James B. Beard

AMERICAN SOD PRODUCERS ASSOCIATION

MIDWINTER CONFERENCE PROCEEDINGS

FEBRUARY 16-18, 1981 LAKE TAHOE, NEVADA





TABLE OF CONTENTS

"ENERGY AND WATER - FUTURE EFFECTS ON THE SOD INDUSTRY" Dr. Victor A. Gibeault, University of California "RECENT LEGAL DEVELOPMENTS" William A. Harding, ASPA Legal Counsel "DEALING WITH STATE AGENCIES" William A. Harding, ASPA Legal Counsel "FOLIAR APPLIED NUTRIENTSA BREAKTHROUGH?" National Fertilizer Solution Association "SOIL FUMIGATION FOR SOD PRODUCTION" Jerry Hanes, Tri-Cal, Inc. "PLAN AHEAD AND SAVE TAXES" Dennis Marx, ASPA Financial Consultant "BLENDING BLUEGRASS IS BENEFICIAL" Dr. William H. Daniel, Purdue University "MANAGEMENT OF WARM SEASON TURFGRASSES" Stanley Spaulding, University of California "NEW TURFGRASS VARIETIES FOR SOD PRODUCTION" Dr. William A. Meyer, Turf-Seed, Inc. "POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR" John E. Tate, Attorney - Tate, Bruckner & Sykes	Page	
William A. Harding, ASPA Legal Counsel ''DEALING WITH STATE AGENCIES'' William A. Harding, ASPA Legal Counsel ''FOLIAR APPLIED NUTRIENTSA BREAKTHROUGH?'' National Fertilizer Solution Association ''SOIL FUMIGATION FOR SOD PRODUCTION'' Jerry Hanes, Tri-Cal, Inc. ''PLAN AHEAD AND SAVE TAXES'' Dennis Marx, ASPA Financial Consultant ''BLENDING BLUEGRASS IS BENEFICIAL'' Dr. William H. Daniel, Purdue University ''MANAGEMENT OF WARM SEASON TURFGRASSES'' Stanley Spaulding, University of California ''NEW TURFGRASS VARIETIES FOR SOD PRODUCTION'' Dr. William A. Meyer, Turf-Seed, Inc.	1	
William A. Harding, ASPA Legal Counsel "FOLIAR APPLIED NUTRIENTSA BREAKTHROUGH?" National Fertilizer Solution Association "SOIL FUMIGATION FOR SOD PRODUCTION" Jerry Hanes, Tri-Cal, Inc. "PLAN AHEAD AND SAVE TAXES" Dennis Marx, ASPA Financial Consultant "BLENDING BLUEGRASS IS BENEFICIAL" Dr. William H. Daniel, Purdue University "MANAGEMENT OF WARM SEASON TURFGRASSES" Stanley Spaulding, University of California "NEW TURFGRASS VARIETIES FOR SOD PRODUCTION" Dr. William A. Meyer, Turf-Seed, Inc.	3	
National Fertilizer Solution Association "SOIL FUMIGATION FOR SOD PRODUCTION" Jerry Hanes, Tri-Cal, Inc. "PLAN AHEAD AND SAVE TAXES" Dennis Marx, ASPA Financial Consultant "BLENDING BLUEGRASS IS BENEFICIAL" Dr. William H. Daniel, Purdue University "MANAGEMENT OF WARM SEASON TURFGRASSES" Stanley Spaulding, University of California "NEW TURFGRASS VARIETIES FOR SOD PRODUCTION" Dr. William A. Meyer, Turf-Seed, Inc. "POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR"	5	
Jerry Hanes, Tri-Cal, Inc. "PLAN AHEAD AND SAVE TAXES" Dennis Marx, ASPA Financial Consultant "BLENDING BLUEGRASS IS BENEFICIAL" Dr. William H. Daniel, Purdue University "MANAGEMENT OF WARM SEASON TURFGRASSES" Stanley Spaulding, University of California "NEW TURFGRASS VARIETIES FOR SOD PRODUCTION" Dr. William A. Meyer, Turf-Seed, Inc. "POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR"	15	
Dennis Marx, ASPA Financial Consultant "BLENDING BLUEGRASS IS BENEFICIAL" Dr. William H. Daniel, Purdue University "MANAGEMENT OF WARM SEASON TURFGRASSES" Stanley Spaulding, University of California "NEW TURFGRASS VARIETIES FOR SOD PRODUCTION" Dr. William A. Meyer, Turf-Seed, Inc. "POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR"	17	
Dr. William H. Daniel, Purdue University ''MANAGEMENT OF WARM SEASON TURFGRASSES'' Stanley Spaulding, University of California ''NEW TURFGRASS VARIETIES FOR SOD PRODUCTION'' Dr. William A. Meyer, Turf-Seed, Inc. ''POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR''	19	
Stanley Spaulding, University of California ''NEW TURFGRASS VARIETIES FOR SOD PRODUCTION' Dr. William A. Meyer, Turf-Seed, Inc. ''POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR'	23	
Dr. William A. Meyer, Turf-Seed, Inc. ''POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR''	25	
	27	
	29	

ENERGY AND WATER - FUTURE EFFECTS ON THE SOD INDUSTRY

Victor A. Gibeault Environmental Horticulturist, Cooperative Extension University of California, Riverside

Energy costs have increased dramatically since the 1973-74 oil crisis, with OPEC nations posting cost increases from slightly less than \$3.00 per barrel in early 1973, to \$32.00 at the present time. Many factors indicate a continued increase in oil costs for the immediate future. Similar rapid cost escalation is being noted for natural gas. This cost increase in primary energy sources such as petroleum and natural gas, has rippled through all segments of the industrialized world and, of course, turfgrass production for sod, and maintenance for facility use, has not escaped the resulting cost increases. It is therefore important for turfgrass sod growers, and turfgrass managers, to evaluate the grasses that are being grown and their maintenance practices in light of energy utilization. Whenever possible, decisions made to conserve energy resources will result in significant financial savings.

Almost concurrently with the energy dilemma, the fragile nature of water availability has been demonstrated, first in the western U.S. during the drought years of 1976-77 and 1977-78 and most recently with inadequate water storage facilities in the northeastern U.S. Once again, sod growers have reason to evaluate the grasses they grow and their maintenance practices in terms of water use.

Below are briefly discussed three primary maintenance practices, mowing, fertilization and irrigation, regarding energy utilization. It is intended that these will act as a stimulus for you to pursue a further, more in depth "energy expenditure itemization accounting" for your operation.

Mowing of turfgrass is necessary to give the uniform, closely cropped sward that is needed for facility use and desired appearance. This recurring operation requires petroleum products to fuel the mowing equipment. Mowers vary widely in their energy utilization, with large, lightweight tractors equipped with diesel motors, and reel mowers being most efficient, while small, gas powered rotaries are least energy efficient.

Fertilization of turf is also necessary on a regular basis to ensure a healthy, vigorous turfgrass stand. Nitrogen, the most frequently needed and supplied nutrient, is highly energy dependent because of the large use of natural gas and its manufacture. The selection of the most efficient and effective fertilization program, and the best, most uniform application of the selected fertilizer will pay dividends to the wise grower. Also, it is widely recognized that grasses vary in the fertility requirement as the comparative chart on the next page indicates.

Fertility Requirement

Hi

Warm Season Grasses
Bermuda
St. Augustine
Zoysia
Centipede
Carpet
Bahia

Cool Season Grasses
Creeping bent
Colonial bent
Kentucky blue
Perennial rye
Tall fescue
Fine fescue

Irrigation is a very energy dependent maintenance practice and costs associated with turf irrigation have skyrocketed in a direct relationship to energy cost increase. Water cost increases have also been dependent upon construction of needed storage and transport facilities. and the increase in fixed costs associated with salary and support service increases. Again, the selection of species that require less supplemental water will help to conserve our water resources, and cut turf growing and maintenance costs. As an example, a recently published study from California showed that one-third less water was applied to warm season grasses, bermuda and St. Augustine, on a seasonal basis than was needed on the cool season grasses, tall fescue and Kentucky bluegrass. Also, as the comparative chart below indicates, grasses differ in their drought tolerance when less than optimum water is available.

Drought Tolerance

Hi

Warm Season Grasses
Bermuda
Zoysia
Bahia
St. Augustine
Centipede
Carpet

Cool Season Grasses
Fine fescues
Tall fescue
Kentucky blue
Perennial rye
Colonial bent
Creeping bent

In summary, energy costs have increased tremendously in the recent past and the availability of sufficient quantities of water for turf irrigation, in some areas, is in question. Sod growers should evaluate the grasses they are growing and their methods of turf culture in light of these recent changes.

RECENT LEGAL DEVELOPMENTS
By: William A. Harding
ASPA Legal Counsel
Nelson & Harding
Lincoln, Nebraska

The Aurora, Colorado City Council has passed a Land Use Ordinance which severely restricts the use of grass sod and other plantings, based upon a size of lot calculation. The ASPA Board of Directors has authorized Nelson & Harding to look into the issue and to report back by the time of the April, 1981, Board of Directors' meeting on a recommended course of action to deal with the Aurora situation. Any member of ASPA knowing about studies, reports or other information which would be helpful to the land use and water conservation issues involved in this ordinance should contact the ASPA office, any member of the ASPA Board of Directors, or the ASPA Legal Counsel.

The Farm Labor Contractor Registration Act amendments which will make it clear that a corporation may be considered to be a person for the purposes of the "personal" exemption of FLCRA and further to place a definite percentage of time standard into the statute to determine when individual employees of farmers or corporations must register under FLCRA, should be passed during the upcoming session of Congress. Activity probably will be centered during the months of May and June, 1981, and ASPA members can plan on receiving some contact from either their state representative or a member of the ASPA Board of Directors to contact the ASPA member's Congressman and Senator with respect to this legislation. In the meantime, the United States Department of Labor, immediately prior to the November, 1980, elections, placed a nation-wide moratorium on enforcement of FLCRA in the two areas mentioned above. However, the ASPA Board of Directors believes that a change in the statute is necessary to safeguard ASPA members in the future from such an interpretation of the statute.

Various states have passed new migratory statutes. ASPA members need to be alert to migratory labor statutes at the state level as well as the federal level, and a summary of the state migratory labor statutes is attached.

It now appears that the jurisdiction of the National Labor Relations Act will not be expanded to cover members of ASPA and the "agricultural laborer" exemption under the National Labor Relations Act will not be removed. Accordingly, states will be free to pass statutes in this area. A summary of those states which have passed state agricultural labor relations acts is attached. ASPA members should be alert to the proposed addition of such statutes in states which do not now have such legislation.

In the event such actions are proposed, ASPA members should notify the Association office, a member of the ASPA Board of Directors, or ASPA Legal Counsel, so that ASPA can provide relevant information on appropriate provisions of such a state statute.

Land use planning grants totalling \$37.5 million are scheduled to be awarded during the coming year and the grants will be used primarily to propose local and state land use planning regulations in conformity with state and federal legislation. The number of the grants may be reduced due to the stated desire of President Reagan to trim the federal budget, but land use planning will continue to be an issue, along with water and energy, of great concern to ASPA members during the 1980's. Any ASPA members should be alert to local land use planning efforts in their area and should report the results to ASPA.

The Occupational Safety & Health Administration has proposed machinery lockout standards and a restatement of the specific questions asked by OSHA of industry will be set forth in an upcoming Turf News article.

S-1125 was signed by President Carter on September 26, 1980 and removed the limitation on the number of crops which may be insured by the federal government. Accordingly, non-food crops such as sod may now be insured if the necessary actuarial information is prepared and submitted. In the event ASPA members believe that such an effort should be made, such members should contact any member of the ASPA Board of Directors.

The carry-over basis was repealed from the Internal Revenue Code by Congress during 1980 and ASPA members will now not need to be worried about carrying over the basis that prior generations of the same family utilized for land purchase when later generations dispose of that land.

The Equal Employment Opportunity Commission has now passed sexual harassment guidelines which require employers to be responsible for the actions of supervisors, agents, employees and non-employees if any unwelcomed sexual advances are made. The obligation does not depend upon actual knowledge of the infraction if the employer could have known about such activities, unless the employer takes prompt remedial action.

DEALING WITH STATE AGENCIES

By: William A. Harding

ASPA Legal Counsel

Nelson & Harding

Lincoln, Nebraska

During the last several years most ASPA members have dealt with state agencies on issues involving sales tax, special farm license plates, workmen's compensation insurance, unemployment compensation coverage, local land use planning and state occupational safety and health statutes. In most instances agriculture is given preferred treatment and the issue becomes whether the ASPA member can convince the state agency that sod production is an agricultural activity.

In most instances the state statute utilizes a standard which provides special treatment for: agriculture, agricultural activity, agricultural products, raw agricultural products or agricultural laborers. Therefore, the ASPA member involved will normally need to fall within such a definition.

Assistance is available from the American Sod Producers Association in several ways. First, a state and local rulings booklet is available, but ASPA members need to keep ASPA informed on final rulings in their state. Second, ASPA has compiled a listing of federal rulings which define sod production as an agricultural activity and grass sod as an agricultural product. This information may be provided by the ASPA legal counsel, upon request. In addition, if it is necessary for ASPA Legal Counsel to hold a strategy telephone conference with the local attorney or local accountant of the ASPA member involved, such a situation can be arranged.

The procedure to follow for ASPA members involved with a state agency should first be to have the agency put the complaint in writing. The complaint should state the reason the agency believes the ASPA member has violated some statute or regulation. At that point the ASPA member should contact a local attorney or local accountant for an analysis of the issue. If additional information on agricultural status is necessary, contact the ASPA office or the ASPA Legal Counsel for the additional information referred to above. Make sure to obtain a final ruling from the state agency involved even if it is a decision to not proceed on the complaint. A copy of any such final rulings should be sent to ASPA or the ASPA Legal Counsel.

In the event the case appears to be one that will be going to trial or if an appeal is filed, and if it is possible that the case will impact on numerous members of the industry, the local attorney or local accountant should prepare a summary of the

issues involved and forward that summary to the ASPA Legal Counsel for analysis. The analysis of the ASPA Legal Counsel will be provided to the ASPA Board of Directors, and ASPA may decide to intervene on behalf of the member or to file a brief on behalf of the member.

AMERICAN SOD PRODUCERS ASSOCIATION

1981 Midwinter Conference

STATE AGRICULTURAL LABOR RELATIONS ACTS

State	ACL	State Commission	Expedited Elections	Unfair Labor Practice Power	Restrictions On Strikes
Arizona	Agricultural Employment Relations Act	Agricultural Employment Relations Board	no	yes \$23-1390	strikeunfair labor practice unless a
	Ariz. Rev. Stat. Ann. \$\$23-1381 to 1395 (Supp. 1980)				majority of employees w/in the bargaining unit has lst approved such a strike by secret ballot
California	Agricultural Labor Relations Act	Agricultural Labor Relations Board	yes§1156(a)(4) normally, Roard	yes \$1160	yes \$1154unfair labor practice if
	Cal. Lab. Code §\$1140-66 (West Supp. 1980)		must direct election w/in 7 days. If a majority of employees are striking when petition is filed, Board must attempt to hold election w/in 48 hrs.		object of strike is to force employer to join organization or secondary boycott, to stop selling/ dealing or to force another employer to recognize labor organization-\$1166 nothing else shall
Idaho	Idaho Agricultural Labor Act Idaho Code \$\$22-4101 to 4114 (Supp. 1980)	Idaho Agricultural Labor Board	no522-4109(6)	yes \$22-4111(1)	interfere w/right to strike yes \$22-4107(7) (much like California's)

	Oregon		Louisiana	State Kansas	
Ore. Rev. Stat. \$\$662.805825 (Supp. 1980)	Picketing of Agri- cultural Production Sites	La. Rev. Stat. Ann. §23:881 (West Supp. 1980)	Agricultural Laborer's Right to Work Law right not to be abridged due to union membership	Act Kansas Agricultural Labor Relations Act Kan. Stat. Ann. \$§44-818 to -830 (Supp. 1980)	
	no		no	Commission Agricultural Labor Relations Board	1
	по		no	Elections Elections	
	no		no	Fractice Power Fractice Power	ii- f-i- Tabar
perishable agricul- tural crops are being harvested	yesonly regular employees may picket farm, ranch or orchard where		no	yes \$44-828(b)(7) "prohibited practice"=strike during periods of marketing of live-stock, critical period of production or harvesting or during mediation, fact-finding or arbitration proceedings \$44-828(b)(8)= engaging in secondary boycott	Daring

States not listed do not currently have a state agricultural labor relations act. All agricultural laborers are currently excluded from the coverage of the National Labor Relations Act. Thus, employers of agricultural laborers in states not listed above are not currently regulated by either a state or a federal statute concerning labor relations.

Note:

Prepared for THE AMERICAN SOD PRODUCERS ASSOCIATION By: Nelson & Harding, Attorneys at Law (C) 1981

AMERICAN SOD PRODUCERS ASSOCIATION

1981 Midwinter Conference

STATE MIGRATORY LABOR STATUTES

Page 1

Assistance/ Frograms					
Minors					
Hrs. of Labor			19	1	
Wages/ Deductions	-wages must	72 hrs. of	termination -no deduction	may be taken for gambling	or liquor debts
Contracts					
Insurance					
Conditions					
Inspections					
License Registra- tion					
State	California	Cal. Lab. Code	\$\$201, 250-257 (West Supp.	1980)	

education	-programs financed	1/2 by	1/2 by	district	
					living guarters of
					уез
Colorado	Colo. Rev. Stat.	\$\$22-23-101 to 107 (Supp. 1979)-			Connecticut

-9-

, C	gra- kers		
7	m m vox	g ere	
ing	, a	rt rt	
living	yearters or ag. 6 mlgra- tory workers	living quarters health	
living	ag. 6 tory	living quarte	
yes living	ag. 6 tory v	yes living quarte healt	
	gg. 6 ag. 6 tory v		
	ag. 6 tory v	yes	
	gg. 6 ag. 6 tory v		
	ı.	уев уев	
уев	ı.	уев уев	
уев	ı.	уев уев	
	Conn. Gen. Stat. Ann. \$\$19-13, 22-17, (West Supp. 1980)	уев уев	\$§381.422482, 450.181 (West Supp. 1980)

-interstate
compact
-exec/logis
cooperation

education -tax levy author-ized

Idaho Code \$\$33-803 (Supp. 1980)					
Illinois	уев	увя	living quarters	written summary of	
ch. 48, \$\$184.13			operation 6	must be given	
Supp. 1980)				innorers recruited from out of state	

Idaho

Minors		
Programs	Assistance	Page 2

Indiana Ind. Code \$\$13-1-9-1 to -10 (Supp. 1980)	State
yев	Registra- tion
уея	Inspections
living quarters health operation & maintenance	Conditions
	Insurance
	Contracts
	Wages/ Deductions
	Hrs. of Labor

Registra-License

operation & municable diseases must maintenance be reported) health (comquarters living

\$\$130.1-.19

Iowa Code Ann.

Iowa

yes

(West Supp. 1980)

paid directly wages to be ment prior to tions can't other deduccontracting informed fully lalorer was unless be made housing, charges for rental for employ-

chief not to crew to earner-

with rol assistance emergency eligible for families

-10-

children

Kan. Stat. Ann. \$\$44-125 to -127 (Supp. Louisiana 1979) Kansas register yes-crew chiefs must also

Ann. \$\$46:236-:237 (West Supp. 1980) La. Rev. Stat.

Maine

occupational health &

safety of

farm workers

26 \$\$500-581 1980 Me. Laws (Supp. 1980)

Massachusetts

yes

\$\$128 G-12811 λnn. ch. 151, \$2B; ch. 111, Mass. Gen. Laws (West Supp. 1980)

Michigan

Mich. Comp. Laws Ann. \$16.490-.496 (Supp. 1980)

> rights-visitation protect health ins. compulsory

opportunities oducation rights-& recreation provide

ditions programs to authorizes living conimprove

people w/ ag labor import of to acquaint programs

Page 3 Assistance/ Minors Programs	migrant laborers eligible for medical assistance despite residency	education federal aid eligibility				
Hrs. of Labor		educ				
Wages/ Deductions			written statement reguired			
Contracts			w re re			
Insurance	required where 5 or more migrant workers cmployed, not exclusively for fleld					
Conditions	432302044	living quarters health operation		living quarters health operation	health	living quarters health operation
Inspections		yes		Yes	yes	уез
License Registra- tion		уев	yes-labor- ers & permit for commissary	Yes	Yes	Yes
State	Minnesota Minn. Stat. Ann. \$\$181.73, 256B.06 (Supp. 1980)	N.J. Stat. Ann. §34:9A-1 to -41 (West. Supp. 1980)	New York N.Y. Labor Law \$212 (McKinney Supp. 1980)	North Carolina N.C. Gen. Stat. \$130:166.415 (Supp. 1979)	Ohio Rev. Code Ann. \$\$3733.41- 48, .99 (Page Supp. 1980)	Oklahoma Okla. Stat. Ann. Tit. 63\$1001- 1011 (West Supp. 1980)

(Supp. 1980)	25-2509.2	1327 to	to .601 24513-	Tit. 43\$1301.101	Pa. Stat. Ann.		Pennsylvania	State	3	
							yes	tion	Registra-	License
							yes	Inspections		
				tion	transporta-	rights	tenancy	Conditions		
								Insurance		
					prohlbited	crimination	sex dis-	Contracts		
required	statement	-written	apply	ments	require-	wage	-minimum	 Deductions	Wages/	
	-provi-	day	10 hrs/	6 days/wk	hrs/wk	= 48	-maximum	Labor	Hrs. of	
during	employed	not be	1	years		employees	-no	Minors		
			Y			S		Programs	As Lance/	

Page 4 .

provide contracts to may enter services commissioner

yes yes living quarters health quarters operation living

must be agreement

may advances provide ror

writing

-12-

commissioner

promote Neighbor

inter-

Com'in to

American

relations

agencies

Good

w/other cooperate plans, develop

is to

-no deduct-

before the

organization dues,

insurance charity, anthorized than taxes, ions other camp closes ation or day follow-ing terminpaid the to earner required

Labor

-must be

periods

rest time & for meal-

-education hours school during

-pay directly

South Carolina

S.C. Code

\$\$46-43-10 to -40, 41-3-510 to -540 (Supp. 1980)

Stat. Ann. Art. 5221e-1 Tex. Rev. Cir. Texas

yes

1980) to 11 (Vernon Supp.

to .211 Va. Code §§32.1-203 (Supp. 1980)

operation

Virginia

yes

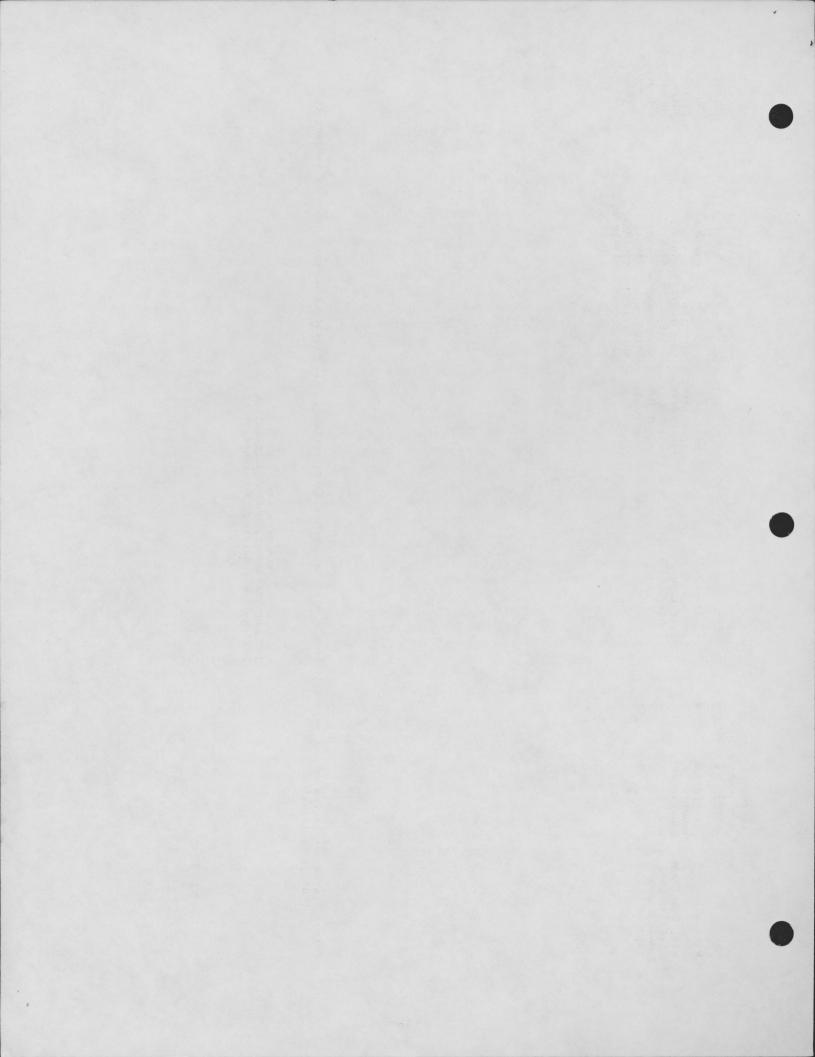
Washingon

Code Ann. \$49.40.020 -Wash. Rev. .080 (Supp.

Assistance/	Programs	council reviews rules, conditions k hours
	Minors	
lirs. of	Labor	maximum guarantee minimum 64 hrs/ 2 wks (45 lf exclu- sively ag labor)
Wages/	Deduct ions	-pay directly to earner -written slatement -only authorized deductions
	Contracts	-must be in writing -agreement waiving right to sue=void
	Insurance	
	Conditions	transporta- tion visitation rights
	Inspections	yes
License Registra-	tion	yes-migrant labor contractors too
	State	Wisconsin Wis. Stat. Ann. \$\$103.91967 (West Supp.

States not listed do not currently have a state migratory labor statute. All migratory workers are also subject to federal legislation. Prepared for THE AMERICAN SOD PRODUCERS ASSOCIATION By: Nelson & Harding, Attorneys at Law

. Note:



FOLIAR APPLIED NUTRIENTS... A BREAKTHROUGH ?

By the National Fertilizer Solution Association Peoria, Illinois

Presented at Conference by Tom Walgenbach

This discusses the subject of Foliar Applied Nutrients...and the recent "Breakthrough" that now permits foliar liquid spray applications to be made on sod turf grasses safely and economically. The growing use of fluid fertilizers which are frequently applied as foliar sprays on grass can be attributed to a new "Breakthrough" in nitrogen solutions plus four basic features of solution fertilizers in general.

Uniform Distribution

With solution fertilizers every drop contains exactly the same nutrient content and you can achieve exceptionally uniform spray distribution from one end of the boom to the other.

Application Efficiencies

In addition to the speed of application, these fertilizer solutions can be combined with herbicides to consolidate trips across the field---a savings in time and labor. Further, there is some evidence that herbicide efficiency is improved by this combination with nutrients in one solution.

Agronomic Advantages

The positive influence of soil applied water soluble phosphates, such as ammonium polyphosphate 10-34-0 solution, on early growth following seed germination has been well documented.

And recently a new nitrogen solution has been developed for use on turf grass. These are clear nitrogen solutions, such as those branded Formolene 30-0-2, and are composed of high concentrations of monomethylol urea, methylene ureas, and urea. They are frequently referred to as UF solution or solution UF.

They are not to be confused with urea/ammonium nitrate solutions which are commonly referred to as U-AN 32 or frequently just 32. Neither are they slurries or suspensions of urea formaldehyde powders.

These new nitrogen solutions have very important performance properties for foliar spray applications to sod turf grass. The two most important to note are: 1) the low burn potential, and 2) the potential for high nitrogen utilization by the grass plant because of foliar uptake efficiency.

This, then, is the basis for the "Breakthrough" in foliar spray technology: now, the sod industry has available to it a liquid, true solution, nitrogen fertilizer that can be spray applied directly on grass foliage in a balanced NPK analysis at high nitrogen concentrations and high rates per acre without undue concern about burn even during periods of summer stress.

Generally a more efficient use by the grass plant of applied nutrients will occur when periodic direct spray placement is made onto with absorption into the foliage than that which occurs through the random uptake by the root system of nutrients dissolved in the soil solution.

Dr. Paul Reike's work in 1975 at Michigan State showed a relationship of nitrogen application rates to sod strength and rhizome development. As nitrogen rates were increased sod strength and rhizome development also increased up to a point; and then decreased when over-applied.

Prescription Formulation

Fluid fertilizers can be formulated with precisely the right nutrients for rapid root and rhizome development early; and, later, for a lush green appearance prior to harvesting within one year from date of seeding.

These fertilizer solution concentrates are made from any number of soluble nutrient components as required by the sod producer in conjunction with guidance from his fertilizer dealer.

The dealer may apply the product for the sod farmer using the dealer's own nurse tanks and spray equipment. Or the sod farmer may elect to make the application of solution fertilizer with or without herbicides using his own herbicide spray unit.

An example of a fertilizer solution foliar spray application is one made in late July, 1980, in S.W. Ohio. The concentration of nutrients foliar sprayed was a prescription liquid of a 11-6-7 analysis, applied at a rate of 25 lbs. of nitrogen using the "Breakthrough" methylol urea nitrogen plus 14 lbs. P_2O_5 , and 16 lbs. K_2O per acre.

Exactly one month later the results of the foliar spray application were: the bare spots had filled in and the turf had increased its density to the point where it was harvestable less than one year following the dormant seeding and erratic germination of the previous Fall.

A concept yet to be tested is that these "Breakthrough" nitrogen solutions applied to the grass foliage shortly before harvest subsequently may break down slowly to release minute amounts of ammonia within the harvested stacked sod and this may be sufficient to prevent mold formation within the stack.

Summary

Foliar applied solution fertilizers based on the new "Breakthrough" nitrogen technology, provide benefits in more efficient fertilization and effective production of sod.

The advantages of solution fertilizers and foliar spray application are many: helping the sod producer to achieve decreased time to harvest; increased sod production; improved sod turf quality; and greater profits from operations.

SOIL FUMIGATION FOR SOD PRODUCTION

Jerry Hanes
Manager
Tri-Cal, Inc.
1150 No. Red Gum Street
Anaheim, Ca. 92806

Methyl bromide was discovered in 1932 and shortly thereafter it's exceptional insecticidal, nematocidal, and herbicidal properties became known. The highly volatile properties, however, made application difficult except in confined chambers, seedbeds, and the like. Solutions of methyl bromide disolved in one or more kinds of hydrocarbon, became available and saw limited application disenfecting nursery stock or in killing trees.

Methyl bromide was shown by 1954 to be the most effective chemical known for the control of broomrape of tomatoes - Orobanche ramosa L. - an introduced, serious seed plant parasite of tomatoes. Within two years the first tests had been completed in which a solution of methyl bromide had been injected into the soil with tractor mounted chisels, and the soil covered flat with polyethylene sheeting. Uniform distribution on methyl bromide was achieved by metering the solution under pressure supplied from a cylinder of compressed nitrogen gas through polyethylene tubing to the fumigation chisels. Covering the soil flat eliminated the airspace between the soil surface and the polyethylene film, and gave an effective control of many weeds along with broomrape. The first large scale fumigation with methyl bromide was in 1957 and 1958 when 330 and 517 acres of tomato seed beds were fumigated in the Coachella Valley of California for control of broomrape. Weed control, except for a few legumes, and nematode control were outstanding. During fumigation the soil was covered with 2 mil thick polyethylene sheeting 22 feet wide and 1,300 feet long. The film was turned by hand each day for as many as twelve days to cover new areas as they were fumigated.

By 1960 mixtures of methyl bromide and chloropicrin were being used by the California strawberry industry to control Verticillium wilt, weeds, nematodes, and soilborne insects. Evidence was obtained that these mixtures were synergistic, i.e. more fungicidal against Verticillium than the sum of the two chemicals applied separately. Also, polyethylene film 1 mil thick became available and Tri-Cal built its' first tarp layer to apply and bury the edges of the film mechanically. It was a two step method with a ten foot unfumigated strip in between the polyethylene covered areas being fumigated and tarped after the original strips of film had been removed.

In 1962 the first commercial methyl bromide fumigation for sod production in California using a tarp layer was performed at Cal Turf in Camarillo. Prior to this there had been some small sod areas tarped by hand and fumigated, mainly golf greens and small sod nurseries. Again weed control was excellent (except for malva and clover). It was also noted that the sod developed more rapidly, due to the reduction of soil pathogens, allowing an earlier harvest.

In 1968 a method of glueing the polyethylene sheets together in the field

during fumigation was developed. This eliminated the older strip method of fumigation. Complete areas can be fumigated and covered with film without interruption. Ten to fifteen acres per day are treated with one piece of equipment.

At the present time in California, 500 to 1,000 acres of sod are fumigated annually. Most of this acreage is treated with 400 pounds of methyl bromide per acre at a cost of approximately \$800.00 dollars per acre. Dichondra responds better to a pre-plant fumigation treatment of methyl bromide - chloropicrin mixture.

With good agricultural lands shrinking in availability and increasing in value, it is imperative to maintain productivity of the most profitable crop. Quick acting, properly applied soil fumigants retained by polyethylene film, destroy injurous soil funji, weeds, and nematodes, and have pointed the way to maintaining high productivity for specialty crops.

PLAN AHEAD AND SAVE TAXES AMERICAN SOD PRODUCERS ASSOCIATION February 17, 1981 By Dennis Marx, Ernst & Whinney Omaha, Nebraska

Bob Garey has constantly emphasized to me that sod producers, like everyone else, are more interested in hearing from their financial consultant how to make more money rather than how to spend money. Therefore, before I discuss different ideas for saving the income you've already earned, I'd like to mention two money making items peculiar to the volatile economic times we are experiencing. They are: money market funds with check writing privileges and low interest life insurance policy loans.

A money market fund is a safe and liquid kin to a mutual fund. These funds invest in high quality, short-term government and corporate debt securities. The interest rate they pay fluctuates daily as the cost of money rises and falls. Currently the money market funds are paying interest somewhere in a range of 14% to 16%. Many of these funds offer the ability to write checks on the account. Such a fund can be used by your corporation or by you individually. Prospectuses explaining more details are available from stockbrokers and insurance companies.

Low interest loans against the cash surrender value of whole life insurance policies are available. Depending on when the policy was taken, the interest rate may be 4% to 6%. The loan is usually paid back at death in the form of a reduction of the face amount paid to the beneficiaries. The borrowed funds could be used to buy shares in a safe money market fund effectively increasing your income.

Tax saving and tax planning are two concepts that are inseparable. Proper planning is an ongoing consideration, commencing with the birth of a business, through its lifetime and until estate taxes become a factor.

Proper tax planning is especially important to sod producers for a variety of reasons. Considerable capital is required for investment in land and equipment. Most sod producers are family businesses, and passing on the business to succeeding generations presents cash liquidity and estate tax problems.

At the birth of a business, the first consideration is choosing a form of ownership. Proprietorship and partnerships, probably the simplest forms, serve to channel tax items into personal returns without income taxation at the business level. However, there are many tax benefits not available to partnerships and proprietorships. Also, transfer of ownership is more difficult.

Incorporation of a family business is very often the best form of ownership. Besides limiting legal liability to the corporation, incorporation makes available tax saving fringe benefit plans, simplifies ownership transfer, and offers lower tax rates.

In the early years of a business, operating losses and investment tax credits are usually generated. A corporation can make a "Subchapter S" election to be taxed only at the shareholder level, allowing these losses and credits to offset income and tax generated from other sources. These corporate losses and credits can ordinarily be carried back to recapture individual income taxes already paid.

Another attractive feature of the corporate form of ownership is ability to deduct the cost of personal expenditures. Such items would include:

- 1. Retirement and profit sharing plans much more flexible than the Individual Retirement Accounts and Self-Employed Retirement plans available to unincorporated businesses.
- 2. Health and term-life insurance premiums.
- 3. Medical reimbursement plans which pay for employees' and their dependents' medical bills not covered by insurance.
- 4. Deferred compensation plans which allow individuals to defer earned income to retirement years when they are in lower income tax brackets.
- 5. Payment to a surviving spouse not includable in the spouse's taxable income.

After a form of ownership is chosen, there are many opportunities for tax planning during the life of a family business. An early decision is to elect the accrual or the cash receipts and disbursements accounting method. If at the end of the year, accounts receivable exceed accounts payable, it may be advantageous to elect the cash basis. If payables exceed receivables, the accrual basis may be more beneficial.

Please be reminded that 1980 is the last tax year for sod producers to change without prior IRS approval from the accrual to cash method or to cease inventorying growing crops.

The installment sale method of accounting allows deferral of tax liability to a later year. For example, an accrual method producer who sells and delivers sod in one tax year under payment terms in to the next tax year can defer paying tax on the account receivable until the cash is collected.

Planning devices for use by taxpayers with college bound children or aged relatives include a short-term trust and/or an interest free loan. Using these arrangements, income can be shifted from a high-bracket taxpayer to a low-bracket taxpayer.

A short-term trust is for a minimum of 10 years or life expectancy, if less. Income earning assets are put in the trust which pays the income to its beneficiary. The beneficiary pays the tax on the income rather than the high tax bracket individual who established the trust. The income is used by the beneficiary for education or elderly care without paying an exorbitant tax percentage to the government.

An interest free loan accomplishes the same shifting of income from high tax brackets. The loan is typically on demand but without interest. A producer could lend money to college bound children, have them invest in a high yield, high quality security and let them pay little or no income tax on the earnings.

The area that requires the longest term planning is estate planning. Federal estate taxes start when an individual estate exceeds \$175,625. The federal estate tax rate starts at 18% and increases to 70%. A situation common among sod producers is the appreciation of their once outlying properties that are now suburb property. That appreciation can produce estate tax liquidity problems.

There are many conflicting goals involved in estate planning. Principals generally want to maintain control of their sod-producing business as long as possible. Adequate income must be provided for retirement. There must be sufficient liquidity to provide for retirement income and estate taxes while still allowing for following generations to continue the family business. Proper planning can help accomplish these goals.

The corporate structure again is the most flexible form of ownership in estate planning. Corporate stock is the easiest to transfer. Small or large investments can be passed on in an estate, sold, or gifted without disrupting the operations of a sod producer or triggering unwanted tax effects.

Buy/sell agreements accomplish liquidity for the estate, keeps control of the corporation in the hands of intended persons, and generally allows the corporation to retain profits for the retirement of stock. Buy/sell agreements simply provide for the sale of corporate stock (or partnership interests) to other individuals, or back to the corporation, at the death, disability, or retirement of the principal owners. The funds to purchase the stock can come from cash accumulated in the business or financed via an insurance policy on the life of the seller. Many options are available and plans must be tailored to specific situations.

Another tool for the family financial planner is a "recapitalization" of the corporation. Significant advantages provided are 1) freezing of the value of appreciating assets for estate tax purposes, 2) providing of income for the principal, and 3) providing financial incentive for younger generation shareholders. In a recapitalization, the principal exchanges his common stock for preferred stock which has a fixed value and does not share in the appreciation of the corporate assets. Since the preferred stock must pay dividends, retirement benefits are provided. This plan can be combined with a program of gift giving. That is, giving preferred stock to non-participating family members and common stock to those involved in the business. There are pitfalls to be avoided which require planning for, but there are also obvious advantages.

I have only touched on some of the basics of family financial planning, but my main interest was to demonstrate the value of tax planning. Proper planning is a continuous affair. It is impossible to generalize about estate planning because no two family and business situations are identical. My best advice is to urge you to sit down with your accountant, attorney, insurance man or business adviser and begin planning. It is much easier for your family to benefit from tax planning with you now rather than after the fact.

BLENDING BLUEGRASS IS BENEFICIAL W.H. Daniel, Professor Purdue University West Lafayette, IN 47906

Approximately three-fourths of all sod producers are involved in the utilization of bluegrasses. Therefore the evolution of bluegrass technology continues to be important.

Sod producers need clean seed. Seed of any new variety is distributed by companies through contracts with seed growers. The grower controls some insects, broadleaf and annual weeds such as windmill grass, cheat, and rogues out contaminants. Mature fields are swathed and after approximately three weeks of curing special combines process the seed into containers for delivery to the cleaning mills. Later, to sanitize the fields and provide space for next year's crop the residue in the fields is burned. Seed production is a highly specialized business; well organized to serve the sod producers.

The technology of sod production has grown. Automatic machines are now available for cutting, lifting, and distributing sod. The sod industry is indebted to inovative men such as Wiley Miner, Shirling Parker, Bill Latta, Ben Warren, Don Morrell, John Vüghan, Carl Habenicht, Roy Mueller, Mel Rich, Tobias Grather and Jim Ousley. A special tribute should be made to the late H.F.Carroll of Foxcroft Sod Farm. Each of these men made a great contribution, including the initiation of this Association.

Another part of bluegrass history is the increase of available selections. Merion, the first premium bluegrass, developed slowly as a seedling, was subject to powdery mildew in shade conditions. For several years Merion was in a class by itself since it was resistant to leafspot. The sod industry's great growth was based on the production of Merion bluegrass. With reluctance the producers gradually accepted other varieties. Blending of varieties encouraged this transition.

Nugget was produced as a shade grass but lacked vigor in the seed field and was not able to compete in turf areas so has enjoyed limited use. The A-20 of Warrern's has proven to be outstanding. Numerous cultivars from the research of Dr. Reed Funk are currently leading varieties. Merion, Windsor, Sodco, Pennstar, Fylking and others have been relegated to limited use.

The European industry requires that a variety must be offically entered in research trials and approved before it can be sold commercially.

Damage from <u>Fusarium roseum</u> affects many bluegrasses. Cultivars with increased tolerance are needed and in time will be developed. The varieties known to be susceptable are being phased out of production.

There are currently many varieties under study and observation. In the fall of 1980 the staff at Purdue University planted 75 named bluegrasses and 65 "experimentals". Not included were 25 named bluegrasses, such as Sodco and Windsor which for various reasons have been replaced in the market.

1980 Kentucky Bluegrass Seed Production Over 1 Million 1bs. Over .5 Million

Baron Glade Delta Park Adelphi Fylking Victa Merit Newport

Touchdown Sydsport America
Ram I Enmundi Cheri
Majestic Bristol Birka
Merion (down from 5 M to .5 M)

Vantage Pennstar Bonnieblue
Eclipse Nugget Aquilla
Scenic Rugby Mystic
A-20 (no Windsor)

Example of New Release
Wabash Ky. Bluegrass
Purdue Univ. '78
174 acres for '81 harvest

In 1981 approximately 30 cultivars are currently on the market in Indiana. Broad acceptance of the newer cultivars has been encouraged through the blending of two or more preferred varieties.

New grasses will soon be available. Kimona has received great ratings in Europe. The new variety, Wabash, is a product of the current technology. From a limited amount of seed produced in Lafayette, Indiana, breeder's fields of Wabash in the northwest USA are being rouged and inspected. The vigorous spread characteristic of Wabsh makes it potentially attractive for roadsides, athletic fields and parks.

Our current research is directed toward the selection of dwarf type bluegrasses, wherein a reduced height of growth and reduced amount of clippings contribute to energy conservation. A variety that can be maintained by cutting at one inch height once a month is considered dwarf.

A continuing concern is how to produce clean seed that will provide a pure stand of sod. One product, Round-Up TM, is effective in controlling spot infestation and thus adding to the longevity of the stand.

Currently there are 12 European and 16 North American companies actively engaged in developing and producing new turfgrass cultivars. You can expect new specialized bluegrass to suit your needs.

Blending of bluegrasses is beneficial to the Seedsman

1. permits introduction of new cultivars

2. justifies promotional advertising

3. allows gradual upgrading 4. allows cost adjustments

5. improves inventory control Blending is beneficial to the Sod Grower

1. Utilizes research technology

2. permits gradual introduction of new varieties

permits continual up-grading
 accommodates wide range of users
 Blending benefits the Consumer

1. provides the best of the latest available

2. adapted cultivars survive

3. increased disease tolerance 4. economics of mass production

The practice of blending benefits the seedsman, salesman, grower and user or consumer.

MANAGEMENT OF WARM SEASON TURFGRASSES

By Stanley Spaulding, Staff Research Associate University of California, South Coast Field Station, Santa Ana, CA 92705

Turfgrass sod and stolons is produced economically when basic principles of agronomy and business are employed. On less than ideal land, skillful management becomes critical for making money.

Make a site free of weeds to prevent contamination of crops - especially Common bermudagrass. Plant windbreaks to intercept weed seed. Construct ditches and berms to prevent weed seed deposition by flood water. Keep non-crop land weedless.

Grade the fields smooth. Till soil deeply for deep roots. Fertilize to supply only deficient mineral nutrients, as determinded by soils analysis. Apply phosphorus before planting. Afterwards there is little gain. P must be mixed with soil.

Methyl bromide fumigation is cost effective on weedy and repeat crop lands with stem residues. If it is less expense to keep land out of production, grow weeds and crop residues. Spray Diquat for annual weeds and Roundup for control of perennial weeds. These herbicides are used on sod and stolon fields when winter dormant.

Plant stolons when soil temperature is increasing. More stolons are at the base of seldom mowed turf that is grown just for stolons. Planting of top growth yields a thin stand. To start a field free of other warm season grasses, make your own nursery. Others may be contaminated.

Plant stolons into moist soil and sprinkle immediately to prevent wilt. Frequent irrigation without flooding is maintained until stolons sprout.

Mow at 3/4" for sod. St. Augustine is mowed at 1-1/4". Clip often enough to prevent scalping. A gang of real mowers is the fastest. Turf quality is better than with rotary or flail mowers.

Moving pipe costs money, so don't irrigate until it is needed. Then irrigate enough to wet most of roots. Percolation of water into soil should match sprinkler precipitation to prevent flooding. Otherwise, irrigation should be repeated immediately.

An average rate of actual nitrogen per acre is 40-50 lbs. Using a soluble fertilizer, frequency of fertilizations is 4-8 weeks. In cold weather, when turf is dormant, no fertilizer is applied.

Elements other than nitrogen are applied when a soils or tissue analysis indicates certain deficiencies.

Mature stands for stolons are fertilized 2 X/year - spring and summer.

Harvest all marketable sod. Don't cut a field in alternate strips. A harvested field is returned to production by rotary tillage when weather is conducive to propagation of rhizome residues. The next immediate operation is rolling. It is done, also, before a sod harvest. A compacted sod is smoother for cutting.

For spring sales of sod, mow off the dead top and fertilize when frosts are over. Annual bluegrass may sprout at this point. Kerb herbicide is both a pre- and post-emergence control of Poa annua.

Second year bermudagrass needs a summer vertical mowing. Older turf gets thatchy, puffy, and scalps. This is especially the case of hybrid bermudagrasses - Tifway being the worst.

Paspalum vaginatum, 'Adalade', is a slow thatch maker. Neither are Zoysiagrasses or St. Augustinegrass fast thatch builders.

Vertical mowing of these is more destructive than beneficial. But, four light vertical mowings a year may be necessary to produce a smooth, mature, bermudagrass sod.

Except for weeds, pests of warm season turfgrasses are insignificant in southern California. However, old, thatchy bermudagrass gets fairy rings or grubs that eat roots. Chinch bugs can destroy St. Augustinegrass. A resistant cultivar is the safest choice.

A recent problem, chiefly in the central valley of California, is a spring die-back of Tifgreen bermudagrass. If it is pathogenic the causal organism has not been discovered. It may be a physiologic disease because root and rhizome carbohydrates are low. Either cold soil or a short mowed turf could be causal factors.

Lush turf at the onset of hot weather is susceptible to disease. Both Helminthosporium and Rhizoctonia fungi are at work. Irrigation must be timely to prevent wilt and subsequent disease.

Warm season grasses need good warm season management. This is the reason sod growers are at Lake Tahoe instead of down on the farm. NEW TURFGRASS VARIETIES FOR SOD PRODUCTION

Dr. William A. Meyer
Vice President, Research
Turf-Seed, Inc.
P. O. Box 250
Hubbard, Oregon 97032

The primary objective of a sod producing company is having a satisfied customer with an attractive, trouble-free lawn. Selecting the most disease resistant and well adapted varieties is an important step in attaining this objective.

There are approximately 4 U.S. universities, 12 U.S. companies, and 8-10 foreign companies presently involved in turfgrass variety development. The National bluegrass test started in the fall of 1980 had 84 entries. This is an indication of the amount of research being done at this time to develop improved turfgrass varieties.

In recent years there has been a trend in variety evaluation trials throughout the U.S. to reduce the fertilizer and irrigation levels because of increased energy costs. Since most of the sod sold in the U.S. is used for home lawns, this trend in variety evaluations should result in more useful information for the sod producer. Some of the new varieties are showing better adaption to certain regimes and specific cultural regimes.

In cultural management studies at the Univ. of Illinois-Urbana, it was found that A-34, Brusnwick and Touchdown were the only varieties adapted to short cutting heights and high fertility and irrigation levels. These are very aggressive varieties and can be used at low percentage levels in blends and still greatly influence turf performance. Many of the new turf-type varieties, including the three above varieties, performed well at the intermediate maintenance level similar to well cared for home lawns. Vantage and Aquilla were the top performers at the low maintenance level of a 3 inch cutting height, no irrigation, and low fertility.

<u>Fusarium</u> blight has become a serious disease problem of Kentucky bluegrass throughout the U.S. In summarizing test data from Rutger's Univ. and my own test data from Southern California, the varieties Adelphi, Banff, Columbia, Parade, Rugby and Sydsport were found to be the most resistant varieties.

In the Pacific Northwest and Northern California stripe rust is a serious disease problem. The variety Shasta has been found to have excellent resistance to this disease.

The Kentucky bluegrass varieties A20-6, American, Columbia, Eclipse, Enmundi, H-7, I-13, Merit, Plush, Ram I, Rugby, and Shasta have been released

in the past few years. These varieties have shown above average disease resistance and are fairly widely adapted.

In the last few years much breeding work has been done on tall fescues for turf. The following are new varieties of tall fescue: Falcon (NJ-78), Houndog (TF-791), Olympic (AG-125A), Raliegh (K5-27) and Rebel (T-5). These new varieties are generally lower growing, denser, finer, and more persistent in turf than older varieties.

Some new fine fescues recently developed include Scaldis and Waldina Hard fescue, Ensylva creeping fescue and Shadow Chewings fescue. These new hard fescues have performed well in many turf trials across the U.S. Shadow has been shown to have improved resistance to powdery mildew and shad tolerance.

There will be many new turfgrass varieties released in the near future. The availability of a larger number of improved varieties should aid the sod producer in developing blends and mixtures well adapted to their area.

POSITIVE ALTERNATIVES TO UNIONS AND ORGANIZED LABOR

John E. Tate, Attorney TATE, BRUCKNER & SYKES

Introduction:

When we talk about unions and organized labor, we are talking about employees. And, employees, as you well know, have about as many varieties as there are grasses. Whatever that variety, let us understand from the very beginning that we, you, both of us, set the stage. We make it an exciting place to work; we make it a challenge everyday; we make it a place where people hate to go or a place where people are glad to go to put in their day's work.

People today have a sense of the need for "due process". They feel that they have rights to be considered, that they are not slaves to be directed - do this, do that, do the other - but that those who direct that work need to be cognizant of the employees' needs, frustrations, problems. We must be if we are to be most effective in dealing with these employees.

The Main Theme:

Let me give you what I consider the most important part of my message right up front. That message is that if you have a union confrontation, you can always win! You must recognize what so many employers have failed to recognize and that is that if all of your people should win an election, the labor laws of this nation do not require you to sign a contract. Those laws do require that you bargain in good faith, but that does not mean that you have to sign a contract.

When you fail to sign a contract, let's be honest and admit that that may mean you will have a strike. That strike may cause you some problems and may be expensive. But, let us understand that if you are willing to take that strike, you can replace everyone of those people and, if you have done your job properly, you can replace them permanently. Or, that is until those replacements move and leave you or go somewhere else or die, as the case may be. But there are positive alternatives to unions and organized labor.

The Workers:

The alternative of prevention would start out as the need for you and your supervisors to create a feeling of appreciation for the worker; a feeling of security, that he has a job today and that he will have a job tomorrow if he does it correctly. Equally important is a positive, enthusiastic atmosphere on your own part. This, obviously, requires on the part of management more concern with the individual than most of us have normally given to an individual employee as to what makes them tick, what are they interested in, short term/long term, where are they trying to go, what they are trying to do. If we learn those things and harness them in the interest of reaching their goals and our goals, we've got it made!

The Supervisors:

Often we do not do a good enough job in training and developing the supervisors that we have who are closest to these employees. When we are often dissatisfied with the employee it is because the employee is dissatisfied with the way he has been "managed" by that lower level supervisor. We should not be surprised because last week, sometimes, that person who is now a supervisor was a truck driver, a sod cutter, a machine operator. By making him a supervisor does not give him any pipe line to God to know how he should effectively guide and direct the work of other people. So, there is no reason that we should be surprised that employees leave us when they are treated as they are by some of our supervisors. It is not enough for the supervisor to know something about the work, the job, the planning, cutting, maintaining of sod. If he is going to be effective in dealing with people he needs to know how to motivate them, or at least how to create the environment so that the person might feel motivated himself.

The Employers:

My experience with several thousand employers over the years has shown me that employers tend to be one of two kinds. The <u>first</u> type of employer pays the very least he can possibly pay. He has no reason to apologize, he says that he lives and works in a free market environment and that if he can hire somebody for as little as he can, then he has the right to do that and nobody has been hurt. The <u>second</u> type of employer truly believes and operates his business in keeping with the philosophy that he wants to help all of his employees to be worth as much as they are capable of being worth.

The last type of employer is concerned with the potential of an employee; he is concerned with what a person can do today and what he can see in the future that person can accomplish. He is willing to share that good picture with the employee and honestly reward that person as that person makes progress toward those objectives.

The Hiring Process for Getting Effective Workers:

1) The importance of selection; know the type of people you want to hire before you hire them;

2) The tremendous need for a proper orientation so people know what they are getting into and what they can expect;

3) Training as an integral part of that person as well as getting the work done;

4) The goals, as we talked about, based on shared goal-setting; 5) A system of praise of performance that provides opportunities to significantly reward people for extraordinary performance;

6) Involving the employee in the problem solving of the business;

7) The need to be innovative and creative;

8) The importance of listening;9) The recognition of achievement;

10) The need to push decision making down to the lowest denominator;

11) The creation of a self-development environment which gives each employee a good self-image;

12) We must rid ourselves the unnecessary trapping of power and position and earn respect through our own daily performance.