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BUSINESS MANAGEMENT

Turfgrass Producers International

Orlando, Florida—February 4-8, 2008

Be Magically Turf-riffic! (Midwinter Conference Theme)

Combine the magic of Walt Disney World with the latest information about turf and turf production and what else can you do but *Be Magically Turf-riffic!*—(that's a new TPI word meaning really, really terrific!) But what better way is there to describe what awaits attendees at the 2008 TPI Midwinter Conference where the focus is on education and family? Take advantage of the early registration discount and send in your completed registration by Friday, December 14!

The business side of the event begins with family business consultant, speaker and author Laura Michaud whose presentation is entitled "From the Kitchen Table to the Conference Table.,,

Hank Wilkinson, Ph.D., and Jeffrey Beasley, Ph.D., will discuss turfgrass sod rooting vs. seed rooting. Look for valuable information you can use to help convince customers of the *right* way to establish their lawns!

Dr. James Beard is scheduled to give a presentation that's sure to be of great interest. This is your opportunity to reaffirm many known facts and pick up new pieces of information about natural grass and its significant environmental benefits.

Since its official beginning format about five years ago, the always popular Show and Tell program promises a wealth of "take-home,, tips as turf producers from around the world share their experiences and methods of turfgrass production. Speakers are Fanus Cloete from Eikenhof, South Africa; Dave Dymond from Kenansville, Florida, and Gary Wilber from Delmar, Maryland.

Another popular event is the Roundtable Forum. Facilitated by a TPI Board or staff member, each table is devoted to a specific topic of interest or concern. Attendees choose their table and enjoy a delightful buffet luncheon while discussing their selected topics with peers. From these sessions come many of the ideas for new and improved member benefits. To help with meal planning, please indicate on your registration form if you would like to participate in the Roundtable Forum.

Portions of two consecutive days are devoted to the Exhibition. The first Exhibition session features a reception; the next day's session offers lunch for the convenience of attendees and exhibiting company representatives.

Because Florida has the most turf farms (235—with more than 67,370 acres in production) in the United States, a special farm tour has been arranged at Emerald Island, 100% paspalum, in Avon Park, FL, hosted by Environmental Turf.

Another highlight of the week will be The Lawn Institute Banquet at Sea World where the evening's highlights include the TPI Honors & Awards presentation and a fundraiser for the Foundation.

Watch your postal mailbox for the complete 2008 TPI Midwinter Conference brochure coming soon. Details will also be posted on the TPI website www.TurfGrassSod.org

Bring your managers and entire family to the Magic Kingdom.

Your Year-end Contributions to The Lawn Institute Help You, Your Company & Your Association

One of The Lawn Institute's generous contributors says, "*I can either contribute to The Institute, or I can pay taxes...I'd rather spend the money where I know it will do some good...with our Foundation, The Lawn Institute.,,*

As many farms and firms will be closing their financial books for the year, this is an ideal time to consider how large a tax-deductible contribution can be made to The Lawn Institute. The Foundation's "\$2-An-Acre,, Annual Campaign, donating an item for the Midwinter Banquet Auction, participating in The Lawn Institute's Winter Golf Tournament or simply writing a large check are all ways to help fund turfgrass sod-specific research and education.

The other option of course is to not contribute to The Lawn Institute and pay more of your hard-earned money to state and federal income taxes.

It's your choice!



Taking Care of Business

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Why Good Employees Leave... and How to Retain More of Them

Vickie left the company she had worked with for several years to accept a position with a promotion from a competitor. No one could blame her for leaving.

Vickie was well-respected by her previous co-workers. When two of them contacted her almost immediately, wanting to come work for her, Vickie knew the talent each possessed and brought them both on board.

Several weeks later, Vickie came in contact with her previous company's president. He was outraged, screaming across the parking lot and warning her not to steal any more employees. While Vickie didn't appreciate the verbal abuse, she knew she had done nothing wrong. After all, both employees sought her out for employment, initially.

In Vickie's case, the employees joined her because she had gained their respect during her tenure.

While employees leave for a variety of reasons, the reality is the company simply failed to keep them. Many employers believe the ultimate secret to retaining employees is offering more money; however, studies continually show that while money is important—and may be the first answer given in an exit interview—it's rarely the real number one reason for leaving a company.

So why do good employees leave? Often, it's difficult to get a direct answer from the employee; however, each person who leaves can tell a story, and it's important to build as much of the story as possible.

The most under-valued tool in determining why employees leave is the exit interview. When someone leaves, who is the best person to conduct this interview? If the immediate manager is responsible for the person leaving, the interview will not likely result in honest answers. The interview needs to be conducted by a neutral party, **usually someone from human resources.**

To get the most from an exit interview, there are specific questions to ask, such as, "why are you leaving?" On the surface, it seems like a simple question with a simple answer, nothing could be further from the truth.

Think of it this way: the sales associate in a department store asks, "Can I help you?" Our pre-programmed response is generally,

"No, I am just looking." Well, the same is true for, "Why are you leaving?" The pre-programmed response is, "More money." What is the underlying question? Is money the reason the employee went looking in the first place? That answer is usually, "No..."

To breakthrough the preprogrammed response, there are a series of questions that need to be asked. Begin with, "What is the reason you have chosen to leave our organization?" Avoid asking, "Why" in the opening statement because it immediately sets off the defense mechanism.

The first reason may very well be more money. If so, proceed by thanking the person and asking if he or she feels as though the pay scale for the current position was too low. Regardless of the answer, ask how important money is to the person. This will feel uncomfortable, but the interviewer will begin to uncover whether money is actually the number one motivator for leaving.

Next, ask what other factors brought on the desire to leave? This could result in many answers—shorter commute, nicer office, etc.—regardless, the next question must be, "Why is this important to you?" Finally, the most important question gauges overall importance: "Which is more important, money or a shorter commute, nicer office, etc.?"

The first question will bring down the defenses and open the person up for communication, as well as opening the interviewer up to a series of employee needs.

The second question begins the prioritizing process. Usually money is the first answer given—as in the example—and then when asked which is more important, that first answer may be pushed down the list. This process must be continued until the employee says there are no other reasons for leaving.

Beyond a spousal relocation, personal family issues and medical issues, why do good employees leave? While they often tell the exit interviewer that it's money-related, a good exit interviewer can uncover the real reasons, including poor leadership, conflict with others—including immediate supervisors, lack of potential to advance, boredom with the responsibilities or lack of recogni-

tion from management. Still, there are three main reasons why employees leave.

1) Money—Whether it's the first response, money is always a factor in leaving a job, often with good reason. Are employers paying their employees fair market value in today's market? If so, money is a scapegoat answer because it's likely the person will not make significantly more in a new position. As an employer, resources like www.salary.com can relay accurate and appropriate information. Managers must evaluate their employee's salaries on a regular basis to stay competitive.

2) Conflict—Behavioral or personality conflicts with co-workers or supervisors are also common factors in leaving a job. Conflict with projects can be healthy, yet conflict between people styles can be deadly. Too often, people try to get their point across without understanding the other person's viewpoint, resulting in conflict on a regular basis. This can be addressed with training on how to adapt to different behavior styles.

3) People Skills—A big reason why employees leave ultimately boils down to poor people skills in management. An employer must ask, "Are my front-line leaders good with people?" Many managers were promoted to their position because they did their first job well, but that doesn't mean they know how to lead others. When employees are asked for the top three favorable traits in their best boss, 90 percent describe people-based skills.

Determining the underlying causes for an employee's departure is vital to the success and evolution of every company, large or small. The exit interview is the most under-rated yet efficient method in gathering this information, and it needs to be continued time and time again to build statistical information on an organization. Each organization is different from the one down the road; therefore, the more information gathered, the more informed senior management will be about strategic decisions that will impact the company's future.

A job-hopping market is about to take off and retaining good employees will be crucial. Are you ready?



Safety Management

What Does It Take to Remember?

As I walked around TPI's Summer Field Day in Verona, WI last July, the sign on the first piece of equipment I saw hit me right between the eyes. It read: "This machine has no brain—use your own." Is that what it takes, I thought, to keep our equipment operators safe?

A short time later, I found myself involved in a discussion with Doug Fender, former TPI executive director, about how many farmers (including sod farmers) we both know who have missing fingers or other digits. The number is quite high.

As I continued walking around, I took special notice of the blades, discharge chutes, power takeoff units (PTOs) and other essential equipment parts where basic safety measures are a MUST. Among the very "basics" to continually remind your equipment operators and other workers about are these:

- ✓ Keep your hands and feet away from blades at ALL times.
- ✓ Ensure that guards and other safety devices remain in place.
- ✓ Watch for thrown objects. Sticks, stones and other objects thrown by rapidly moving blades travel at a very high rate of speed. If a thrown object strikes a co-worker or other nearby person, that person could lose an eye or otherwise be seriously injured.
- ✓ Do not operate equipment if the discharge chute is defective or has been removed.
- NEVER point the discharge chute at a person, animal or other moving object.
- ✓ Stay a safe distance away from the PTO. A PTO shaft rotates at a very high rate of speed.
- ✓ Do not operate equipment if the PTO driveline shielding is damaged or missing.
- ✓ Know that when making sharp turns the PTO shaft will shorten. This may result in damage to the driveline shielding.
- ✓ Do not wear loose clothing, draw string or jewelry when operating equipment with a PTO. If you have long hair, put it up. A pant leg, the drawstring from a hooded sweatshirt, jewelry or long hair can easily become entangled in a rapidly rotating PTO shaft. PTO entanglements generally result in death—or, at the very least, extremely painful scalping and/or torn off limbs.

If these reminders sound pretty basic, remember: The machines you operate have no brains—it's up to you and your employees to use your own.

Conducting a PTO Hazard Inspection

Regularly checking your equipment for hazards will help prevent serious injuries and deaths. Also called "safety audits," hazard inspections can be performed by developing checklists to be filled out each time the equipment is used. One good place to start is to ask employees who regularly operate that piece of equipment how they think a person could most likely be injured. Write down what they say, then use that information to develop your checklist.

Help is available if you don't have time to develop your own checklists. Check with your insurer (loss control representative) and equipment manufacturers and distributors. Other organizations, such as the University of Saskatchewan's Institute of Agricultural Rural and

Environmental Health (IAREH), have developed excellent free materials on how to conduct safety audits/hazard inspections. The following is excerpted from IAREH's *Farm Safety Audit: Driveline Safety Module*.

Power Takeoff (PTO) Safety Checklist

Physical Condition

- ☐ Is the master shield in place where the PTO meets the tractor or other equipment?
- ☐ Does the PTO have a shaft and U-joint guard?
- ☐ Does the PTO shaft guard spin freely? (*Note: ONLY check this when the power is off and the PTO has completely stopped rotating.*)
- ☐ Is a stub shaft shield available and in use when the PTO is not in operation?
- ☐ Is the implement shield in place?
- ☐ Are hazard warning decals in place?

Safe Work Practices

- ☐ Are you wearing close-fitting (versus loose) clothing?
- ☐ Have you removed all jewelry (rings, watches, bracelets, neck chains)?
- ☐ Has long hair been put up and/or securely tucked under a cap?
- ☐ Have you performed a complete PTO pre-operation safety inspection?
- ☐ Do you stop the PTO and wait for all moving parts to stop rotating before dismounting the tractor or other equipment or getting close to the PTO?
- ☐ Do you know to NEVER step over, lean across or crawl under a rotating PTO shaft?
- ☐ Do you immediately report all worn or missing parts to your supervisor so they can be replaced as soon as possible?

(*Note: We'll have more information on conducting hazard inspections of your sod farm and equipment in future issues of Safety Management.*)

Forklift Seat Belts Save Lives

The 2006 TPI Membership Farm Equipment Survey showed that the typical sod farm operates nine forklifts—four more than the average number operated by TPI member farms five years earlier. The 2006 survey also showed that 84 percent of all unloading done by sod farms is done by forklifts.

One of the most important safety devices on a forklift is the seat belt. Use of the seat belt on a forklift equipped with a rollover protective structure (ROPS) will help ensure that you remain in the protective zone if the forklift overturns. Even in the absence of an overturn, it's important to wear your seat belt. Here is one example of why:

A number of years ago, a female office assistant at a sod farm died after being pinned under the tire of a forklift that had slipped into a man-made drainage ditch. The office assistant, who occasionally operated a forklift under supervision, was notified that a customer had arrived earlier than expected and was waiting to pick up a small load

of sod. The employees who normally loaded sod were working about half a mile away and couldn't easily be contacted. So the office assistant drove the forklift to a stack of rolled sod near a flatbed truck that was parked by a water-filled ditch. She was apparently positioning the forklift to pick up a pallet of sod when it began to slip backwards into the ditch. Although the forklift was equipped with a ROPS, the office assistant was not wearing the seat belt. It is believed that she either fell or jumped from the forklift and was pinned underwater by a rear wheel as the forklift rolled into the ditch.

In other incidents in other industries, forklift operators who were not wearing their seat belts have either jumped or been thrown as the machines have started to overturn. In one incident, the ROPS landed on top of a worker and killed him. In another incident, a worker's head was caught under the overhead protective cage when he fell from the seat.

What do you do if your forklift operators refuse to wear their seat belts? Here are a few suggestions:

- ✓ Do NOT take "No" for an answer. Have a written policy that requires the use of seat belts on forklifts, as well as in trucks and other equipment. Strictly enforce this safety rule. Let employees know that any violators who get caught not wearing their seat belts will be disciplined.
- ✓ Share stories of incidents such as the ones just cited with your employees. Look for photos that graphically show what can happen when a worker is thrown from a forklift or other equipment. One good source for descriptions of machinery-related incidents with photos you can use is the National Institute for Occupational Safety and Health's (NIOSH) Fatality Assessment and Control Evaluation (FACE) Program, www.cdc.gov/niosh/face
- ✓ Constantly remind your employees WHY you care if they do or don't use their seat belts. Tell them that it's because you want them to be able to go home at night with all of their limbs intact—and that you want them to live so they can be with their families and see their children grow up.

Turfgrass Sod Farmers' Safety Management Checklist

You're a small turfgrass sod farmer with a lot on your mind. While you believe that safety is important, you haven't specifically assigned anyone safety responsibilities. What are the most critical questions to ask yourself to ensure that you have at least the "basics" of a good safety program in place? This checklist will give you some guidance.

- ✓ Does our commitment to safety come from the top management?
Or do we only pay close attention to safety after a serious injury or death has occurred?
- ✓ Do we have a written safety program that has been translated and orally reviewed with all employees in a language and manner they understand?
- ✓ Do we make it clear that safety is EVERYONE'S responsibility?
- ✓ Does "tailgate" safety training (5-10 minute oral safety sessions on a single topic) take place every week—even during the busiest times of the year?
- ✓ Do we fairly and consistently enforce violations of our safety poli-

cies and rules?

- ✓ Do we provide quality personal protective equipment (PPE) such as ear plugs and safety glasses? Do we provide safety signage in languages our workers can understand?
- ✓ Have we identified tasks an injured employee may be able to perform in order to get that person back to the workplace as soon as medically possible? (*Note:* For more information, see "Light Duty Program Will Save You Money" in our June/July 2007 issue of *Safety Management*.)
- ✓ Do we praise, reward or otherwise recognize employees who perform their jobs safely so they can set a safe example for others?
- ✓ Do we lead by example, or do we sometimes "forget" to wear our seat belt, drive defensively or practice safety in all that we do?

More Low-cost Safety Ideas You Can Use

(Editor's note: This is the second in a series of articles on free or low-cost safety ideas you can use.)

- ✓ **Make use of your insurer/workers' compensation carrier.** Ask that person what FREE resources (safety audit checklists, Web-based resources, video lending library, etc.) are available for you to use. Ask your insurer to accompany you (at no cost) on a safety audit or hazard inspection of your sod farm. Find out what other programs your insurer has available that can assist you in reducing injuries and injury-related insurance costs.
- ✓ **Develop written safety rules.** These do not have to be complex, but will go a long way—along with strict enforcement—toward reducing injuries. Be sure to document in writing all safety rule violations. A few examples of key safety rules: Do not jump on or off trucks or equipment. Use the personal protective equipment (PPE) we provide. Walk, don't run. Perform a pre-operation inspection of trucks and equipment before each use.
- ✓ **Make safety training FUN.** There's no better way to lose interest in safety than by having long, boring meetings. One idea on how to make safety training fun is to pick two people to try on PPE (safety glasses, respirators, etc.). Have one of your workers try it on backwards... then play some accompanying music and have that person parade up and down asking everyone what's wrong. The second person then wears the PPE CORRECTLY.



TPI Safety TIPS

- Inspect equipment before each use.
- Take notes on any faulty or broken equipment.
- Train employees to check work sites for hazards.
- Require prompt reporting of all potential hazards.
- Keep records of corrective actions that are taken.
- Partner with your insurer to reduce injuries.
- Set clear injury reduction goals.
- Track the costs of all injuries, accidents and close calls.
- Review injury and accident trends on a monthly basis.
- Reward employees' innovative safety ideas.

Think Safety!

Marketing Tip

By John Graham
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The Five Marketing and Sales Mysteries Revealed

In the months leading up to the introduction of the iPhone, rumors abounded—and Apple did nothing to quell them. According to Tim Beyers of the *Motley Fool*, as reported in *The New York Times*, "When Apple does nothing to stop rumors from circulating, the feeding frenzy gets more and more intense. By talking sparingly, they get talked about."

Successful marketing is shrouded in just such mysteries. Attempts to peel away the layers to uncover its essence may be futile. At the same time, it may be possible to lift a corner of the curtain to see at least a dim picture of the mysteries of marketing. Here are five:

1—Be nosy. When customers say, "We're all set," "We're satisfied with our present supplier" or "Give us a quote," they send a valuable but often ignored message. In effect, their message is: "You're boring me. I see no reason to spend time with you. Get out of my face." In the same manner, if the customer asks the price, they are raising a red flag that says, "You and your competitors are all the same; all that's left is price." Astute marketers are good detectives; they ask lots of questions. They don't want to miss even one piece of the puzzle. They're nosy.

2—Refuse to accept opinion as fact (including your own). Opinion and fact are easily confused today, perhaps as a result of so much talk radio and blogging. Good marketers are suspicious of all opinion, including those of management.

Just because certain tactics are used doesn't make them necessarily beneficial, unless there is adequate evidence. Do website ads with constant movement attract attention or irritate viewers? Which viewers? Are pop-up Internet ads effective? For whom?

3—Forget about selling something. Many companies with technically competent salespeople find themselves hiring those lacking in product knowledge, but who quickly reach the top of the sales performance charts. One reason for such success seems to stand out: they connect with the customer. A new salesperson for a heating and air conditioning service company used a very simple approach with business

prospects. He asked, "Have you ever had to wait for your service company to get to you when you were without heat in the middle of winter? We guarantee to be there in less than one hour."

He didn't focus on how long the company had been in business or its service technicians' years of experience. He understood vulnerability and used it successfully. Stories, not facts, are the essence of marketing and sales.

4—Saving money for customers isn't always appealing. Believe it or not just saving money can be a negative to customers. If it conjures up images of inconvenience, mistakes, disruption, confusion, complaints and extra work, saving money isn't worth the pain. Often, successful selling depends on identifying the potential pain that might be caused by making the sale and then getting rid of it before asking for the order. At times, avoiding pain can be more powerful than saving money.

5—Head for the heart. In a study published in the *Journal of Advertising Research* (December 2006), three researchers, led by Dr. Robert Heath of the UK's University of Bath determined the validity of the thesis "It is the emotional content in advertising that is responsible for building brand relationships," as first set forth in 1967. Their study concluded that although communication fades over time, the emotional qualities remain. They also found that what works best is emotional content that's less obvious.

Is there a mystery why Wal-Mart's face remains blemished in spite of efforts to clear up its corporate complexion? Years of criticism about low wages and harming local businesses failed to take a toll on its image.

Yet, when Wal-Mart's top executives are accused of failing to live up to the company's "down home" corporate values, a fierce backlash ensues. Are we angry with management for betraying old Sam Walton and his vision of bringing low prices to millions of Americans who count on them?

Marketing and sales aren't about the obvious, the apparent. They are shrouded in mystery. It's not what we think we know or see that counts. It's what we uncover that makes the difference.



Shrewder Computing

Unsecure Wireless Network

Do you have an unsecure wireless network? That means you bought a wireless router, plugged it in and it worked, so you let well enough alone? If so, you may want to consider at least changing your master password, because the settings are generic to all of the same brand—and someone else could be locking you out of your own router.

Second and most important, if you don't set up security on your wireless router, your neighbors could be using your bandwidth, causing the occasional slow response when you need to retrieve some information in a hurry.

Clean Up Your Desktop

Is your computer desktop like many desks—cluttered? Having a clean desktop is important enough that Windows XP now asks you to clean up unused desktop icons. If you have always ignored the prompt like many folks, you can either clean them up manually by right clicking your mouse on them and selecting delete or you can access the Windows XP program. Here's how: At your start menu, select: *Control Panel*

Double-click: *Display*

Click the: *Desktop* tab.

Click the: *Customize Desktop* button at the bottom.

Click the: *General* tab.

Click the: *Clean Desktop Now* button at the bottom.

Computer Humor:

Tech Support: I need you to right-click on the Open Desktop.

Customer: OK."

Tech Support: Did you get a pop-up menu? Customer: No.

Tech Support: OK. Right-Click again. Do you see a pop-up menu? Customer: No.

Tech Support: Okay, sir, can you tell me what you have done up until this point?

Customer: Sure, you told me to *write* click and I *wrote* click.

TPI Action

TPI Participates in Florida Turfgrass Association Conference Panel Discussion

The panel of industry professionals speaking to Florida Turfgrass Association members at their 55th Annual Conference & Show recently included TPI Executive Director Kirk Hunter. Focusing on the environmental benefits of Turfgrass, Hunter encouraged everyone to take a more proactive stance in helping to educate and increase the awareness about Turfgrass benefits to the environment. "Whether your business is related to golf, sports turf, sod production or lawn care doesn't really matter; how the general public perceives turfgrass will impact you and your business," said Hunter. "At a time when everyone is concerned about our environment and when mis-information often prevails, it is important for us to communicate these environmental benefits to the customers we serve."

Other panelists included Andy LaVigne of American Seed Trade Association; Frank Gasperini of RISE, and Rich Martinez of Scotts Miracle-Gro Company.

TPI Honors & Awards Deadline for Submitting Nominees is Fast Approaching

November 1, 2007 is the deadline for receiving your nomination for TPI Honorary Member, Distinguished Service and Innovator of the Year awards. If you know someone deserving of recognition for their contribution to our industry, now is a good time to fill out the 2007 Honors & Award form found on page 22 of the September/October edition of *Turf News*. You'll also find the form on the TPI website www.TurfGrassSod.org where you can select the *Events* in light green shaded box on right, and then select the *Awards Nomination Form*.

To receive additional information on any of these items, contact the TPI Office at Tel: 800/405-8873 or 847/649-5555

Fax: 847/649-5678, or e-mail: info@TurfGrassSod.org

Website: <http://www.TurfGrassSod.org>

Artificial vs. Natural?

In a 2006 NFLPA (National Football League Players Association) Opinion Survey, players were asked, "How important a role do you believe NFL groundskeepers play in the performance of NFL grass playing surfaces?". Here are their responses:

Ball Club	Very Important	Important	Not Important
Arizona Cardinals	93.9%	6.1%	0.0%
Atlanta Falcons	86.4%	13.6%	0.0%
Baltimore Ravens	85.7%	11.9%	2.4%
Buffalo Bills	92.5%	7.5%	0.0%
Carolina Panthers	87.2%	10.6%	2.1%
Chicago Bears	97.2%	2.8%	0.0%
Cincinnati Bengals	94.1%	3.9%	2.0%
Cleveland Browns	84.0%	12.2%	2.0%
Dallas Cowboys	82.9%	17.1%	0.0%
Denver Broncos	100.0%	0.0%	0.0%
Detroit Lions	88.9%	11.1%	0.0%
Green Bay Packers	83.3%	16.7%	0.0%
Houston Texans	80.4%	19.6%	0.0%
Indianapolis Colts	92.7%	7.3%	0.0%
Jacksonville Jaguars	90.5%	7.1%	2.4%
Kansas City Chiefs	90.2%	9.8%	2.4%
Miami Dolphins	86.7%	11.1%	2.2%
Minnesota Vikings	94.9%	5.1%	0.0%
New England Patriots	64.7%	8.0%	2.0%
New Orleans Saints	91.3%	8.7%	0.0%
New York Giants	88.1%	9.5%	2.4%
New York Jets	90.7%	7.0%	2.3%
Oakland Raiders	94.6%	7.9%	0.0%
Philadelphia Eagles	80.8%	13.5%	0.0%
Pittsburgh Steelers	95.5%	4.5%	0.0%
St. Louis Rams	94.0%	6.0%	0.0%
San Diego Chargers	92.2%	2.0%	5.9%
San Francisco 49ers	91.8%	6.1%	2.0%
Seattle Seahawks	87.8%	10.2%	2.0%
Tampa Bay Bucs	85.4%	9.8%	4.9%
Tennessee Titans	90.0%	10.0%	0.0%
Washington Redskins	86.1%	11.1%	2.8%

Business Management

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FIRST CLASS MAIL

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