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cash and uses of funds up among the eight weekly columns. Remember to figure when the cash will actually move, as opposed to when you incur the liability. Once these have been distributed, determine the totals for each weekly column.

You will now be able to schedule your contributions so each week is balanced in its source of cash use. In all likelihood, you'll find your contributions reach a high water mark early in the project. This

amount may even exceed the total requirement. The accumulated contribution is the most cash you will need to undertake the project.

Now you can juggle the numbers if necessary. Remember that many projects, in and of themselves, are not positive cash-flow generators. The reason they're undertaken is that they assist the company in its total operation and are an investment.

Cash flow projections can be valuable because they highlight the financial

aspects of a new idea or venture. You, then, must balance the investment with intangible benefits.

Once the project is under way, track the actual against the projection to help you budget and/or understand the effect of cost overruns.

For larger projects, of course, you'll want to get the help of your accountant.

—The author is chairman of Padgett Business Services, with more than 250 offices in North America.

Show and sell

By James E. Guyette,
Contributing editor

■ Photographs of past and present pruning projects can help you sell the service to new clients, says the author of a newly published book on tree care.

This is especially true when large amounts of plant material need to be trimmed, according to Kris Medic, city landscape manager and arborist in Columbus, Ind. "That's a pretty scary thing to a property owner, to see that much coming off," she observes.

"Show them some before and after photos of pruning you have done. It makes a big difference for people to see what the results are because 'renovation pruning' is a big leap of faith."

Communicating with the customer remains crucial, and of course the landscape manager needs to have confidence. "Make sure they know what to expect," says Medic, who is author of the newly published *Rodale's Successful Organic Gardening Pruning* (1995, Rodale Press; \$24.95 hard cover; \$14.95 paperback).

According to Medic, organic pruning techniques tend to be no different than standard pruning techniques; the book's title reflects a series of Rodale publications targeted at organics.

The 160-page book is crammed with reader-friendly instructions of proper pruning and beautifully illustrated with 250 color photos and 50 drawings. Its thoroughness compliments nicely with the works produced by Alex Shigo in regard to tree care.

Medic's book belongs on the dashboard of any professional landscape manager



Restoration of Mill Race Park included planting 686 new trees in the 2½- to 3-inch caliper range.

who offers pruning services.

"Many of the pruning techniques allow you to reduce your liability for disease and insect problems," Medic explains. "Good pruning is good business, and you can't go wrong when you do appropriate pruning. It will help you improve your bottom line."

In addition to containing advice of great use to landscape managers and arborists serving residential and commercial accounts, Medic's project can benefit those involved with government and institutional work.

The book provides practical selection techniques to use when choosing plant

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Safety is still first



■ Author Kris Medic says tree pruning safety must be clearly communicated to workers.

"It's important to have a safety program," she says, "and make sure the employees know that safety is a primary concern."

Supervisors can set examples by adhering closely to safety standards. Using the correct equipment and wearing the right clothing is essential.

Something as seemingly simple as donning a pair of gloves can be critical. "I've seen—and had it happen to myself—a lot of sliced gloves," Medic recalls. "A sliced glove saves a trip to the emergency room."

Medic notes that many landscape managers tend to disdain proper handgear, and then injury strikes.

"I've seen it happen dozens of times over the years," she says, in reference to cut hands. "Some people are too proud to wear gloves," Medic observes. "It's not rocket science, but it does make a difference."

—J.G.

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materials for any area.

"They should be hand-picked for that site no matter what the project is," Medic insists. "No matter if it's a modern building designed by a world class architect or a lift station that serves a sewer plant."

Too many times plants are picked for the wrong location and for all the wrong reasons. Advance planning for plant selection should be a standard part of any project "so it's not going to burden the taxpayers with ridiculous horticultural choices," says Medic, an industry veteran who has a long list of awards and published works.

While some mistakes may take the form of being costly (such as planting fast-growing materials under powerlines that then require constant care) other blunders such as falling branches—are more serious.

Appearance, of course, remains a vital consideration. Medic says it's especially critical in the Indiana community she serves, which she describes as "a living museum of modern architecture."

Landscape managers in other towns can benefit by applying some well-thought



Mill Race Park in Columbus, Ind. is a 98-acre park with many mature trees.

creativity to their assignments, and believes they tend to limit themselves when they should be using their horticultural skills to the utmost.

"People think that if it's low-budget and low-maintenance they have to end up with low expectations," she says. Not true. Do some research (such as reviewing the

selection techniques in the book) and apply some serious thinking to the issue. "When we add to that challenge we come up with wonderful design solutions," she observes.

—To order Rodale's guide to pruning, call (610) 967-5171.

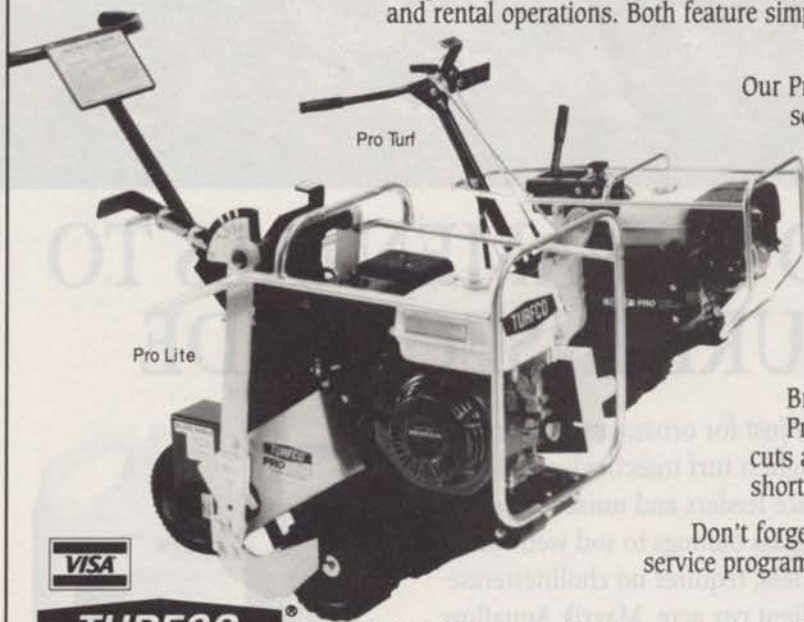
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