

Goal for 2005: Improve Company Culture



Dean Pappas

The following article was recently written by Dean Pappas for the "Pappas Pipeline" company newsletter for employees. I thought that it reflected the predominant attitude at Clement Pappas & Co., and would be of interest to our cranberry growers. Furthermore, the ideas espoused should be helpful, whether you're a large fruit juice processor or a cranberry growing operation. (B. Peterson)

As you know, we work in an intensely competitive business environment. We are faced with consolidating customers and suppliers, the WalMart impact, brands that are fighting to regain market share from private label, escalating material costs and the high cost of operating in New Jersey versus other areas. In spite of this, I like what I do and who I work with. I feel we are making real progress and are well

positioned for the future. I take pride in what we do; supply the market with high quality, consistently nutritious and affordable products. It is my wish that all of our employees take pride in what we do. We are creating real value.

As a private label supplier, we are dedicated to continuous improvement, striving to be the low-cost producer and satisfying the needs of our customers. But beyond that there are three major projects that will receive my focus over the next few years.

- 1) Evolve from a manufacturing driven to a market driven company.
- 2) Improve the information we utilize to make business decisions. This includes the supply chain management initiative.
- 3) Improve the culture of CPC.

It is this last objective that I wish to address. The culture of CPC is not bad but it can be improved. The culture of CPC involves everyone of us but it really begins with Peter and myself as the primary owners of CPC. As we've grown to a company of 800 employees and several locations, it is harder for Peter and me to touch the

(Continued on page 2)

Inside this issue

Page 2 CMC Year Ending Inventories 1994 - 2004

Page 4 CMC February Meeting, News & Highlights

Page 5 Grower Profile

Page 5 Casoron®: A Handy Tool

Page 6 Upcoming Events

Stinger 3A for Composite and Legume Weed Control in Cranberries

B. A. Majek

**Rutgers Agricultural Research and Extension Center
Bridgeton, NJ**

Stinger 3A is a new herbicide available to control certain broadleaf weeds in cranberries. The label is a 24(c) Special Local Need label, and is available in most cranberry producing states. Obtain a copy of the label from your local county agricultural agent or farm supply dealer. Attached to the label is a Waiver of Liability. Fill out, sign, and mail the Waiver of Liability Certificate according to the directions. Read and follow all Specific Use Restrictions on the label.

(Continued on page 3)

Goal for 2005: Improve Company Culture

(Continued from page 1)

lives of the many people working for us. Many of you do not know us but I believe those of you who do would agree there are two absolutes:

- 1) We are passionate about CPC and want to see it grow, succeed and improve.
- 2) We care about all CPC employees.

Twenty years ago, Peter and I drafted our Company Statement. It reflects how we feel about the business and the values our parents passed on to us. We recently reviewed it with our Strategic Planning Team and tweaked it, but it is essentially what we drew up 20 years ago. I ask each of you to read it and work toward achieving the goals it sets for all of us.

What do I mean by improved culture? A smarter, more determined, proactive approach to what we do. A more trusting environment where we all work together harmoniously to achieve our shared goals and objectives.

How do we improve the culture:

First, CPC must build trust. This is done by repeatedly demonstrating that we do care about all our employees.

Second, we must give you, our employees, the tools to do the job we expect from you and that will make you the best in your profession.

Third, integrity is the foundation of all operating behavior. It must be the basis of everything we do. While it should be automatic, it is necessary to ask ourselves, particularly in difficult situations, am I acting with integrity?

Fourth, take pride in what you do. Always do your very best. By doing so, you will never have regrets. If you cannot take pride in what you do, you should not be working for CPC.

Fifth, we all need to be responsible and accountable for our actions. Take ownership, be responsible and accountable and welcome measurement.

Sixth, consciously work at improving what we do and how we do it. Once again measurement is crucial in determining improvement.

Seventh, realize we cannot achieve optimal success operating individually. We are all part of a team, we need to work together and give credit to others when they earn or deserve it.

Eighth, be involved, be passionate. You can make a difference

Ninth, welcome and embrace change. It is only through changes that we improve.

Tenth, treat all fellow employees with dignity and respect. ☺



CMC Year-Ending Inventories

According to February 2005 data released from the Cranberry Marketing Committee, the 2004 year-ending inventory of cranberries grew modestly by around 180,000 barrels. The inventory grew, despite the fact that both US and foreign acquired fruit was less than the previous year, reflecting a relatively flat cranberry market. Massachusetts produced 28% more fruit in 2004. Other cranberry producing states produced smaller crops, New Jersey, Oregon, Washington and Wisconsin were down by 14%, 3%, 12% and 9% respectively.

	2004	2003	2002	2001
Massachusetts	1,801,103	1,406,073	1,450,804	1,413,041
New Jersey	393,289	459,390	427,331	411,104
Oregon	483,848	497,155	431,503	354,635
Washington	168,200	189,813	159,530	133,557
Wisconsin	3,293,784	3,604,722	3,205,843	2,465,540
Other States	32,653	32,159	20,015	14,752
US Acquired	6,162,877	6,189,312	5,695,026	4,792,629
Foreign Acquired	1,040,394	1,061,198	904,901	691,100
Total Acquired	7,203,271	7,250,510	6,599,927	5,483,729
Total Sales & Shrinkage	2,894,665	2,762,713	2,446,239	2,750,673
Ending Inventory	7,227,795	7,046,643	6,582,532	6,390,224

Stinger 3A for Composite and Legume Weed Control in Cranberries

(Continued from page 1)


Stinger 3A controls Composite and Legume weeds in cranberries. Composite weeds include annuals such as ragweed, fireweed (American burn weed), and beggars ticks (pitchforks), and perennials such as asters species, goldenrod species, and Canada thistle. Legume weeds include annuals such as vetch species, and perennials such as wild bean and clover species. Stinger 3A should be applied as a single or split application by a ground driven boom sprayer calibrated to deliver between 20 and 50 gallons per acre. Application should be made as target weeds emerge, or soon afterward, before perennials exceed two to four inches tall, and before annuals exceed two inches tall or develop more than four to six true leaves. The cotyledons, or halves of the seed, do not count. Stinger will have little or no affect on most weeds that are not in the Composite or Legume plant families.

Apply Stinger 3A at the rate of 2.66 to 8.0 fluid ounces of product per acre (0.0625 to 0.188 lb ai/acre) when a single application is planned. When more than one application is sprayed, do not exceed 1 pint of Stinger per acre (0.375 lb ai /acre) per year. Do not apply within 50 days of harvest.

Stinger 3A is a growth regulator type herbicide. Typical injury symptoms in sensitive plants includes twisting, curling, stretching, feathering, cupping and other abnormal leaf growth, swelling of the growing

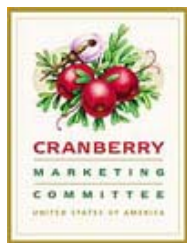
point and no new growth, and finally plant death. Seedlings die more quickly than larger established weeds. Cranberries affected by Stinger 3A will look more silver in color from a distance. The leaves of the new growth will be oriented vertically rather than horizontally around the stem so the underside of the leaves, which is more silver in color, is visible rather than the top of the leaves.

Cranberries are more sensitive to Stinger before bloom. Use ONLY lower rates, 2.66 to 4.0 fluid ounces per acre, of Stinger 3A when applications are made in the early spring before growth begins, during the period of rapid shoot growth in late May and June, and before bloom. Use the higher rates, 4.0 to 5.33 fluid ounces per acre, of Stinger 3A for most weed problems when applications are made in the summer after bloom. Apply the highest labeled rate of 8.0 fluid ounces per acre to control heavy aster, goldenrod, or Canada thistle infestations. Applications in late July and August must be made with attention to the projected harvest date to maintain the 50 day pre-harvest interval (PHI).

Stinger is a residual herbicide. The Stinger rate per acre cannot be controlled when applying spot treatments “sprayed to wet”. This type of application may result in moderate or severe crop injury, therefore **spot treatments “sprayed to wet” are NOT recommended.** 



	2000	1999	1998	1997	1996	1995	1994
Massachusetts	1,952,792	1,874,994	1,871,634	2,098,099	1,775,031	1,593,578	1,952,063
New Jersey	476,080	699,697	534,566	582,986	462,758	447,729	561,518
Oregon	393,167	327,149	353,841	342,221	309,259	166,369	325,082
Washington	162,863	146,899	159,458	162,722	179,939	173,599	202,794
Wisconsin	2,597,161	3,306,446	2,541,266	2,293,311	1,940,635	1,800,912	1,626,025
Other States	3,170	228	1,439	1,021	857	760	147
US Acquired	5,585,233	6,355,413	5,462,204	5,480,360	4,668,479	4,182,947	4,667,629
Foreign Acquired	589,919	631,202	592,788	470,588	445,044	574,656	572,830
Total Acquired	6,175,152	6,986,615	6,054,992	5,950,948	5,113,523	4,757,603	5,240,459
Total Sales & Shrinkage	2,374,780	2,742,999	2,217,836	2,237,349	2,169,766	2,274,382	2,309,696
Ending Inventory	8,058,270	7,372,959	5,941,761	4,944,155	3,845,741	3,690,504	4,121,623



Cranberry Marketing Committee 2005 Crop Year Cranberry Marketing Policy

Estimated Supply, Sales & Carryout Inventory 21-Feb-05

	CMC Feb Estimate (1,000 Barrels)
1 Estimated Carry-In as of 09/01/05 <i>Production & Acquired</i>	3,312
2 Total Estimated Domestic Production	6,454
3 Estimated Foreign Acquired	1,122
4 Total Production & Acquired (2+3)	7,576
5 Available Supply (1+4) <i>Estimated Shrinkage</i>	10,888
6 2% of Carry-In (1)	66
7 4% Estimated Production/Acquired (4)	303
8 Total Estimated Shrinkage (6+7)	369
9 Adjusted Supply (5-8) <i>Sales & Usage</i>	10,519
10 Fresh Fruit	325
11 Processing Fruit	6,850
12 Total Sales/Usage (10+11)	7,175
13 Estimated Carryout as of 08/31/06 (9-12)	3,344
14 Industry Inventory (Pipeline) Needs	2,500
15 Est. Adjusted Carryout as of 08/31/06	844

CMC February Meeting: News and Highlights

by Brooke Peterson

At the February meeting of the CMC, board members voted NO to a Grower Allotment or a combined Grower Allotment/ Handler Withholding volume regulation on the 2005 cranberry crop. The CMC still has the authority, until August, to institute a Handler Withholding only volume regulation. The 2005 domestic crop is estimated to be 6.454 million barrels (see table) and the projected carryout inventory is projected to grow only slightly.

In other newsworthy events at the meeting, the Wisconsin cranberry industry, via the Wisconsin State Cranberry Growers Association (WSCGA) requested that the CMC appoint a subcommittee to review the criteria for

reapportioning membership on the Committee through informal rule making. This request is immediately on the heels of the recent ruling by the USDA allowing Redistricting and Reapportionment through informal rule making. The WSCGA stated that they believe there is an inequity in representation, especially in terms of growers not affiliated with the major cooperative.

Hemispheres, a survey consulting firm retained by the CMC Generic Promotions subcommittee to do a consumer survey on behalf of the CMC was given the green light to proceed with the survey. Hemispheres began the survey and was stopped midstream when the CMC board realized that the entire board, and not just the Generic Promotion subcommittee of the CMC must approve the expenditure of funds to retain Hemispheres. A previous contract awarded to Hemispheres was the subject of some controversy at last summer's CMC meeting. Certain CMC members felt the previous contract should have gone to a MA bid.

In other CMC news, the committee approved the expenditure of reserve funds to continue support of generic international market development activities, if the USDA reduces support as a result of the new Ag Bill. The CMC's total budget for international market development during the 2004/05 is \$740,906, which was an increase of 39% from the previous year. Of this total, \$582,906 is provided by the USDA.

More information on the CMC's generic domestic and international market development efforts can be found on the Cranberry Marketing Committee web site at uscranberries.com 

2005 CMC Feb. Crop Estimates (in Millions Barrels)

MA	1,767
NJ	442
WI	3,586
OR	505
WA	155
TOTAL	6,455



Winters snowy blanket

The Massachusetts receiving station under a blanket of snow. Near record snow falls this winter buried the Massachusetts cranberry area in nearly four feet of the white stuff.

Grower Profile:

This profile represents the second in a series of intended articles highlighting different marshes/ bogs and the respective marsh owner/ manager. It is my goal to frequently include brief grower profiles in future newsletters. ~Brooke Peterson




Jeff & Sharon Daniel

The husband-wife team of Jeff and Sharon Daniel has a winning combination: team work, hard work, an entrepreneurial attitude and some willingness to take risk, all while putting family first. Jeff and Sharon grow cranberries at Rake Pond Farms in New Jersey. They pack and sell fresh cranberries under the Jersey Fresh label and send their juice berries to Clement Pappas & Co. They also own an aerial application business. Jeff is also a pilot for American Airlines.

For any cranberry grower that has ever had a yen to fly planes, Jeff and Sharon's story is a good one.

Both started flying airplanes as teenagers. For Sharon, flying began with some lessons for a 16th birthday present. Both went to college to study aviation. Jeff put himself through college working as a flight instructor. The couple's business partnership began early. Both were college students and not yet married. A college business class, in which Jeff was enrolled, required a business development plan. As a professional pilot, Jeff wanted his class project to be "aviation related". His feasibility study was for an airplane banner towing business to display ad banners along the NJ beaches. With financial backing from a colleague, the class project became a seasonal aviation business with his bride-to-be as the ground crew. The project was a success and fostered an entrepreneurial spirit that is still going.

After degrees in business and aviation for Jeff and Sharon, respectively, both continued working as professional pilots- Jeff flew Lear Jets for a charter company and Sharon was the chief flight instructor and flew charters in Allentown, PA. Engagement and marriage quickly followed. Already an accomplished and experienced commercial pilot, Jeff joined the US Air Force. It was then off to Texas to learn how to fly the Air Force way. (Jeff wouldn't be in the Air Force too long before he was serving as a USAF instructor pilot). Sharon stayed behind a short while to sell their home and quit her job. Her flying days were soon to end, as she followed Jeff through different Air Force moves and started a family. Today Jeff does all the flying. While Jeff is on a trip for American Airlines, Sharon keeps the rest of their interests grounded, including about 200 acres of cranberries, the aerial application business and family activities with their two children, Austin-13 and Jackie-10.

The Daniels began growing cranberries in 1993 with a lease/ purchase of 38 acres of blueberry ground near Pemberton, NJ. They built a greenhouse and then rooted cranberry cuttings that they transplanted in their first beds with a modified tomato planter. They started from scratch, planting 5 acres per year. In 2002, they entered into a lease on another property with about 120 acres of producing cranberries. That same year, Jeff and Sharon also took out a lease on some (NJ) State property containing about 68 acres of cranberries. To say that Jeff and Sharon are busy would be an understatement. This summer they were especially busy battling the torrential rains. 18 inches of rain in one day washed out dikes on the State Lease ground. When he wasn't trying to repair dikes, Jeff was performing aerial application for neighboring farms that couldn't get tractors onto water-logged fields. Jeff and Sharon keep balance with their work and family with two simple rules: "If it isn't fun, don't do it" and "Work hard – Play hard" 

Casoron®: A Handy Tool

by Brooke Peterson

Casoron® herbicide can provide effective weed control in cranberries. In addition to controlling most annual broadleaf weeds and grasses, Casoron® has excellent activity on hard-to-control weeds such as field horsetail, Canada thistle and quackgrass.

Casoron® controls weeds underground, before they emerge, by forming an herbicidal barrier in the upper layer of soil when activated by rainfall or irrigation water. Existing weeds rooted in this barrier soon die off and any weed seeds germinating in or below the barrier are killed when new roots and shoots contact the herbicide barrier. Deep-rooted perennial weeds are prevented from emerging. Plants with roots below the barrier are not harmed.

Casoron® works on the growing points (new root and shoot tips) of germinating seeds or emerging perennials by inhibiting cell wall production. Because of this mode of action, application before weed seed germination or emergence provides the best control and eliminates the need for removal of unsightly dead plant material. With an active period of from 4 to 7 months in the soil, a single application will usually provide season-long weed control.


The label allows a much higher rate (up to 100 lb.) of Casoron® than is typically applied. Jayne Sojka, with Lady Bug IPM in Wisconsin reports good luck applying a split application of Casoron®. The first application is applied in early spring after the

(Continued on page 6)

Casoron®: A Handy Tool

(Continued from page 5)

winter flood (snow) is off the beds at a rate of 25-35 lbs. per acre. A second application of 15- 20 lbs. per acre is applied a couple of weeks later. Casoron® should be applied when temperatures are cool (under 55 F) and watered in. When applied under warmer temperatures and not watered in, loss can occur through volatilization.

Dr. Brad Majek, weed scientist with Rutgers University Experiment Station in New Jersey says that most growers in his state apply Casoron® in a single early spring application at rates ranging from 50-75 lbs. per acre. Most growers aim at 60 lbs. per acre. Majek and Sojka both stress the importance of having sprinklers up and going to water-in the material. Casoron® is volatile, especially at room temperature and above. Allowing the material to sit on the surface and volatilize in warmer conditions will reduce the effectiveness of the application. Majek stressed that Casoron® damage can occur to the cranberry plant, particularly if used at higher rates, year after year. A logical program would be to apply Casoron® a couple of years in a row and then use an alternative for the third year. Devrinol® as a residual herbicide and wiping Roundup® on perennial broadleaves would be a good alternative in the year when Casoron® is not used, although these other herbicides can also be used in combination with Casoron® in the same crop year. Casoron® will stunt but typically not control clover. Majek suggests Stinger® for this application. 

Upcoming Events:

Apr. 8, 2005

Research Review
CI & WI Cranberry Board
Madison, WI

Aug. 10, 2005

WSCGA Summer Field Day
Warrens, WI

Aug. 16, 2005

CCCGA Summer Field Day
To be announced

Aug. 18, 2005

Quebec Cranberry Growers
Summer Tour
Quebec City, Quebec

Aug. 19, 2005

Int'l Cranberry Health Symposium
Laval Univ. Quebec City, Quebec

