below the Tomb of the Unknown Soldier, replacing sprinkler heads that were malfunctioning. Reaching the end of my work load I needed to see a man about a horse. I went to the stable in the Tomb building, so to speak. Coming out of the deliciously air conditioned building and back into the sweltering humid heat, a group of people were gathering. Not wanting to rush back to work, I stopped to see why. It was the changing of the guard at the Tomb of the Unknown Soldier. Military precision at its best. The ceremony blew my mind away. I have seen martial arts kata done by some of the best artists in the world. They would be in awe of this ceremony.

Then we arrive at my second time on the Executive Committee and the year of the COVID Virus. Who could have anticipated this socio political pandemic and the many rippling effects on society and business? The Day of Renewal and Remembrance and the Day on the Hill are two of the unnumbered casualties of this dreaded disease. These events have been postponed until next year at the soonest. This virus is a game changer.

As for my business, it is likely going to be a record year. Having

**See Remembrance page 7**

# President's Message



## Happy summer AMTOPP members!

Despite all of the COVID issues we have been having lately, I hope that everyone is having a productive and profitable season so far. I know

for me the workload seems to have increased, despite my fretting about the possibilities of reduced income that seemed inevitable a few months ago. Thankfully, we have been able to avoid too many issues, and with a little bit of luck and some small cultural changes hopefully we will continue to prosper and grow!

We as a board are currently in discussion on what the best course of action is for the conference and field day and should be able to get out some updates soon. While we are hopeful that the conference will be able to continue as planned (and we continue to make preparations for it) we are also looking at a contingency plan that we can implement in the event that we are not able to hold a physical conference this year. We are fully aware that the membership relies on the conference to provide CEU's for

ISA and Department of Agriculture licensing and are currently looking into the possibility of having some teleconference options available for people should the need arise. Like most things in life, we feel it is best to hope for the best and plan for the worst!

As far as field day this year is concerned, we have been able to locate a suitable site in Bozeman with The Station Foundation, an organization that specializes in helping veterans of the Special Operations community reintegrate into civilian life. Like every year, we encourage our membership to consider coming out to lend a hand, but we also have to take into account the current pandemic and plan accordingly. If you would like to come out to volunteer, we ask that you please contact Trudie to reserve a spot as space will be limited!

As always, please remember that we are in this together. If at any time you have any questions, concerns, or we can help you in any way please feel free to reach out to myself or any of my fellow board members and we will be glad to lend a hand!

Cooper Elwood  
President - 2020

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for announcements on new  
endeavors coming your way!



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Contact Kevin Tierney at  
[ktierney@arborwear.com](mailto:ktierney@arborwear.com) or call  
808.265.1125

# International Society of Arboriculture-Rocky Mountain Chapter

**Patrick Plantenberg**  
**RMC-ISA MT Director**

## Upcoming Events

### **Tree Worker Academy**

MUCFA, ISA-RMC, the City of Helena, DNRC, AMTOPP, and Vermeer are offering our second Tree Worker Academy to be held in Helena August 26-28, 2020. Dave Sexton and three other Ft. Collins, CO Urban Forestry personnel will be the instructors. Attendance will be limited to 20 students. Check out the brochure at: <http://mucfa.com/wp-content/uploads/2020/05/trainingbrochure2020-Rescheduled.pdf>

### **Northern Rockies Tree School**

The 2020 Tree School to be held in Sheridan WY October 5-7 has been cancelled.

### **PNW-ISA Training Event in October**

Check out While I was at the Inland Tree and Landscape Conference in Spokane, I learned about the Pacific Northwest (PNW)-ISA Annual Training Conference (ATC) to be held October 4-8, 2020. Check out the website at: <https://pnwisa.org/classes-events/annual-training-conference/>

### **ATC '20 Becomes Virtual Conference**

Over the past six months, the ATC Committee, identified programs

and speakers for this year's theme, Canopy Connections: Advancing Equity, Wellness & Community in Arboriculture. Unfortunately, due to the COVID-19 pandemic and many unknown variables impacting the health and safety of members and guests, the ATC Committee felt it was best to cancel this year's in-person conference and replace it with a virtual conference instead.

While this year's conference will differ from past ATC's, our goal is to provide the same quality education and networking opportunities that everyone looks forward to annually. If there's a silver lining, it may be that those limited by financial and geographic constraints can now participate. Plus, having a virtual conference enables us to be more flexible with number of offerings, scheduling, etc.

As plans are finalized, PNW-ISA will notify members via email, this web page and social media posts. Until then, stay safe and healthy and get ready for some fun virtual activities and events coming this October!

### **Montana League of Cities and Towns Annual Conference**

Montana urban forestry partners are hoping to put together an arborist track at the MLCT annual conference in Kalispell in Fall of 2020.

### **International Society of Arboriculture (ISA) International Conference**

ISA is excited to announce that the 2020 ISA Annual International Conference and Trade Show in Albuquerque, New Mexico has been rescheduled for 15-17 December 2020. For the first time ever, ISA will host a virtual experience along with the live conference in Albuquerque. ISA hopes that these new dates allow time for more of our members to be able to travel, our exhibitors to operate, and our community to recover. For more information check the ISA website at: <https://www.isa-arbor.com/Events/Annual-Conference/2020-Annual-Conference>

### **TRAQ Course and Requalification Course**

Vince Urbina may return to Montana to teach the TRAQ courses sometime in the spring of 2021.

For more information on any of these events, please contact me.

Thank you.  
Patrick Plantenberg  
m2andp2@mt.net  
1-406-431-4615

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# From Our Affiliates

## Patterned Holes on Trees

**By: Dr. Laurie Kerzicnik**  
**Associate Extension Specialist II**  
**MSU Extension**

When we have extensive damage on our trees, we can often spot the culprit. However, sapsuckers like the red-naped sapsucker can be tough to observe and can do noticeable damage in a short period of time. They are very cautious, often hiding from the observer. It is a summer, migratory woodpecker species that returns to Montana from its winter range in April. It prefers to feed on willow and aspen, and damage has been very common this year. The sapsuckers remove the bark and reach as far as the cambium to allow sap to flow from the tree. This creates wells and holes in patterned rows. This

damage is often confused with insect damage and the exit holes from wood-boring insects. However, insect exit holes are randomly distributed. Tree mortality is uncommon, but younger sapling trees could suffer. Long-term damage can result in dieback, girdling, and discoloration of foliage. Cytospora is a fungus that can be introduced at these wounding sites. Also, nuisance wasps, such as Western yellowjackets, can visit the trees in search of sap. These birds are federally protected because they are migratory species. The best way to deter them from trees is to make efforts to scare them off upon their first return in the spring, using items such as flashy tape, old cds, or other noise-making items.



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## Turf & Ornamental Best Management Practices for Pollinator Protection



In response to the EPA specifically requesting enhanced stewardship by applicator groups, NALP has recently approved Turf & Ornamental

Best Management Practices for Pollinator Protection. Protecting pollinators is a top priority for landscape professionals because of the valuable role pollinators play in promoting a healthy ecosystem, not just in landscaping and agriculture, but to the environment at large. Landscape professionals have a special duty when using pesticides to ensure that they are used according to label directions and consistent with recommendations made by university Cooperative Extension Services.

### Introduction

Protecting Pollinators is a top priority for landscape professionals because of the valuable role pollinators play in promoting a healthy ecosystem, not just in landscaping and agriculture, but to the environment at large. Landscape professionals have a special duty when using pesticides to ensure that they are used according to label directions and consistent with recommendations made by university Cooperative Extension Services.

Insecticides are a component in the implementation of integrated pest management (IPM) programs, therefore science-based practices are critical to achieving both effective control and minimizing the risk of off-target damage. Insecticides are vital tools for landscape professionals to provide healthy turfgrass and ornamental plants that the public demands but must always be used with the abundance of care and with an acute understanding of protecting pollinators.

The following best management practices (BMPs) are provided for landscape professionals to promote pollinator health when using pesticides in two key landscape application types; turf management and ornamental protection. In many instances some of the same practices and precautions are taken in both application types but these best management practices also specifically highlight the differences in the application use patterns and detail responsi-

ble practices that should be considered.

### Core Best Management Practices

1. Utilize Integrated Pest Management Strategies
2. Promote Pollinator Habitat
3. Training, Education and Following All Label Requirements

It is the recommendation of NALP that landscape professionals completely read, understand and practice these recommendations and always remain in compliance with federal and state pesticide labels along with any other state managed pollinator protection plans and/or other federal, state or local laws.

Lastly, these BMPs are advisory in nature, not a national policy, and are written to encourage compliance and promote thoughtful pesticide applications to protect healthy green spaces while encouraging and taking appropriate measures to promote pollinator health. NALP is keenly aware that each environment and scenario may present specific circumstances that require alternate considerations and therefore these BMPs are not entirely prescriptive nor exhaustive of additional steps that may be taken. These BMPs should be used as guidance and to demonstrate the professionalism of the landscape industry and the commitment the landscape industry has towards protecting pollinator health.

### Integrated Pest Management (IPM)

IPM is an effective and environmentally sensitive approach to pest management that relies on a combination of common-sense practices. IPM is a recommended approach of how landscape professionals responsibly use pesticides and other non-synthetic techniques to protect, preserve and promote healthy green spaces. Below we detail initial consideration for both turfgrass and ornamental uses and then we further provide recommendations for each application type individually.

### IPM Considerations for both turfgrass and ornamentals:

- Positively identify the target insect. Different species of insects have different susceptibilities to different insecticides. Matching a pest to the most effective and least toxic insecticide should be the goal.
- Aim to control pests not eradicate them; eradication is impossible and leads to excessive and improper use of insecticides. Follow recommended damage thresholds for insect

species.

- Set reasonable expectations with customers
  - Discuss acceptable damage thresholds and when to initiate control measures
- Use non-chemical techniques whenever possible
- When a pesticide is necessary, choose the least toxic/most effective product
- Only make applications when needed to control an insect population above the damage threshold.
- Apply products judiciously based on site history, observations, forecasts from relevant scientific/regulatory agencies or to protect plants susceptible to insect damage within their specific environment.

### IPM – Turfgrass

- Plant turfgrasses known to have pest resistance such as endophyte-enhanced cultivars, which also display enhanced resistance against environmental stresses such as drought.
- Only make applications when needed to control an insect population above the damage threshold.
- Choose improved turfgrass varieties that will provide optimum performance while using less water, fertilizer and pesticide inputs as well as requiring reduced mowing.
- Mowing of weed flowers prior to treatment is an effective procedure to reduce insecticide exposure.
- Controlling weeds with herbicides prior to application of insecticides is an acceptable practice.
- Maintain highest practical mowing height which maximizes root mass, utilize core aeration for mechanical reduction in subsurface insect populations.
- Post-application irrigation per label directions increases efficacy and removes surface residues where pollinators can be exposed. Irrigation removes guttation fluid and dew that may contain residues is suggested.

### IPM - Ornamentals

- Choose plants that are appropriate for the

see NALP on page 7

## Remembrance continued from page 1

the Governor name our industry as essential was a boon in disguise. One of my employees called me from Mississippi asking if he could return this season. The next week I saw him at a grocery store and he was ready to work. The universities were shuttered. I got my full

crew in March instead of June. We have been going strong ever since. At some point in time we will return to the new normal.

After the world returns to normal, if you ever have the opportunity to visit Arlington Cemetery, do it. If you ever visit the cemetery,

go to the changing of the guard at the Tomb of the Unknown Soldier. I have never been so proud of this country and of being an American as I was on the first day that I had the honor of entering that cemetery.

## NALP continued from page 6

USDA Plant Hardiness Zone the site and can be easily maintained and pruned to optimize plant health.

- Choose plants that have natural resistance to pest predation.
- When insecticide applications are needed, know the level of attractiveness to pollinators and if it creates a risk for pollinator exposure to insecticide injury – flowering plants vary in their attractiveness to pollinators and wind-pollinated plants are not attractive to pollinators.
- For pollinator attractive plants, do not treat with insecticides that have a risk of causing harm during bloom or when pollinators are actively foraging.

### Habitat Promotion

- Provide abundant food for pollinators by creating and planting pollinator friendly areas in the landscape.
- Choose plants that are low input and provide nectar and pollen through the growing season
- Consider the addition of a bee garden to provide diverse habitat for different species of pollinators as well as multiple sources of nutrition throughout the growing season, especially in areas that are not suitable for turfgrass, such as xeriscapes, shady areas and waterlogged areas .

### Train, Educate, Understand and Follow All Pesticide Label Directions

Simply stated, the pesticide label is the law. Commercial pesticide applicators must always be appropriately certified and trained to use pesticides when managing healthy green spaces. The following are some additional consideration when applying pesticides and considering pollinator health.

- Acknowledge pesticides that have an EPA

“bee box” on the label and closely read and follow all guidelines with these specific heightened precautions.

- Understand off target pest and products used to control them is essential in the effective use of insecticides.
- Use insecticides correctly, according to label directions and Cooperative Extension recommendations to avoid potential lethal and sublethal effects on pollinators.
- Understand the critical role that landscape professionals play in proper stewardship of insecticide products and the importance of following label directions.
- Following label directions can allow for the use of pesticides with low risk and impact on pollinators

The landscape industry is committed to protecting and promoting pollinator health by properly educating and training landscape pest management application that rely on the principles of IPM and the guidance provided in this document. Please contact NALP for any questions.



**RAIN BIRD**

# Montana Department of Agriculture

## MDA Accepting Petitions for New Noxious Weed Listings

Interested parties may submit petition forms until September 30, 2020

The Montana Department of Agriculture (MDA) is accepting petitions for new plants to add to the Montana Noxious Weed List. Petition forms are available on the department's website at [agr.mt.gov/weeds](http://agr.mt.gov/weeds) and can be submitted to Jasmine Reimer, State Weed Coordinator, at [jreimer@mt.gov](mailto:jreimer@mt.gov).

"Staying ahead of the game by identifying and adding new plants to the noxious weed list is vital to protecting Montana's agricultural lands," said Director Ben Thomas. "The department welcomes input from folks across the state when reviewing the list each year."

All interested persons who submit a petition will have the opportunity to present to the Montana Noxious Weed Listing Workgroup when it

convenes in the Fall. Petitions received before the close of business on September 30, 2020 will be reviewed by the workgroup this year. Any forms received thereafter will be reviewed in the next cycle.

Ventenata was added as a Priority 2A noxious weed in the 2018-2019 cycle. However, palmer amaranth and common bugloss were petitioned for consideration but not recommended for listing in the same cycle. If interested parties seek to re-petition these plant species, new information must be provided.

Noxious weeds have a destructive impact on Montana's landscape by displacing native plant species, increasing soil erosion, and decreasing wildlife habitat and recreational opportunities.

## Do All Your Employees Who Handle Pesticides and Herbicides Know These Abbreviations?

### Abbreviations for Common Formulations

A = Aerosol  
AF = Aqueous flowable  
B = Bait  
C = Concentrate  
D = Dust  
DF = Dry flowables (see WDG)  
E = Emulsifiable concentrate  
EC = Emulsifiable concentrate  
F = Flowable  
G = Granules  
GL = Gel  
L = Liquid  
LC = Liquid concentrate  
LV = Low volatile  
M = Microencapsulated  
P = Pellets

PS = Pellets  
RTU = Ready-to-use  
S = Solution  
SP = Soluble powder (or soluble packet;  
see WSP)  
ULV = Ultra-low volume  
W = Wettable powder  
WDG = Water-dispersible granules (see DF)  
WP = Wettable powder  
WS = Water soluble  
WSB = Water-soluble bag (see WSP:  
water-soluble packet)  
WSC = Water-soluble concentrate  
WSL = Water-soluble liquid  
WSP = Water-soluble powder (or water-  
soluble packet; see WSB)



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# 3 Important Customer Service Principles to Practice



Many companies, regardless of the industry they're in, tout their customer service as a reason why consumers should choose them over others. Yet have you taken the time to evaluate your customer service to ensure you're backing up your claims?

There's the common saying that the customer is always right, but there's far more to customer service than simply agreeing no matter what. Check out some of the core customer service principles you can make sure you're implementing to help boost customer satisfaction.

## Respond Promptly

If a customer is taking the time out of their day to contact you about a problem, this means it's an issue you need to take seriously and respond to in a timely manner. Responsiveness has a high impact on customer satisfaction.

Being consistent with how quickly you get back to a customer every time also plays a part. If you respond in a day to one complaint but take a week before answering them on another concern can cause frustration at the inconsistency.

Tracking when you respond to a customer and when the issue is completely resolved can give you a strong indicator if this is an area your company needs to work on.

## Listen

When a customer is speaking, take note of their words, tone of voice and body language. Don't assume you know what the problem is. Ask questions to make sure you understand exactly what the issue is. Also, don't wait for there to be a problem to hear from your clients.

Make a point to check in regularly and request feedback from them in multiple ways whether it be account managers calling periodically or sending out a survey after a job has been completed

"We do a survey after every project we complete so they can rate our performance," says Mark Maslow, owner of Southern Landscape Group. "Then we look at those surveys and see what areas aren't scoring where we should be and find out why. Have we not trained the team correctly or are we not communicating with the client properly or solidifying that relationship? Surveys help us continue to improve our processes and maintain client relationships."

## Go Above and Beyond

Customers expect good customer service so when you exceed their expectations, this is more likely to earn their loyalty and strengthen your relationship. Anticipating a client's needs, saving them money on project and fixing problems without being asked are all things to consider. Impressing clients puts you in a position where they are far more likely to continue to work with you.

Whether you have a dedicated customer service/satisfaction department or not, your staff needs to understand they all play a part in customer service. Being professional, caring, taking the time to smile and speak to customers or neighbors of the property your crews are working on can leave a lasting impression.

A logo featuring a stylized tree with a rainbow arching over it, with the text "Rainbow Treecare Scientific Advancements" below it.A black and white photograph of a person in a dark jacket and hat using a white sprayer to apply a product to the base of a large tree trunk. The sprayer has a label with a logo.

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# Manipulate Time With These Powerful 20 Time Management Tips

We all have 24-hours in a day. But, why does it seem that some people are able to get the most out of every minute of the day? Believe it or not, they don't have the power to slow down time. They do, however, know how to properly manage their time.

Want to know how you can become a master of time management as well? Start by using these 20 super-powerful time management tips.

## 1. Create a time audit.

When it comes to time management, the first step you need to take is finding out where your time actually goes. You may believe that you only send 30 minutes on emails, but in reality that task is eating-up an hour of your day.

The easiest way to keep track of your time is to download an app like RescueTime, Toggl or my app Calendar to track everything you do for a week. You can then access a report to find out what's stealing your time. With this information, you can then make the appropriate adjustments.



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## 2. Set a time limit to each task.

I've found that setting a time limit to each task prevents me from getting distracted or procrastinating. For example, if I want to write an article for my blog, I give myself two hours. So if I started at 8am, I try to get it written by 10am.

In a way, it becomes game.

Since I put buffers between tasks and activities, if I don't complete the task on time, I can still work on it without eating into the time reserved for something else.

## 3. Use a to-do-list, but don't abandon tasks.

"All goals and projects are made up of smaller parts that need to be accomplished in order to achieve the goal, or complete the project. Create to-do lists for each goal and project, listing all the measurable steps that need to be accomplished," suggests William Lipovsky.

"Aside from keeping you focused, this also motivates you as you are able to see what you have already achieved, and what remains."

At the same time, there will be interruptions that may prevent you from completing a task. William recommends that you "make a point of always returning to and completing these tasks once you are able to. This may require you to set a limit on the number of tasks you are working on at any given time."

## 4. Plan ahead.

One of the worst things that you can do is wake-up without a plan for the day. Instead of focusing on what needs to be done, you wander aimlessly and take care of more trivial matters.

That's why you should always plan ahead using one of these options;

The night before. Before you leave work for the day, spend the last 15-minutes organizing your office and composing a list of your most important items for tomorrow.

First thing in the morning. During your morning routine write down the 3 or 4 most urgent and important matters that need to be addressed today and work on those when you're most productive.

## 5. Spend your mornings on MITs.

Mark Twain once said, "If it's your job to eat a frog, it's best to do it first thing in the morning. And if it's your job to eat two frogs, it's best to eat the biggest one first."

Gross? Sure. But, the point that Twain was making that you should take care your biggest and most-challenging tasks in the morning, aka your most important tasks (MITs) of the day.

There are a couple reasons why this such an effective time management trick. For starters, you usually have the most amount of energy in the AM. So it's better to tackle these tasks when you're not drained. Also, you can use that feeling of accomplishment to get through the rest of the day.

## 6. Learn to delegate/outsource.

Delegation and outsourcing can get a bit tricky. For some it's hard to let someone else do work that they used to do. For others, they don't have the time to train someone

*See Time Page 11*

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## *Time Continued from Page10*

else to complete certain tasks.

The thing is, delegating or outsourcing are real time-savers since it lessens your workload - which means you have more time to spend on more important tasks or doing less work. Either hand over responsibilities to team members who are qualified or hire an experienced freelancer. And, if you do decide to do in-house training, the initial investment will be worth-it in the end.

### **7. Eliminate half-work.**

"In our age of constant distraction, it's stupidly easy to split our attention between what we should be doing and what society bombards us with," writes James Clear.

"Usually we're balancing the needs of messages, emails, and to-do lists at the same time that we are trying to get something accomplished. It's rare that we are fully engaged in the task at hand."

Clear has dubbed this "half-work" and here are a couple of examples;

You're writing a report, but stop randomly to check your phone for no reason.

You try out a new workout routine, but switch to a new program a couple of day later because you read about it on-line.

While talking on the phone, your mind wanders to your email in-box.

"Regardless of where and how you fall into the trap of half-work, the result is always the same: you're never fully engaged in the task at hand, you rarely commit to a task for extended periods of time, and it takes you twice as long to accomplish half as much," adds Clear.

Clear has found that the best way to overcome half-work is by blocking "out significant time to focus on one project and eliminate everything else." For example, he'll pick one exercise and only focus on that exercise while working out. He'll also carve out a few hours to devote to an important project, but will leave the phone in another room.

"This complete elimination of distractions is the only way I know to get into deep, focused work and avoid fragmented sessions where you're merely doing half-work."

### **8. Change your schedule.**

If you're reading this article then it's obviously because you want to discover some useful time management - and I'm more than happy to help you put. But, if you're struggling with time management, the solution may be as simple as changing your schedule around.

For example, instead of sleeping-in until 6:30am, wake-up an hour earlier. Personally, I find 5:15am to be the most productive time of the day since it gives me time to exercise, plan-out my day, go through my emails, and even work on side projects without being disturbed.

Also, consider waking-up earlier on the weekends and maybe cut-down on the amount of TV that you watch.

### **9. Leave a buffer-time between tasks and meetings.**

Jumping immediately from one task or meeting to the next may seem like a good use of your time, but it actually has the opposite effect. We need time to clear our minds and recharge by going for a walk, meditating, or just daydreaming. After all, the human brain can only focus for about 90-minutes at a time.

Without that break it's more difficult to stay focused and motivated. Scheduling buffer-time also can prevent running late to your next meeting. I find 25-minutes between tasks and meetings an ideal amount of buffer-time.

### **10. Get organized and single-task.**

The average American spends 2.5 days each year looking for misplaced items. As a result, we spend over \$2.7 billion annually in replacing these items. Instead of wasting both your time and money, get organized.

Start by having a home for everything and making sure that items are put back where they belong. As the end of the day clean your workplace and create a document management system.

And, start single-tasking. Most people cite multitasking as the main culprit for misplacing items.

### **11. Follow the 80-20 rule.**

"The Pareto Principle also known as the 80-20 rule suggests that 80% of results come from 20% of the effort put in. This is commonly used in sales as 80% of sales typically come from 20% of the customers," writes Renzo

Costarella in a previous Calendar post.

"When it comes to how you should manage your time this principle can also be applied. 80% of your results comes from 20% of your actions."

Renzo suggests that you start by looking "at your schedule or to-do-list every day. For the sake of simplicity try to get down five tasks you need to accomplish. Using the principle you can probably eliminate the majority of the items on your list. It may feel unnatural at first but overtime this will condition you to scale up effort on the most important tasks."

### **12. Use an online calendar.**

Calendars have long been a fundamental tool for time management. However, online calendars have taken this to the next level. That's because you can access it from multiple devices, easily schedule meetings and appointments, set up reminders, create time blocks, and schedule recurring events.

Personally, I use Google Calendar. I think it's the best. But Outlook and Apple Calendar also work well.

### **13. Stop being perfect.**

When you're a perfectionist, nothing will ever be good enough. That means you'll keep going back to same task over and over again. How productive do you think your day will be as a result?

So, stop being perfect. It doesn't exist. Do the best you can and move on.

### **14. Just say "No."**

I know that you don't want to upset anyone. But you can only handle so much. If you already have a full plate then decline that dinner invitation or helping your colleagues on a project until you have the spare time.

### **15. Instill keystone habits.**

Charles Duhigg, author of "The Power of Habit," coined the term "keystone habits." But, what are they? Simply put, they're habits that can transform your life, such as exercising, tracking what you eat, developing daily routines, and meditating.

These habits replace bad habits and solicit other good habits. As a result, you'll be healthier, more focused, and better suited to manage your time.

### **16. Don't waste time waiting.**

I'll be honest. I can't stand waiting. It's not that I'm impatient. It's just that I know that this is time that could be better spent elsewhere.

However, instead of wasting this time, I've found ways to make the best of it. For example, while sitting in a waiting room I'll read an inspirational book, listen to a podcast, or blueprint an upcoming blog post.

### **17. Telecommute.**

Did you know that the average American commute is over 26 minutes? And, to make matters worse, that daily commute is getting longer. Add on-top the amount of time it takes getting ready and you can easily see how much time is wasted getting to and from work.

While not possible for every job, telecommuting even twice a week can end-up saving you several hours per week.

### **18. Find inspiration.**

When I'm dragging, I use inspirational sources like a TED Talk or biography. It's a simple way to reignite that fire to get me motivated and back-on-track.

### **19. Batch similar task together.**

When you have related work, batch them together. For example, don't answer your emails and phone calls throughout the day. Schedule a specific time to handle these tasks.

The reason? Different tasks demand different types of thinking. By batching related tasks together, your brain isn't switching gears - which means you cut out that time reorienting.

### **20. Do less.**

This is a tactic from Leo Babauta. He started the blog Zen Habits and it's definitely a must read. So, what does Leo have to say about doing less.

Doing less doesn't mean "less is more." It means "less is better." This is achieved by slowing down, being aware of what needs to be done, and concentrating only on those things. Once you do, make every action count. As a result you'll be creating more value instead of just fodder.

*Taken from the Forbes website: <https://www.forbes.com/sites/johnrampton/2018/05/01/manipulate-time-with-these-powerful-20-time-management-tips/#3d1c735257ab>*

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