

June/July 2009



BUSINESS MANAGEMENT

Turfgrass Producers International

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Do You Have the Current User Name & Password for the "Members-Only" Section of the TPI Website

The current *User Name* and *Password* needed to access the "Members-Only" section of the TPI website should be all lower case letters—not initial capitals and lower case.

If you've forgotten or misplaced the current "Members-Only" *User Name* and *Password*, contact TPI.

There's a Big Advantage in Being Where Other Successful Companies Gather

During a down economy, it's sometimes tempting to think of a dozen excuses for not attending an industry event, even though it has evolved over the years specifically to help individuals like you operate your business more efficiently and profitably, despite current challenges. However, when considering the tremendous value you gain from the experiences, ideas and knowledge you take home, excuses begin to fade. More than a few turfgrass producers have been quoted telling how just one idea they picked up at a TPI event was worth more than what it cost for the entire family to attend. Whether you're an attendee or exhibitor, your presence during these tough times is more important than ever.

For exhibitors, being part of the industry's largest gathering of top manufacturers and suppliers sends a clear message to existing and prospective clients. You'll enjoy numerous opportunities for one-on-one meetings with your current and prospective customers. Attendees are there by choice because they want to keep up on the industry's latest technology and other information that will help them run their operations more effectively. They are the key decision-makers of their respective businesses.

As a turfgrass sod producer, the benefits of attending the TPI Summer Convention & Field Days might vary from one great idea you pick up, to several new products or methods you can apply to your operation to reduce labor or other costs. Seeing live equipment demonstrations up close and in person, exchanging ideas and techniques with other producers, attending educational presentations and touring other turfgrass operations are just some of the values attendees experience at TPI events.

Regardless of the number of exhibitors and attendees present, there are always numerous opportunities for turf producers to talk one-on-one with manufacturer and sup-

plier representatives during static and "live demo" exhibits and while enjoying the various farm and other interesting tours and social events. Sometimes just listening as another turf producer asks questions can provide answers and resolutions to questions and concerns others might have overlooked.

The number one reason for attending TPI Conventions and Conferences is networking with peers and other industry experts, according to TPI member surveys. This year's TPI Summer Convention & Field Days will continue to provide valuable networking opportunities to visit with friends and make new acquaintances as you exchange experiences and ideas with other turfgrass producers, manufacturers and suppliers from around the world.

Put it all together (farm and other local tours of significant interest, TPI Welcome Reception, The Lawn Institute Memorial Golf Tournament, TPI Banquet, Roundtable Forum and this year's Field Day at the Hancock Research Center on the Michigan State Univ. campus) and it's obvious the TPI Summer Convention & Field Days provide a learning, sharing and social environment unmatched by any other in the industry!

Registration Just Got Easier! The TPI registration forms have evolved through the years until now they are easier than ever to understand and complete. In fact, both the forms and the registration process are now "member friendly," saving you time and expense when you register on-line because it's also quicker.

Check it out at www.TurfGrassSod.org and follow these simple steps once you open the TPI website:

- 1— Select "TPI MEMBER"
- 2— Enter "User Name" and "Password"
(If you misplaced or forgot, don't hesitate to contact the TPI office)
- 3— Under "EVENTS" menu, select "TPI Summer Convention & Field Days"

**Be Sure to Take Advantage of the Early
Bird Registration Savings and
register by June 12!**

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



Taking Care of Business

By Howard Hyden
The Center for Customer Focus
www.howardhyden.com

Eight Powerful Financials that are Not in Your P&L Reports

Too many organizations are obsessed with their profit and loss reports. It hasn't occurred to them that they might be looking at the wrong numbers.

Let's look at some numbers that just might have a bigger impact on the profit and loss, then some of the numbers that are on the report.

1. Increase the customer sales. What could happen if you were more passionate about increasing the volume of your customer sales as opposed to your number of sales. The president of a company in Utah sponsored educational sessions for his customers to bring them tools and knowledge that would help them grow their own business. His theory was that if he focuses on helping them grow their own business, then his company would grow their business as a result.

2. Reduce the total cost to the customer. A customer's forklift operator had run the lift into a post, damaging the lift cage severely. The normal action would have been to order a new cage, a substantial cost, not to mention the labor required. The technician assigned to this customer, without consulting with his manager, purchased a

hydraulic jack to straighten the bent cage frame. His action was effective, and having saved his customer a large sum of money, will certainly have a huge impact to increase customer loyalty in the future. Generally, customers will spread the positive word of mouth which can also contribute to an increase in sales for the company.

3. The cost of not training is greater than the cost of training. The cost of human capital (salary, benefits, payroll tax, social security, etc.) is one of the single biggest expenses an organization has. The small investment in training leverages the big investment that has already been made. Training as a percent of payroll in the U.S. has averaged 1/2-2 percent, which is fairly anemic. Organizations that want to excel should target in the 5-10 percent range.

4. The cost of not weeding the garden. If you do not weed the garden of your poor performers, you will jeopardize losing your top performers and the overall performance will go down. When you finally do the "weeding," the employees will not only applaud your actions but also wonder what took you so long.

5. The cost of turnover is far greater than most managers realize. The company that has higher turnover relative to the competitors will probably have lower customer satisfaction. Employee turnover begets customer turn over. Turnover is expensive!

6. Positive word of mouth (PWOM). Everyone knows that positive word-of-mouth is the most effective form of advertising, yet too often companies do not measure it. Referrals from P.W.O.M. will close at a much higher rate than leads from paid media. Also, the company may be spending more money writing proposals and using support staff time to help the reps, as well as additional marketing materials, paid media etc. Every organization wants referrals yet it's amazing how few track it. In addition, organizations that want to generate more referrals should include a P.W.O.M. in their strategic planning discussions so that they can develop the actual strategies and tactics that will result in P.W.O.M.

7. The life-time value of a customer. Most organizations do not have an account number labeled "life-time value of a customer." When you lose a customer you're not just losing sales volume for a single order; you're losing the revenue from that account for a lifetime which can be 25 years or greater. If the customer is frustrated or irate, he will be spreading negative word of mouth.

8. One more financial number that is probably not on your P&L is the one of repeat customers. The cost of acquiring a new account is far greater than the cost of keeping existing customers. Consider who is putting more focus on your accounts: your company to keep them, or the competitor to steal them? It takes some out-of-the-box thinking to consider of the non-P&L financials above. Concentrating on those numbers might have a bigger impact on the bottom line than the traditional numbers companies focus on.

AgJOBS Legislation (Labor and H2A Guest Worker Program)

TPI is working with the National Council of Agricultural Employers (NCAE) to support AgJOBS. It is important for all U.S. TPI members to get involved and contact Congress through the web-site tool provided by NCAE. Just follow these directions:

How to Send Your Letter in Support of Ag Jobs to Your U.S. Senators and House Member

- ♦ Go to the NCAE Website, Legislative Action Center (click the link.) <http://capwiz.com/ncac/home/> It is VERY easy to complete the process.
- ♦ Click "Take Action."
- ♦ You can either use the letters that are there 'as-is', or you can edit them in the boxes (one for the Senators and one for House member.) You might wish to add a sentence or two about your farm/business/association between the second and third paragraphs.
- ♦ Fully fill out the "Sender Information" (section 2.) You can add a photo if you wish, if you do there is an opportunity to add a caption so an action photo (on the farm, market, receiving an award, etc) would be a good choice.
- ♦ At the very bottom, just click "SEND." You will receive confirmation of the two Senators and your House member (based on the Zip code you input.)
- ♦ If you would like to encourage others to participate you will have an opportunity to send copies of your letter to several other e-mail addresses.

Please do it now! We need to get strong grassroots support quickly for AgJOBS. Thanks for your participation,
Kirk Hunter
Executive Director
Turfgrass Producers International

Food for Thought

*The happiest people don't necessarily have the best of everything.
They just make the best of everything.*

Anonymous

Safety Management

Are You a Safety Hero?

By Carl Potter, CSP, CMC

Lessons Learned from the Heroes of Flight 1549

Heroes abound in the safe water landing of US Airways flight 1549 on January 16, 2009 in the Hudson River: the flight crew, the New York Waterways ferry operators and other watercraft operators, police and fire rescue teams, the Red Cross and other first responders as well as the 155 passengers. The whole event has been dubbed "the miracle on the Hudson." This is a great event – one in which many things went well. Even without having the benefit of a full investigation and report, there are many lessons that we can learn from. Here are just a few things to consider.

1. Training and experience are the best defense when things start to go wrong.

Captain Chesley B. "Sully" Sullenberger, III and first officer Jeffrey B. Skiles safely "landed" the Airbus A320 in the Hudson River on Thursday. Their training and experience "kicked in" as we like to say in the safety world. They each had decades of experience and tens of thousands of flight hours.

The next time you grumble about attending training of any kind, think again. It may be what saves your life or the lives of others.

2. Be aware of changing conditions.

When you think about what happened in just a matter of minutes – a safe emergency, off-airport landing with quick thinking on the part of the pilot and first officer, the safe evacuation of passengers by the flight crew, and the initiation of a well-executed water rescue – there is no better example of situational awareness. Media interviews with the water taxi operators demonstrated that they were aware of the situation and responded swiftly and appropriately. The Red Cross also was aware of the situation within minutes and had supplies ready and people available to help.

Conditions can change quickly in our day-to-day work. Be aware and be ready to respond if the unexpected happens.

3. Follow the leader.

Almost every interview with passengers has been marked with comments about how calm everyone was during this situation. Much of this no doubt was due to the expertise and leadership of the flight crew first and foremost. People got over their initial shock quickly and responded rapidly to the crews' instructions.

Recognize that you may be in a situation where a leader is assigned – or you may be the leader in charge. Be ready to follow as well as to lead as the situation demands.

Take time to consider what you can apply to your own work from the lessons learned. The words of NTSB (National Transportation Safety Board) spokesperson Kitty Higgins sum it all up: "These people knew what they were supposed to do and they did it and as a result, nobody lost their life." That's the best lesson. You might want to talk with others how you can learn from this experience.

Insane Safety

Expecting Excellent Results while Caught in the Complacency Trap

By Carl Potter, CSP, CMC and Deb Potter, Ph.D., CMC

Some leaders and employees think their work place is pure insanity. And they may just be right. Now, we've all heard the definition of insanity: doing the same thing over and over again expecting different results. Safety professionals, workers, leaders and executives continue to do the same thing with safety over and over, expecting the results to be different (better). We see it all over the country and in every industry. We even hear it when people say, "That's how we've always done it," or "It's not broke, so don't fix it." The problem is that performance can begin to level out or even decline and this translates into short-cuts, injuries or even fatalities in a hazardous workplace. The root of the problem is complacency.

Initially, when something new is going on in the safety management process, it may take a bit for it to take hold. Yet once it does, a great deal of improvement may be realized by the organization. Over time, the results may be plateaued at a level that is less than the goal and eventually, the performance hits a decline.

Richard Foster, author of the book *Innovation: The Attacker's Advantage* explains that growth in a process, performance or application can have significant impacts on the organization until a plateau begins. The plateau occurs with changes in the environment or changes in the perceptions. We often call this plateau "complacency" in the workplace. The key is to recognize this can happen, and take steps to invigorate the process through ideas and innovation.

- 1– New process or procedure
- 2– General acceptance
- 3– Implementation/success
- 4– Plateau/complacency
- 5– Decline

The important thing for everyone—workers and leaders alike—is to understand that you don't have to get on the plateau; and if you get there, you don't have to live there in that place we'll call "The Complacency Trap." Investigation, ideas, and innovation can be used to reinvigorate the safety process. These steps can be used to avoid and escape the complacency trap:

- 1– **Freely listen to employees' concerns about what is going on in the workplace, with regard to safety.** Create a safe environment for workers to voice their issues and concerns about safety policies and procedures. The best way to do this is with an independent facilitator who will not exercise judgment, but will take good notes and help management and leaders understand what preoccupies employees.
- 2– **Look for employees and leaders who are willing to get involved in the safety process to share ideas for improvement.** Many times employees or their supervisors want to get involved in sharing and developing ideas for improvement but haven't been asked to or have been shut out of the improvement process altogether. Take steps to seek out interested people and include them in discussions and solutions.

3— Let everyone know that safety is of great importance to the organization. Regardless of your role in the organization, you can do this. Start every day with a safety briefing relevant to the work to be done. If you've already been doing this, try some new techniques; shake it up a bit. Ask different people to lead the discussion. Cover a recent incident and focus on learning from it, not on berating an employee. If you have budgetary control, free up some money to do some unexpected advances in your safety process. Even in a tight economy, you can find a few extra dollars to thank some employees for a job safely done with lunch or some other type of recognition.

4— Use the five factors of creating a zero-injury workplace as a place to start. In our book, *Zero! Responsible Safety Management by Design*, we describe many different things that you can do to improve employee involvement, management commitment, worksite analysis, hazard recognition and control, and training.

Innovation and new ideas can come from a variety of sources. Employees, leaders, vendors and consultants can all have a role in synergistic creativity and purposeful changes that can keep organizations from plateauing. An example comes from one company I worked with that continued to have the same type of worker hand injury over and over again. Leaders were angry and threatening, workers were frustrated and fearful and nothing changed, year after year. Finally, someone got smart and took another look at the type of gloves the employees were using. New products were on the market and after some careful research, the supervisor found the right kind of gloves that were also comfortable to wear. Suddenly the number of hand injuries dropped dramatically and remains low to this day.

Create an environment where zero-injuries is possible by continually working to avoid the complacency trap, especially after a period of successfully improving the safety results and reducing injuries over a period of time. The steps you take can help you create a sustainable safety process that will eliminate injuries and save lives.

Will Your Trailer's Reflective Tape be Compliant After June 1st?

By J.J. Keller & Associates

Motor carriers that have not yet switched all their trailer reflective tape to an alternating pattern of red and white have little time left. Now is the time to make sure your trailers are compliant.

The "grandfathering" provision that allowed some older trailers to have conspicuity colors other than red and white on the sides and lower rear, ends on June 1, 2009.

The requirements apply to all trailers with an overall width of 80 inches or more and a weight rating over 10,000 pounds, except those designed for living or office use.

Since December 1, 1993, newly manufactured trailers were to be equipped with conspicuity tape (retro-reflective sheeting) or reflectors in an alternating red and white pattern, as required under Federal Motor Vehicle Safety Standard (FMVSS) No. 108. Trailers built before that date were allowed to use other colors and did not have to be retrofitted until June 1, 2009.

These older trailers now will have to be fitted with FMVSS-compliant red and white tape or reflectors on the sides and lower rear if

they have not already been upgraded. Trailers built before December 1, 1993, do not need conspicuity treatments on the underride protection device (also known as the rear impact guard or ICC bumper).

Where's the Mudflap Rule?

One question that seems to get asked a lot is, "Where are the mudflap rules?" This is especially true after someone receives a ticket for not having one! What do you mean, "There is no federal rule?"

Mudflaps are not addressed in the Federal Motor Carrier Safety Administration (FMCSA) safety regulations. Because the FMCSA regulations do not address them, they—by default—become a state issue. The bottom line is that it is left to the individual states to place regulations on the books to regulate the design and use of mudflaps (known in many states by their other name, splashguards), if they wish.

Most states advise that the vehicle must have mudflaps/splashguards on the rear of the vehicle that are adequate to keep spray and debris tossed up by the tires from hitting the windshields of following traffic.

Specific Requirements

Some states provide specific requirements and these are the ones that "set the standards" that *interstate* trucks need to be aware of and follow. The most common requirements are that the mudflap/splashguard be full the width of the tire and:

- ♦ Reach to within eight inches of the ground (AZ, DE, MO, and TX are examples). Several states advise that the mudflap/splashguard must be within 10 inches of the ground.
- ♦ Extend down from the top of the tire at least the width of the tires (MD is an example of a state that has this).
- ♦ Cover 2/5 of the vertical tire area (MS is 2/5, several states advise 1/2 to 2/3)
- ♦ Be able to stop water and debris that is leaving the tire at a tangent angle of 22 degrees or more (MI, OK, and PA all use the 22 degree standard)

To comply everywhere, most carriers go with a standard of around no more than six inches from the ground, but definitely no more than eight inches from the ground (depending on where the fleet operates). This keeps you out of trouble just about everywhere you need to go!

New OSHA Workplace Poster

(Publication 3167 – Spanish – Job Safety and Health: It's the Law)

The OSHA Job Safety and Health: It's the Law poster (OSHA 3167) is available for free from the OSHA Office of Publications. Employers do not need to replace previous versions of the poster, however, all covered employers are required to display and keep displayed, a poster prepared by the Department of Labor* informing employees of the protections of the Occupational Safety and Health Act P.L. 91-596, December 29, 1970 and its amendments.

(* Federal Government Agencies must use the Federal Agency Poster.)



Think Safety!

Marketing Tip

By Sue Hershkowitz-Coore
High Impact Presentations
www.SpeakerSue.com

10 New Ideas to Make Yourself Indispensable

Create. "In these recessive times, there better be a whole bag full of innovative activity," said Bruce Barnes, president, Bold Vision LLC (Former CIO Nationwide Financial Services Inc.). Try this at your next staff or sales meeting: Take an object—let's say a stapler—and come up with as many different uses for it as possible. The only rule is that you can't use it for stapling. Play this game in your head and give yourself three minutes and see what comes. The more you do it, the more creative you'll train yourself to be. Use a different object each time and you can never list the item's intended use—because that wouldn't be very creative, would it. Once your brain is humming, ask yourself, "Is there a new way to do what works for us?"

Talk just 40% of the time. Okay, I know you're thinking: Does Sue take her own advice? I'm really trying and you should too. The only brilliant conversationalist are those who listen well. So, stop talking and start listening. Make this a tangible goal: I'll talk only 40% of the time and listen the other 60%.

Help your customers buy. Your customers need more help today than ever before selling your services and ideas (and their own) to their management or clients. Build the business case for them so it's easy for them to present your solution(s).

Sell to their needs. Remember Maslow's hierarchy of needs? Start selling safety (risk-free), acceptance, association, familiarity, comfort. Sell what you have: Service! Expertise. Quality—be sure to include marketing materials that thoroughly explains the benefits and investment advantages of buying a quality product and properly caring for and maintaining it! Don't even think of cutting prices because you'll never make it up in volume—any doubt, just do the math!

Ask for a little help from friends. Brainstorm ideas together. Create mastermind groups with people you respect and trust. And while you're asking, remember to ask happy (former) clients and customers for names of friends, family, colleagues who might also benefit from your services.

Be truthful. Start your next follow-up e-mail with your truth: "Hi (Name), I was

thinking about you when I saw this article..." Then, provide them something of substance. Offer a white paper or a link to an interesting article. Add value to the relationship by giving. When they have more to give, you'll be the one they call.

Keep your hand out of their wallet. Though you get paid to sell, selling today doesn't always mean asking for business. Your customers are being bombarded with sales people offering concessions. Offer your hand instead. Connect with them to stay in touch with them; to help them out, if you can.

Have a target. Hope isn't a strategy. Better to ask yourself: What one (or more!) things will I do today to hit my targets? And, at the end of the day, what did I do today to ensure I'm hitting my targets?

Keep a sense of humor. In the speaking business, someone said that you only need to be funny if you want to get paid. Consider your brand. You may not be able to create an e-mail like Office Depot did, with a subject line that read: "Savings You'll Love In An Economy You Don't?" but you can write about topics that are fun and interesting and appealing.

I sent the *Susan Boyle YouTube* video to many of my clients. My e-mail subject line read, "Three minutes will make your day!" and my message was, "If you haven't yet seen this Susan Boyle YouTube video, and if you're having a day that could get better, this video will do it." Almost every client wrote back, many telling me when they'll be considering my speaking services—even without my trying to sell.

Stay positive. If you're involved in a negative conversation, take responsibility for turning it around. When someone says, "No one is buying," you can respond with: "You're right. There may be fewer people buying and I'm going to find those who are." Be your own good news because when it all shakes out, you will do exactly what you believe you can do. Nothing more. Nothing less.

Source: Copyright 2009. High Impact Presentations. For more information, contact Sue Hershkowitz-Coore at 480/575-9711 or visit www.SpeakerSue.com



Shrewder Computing

Mirror Your Filing Cabinets on Your Computer

I have 13,102 Word, Excel, PowerPoint, text, etc. files at the time I'm writing this. Fortunately, I have a system for keeping them organized.

I know people who would have them all in their My Documents folder, or worse, on their Desktop. Imagine scrolling through 10,000+ files in a file open dialog!

When I was a rep, I had a folder for each factory we represented. I also had a folder for customers. Inside that folder, I had a half dozen folders labeled "A-F," "G-J," "K-N," "O-R," "S-T," "U-Z." In those folders were folders for each customer. Then inside each factory or customer folder, I had a folder for each year.

Now I have a folder for each client and a folder for the company, one for my personal files, and one for each of the various associations I am a member of. Again, each folder had folders for each year. Then within the year, I might have folders for major projects.

A friend started me creating a folder for each major meeting I was attending. In that folder, I would put any agendas, background documents, etc. that I receive before the meeting. After the meeting, I add any of my notes, etc. It's a handy tool for people who attend a lot of meetings.

The key to your filing system is to have enough folders to keep any folder from getting too many files (for instance, more than 100). But you don't want so many folders that you have to think about which folder a file should be saved in.

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

TPI Action

TPI Booklet Wins International and National Awards!

The 32-page TPI booklet *Natural Grass and Artificial Turf: Separating Myths and Facts* won three of the green industry's top awards at the 20th Annual Turf & Ornamental Communicators Association (TOCA) award ceremony and conference. Selected from among more than 400 entries, the TPI booklet won a First Place award for Special Writing Project, at the national level. At the international level, it won two Merit (Second Place) awards: 1) one for Best Design Brochure, and 2) one for Best Copywriting Brochure.

The TPI booklet was edited by former Turf News Editor Wendell Mathews, Ph.D. who was awarded the task of revising the original booklet to more effectively communicate the significant advantages and benefits of natural grass, compared to artificial turf. Look for more details in the next Turf News edition.

TPI Continues Working with EPA on WaterSense Program

TPI continues to work closely with National Turfgrass Federation (NTF) and the green industry coalition members involved in WaterSense. We are attempting to assist the EPA in modifying the draft to include more scientifically derived strategies for water savings in the landscape. We are also lobbying Congress to direct EPA to utilize sound science.

TPI Urges National Mall Restoration Plan

Kevin Morris (NTF), Gary Wilber (TPI Board Member) and Kirk Hunter (TPI) had a meeting with the Mall Conservancy organizers. Kevin and our NTF lobbyist have had additional meetings to continue the dialog. We are now considering pushing a landscape restoration plan for the National Mall. Along with this is an interesting approach, we will continue to press forward with our plans to provide turfgrass for a demonstration plot on the National Mall.

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 contribute to injury?"

Here are their responses:

Ball Club	Artificial		
	Infilled	Grass	NA
Arizona Cardinals	94.6%	1.8%	1.8%
Atlanta Falcons	84.5%	15.5%	0.0%
Baltimore Ravens	72.7%	22.7%	4.5%
Buffalo Bills	73.5%	18.4%	8.2%
Carolina Panthers	85.2%	14.8%	0.0%
Chicago Bears	87.8%	12.2%	0.0%
Cincinnati Bengals	83.1%	16.9%	0.0%
Cleveland Browns	89.7%	10.3%	0.0%
Dallas Cowboys	90.2%	7.3%	2.4%
Denver Broncos	77.8%	22.2%	0.0%
Detroit Lions	72.2%	22.2%	5.6%
Green Bay Packers	80.9%	19.1%	0.0%
Houston Texans	94.6%	5.4%	0.0%
Indianapolis Colts	80.0%	20.0%	0.0%
Jacksonville Jaguars	84.1%	15.9%	0.0%
Kansas City Chiefs	88.3%	11.7%	0.0%
Miami Dolphins	68.9%	26.7%	4.4%
Minnesota Vikings	92.9%	7.1%	0.0%
New England Patriots	87.0%	13.0%	0.0%
New Orleans Saints	88.3%	11.7%	0.0%
New York Giants	94.1%	5.9%	0.0%
New York Jets	87.5%	12.5%	0.0%
Oakland Raiders	89.6%	8.3%	2.1%
Philadelphia Eagles	89.2%	10.8%	0.0%
Pittsburgh Steelers	88.7%	11.3%	0.0%
San Diego Chargers	91.3%	6.5%	2.2%
San Francisco 49ers	83.3%	13.0%	3.7%
Seattle Seahawks	81.3%	14.6%	4.2%
St. Louis Rams	85.2%	13.0%	1.9%
Tampa Bay Bucs	82.6%	13.0%	4.3%
Tennessee Titans	76.3%	22.0%	1.7%
Washington Redskins	86.1%	11.1%	2.8%
TOTAL	1,328	214	23
AVERAGE	84.8%	13.7%	1.6%

Business Management

Turfgrass Producers International

2 East Main St., East Dundee, IL 60118

e-mail: info@TurfGrassSod.org

ADDRESS SERVICE
REQUESTED

FIRST CLASS MAIL

U.S. POSTAGE

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