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BUSINESS MANAGEMENT

Turfgrass Producers International

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2009 TPI Summer Convention & Field Days—East Lansing, MI

Monday, July 27

- Early Bird Reception
- Farm Tour

Tuesday, July 28

- The Lawn Institute Memorial Golf Tournament
- MSU Campus Tour
- TPI Banquet

Wednesday, July 29

- Women's Forum Breakfast
- TPI Annual Business Meeting and a Guest Speaker
- Roundtable Forum & Lunch
- Exhibit Hall Reception
- Working Group Meetings

Thursday, July 30

- Field Day

Eight Tips to Help You Sell More, More Easily

1) Ask for favors—Call clients who can no longer afford your services or products and say, "I'm wondering if you have any colleagues who might have a need for our products. I'd be so grateful/honored/delighted (pick one!) if I could use your name and call/e-mail to introduce myself. Then, just stay quiet and wait. When people have been happy with you, they're happy to help you. All you're doing is reminding them of that!"

2) Eliminate risk—It's easier to stick with the familiar. If you want to break into new markets, it's vital that you make it risk-free for your prospective buyers. Offer some type of risk-free promotion to encourage prospects to give you a try?

3) Add value—Buyers need to prove value in their buying decisions. Imagine your prospects selling your services/product to their customers. The best value—thoughtful consumerism—is what they'll have to show. What matters to your customer's customer? Create value for that stakeholder and make it easy for your customer to sell it.

4) Go against the crowd—Whatever everyone else is doing is already being done. It's old, it's boring, so "twist it."

5) Think positive—There is no value in thinking or talking doom and gloom. I'm not being a *Pollyanna*. If you think about bad stuff, you're not only more likely to attract that, you leave no room for the good. The bad may come and it's always smart to be

prepared with a plan "B." But focus on the good, the positive, the exciting and you'll see ways to make it happen.

6) Take advantage of the opportunities within the current economic situation—Who needs you now who couldn't have afforded your services before or who wouldn't have wanted to work with your brand before?

7) Sell trust—Every communication you send must increase buyers' and prospects' comfort. From error-free e-mails that are truly focused on your customer, to responding appropriately to on-line reviews, how they perceive you and your business helps customers determine if they can trust you. Paying attention to the details is the first step to gaining trust.

8) Be courageous—I remember a quote about never dreaming little dreams. Be bold. What's the best that can happen? Business is out there. Yes, the pickings are slimmer but your determination is greater. Be brave. Do one thing today that you hesitated to do yesterday.

Source: Sue Hershkowitz-Coore, www.SpeakerSue.com



Membership Renewal Notice Coming Soon—Is Your Contact Information Correct?

When you receive your TPI membership renewal notice, please check the accuracy of your e-mail, phone and other contact information. It's very important because the same information you provide TPI is what current and potential customers see published on the TPI website.

Note: For permission to reproduce and distribute any part of the *Business Management* newsletter, contact the publication's Editor Bob O'Quinn at 847/649-5555 or roquinn@TurfGrassSod.org

Members Have Access to TPI Conference Photos On-Line

Whether you attended the TPI Midwinter Conference in February this year, members have direct access to all photos taken there. Just go to www.TPIphotos.smugmug.com and select "2009 Midwinter Conference" and then tour the 20 individual galleries named to match each event conducted that week.

You're welcome to browse through the 466 photos and select any you wish to download, save and print.

On this website, you'll find photos taken at all TPI Conventions and Conferences since the summer of 2006, categorized into individual event galleries.

Taking Care of Business

By Scott Hunter
The Hunter Partnership Alliance
Tel: 714/573-8855

Success: It's Mostly in the Attitude!

Periodically, I go back and read previous articles. One I wrote late in 2007 seems so applicable to these challenging times that I thought it was worth repeating. Enjoy.

In the 1970s, the Andrew Carnegie Foundation funded the largest research study ever done to determine what makes a successful individual. They surveyed more than three hundred thousand people in four employment sectors—business, industry, education and government.

The findings speak for themselves. It was found that only seven percent of your success is determined by the knowledge you have, only 12 percent by the skills you possess, and 81 percent of your success is determined by your attitude! Wow! Isn't that powerful?

So let's look at this thing called attitude. Quantum physicists now tell us that your body is comprised of vibrating energy assembled together to form a human being, you. You are actually energy focused into human form. They have also found that how you think determines how you feel, and your feelings and your emotions literally determine the frequency of your vibration. Pretty amazing to think about that. You are fundamentally a body of energy which vibrates at a frequency which is directly a function of your attitude.

And then there is a fundamental law in the universe called "the law of cause and effect." For every cause, there is an effect. And how this relates to you is: if you are a bundle of energy and everything else in the universe is energy, then you will attract to you that which is consistent with the energy that you are.

So you want to start to think of yourself as being like a magnet that will attract to you that which is consistent with your energy field that, again, is controlled by your feelings/emotions/attitude.

When you are at the lowest of possible emotions, when you have the worst possible attitude—fear, anxiety, depression, powerlessness and despair—you attract to you the circumstances and events which support you in being fearful, anxious, depressed, etc. I doubt you would call this a formula for success.

When you work your way up the emotional scale to rage, hatred, seething and wrath—certainly not very positive attitudes—you attract to you the circumstances and events that support you in being hateful, seething, etc. Not very good, but better than fear.

Do you know people who are angry? Do you find yourself being angry a lot? Like all human emotions and attitudes, it's not right or wrong to be angry. But there are consequences.

When you go through life angry, you attract to you the circumstances and events that support you in being angry. Not very good.

Here's a pretty common attitude at work: blaming, criticizing, condemning, judging and thinking badly of others. Know people who do this? Do you do it? If yes, guess what you'll get?

Okay, I've kept you in suspense long enough. I know you want to know what attitudes, what emotions, will literally guarantee your success. Which moods will bring you what you want almost 100 percent of the time and bring you what you don't want virtually none of the time. Here's the answer: Love, gratitude, appreciation, thankfulness, joy, bliss, excitement, enthusiasm, passion and the like.

And here's the most important point of all. What are those feelings? Where do they come from? Well they are neither the circumstances of life nor do they come from those circumstances. All of those emotions and feelings are attitudes. They come ONLY from you. They need to be generated.

In so many ways, we live in an upside-down world. We are so programmed to believe that we get our attitude, our feelings and our general sense of who we are and how our life is from the circumstances of life. It just isn't true.

Here in the U.S.A., we have at least as much—if not more—than people any place else in the world, yet we are also the unhappiest. More anti-depressants are sold in the U.S. than in the rest of the world combined.

Circumstances are just circumstances. They don't inherently mean anything.

You can be incredibly poor and truly

happy or fabulously rich and miserable. How you choose to interpret the circumstances of life makes all the difference in the world. And now I hope you see how critical that choice is to your success.

One of my favorite quotes is from *Real Moments* by Barbara deAngeles. She said, "Happiness is a choice you make in each moment about how you experience that moment, not a state you one day achieve." And that is so true. We always have a choice, and it's how we choose to experience life that makes all the difference in the world.

I have a suggestion. It's pretty difficult to look at the newspaper, listen to the radio or watch TV and not see all of the gloomy reports on the state of the world economy. As with everything else in life, you get to choose how you react to that news. How about using the daily news as a reminder to start giving thanks everyday, maybe even every hour of the day, for all of your blessings?

Start generating an everyday attitude of gratitude, appreciation, thankfulness, enthusiasm, passion and joy. You might just come to discover how truly blessed you are and given the law of cause and effect, you might just find yourself being showered with blessings! I'm happy to tell you that is exactly what I have been doing and it's working marvelously.

Try it. You have everything to gain and really nothing to lose.

Several years ago, I recorded a program entitled "Living a Life You Love." It looks at each of the areas in our lives and gives guidelines on how to make the choices that will bring you success in your finances, relationships, career and attitude. If you haven't yet obtained your copy, you can order it at

<http://www.thpalliance.com/store.asp>



Food for Thought

The measure of a man's real character is what he would do if he knew he would never be found out.

—Thomas Macaulay—

Safety Management

10 Common Safety Mistakes

Turfgrass sod producers with safety programs "on the books" often wonder what went wrong when serious injuries or accidents continue to occur. The following are some mistakes that are commonly made.

♦ **Viewing safety as a "cost" rather than as a means to reduce costs.** Committing time to regular tailgate safety training, company-wide safety meetings and other safety efforts does mean time away from the job. Yet the cost of spending just 10 minutes per week on a short tailgate safety lesson is far less than the cost of a serious back injury, the loss of a finger or hand in a rotating blade or—worse yet—an employee fatality. When you think about safety-related costs, also consider insurance claims, rising insurance premiums and the "human" costs of a preventable injury or death.

♦ **Failing to involve employees at all levels in your safety program.** Ask yourself these questions: Are employees at all levels represented on your turfgrass sod farm's safety committee? Are injuries/incidents regularly reviewed with managers, supervisors and affected employees? Do employees with expertise in certain areas have the opportunity to lead brief tailgate training sessions?

♦ **Skipping safety training sessions during your busiest seasons.** It's easy to justify this when economic times are good and work is plentiful. But the busiest times are also the times shortcuts and other unsafe behaviors are most likely to occur.

♦ **Failing to conduct regular hazard inspections.** Again, this is easy to justify skipping during busy times. Yet it only takes a few minutes to check a work site and equipment for hazards. A hazard such as wet, slippery terrain or a damaged safety shield could result in injury if time isn't taken to discuss it and, when possible, correct it.

♦ **Believing a safety program can be successful without top management's strong support.** Having a program on paper isn't enough; employees know if top managers truly support safety or are just paying lip service. Remember: *Actions speak louder than words.*

♦ **Failing to make safety as high a priority as doing good work for customers and completing jobs on time.** Safety should go hand-in-hand with these other important goals. If an injury or accident does occur on the job, more time will be lost than if the employee had worked safely to begin with. Also, recurring safety issues can result in the loss of good customers.

♦ **Thinking that safety is someone else's responsibility.** While it is important to delegate certain safety duties in order to involve others, safety must still start at the top. That means top management is ultimately responsible for all safety-related issues—both the good and the bad.

♦ **Failing to give recognition to employees who engage in safe behaviors.** It's important for employees to be recognized—even with a simple "Thank you"—for working to be safe. There are many ways to do this. One good way we have suggested in the past is to carry a digital camera with you and take photos of workers you see acting safely. Then post these photos on your company bulletin board or in another location where co-workers will see it with a note underneath that states: "Congratulations (employee's name) for being SAFE."

♦ **Making safety meetings and other events long, dull and boring.** If you aren't a good speaker, let someone else lead the monthly

safety meetings. Limit the meetings to an hour or less and supplement them with 10-minute weekly tailgate training sessions on a single safety topic.

♦ **Not taking safety seriously until after a traumatic injury, death or other incident occurs.** Unfortunately, this is what sometimes happens. Don't let your wake-up call be a preventable serious injury that results in a lengthy and costly insurance claim.

Turfgrass Sod Producers' Safety Q&A – No. 4

Editor's note: This is the final in a series of questions and answers designed to help keep your safety skills sharp. Be sure to pass this quiz onto your supervisors and other workers. The one best answer to each of these questions appears on the next page of "Safety Management."

It is important to have our company's safety program in writing because:

- A – It is easier that way for employees to remember what is in it.
- B – It enables us to add to it at any time.
- C – It provides documentation of our safety efforts in case a lawsuit or other dispute arises.
- D – It gives our administrative assistant something to do during down times.

A good way to make use of our insurance company is:

- A – To periodically stop by and "chat" in an effort to bring our premiums down.
- B – To ask for assistance with safety checklists and safety audits.
- C – To regularly tell our insurer what other insurance companies are charging.
- D – To invite our insurer to participate on our sod farm's softball team.

It is good idea to save damaged personal protective equipment (PPE) because:

- A – We may be able to repair it and save on the costs of buying new PPE.
- B – We may be able to trade it in for new protective equipment.
- C – It is not always clear where to dispose of it.
- D – It can serve as a visual "reminder" of the importance of PPE in our next safety training session.

Should You Require Personal Protective Equipment?

Editor's note: Turfgrass sod producers located in the United States who are subject to Occupational Safety and Health Administration (OSHA) regulations are **REQUIRED** to conduct workplace hazard assessments to determine whether personal protective equipment (PPE) is needed. But no matter where you are located or how small your operation may be, conducting such assessments is a good way to identify hazards and determine the need for PPE. The following sample hazard assessment was provided by the Michigan Occupational Safety and Health Administration's Consultation Education and Training Division.

Hazard Assessment and Equipment Selection

— **Conduct a workplace survey.** Conduct a "walk-through" sur-

vey to identify sources of hazards to workers' feet, heads, eyes and faces. Reassess the situation whenever a new hazard is introduced. Care should be taken to recognize the possibility of multiple and simultaneous exposure to a variety of hazards. Adequate protection against the highest level of each of the hazards should be provided.

During your walk-through survey, observe the following:

- Sources of **impact/motion**, such as machinery or processes where any movement of tools, machine elements or particles could exist or where the movement of personnel could result in collision with stationary objects.
- Sources of **high temperature** that could result in burns, eye injury or the ignition of protective equipment.
- Types of **chemical** exposures.
- Sources of **hazardous** atmospheres.
- Sources of **hazardous radiation** (such as welding, cutting, etc.).
- Sources of **falling objects** or the potential for dropping objects.
- Sources of **sharp objects** which might pierce the feet or cut hands.
- Sources of **rolling or pinching objects** which could crush the feet.
- **Layout of the workplace** and **location of co-workers**.
- Any **electrical hazards**.

— **Organize and analyze data.** When your walk-through is complete, organize and analyze the data you have collected so it can be efficiently used in determining the proper types of PPE required at the work site. Be aware of the different types of PPE available and the levels of protection offered.

— **Select personal protective equipment.** Select PPE that ensures a level of protection greater than the minimum required to protect employees from the hazards. PPE that fits well and is comfortable to wear will encourage employee use.

— **Fit the PPE.** If the personal protective equipment does not fit properly, it can make the difference between being safely covered or dangerously exposed. It may not provide the level of protection desired and may discourage employee use.

— **Reassess hazards.** Be sure to do this whenever new equipment and/or processes introduce hazards that might require revised PPE strategies.

Testing Your Employees' Knowledge of PPE

It's important to train your employees on how to properly care for and use personal protective equipment. Whether it's hearing protection, safety glasses or other PPE, misuse can result in damage and in an inability to protect the user from hazards. Here are some suggested questions to ask your workers after training them on the proper care and use of PPE.

- What are the types of personal protective equipment (PPE) required for your task?
- What are the hazards you are being protected against for each type of PPE used in your job?
- What procedures do you follow for the use and care of your PPE?
- What should you look for to determine if the PPE you are using is in good working order?
- What actions do you take when your PPE becomes defective?

Reminder: It's best to test your employees orally if language or litera-

cy levels might be an issue. Also, make sure to keep a written record of both your workplace hazard assessments and these PPE tests.

Answers to Turfgrass Producers' Safety Q&A No. 4

It is important to have our company's safety program in writing because:

C – It provides documentation of our safety efforts in case a lawsuit or other dispute arises.

A good way to make use of our insurance company is:

B – To ask for assistance with safety checklists and safety audits.

It is good idea to save damaged personal protective equipment because:

D – It can serve as a visual "reminder" of the importance of PPE in our next safety training session.

Getting Started: Back to the Basics

Whether you are just now implementing a formal safety program or the one you have has become "stale," it's always good to get back to the basics to ensure your program is on track. The following are some suggested action steps to take.

- Determine whether your turfgrass sod farm can afford even a single disabling injury or fatality.
- Review all costs of an unsafe operation (including the "hidden" costs)—lengthy insurance claims, increased premiums, recruiting and training replacement workers, time spent investigating injuries/incidents and claims, employee morale, potential loss of good customers.
- Take the necessary steps to make safety a top priority, including identifying potential barriers to safety (inadequate training or lack of management commitment), and take steps to eliminate them.
- Enlist the assistance of key players at your turfgrass sod farm, including long-time supervisors, employees with good safety records. Ask these individuals what, if anything, appears to be going wrong, what can be done about it, who will take primary responsibility for correcting it and what will happen if the suggested corrective actions don't work.
- Review the key elements of your safety program to determine whether any are missing. Do you have a written safety policy statement (in language all employees can understand); written safety rules; weekly tailgate safety training; regular review of all injuries, accidents and "near miss" incidents; and daily work site and equipment inspections.
- Implement the best of the free or low-cost safety ideas you are aware of. Review past issues of *Safety Management* for more.
- Identify other free resources you can use, including your insurance company and safety materials available on the Internet.
- Commit to regularly meeting with your managers/supervisors to ensure your safety program stays on track.
- Remind your employees that the primary reason for your company's safety program is to make sure they go home uninjured every night. Let them know you care about their safety and that of their co-workers—and that is why you expect them to be actively involved in your safety program.

Marketing Tip

By Thomas Houck, CPA, CFP
Tel: 561/514-6567
Heritage Business Solutions™

Top 10 Survival Tactics in a Tough Economy

Everyone, including small business owners, has been watching the economy evaporate in front of their eyes. These "Top 10 Survival Tactics in a Tough Economy" could help make a difference in the survival of your business.

1. Cash flow is king—As a small business owner, you must know how your cash flows by tracking how cash comes in versus how it goes out. Take two hours and use your QuickBooks or check register to get a grasp of this monetary movement.

2. Trim the fat—Many small businesses had good cash flow coming in the door during the past 10 years and they allowed fat to accumulate in the things going out the door. Look at where your money is going and downsize things like vehicles, eliminate unnecessary items and maybe even make some tough decisions about eliminating employees. It's critical that you get your cash outflows to a manageable level ASAP.

3. Look into the future—When clients and projects were rolling along, most entrepreneurs believed that new business would materialize every time things slowed down. Those times are gone. Analyze what money is coming in during the next three months, specifically from where and when. Compare this to the new cash outflows that you assessed in the step above. If things are tight, that's fine; if more is going out than coming in, trim more and find additional income. Do this exercise each month, always looking at least three months out.

4. Get back to basics—When you first went into business, you may have had to fight and claw to make ends meet. Make a list of the things you did back then to bring in revenue. You probably moved away from many of those strategies when business improved; this is the time to aggressively return to them.

5. Avoid the evil temptation—It's tempting to use debt and credit cards to borrow your way through slow times. Since no one knows how long this slump will last, borrowing may result in the demise of your business. Just say, "NO!" to using credit cards, the equity in your home or any other borrowing. Resolve that you're going to scratch and claw your way through this using

the cash flows of the business. You'll come out stronger in the end.

6. Emergency—You absolutely must have cash reserves, an emergency fund that equals one, two or three months equivalent of your cash outflows. Put this in an account and don't use it unless it's life or death for the business.

7. Banker's hours—Your banker is probably as scared as you are. If you're having trouble keeping up with your obligations, steer clear of him until you can show him a concrete plan for getting cash flows back in shape. Use the steps above to create the basics for the plan, and ask your CPA to help you format it. Once it's complete, communicate to your banker clearly, and ask him to help you implement it. If it's a quality financial institution, they'll want to see you make it and they'll help you any way they can.

8. Who lays the golden eggs?—Don't forget it's your customers who are paying your bills. It's imperative that you keep your existing customers because your competition is desperate and might try anything to win them over. Call your customers, personally, and ask them how they're doing, if there's anything you can do to help them out.

9. If you don't work on the important things, they won't get done—You must make time to work on your cash flows and improve the customers' experience NOW. Set aside a full day within the next week to work on the items above, without interruptions and excuses.

10. Stress—The difference between which businesses get through this slowdown and which ones don't has a lot to do with the decisions they make. To make good decisions, you must think clearly. When you're stressed, it's nearly impossible to make big decisions and demonstrate the leadership that's needed to survive. Some suggestions to lower your stress level include a daily 10-minute relaxation CD that walks you through deep breathing and stretching, even yoga exercise or outdoor activities with your family. Any-thing that allows you to get your mind off of business and relax is good.

Entrepreneurs have a sink-or-swim, do-or-die mentality. Focus on the right things and you'll get through this.



Shrewder Computing

Getting a "Deal"

Before you buy that latest tech toy, check out some of the "deal" websites. If you are going to buy now, try these:

- ♦ <http://www.nextag.com>
(price comparison site)
- ♦ <http://www.pricegrabber.com>
(another price comparison site)
- ♦ <http://www.google.com/products>
(used to be called Froogle, it's Google limited to products)

A lot of technology, if you have a 30-60 day window to buy it, will go on sale somewhere. There are deal websites that work like community shopping groups—everyone watches and posts deals. Good ones make it to the home page. Some preferred sites are:

- ♦ <http://www.spoofee.com>
- ♦ <http://www.dealunion.com>

They also have non-technology deals, like 31-cent Baskin Robbins ice cream cones. Some of the deals go away fast (probably mistakes), so if you see something interesting, don't wait.

You're welcome to send half of that money you save to The Lawn Institute!

Set Up Meetings Without So Many E-mails

You need to have a meeting or conference call with 10 people, wondering who is available when? If everyone is hitting "Reply to All," then hundreds of e-mails could be generated. There are web-based alternatives:

- ♦ <http://www.setameeting.com>
- ♦ <http://whenisgood.net/>
- ♦ <http://www.doodle.com>

You log in, set the parameters of options for when to meet, and the attendee e-mail addresses. They get an e-mail with a link to a custom preference page, give their preferences, and the website keeps track of the "votes." When everyone (or most) are done, you take the best option and send the invite.

Source: Gregg Marshall, CPMR, CSP, is a speaker, author and consultant. He can be reached at gmarshall@repconnection.com or visit <http://www.repconnection.com>

TPI Action

TPI Begins "Natural Grass" Column in *Athletic Turf News*

Natural Grass is Truly "Green" is the title of an article scheduled to appear in the next edition of *Athletic Turf News* e-newsletter. This in response to Editor-in-Chief Ron Hall's invitation for TPI to begin a monthly column with maintenance tips and the benefits of natural grass, to balance the publication which is also publishing a monthly column by the Synthetic Turf Council. The *ATN* e-newsletter goes to approximately 5,000 grounds managers, contractors, suppliers, etc. The May/June *Turf News* is scheduled to carry the article. Meanwhile, please send any sports field maintenance tips you would like to see included in the column; send them to *Turf News* Editor Bob O'Quinn at roquinn@TurfGrassSod.org

TPI Serves on Advisory Panel for SCRI-Funded Biosolid Research

From the nearly 300 applications for SCRI (Specialty Crop Research Initiative) research grants, 26 were judged worthy to receive funding. Fortunately for TPI members, among those 26 approved applications, a turfgrass research project "Increasing the Economic and Environmental Sustainability of Sod Production Using Biosolids" was selected to receive funding. Executive Director Kirk Hunter represents TPI on the advisory panel that helps to determine the direction of the research. The objective of the research is to increase the profitability and sustainability of sod farming by developing a biosolids-based production system that will reduce supplemental fertilizer and pesticide requirements, minimize soil exported upon sod harvest, and create an important avenue for the beneficial use and re-distribution of municipal biosolids.

The scope and objectives of this project were developed with extensive stakeholder involvement, including representatives from USDA National Conservation and Resource Service (NCRCS) wastewater treatment plants, sod production farms and related industry groups including TPI.

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>

Natural Grass vs . Artificial Turf?

In a 2008 NFLPA (National Football League Players Association) Opinion Survey, 1,565 active players were asked, "Which surface do you think is more likely to shorten your career?"

Here are their responses:

Ball Club	Artificial Infilled	Grass	NA
Arizona Cardinals	100.0%	0.0%	0.0%
Atlanta Falcons	89.7%	8.6%	1.7%
Baltimore Ravens	88.6%	9.1%	2.3%
Buffalo Bills	79.6%	14.3%	6.1%
Carolina Panthers	93.4%	4.9%	1.6%
Chicago Bears	95.9%	4.1%	0.0%
Cincinnati Bengals	89.8%	10.2%	0.0%
Cleveland Browns	96.6%	3.4%	0.0%
Dallas Cowboys	97.6%	0.0%	2.4%
Denver Broncos	90.7%	5.6%	3.7%
Detroit Lions	91.7%	5.6%	2.8%
Green Bay Packers	89.4%	8.5%	2.1%
Houston Texans	100.0%	0.0%	0.0%
Indianapolis Colts	84.4%	15.6%	0.0%
Jacksonville Jaguars	95.5%	4.5%	0.0%
Kansas City Chiefs	96.7%	3.3%	0.0%
Miami Dolphins	91.1%	6.7%	2.2%
Minnesota Vikings	100.0%	0.0%	0.0%
New England Patriots	95.7%	2.2%	2.2%
New Orleans Saints	86.7%	10.0%	3.3%
New York Giants	97.1%	2.9%	0.0%
New York Jets	87.5%	10.0%	2.5%
Oakland Raiders	95.8%	4.2%	0.0%
Philadelphia Eagles	94.6%	2.7%	2.7%
Pittsburgh Steelers	98.1%	1.9%	0.0%
St. Louis Rams	90.7%	7.4%	1.9%
San Diego Chargers	95.7%	2.2%	2.2%
San Francisco 49ers	88.9%	7.4%	3.7%
Seattle Seahawks	89.6%	6.3%	4.2%
Tampa Bay Bucs	89.1%	4.3%	6.5%
Tennessee Titans	88.1%	5.1%	6.8%
Washington Redskins	94.4%	0.0%	5.6%
TOTAL	1,448	85	32
AVERAGE	92.6%	5.3%	2.1%

Business Management

Turfgrass Producers International

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e-mail: info@TurfGrassSod.org

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