



LIFELINE

COMPANY NEWS AND INFORMATION

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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.



TIM POWELL, PRESIDENT

3300 Office Park Drive
Dayton, Ohio 45439



The one thing in life that is guaranteed is change. We work through it constantly. There is regular change regarding new and/or different customers, work requirements, procedures, tools and equipment, reports and paperwork, and personnel.

For the past three plus years, I've been working to transition my role as President to Tim Powell. That transition occurred in February when I stepped down from the role of President. Stepping down from being the President doesn't mean I'm leaving the company, but rather my role is changing to support Tim during his transition to the role of President.

After 35 years at Nelson, it'll be difficult to slow down, but it's a welcome change at this point in my life and career. My schedule has changed from 5 days per week to three days per week, and if Tim lets me, I may slip out early on that third day during the summer months.

My phone and email are the same, and I have no immediate plans to fully retire. I may even get used to this part time job and hang around several more years. It's been a great ride, and I'll always think of Nelson as my family. 🍏

Jeff Jones



Jeff Jones will be a difficult act to follow as I assume the role of President at Nelson. Jeff's done a great job over the past three years in getting me prepared to succeed him as President, and I'm glad he's going to stay on to continue to assist in my transition.

Jeff spoke of change, and there's been no shortage of change in the short, 3-year time period I've been with Nelson. Below are a few examples of significant changes which have occurred just since I've been at Nelson.

- We've placed 5 new Regional Managers.
- The position of VP of Sales and Marketing was added.
- The GF Training Program was completely redesigned, and now we have Foreman who've expressed the desire to advance also attend the class.
- We hired the consulting group, Focus 3, to help us clearly define and put in writing the Culture of Nelson. Focus 3 has conducted Leadership Training classes for Regional Managers, Supervisors, and General Foremen.

Despite all the changes, the purpose of the company remains the same. We perform a vital service which helps to provide a basic necessity, reliable electric power. The work you perform is important to residences and businesses. The lights don't stay on without tree trimmers, and that's one thing that won't change. 🍏

Tim Powell
President

Using Coaching to Build a Stronger Team

contributed by
Joel Gallagher

Coaching can be a powerful tool when used appropriately and in a meaningful manner. Many people often confuse coaching and training as having the same or similar meaning. They have two distinctly different goals and uses when you learn the differences of each.

Many people think they understand the meaning and how to use each. Most times, coaching and training are thought of as the same. Hopefully, this article will introduce you into the coaching model.

Nelson introduced the Coaching Performance Notice exactly one year ago. This document arose from the idea that a method to capture employee coaching opportunities was needed to document when a member of management coached our employees. The idea that coaching imparts a negative situation is dispelled when you look at the variety of sports that have a coaching culture to help the players

become a stronger part of the team. When you equate Nelson Tree Service to a sports team, you could think of the Manager being the team owner. The owner will select a group of coaches to enable his team to become stronger. The head coach is selected and the head coach then selects team coaches, offensive, defensive, special teams, etc. The Manager selects and individual as head coach, the Supervisor. The Manager then builds the team by influencing the Supervisor to select several team coaches who fill that role as General Foreperson. Our organization is not too different from sports teams. Implementing coaching in a positive manner with your employees will strengthen your team just as a member of a sports teams contributes to the team in making remarkable things happen.

"Coaching can sharpen technical skills, such as climbing, operating a chainsaw, trimming from an aerial lift, and all the other tasks needed in line clearance tree trimming."

Let me start by pointing out the main difference in coaching and training. Coaching involves behavior-based changes in performing a task. Most times coaching will be provided with an individual in a manner where the interaction is more personal and directed towards the individual employee rather than a group of employees. Training involves instilling a skill or knowledge in an individual or group to perform a task. When training is performed, the information is often new or a means of refreshing someone's knowledge or skill about how to perform a task. This training can be performed individually or with a large audience.

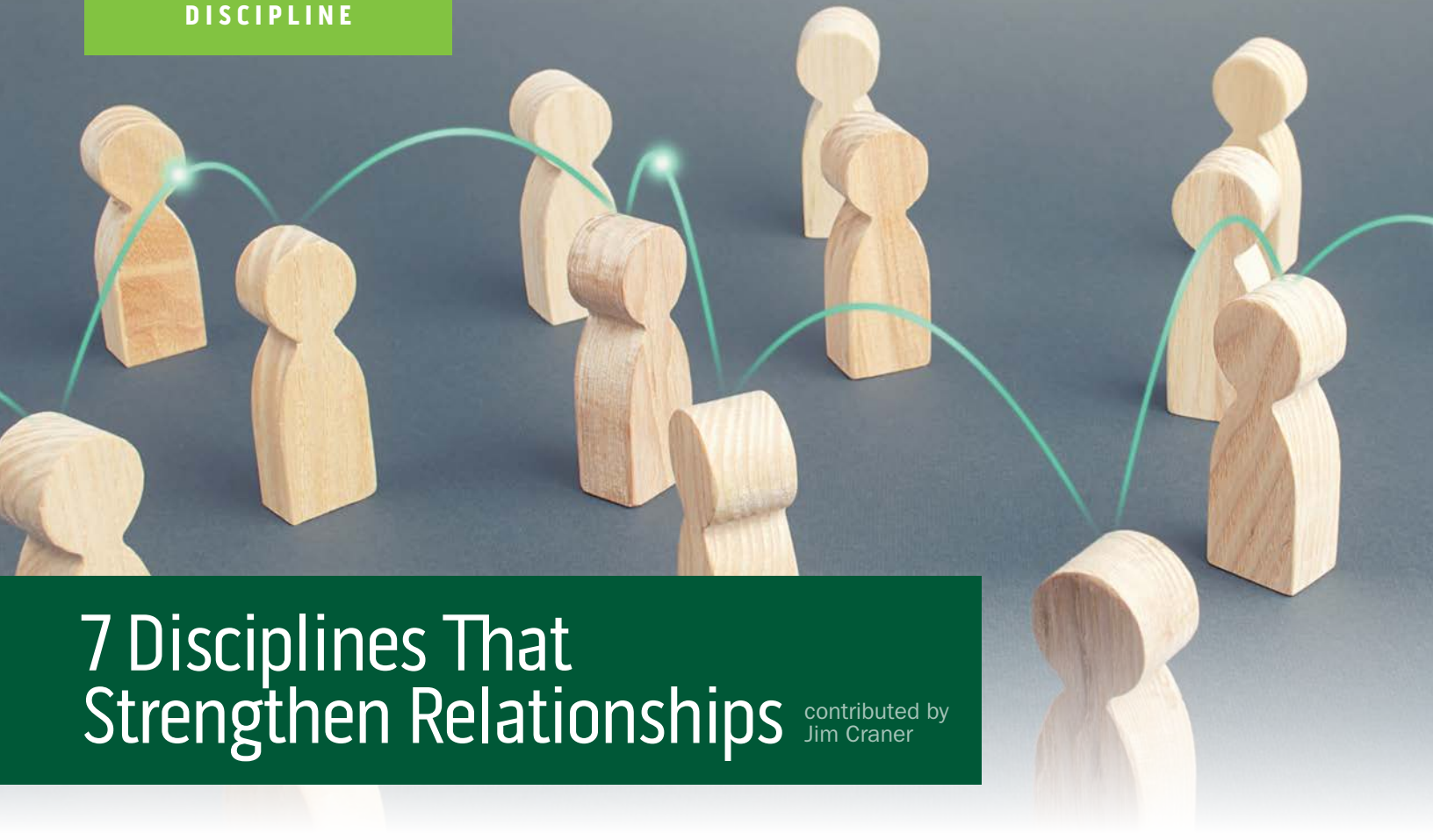
When providing coaching to an employee, the coach is proactively helping that individual to become a stronger employee to add to the success of the team. Coaching can sharpen technical skills, such as climbing, operating a chainsaw, trimming from an aerial lift, and all the other tasks needed in line clearance tree trimming. Coaching can also be used as a tool to improve an individual's leadership skills. When you implement and use the coaching method, you are giving the individual a notification of an item they

Here are four fundamental steps to use coaching in a positive manner:

1. Have a one-on-one focused discussion with the employee on the issue you wish to coach.
2. Ask questions to steer the employee to highlight the issue and how they are performing in regard to the coaching moment.
3. Discuss the desired outcome you wish to have with the employee so that they have a clear understanding of how improvements can be made.
4. Layout a success plan with the employee and give clear expectations.

can improve behavior or performance and the employee has the choice to improve on the specific item being coached. This is the moment of building culture and defining coaching through action. Rather than immediately providing discipline by issuing a Performance Notice, the use of the Coaching Notice shows personal interest in helping the employee achieve the skills needed to build competent skills that lead to advancement in their career. 🍎





7 Disciplines That Strengthen Relationships

contributed by
Jim Craner

The following taken from Focus 3 and shared with Nelson management in a morning culture communication.

On the job and off the job, the best version of you is being disciplined in your actions. A little better today than yesterday and a little better tomorrow than today.

- 1. The discipline to give because you care, without keeping score or expectation of return.**
- 2. The discipline to see, highlight, and celebrate the best in each person.**
- 3. The discipline to hold the line on high standards and empathize at the same time.**
- 4. The discipline to ask for what you want and accept that not everyone will be able or willing to give it to you, just as you are not able or willing to give that to everyone else.**
- 5. The discipline to ask the other person what their intentions are rather than assume you already know based on the intentions you invented for them.**
- 6. The discipline to let the other person be who they are and help them become great at that, not try to make them who you want them to be.**
- 7. The discipline to give the best of you to the people who mean the most to you rather than expecting them to put up with the worst of you because they're obligated to.**

*"A little better today
than yesterday and a
little better tomorrow
than today."*



Nelson Tree began working with Focus 3 in January of 2021. Focus 3 is dedicated to helping organizations improve Behavior, Culture and Leadership.

Retirements



Kevin Forgue | Safety Director/Project Manager

After a long and outstanding career Kevin Forgue retired effective February 28th. Kevin began his Nelson career in 1981 working on a crew near Chicago, Illinois. During the mid-1980's Kevin and his wife Toni moved to Ohio so Kevin could begin work on a new Nelson contract, Cincinnati Gas & Electric.

During the 1990's and early 2000's Kevin continued to excel in increasingly greater operational roles. The common theme was that if there was an issue or challenge, Kevin was the person who could fix it.

Kevin successfully led Nelson for many years as our Safety Director. His always thoughtful leadership and mentoring not only produced positive safety results but also developed many people into leaders within Nelson.

In anticipation of his retirement, Kevin worked to hire and mentor his replacement. Once that goal was achieved Kevin set his sights on retirement. However, through much cajoling, we were able to convince Kevin to reinvent himself one more time to work on GF leadership development and our Nelson Culture Playbook. Kevin's attention to detail and critical thinking proved invaluable to both endeavors.

We have been blessed to have Kevin on our team for so many years and wish him a long and happy retirement. 🍏



Sherry Hensley | Accounts Payable/Cell Phone Coordinator

Sherry worked in the Dayton Office for 38 years. She worked in Accounts Payable and also handled the cell phone processes. She was very dedicated to Nelson and was always looking for ways to save the company money. She retired on January 14, 2022 and is already missed in the office. She was very excited about opening this new chapter in her life and we are all happy for her. 🍏

Promotions

Region 460 promotes Jason Beekley and Anthony Goff to Regional Safety Specialists (RSS). **Congratulations!** 🍏



Jason Beekley



Anthony Goff

Looking Out For Your Teammates

While in the process of clearing debris on a job site, Matt Staves noticed that a fellow Foreperson Dave Scherr seemed to be acting a bit off. When Matt asked if everything was all right Dave stated that he was having some pain in his left arm and chest due to splitting firewood over the weekend. After further discussion Matt became concerned that this was a bigger issue. He notified his GF Scott Schurman and asked that he come speak to Dave. Once on site the GF determined that it was a radiating pain and immediately called 911. The paramedics determined that our employee was indeed having a Heart Attack. Our employee was rushed to the hospital and taken immediately into emergency surgery.

Thanks to Matt and Scott following our safety culture of "See something. Say something. Do something." Dave is back to work and feeling better than ever. As a region we cannot thank them enough for keeping an eye on their friend and co-worker. 🍎

*"See something.
Say Something.
Do something."*



Matt Staves 2nd Foreman



Dave Scherr Foreperson



Scott Schurman GF

Going Beyond to Help Others in Need



On 2-9-22, a Nelson crew was traveling to a jobsite and approached an intersection observing the aftermath of a vehicle incident. One vehicle was on its' side and one was overturned. The Foreperson, **Steven Chesnut**, pulled our truck out of the way and proceeded to secure the area around it while the trimmer, **Cameron Barnes**, went to the vehicle that was upside down. Barnes noticed children inside and was able to open the back hatch of the vehicle and retrieve a young girl. At this time EMS began arriving on scene and asked that he step away. He continued to comfort the young girl while EMS started trying to remove the other occupants. The roof of the vehicle was crushed to the steering wheel and EMS was having difficulty gaining access. At this time, we provided EMS with pairs of our cut resistant gloves so they could remove the windshield. There were a total of four occupants in the vehicle. Three children and one adult. The adult's condition was unknown but it was said that she was flown from the scene. 🍎



ATC Bi-annual Outstanding Crew Award



Congratulations to foreman **Jeremiah Hoekstra** (left) and Journeyman **Josh Castellion** (right). These gentlemen are the winners of the ATC Bi-annual Outstanding Crew Award. This award is given to the crew for their excellent performance in safety, environmental stewardship, productivity, and all around professionalism. **Great job guys! Thank you!** 🍏



Region 464 Raffle Winners

Region 464 has taken an opportunity to reward those who are embracing the values in our Culture Playbooks and everything that surrounds that mindset. Regional Manager, Joe Proko, started a program in 3rd quarter of 2021 where he and a few members of his team use raffle type tickets to reward employees who demonstrate their knowledge and more importantly actions that supports a healthy work culture. As these tickets are handed out, employees must hold on to their piece of the ticket, the other piece of the ticket is put into a bin. Quarterly winning numbers are pulled, these numbers are published within the region and those who have the winning numbers come forward to claim their prize. The first place winner each quarter has an option to choose a Milwaukee battery tool package or a Traeger smoker grill. Second place wins a \$300 boot gift certificate from Arborwear and finally third prize is a \$150 gift certificate from Arborwear. **Congratulations to the first round of winners!** 🍏



Crew Works Through Ice Storm

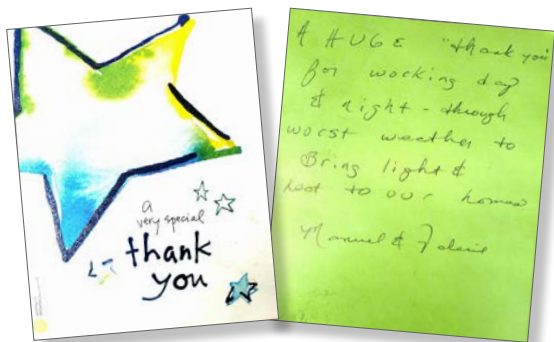
A gift of Food along with a card and a drawing was given to these Nelson crews from a church group of young kids while working the ice storm that hit the south.

From left to right: Patrick Morris, Isaac Gardner, Robert Duncan, Hunter Walsh and Robert Miller 🍎

Clean Up From Hurricane Ida in Louisiana



A Job Well Done!



This was a note given to our EE's by a customer while working in cold/rainy/inclement weather for AEP Ohio. They just wanted to thank them knowing that there are times they have to work in rain snow or even in the dark to keep the power on and they really appreciate what they do.

EE Names are as follows: Ralph Smith, James McQuown, Glen Wickersham and Mike Hall. 🍎

New CDL Driver



Donnie Burdett is AEP WV Dist. Job # 3590 newest CDL driver. Congratulations on your accomplishment! 🍎

General Foreman/Family Man

Dylan Hamilton has already shown great enthusiasm and dedication to Nelson in his first months as a general foreman. Dylan seems to have found his passion in tree work and has shared that passion with his loved ones in quite a unique way. In 2019, Mr. Hamilton decided to tie the knot with his girlfriend Kamaira. As pictured, he proposed with a Nelson bucket truck stating that "I wanted to bring the most important parts of my life together in that moment".

After a brief departure with Nelson, Dylan has recently returned to work for Kevin Minor. He has brought with him boundless energy and an infectious leadership that has driven his crews to success. Even his own father is happy to work for him on a crew.

His wife Kamaira is currently expecting daughter Addisyn. Daughters Paisley and Annessa are proud of their dad and enjoy visiting him for work. The growth in Dylan's home family and work family have mirrored one another over the years and he is happy to have his families together in his journey. 🍎



NTS Management Changes



Greg Viscusi | Regional Manager of Region 472

Greg started his Nelson career in 2011 as a RSS in Region 472 overseeing safety, compliance & training. In addition, in 2013 he was asked to start operations in Beckley, WV for AEP. During his time with the company, Greg was able to meet and work with a skilled and knowledgeable safety/operations group which enabled him to succeed in all his future endeavors. Greg left the company in 2015 for a position at PSE&G as a Forestry Supervisor to learn the other side of the business. In 2021, Greg was asked to come back to the Nelson family as the Regional Manager for Reg. 472 which he was more than happy and excited to do.



Rob McKillips | Project Manager

Rob started with Nelson Tree in June of 1997. He's held positions as trimmer, foreman, RSS and Supervisor. He transferred to Michigan for John Reis in 2012 as a Supervisor on Consumers Energy. When Nelson Tree lost the contract at the end of 2013, he transferred to Asplundh as Supervisor over Consumers. Now he's back at Nelson Tree working under Tim Powell. Currently he's working with Bev Emmons and all Regions obtaining different off-road equipment Nelson can use.



Don Gumble | Regional Manager of Region 472

Don started his career with Nelson Tree in 2001 as a ground person in Cleveland Ohio. He spent the next 17 years working on First Energy property in various positions. An opportunity arose in the Nelson safety department and he applied for the job of Assistant Safety Director. Don has spent the last two years working with Michael Colantuono traveling the Nelson footprint coaching, training, and assisting wherever he was needed.



Joel Gallagher | Assistant Corporate Safety Director

Joel Gallagher was promoted to Safety Manager in November 2021. Joel has 28 years of experience with Nelson. Joel's experience will be utilized and shared throughout the Nelson organization. Please join us in congratulating Joel on his promotion and continued success in this new role.



Miguel Salmeron | Regional Manager of Region 474

Miguel Salmeron is now in the well deserved position of Regional Manager for Region 474. He has been in the industry since 2002 and has been with Nelson Tree since December of 2005. Miguel started with the company as a GF and has worked in multiple states throughout the years. Miguel is married and the proud father of two boys.



Under GF Louis Cosenza: on PSE&G property in Hamilton NJ employees Paul Earle and Albert Rodriguez were setting signs for a work area.

They witnessed an elderly man trip and fall to the ground and rushed to his aid. He wasn't badly injured and he expressed his gratitude for their concern and assistance. 🍏



Another happy homeowner on PSE&G property in Clark NJ called in to say how professional our crew was stated "it appears Nelson must train their people very well" and he expressed his thanks.

Foreman Terry Dolbow and Groundperson Christian Anderson working under GF Matt Carter. 🍏



GF Al Ball on PSE&G property.

Jimmy Stillwell and Cody Allen were working in Woodbury NJ. The GF was approached by two homeowners to compliment the work they completed. 🍏



Bill Johnson and Fred Simpkins, working on PSE&G property received a phone call from a pleased homeowner in Trenton NJ. She expressed her thanks with their professionalism and the quality of the work performed. 🍏



Another Homeowner Thankful For This Crew

A homeowner in Ewing, NJ wanted to thank the crew for a job well done on the supervised trimming that was done on his property for a 26kv line that ran through his back yard. 🍏

GF Mitch Kunkle on PSE&G property. (not shown)
 Foreman: Brandon Douglass
 Groundmen: Efrain Centeno & Miguel Rivera



Trimmer Showing Discipline and Dedication

RSS Shawn Kinney (left) evaluating Trimmer-B Teddy Graner (right) for an A Foreman promotion. Teddy works for GF Zach Hester under SUPVR Jeff Squires in NJ on Jersey Central Power and Light. 🍏

Crews at Work Year-round



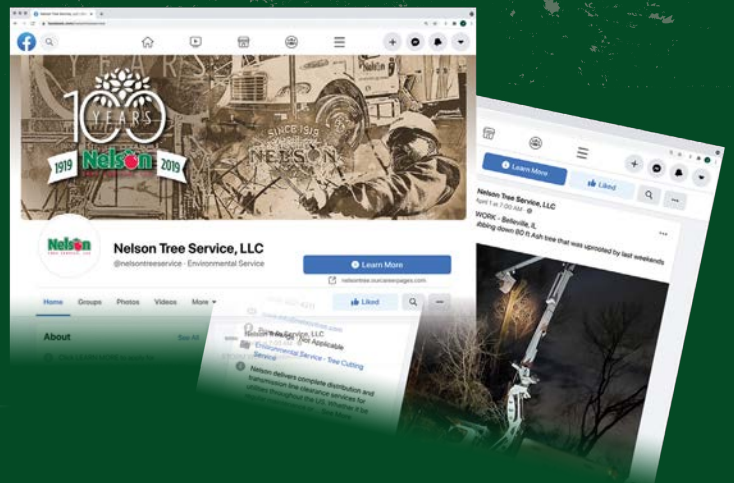


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Connect, Learn, Share and Win!

Nelson Tree Service is on Facebook! Stay informed on daily news and events. Read about new equipment, safety procedures, career opportunities, and inspiring stories from the field.

Let's get people sharing their stories! Nelson employees who contribute and share their news, pictures and stories through October 31st will be entered into a monthly raffle. **The winner will receive Nelson Swag!**



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