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# FIGHTING THE PEAKS AND VALLEYS

by Dr. William W. Wood, Jr. University of California, Riverside

Course maintenance requirements are not uniformly distributed throughout the year. So, with a regularly employed labor force there will always be periods of excess work and periods of excess labor.

The following is one method of allocating labor resources in an orderly and planned system. It is based on a hypothetical 18-hole, par 72 course typical of southern California.

The purpose is a suggested methodology for analyzing labor, equipment and material needs and then developing a flow chart to manage timing. The emphasis is on helping a superintendent identify each task to be performed so they can develop specifications or standards for their own situation. Once this has been developed or even estimated, then a labor flow chart can be built. This flow chart is designed to permit more effective utilization of the labor force and identify tasks and times for which extra labor or contract performace may be more economic.

In other words, it well will help him adapt a program that will keep the peaks and valleys of his yearly work load at a minimum.

Flower beds. Care and maintenance of the 230 square feet of flower beds follow a plant that provides year-around color. Their maintenance and refurbishment in spring, summer and fall, based on a performance standard of one man-hour of labor for each 13.3 square feet of bedding area, totals 50 manhours a year.

Trees. The 3,000 trees on the course are pruned and shaped by hired labor on a contract basis, However, usually in late fall and early spring, they are lightly trimmed and when necessary sprayed by the course labor force during convenient work periods. Based on a time and motion standard capability of 3.5 minutes per tree, about 175 manhours are allotted throughout the year to spray the trees. To keep the trees in good trim and aesthetically pleasing requires 1,230 man-hours annually, based on an established standard of 24.6 minutes to lightly trim a tree.

Litter and tree trimmings are placed into a dump trailer that a supplier places in a convenient location and removes for \$50 per trailer. Generally, an experienced tree pruning crew using a clipper to work on mature trees can fill a single trailer within three days. On this basis of work and hauling capacity, the time required to fill a trailer amounts to 128 man-hours.

Trees are frequently subjected to ball damage, damage from storms, and other injuries. Fifteen trees must be replaced annually. The time required for this task varies with the type of tree.

Lakes. The lakes are trated twice a year for aquatic weed control and four times a year for algae control. The aquatic weed control totals 16 man-hours annually while algae control totals 32 man-hours.

Fences, service roads and cart paths. Slightly over 18 man-hours are recorded annually to spray chemicals for weed control along the 16,000 feet of fencing surrounding the course. This is done twice a year, the equipment used is that used to spray trees. The man-hours budgeted are based on a standard of one hour to spray 1,752 feet, using a power sprayer.

The maintenance of the two miles of service roads accumulate eight man-hours. This is based on time and motion studies reporting a four man-hour per mile standard for such roads.

The walkways and cart paths must be maintained and edged. To edge both sides of the 15,000 feet of walkways and cart paths six times throughout the year as needed, 184 man-hours are budgeted on the basis that 7,690 feet of walkways and cart paths can be edged in an eight-hour period with a power edger. This includes debris cleanup.

Besides edging, the cart paths and walkways must be maintained and repaired. Based on standards established for the roadways, 11 additional man-hours are budgeted for these required tasks.

Sand traps. Checking, repairing and edging sand traps is done once a week. At a rate of about 29 minutes per trap, an annual total of 905 manhours are needed to edge the 36 traps. Each day the sand must be raked. Based on a rate of 12 traps every two man-hours, six days a week, a total of 1,972 man-hours are recorded for this task. In addition, three times a week, the traps are



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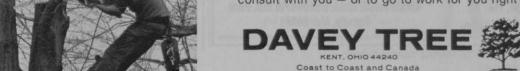
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## FIGHTING THE PEAKS AND VALLEYS from page 42

checked for weeds and the sand is loosened. Based on a time requirement of four man-hours for 36 traps, another 624 man-hours must be budgeted for these tasks.

Greens and aprons. Golf course greens are mowed six times weekly at a height of cut between 7/32 and 9/32 of an inch using a triplex greens mower. The task is performed in three hours per mowing for a total of 18 man-hours weekly. If the practice putting green and nursery green are added, another two hours are required totaling 20 man-hours per week. Annually this amounts to 1,040 man-hours plus allowance time, or 1,196 man-hours budgeted for mowing greens.

The same operator who mows the greens also mows the aprons three times a week. This requires 1,014 man-hours annually.

Daily, on each green, the cup must be changed, the area cleared of debris, the divots raised, and the green inspected. Some of these tasks are performed by the mower operator, others are done by the day section man. Based on a time study indicating 10 minutes per green to provide this service, another 1,156 man-hours are needed annually in addition to the mowing time. Thus, an annual total of 3,366 man-hours are required to mow, inspect, and make light repairs to the greens.

Fertilization. The greens are fertilized at varying intervals depending on their appearance and growth rate, as well as weather, and other factors affecting the conditions of turfgrass. Fertilizer applications spaced three or four weeks are common.

Using manually operated spreaders, a green is fertilized in seven minutes. On that basis 56 manhours will be recorded for fertilization of the 18 greens plus the putting and pursery greens

ting and nursery greens.

Pesticide treatments. Application of pesticides cannot be predicted and yet must be accounted for in a planning method. Budgeted on an asneeded basis it is estimated applications of pesticides applied in liquid formulation requires 235 manhours annually for the 18 greens, putting greens and the nursery area.

Generally, not all the greens are treated each time, but when material is applied each treatment accounts for 10 man-hours. The equipment used is a light tank sprayer with a hand gun or a small spray boom mounted on wheels.

Irrigations. The greens are intermittently irrigated by an automatic irrigation system controlled by clocks during the early morning hours before sunrise and before the appearance of early players. The superintendent programs the application of water. An employe trained as a system specialist is assigned on a full-time basis to trouble-shoot the system during the daylight hours, and makes all needed repairs and adjustments. It is estimated two-thirds of this time is devoted to the operation and maintenance of the sprinklers providing water to the greens, or 1,-386 man-hours are allocated annually to irrigate the greens.

Aeration. Aeration is performed on a regular basis. Mechanical aerators equipped with quarter- to half-inch tines are used. Four manhours are needed per green including core removal. On this basis a total of 87 man-hours will be needed to aerate the entire 130,000 square feet putting surface of the course. Repeated four times a year, a total of 348 man-hours are spent on this task.

Topdressing, dethatching, overseeding. To improve play and reduce thatch, the greens are topdressed immediately following an aeration (although not necessarily after each aeration). Generally, the topdressing is done twice a year, once during the spring and again in fall. The material used is identical to the original mix used in the construction of the green. It is estimated 25 cubic yards of mix are needed annually. Topdressing is performed in 45 minutes by two men using a mechanical spreader. At that rate, 33 man-hours are required to topdress all the greens including the putting green. Performed twice a year, this totals 66 man-hours annually.

Overseeding takes about 30 minutes per green when the seed is placed by hand. This is reduced by half when a manually operated rotary seeder is used. Annually, five man-hours are budgeted to overseed the greens.

To assist in reducing thatch ac-

cumulations, "true-up" the putting surface and eliminate as much of the grain as possible, the greens are given a light vertical mowing. Cutting and removal is done by two men during cool weather months, it requires 45 minutes. It is generally done four times a year, and takes 136 man-hours annually.

Edging, dew removal and repair. Periodically, the greens are edged to reduce the encroachment of bermudagrass. This is a bi-weekly task and is done in the summer during the growth period of the warm season grasses. Done mechanically, it requires seven mintues per green for about 62 man-hours annually.

On occasion, dew must be removed from the greens. This is done manually with sweeps, basin brooms or specialty products. Studies show that eight minutes are

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## NEVS OF THE INDUSTRY

## "Pro-Only" Suit Finally Settled?

Only two equipment manufacturers will be around in New Orleans Jan. 7 to find out whether they will still be able to sell their "pro-only" club lines to just pro shops, as the Golf City anti-trust suit comes to a close.

As GOLFDOM went to press this month the decision of Federal Judge James A. Comiskey on the month-long case was pending. Final arguments were made on Nov. 21 by both sides. Wilson and PGA/Victor were the only defendants left of over 10 companies which were first brought up in the initial charges by Golf City. The majority of the other firms had made cash settlements with Golf City out of court, while others lifted their ban on sales to the operation.

The New Orleans' store had filed its suit based on the belief that the manufacturers had allegedly denied right to sell their "pro-only" lines through collusion. Head counsel for Golf City, Henry L. Klein told GOLFDOM in late December that he felt a favorable verdict toward his client would not necessarily set a precedent which would eventually force manufacturers to sell to retail outlets, although Klein did state that it, "might open the door for further legal thrusts by the retail community."

Much of what has transpired in New Orleans could be valuable experience for both sides, as another suit comes on the horizon. Chicago sporting goods dealer Morris H. Mages plans a similar court battle against the manufacturers' restrictive merchandising policies. Klein is also involved in that action and chances are good that he will be meeting a lot of the same legal foes that he met in New Orleans again.

## Report Shows Clubs in 'Stagflation'

Fighting inflation to stay in business seems like the only answer for the private clubs this year. In its recent yearly report to the nation entitled "Clubs in Town and Country", the accounting firm of Harris, Kerr, Forster & Company revealed that clubs are keeping members' charges at a lower rise, than their rapidly escalating costs.

Covering the operating results of 100 clubs each in both the city and country, the report bears up that both types of club have higher sales and incomes than in 1973. In fact, the city clubs showed an increase in sales and income of 5.2 percent, but net departmental expenses increased 6.4 percent, resulting in a drop in departmental income of almost 11 percent.

In the country operations, the in-

come and sales were almost seven percent, but total departmental increases were up 7.4 percent. Net departmental expenses increased 10.4 percent.

Similarities in the study toward the two different types of clubs showed that food, rent, taxes and insurance all rose. Country clubs saw food and beverage increases go up to eight percent. The 100 country clubs that responded all had at least an 18-hole golf installation and during the past year, the clubs showed an increase in net golf expenses of almost seven percent.

At the city clubs, total membership was down four-tenths of a percent, while the reverse was true at the country clubs with an identical increase.

### American Course Design Accepted All Over World

Even though golf has its roots deeply imbedded in Scottish tradition, there is no doubt that the "Americanization" of the game has become almost complete. The point is even more obvious in the design of the golf course today.

Robert Muir Graves, president of the American Society of Golf Course Architects, believes that the practice of American course design has been universally accepted all over the world. "When some one wants a great course, whether it is in Japan, Africa, or anywhere else, they go to U.S. architects."

Graves bases his theory of "Americanization" on the ability of U.S. architects to handle the three types of design — heroic, strategic and penal. Besides that, American designers are responsive to the important principles of maintenance, irrigation and drainage.

Graves further endorses the "Made by Americans" label by adding, "Today we attempt to blend the historic with modern technology to provide a beautiful course that provides a fair challenge, yet can be easily maintained with modern equipment."

### Irrigation Specs Published By Sprinkler Association

The Sprinkler Irrigation Assn. has published "Recommended Installation Specifications for Sprinkler Irrigation Systems for Turf and Landscaping."

It is designed to serve as a national standard for the installation of irrigation systems and to establish the lines of authority and responsibilities between the irrigation on contractor/installer and the owner. It forms a guide for a complete installation of an irrigation system and is divided into sections covering general requirements, material specifications, installation procedures and owner's responsibility.

The section dealing with general requirements reviews the scope of the work to be completed on the specific installation, application of state and local codes and permits, coverage of bonds and insurance, verification of plans and specifications, working

conditions on the installation, responsibility for provision of utilities on the site, time of installation, workmanship, a review of quality assurance and operating instructions and record drawings.

The section covering material specifications reviews all equipment to be installed, requirements for bidding and provision for substitute equipment of equal or better quality than specified, and a listing of materials and equipment to be specified.

Copies are available for \$1 from the Association at 13975 Connecticut Ave., Suite 310, Silver Spring, Md., 20906.

#### National Golf Foundation Releases Instruction Films

A five-unit color sound motion picture series entitled "Modern Golf Instruction" has been produced with the assistance of leading PGA-LPGA professional-educational consultants by the National Golf Foundation, reports NGF executive director Don A. Rossi.

Designed to replace the Foundation's 1964 series which enjoyed a six million viewing audience, the new series first introduces the game as a rewarding challenge for every age and skill level, then utilizes the latest in group and individual teaching methods to show simple, how-tolearn progressions for the sound mental and physical execution of skills. Critical learning moments are punctuated with slow motion, stop action and superimposed animation to increase retention. Top men and women collegiate golfers serve as model demonstrators while a realistic cross-section of players juniors, men and women, and seniors - carry the learning message through to the viewer.

Requests for further information regarding preview, purchase or rental should be addressed to national Golf Foundation, 707 Merchandise Mart, Chicago, Ill., 60654. Or call 312-527-3564.

## Club Design and Repair Explained in New Book

Over the years, golf manufacturers have invested millions of dollars and years of research in equipment technology. They have produced hundreds of club designs and accessory products, all with the intention of improving the game.

Each innovation, from dimple configuration to chages in weighting, has been accompanied by subsequent advertising claims that either overwhelm with technical detail or confuse with frivolous data.

Now, Faultless Sports, Division of Globetrotter Communications, Inc., has published Golf Club Design, Fitting, Alteration & Repair: The Principles and Procedures, by Ralph Maltby, director of marketing and product development for Faultless.

Liner notes for the book explain that the material in the book is presented "from a concise, technical point of view. But the applications are practical, easily understood by the professional and the amateur alike." The book was written to provide the golf pro with a selling guide enabling him to properly fit or adapt clubs to his customers' needs. It is intended to be a comprehensive volume explaining the logic behind golf club designs; definitions of terms; the functional relationship between such factors as swingweight, shaft flex and loft; and methods to apply this knowledge.

Chapters in the book are grouped into eight sections beginning with simple refinishing operations and progressing to more complex problems of custom fitting. The appendices deal with the specifics of performance and provide reference information. Cost of the book is \$19.95, and can be obtained by writing the company at 160 Essex St., Newark, Ohio, 43055.

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## **Tight Fertilizer Situation Continues**

With the fertilizer situation still tight, and prices still on the upswing of a 350 percent rise in the last 1½ years, golf course superintendents may find themselves curtailing course maintenance programs, experts say.

"Most superintendents will first eliminate fertilizing of the rough," says William E. Knoop, director of education of the Golf Course Superintendents Assn. of America, "then the fairways and then the tees. The greens have to be fertilized to promote growth. The more traffic there is in an area, the more the grass must renew itself to maintain a surface. Greens get a maximum of traffic."

Meanwhile, in Washington, Fertilizer Institute President Ed Wheeler has said, "Suggestions that farmers in the U.S. or underdeveloped countries could gain substantial fertilizer supplies for food production if U.S. lawn and garden use was diverted are both cruel and misleading. It is cruel in that such suggestions have raised expectations far beyond our ability to provide, finance or deliver to the emerging nations."

Wheeler said it is unrealistic to talk about fertilizer being taken from golf courses in America to supply farmers in developing nations. He said what is needed is funds from the wealthier countries to secure fertilizer deliveries and to help pay shipping charges to the users. Quoting a recent report made by 36 state fertilizer regulatory officials, Wheeler pointed out that only 3.5 percent of total U.S. fertilizer use was being used for all non-farm purposes.

Experts have said that consumption of the three primary fertilizer nutrients — nitrogen, phosphate and potash — increased more than 10 percent from 1972 to 1974, despite product shortages. The availability of fertilizer materials in the U.S. was affected dramatically by the energy crisis, since large quantities of energy products are essential for fertilizer manufacture.

Domestic production capacity for nitrogen fertilizers increased only three percent in 1974 while consumption jumped by more than seven percent. Since it requires about three years to build a new plant, the only additional U.S. capacity that will be available in 1975 is that for which construction is well advanced. It is estimated total production this year should be up about three percent. Existing construction activities point toward an additional four percent production for 1976 and more than a 10 percent increase for 1977.

## NEWS OF THE INDUSTRY

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#### Club Crests Make Money

With tight money hampering pros in several areas of business, many of the country's golf merchandisers are looking for additional means of shop income. An answer might come from hand-crafted work in India and South America.

With inflation looking down the ledgers of almost every company in the field, Gold Crest, Ltd., of California is marketing a product that has great demand, embroidered crests.

Obviously, exclusivity of product is insured for the pro at his own club.

Over a third of the country's 11,000 golf courses now carry crested insignias. Competition in the market is

signias. Competition in the market is eliminated, since each club sells the crest alone and usually just to its members. Average sales projections indicate that crests are sold to at least 10 percent of the club's membership with the standard profit per unit running between \$8 to \$10.

Stressing club pride is certainly a marketing plus in attempting sales. Members wearing the club crest on a blazer at social functions may surely feel that they belong.

There are several merchandising ideas that can stimulate purchasing power. Display of the crest is imperative. If the club offers blazers, it might be a good idea to pin some of the crests on the coats for effect. The pro and his staff could wear the crests on caps or sweaters, as a constant reminder to the members.

Another way to get the crests in the consumer's eye is to offer them as prizes during club tournaments. The crests can also serve a dual purpose as the focal point of a tourney trophy or plaque.

Crests have an advantage to the pro in that they offer the insurance of usually never going out of style. Added to this are the facts that they involve taking up small inventory space and no advertising or discounting is involved. The club emblem is one product that seems to keep its purpose constant over the long haul.

Quality seems to be the rule in the manufacture of the crests. Craftsmen spend up to eight hours on each piece. Generally, the workers have had the art of embroidery passed down from generation to generation. Intricate patterns are fashioned of fine metallic strands containing gold or silver bullion.

Even with all its built-in advantages, crests do have some minor drawbacks. For instance, there is always the chance that a club might change its logo and the pro could be stuck with a backstock of older emblems. By discounting the old design and selling more of the new stock, initial losses can be equalized.

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other emblematized items are marketable including glassware, ashtrays, bag tags, money clips, blazer buttons, cuff links and cigarette lighters. Markup on all these products can be around the 100 percent range. With the golf market changing every day, crests could be a pro's hedge against the changing prices of the industry's other items. By keeping up with these possibilities of additional income, the golf merchandiser can enhance the shop's gross sales and at the same time upgrade the club's prestige to its membership.

## NRA's Menu Contest Opens

Entries are now being accepted for the National Restaurant Association's 12th annual Menu Idea Exchange contest. Competition in the contest's 18 different catagories was opened on Jan. 2 by NRA president Henry W. Bolling.

More than 1,000 entries compete each year with 54 winning menus in all, three from each section. All top entries will be featured at the association's 56th annual National Restaurant/Hotel-Motel Convention and Educational Exposition at Chicago's McCormick Place, May 18-21.

Selected groups of experts will screen the entries with the final judging by a panel of merchandising specialists. Judging criteria includes overall appearance, merchandising or selling power, readibility, imagination and originality. Each menu must be submitted in triplicate and accompanied by an official form, available from the contest organization, NRA, One IBM Plaza, Suite 2600, Chicago, Ill. 60611.

### Club Managers' Tip Records Come Under IRS Scrutiny

In a recently published article the fact was pointed out that failure to keep an adequate accounting of tip income can be disastrous. If a tax-payer's records are poor or non-existent, the IRS can make its own estimates, and courts have gone along.

Usually the IRS estimate relates to a work place — a country club, for

example — rather than to a specific waiter or waitress. From total sales, the IRS subtracts some allowance for low tippers. The result is divided by staff working hours to get a figure for average hourly sales per waitress. Then the IRS applies a tipping percentage. In one case, the IRS found from charge chits that tips on charged sales averaged 15 percent. So it used 12 percent to estimate tips

on cash sales, a figure that was trimmed in court to 10 percent.

#### Good Grape Crop Will Keep California Wine Price Down

California wine prices appear to have stopped their upward spiral and in some cases may head lower it has been reported. One wine company cut prices 15 percent.

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## NEWS OF THE INDUSTRY CONTINUED

The current harvest of grapes is the state's third-largest crop ever — estimated at 3.8 million tons. Many wineries, instead of reducing prices, however, are taking advantage of the big 1974 crop to improve the quality of their wines while holding prices steady.

#### Toro Expects Over 200 Will Enroll in Turf School

The Toro Co. expects more than 200 persons will take advantage of its offer of free tuition for courses in turf equipment maintenance and operation during the first season of its new Turf Products Service Training Center.

James Maloney, national service manager for turf products in Toro's





Golf is big business, and no better example exists than the growth of Taylor-Dunn from a \$4,000 investment in small basic electric carts for use in local agriculture over 25 years ago, to the multi-million dollar electric vehicle manufacturer it is today, including its Tee-Bird golf car. Pictured are the original plant (left) and the new plant today on the original site in Anaheim, Calif.

Outdoor Power Equipment Group, said a total of 15 classes, with sessions ranging from 2½ to nine days each, is planned during january, February, March, April and June.

The basic course in the program will cover theory of reel mowing, turf equipment applications, turf equipment operation, reel and rotary mower sharpening, turf products adjustment, trouble-shooting and

repair and basic hydraulic systems maintenance.

Toro has mobile service units operating in eight distributor territories and plans to expand this program during 1975. Maloney said there will be no tuition fee for the school, but that each student or his employer will be responsible for transportation, motel and morning

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