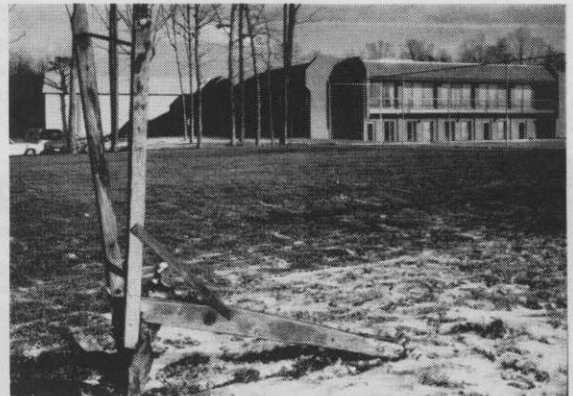


Sweeping and rolling 15 tennis courts in 15 minutes

"The old way was too bloomin' slow," says Britisher Reginald Scott, manager of the Briarwood Swim and Racquet Club near Richmond, Virginia. It used to take his staff two hours to sweep and roll fifteen composition tennis courts. Not only did it cause too much court downtime, it also left his staff little time for the maintenance of an olympic-size indoor pool and 15 acres of club grounds. "Now it takes just fifteen minutes with a Wheel Horse." Ralph Flohre, Briarwood tennis pro, likes the fact that "those Turf Saver tires never dig up the surface." He adds: "It's understandable. You've got great speed control with that automatic drive; you get smooth take-offs and gentle braking." Scott compliments his Wheel Horse dealer: "Their service is smashing! One day last week they were out here almost as soon as we put down the phone—to change a flat tire!" When the million-dollar club reaches its full membership goal of 800, Scott plans to add 10 more outdoor and 2 more indoor courts, along with a second 50-meter pool. "You bet I'll need another Wheel Horse then—one for the work indoors and one for the outdoors." At present the club sports a 300-guest dining room, bar, several meeting rooms and a spa. "Our services and requirements are professional in every respect." For professional equipment to serve professional needs, write: Professional Services, Wheel-Horse Products, Inc., 515 W. Ireland Road, South Bend, Indiana 46614.



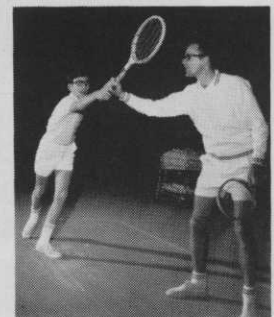
Tractors/Mowers/Snow Throwers/Snowmobiles



15 acres of club grounds are kept meticulously neat all year with a Charger 12 and several attachments, including a snow thrower.



Club Manager Scott explains smooth action of automatic drive to Ralph Flohre, tennis pro.



"I can spend more time with my pupils and still have my courts in championship condition because of that Wheel Horse," Flohre says.

ANOTHER WHEEL HORSE PROFESSIONAL

For More Details Circle (128) on Reply Card

There's More Than Power In Arizona Public Service

EVERY PROFESSIONAL MAN in the business of preserving or beautifying our environment ought to be exposed to Jack McDonald—or other men like him.

While others just *talk* environmental improvement, McDonald talks *and gets action*. The difference? Approach and emphasis.

McDonald assumes that basic intelligence, a wealth of pertinent knowledge, and unchallengeable logic don't assure a given task will be undertaken, much less completed. He believes people must be *inspired* . . . and directed toward a goal whose outer fringes are visionary; whose intermediate objectives are attainable *right now*.

Jack McDonald is director of special services for Arizona Public Service Company. With management's blessing and encouragement, McDonald has done much to make APS truly a *public service* company, beyond providing electric power.

McDonald's own career with Arizona Power began as the visionary goal of a youngster who wanted to work for a utility company. That goal became real 38 years ago.

Community Improvement Program

His efforts in community improvement began to take shape about a decade ago and gradually worked into a formalized program. In 1964,

his program was adopted by the Governor's Commission on Arizona Beauty, for application throughout the state. McDonald is a member of the commission's executive committee.

An afternoon with McDonald is breathtaking . . . from the pace of physically visiting or hearing descriptions of projects that APS and McDonald have embarked upon and completed.

"The successful program must be built around the people who will carry it out," he advised. "It can't be politically or government directed. It must involve people in all walks of life."

McDonald-inspired programs have caused merchants to scrub public



Jack McDonald, director of special services, relaxes in M. O. Best Park that Arizona Public Service gave to the City of Phoenix. The land formerly was the site of an APS substation.

streets in Miami; Eloy women to dress as witches; to plant traffic islands with trees and shrubs; high school girls to march with decorative garbage cans down the streets of Glendale; school kids to conduct interscholastic trash meets in Glendale; and businessmen to join in a junk car parade in Flagstaff.

"Even I was surprised at the success of the trash pickup program. Sacks were given to school kids, and they were asked to fill them with trash on the way to and from school," said McDonald. "In just a few days, not a scrap of paper could be found."

A "Clean Olympics" program for Glendale sent high school track boys dashing through the streets with torches and wreaths in hand.

"They hung the wreaths on the doors of businesses," explained McDonald. "A gold wreath meant the business premise was clean and planted; a green one for clean only; a red one for terrible all over."

"The clean-up, fix-up idea developed because the question became obvious: If not cleaned up, why green up? Why have trees in the middle of garbage?"

Sling Shots and Babies

Planting trees, shrubs, flowers and grass is a way of life that's accepted by Arizona residents with enthusiasm and dedication. Projects often are delightfully ingenious. Yuma, for example, has a living memorial program in which mothers plant a tree at the birth of each child. And Tucson school boys have been given seed-impregnated mud balls for use in their sling shots as they romped around the countryside.

Numerous beautification awards have been won by Arizona cities, though millions of Americans know them only as the spots on the TV weather map where the temperature reaches 110 degrees in the summertime.

McDonald has no idea how many trees he has planted in connection with his "Tree of Liberty" talks that he gives whenever called upon. Last year, an appearance request proved to be quite a surprise.

He arrived at the site in Phoenix to be confronted by a crowd of people and a high school band gathered at the base of a 30-foot Aleppo pine, shimmering inside a ring of spotlights. The people had gathered to

The utility supplies electric power to 12 of Arizona's 14 counties, to the state's four corners, California on the west, and Mexico on the south.





This mini-park is used by employees during lunch hour and breaks. It also is a "research plot," in that all the trees planted here are directly beneath electric lines, giving visible proof to area residents of which trees to plant.

pay tribute to McDonald at the site of his first Tree of Liberty talk given 15 years earlier.

"A soil specialist told me that tree wouldn't grow there," McDonald recalled. "But you know plants try very hard to grow, and I think trees respond to loving care."

Auctions and Junk Cars

McDonald told of V.I.P. auctions, now in their fifth year, that involve

the sale of items donated by famous people. One auction raised \$17,000.

"Princess Grace of Monaco sent a set of silver spoons; Mrs. Richard Nixon, an engraving of the White House; and Rusty Warren, some popular records," McDonald listed, as examples.

The junk car project raised enough money to purchase and plant 5,000 crab apple trees in Flagstaff.

People want to improve their surroundings, McDonald believes. They just need to be told what they can do and how they can do it.

"Last fall, a group women, impressed with what other communities were doing, asked me what they might do in a city as large as Tucson. I suggested they start by removing the tumbleweeds. You know, within a week they had organized and had a campaign under way!"

APS Develops Parks

Though he speaks as many as 20 times a week, McDonald keeps numerous projects going for Arizona Public Service.

APS has been a leader in the business community in beautification. Some projects have been just for beauty's sake; others contribute materially toward reducing operational costs and towards avoidance of future costs.

In 1961, a lot at Second Street and Roosevelt was presented by APS to the City of Phoenix for use as a municipal "mini-park." It formerly had been the site of a substation. The event coincided with the 75th anniversary of APS service in Arizona.

The park is named after M. O.

Shaped ornamentals and grass test plots (those between the trees) are numerous around the headquarters facilities.



Best, chairman of the utility's board from 1945 until his death in 1955.

Residents acquired a four-block-long parkway in 1968 as the result of a joint venture of APS and the City of Phoenix.

Called the Sherman Street Parkway, the 70-foot-wide strip is owned by APS and is used for the utility's right-of-way to carry its 230,000-volt transmission lines to the Lincoln Street and West Phoenix substations.

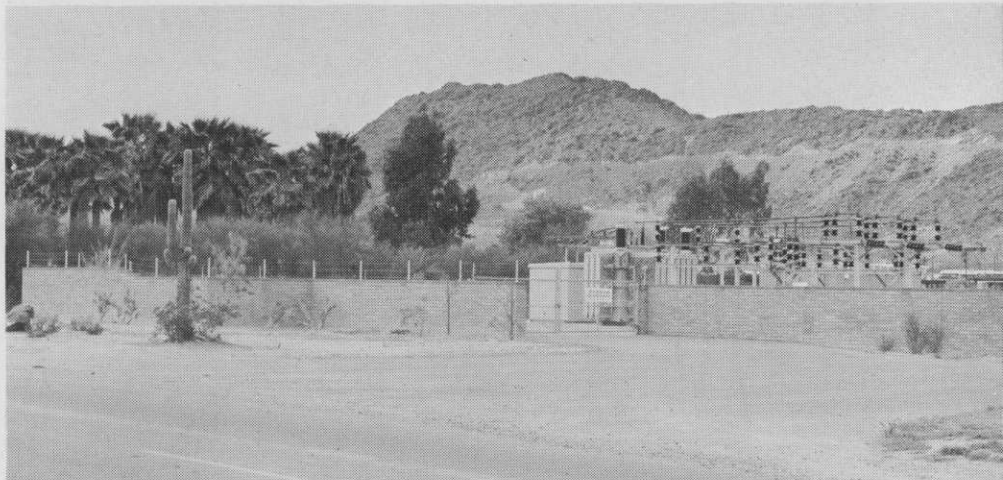
The land was seeded and landscaped by APS, and will be maintained by the City. More than 120 trees and shrubs were planted.

The substation enclosure pictured on the cover is the most recent attempt to beautify APS facilities.

Vegetation Research

Grounds around the headquarters of Arizona Public Service serve as a living laboratory of vegetation research.

"We want to demonstrate to people why they should or should not plant certain trees beneath utility lines," McDonald explained. An APS "Mini-Park," roughly 20 feet wide and a block long has nearly a dozen



Even this substation in the country is landscaped.

varieties of trees planted directly beneath utility wires.

Pointing to a palm that had grown into the lines, McDonald commented: "People can see why they should not plant this tree under wires. Among suitable varieties are the mission olive, desert acacia, African sumac, carob, Mexican blue palm, mesal bean tree, and McDonald's favorite, the red lime.

To further assist residents with

tree planting, APS has published a beautifully done booklet entitled "Arizona Tree Tips." It lists desirable tree characteristics, pictures the varieties, shows leaf shapes, and ultimate growth in relation to the height of power lines.

"People are invited to visit the APS tree park, said McDonald, "and you'd be surprised how many men come to just see how we prune."

APS makes use of its limited



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Arizona Public Service converted this right-of-way into a four-block-long park. APS hired Western States Landscape Associates to design the parkway, seed it and plant trees and shrubbery.

“green space” in other ways. Between the sidewalk and street curb, an area no more than five feet wide, numerous grass plots and ornamentals are planted. There are dichondra plots, bermudagrass plots and bermudagrass plots overseeded with rye. Some ornamentals are shaped into cones and squares, others are pruned to retain their natural shapes.

“Our efforts are catching,” McDonald contended. “Almost daily we see signs of businesses around us sprucing up.”

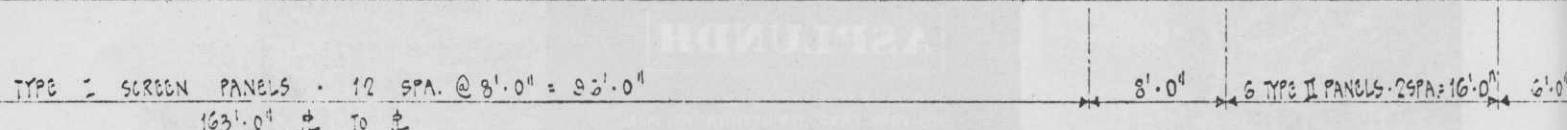
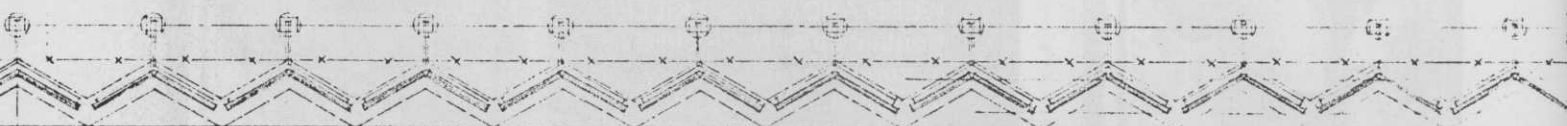
Ten-Year Plan

This fall, statewide beautification and community improvement efforts will be elevated to a higher plane toward that goal with the visionary lining. Gov. Jack Williams has called a three-day conference on Oct. 8-10 to outline an overall program of beautification encompassing the next 10 years.

There is every indication that it will be promoted with zeal and urgency, for Arizona must work quickly to prepare for Jack McDonald's unequivocal prediction that: “By the year 2000, Phoenix will be the largest city in the world.”

McDonald, claims the world's oddsmaker, Lloyds of London, agrees. Whether or not the city reaches that seemingly visionary goal, whatever size it is as the 21st Century dawns, Phoenix will be beautiful.

Because Jack McDonald lives there.



Oliver H. Briggs, Jr., senior civil engineer for Arizona Public Service, designed the Indianola substation screen wall that's pictured on the cover. The section of blueprint shows the side and top view of the concrete panels. They're 20 feet high.

Underground Sprinklers High On Homeowner's 'Want' List

A survey conducted by U.S. Home and Development Corporation shows that underground sprinklers are high on the preference list of desirable features for new homeowners.

The cross-section of buyers of homes in the \$22,000 to \$26,000 range showed that the sophisticated home buyer of today is more concerned with equipment to provide convenience in the home than with items of pure luxury.

The survey explored in detail the features and equipment viewed with favor by the first and second home buyer. The building industry must know what equipment will motivate the potential buyer to purchase a new home and the existing homeowner to upgrade his present mode of living.

Each housewife was "given" \$2,400 for buying optional extras for her home. The items were priced so that the participant knew exactly how much she was spending from the budget. The five items most frequently specified related to living convenience while luxury items ended far down among the choices.

As might be expected, central air conditioning headed the list with 51.7 of respondents asking for it. The surprise sleeper was the underground sprinkler system, number two on the homeowners' "most wanted" list (42.8% requested it). Other outdoor living equipment, like a dining deck off the kitchen (1.78%) and an outdoor brick barbecue (5.35%), did not get much response. Typical of the luxury items were a Thermo-sol steam bath (3.57%) and wall-to-wall carpeting (14.2%).

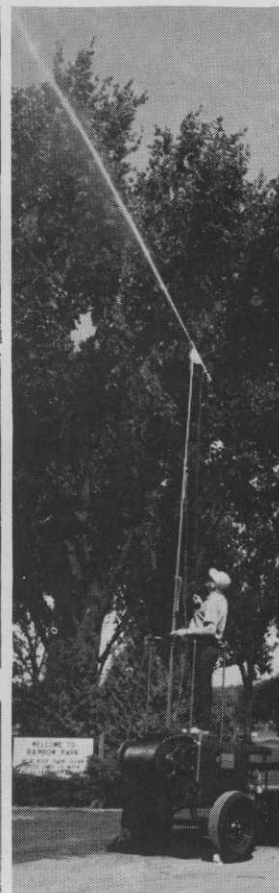
According to Dr. James R. Watson, Jr., director of agronomy for Toro Manufacturing Corporation, producer of Moist O'Matic underground sprinkler systems, the homeowner is interested in sprinklers because more time is spent on hand watering than in any other lawn-care

activity. There are already more than 500,000 home systems in operation today and the number is increasing rapidly, he said.

Automatic underground sprinkler systems have been around for 50 years. However, according to Dr. Watson, the cost has been reduced substantially within the past five years. "New sprinkler heads with

wider coverage and the use of plastic pipe—more effective and longer-lasting than the earlier galvanized, brass or copper piping—have brought systems within reach of every homeowner," he said.

Although the systems still require a major investment, they do increase the value of property and are available for FHA financing. Most systems will run about 10-15 cents a square foot. Prices are determined by the system installed, the local cost of labor, the number of trees and shrubs, the shape of your property, and soil conditions.



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cover turf at 10 acres an hour with 20-ft boom. Or reach up high with telescopic gun mast. Models available with rugged Ten-O-Matic® 10-gpm pump, stainless steel tank for trouble-free service.


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Norman V. Holmes, Inc.

Firm Specializes In Tree Care Only

By PHIL LANCE
Philadelphia, Pa.

THIS IS THE AGE of specialization and customers like to do business with specialists.

When it comes to tree work, there are several forms of specialization and one of them is tree maintenance. In suburban Philadelphia, Norman V. Holmes, Inc., Lafayette Hill, is one of the oldest firms in the Delaware Valley that specializes in tree maintenance.

Since 1920, Norman Holmes has been a landscaping contractor and tree surgeon. Through his specialization in maintenance tree work, he developed a reputation that minimized his need for solicitation and advertising to build his business.

In 1946, he was joined by his son, Frank, who practically grew up in the tree maintenance field. After his stint in the service, Frank came into the firm on a full-time basis.

In 1962, Frank became the President of Norman V. Holmes, Inc. Through his astute management and aggressiveness, he developed it into one of the leading tree maintenance organizations that serves a five-state area.

Universities Among Accounts

"Our main activities are concentrated within a 50-mile radius," explains Holmes. "However, our reputation for the type of tree maintenance work that we do has spread about so that we get calls from as far south as Washington, D. C.

"In the main, institutional and industrial accounts make up our largest volume of work. We do not overlook any account regardless of its size. We service from one to several hundred trees for a single account. The old bromide—no job is too large

Whether the job is a homeowner's one big tree or a university's campus full of trees, Norman V. Holmes, Inc., offers the same per-tree charge. When there is a single service, a minimum fee is charged.

or too small for us—has been the basis for our consistent growth.

"Numbered among our accounts are practically all of the leading universities in the area, such as Villanova, St. Josephs, Mercy College, and Georgetown University in Washington.

"When purchasing agents, maintenance foremen or greenskeepers relocate, they remember our services and call upon us. By the same token, they discuss our services at various association meetings and at group activities. What better way is there to be more generally publicized than through the recommendations of a satisfied user?"

Specialization Is the Emphasis

The Holmes Company does only maintenance work. It doesn't install, remove or relocate trees. This work is sub-contracted to others who specialize in this type of activity.

"Specialization is the backbone of our business, and we do not want to dilute it with any other type of activity," continues Holmes. "True, it is sometimes hard to turn down a profitable job, but we have to do it in order to maintain the image that we have developed. In itself, tree maintenance work is a specialty activity. This is where our field of endeavor lies. We have the experience, manpower, equipment and know-how which has enabled us to give expert services at the most reasonable prices. We have always charged the same price for the same type of service in the same area whether it is for one tree or a few hundred.

Stabilized Prices Pay Off

"Past experience has shown us that area residents are in contact, one with another, when it comes to tree maintenance, and the only way to maintain a healthy relationship is to stabilize prices. Let me cite an example.

"We maintained three trees on a nearby homesite. We maintain close to (100) on institutional grounds just a short distance away. The homeowner knows the maintenance man at the institution, and they have discussed tree maintenance between them. Naturally, the subject of cost has arisen, and our per-tree charges have been the same. Needless to say, we have maintained the goodwill of both customers and, through them, have been recommended to others."

Holmes does point out that he has a \$15 or \$20 minimum where a single service is needed. This is not what he usually charges for his other services. They vary according

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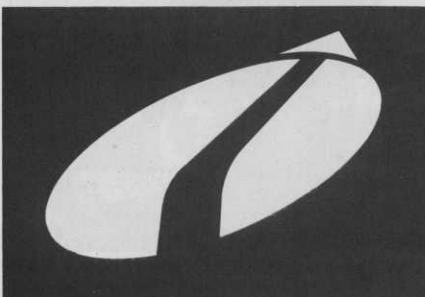
Owners and operators of HI-RANGER tree service equipment "wrote the book" that lists the features exclusive with HI-RANGER . . . single hand 3-D bucket control, automatic "deadman" safety system, stronger, tapered upper boom, power-reserve accumulator system, constant-angle upper boom movement with straight-line bucket travel, self-leveling bucket, and maximum safety with faster, easier operation for more work at low cost.

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to need and other factors. However, the minimum prevails where a single service is required.

Program Matches Budget

Whenever possible, the firm features the importance of a tree maintenance program. This may be carried over a three-or-four-year period, depending upon the amount allotted to the tree maintenance program. Many institutions and industries allot a pre-determined sum to cover their grounds program. The Holmes Company tries to fit in the overall maintenance program within this specified allotment.

"When an institution cannot allot all the money that is needed to maintain its annual tree maintenance program, we program it over a three- or four-year program, at which time everything should be in proper order," says Holmes. "We do quite a bit of this with universities.

"The first year, we concentrate on the most important section where tree maintenance work is needed. During the second year, we take the second section and look after the first. During the third year, we cover the third section and check back on the first and second again. During the fourth year, we do the final section and check back on the first three.

"Thereafter, tree maintenance work is handled on a complete annual basis. The amount allotted for one year now covers the entire area. We have found this program to be an attractive one to industries, etc., who can only allot specified amounts for tree maintenance work."



Though the tree care company emphasizes maintenance, new product areas are explored. Frank Holmes is examining Monsanto's Astro Turf, being offered to selected customers.

File System Says When

The firm services more than 600 accounts. Once entrusted to Norman V. Holmes, Inc., the account can depend upon reliable and continuous service.

A two-color card file insures timely service and maintenance as it is required. All pruning and feeding accounts are contained on file cards in one color and those coming under the sprays program on cards of another color.

Starting in March with a dormant spray, fungicide and feeding, these activities are carried out until the fall season. Route sheets are prepared daily for the crews handling maintenance work. These vary from seven crews to twelve crews, depending upon the period of the year. There are about three in each crew.

A fleet of 23 vehicles and trucks, including five spray rigs, chippers, a winch truck and another equipped with a utility boom serves the firm's accounts.

Holmes is a great believer in having all the necessary equipment and using the highest quality supplies and products. According to him, "the results remain long after the price has been paid." This means better results, greater economy and better relationships all around.

"You only get what you pay for today and by paying a little more, you get substantially more in return," explains Holmes. "Initially, price may be of some concern, but when long lasting results are observed, it shows that the price was more reasonable in the long run.

"We use our results as testimonials to our customers. We point out areas and trees that are under our maintenance service and let the prospects see what our workmanship is like for themselves, and they can also speak to the owners. When you can make presentations such as these, price becomes a secondary factor."

Turf Subsidiary Formed

In an effort to provide a one-stop service for turf needs, the firm has recently become a distributor for Monsanto Astro Turf. Its first association with this artificial turf was the University of Pennsylvania's Franklin Field. This was the first and largest area covered with this material, and it has been a testimonial for this firm.

Holmes has set up a subsidiary; Turf Services, Inc., to handle this product line. The purpose is to keep both activities independent so that the specialization image can be developed for both.