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The Average Person's Family Snapshot.

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A Scotts Tech Rep's Family Snapshot.

tionary, and keeps our existing products so dependable.

So it really is unfortunate that a Scotts Tech Rep doesn't take better family snapshots.

He needs something to remember what his family looks like.

For more information, just contact your Scotts Tech Rep or call us at 1-800-543-0006.*



THE PATH TO PAVING

by Heide Aungst, managing editor



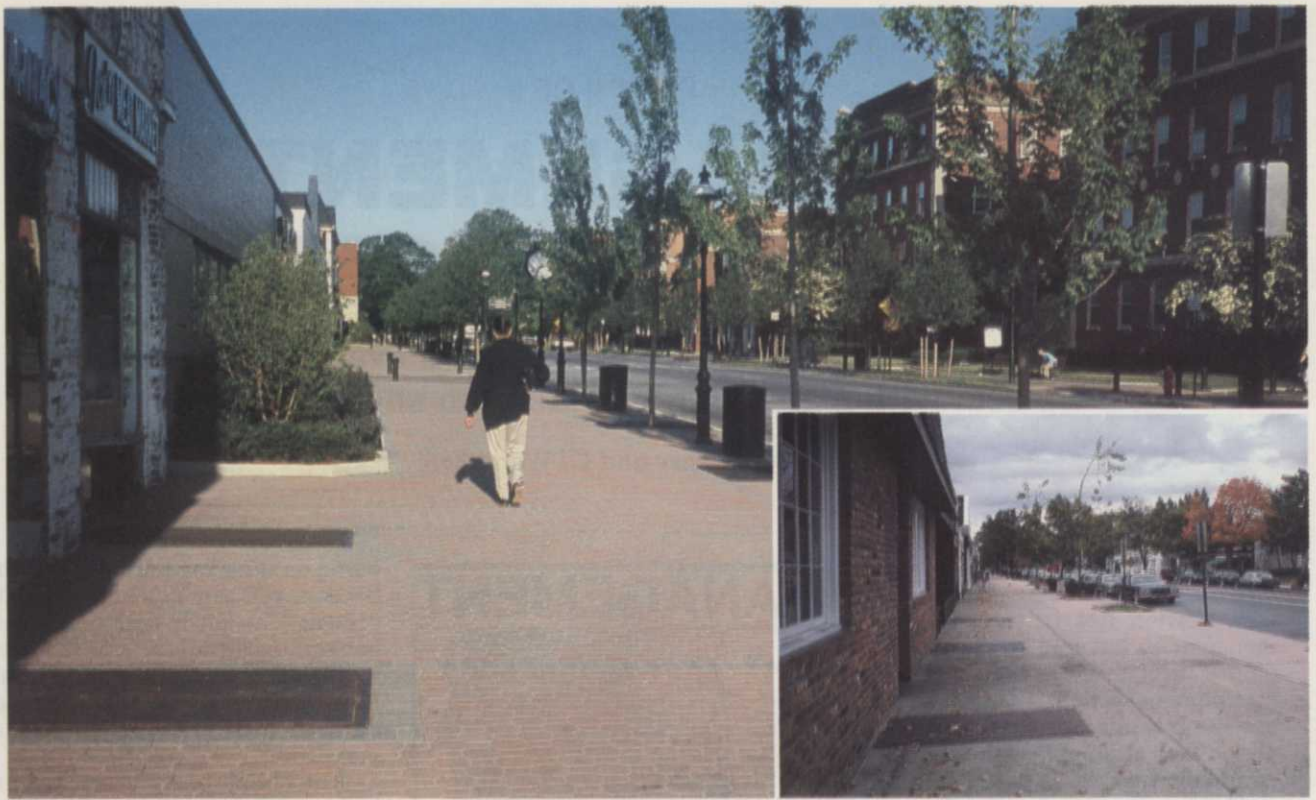
Visitors to the Mercado Festival Center's stores and restaurants may feel like they're in a Mediterranean Village. Landscape architects Wallis Baker & Verlander of Winter Park, Fla. worked with architect McRee, Inc. of Orlando, Fla. to create that Mediterranean flavor with more than 73,000 square feet of courtyards, walkways, plaza and the entrance drive.

"We tried to get as much color as possible with the introduction of material the tourists would like to see" says landscape architect, Tom Wallis. Wallis developed that tropical look with lady fan palms, European fan palms and Drake elms. As a ground cover he chose large mondograss. Red ruffle azeleas and wax-leave begonias add color to the green area.

The paving systems add more than color to the area. "They create interest with texture and shape," Wallis says. Plant materials and irrigation for the project cost about \$300,000. It won a 1986 honor award from the National Concrete Masonry Association.

Uni-Group Paving, Circle No.191 on Reader Inquiry Card





The Village of Garden City, N.Y. had a problem. Its main street of business, Seventh Street, was a conglomeration of concrete and irregularly placed plant material. Some described Seventh Avenue as "uninviting" (before photo above inset). Enter: landscape architect William Kuhl of New York, N.Y. Kuhl created a new visual identity and sense of design continuity to the region.

His primary source in doing this was the use of Grinnell Concrete Pavingstones. The pavers establish a rhythm for pedestrians, in both

pattern and color (above; below). The interlocking pavers require low maintenance and have a non-slip surface.

In order to offer a vertical element to the design, Kuhl chose three types of trees to line Seventh Street: Armstrong red maples, little leaf lindens and zelkovas.

The maples have an upward growth habit which makes them ideal for a busy street. A broad spreading tree would interfere with vehicles' sight lines. The architect put the lindens in front of stores which have aesthetically poor

facades because of the trees' dense canopies. The zelkovas will frame the end of the street which has residential and multi-story buildings (below). Flowering trees, including stewartia and laburnum, will provide color and fragrance in early spring. The landscape contractor for the project was Hecksher Nurseries of Bohemia, N.Y.

The Seventh Street Project began in August 1986 and was completed in December 1986. Cost for the project was \$800,000.

Grinnell Concrete Pavingstones, Circle Number 190 on Reader Inquiry Card.



MANAGEMENT EVALUATION

Last month we offered some ideas on personnel evaluation. This month we deal with management evaluation and assessment.

by Rudd McGary and Ed Wandtke

The big difference between personnel and management evaluation lies in the ability of managers to have an effect on companies through more than just their own personal actions. Managers manage either assets or personnel through which they attempt to reach the company's objectives.

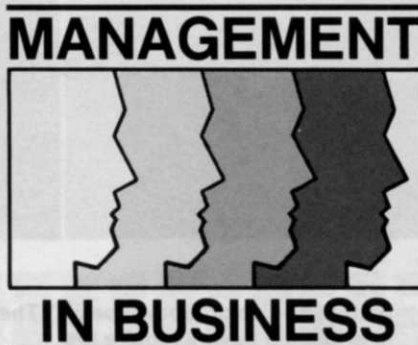
Since more people than just the manager are involved, evaluation methods and criteria are different than those we presented for personnel in our last column.

Evaluating control

The key to making a management evaluation work, at least in part, is to be sure that the evaluation focuses on those things under the manager's control. For instance, managers being evaluated on sales growth should have some ability to control that growth. If bottom line profitability is being measured, the manager should be able to affect that bottom line.



Wandtke and McGary are senior consultants with All-Green Management Associates in Columbus, Ohio. Dr. McGary focuses on marketing and management issues. Wandtke focuses on operations and financial questions.



A second important factor in assessing managers is that some plan must be in place against which to measure the managers. We have written several columns dealing with the planning function as one of the most important parts of a manager's job. In preparing an assessment, the plan is the instrument that gives a basis for evaluation. Without the plan, the assessment will be a totally subjective one, which can lead to misunderstandings between the managers and their superiors.

So, we need a plan on which are three assessment levels. On the first level, the manager fails to make satisfactory progress towards fulfilling the plan. In that case, some sort of corrective action needs to be taken. On the second level, the manager makes the "average" plan, the one which is acceptable but not exceptional. On the third level, the manager goes above plan, showing exceptional effort and management talent. By keeping in mind these three levels, you have the beginning of a management evaluation program.

Now, on to possible areas that can be evaluated for management performance.

Financial

Managers can be assessed in several ways financially. First, you may look at their contribution to profitability

based on their section's performance. Second, you can look at their control of costs. The key to both of these is to be working against a written forecast for the appropriate time period and to make sure that the managers have control over the things you are measuring.

An example of a poor assessment is looking at bottom line profitability as a measurement of a small company's management effectiveness. While doing so, you, the owner, decide that at the year's end you will give yourself a large bonus. Clearly the manager should be evaluated before you take any extraordinary actions. The manager who can't control the bottom line in this case shouldn't be measured on it.

Marketing objectives

If you are a sophisticated company, with a great deal of market information, you can begin a marketing evaluation with growth in market share.

If you don't have a clear picture of the overall market's worth (and most small companies find it too time-consuming to arrive at a true figure in this area), you can look more closely at sales figures. In sales you can look at:

- closing ratios for the salespeople;
- overall growth in revenue;
- the number of "cold" calls;
- the ability of the manager to meet overall sales plan objectives;
- sales force retention; and
- the profitability of the sales force based on all the costs allocated to that force.

All of these areas are ones which can be under the control of a manager, and as such are ones which offer good information when you evaluate them.

Asset use and control

In looking at the manager from the standpoint of asset utilization and control, you should be aware of the best way to leverage the company's assets, and that awareness should

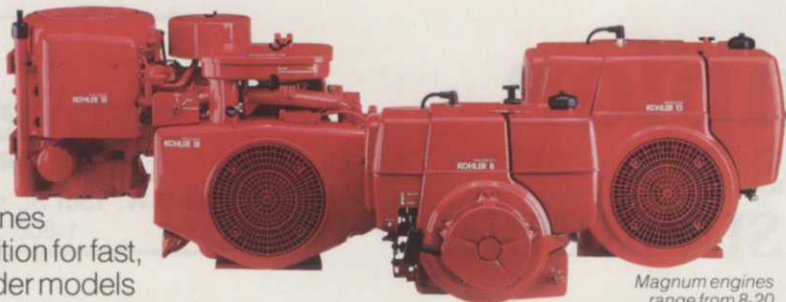
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THE PLANNED COMMUNITY

It took 25 years, but the original plans for the town of Columbia, Maryland, have finally been realized. Landscaping plays an important role.

by James E. Guyette

In 1962, the Rouse Company of Columbia, Md., began buying rural property in Howard County. The firm's plans to build a pre-designed community were to be realized, as today Columbia is a bustling city containing about 60,000 people and approximately 1,500 businesses.

Columbia is about 20 miles from Baltimore and 25 miles from the District of Columbia.

Residents of Columbia live in a series of "villages" that encircle a down-

town area that is billed as the focal point of the Washington-Baltimore corridor.

Each village contains a community building, grocery store and other retail outlets designed to meet the needs of each citizen. A jumbo shopping mall, a number of commercial operations and a light industrial park make the city basically self-sufficient.

When in the planning stages, the Howard Research and Development Corp. (a subsidiary of Rouse) hired a number of experts to devise the perfect community. They made such suggestions as having neighborhood schools and activity centers and pre-

serving the natural contour and beauty of the then-fallow land.

There are nine villages. A 10th is in the planning stages. Each village has three neighborhoods with 600 to 800 dwelling units. A series of pathways cross open space and lead to schools, "totlots" (playgrounds) and other amenities. Also, Columbia is graced by a number of man-made lakes.

Of the 14,000 acres in Columbia, 1,500 of them are classified as open space. In the future, that figure will jump to 3,000 acres.

Upkeep of individual yards is the responsibility of the landowner. The open space falls under the supervision of Charles H. Rhodehamel, ecologist and land manager at the Columbia Park and Recreation Association, Inc.

About \$500,000 is spent each year on turf-related activities, including mowing, trimming and seeding.

A big factor in Rhodehamel's line of work is that the open space is used for multiple purposes, from baseball to dog-walking to jogging to outdoor concerts to Frisbee-tossing.

"You can't say, 'Get the hell off my turf—you're killing my grass,'" Rhodehamel jokes. "It's not something that we can close down in certain sections."

The extensive use of turf areas means that the maintenance crew is not seen out in the field after residents start arriving home from work.

The open space abuts most of the yards and public areas, such as the maze of paths, 130 totlots and about 200 wooden foot bridges.

"Spraying is minimized because we touch on so many private properties," Rhodehamel says. Liming and fertilization are used, but Rhodehamel points out that his grass does not have to look perfect: "Our goal is not professional baseball infield turf."

Verticutting and aeration are done when needed. He says pests and fungi are not big problems.

Rhodehamel has four working foremen. There are 30 men on the lawn maintenance crew and 15 on the land development crew. They cover a number of different areas: carpentry, grading, seeding and asphalt. **LM**

James E. Guyette is associate editor of "Lawn Care Industry" magazine, another HBJ publication.



Charles Rhodehamel, ecologist for The Columbia Association, closely checks the turf at one of the community's open spaces.

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