

September 29, 1956

Cuttings were stuck from August to the following February in the first two frames of the slat house and all four greenhouses - in that order. The propagator's report will detail the material and with what success. Potting began in mid-winter and continued until late spring. Spring orders were dispatched between March 1st and May 30th for the most part. Movement of stock out of the greenhouses began in late April and early May and was completed by the end of May. The slat house was somewhat reorganized, bringing like material together in one place. Our experience this year with paper plant bands has not been entirely satisfactory. Further study of this is needed. Wooden bands may be better than paper, but much more needs to be known than we know now.

Fall cuttings this year were begun in early August. A few were stuck in July. The second sash house is now filled and under plastic cover. We plan to fill two greenhouses, both under plastic. Thus, two greenhouses will be available to take stock as soon as it can be potted off.

Fall orders have not yet come in in any numbers. We are making a few small sales at the nursery, but a very substantial increase in sales volume is needed both to bring in money and to move out stock which is filling the slat house and which will have to be potted on or planted out by spring if not sold. Possibly some strategic advertising is indicated.

A few maintenance items should be mentioned. We have purchased 75 standard greenhouse lights, and essential glazing has been done. The heating system needs some attention. A new firebox in the furnace and possibly a new check valve will have to be installed before long.

Beyond large there has been satisfactory progress in many directions this year, but in what may well be considered the most important direction of all, there has been a very marked and serious deterioration. It is with great reluctance that I feel this must be made a matter of record, but any account of the year's activities at Holly Haven would be falsified were it omitted.

June Vail has been intimately connected with Holly Haven since its beginning and has taken an active interest in all aspects of its affairs. While Miss White lived and actively managed the Company, June acted on her behalf in many ways, and was answerable to Miss White for whatever she did. When Miss White died, the management passed into other hands, and with this came June's appointment as propagator. Ever since November 1954, every effort has been made to make this arrangement work, but June has been unable to accept the position as it is vis a vis organizational set-up, and has continued in her own mind to take and exercise a managerial interest and function in the daily affairs at the nursery. This has created on innumerable occasions managerial impasses of which the other workers were the direct victims. Morale has declined and tensions have mounted to beyond breaking point several times until now personnel function at a productive level has almost ceased. There is virtually no initiative left in anyone.

Because it is impossible to run an organization with two independent managers, it is obvious that if Holly Haven is to be saved a fresh start will have to be made very soon. It is my recommendation therefore that the following steps be taken immediately.

1. In view of June's natural and rightful interest in Holly Haven, an offer to buy her out of the Company at a fair price in both cash and kind be made to her as soon as this can be arranged.
2. In the event that she is willing to accept such a settlement every effort be made to arrange with her for the early realization of her compensation and withdrawal from the company.
3. In the event that she should wish to propose some alternative solution to the present stalemate, it be heard and considered by the Directors of the Company.
4. In the event that June neither consents to be bought out nor has or wished to make any alternative suggestion as noted in paragraph 3 above, the Company terminate her services with not less than three months advance pay, or alternatively plan to go into bankruptcy and terminate all business and other activities forthwith.
5. In the event that none of the above takes place, and June remains on the working force at Holly Haven, I herewith submit my resignation, effective one month from today.

Respectfully submitted,

J. W. CADBURY

Assistant Manager