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TEXAS STATE DOCUMENTS
COLLECTION

**BIG, SAD JOB
IN THE VALLEY**
STORY ON PAGE FOUR



Photo by Geoff Appold

TRANSPORTATION **news**



Crew mourns three friends p. 5

June 1984

Kenneth Collinsworth revisited pp. 6 and 7

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DHT is part of every locale

Our department is different. No other agency of state government has employees working in so many different places as ours does. In some small communities where there is a maintenance section headquarters, the department actually is the largest single employer.

In its early years, the department diversified because of the impossibility of controlling everything across a vast and varied state like Texas from far away in the capital city. The early leaders of the department recognized that this in itself was an organizational virtue and were proud that the responsibility and authority for getting the job done were put as close to the work-site as possible.

Perhaps that is why Texas communities feel the department's local offices are integral parts of their own communities, not outposts of an absentee bureaucracy. And the feeling is mutual. We are proud to be home folks.

One of the major considerations in providing for the sad but necessary work of removing the hundreds of palms killed during the bitter winter of 1983-84 was to arrange the project to provide work for Valley residents hard hit by the same record cold weather.

All of us who work for the department can be proud of this spirit which is present everywhere in our organization. Thanks for making the department a good citizen of every community we serve.

Mark Goode

San Antonio woman is 'Friend of Transit'

Reba Malone, San Antonio civic leader and secretary of the board of VIA Metropolitan Transit, received the 1983 Friend of Texas Transit Award at the 12th annual Texas Public Transportation Conference in Waco.

Malone is the first woman to receive the award, established 10 years ago to recognize individuals for outstanding service in the development of transit in Texas.

The award was made by commission member John R. Butler, Jr. The department sponsors the yearly gathering.

Butler said "it would be difficult to find a more capable, dedicated and deserving person" for the award.

In acknowledging the award, Malone said there were several people who had contributed to her interest in transit and had prompted her to put her time and effort into the cause of better public transportation.

One was Norman (Pinky) Hill, longtime head of the transit system in San Antonio.

She thanked others she works with in her role as executive director of the South San Antonio Chamber of Commerce as well as in transit matters. "I certainly would be remiss without thanking those people with the highway department, District 15 in San Antonio, Raymond Stotzer, Fred Hilgers and the rest, and certainly the cooperation of the VIA staff and the others on the board who have permitted me to serve in the capacities that I do with APTA (American Public



Friend of Transit Malone receives congratulations from the Raymond Stotzers.

addition, the recipient's name is inscribed on a plaque displayed permanently in the lobby of the department's main headquarters building in Austin.

Previous winners of the Friend of Texas Transit Award are 1974, Clyde R. Malone of Austin; 1975, Jim Nugent of Kerrville; 1976, Norman (Pinky) Hill of San Antonio; 1977, Alton McDonald of Fort Worth; 1978, Robert G. Farris of Harlingen; 1979, Ellis Watkins of Dallas; 1980, Howard R. Horne of Houston; 1981 Larry L. Heil of Fort Worth, and 1982, Clyde (Skip) Massey of Brownsville. ★



Reba Malone receives award from Commissioner Butler.

Transportation Association)."

She has served as a regional director of the national organization, representing a 17-state area on the governing panel of APTA.

The award consists of a plaque provided by the Transit Industry Advisory Committee. In

Mrs. Bob Lanier dies

Elizabeth (Liz) Grant Lanier, wife of Chairman Bob Lanier, died May 19 after a lengthy illness. Her survivors include her husband and five children. ★

Employee attitudes subject of survey

Twenty to 25 percent of the employees of the department were to receive questionnaires as a second employee attitude survey went into the mail at the end of May.

Director of Human Resources Division Les Clark said the surveys were to be distributed by departmental mail procedures in sealed envelopes addressed to employees.

The packets will include prepaid envelopes to be returned to the School of Social Work of The University of Texas at Austin which conducted a similar survey in 1982. ★

Interstate system said 96% finished

Some 96.1 percent of the nation's Interstate Highway System is now open to traffic, according to FHWA Administrator Ray Barnhart.

Included in the 40,835 miles that have been brought into service are some 3,162.58 miles of Texas Interstate Highways.

In addition, work is in progress on 67.35 miles of Interstate in Texas that are not yet open to traffic, while another 6.6 miles are in preliminary status or not yet in progress.

Barnhart noted that various improvements are still required on portions of the open Interstate system, ranging from the construction of additional lanes and control of access to signing and other final phases of construction. ★

Tournaments to spark Austin picnic

Highway people are an active bunch! The Austin Office Employees Advisory Committee has announced a variety of tournaments and competitions to be held during the July 14 DHT Picnic and Get-together at the Manchaca Volunteer Fire Hall. That's so everyone can work up a big appetite for heaps of delicious fried fish and all the trimmings.

If you feel sports-minded and want to join the more physical crowd, call the following folks who are responsible for forming teams in their special events.

VOLLEYBALL—Rudy Rivera, Highway Design Division, 465-6116.

HORSESHOES—Ken Wharton, Larry Schaefer, or Roger Stiefer, Transportation Planning Division, 465-7437.

WASHERS—Billy Goodrich, Automation Division, 465-7579.

If your gamesmanship runs more to the sedentary type, sign up for the following.

BRIDGE—Carol Whittenbaugh, Safety and Maintenance Operations Division, 475-4463.

DOMINOS (regular dominos)—Joe Impey, Transportation Planning Division, 465-7466.

Special trophies will be awarded to winners in all competitions. EAC Chairman Riley Walker said the trophies are being crafted especially for the picnic tournaments by Ernie Crum, Right of Way Division.

The EAC is also sponsoring a raffle, and the drawing to determine prizewinners will be held at the picnic. Prizes include a Canon AE-1 35mm camera, a cordless telephone, a copy of "Texas in Bloom" (the book of Texas wild flower photographs from "Texas Highways" magazine), and a copy of "Dewitt Greer—King of the Highway Builders".

Donations for the raffle are \$1.00 per ticket (ticket-holders don't have to be present to win). Prices of the picnic meal are \$5.50 for everyone over six, and \$2.75 for children six and under.

Tickets for the July 14 picnic and for the raffle are available from EAC members: Chairman Riley Walker, Automation Division, 475-2012; Vice-Chairman Sherry Brown, Transportation Planning Division, 465-7346; Neal Ballard, Equipment and Procurement Division, 465-7124; Marvin Bridges, Human Resources Division, 475-8815; Mildred Kothmann, Right of Way Division, 835-0813; Al Luedecke, Safety and Maintenance Operations Division, 465-6339; Leo Mueller, Highway Design Division, 465-6211; Wesley Pair, Bridge Division, 465-6279; Cliff Powers, Automation Division, 465-7577; Al Seeliger, Finance Division, 475-2184, and Rosemary Williams, Travel and Information Division, 475-6071. ★

Transportation News

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A newsletter published monthly by the Travel and Information Division of the State Department of Highways and Public Transportation at 11th and Brazos Sts., Austin, Texas 78701.

Hilton Hagan, editor; Rosemary Williams, assistant editor; Ernest Jordan, art editor; Kerry Bullock, Pete Haight, Bo McCarver, Bob Neely, Matt Samaripa, contributing editors; Jan Skapple, administrative aide.

Manuscripts, photos, news tips invited. Telephone (512) 475-6070, or TexAn 822-6070.



A group picture has become part of the district's traditional ladies day.

'Ladies Day' annual event

Pioneering in yet another field of special recognition of its employees, District 21 has made "Ladies' Day" an annual event.

It began as a district office complex involvement, but has grown to include the entire district, plus Travel and Information Division people from the Valley and Laredo Tourist Bureaus and the Motor Vehicle Division people headquartered in Pharr. It is eagerly anticipated by the ladies each year.

At the 6th Annual Ladies' Day Luncheon, 39 of the 42 ladies employed in District 21 were present to be honored. The luncheon, sponsored and hosted by the male employees, was held in the Jacaranda Room at the Holidome in McAllen. Lovely spring flowers graced each table.

Each year, ladies representing different aspects of the Department are chosen to be seated at the head table. This year, Bonnie Tullis of the district warehouse, Gloria De Leon, secretary at the Mission maintenance section, Bette Arnold, secretary to the district engineer, and Eva Peery of the district accounting office, were chosen to be honored.

Ramiro Salazar, resident engineer at the district office, officiated as the Master of Ceremonies. G.G. Garcia, district engineer, welcomed everyone and expressed appreciation to the ladies for their very significant contribution as members of the District 21 team. He was especially appreciative of their enthusiastic response in the field of automation.

The special guest speaker was Marc Yancey, deputy engineer-director.

Yancey recognized Robin Longwell as a "typical young professional career engineer." Robin is District 21's only lady engineer. He commented on the importance of how we deal with one another and felt that this annual event, set aside to honor the ladies, was a step in the right direction. He expressed the hope that it would catch on in other districts.

Yancey presented service awards to three of the ladies. Debbie Skelton, district accounting office, received a five year award, Linda Dominguez, Raymondville residency secretary, 15 years and Eva Peery, district accounting office, 20 years. ★ Pat Reynolds

New EEO program issued

A new department Equal Opportunity Program has been distributed to cover both contractor compliance and the affirmative action plan.

Sections administered by the Construction Division and the Human Resources Division have been updated, Marvin Bridges, EEO coordinator, said.

The program includes the official departmental equal employment opportunity policy as set out by Engineer-Director Mark Goode:

Employment discrimination violates both statutory and human dignity codes and is contrary to department philosophy. By no means will the department tolerate employment discrimination. The following statement formally sets forth the State Department of Highways and Public Transportation's commitment to equal opportunity and affirmative action:

It is the policy and practice of this department to ensure and promote equal opportunity, that is, nondiscrimination on the basis of race, religion, sex, national origin, handicap, or age for all persons employed by or seeking employment with the department. Further, the department is committed to utilizing affirmative action to achieve and maintain a work force with an equitable representation of women, minorities, handicapped persons and other protected classes of

people. This policy embraces all employment practices including, but not limited to, recruitment advertising, hiring, promotions, demotions, transfers, work assignments, layoffs or terminations, compensation, benefits and training.

The internal EEO officer and staff shall have overall responsibility for EEO and Affirmative Action Plan (AAP) implementation. Division heads, district engineers, EEO coordinators and supervisors shall enforce, be responsible for and are held accountable for EEO in their respective organizations. Performance evaluations of management and supervisory personnel with EEO/AAP responsibilities will include criteria addressing conformance to EEO/AAP objectives and practices.

The department will undertake appropriate measures to ensure both internal and external communication of its policy of nondiscrimination and commitment to affirmative action. Such action shall include, but not be limited to, publication in the Human Resources Manual and employee handbook, policy discussions during new employee orientation, distribution to outside organizations and inclusion of an EEO/AAP clause on job applications and recruitment literature.

M.G. Goode
Engineer-Director



Sad sight for Rio Grande Valley lovers: down goes another dead palm.

Huge project to remove palms under way

The waterway's lush, tree-lined banks inspired Spanish explorers to refer to it as the Rio de Palma (River of Palms). Although it has since been renamed the Rio Grande, those hearty *Sabal texana* palms still grace the water's edge. In the aftermath of one of the most severe Texas winters in history, Texas horticulturalists have rekindled their interest in the freeze-resistant, indigenous trees.

The record-breaking cold temperatures killed thousands of the taller palms, *Washingtonia robusta*, brought from California to the Rio Grande Valley in the 1920's and planted as windbreaks for orchards. In recent decades, the graceful *Washingtonia robusta* palms have grown to

dominate the valley's skyline, often rising 70 feet or more. Ironically, it was their magnificent height that made them victims of the

Distinctive symbols of Texas' tropical valley killed by big freeze

bitter cold that killed almost all trees above 40 feet in height.

The possible loss of the trademark skyline is disconcerting to Valley residents and winter Texans who have become accustomed to miles of palm-lined roadways. While various actions are under way to deal with the

immediate problem of removing dead trees near highways and buildings, plans are already being formulated to replace the lost palms. The favored replacements are the indigenous *Sabal texana* palms, which withstand temperatures as low as zero degrees, and the *Washingtonia filifera*, a more hearty cousin of the decimated *Washingtonia robusta*.

The problem of replacement, however, is made somewhat more complex by low inventories of nursery stocks. A blight has killed many of the Canary Island date palms during the last several years and many of the *Washingtonia filifera* plots have been consumed in replacing those.

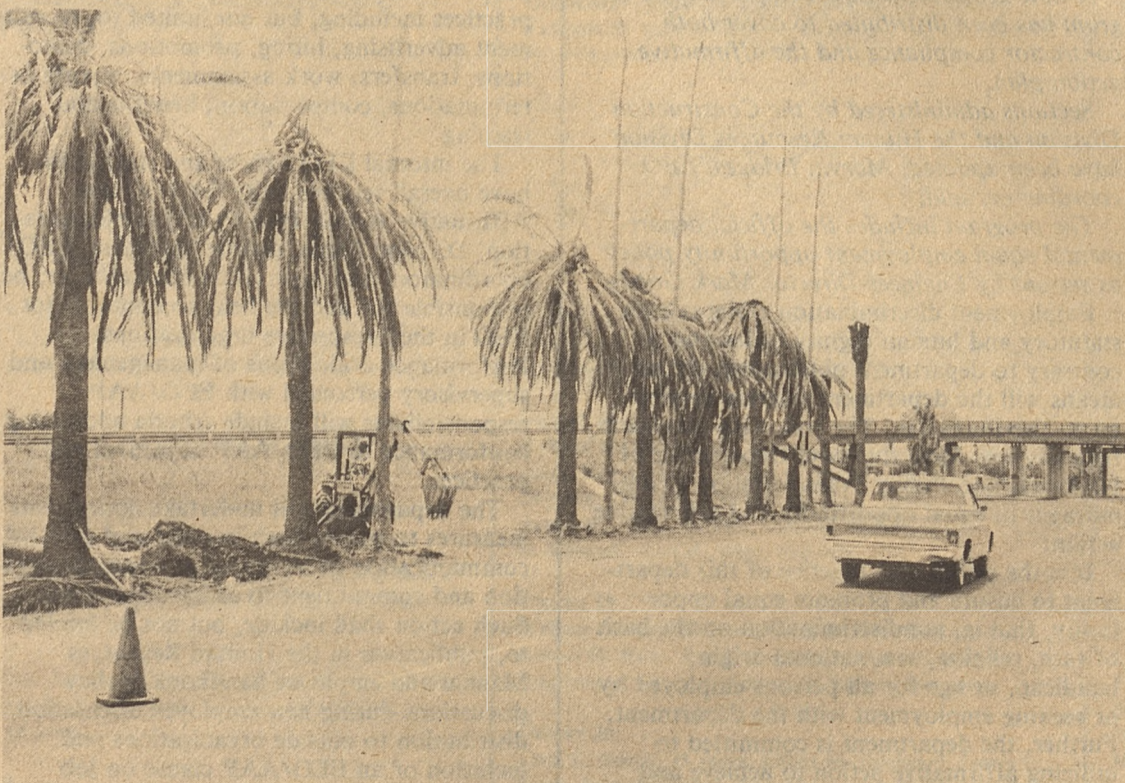
Larry Galbraeth, a manager with Pletcher Nursery, the largest wholesaler in the Valley, says it will take at least five years to grow enough new seedlings to replant the area. It is doubtful at this time that more *Sabal* palms will be planted by area nurseries.

The relatively long periods of time necessary to grow them to the ideal transplanting height of five feet, and the special augers and extra labor necessary to remove their very deep root systems, makes the financial feasibility too risky.

The Pletcher Nursery has ceased planting the indigenous stocks and the several plots of *Sabal* palms currently growing at the Pletcher Nursery are due to an error made by a seed supplier. Galbraeth indicated that his company will probably plant some additional plots of the *Washingtonia filifera* of which stocks are currently depleted.

Craig Steffens, head of DHT's Landscape Section, said he is currently assessing the situation and that it is possible that the department's nursery at Stockdale can assist in growing additional palms.

But many of the palms lining Valley highways can never be replanted. In instances where DHT has assumed maintenance responsibilities from counties, many rights of way lack the 30-foot clear zone required by cur-



Big freeze took toll of two kinds of palms in this valley interchange.

On the Cover

Awaiting their fate, an avenue of ruined palms lines a Farm to Market road. They probably will not be replaced because they are within the 30-foot 'clear' zone.

rent safety standards. Due to the desire of Valley residents and winter Texans to retain as many tree-lined roadways as possible, the Pharr district has restrained from removing those "inherited palms" that violate the 30-foot rule.

But, in order to abide by safety regulations, the district does not replace dead trees in the 30-foot zone and thus, in the wake of last winter's freeze and the date-palm blight, many roadways will remain treeless after the dead palms are removed.

Where clearance is adequate, the district will continue to work with civic groups to restore the palm skyline. Many palms have already been planted along major roadways under the Memorial Mile Program jointly sponsored by DHT and the Valley Chamber of Commerce.

Under this program, area residents donate money to plant trees along a mile of roadway. The names of the donating individuals or firms are displayed on several InfoBords at Valley roadside parks.

Many seedling palms were planted last year under the Memorial Mile Program and, due to the short height of those new plants, only about five percent were killed by the winter cold.

While a variety of plans are being formulated to replace both the frozen *Washingtonia robusta* palms and the diseased Canary Island date palms, the district is busily engaged in their removal. Contracts have been let to remove approximately 2,900 dead trees within 20 feet of the roadways. Sam Cox, district maintenance engineer, estimates that up to 6,000 more dead trees remain on portions of DHT rights of way. Contracts to remove those will be let later this year.

Proving that even the worst situations can bring some good effects, the palm-removing operations made necessary by the big freeze are bringing some work to Valley residents, many of whom lost jobs because of the same freeze.

In the interim, there will be time for nurseries to grow more freeze-resistant seedlings and restore the Rio Grande Valley's trademark skyline to its former magnificence. ★ **Bo McCarver**



Chain saw symbolizes the fate of once-magnificent palm, now a safety hazard.

Maintenance crew mourns loss of three friends

To the men of the Coleman County Maintenance Section and their supervisor, Gene Christian, the recent deaths of three crew members within a four-month period were a personal loss of tremendous emotional impact, as well as a great loss to the organization.

Altogether the three men, Bobby Joe Robertson, John F. Dyer, and L. D. Franklin, had 55 years experience with the department.

They had worked cooperatively and efficiently at the everyday business of maintaining highways and rights of way and were part of the team that enthusiastically planted bluebonnets and purple paintbrush to help Gene Christian win the Lady Bird Johnson Beautification Award in 1982.

Christian understandably had feelings of incalculable loss at their deaths. He explains that in working with a crew of men five days a week, 52 weeks a year, a supervisor gets to know each employee well.

"We attain a relationship like no other," Christian said. "We spend more time together, in most instances, than we do with anyone else. It sounds good not to get personally involved in the problems and lives of the people we supervise, but I say it's impossible not to get involved, because of the relationship we have.

"Losing Bobby Joe, John and L. D. was a blow to this crew of seventeen people. We might in time reach the efficiency we once had," he said, "but it will never be the same without these three individuals."

Christian recalls that when Bobby Joe Robertson first started work, transferring from Jones County in District 8, the Coleman maintenance section already had two men called Bobby, so someone nicknamed him "Bojo." Always witty and friendly, he seemed to like it, and he soon became the morale builder of the crew.

"Bojo was overweight and self-conscious about it," Christian said. "He was always on a diet and wanted everybody to be rough on him about sticking to it. He told me he would never lie to me about anything but his weight, and as far as I know he never did."

A skillful blade operator, Bojo took pride in what he did, claiming the equipment assigned to him practically as his own. He was conscientious about upkeep and service, because, as he always said, he made his living with it.

Bobby Joe Robertson was a devoted father and husband. He leaves his wife and three beautiful children. He had worked 12 years with the department when he died of a heart attack at age 34 on October 7, 1983.

John Dyer was known as the friendliest man in Coleman County. He would force anyone, be it man, woman, or child, to shake hands every time they met.

"If you met him five different times a day, you felt his warm, firm, handshake five times that day," Christian said. "If you met him in his sign wagon, the first thing you saw was a waving hand, usually outside the cab of his truck."

That John had the love and respect of everyone who knew him was evident at his funeral. "Many told me there were more people than they had ever seen at a funeral in Coleman," Christian said. "One community leader told me he didn't realize how much he



Franklin is second from the left and Robertson is on the extreme right on the back row, Dyer is seated second from the right on the front row in this portion of a recent photo of the section.

really thought of John until he was gone. This is true with all of us. I've heard it said that anyone can be replaced, but in John's case his is just not so."

John leaves his wife, one son and daughter-in-law, two beautiful grandchildren, and thousands of friends. He had 16 years experience when a heart attack claimed him February 3, 1984, at age 54.

L. D. Franklin on first acquaintance might have seemed to be a little crusty or hard, Christian said, but one soon got to know him for the compassionate, caring person he was. He reached manhood fighting for our country on foreign soil during World War II. He didn't talk much about the war. He would only say it was his duty, that it was best forgotten.

L. D. loved the land and all animals, often taking abandoned dogs and other animals home to care for them. When he had a peach, plum or apricot in his lunch, he would plant the seed near the fence line inside the highway right of way.

"If you see a fruit tree along the highway while driving through Coleman County," Christian said, "chances are that L. D. planted it."

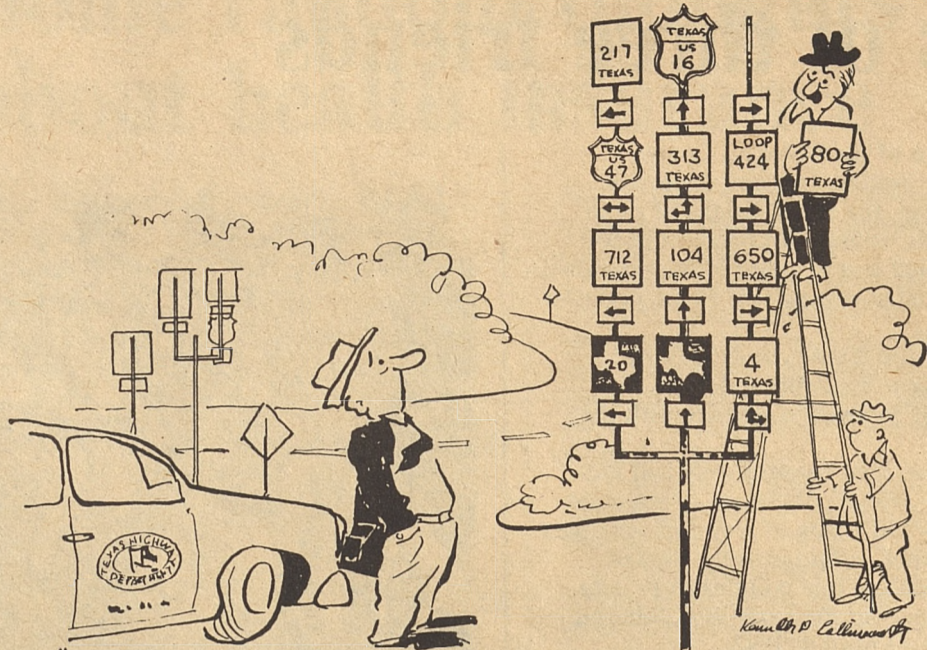
L. D. Franklin leaves his wife, five children, and many grandchildren whom he adored. He had 26 years experience with the highway department when he died of a stroke at age 58 on February 16, 1984.

Leaving a legacy of beauty along the highways, exemplary records, and goodwill for the department, these men will be missed. ★ **Jean Sparks**

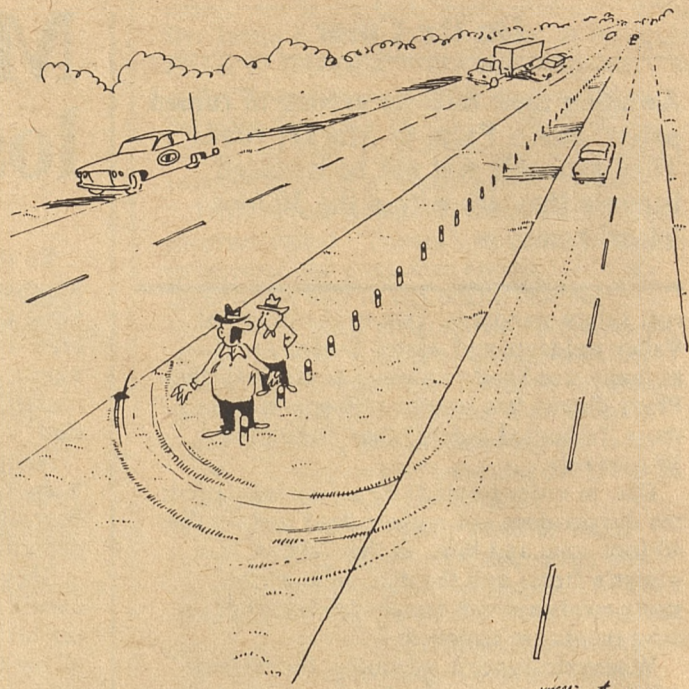
Death claims former foreman

Howard Roberson, retired maintenance foreman in Frio County, died May 9. He was 87. He joined the department in 1926 and saw the area's roads develop from dirt tracks to the modern highways of today. Roberson retired in 1962 to a small ranch near Dilly. ★

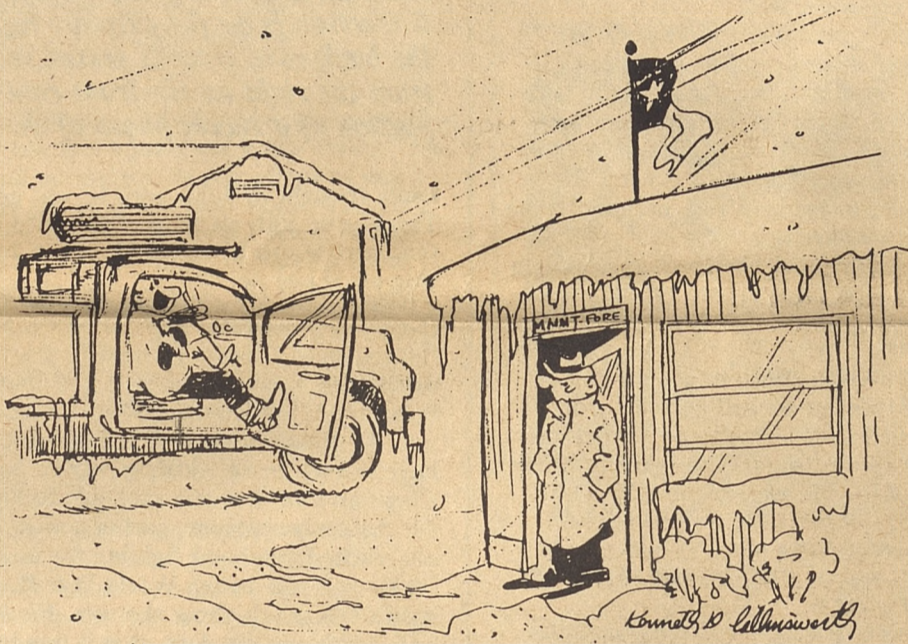
A Collinsworth sampler:



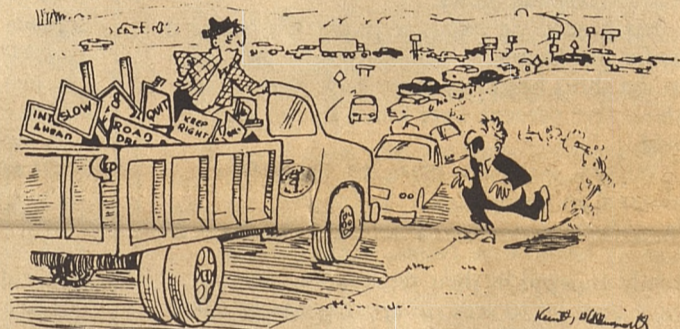
"I KNOW WE DON'T HAVE A 'TEXAS 80' BUT IT'LL HELP BALANCE UP THE SIGN... AND BESIDES... NO ONE WILL KNOW THE DIFFERENCE."



"NOW FEZBY... IF YA HAD COME JUST TEN MORE FEET YOU WOULD HAVE HAD EM STOPPED!"



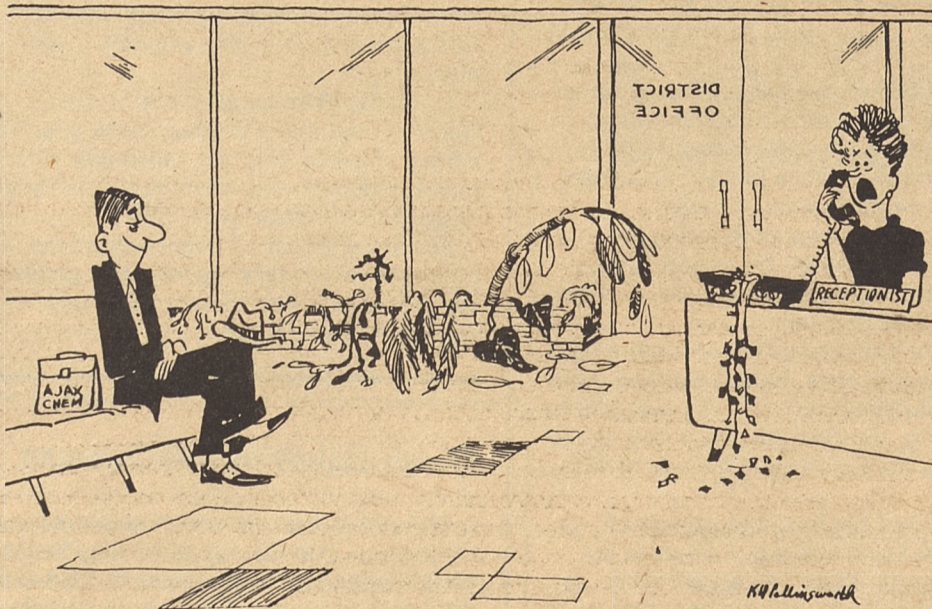
"OLD 64 FINALLY STOPPED BLEEDING."



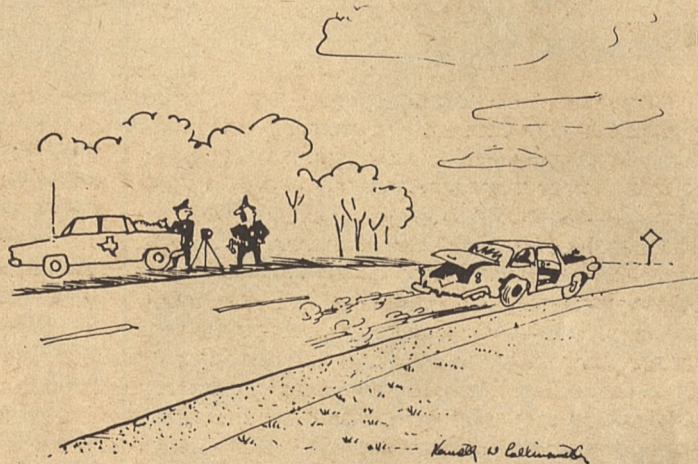
"DO WE HAVE ONE THAT SAYS 'COME BACK LATER'?"



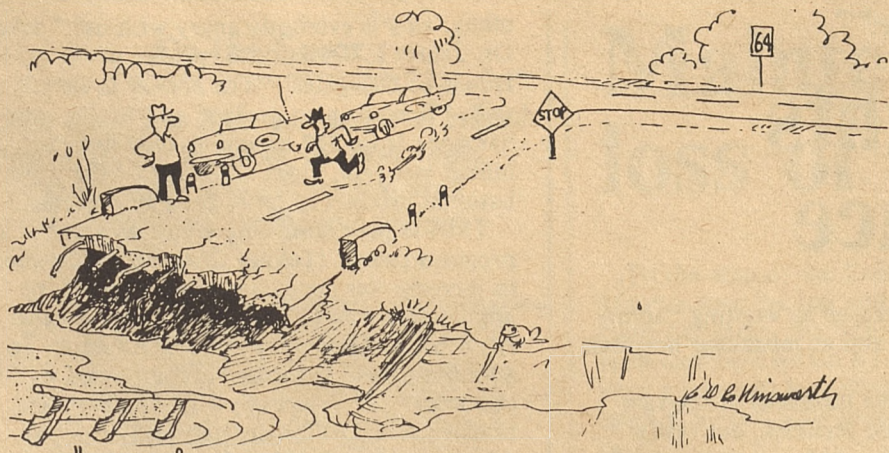
"THAT DOG YOU TOLD ME TO PICK UP OFF THE SHOULDER OF OLD 64 WASN'T DEAD!"



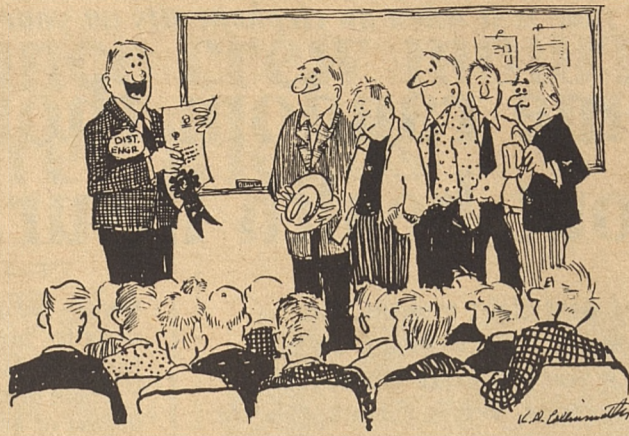
"THERES AN AJAX WEED KILLER SALESMAN HERE TO SEE YOU!"



"I DON'T SEE ANY WAY TO GIVE HIM A TICKET, BUT WHEN HE STOPS WE'LL HAVE THE HIGHWAY DEPARTMENT PLANT SOME BUSHES AROUND IT!"



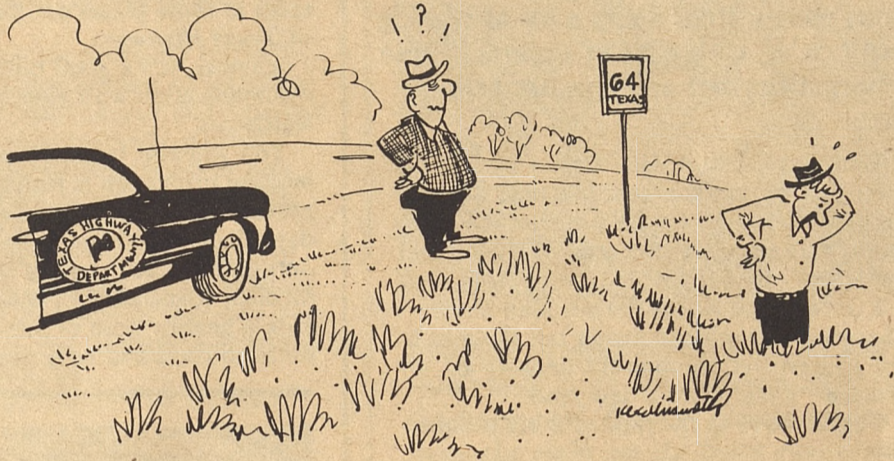
"WHEW! YOU GAVE ME A SCARE. WHEN YOU CALLED, I THOUGHT OLD 64 WAS BLEEDING AGAIN!"



"AND NOW FOR THE CREW THAT KEPT OLD STATE SIXTY-FOUR FROM BLEEDING THIS SUMMER....."



"BUT WE NEEDED SOMETHING TO SIGHT ON!"



"ONE THING ABOUT NOT MOWING THIS YEAR.... IT KEPT THE ASPHALT FROM RUNNING DOWN THE DITCHES SO BAD!"

Collinsworth revisited

Not long ago, *Transportation News* ran a story by F. M. Davis, a retired district engineer in San Antonio, relating some of his experiences as a young engineer in the Throckmorton area of West Texas.

That was so well received, *T-News* thought about some of the other retirees and the colorful stories they might have to tell. One of the first retirees we thought about contacting was Kenneth Collinsworth, retired supervising landscape architect. Admittedly, part of the motive was that a story on Kenneth would provide an excuse to rerun some of his delightful cartoons which appeared both in the old *Texas Highways* magazine and in *Highway News*, a newspaper for Austin office employees.

A letter was dispatched to Collinsworth, who had gone off to the wilds of north central Louisiana to retire.

The following excerpt from Kenneth's reply indicates that his retirement has been active and, well, interesting, to say the least:

Retirement is the way to go! I still can't believe all those years passed so quickly and I'm free to do my own things.

When I retired I began building myself a garage apartment in the woods on my 25 acres. It took a year but it's nice and peaceful. I have a deck where squirrels climb up for nuts and I can walk out there with coffee and watch the sun come up through the trees. It sure beats the fun I had trying to wake up on Ben White Blvd.

I've kept busy though. One summer I remodeled my sister's house.

About the most challenging project I've had, though, concerned the town of Jonesboro (23 mi. away). In 1982, the mayor got in touch with me and hired me to aid with

ideas, plans, and supervision of a general improvement project funded by a Federal Grant. We reconstructed sidewalks providing ramps and railings for handicapped etc. Many store fronts were remodeled (I provided only artist sketches). We installed a general landscape development with numerous planter boxes made from crossties. Everyone seemed well pleased.

Early last year I was hired to design and construct a memorial in a local cemetery



Collinsworth, circa 1956.

which was completed in May.

But then . . . last September I was adding a small porch here at my place and while putting on its roof I became overbalanced on a ladder and had to jump to the ground. My right heel was broken in four places. I've never had a broken bone before . . . so I found myself waiting with my crutches and swollen foot in a clinic in Shreveport amid all the compassion and sympathy one would get . . . anxiously awaiting the doctor's report. In this clinic they are more used to mending broken bones of athletes, and a host of large photos depicting sports people were hanging all around the place.

— So I felt among the great as I sat there . . . and my stature somehow seemed magnified by the surroundings and the calamity I had

experienced. Then the doctor came in bearing the X-rays and solemnly sat down in front of me. He placed his hand on my foot and said, "son, you have whorehouse heel!"

I was stupified! I thought surely someone had switched the X-rays. The doctor went on to explain. It seems that way back in the early days of medical specialization that a young man decided to research cases of broken heels and learn what he could about treating them. He found records of 100 cases to study. He discovered that out of the 100 cases about 60 of the broken heels had occurred when men leaped out of the second floor of houses of ill repute (during sheriff's raids)! I struggled to my crutches, thanked him, and headed for the door feeling like anyone else who had broken bones. I'm still not over it and walk with a limp similar to Fred Sanford's.

During the last three months I've been overseeing the construction of a lake house for my nephew. I also have my own lake house about half finished.

A book on the history of Bienville Parish is being written and I've submitted several pencil sketches that may be included when the book is finished.

One occasion that I'm grateful for was provided by the mayor of Jonesboro (the town I mentioned earlier). The mayor and his wife invited me as their guest to the annual Chamber of Commerce Banquet. Their guest speaker was Senator J. Bennett Johnston and they honored the president of North Louisiana College (Dr. Vines). However, the mayor presented an award of appreciation to me on behalf of himself, the council, and the Town of Jonesboro. I was deeply grateful for such an honor but have since wondered what they would have thought if they had known I was standing there with "whorehouse heel!"

★ Kenneth D. Collinsworth

"What time is it when an elephant sits on your fence?"

Some random thoughts about health insurance

For the past eight months, Bo McCarver has been working on the developing story of state employee health insurance. While this experience did not bestow instant expertise in insurance on McCarver, it did leave him with some opinions and observations gained from doing a lot of reading and talking with a lot of experts. These observations and opinions are printed here.

Back in prehistoric times when I was a kid, there was a joke that went like this: "What time is it when the elephant sits on the fence?" The answer then was "Time to fix the fence!"

I recently ran across the old joke in my 11-year-old daughter's reader but the punch line had evolved through the decades to become "Time to get a new fence."

I think we're at the root of a big problem here.

Now anybody who ever braced a cornerpost knows you don't just "get a new fence." No siree and no ma'am. Makes about as much sense as getting a new sky. Nope. You fix a fence. Or maybe you build a fence. A city-person might even repair or make a fence. But nobody goes down to the Grab 'n Go; slaps down cash and hauls off a modularized section of five-strand, barbed-wire fence, postholes included.

This consumptive mentality pervades every cranny and nook in our society and we're taught to replace rather than repair; to consume rather than conserve; and to react rather than prevent.

The consumptive mentality, whether applied to your fence, your automobile, or your body, means excessive expense—for everyone. In the case of health care, it makes for the most inflationary service sector in America. Those of us who continue with the Blue Cross health insurance next September will experience a 25 percent premium hike, part of which can be attributed to our own poor consumer habits.

In previous articles we have laid the blame for the inflation on our abuse of the health care delivery system, and inflated health care charges and over-priced insurance. The Employees Retirement System board has accepted the Blue Cross bid for next fiscal year, so there is little that can be done at that level for another year. The Governor's Task Force on State Employees' Insurance and Cost Containment continues to meet, however, and you might want to write your local state representative and senator before the regular session next year and let them know what you think. The employees' views are not strongly presented in the several sub-committees of the Governor's Task

Correction

In last month's *Transportation News* health insurance poll we reversed the results of question number 7 which should have read:

7. Do you prefer that the employees' group insurance program continue to be bidded to insurance carriers? 2,048, 37.8 percent; Or become self-insured? 3,365, 62.2 percent.

Force—we are portrayed as wanting "something for nothing" and as mistaking hospitals for resort hotels.

There probably are instances of flagrant misuse of health care facilities, but really now, can you imagine duller places to spend time than the waiting rooms of doctors' offices or in hospitals? About the only bright spots in those places are the dog-eared copies of *Texas Highways*.

Anyway, it's a good time to strike up some communication with your local state legislators.

You will also be interested to know that the medical profession is feeling considerable pressure from a disillusioned public these days. Economic issues were actively discussed during the recent meeting of the Texas Medical Association (TMA) and the group took a healthy dose of self-criticism. "If we're so good and have done so much for so



Robert L. (Hoot) Arnold of Gruver receives the first 30-year safe driving award presented in the Amarillo district from District Engineer Al McKee. Arnold is a maintenance technician in the Hansford County section and has been driving trucks for the department since 1950.

many, why is everybody angry with us?" asked Dr. James E. Davis, vice speaker of the AMA House of Delegates. "The answer is easy," he said. "Spending on medical and health care has gone from \$27 billion in 1960 to \$356 billion last year, from 5 percent of the gross national product to more than 10 percent."

TMA is now launching a cost-awareness program called "Taking Charge" which aims to increase our consumer knowledge of the appropriate way to use health care services. It's a pretty good program which features an 80-minute 3/4" videotape accompanied by literature. The videotape is free to organizations such as DHT—districts and divisions might want to consider showing the tape.

TMA is also making available an 827-page version of the American Medical Association's new *Family Medical Guide* which explains body functions, symptoms, illnesses, disorders and treatments. The book costs \$6.56 if you go by the TMA office and pick it up, or \$8.00 if mailed. The free tape and the paperback book are available from John Boff, Texas Medical Association, 1801 North Lamar, Austin 78701.

The recurrent message to us consumers of health care is that we're going to have to either be more responsible in our habits or pay accordingly. The habits referred to here are both those detrimental to our health, such as smoking and overeating, and those that bust our budgets, such as going to the doctor for minor cuts or colds.

Although it is no doubt wise that we consumers act more responsibly about our health, it would certainly help if the health care providers and insurance carriers would undergo similar scrutiny.

It would seem that the time has come not only to question the wisdom of the "getting a new fence" mentality, but also the more critical issue of *from whence did this elephant come?* ★ Bo McCarver

Jack V. Light retires

Jack V. Light, Amarillo district design engineer and 1979 winner of the Gibb Gilchrist Award, retired May 31.

Light joined the district in 1949, immediately after graduation from Texas Tech.

District Engineer Al McKee said Light was responsible for many innovative designs in the Panhandle region. "He always kept one goal in mind: that a design engineer should create the best possible design for the least amount of money." ★

EVENTS

DHT

CALENDAR

JUNE

- 4 Prestressed Concrete Pavement Overlay Meeting, Waco, D-10R
- 12-13 Highway Construction Lettings, Austin
- 14-15 Research Area IV (Structural Design), Laredo, D-5
- 19 Holiday, Emancipation Day in Texas
- 21 Commission Public Hearing, Austin
- 26 District Construction Engineers Meeting, Austin, D-6

26-27

Word Processing Operators Meeting, Austin, D-19

JULY

- 4 Holiday, Independence Day
- 9-10 Summer District Engineers/ Division Heads Meeting, Austin
- 12-13 Highway Construction Lettings, Austin
- 24 Commission Public Hearing, Austin



Diego Ibarra, Freer maintenance foreman, receives the award for Best Pavement Patching from DE Garcia.



Elias Cantu, maintenance foreman in Rio Grande City, is proud of the No Accident Banner the section won.



Allen Knox, Raymondville maintenance foreman, accepts the plaque for Best Crack Pouring.

Valley district holds 30th awards event

Presentation of new special performance awards highlighted the 30th annual Safety and Awards meeting of the Valley district recently. The awards singled out crews for excellence in such skills as crack pouring and pavement patching.

Held at the McAllen Civic Center, the event began with the invocation by Juan Rodriguez of Brownsville and the pledge of allegiance by Salvador Vela of Pharr.

R. W. Beatie, district administrative Engineer, officiated as master of ceremonies. He called on G. G. Garcia, district Engineer, to introduce the guests. Garcia's opening remarks included accolades to individual employees who have, by their efficiency and dedication, prompted complimentary letters from grateful citizens. He expressed his appreciation for the actions that prompt this type of response from the traveling public.

Milton Dietert, assistant chief engineer of Safety and Maintenance Operations, praised the maintenance people for the fine work they have done with limited funding. Dietert said letters of complaints from the public have decreased by two-thirds, while letters of a complimentary nature have substantially increased.

The Insurance Division, represented by Bruce Barber and Jim Arceneaux, congratulated the district for its emphasis on safety. The district's safety record has improved every year. Accident prevention is the number one priority of the Insurance Division. He told of a new accident prevention program, now being tried in Houston that has reduced lost-time accidents by 70 percent. The key to the success of the program is personal involvement.

Barber made two special presentations. Banners were awarded to two maintenance sections for no accidents for the entire fiscal year of 1983. Adalberto Flores accepted the banner for the Falfurrias section and Elias Cantu accepted for the Rio Grande City section.

The drastic difference between a drunk driver and an intoxicated driver was graphically pointed out by Trooper Sherwood Hamilton, DPS public education officer. The drunk driver is the one fairly easy to recognize as he is slurring his words, staggering, and driving all over the road. But the quietly lethal driver is the intoxicated driver, the one that gives no outward signs of his condition, yet has very limited reaction time, peripheral vision and depth perception. Hamilton gave some impressive, but alarming statistics as he presented his case against drinking and driving.



Adalberto Flores, maintenance foreman at Falfurrias, displays his section's No Accident Banner.

Among the special guests were 32 retirees and members of the Department of Public Safety.

There were 226 Safe Driving Awards, presented by G. G. Garcia, including an award for safe driving for 35 years presented to Jose Gonzalez of San Benito. The awards amounted to 2153 years of safe driving by District 21 employees. Garcia was assisted by Mary Bolado of the Traffic Safety Section.

S.A. "Cap" Decker and Mary Bolado presented some special Traffic Safety Certificates. Members of the news media received certificates of appreciation for their participa-



Rumaldo Rivera of Brownville accepted awards for Equipment Maintenance and for Accountability of Personnel and Equipment.

tion in the D.W.I. Rodeo held earlier this year. Other certificates went to Weslaco High School members of HOSA and to Juan Garza, Director of Crime Prevention with the Brownsville Police Department. He works primarily with school-age people.

Sam Cox, district maintenance engineer, presented four special performance awards. This is the first time these certificates have been presented and will be of a roving nature. A section may keep the award as long as they excel in performance in each of the categories. A re-evaluation of all sections will be performed every six months.

The Brownsville Maintenance Section, under the direction of Rumaldo Rivera, walked away with two of the awards. They were recognized for performing their "equipment maintenance program in such an outstanding manner that it was judged to be the best in District 21." The other commendation was for "being the best in District 21



Jose G. Gonzales... 35 years of safe driving.

in functions relating to accountability for personnel, equipment and stock item charges as well as yard items and roadway stockpile materials."

Allen Knox, Raymondville Maintenance Foreman, received for his section a special award for being "the best in District 21 in the art of crack pouring. The operations were characterized by high production, neat appearing, effective work that did not fail under the severe effects of weather and traffic."

Diego Ibarra, Freer maintenance foreman, accepted an award for his section for being "the best in District 21 in the art of pavement patching." These operations were characterized by high production of neat appearing, smooth patches that perform well under traffic and severe weather.

A barbeque dinner was served following the awards. The food was prepared and served by Chef Bob Whalen and his assistants.

This annual event is under the auspices of the District Safety Office headed by Hubert Bonham, assisted by Ruben Cano. ★ Pat Reynolds

AWARDS & RETIREMENTS

Service Awards

(June 1984)

Administration

John L. Staha, 20 years.

Automation Division

Stephen W. Shackelford, 10 years; Billy J. Goodrich Jr., Roberto C. Jusino, five years.

Equipment and Procurement Division

Charles H. Brieden, Helen W. Carson, 20 years; Billy J. York, 15 years; Gordon S. Taylor, Adelina T. Torres, 10 years.

Finance Division

Alfred R. Castello, 30 years; Raymond R. Prade III, 20 years; Lana A. Adams, 15 years.

Human Resources Division

Frances J. Ratliff, 15 years; Mildred S. Banks, 10 years.

Materials and Tests Division

Darren G. Hazlett, five years.

Motor Vehicle Division

Otis W. George, 25 years; Larry C. Wojtek, 10 years; Lori G. Talbert, Raymond R. Torres, five years.

Right of Way Division

John W. Crane, Francis E. Woodworth, 25 years.

Travel and Information Division

Rosemary Williams, 25 years.

District 1

Joe S. Pace, 35 years; Samuel L. Bogar, Bobby R. Reagan, 20 years; Alton E. Attaway, Richard C. Lynch, 15 years; Harold W. Parker, 10 years; Arvis R. Donaldson, F.L. Dunlap, Charles R. Willhite Jr., five years.

District 2

Vesta L. Lusk, 35 years; Jamie W. Lively, 25 years; James D. Doss, Dolly T. Hall, Nathan Spencer Jr., 10 years; Billy C. Davis, five years.

District 3

Jerry J. Moore, 25 years; Carol G. Collins, Frankie L. Seale, Donald C. Truitt, 15 years; Donald R. Orr, five years.

District 4

C.L. Layman Jr., 20 years; Steven C. Taylor, 10 years; Richard A. Jennings Jr., David L. McKee, five years.

District 5

Paul W. Atteberry Jr., Burton F. Pierce, 15 years; Charles A. Lankford, Mary M. Young, 10 years.

District 6

Jose Q. Molina, 40 years; Eriberto M. Granado, Emigedo H. Jimenez, 25 years; Gary L. Watson, 20 years.

District 7

Eddie J. Adams, Francisco R. Vasquez, 30 years; Ruben C. Montemayor, 15 years; Alfred C. Bermea, 10 years.

District 8

Birl C. Cox, Joe H. Derrick Jr., Charles M. Kitchell Jr., Clarence A. Meier, 30 years; Jerry D. Beard, Ellen S. Giesler, 10 years.

District 9

Thomas F. Baker, 30 years; Emmett W. Dowell, 25 years; Aubrey E. Cordell, Patricia M. Garrison, 20 years;

Richard L. Hairston, 10 years; Frank V. Newman, five years.

District 10

Bobby J. Parker, 35 years; Bedford F. Estes Jr., 30 years; Billie P. Christian, R.J. Tillman, James L. Waller, 25 years; Joe C. Gunn, 20 years; Nancy W. Brodie, Garland W. Franklin, Moody O. Loftis, 15 years; Mearline M. Wilson, 10 years.

District 11

Sandra B. Mettlen, Eddie Watson Jr., five years.

District 12

Cyril L. Adamcik, 35 years; John N. Lipscomb, Mary G. Mayes, 30 years; Calvin E. Jenkins, Jack S. King, Clarence M. Shumate, 25 years; Charles L. Cates, Margaret A. Quinnell, Ronald T. Templeton, 20 years; Eugene C. Kirkland, Gilbert A. Sherrill, 15 years; Robert L. Cubine, Mario G. Gomez, Bisente Hernandez, Antonio Ramirez, 10 years; Gloria H. Grant, Roosevelt N. Mack Jr., T.S. Passmore, Ray A. Santee, Zena B. Weaver, Donald W. Wygrys, Melton Young Jr., five years.

District 13

Henry J. Ilse, 35 years; William E. Hunger, Woodrow W. Jasek, Albert F. Schoener Jr., 30 years; Martin Torres, Vernon L. Wendt, 25 years; Walter E. Hengst Jr., 20 years; Stanley N. Fritsche, 15 years; Larry G. Jirkovsky, five years.

District 14

Carl W. Johnson, Norlin R. Tiner, 25 years; Domingo Fernandez Jr., Elbert R. Lee, 20 years; Willie H. Brinkmeyer Jr., 15 years.

District 15

Esequiel M. Amador, Maximo M. Flores, 30 years; Alfred G. Clement, Oscar H. Gomez, Oran O. Koopp, George O. Mumme, Gustavo Salinas, 25 years; George H. Brown, Donald E. Jackson, 20 years; Donald D. Forbes, Jack W. Noah, John R. Suehs, 15 years; Eddie M. Escamilla, Augustine H. Macias, Jose R. Maldonado, Thomas H. Mottram, Jesse Perez Jr., Frank P. Scheel, Cruz A. Torres, Washington Young, 10 years; Santiago DeLaGarza, Richard C. Harris, Santos B. Orosco III, Kathleen R. Smith, Craig S. Williams, Collie R. Williams III, five years.

District 16

Pedro Gonzalez, James F. Pugh, 30 years; Pablo Charles Jr., Charles R. Zapalac, 25 years; Johnny L. Hamilton, 20 years; Michael W. Drake, Rosendo Moreno, Leland C. Sorrell, five years.

District 17

Paul Jurek, Preston E. Sledge, 25 years; Gary L. Flowers, W. B. Randle, 15 years; Sarah G. Chamberland, 10 years; Kenneth B. Head, five years.

District 18

Richard H. Rawles Jr., 30 years; Junis E. Cook, 25 years; Roy J. Hall, Thomas C. Houchin, Henry C. Ling, 20 years; James H. Lambert, Edgar J. Recer, 15 years; James W. Coey, Bobby L. Curtis, Jesus Garza Jr., Annie B. Ishmael, John H. West, five years.

District 19

Wallace D. Roy, 30 years; Larry B. Wicks, 20 years; Robert H. Hays, Roy L. Russett, 15 years; Behoma Roquemore, 10 years; Lonnie G. Barrett, five years.

District 20

Cecil E. Norris, 35 years; Alfred M. Boulware, James E. Creel, John Z. Mallett, 20 years; Joseph V. Thomas Sr., 15 years; Stanley L. Ford, Freddie Higginbotham, 10 years; Kevin L. Weeks, Wayne A. Willson, five years.

District 21

Richard G. Buchen, 20 years; John J. Blackwell, Rodolfo Medellin, 15 years.

District 23

John W. Walthall, 35 years; Nelda M. Barnes, 15 years.

District 24

Ray J. Trujillo, 20 years; Rolando P. Quintana, 15 years.

District 25

Dayton M. Everson, Phillip L. Johnson, 30 years; Ricky L. White, five years.

Houston Urban Office

Thomas N. Lou, John B. Stokes Jr., 20 years.

Retirements

(March 1984)

Administration

Fae B. Schacherl, Administrative Technician IV.

Motor Vehicle Division

Dorothy C. Childers, Clerical Supervisor III.

Safety and Maintenance Operations Division

Betty R. Shaw, Administrative Technician III.

Transportation Planning Division

Roy L. Cray, Administrator of Technical Programs I.

District 2

Leslie F. French, Engineer VI; Kenneth P. Ketron, Engineering Technician V; Lillie H. Lowe, Administrative Technician II.

District 3

Arthur M. Gordon, Maintenance Construction Foreman III.

District 4

Bunio C. Freeman, Maintenance Technician III; Lewis R. Loyd, Engineer IV; Jay D. Roland, Maintenance Technician III.

District 5

Verle D. Powers, Engineering Technician V.

District 7

Jackie B. Mathews, Maintenance Construction Superintendent I.

District 9

Christopher C. Edwards, Engineer V.

District 10

J.W. Galyean, Maintenance Technician III; Bobbie L. Russell, Assistant Foreman.

District 11

Charlie C. Spain, Engineering Technician V.

District 12

James L. Freeman, Planner II; Alex L. Phillips, Maintenance Technician III; John Tibaldo, Maintenance Construction Foreman III.

District 13

Henry E. Janda, Maintenance Technician III; Berneice C. Maas, Administrative Technician I.

District 15

James O. Bassett, Engineering Assistant I.

District 16
Olive D. Martin, Maintenance Technician III.

District 19
Lula B. Sullivan, Engineering Technician III.

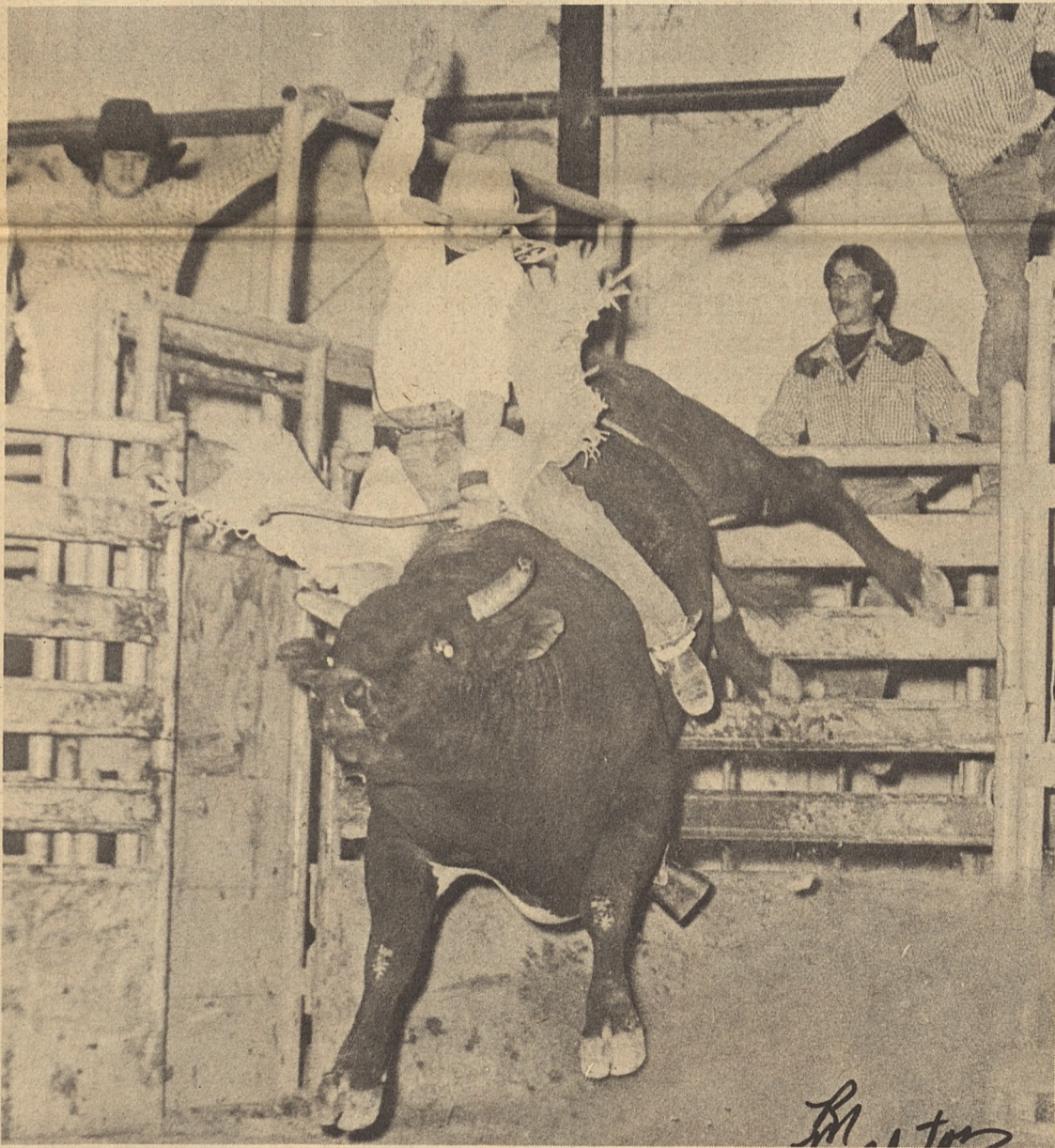
District 20
James A. Smith, Maintenance Technician III.

District 21
James C. Todd, Engineer IV.

Employee is chapter's Secretary of the Year

Gwen Adcock, who works for supervisor Bill Miller of the Mineral Wells maintenance office, has been named the 1984 "Secretary of the Year," by the Resort City Chapter of Professional Secretaries International.

She joined the chapter in 1975 and has served in several chapter offices, including the post of president in 1982-83. She was honored with a reception April 25 at the Mineral Wells Womens Club. ★



That's a lot of cowboy aboard that bull! It's T.J. Dodd, 18-year-old son of Laura Dodd, secretary in the Buildings and Real Estate Section of Safety and Maintenance Operations Division in Austin. T.J. recently won second place in bull riding in the Austin-Travis County Rodeo and took home about \$1,200 in prize money. T.J., who tips the scales at 120 pounds, often is outweighed 10 to 15 times by the bulls he rides, but looks forward to a career as a professional rodeo cowboy anyway. Looks like he's well on his way!

Maintenance's 60th Anniversary feature:

Sixth engineer enjoyed varied, colorful career

The sixth state maintenance engineer and maintenance division head, from April 1, 1945 to February 28, 1950, was George Buchanan Finley.

He was born in Celina, Collin County, Texas and attended grammar school in Roseland. He completed high school in 1902 at Austin Academy which was a private university preparatory school for men located on Lavaca Street in Austin. The Academy was sometimes referred to as "Ford's Academy" after the Principal, J. Stanley Ford.

George received his Civil Engineering degree from The University of Texas in 1906.

Like many early highway engineers, George began his professional career with railroads, doing railroad location and construction work in Texas, New Mexico and Panama. Later in Panama he became Maintenance Engineer in charge of the pumping plants for the Panama Canal.

From 1914 to 1926 he was back in West Texas in the cattle business for himself. Also, during part of this time, he was Resident Engineer for the Pecos Valley Southern (PVS) Railroad—known locally both then and now as the "Pea Vine Special."

In March of 1927, George began his career with the department as the Pecos field divi-



George Finley...started with railroads.

sion engineer (field divisions were later redesignated as districts). In September 1939, he was transferred to Corpus Christi to head the district there.

In April of 1945, George was called into the Main Office to serve as state maintenance engineer and head the maintenance division. He served the department in that capacity until February 1950 when he resigned to accept a position with the Asphalt Institute working out of that organization's Austin Office.

Even after leaving the department, George remained interested and kept in touch, contributing several interesting articles to the *Texas Highways* magazine.

He died in 1964 while living with relatives in New Mexico. ★ **Ralph K. Banks**

Dalhart's Harold Brown retires after 44 years

Harold Brown of Dalhart, who joined the department 44 years ago, has retired.

Brown, an engineering technician, started to work for the department in July 1940 in Dalhart. He has performed various engineer-



Harold Brown...joined the department in 1940.

ing tasks on highways in Dallam, Sherman, Hartley and Moore Counties.

A Dalhart native, Brown graduated from Dalhart High School in 1940. He served with the U.S. Army from 1942 to 1946 in Europe. He attained the rank of corporal.

Brown and his wife, ZoElla, were married in August 1950 in Dalhart. The Browns have a child, Whitney Gordon of Trinidad, Colorado, and one grandchild. ★

MBO start-up period nearing completion

The department's four-year implementation period for Management by Objectives (MBO) is nearing completion and managers at all levels are taking stock of the first results.

Management by Objectives has been used in the private sector for many years, but it was a new concept in the public area when the department initiated its program.

The department was introduced to MBO by the Governor's Office in the fall of 1979.

Five departmental representatives attended a five-day seminar given by George Morrisey, a very well-known figure in the world of MBO. The task was given to Walt Paluch and his MIPR (Management Information, Policy, and Research) staff to implement the MBO program, including formulating the plan, preparing the training schedule, providing the training materials and coordinating the entire program.

The administration, with the aid of MIPR, then developed the training implementation strategy for the purpose of providing a systematic schedule of the implementation. It consisted of the following:

- (1) a deliberate, time-phased schedule
- (2) a limited number of management levels
- (3) compatibility with the fiscal year
- (4) MBO training utilizing internal resources
- (5) a six-month pilot program
- (6) quarterly reviews and updates.

The Commission also assisted in the development of the strategy. After the strategy was initiated, the Commission attended a training session, defined their responsibilities and developed the basic direction of where they wanted the department to go in the next 20 years.

The Organization Units (Divisions and Districts) were also phased into the MBO schedule of activities. Their responsibilities were to:

- (1) relate to Agency goals/objectives

- (2) participate in objective setting
- (3) provide fair and achievable objective levels
- (4) furnish verifiable objectives.

The organization, consisting of the commission, the administration, and the organizational units, had a "three tier level" effect. The administration went up one level to get the commission's approval and down one level to the organizational units for their coordination and a consensus. This "three tier level" effect is present at all levels of management.

The MBO Implementation Plan was developed to systematically introduce MBO over a period of four years. Different management levels were introduced to the MBO program in phases beginning with FY 1981. In the first year, the commission, the administration, division heads, and division section heads were introduced to the program.

In FY 1982, the division branch chiefs, district engineers, and district staff heads were included. FY 1983 brought the district branch chiefs and resident engineers into the system and in FY 1984, maintenance supervisors and maintenance foremen were brought in.

A six-month pilot training program was initiated at each level. Paluch trained the district engineers and division heads in December and January in FY 1981. MIPR helped the DE and DH develop their objectives for that year so that they could begin the training program in March of that fiscal year.

From March to August, the DE and DH went through a monthly review instead of the standard quarterly review. Their objectives were ultimately refined. The goal was to use the objectives to drive the budget rather than the budget driving the objectives. This type training program was held at all the different levels of management.

During the pilot training period, it was found that the managers had a tendency to set too many objectives and spread their resources too thin. The six-month pilot program was aimed at demonstrating this to the managers.

The training was internal. MIPR taught the district engineers, the division heads, the commission, district staff and divisions staff. Once trained, these district and division managers were responsible for training their people. An overall training document was produced so that everyone could understand the program. Training materials were adapted to the department and used terminology that people could understand. The training materials were also made to relate to the particular section whether it was construction, rehabilitation, maintenance, etc.

In the quarterly review process, the deputy engineer-director, Marc Yancey, has eight divisions reporting to him. He continuously monitors these eight divisions and holds the quarterly reviews with the division heads of these support-type divisions.

The assistant engineer-director, Henry Pearson, has six divisions which are operational units. They report to him and he conducts their quarterly reviews.

The deputy engineer-director and the assistant engineer-director split the districts. One fiscal year the deputy will take all the odd-numbered districts and conducts their quarterly reviews with the district engineers, while the assistant works with the even numbered districts. In the next fiscal year they switch.

"This way there's an interaction in the cross fertilization," states Paluch. After the deputy engineer-director and the assistant engineer-director conduct their quarterly reviews for any particular quarter, they get together with the engineer-director who reviews their comments and inputs and discusses what actions they have to take on any specific matter.

MBO has opened communications, not only between the division heads, district engineers and the administration, but throughout all levels of management.

MBO is flexible. If a manager sets an objective to do something during a particular year and he sees he will not be able to accomplish this after his quarterly review, he can make a change. Of course, the next lower level must agree with the change and his supervisor must approve it.

We are presently in the last phase of the implementation period which was started in September of 1983, FY 1984. "Everyone in the Department should be participating in the program" states Paluch. "With the cooperation of the employees in the Department, we can see that MBO is a better managing system," he adds. ★ Matt Samaripa

roadrunners



On behalf of the Texas Parks and Wildlife Department, I would like to express our gratitude for the fine cooperation, help and attitude shown by personnel of the highway department in our area.

Herman Gadeky, traffic engineer in San Antonio, was most helpful with our directional and information signs which were provided by your department. Gene Clements and Wayne Balzen in Pleasanton were very helpful with directions and information.

Albert Ryes at Tilden was especially helpful and courteous in providing directions for sign placement. More importantly, he provided us with trash barrels and plastic bags for our camp site. This prevents hunters who use the Daughtrey Wildlife Management Area from littering our roads and highways on the way home from the hunt.

These men are a credit to themselves and to your department. I would like to commend them for a job well done and thank them and your department for their help.

**Joe G. Herrera, Area Manager
Daughtrey Wildlife Management Area
Beville**

I hope that I'm writing to the right address, the Austin telephone book was my source.

I want to thank each and every one for the great job you all have been doing on Highway 75 and 75A here in Denison.

When I wore the USAF blue, a lot of times the lieutenants, captains and lieutenant colonels received all the praise; us NCOs were sometimes forgotten and the airmen were forgotten.

This letter is to say, "thanks, guys."

**Thomas W. Young Sr.
Denison**

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