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Equal Employment Opportunity Policy:

It is the policy of Nelson Tree Service, LLC, and its management to work continually toward improving recruitment, employment, development and promotional opportunities for minority group members and women.

It is the Company's intent to provide equal opportunity to all areas of its employment practices and to ensure that there be no discrimination against any applicant or employee on the grounds of race, color, religion, sex, age, disability, national origin, veteran status, marital status or sexual orientation.

This policy extends to recruiting and hiring, to working conditions, training programs, use of Company facilities, and all other terms, conditions and privileges of employment.

As a field employee, complaints may be made to your immediate supervisor (general foreperson, supervisor), or regional manager. As an employee, complaints may be made to your immediate supervisor, department manager or the Executive Director of Administration. If you cannot report to your supervisor or manager, or if a complaint you have made has not been promptly addressed, you should call the Executive Director of Administration at 1-800-522-4311.

Management will continue to be guided and motivated by this policy, and with the cooperation of all employees, will actively pursue the related goals of equal and affirmative action throughout the Company.



JEFF JONES, PRESIDENT
3300 Office Park Drive
Dayton, Ohio 45439



TEAMWORK WINS

Nelson has three core beliefs reflected in our Culture Play Book.

- Safety is Fundamental
- Teamwork Wins
- Relentless Effort

In this message I'd like to touch on the second core belief –
Teamwork Wins.

From Roman Legions, to putting a man on the moon, to your favorite sports team, aligned teams are the winners. A key part of a winning team is each team member understanding and executing their roles and their responsibilities as part of the team. In our Play Book, we refer to that as Owning your 20 Square Feet.

It's easy to think that one person's 20 Square Feet is more important than another team member's 20 Square Feet. Nothing could be further from the truth.

For example, if a Region VP makes a poor decision, it is highly unlikely that anyone is in imminent threat of personal harm. On the other hand, if a Critical Observer on a crew fails to do his/her job, someone could be seriously injured or worse.

Those who follow football (American) have likely heard of Tom Brady. Aside from his choice for college, he seems to have had a pretty successful career. Every once in a while, when things aren't going well, the sideline camera will pick up Brady getting in the face of a teammate. When the microphone is on, it usually catches him screaming something like.... "DO YOUR JOB!".

The point is that no matter how well Brady plays, his team will not win unless the left tackle does his job. No matter what great throw Brady makes, the team will not win unless the wide receiver gets open. Without everyone doing their job effectively, the team loses.

Whose 20 Square Feet is critical for success? EVERYONE'S!

Whose 20 Square Feet is most important? YOURS! 🍏

Jeff Jones
President



Building and Sustaining a Positive Culture at NTS

The Culture Playbook is a blueprint for building and sustaining the Nelson Tree culture. Our footprint covers multiple states making consistent communication a challenge. We needed common language. With the help of Focus-3, Nelson leadership developed a culture playbook defining our core beliefs along with clearly defined behaviors that produce exceptional outcomes. Short, clear, concise, compelling statements provide a pathway for consistent execution.

In our workplace, our culture is the heart of Nelson Tree Service; it makes Nelson Tree a special place to work and gives us a unique advantage to everyone in our organization. As we take this journey, what matters most is to build something great and lasting. Building and sustaining the Nelson Tree culture requires intentional effort from everyone.

What is Culture?

Culture *is not* a mission statement, safety manuals, the employee handbook or even the culture playbook alone.

The culture *is* what we believe, how we behave and the experience we give and receive. Culture is the foundation on which our business is built. Culture is the things we do, what we say, and the way *we choose* to behave day



after day. Culture is the way we treat each other and our customers. Culture is the quality of our work, the experience we provide to the communities we work in and to ourselves.

Why is culture important?

Culture aligns everyone in our organization around a common set of shared beliefs and behaviors that ultimately determine how we serve our customers and each other.

Our core beliefs provide the standards for our behavior toward each other and our customers.

Because our culture shapes behavior, and our behavior reinforces the culture, the culture we operate in determines how effectively we execute our strategy.

Our success depends on our ability to collaborate and execute in a constantly changing environment.

20 square feet.

Statements and written publications do not define culture; people do. Everyone is a builder of culture and every employee matters.

The metaphor of 20 square feet, represents each person's ownership of the culture and strategy within Nelson Tree. Each person owns 20 square feet of belief and behavior that they, and only they, control.

Each person chooses what they believe, and how they behave. 20 square feet acknowledges this reality. How we personally behave will then determine the culture we create and accept. Individual performance impacts the region and the regional performance impacts Nelson as whole.

Nelson Tree Service

Region

Your 20 square feet

What we BELIEVE	How we BEHAVE	OUTCOMES we achieve
Safety is Fundamental	<ul style="list-style-type: none"> • Train, develop & reinforce • 1-to-5; No shortcuts • See something, say something, do something 	Everyone stays safe . . . on and off the job
Teamwork Wins	<ul style="list-style-type: none"> • Understand the roles and responsibilities of the team • Communicate honestly, clearly, and respectfully • Be accountable for your actions and the actions of the team 	A reputation of integrity and professionalism
Relentless Effort	<ul style="list-style-type: none"> • Know your job/Do your job • Do the right thing when no one is watching • Pursue excellence 	Exceptional performance

Hanssel Rodriguez Acts Quickly



Crews were trimming along Spy Run Avenue in Fort Wayne, IN when they saw a car crash into a traffic light pole at a nearby intersection. They saw a fire had started from the crash. Foreman Hanssel Rodriguez reacted quickly and went to grab a fire extinguisher from the truck. He then went over to the vehicle and helped put out the fire. Thankfully, the driver managed to get out safely and the fire fighters arrived shortly after to control the scene.

Great job Hanssel! Thanks to your quick action you kept a bad situation from getting any worse. We are proud of you! 🍎

Dedicated to Improving the NTS Safety Culture



Congratulations Brian Smith our Vegetation Management Safety Liaison. Your dedication to safety and relentless effort in improving our safety culture here at NTS and on the American Transmission footprint is greatly appreciated.

Great Job! 🍎

Belief – Behavior – Outcome (BBO)

Our BBO is the blueprint for our culture.

This clarifies the specific behaviors and results driven by our efforts. The behaviors outlined in the BBO capture how we engage with each other and our customers.

Our goal is to create a work environment where everyone consistently engages in the behaviors that produce exceptional outcomes.

Building a successful, sustainable culture takes time and disciplined effort. Nelson makes intentional effort to frequently and consistently use language promoting our beliefs and acceptable behaviors written in the culture playbook. With each passing day we become more and more comfortable communicating clearly, honestly, and respectfully.

We seek to build on small daily successes, using this positive energy to become a little better today than yesterday and a little better tomorrow than today.

It is a journey. Nelson leadership is excited to be on this journey and taking our employees with them. Together we improve safety, productivity, and relationships with our customers and communities where we live and work. 🍎

Nelson Tree Assists in Hurricane Ida Restoration

Hurricane Ida made landfall in Louisiana on August 29th as a Category 4 hurricane. This date just happened to be the 16th anniversary of Hurricane Katrina in 2005. Ida weakened while traveling over land and into south-east Louisiana. Ida's winds of 150 mph, flooding and rainfall caused 115 fatalities and is the 6th costliest hurricane on record.

Nelson mobilized crews from New York, Pennsylvania, New Jersey, Texas, Florida, West Virginia and Illinois. These crews began traveling on August 27 and continued to arrive in eastern Louisiana for the next four days. Nelson mobilized 12 cells and 168 employees to support Ida. The affected utilities mobilized a restoration work force of over 25,000 workers to repair the devastated infrastructure. Entergy shared some information that more poles were replaced than the Katrina storm.

As Ida restoration was starting to slow down, Tropical Storm Nicholas decided to impact the Texas coast. 2 cells from Region 464 that were released from Ida were assigned to Nicholas for storm restoration effort. Nelson crews were released between September 13 to September 18 and then traveled home.

The Ida storm caused 95% of residents in eastern Louisiana to lose power. Within 7 days, restoration efforts reduced that number to 45% of the residents still without power. 14 days after the storm, Tropical Storm Nicholas moved from Texas into Louisiana and brought 2 more days of downpours and rainfall to the area. Almost 95% of Entergy customers had

power restored by the time Nicholas pushed through with 2 days of rainfall. As of October 1, 34 days after the hurricane, some residents in the gulf coast areas of Louisiana are still without power due to the total devastation of the electric power system.

The 3 weeks of storm restoration was challenging to every crew that responded. Dealing with heat indexes of 100 to 110, storm damaged trees, damaged houses and mobile homes with power lines and trees on top of houses, barns and sheds, streets that were impassable due to damaged trees and flooded roadways, and low wires on every roadway



Ida's winds of 150 mph, flooding and rainfall caused 115 fatalities and is the 6th costliest hurricane on record.

were daily challenges to overcome. The Nelson Team completed this restoration effort successfully and with one minor hand cut. The Nelson crews demonstrated their training and work practices every day through detailed job briefs to carefully planned work tasks.

The professionalism and teamwork demonstrated were the results of the attention to the hazards and implementing effective safeguards and safety procedures. The local residents are very understanding. After a week without power, every resident that NTS crews came in contact with were very appreciative of the work performed and routinely offered delicious home cooked southern food. 🍎



Platinum Club

Region 474
Juan Ornelas



Gold Club

Region 463
Brian Cleveland
Martin Taylor

Region 474
James Rodgers
Hugo Rivera



Silver Club

Region 460
Steve Wright
Andy Rouse
Josh Dyer
David McMullin
Troy North

Region 464
Curtis Smith

Region 465
Jeff Segee

Region 468
Carl West
Doug Clark
Derek Buchanan
Mark Pitcher

Region 472
Matt Silfies

Region 473
Leonel Ramirez
Tomas Macario Jr.

Region 474
Gustavo
Rodriguez

The NTS Zero Harm Club

Zero Harm is a saying or slogan you may have heard here at Nelson Tree. A business partner, AEP (American Electric Power) introduced Nelson to this term. This saying is short and concise, yet says a lot. When your crew, your cell or your Region achieves ZERO HARM; that means the group has had zero incidents that have the potential to cause harm to people or property. Or better said – **ZERO OUTAGES, ZERO INJURIES, ZERO VEHICLE ACCIDENTS** (both at fault and not at fault). These ZERO HARM results can only be achieved by the focused effort of each individual crew member (groundperson, trimmer, foreperson and general foreperson) “doing the right thing everyday – even when no one is watching”. Analyzing the region stats at the GF/Cell level from the past 2 years provided some excellent results within the Nelson organization.

This year and in following years, Nelson will identify the ZERO HARM CLUB in these newsletters in the fall. This recognition is to identify those groups that have achieved ZERO HARM. Three levels will be identified:

- **Silver:** 1 year
- **Gold:** 2 years
- **Platinum:** Minimum of 100,000 man hours worked without incident or harm. Most cells will take 2 years to 3 years to achieve this amount of manhours.

The regions and GF cell identified to left have reached ZERO HARM. If they are silver it is 1 year and longer at ZERO HARM. Gold is more than 2 years. Platinum is work groups that have achieved 100,000 manhours. Nelson recognizes these groups as leading by example and demonstrating ZERO HARM is achievable in one of the most hazardous occupations in the United States. 🍎



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Michael Mitchelar Receives ACE Award from Ameren

On the morning of July 5th, Mike was Traveling westbound on I-64 when happening upon a vehicle accident involving a newer Ford Taurus and an 18 wheeler. EMS personal had not arrived on scene as of this time.

Mike walked back to the accident with his first aid supplies. A female who was also on scene told him she was a medical professional and began using his first aid supplies. Mike checked in the vehicle and noticed a male driver trapped inside the vehicle. Mike stated we needed to get as much information on the patient as possible for EMS.

The driver of the semi pointed to a young male between the age of 12-15 who was the passenger. Mike began asking the passenger if he had any injuries and found he had a small bruise from the seat belt. Mike gave him a cool pack to use on the bruise. Mike asked the young passenger questions about the driver's medical history. The passenger said they needed to call his step mom. Mike pulled the passenger door open to get the phone to make the call. When the call was made, the passenger could not speak and Mike took over the communication. They then made



the call to the passenger's mother. Mike communicated pertinent information to emergency contacts.

The passenger was very upset and Mike comforted him until EMS arrived. Mike introduced the passenger to EMS personal and grabbed what was left of his first aid kit and left the scene. Way to go, Mike! ●