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Transportation News

# PEERSPECTIVE '88



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# *Commissioners' Comments*

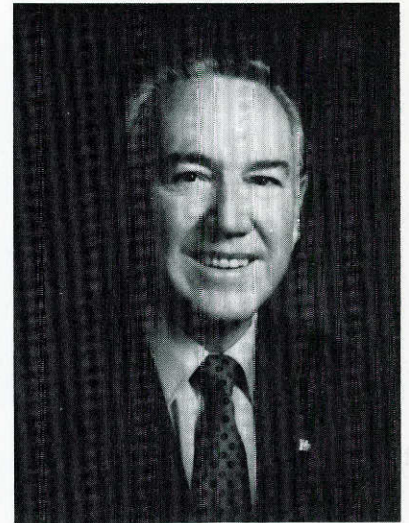
**A**s 1989 begins, it is most fitting that we pause to review where we've been and where we're going.

The most gratifying event of 1988 was the hearty support that Texas voters gave Proposition One, guaranteeing that their transportation tax dollars will be used for their intended purpose. The public's support goes a long way toward assuring adequate mobility for the future.

And the future is coming full speed ahead. In Waxahachie, it will take the shape of the Superconducting Super Collider, a scientific and economic boon for Texas. The department will play an important role in this project, both in acquiring right-of-way and in ensuring access through excellent highways.

Our role in economic development comes naturally. Even in performing our "routine" duties, we provide a great deal of economic support to the state. During 1988, for example, almost \$1.5 billion in highway construction went to contract, creating jobs for about 35,000 people while improving the roadways that carry our state's commerce and citizens.

We take pride in being a part of this endeavor, and look forward to a new year of progress.



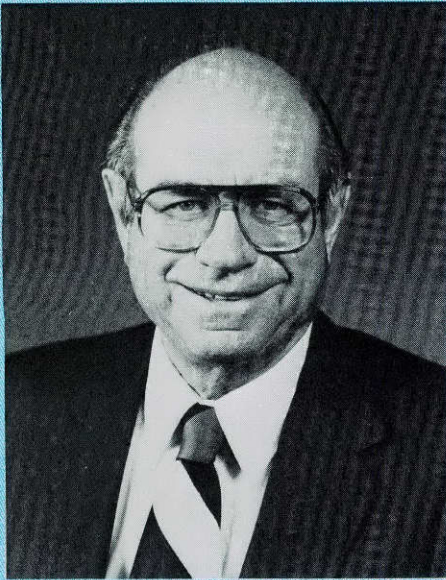
**Robert H. Dedman**



**John R. Butler Jr.**



**Ray Stoker Jr.**



**W**hen people of integrity work together in a spirit of mutual respect, they can offer products and services of outstanding quality. And that is what we did in 1988.

Our accomplishments under the leadership of an outstanding commission during 1988 were many and varied.

We adjusted to the retirements of many key people throughout the state and continued to meet Texas' transportation challenges through the efforts of those who stepped into positions of greater responsibility. Our retirees deserve much credit for developing their co-workers in such a way that this great organization could go forward in such a workmanlike manner.

With the largest construction program in the department's history, we are providing better, safer highways to benefit the people of Texas and our visitors. And we're doing so in a construction climate that encourages maximum competition. With an average of 6.19 bids on each construction job in 1988, Texans are assured of getting the most from their transportation tax dollars.

Our maintenance forces continue to excel in circumstances ranging from dire emergencies to the routine — although what's "routine" to our maintenance forces would be heroic for anyone else. These people show the same dedication in performing their daily duties under increasing volumes of traffic as they do when

called on to fight range fires, clear snow, or deliver hurricane relief.

Tourism in Texas is at an all-time high, and we are meeting the challenge both on the highways and in serving travelers' information needs.

To continue providing excellent service to the taxpayer, we are constantly developing our work force through training. 1988 brought the new design training program as well as expansion of construction inspection training.

In addition to these ongoing efforts, we accomplished some special feats during 1988. Texas played a major role last spring in the nationwide "Transportation 2020" effort to fashion common transportation goals for the 21st century. We launched the pacesetting Principal Arterial Street System (PASS) program to help relieve the increasing problem of urban congestion. Our department, and individuals within the department, were recognized in numerous forums for the quality of our work.

In November, Texas voters gave us the ultimate accolade — passage of the constitutional amendment ensuring that federal reimbursements to Texas for highway work will remain dedicated to highway purposes.

That vote of confidence occurred because Texans appreciate their highway system and the professionalism and impeccable performance of our people. Clearly, highway department employees stand tall in the eyes of their fellow Texans. Living up to their faith in us provides us with challenge enough for 1989 and well beyond.

*Raymond Stotzer*  
Engineer-Director

# Deputy Directors

## Byron C. Blaschke

*Deputy Engineer-Director Byron Blaschke directs the daily operations of the department. In the engineer-director's absence, he is in charge of the department.*

Our department has established an outstanding record of service and accomplishment during its 71-year history.

We are recognized as leaders in almost every area of our responsibilities, including automation, training, and research. This has been accomplished through the dedication of our many employees.

Our future challenges will likely be even greater than the successes of our past. Our technical skills, management ability, innovativeness, productivity, and effectiveness, combined with our dedication to service, will equip us to continue and perhaps exceed the department's outstanding record of achievement.

## Henry A. Thomason

*Henry Thomason, deputy director for field operations, oversees the Equipment and Procurement, Materials and Tests, and Maintenance and Operations divisions.*

1988 was one of the best years in department history, and 1989 looks even better.

Our employees have a positive attitude, coupled with an aggressive approach to their responsibilities and a well-deserved sense of accomplishment.

We owe a vote of thanks, too, to many members of our community for helping us accomplish our goals in every area.

We will look back on the late 1980s as the golden years of the department, made possible through the support of outstanding highway commissioners with the leadership and foresight to make it happen.



Deputy directors gather to coordinate the department's day-to-day activities. From left to right are Marcus Yancey, Roger Welsch, Byron Blaschke, Al Castello, and Henry Thomason.

### Alfred R. Castello

*Al Castello heads the support operations divisions, which include Finance, Motor Vehicle, Human Resources, Automation, and Occupational Safety.*

For me, the most gratifying experience of the past year was watching our younger employees accept the challenges presented by the retirements of so many experienced workers. They have done an excellent job in adjusting

both to their new levels of responsibility and to the tremendous increase in our department work load.

Automation and training have been vital tools in these accomplishments.

As we enter the new year, as employees and as individuals, we must set new goals. Our past accomplishments are significant, but we must use them as a foundation for further growth to best serve the driving public.

### Marcus L. Yancey Jr.

*Marc Yancey, deputy director of planning and policy, oversees the Transportation Planning, Travel and Information, and Planning and Policy divisions as well as legal and legislative affairs for the department.*

1988 was marked by change and by an emphasis on the future.

We were credited with the most successful Transportation 2020 project in the nation. At the same time, we developed a Strategic Plan

for the department, earned recognition for our legal support, launched a new system of employee evaluation, and renewed our emphasis on training.

The key factor in accomplishing so much in so short a time was the incredible teamwork throughout the department.

Teamwork and change will set the pace for the coming year as well, and the result will be a better department in every way.

### Roger G. Welsch

*Deputy Director Roger Welsch coordinates the department's Right of Way, Highway Design, Construction, and Bridge divisions.*

With the largest construction work load in department history and an unusually high design demand, 1988 was a year of accomplishment. The people in this department met the challenge and performed to their usual excellent standards.

It's that kind of response that earned our department the confidence of Texas voters, leading them to overwhelmingly approve the "Good Roads Amendment."

I have no doubt we'll continue to enjoy public support, because we have pledged to continue our proven formula for success: quality, integrity, and mutual respect.

The future of the department depends on the people of the department. And I believe the future will be great — because we have great people.

# Paris

## District



**T**he Paris District could be described as a “bridge district,” with a high annual rainfall, many creeks to cross, highly plastic soils (tough on road and bridge maintenance), small agricultural communities with a low tax base, and numerous deficient county roads and bridges.

The district has 1,280 bridges on the state system. The combination of

three large river systems — Red River to the north, Sabine on the south, and Sulphur through the central portions — along with erosive soil conditions, creates major problems in maintaining bridges.

The district’s single most important accomplishment in the past year has been initiation of plan preparation for 30 bridges.

Another challenge involves the farm-to-market system. A 1987 study of the FM system in the Paris District indicated that 233 miles need immediate rehabilitation; 327 miles will need rehabilitation in the next two years; and 538 miles will need major rehabilitation in the next three to five years. To reconstruct 50 miles per year at current funding levels would require more than 11 years to complete the first two categories, and would cost more than \$8 million per year.

Despite some of the difficult challenges, the district remains

optimistic and has an aggressive personnel management and development program. Automation capability is being expanded, and efficient use of equipment and materials is emphasized. The district works closely with elected officials, the media, business people, citizen organizations, and individuals to keep them informed and hear their concerns.

US 75 in Grayson County near Denison is the major construction project under way. This project will continue on to Oklahoma, with a major bridge project over the Red River in 1989. Construction will also begin on US 82 this year, with plans for a four-lane divided highway from Sherman to Paris.

During 1988, James L. Souther of Grayson County was a finalist in the Lady Bird Johnson highway beautification competition. In 1985, Frank Gray of Fannin County won first place.

**Counties:**

Delta, Fannin, Franklin, Grayson, Hopkins, Hunt, Lamar, Rains, Red River

**Centerline miles:**

3,174

**Lane miles:**

6,927

**Registered vehicles:**

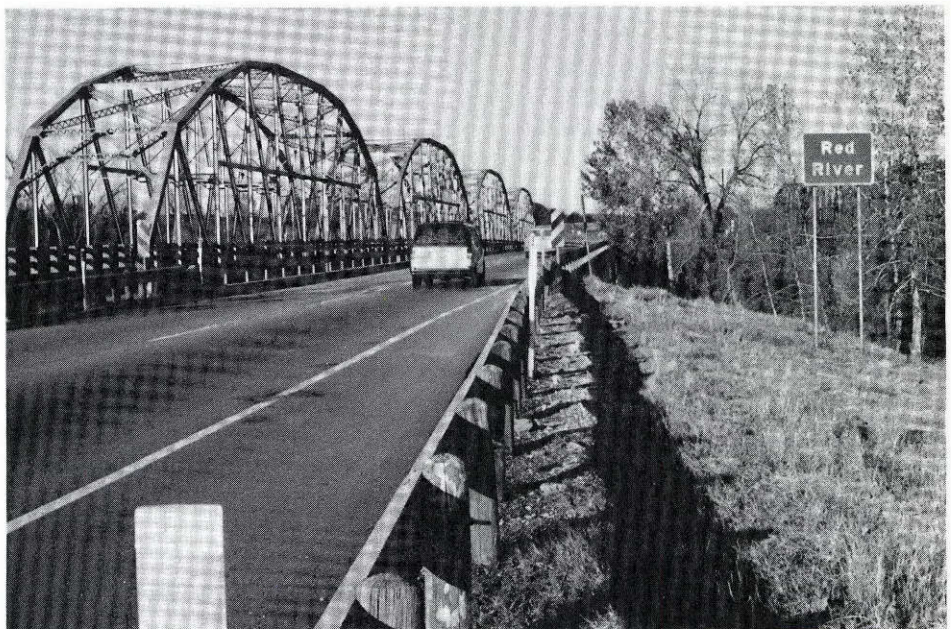
268,357

**Employees**

405

**District Engineer:**

Bobby L. Myers



The many bridges in the Paris District, like this one spanning the Red River on US 77/69, provide the district with an ongoing challenge in programming, planning, and construction.





# Fort Worth District

**W**ith 19 major projects under way, the Fort Worth District had one of the largest construction programs in the state in 1988.

All districts felt the effect when almost 1,000 employees retired throughout the department two years ago. But this nine-county district is fortunate to still have many experienced, veteran employees in all activities.

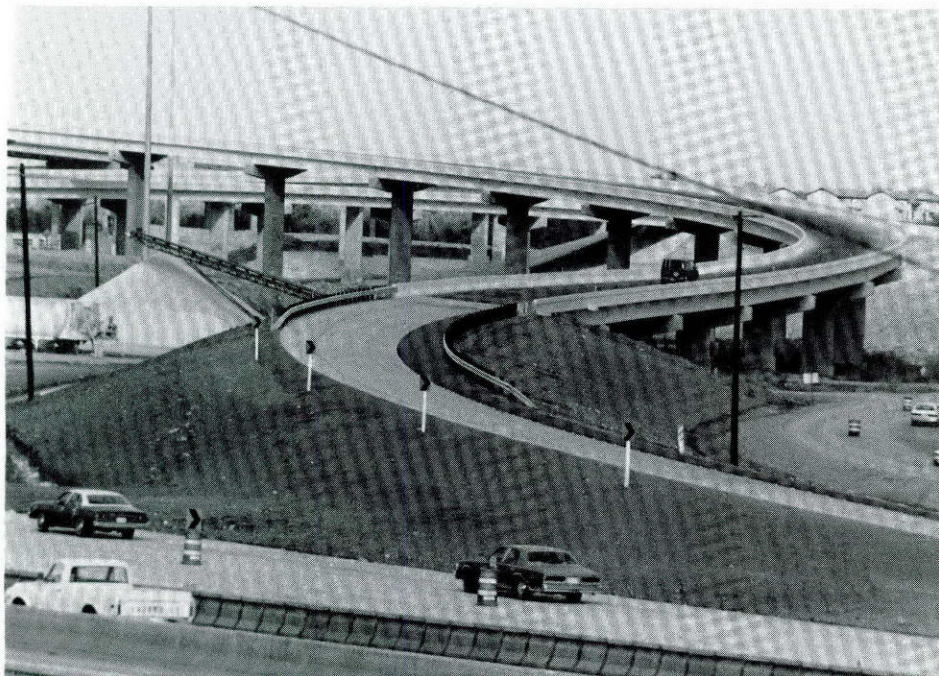
In the last year, District 2 made great strides in moving toward a complete freeway management operation in the Fort Worth urban area. When all elements are in place, the system will include metered ramps, changeable message signs, highway advisory radio broadcasts, lane use signals, adjustable signal timing, courtesy patrol, and an incident response team.

Two members of the district's courtesy patrol received the Extra Mile Award during 1988. Al New and Jeff Rue were cited for saving a man's life when they pulled him from a burning car on Christmas night of 1987.

Construction seemed to be going on everywhere in 1988.

The largest project was the five-level interchange at the intersection of Interstate 35 West and I-20. This \$68.8 million project is scheduled to be completed in the spring of 1991. Reconstruction projects dotted the urban area on I-35W, I-20, and I-30.

Another major reconstruction project on I-20 will begin in 1989, stretching 2.5 miles from near the district headquarters westward to Texas 183.



Motorists are already enjoying the benefit of Fort Worth's mammoth five-level interchange with this ramp, which connects I-35W to I-20. The \$68.8 million interchange, still under construction, was the largest single construction activity for the district in 1988.

**Counties:**

Erath, Hood, Jack, Johnson, Palo Pinto, Parker, Somervell, Tarrant, and Wise

**Centerline miles:**

2,725

**Lane miles:**

7,823

**Registered vehicles:**

1,000,003

**Employees:**

782

**District Engineer:**

J. R. Stone



# Wichita Falls

## District



**E**mloyees of the Wichita Falls District have the ability to work out problems whether they are internal or external. A good example of the latter is an upcoming bridge project. Two counties vied for it, but with some help from the district staff, the matter was settled amicably.

The weather in the Wichita Falls area does have its summer and

winter extremes, which are hard on highways. But looking at it overall, the weather is good enough that the Euro-NATO pilot school located in the district enjoys 340 flying days a year.

"The weather is not a problem to living," says one old hand, "and many people have false impressions that we always have heat or cold or tornadoes."

District maintenance forces take great pride in the improved appearances of the roadsides. For three consecutive years, Keep Texas Beautiful awards have gone to District 3 communities: Muenster, Seymour, and Wichita Falls. The district is proud to have had a hand in each one, another step in building even greater cooperation between the department and citizens.

Last year, the district let contracts for \$57 million. Construction inspection forces handled \$85 million worth of projects last summer, even though many key people had been

lost to early retirement. Still, new people, combined with the remaining experienced personnel, provided quality work on the projects.

Major construction under way now includes rehabilitation of Interstate 35 in Cooke County, US 82 (Kell Boulevard) in Wichita Falls, and US 287 main lanes at Vernon.

The biggest projects planned for 1989 include replacement of the US 70 bridge over the Red River in Wilbarger County, planning for a new Red River bridge in Montague County, and plan preparation for US 287 in Wichita Falls.

Winners of distinguished awards in the district are Billy Browning of Bowie maintenance, holder of the Preventive Maintenance Award, and Harlan Howard of Nocona maintenance, named the Equipment Operator of the Year.

Another district employee, Sammie Askins, is president-elect of the Texas Public Employees Association.

### Counties:

Archer, Baylor, Clay, Cooke, Montague, Throckmorton, Wichita, Wilbarger, and Young

### Centerline miles:

2,738

### Lane miles:

6,289

### Registered vehicles:

222,548

### Employees:

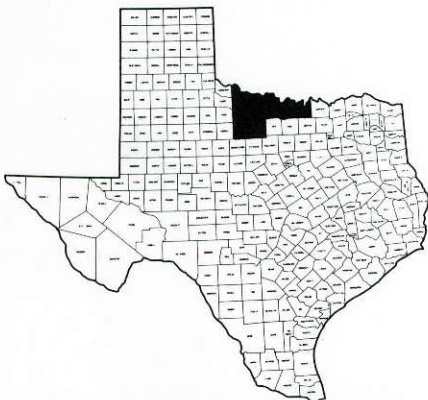
354

### District Engineer:

Jimmy Stacks



Maintaining a good public image, from the front doorstep to the most rural of the district's highways, is a primary emphasis in the Wichita Falls District. Pride in the appearance of its roadsides has yielded the district recognition.







# Amarillo District

**T**he Amarillo District encompasses 17 counties in the Texas Panhandle.

The range of weather in this famous region of the Lone Star State makes for a pleasant variety, residents say. It does make life interesting for District 4 employees, with 346 days of sunshine a year; an annual average temperature of 55.9 degrees; and about 19 inches of rain and 14 inches of snow a year.

Employees' efforts in snow removal earned them a hearty "thanks" at an appreciation dinner in Borger last February — the first of its kind. District employees also enjoyed their first annual safety awards banquet in September.

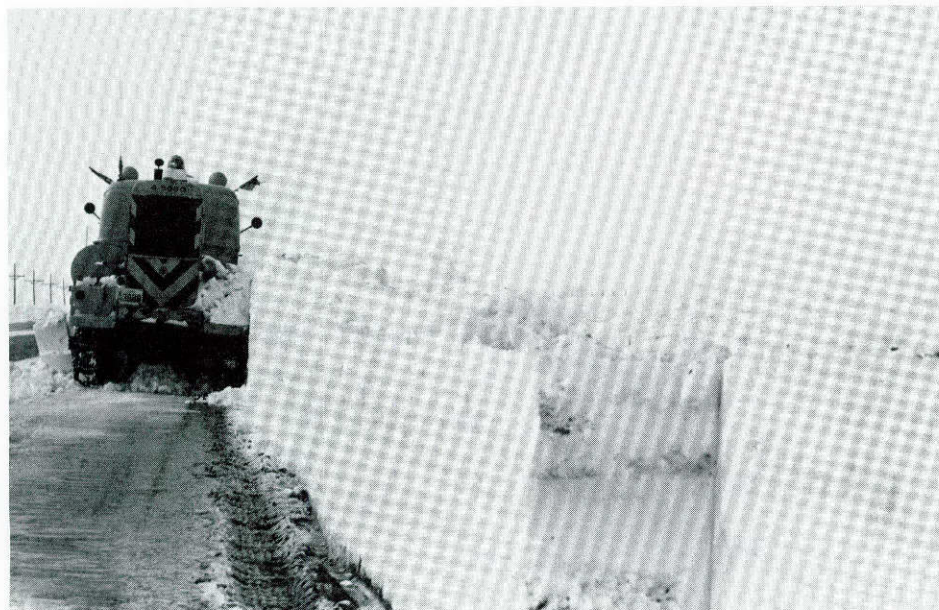
Earlier, Kenneth Crump, an engineering specialist, received one of the first Texas Project Awards for his high degree of cooperation with Lester Shaver of Gilvin-Terrell, Inc. The pair was cited for joint efforts in completing a complex highway project at the Paramount-Julian

bridge overpass on Interstate 40 in Amarillo.

Major projects under way in the district now are:

- Resurfacing and adding safety features to I-40 from Coulter Road to the Santa Fe railroad overpass;
- Widening US 54 in Sherman County from nine miles north of Stratford to the Oklahoma state line;
- Completing the northeastern quadrant of Loop 335 in Randall County, from Farm-to-Market Road 1541 to I-40.

The biggest project scheduled for 1989 is the rehabilitation of the I-40/I-27 interchange bridge in Amarillo.



Amarillo is proud of the dedication of its employees. During heavy winter storms, crews work around the clock to keep roadways safe and clear for motorists like those on US 87 in Dumas, above.

**Counties:**

Armstrong, Carson, Dallam, Deaf Smith, Gray, Hansford, Hartley, Hemphill, Hutchinson, Lipscomb, Moore, Ochiltree, Oldham, Potter, Randall, Roberts, and Sherman

**Centerline miles:**

3,673

**Lane miles:**

9,054

**Registered vehicles:**

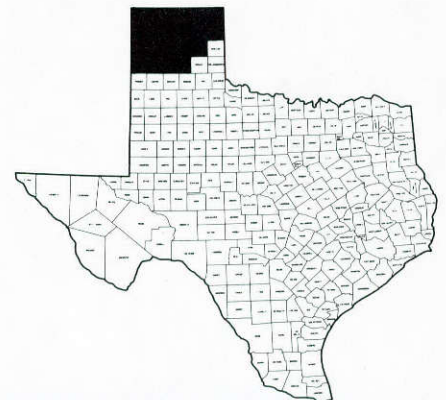
334,367

**Employees:**

456

**District Engineer:**

William A. Lancaster



# Lubbock

## District



**A**lthough the Lubbock area often is maligned as a land of blowing dust, that reputation lately has been unfounded. In 1987, a wet year for the High Plains, only six hours and three minutes of blowing dust were reported by the National Weather Service, and the rain continued in 1988.

What some people don't realize is that, instead of a dustbowl, the area is a rich agricultural site. For example, from 50 to 60 percent of all the cotton grown in Texas is produced within a 100-mile radius of Lubbock. And the area is becoming an important producer of grapes for Texas' infant wine industry, as well as other unusual crops, like sunflower seeds.

It is the task of the men and women of District 5 to build, maintain, and operate the basic transportation network to support and sustain the economic bases provided by agribusiness and the oil industry.

Travel in the district has greatly improved with the completion of Interstate 27 between Lubbock and Amarillo. The extension of I-27 through Lubbock is continuing as the largest construction project ever in the district.

An east-west freeway through the city is the biggest project now in the planning stage. This freeway will serve as a major connector for I-27, Texas Tech University, and Loop 289.

Several district people won major awards during 1988: District Engineer Mel Pope was named "Engineer of the Year" by the South Plains Chapter of the Texas Society of Professional Engineers; Steve Ferguson, maintenance supervisor of the Ralls section, received the Lady Bird Johnson Award for Highway Beautification; and Fred Long, chief inspector of the I-27 project in Swisher County, won one of the first Texas Project Awards.

**Counties:**

Bailey, Castro, Cochran, Crosby, Dawson, Floyd, Gaines, Garza, Hale, Hockley, Lamb, Lubbock, Lynn, Parmer, Swisher, Terry, and Yoakum

**Centerline miles:**

4,914

**Lane miles:**

11,645

**Registered vehicles:**

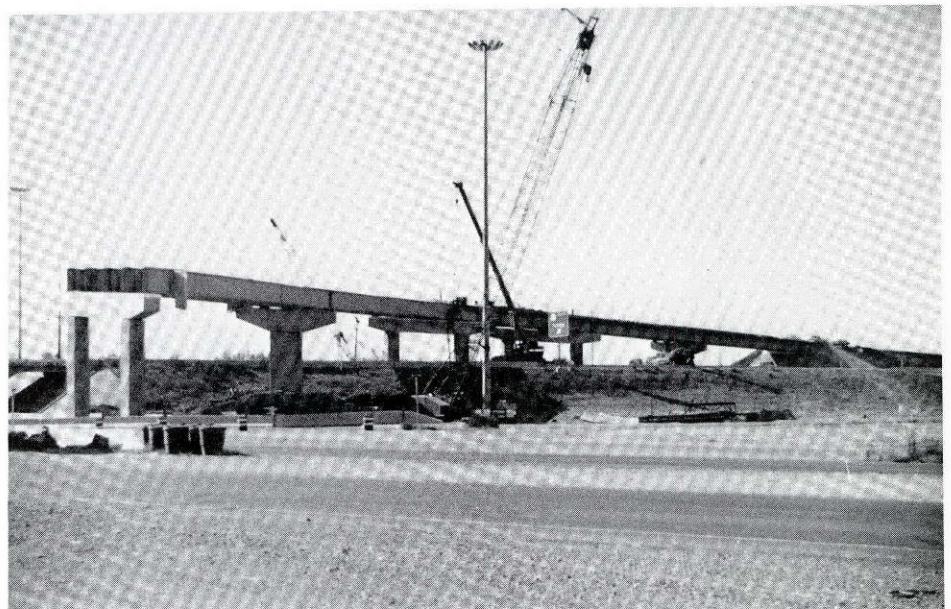
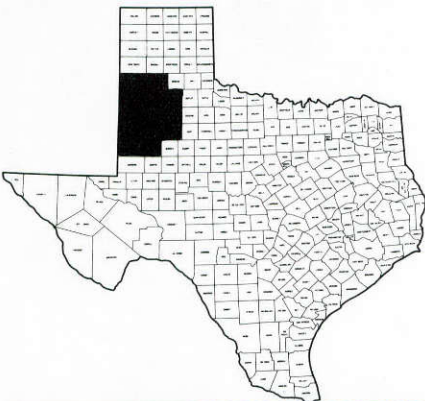
356,596

**Employees:**

505

**District Engineer:**

Mel Pope



This flyover ramp is part of the ongoing work on I-27 through the city of Lubbock. The project is the biggest in the district's history and will connect with several other main arteries serving the area.

# Odessa District



**T**welve counties in West Texas form the sprawling District 6, headquartered in Odessa. The 1980 population of the region was 281,261, a 19 percent increase over the 1970 figure. A census estimate for 1986 reflects a still-growing district population of 337,000.

The district has a land area of 18,514 square miles, dominated by the twin cities of Midland and Odessa. These adjoining cities are considered a single area in assessing transportation needs. The population of Midland and Ector counties accounts for approximately 70 percent of the total district population. The district also features five smaller urban areas — Andrews, Fort Stockton, Kermit, Monahans, and Pecos.

In the heart of the Permian Basin, the area relies on oil and gas as its economic base. Midland is the administrative center for drilling and production businesses; Odessa is

the service center for petroleum operations and also contains a large petrochemical complex. While business has been affected by the decline in oil prices, the Permian Basin still provides 25 percent of the nation's production. In addition, ranches operate throughout the district, and farms thrive where irrigation is available.

In the past year, the district has completed a construction work load three times its annual average. The most notable of these projects involved about 50 miles of farm-to-market roads in Martin County, damaged by flooding from excessive rainfall in the last two years. Precipitation in the area has been five to six times the annual average.

Major construction projects under way now involve improvements to Texas 191 linking northern Odessa to northern Midland. Planned for staged construction, the roadway will

become an urban freeway between the two cities. Planning on the highways includes new interchanges for 1989.

In 1988, Louis Phelps, maintenance construction foreman for Martin County, was a finalist for the Lady Bird Johnson Award for Highway Beautification. The year before, Sue Harrison, the first female maintenance foreman in the state, won the competition's Fall Foliage Award. And in 1986, the district received a special commendation from Mrs. Johnson for doing more with nothing than any other district in the state.

**Counties:**

Andrews, Crane, Ector, Loving, Martin, Midland, Pecos, Reeves, Terrell, Upton, Ward, and Winkler

**Centerline miles:**

2,841

**Lane miles:**

7,857

**Registered vehicles:**

300,080

**Employees:**

376

**District Engineer:**

Marshall Huffman



Old technology bows to the new, as highways in the Odessa District lace an area that relies on the elements to support its ranching industry. Windmills like this one dot the landscape throughout the district.



# San Angelo

## District



**T**he San Angelo District, the largest in area with 23,567 square miles, serves the travel needs of a rural population.

San Angelo and Del Rio are the major trade centers. The district is rich in frontier history with its five forts, a mission, and the Judge Roy Bean Visitor Center in Langtry.

The district is an area of contrast. It is a popular retirement and recreational area, with hunting on the ranches, fishing in the six major lakes, a new border crossing for shopping in Mexico, excellent medical facilities, and retirement housing in San Angelo.

Recently, this district has had two new district engineers: Ben Bohuslav, appointed in 1986, now serves in Yoakum. Walter McCullough succeeded him in April.

Among San Angelo's recent accomplishments is the opening of the East-West Freeway's frontage roads in San Angelo. US 87 from San Angelo to the east, past Wall, is

under reconstruction as a four-lane divided highway. US 377 in Val Verde County is being upgraded to current standards.

In 1989, the district will let contracts on two interchanges on the East-West Freeway and another project to widen US 87 to four divided lanes between San Angelo and Eden.

The district is proud of John Smith of the Del Rio residency, who received a Texas Project Award for his cooperation with the contractor on a project near Comstock.

**Counties:**

Coke, Concho, Crockett, Edwards, Glasscock, Irion, Kimble, Kinney, Menard, Reagan, Real, Runnels, Schleicher, Sterling, Sutton, Tom Green, and Val Verde

**Centerline miles:**

3,716

**Lane miles:**

8,154

**Registered vehicles:**

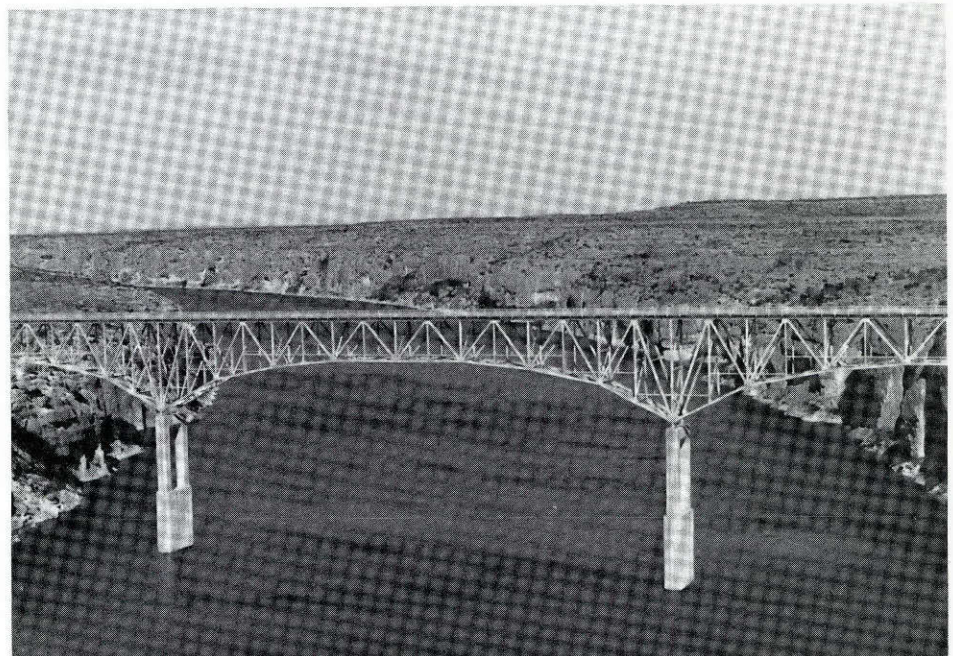
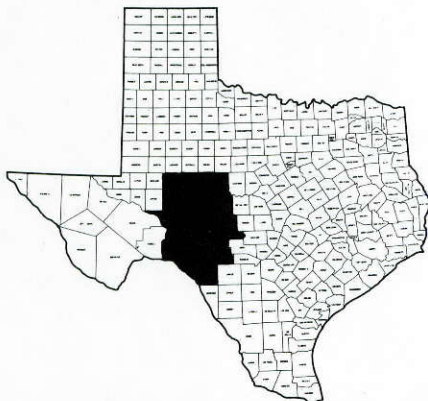
174,986

**Employees:**

421

**District Engineer:**

Walter G. McCullough



Lake Amistad bridge: rugged beauty, recreation, and engineering challenge.



# Abilene District

**H**ome of "The Cows," District 8 had its beginning in 1925 with headquarters in Eastland. In March 1927, the district office was moved to Abilene. At that time the district was composed of 18 counties. In 1932, other districts were created, and Abilene was reduced to its present 13 counties.

The current work force, says District Engineer William G. Burnett, is composed of "402 loyal, hardworking employees with a positive, find-a-way-to-say-yes attitude." The attitude is reflected in accomplishments. In June 1988, the district had 38 projects under construction totaling \$50 million. With the assistance of some 20 maintenance employees, the construction effort is being accomplished with 62 residency personnel. Simultaneously, construction plans are being produced at a rapid rate.

Major projects under construction in District 8 include: reconstruction on Interstate 20 around Abilene; reconstruction of several

farm-to-market roads severely damaged in 1987 by heavy rainfall; and reconstruction of three separate sections of US 380 in the northern part of the district.

Projects on tap for 1989 include the continued reconstruction of I-20 in Callahan County; an interchange system on US 84 and Loop 322 north of the Abilene Humana Hospital; and continued reconstruction of damaged FM roads.

District 8 employees have been recipients of the Dewitt C. Greer, Luther DeBerry, Lady Bird Johnson, and Extra Mile awards. Range fires, floods, tornadoes, engineering accomplishments, and dedicated effort have produced a work force of "winners."

**Counties:**

Borden, Callahan, Fisher, Haskell, Howard, Jones, Kent, Mitchell, Nolan, Scurry, Shackelford, Stonewall, and Taylor

**Centerline miles:**

3,649

**Lane miles:**

8,310

**Registered vehicles:**

234,192

**Employees:**

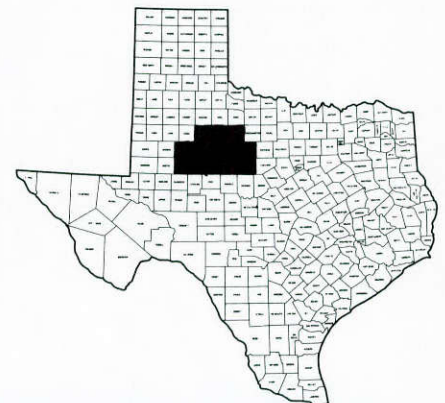
402

**District Engineer:**

William G. Burnett



Scenic enhancement is demonstrated by the planting of native trees at a busy intersection of US 277 in Abilene. Although not a natural happening, the "Cows of Abilene" sculptures by Wayne Amorine of Dallas are also part of the intersection through an agreement between the department and the City of Abilene.



# Waco

## District



**T**he Waco District is located in the "Heart of Texas" between Austin and Dallas. A unique blend of urban and rural settings, the eight-county district is divided by Interstate 35 along the Balcones Fault, with the blacklands to the east and a limestone-based soil to the west.

Waco is the largest city in the district, with a population of 106,000. The six surrounding cities bring the metropolitan population to a total of 154,000.

The city is best known as the home of Baylor University, for the historic Suspension Bridge over the Brazos River, and for the infamous traffic circle on LaSalle Avenue.

To the south, Temple, Belton, and Killeen form the "Centroplex." These Bell County cities, along with Copperas Cove in southern Coryell County, boast a combined population of 170,000. Temple is regarded as one of the nation's leading medical

centers. Killeen has national and international ties because of the U.S. Army base at Fort Hood, the largest military base in the free world.

Construction projects have increased over the past few years, keeping pace with growth and development, particularly along the I-35 corridor. A recently completed \$10 million project in Temple provides improved access to the downtown area from I-35. A \$5.8 million interchange is under way in Bellmead, near Waco, and reconstruction of I-35 in McLennan County is planned for 1989.

Texas has earned a reputation for its friendliness, and Waco District employees exemplify that trait. Representing a variety of ethnic backgrounds, the employees are the backbone of the district.

**Counties:**

Bell, Bosque, Coryell, Falls, Hamilton, Hill, Limestone, and McLennan

**Centerline miles:**

3,298

**Lane miles:**

7,450

**Registered Vehicles:**

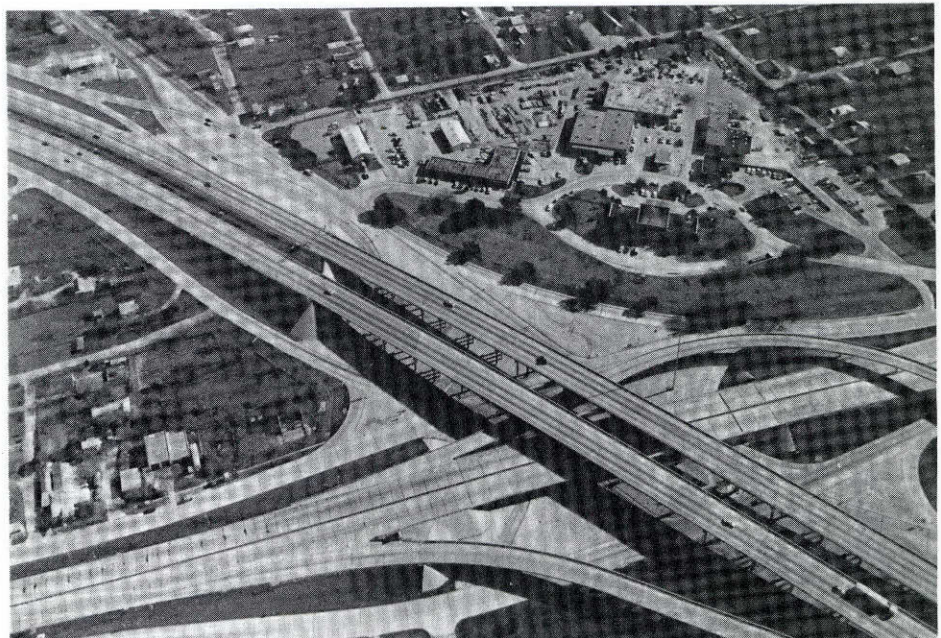
414,513

**Employees:**

445

**District Engineer:**

Kirby Pickett



An I-35 interchange in Waco offers a view of the district's office complex. Growth along the I-35 corridor provides a constant challenge to the district in mobility planning.





# Tyler District

**D**istrict 10 is composed of eight counties in the heart of East Texas, clustered around Tyler in Smith County.

The district takes pride in its dedicated and talented employees, and the employees, in turn, take pride in the 3,600 miles of highway under their care in the district's rolling hills and piney woods. Straight signs and well-maintained roadways indicate they are working hard to provide a first-class highway system.

A developing network of excellent multilane highways in the Tyler District is evidence of an effective relationship with local governments and chambers of commerce, working together to meet the transportation needs of a rapidly growing area of Texas.

The Oct. 5 groundbreaking of the Jed Robinson North Loop at Athens culminated many years of hard work for both department and local leaders. It is a significant advancement, and Tyler District

residents are glad to have the project under construction.

Another project under way is the widening of the Neches River bridge over Lake Palestine.

A challenging project, the widening of US 80 in downtown Longview, will include installation of a continuous left-turn lane and a state-of-the art, computerized traffic signal system.

The Tyler District has a proud past. The 1976 Gibb Gilchrist Award went to District Administrative Engineer Paul Lockhart, and Billy Jack Rushing, supervisor of the Canton maintenance section, won the 1986 Lady Bird Johnson Award for Highway Beautification.

The district also received a special commendation from Mrs. Johnson in 1985 for developing the Adopt-a-Highway program, a public involvement effort now in effect statewide and duplicated in 18 other states.

- Counties:**  
Anderson, Cherokee, Gregg, Henderson, Rusk, Smith, Van Zandt, and Wood
- Centerline miles:**  
3,629
- Lane miles:**  
8,324
- Registered vehicles:**  
480,515
- Employees:**  
440
- District Engineer:**  
Bobby Evans



Pride in the state combines with the local flower industry to make the Tyler District grounds a showcase of color. A landscape spelling "Texas" greets visitors, while the district flagstaff is centered in a Lone Star walkway.



# Lufkin District



**M**ore than 80 percent of Texas' four national forests and portions of the Big Thicket National Preserve are located in the Lufkin District. The district also boasts three of the state's largest reservoirs and one Indian reservation. Lufkin is the only district in the state that is not served by the Interstate highway system.

The district recently completed a major expansion of US 59 in Shelby County to four lanes. Phase one of the Lufkin Interchange on US 59 is scheduled to be open by early 1989. The second phase of the project will go to contract in early 1989 and will include a third-level direct connection.

When phase two is completed, Lufkin will be the smallest city in Texas with a three-level interchange. The design of this interchange garnered Joe Ben Vaughan, resident engineer in Lufkin, the Texas Project Award in design for 1988.

1988 was a landmark year in construction for Lufkin. The district let 52 contracts totaling \$33.7 million, and completed 47 projects totaling \$29.7 million.

The district takes pride in two other award-winning employees: Construction inspector Billy Hill, from Livingston, received a Texas Project Award in construction during 1988. And maintenance employee Elmer Beard is a recipient of the Extra Mile Award for heroic action.

Lufkin has a history of innovation in the highway department. Creative ideas that have been successful include the use of sulfur as an extender in asphalt and the development of hot in-place recycling concepts.

With \$46.6 million of work under way in 38 separate contracts throughout the nine-county district, the district has its challenges cut out for 1989.

**Counties:**

Angelina, Houston, Nacogdoches, Polk, San Augustine, San Jacinto, Sabine, Shelby, and Trinity

**Centerline Miles:**

2,801

**Lane miles:**

6,167

**Registered vehicles:**

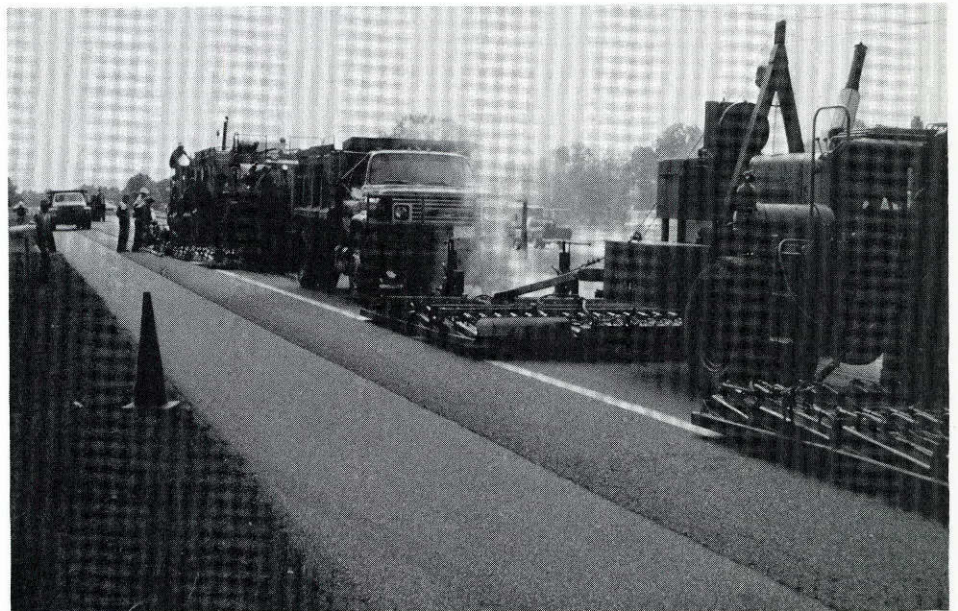
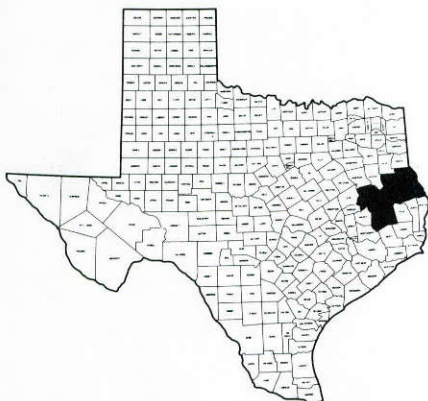
205,293

**Employees:**

355

**District Engineer:**

J. L. Beard



Unique answers to everyday problems have given the Lufkin District a reputation for innovation in pavement management. A shortage of native construction materials has led the district toward solutions like recycling, as on the US 59 project above.





# Houston District

**C**hallenge and opportunity, coupled with the ambition and drive of the Houston District's employees, made 1988 a successful year. Contracts totaling \$522 million were awarded, and approximately \$500 million of work was completed, with 296 new lane miles and 16 new miles of transitway opened to traffic. In addition, a backlog of \$200 million in plans was developed. As the district enters 1989, \$1.4 billion of work is under contract.

Houston's work load allows district employees to use the newest technology and methods available to meet the district's design and construction goals. Houston employees are active in task forces, and they assist in developing training programs to share the district's accomplishments with others in the department.

Major projects under way include:

- Constructing a \$91 million cable-stayed bridge over the Houston Ship Channel at Texas 146;

- Widening Interstate 45 and constructing a transitway;
- Constructing a new section of Beltway 8, an "outer ring" encircling Houston 12 miles from the central business district; and
- Widening FM 1960, one of the most heavily traveled farm-to-market roads in the district.

Challenges for the new year include a \$218 million reconstruction, widening, and transitway project on US 59 and additional freeway construction on US 290. Work is also set to begin on the first of several contracts for the ambitious "Grand Parkway," which will eventually circle Houston about 25 to 30 miles from the downtown area.

Work will continue toward the completion of Beltway 8 in the district.

During 1988, the district was recognized by the American Public Transit Association for its participation in transitway development in Houston. Employees Larry Thomas, Ronald Lindsay, and Jerry Duhe were honored for their work in engineering and construction through the Texas Project Awards program. And Donald Rejsek, a maintenance supervisor in Rosenberg, was first runner-up in the Lady Bird Johnson beautification awards.



Motorists entering Houston from the west are greeted by this impressive interchange, where I-10 West, the Sam Houston Tollway, and the Houston Metro transitway converge. The site is a prime example of cooperative efforts to tackle the city's massive transportation needs.

**Counties:**  
Brazoria, Fort Bend, Galveston,  
Harris, Montgomery, and Waller

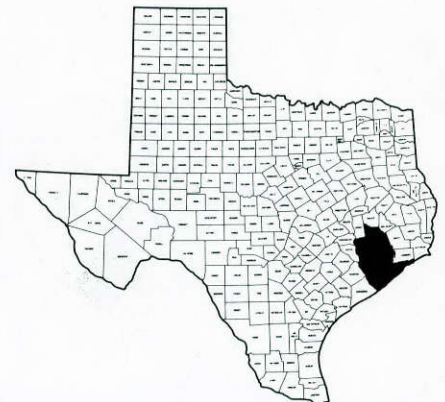
**Centerline miles:**  
2,728

**Lane miles:**  
8,519

**Vehicles:**  
2,700,000

**Employees:**  
1,850

**District Engineer:**  
Milton Dietert



# Yoakum

## District



**T**he 11 counties of the Yoakum District include a variety of landscapes — from the eastern shore of Matagorda Bay to the flat lands of the Victoria prairie to the wooded, rolling hills of La Grange.

Texas history buffs love to visit Indianola off Texas 316 in Calhoun County, the first home of many early settlers and once the largest port in Texas before its destruction by a hurricane. US 183 leads motorists to Gonzales, famous for its “Come and Take It” attitude toward the cannon wanted by Mexican troops. The first shots of the Texas Revolution were fired in the resulting skirmish.

But the Yoakum District is not all history. The area has moved into the modern era with the South Texas Nuclear Power Plant, off Farm-to-Market Road 521 near Bay City in Matagorda County.

Completion of several road projects highlighted 1988 in the Yoakum District. The \$5.3 million

US 90A bypass in Gonzales and the \$5.1 million overpass in Placedo opened to traffic. A new \$536,000 control building at the Sargent swing bridge was constructed.

Major projects now under way in the district are the Texas 71 bypass in La Grange and the extension of Loop 463 in Victoria.

The new year will see several improvements on heavily traveled roadways in the area. A 7.6-mile section of US 290 in Fayette County will be upgraded to a four-lane divided roadway at a cost of \$11.7 million. Phase II of the Texas 71 bypass in La Grange will begin at a cost of \$5.3 million. And four miles of US 87 (Main Street) in Victoria will be widened at a cost of \$7.8 million.

The Yoakum District is the home of three past Gibb Gilchrist award winners — the late senior resident engineer James Rylander, former district engineer Leonard J. Vincik, and District Engineer Ben Bohuslav.

**Counties:**

Austin, Calhoun, Colorado, De Witt, Fayette, Gonzales, Jackson, Lavaca, Matagorda, Victoria, and Wharton

**Centerline miles:**

3,490

**Lane miles:**

7,737

**Registered vehicles:**

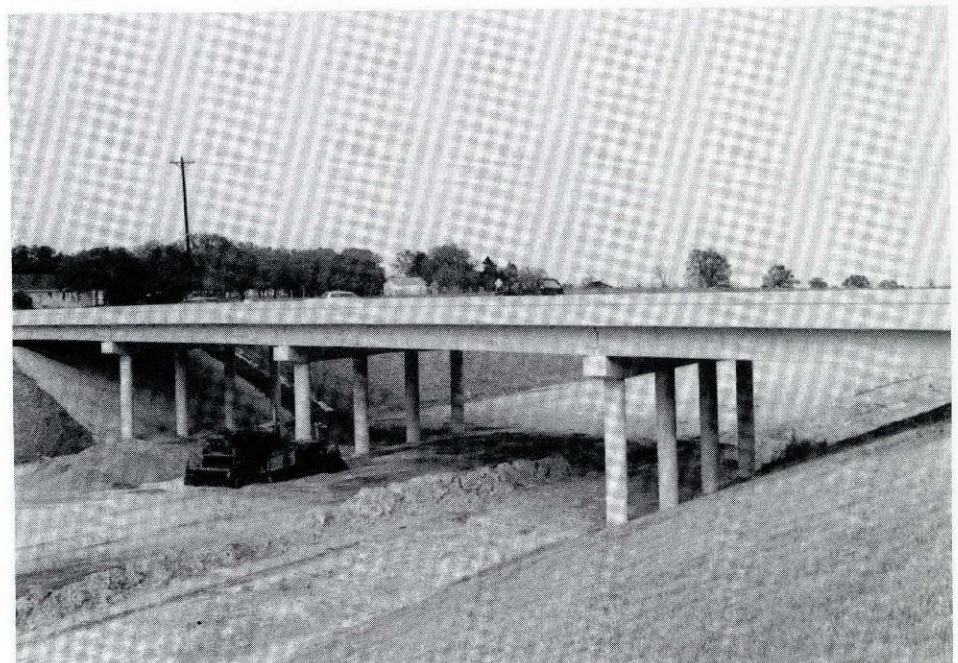
272,539

**Employees:**

471

**District Engineer:**

Ben Bohuslav



The Texas 71 bypass at La Grange takes shape in the Yoakum District. The bypass is one of the district's major construction projects during the past year.



# Austin District

**A** new era of private-sector involvement in highway construction began in the Austin District in 1988, when work started on the first transportation corporation project to go to contract in Texas.

Transportation corporations, authorized by 1984 legislation, are created by the highway commission to act on its behalf in project planning, right-of-way acquisition, and engineering.

Through the MoPac South Transportation Corporation, private interests participated in nearly half the cost of a 3.7-mile extension of Loop 1 (MoPac). The project went from preliminary engineering to construction contract award in less than two years.

Other major construction projects under way in the Austin District include the widening of Interstate 35 between Austin and Georgetown, and a four-level interchange connecting Loop 1 and US 183.

The upgrading of a 22-mile

section of US 183 and a 160-mile section of US 290/Texas 71 to freeways will dominate Austin construction for years. A \$40 million section of US 183 is scheduled to go to contract in 1989.

Perhaps the most dramatic upcoming project in the district is a \$20 million bridge to be built on Ranch-to-Market Road 620. The 2,940-foot bridge will be 160 feet above the head of Lake Austin and divert traffic from the two-lane roadway atop Mansfield Dam.

The Austin District is the home of Harold Cooner, winner of the 1988 Dewitt C. Greer Award. Cooner is resident engineer in South Travis County.

Llano County maintenance employee Kenneth Harlow may be the first Texas highway department employee to be honored by the Carnegie Hero Fund Commission. Harlow was cited during 1988 for saving three people from a burning car.



**Outlined by the nighttime glow from city lights and traffic, bridge beams are moved into place on the interchange project at US 183 and Loop 1 in Austin. The \$38 million, four-level interchange will be completed in 1990.**

**Counties:**

Bastrop, Blanco, Burnet, Caldwell, Gillespie, Hays, Lee, Llano, Mason, Travis, and Williamson

**Centerline miles:**

3,154

**Lane miles:**

8,153

**Registered vehicles:**

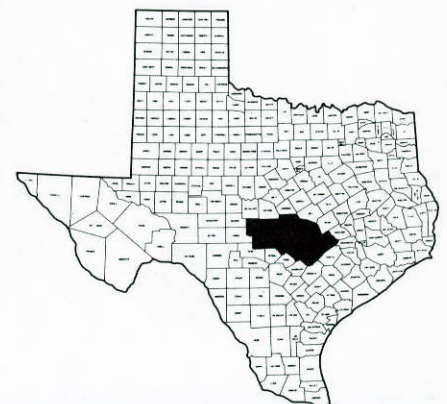
722,406

**Employees:**

637

**District Engineer:**

William C. Garbade



# San Antonio

## District



**T**he San Antonio District, under the direction of Richard D. Lockhart, is building a new generation of highways to ensure excellent mobility well into the 21st century.

To keep pace with the explosive population and traffic growth, the district has undertaken a comprehensive expansion of the highway system. Currently, 60 projects are under contract in the district, totaling almost \$300 million.

Precast segmental "winged T" bridges are under construction in downtown San Antonio to "double-deck" major sections of Interstate 10 and Interstate 35, the

original freeways built in the late '40s and early '50s. The work will modernize the "Downtown Y" interchange and more than double the capacity of 10 miles of freeway.

A \$62 million expansion of Loop 1604 — a 95-mile outer loop — is under way across northern San Antonio, stretching 17 miles from I-10 to I-35. Thirteen miles have been transformed from a two-lane divided roadway to a four-lane divided highway with frontage roads. Continued expansion is planned from I-10 to US 90.

The epitome of public-private partnership, Texas 151 opened to traffic in 1987, connecting Loop 410 to Loop 1604 and providing direct access to Sea World of Texas. The 530 acres of needed right-of-way, valued at \$26 million, was donated to the state. The private sector provided \$5.9 million for construction of Texas 151. This new highway led to Sea World's decision to develop

the \$200 million marine life park in San Antonio. The second section of the 10.5-mile highway should open to traffic this month.

Construction began in 1988 on a \$40 million project to expand US 281 to a six-lane divided freeway with frontage roads to serve the tremendous growth in north central San Antonio. Completion is expected in mid-1990.

The first section of Texas 211, which will make the Texas Research Park accessible, went to contract in September 1988, and two projects scheduled for 1989 will connect US 90 with Texas 16. Almost 900 acres of land have been donated for the initial two-lane facility.

On tap for 1989 are an expansion of I-10, including a new five-level interchange at Loop 410 — the most heavily traveled interchange in San Antonio — and the widening of Loop 410 to eight lanes across northern San Antonio.

**Counties:**  
Atascosa, Bandera, Bexar, Comal, Dimmit, Frio, Guadalupe, Kendall, Kerr, La Salle, Maverick, McMullen, Medina, Uvalde, Wilson, and Zavala.

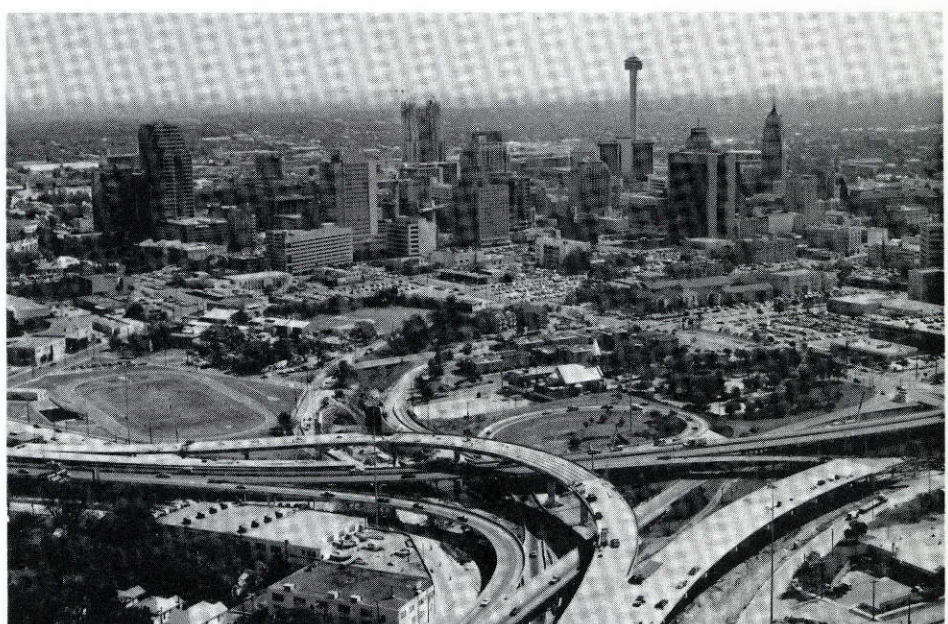
**Centerline miles:**  
4,776

**Lane miles:**  
12,712

**Registered vehicles:**  
1,144,865

**Employees:**  
1,055

**District Engineer:**  
Richard D. Lockhart



Precast "winged T" bridge segments provide the answer to construction through downtown San Antonio on the busy "Y" interchange at I-10 and I-35. The expansion involves 24 projects, scheduled for completion in 1992.



# Corpus Christi

## District

**L**ocated along the Gulf Coast, the Corpus Christi District stretches almost 135 miles from north to south and is 92 miles across at its widest section.

Corpus Christi, a primary hub of marine commerce, is a major deepwater port and home of both the Corpus Christi Naval Air Station and the Corpus Christi Army Depot. Ingleside Point by 1990 will be home port for the Battleship *Wisconsin*, aircraft carrier *USS Lexington*, and three other naval ships.

Naval visitors will be greeted by an abundance of wildflowers growing along area roadsides. Ingleside Point is included in maintenance responsibilities for Chano Falcon of Rockport, who was first runner-up for the 1988 Lady Bird Johnson Award and oversees an active wildflower planting program.

Present demand and anticipated economic growth, fostered by development of the new home port and increased tourism, will be served

by an accelerated roadway construction program in progress. Included are three projects on Texas 358 (Padre Island Drive), which will complete the freeway section between Interstate 37 and the air station, with a connection to Park Road 22 and Padre Island. The combined total cost of these projects is \$78.6 million.

Work under way on Interstate 37 in western Corpus Christi will improve the connection to US 77 and upgrade the section to Interstate standards. At a contract cost of \$26.6 million, this work is one segment of the continuing program to build and upgrade this facility.

Bridges are significant landmarks and major traffic carriers in the Corpus Christi District. The nearly 30-year-old Harbor Bridge has been renovated. A \$6.4 million project redecked the structure in 1987 and a \$1.9 million project was just completed to clean and paint the bridge and replace rivets and bolts.

Just northward, the Nueces Bay Causeway is being widened under a \$22.6 million project. Completion of a freeway section between the Harbor Bridge and the causeway is expected to go to contract this spring.

Anticipated construction of a six-mile project on US 77 is scheduled for 1989. This will complete a relief route around Sinton. When finished, the work will provide a four-lane roadway on US 77, a major arterial highway, through the district.

**Counties:**

Aransas, Bee, Goliad, Jim Wells, Karnes, Kleberg, Live Oak, Nueces, Refugio, and San Patricio

**Centerline miles:**

2,668

**Lane miles:**

6,665

**Registered vehicles:**

383,300

**Employees:**

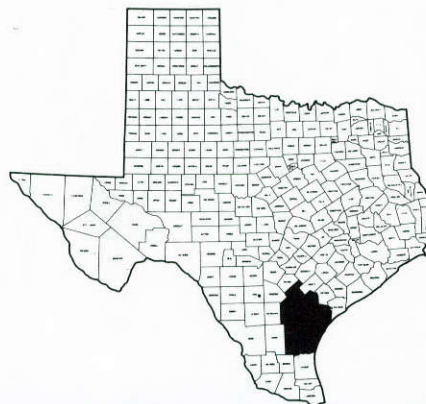
497

**District Engineer:**

Nino Gutierrez



More than 1.5 million motorists a year hitch a ride on one of six ferryboats providing service between Port Aransas and Mustang Island in the Corpus Christi District. Although the ride is only minutes long, the ferry service saves travelers a long trip on land.



# Bryan

## District



In 1988, the Bryan District completed 39 contracts, totaling \$62,045,903. It was the largest construction year for the district, in terms of dollars. The district's maintenance program also had a successful year, meeting its goals in needed repair and resurfacing work.

All of this work, accomplished with minimal forces, was made possible through the full cooperation of maintenance, construction, and support personnel.

Presently, Bryan has under contract 12 projects, totaling \$43,446,329. The two largest of these are the expansion of Texas 19 in Walker County to four lanes and the first stages of developing Texas 6 south of College Station as a full expressway. The projects cost \$11,198,555 and \$13,611,008 respectively. Both will be completed in 1989.

In 1989, construction will begin on Texas 6 north of Bryan. A one-mile section will be expanded to a

four-lane, divided facility. A new railroad underpass will be built on Texas 21 through Caldwell, and the road will be widened to four lanes.

A major planning project for future construction is the design of Texas 47. The proposed route will be on new location and will provide better access to the Bryan-College Station area from the west.

A number of district employees have participated in training during the past year while carrying out their normal duties. The cooperation and dedication of all the district's employees made 1988 a success.

**Counties:**

Brazos, Burleson, Freestone, Grimes, Leon, Madison, Milam, Robertson, Walker, and Washington

**Centerline miles:**

3,057

**Lane miles:**

6,743

**Registered vehicles:**

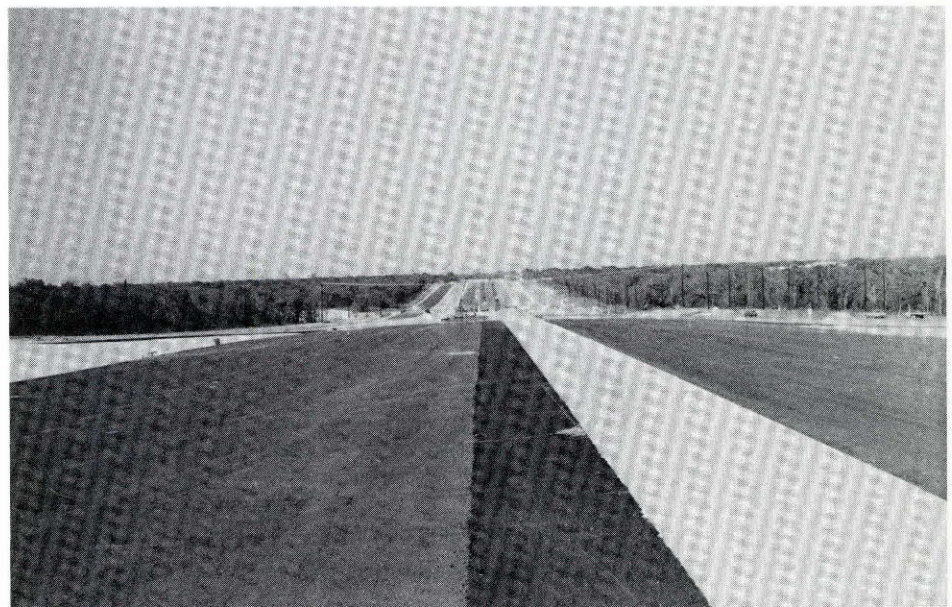
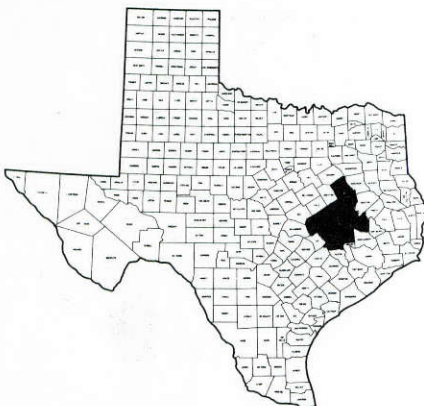
228,421

**Employees:**

361

**District Engineer:**

Carol Zeigler



A swath of right-of-way, stretching into the distance, is cleared on Texas 6 south of College Station. The work is part of a major project in the Bryan District to expand the highway to a full expressway.



# Dallas District

**T**he Dallas District lies in the heart of the North Central Texas region and encompasses the smallest county in the state — Rockwall, with a land area of 147 square miles. In contrast, “Big D” is the second largest city in the state, with a population of 904,078.

The district features some of the most expansive highway construction work in the state. The North Central Expressway (US 75) project in Dallas is the largest highway rehabilitation project in the state’s history. Waxahachie, the county seat of Ellis County, is the future home of the Superconducting Super Collider project, with highway construction and right-of-way acquisition playing a tremendous role in the project’s development.

A new, 20-mile stretch of Interstate 20, connecting Terrell to Balch Springs, is a major district accomplishment. This freeway connector enhances mobility in Kaufman and Dallas counties at a cost of \$112 million.

Construction in the district’s seven counties is moving toward an all-time high with present and planned reconstruction, rehabilitation, and new-location facilities being built. US 75 construction continues in the northern suburbs of Dallas’ and Collin counties, and more construction is slated for 1989. Portions of frontage roads for Texas 190, a new east-west facility across the northern tier of Dallas, are under construction. Major rehabilitation is under way on Interstate 35 in Denton County and I-35E in Ellis County. Additional work is scheduled to begin on I-45 in Dallas and Ellis counties in 1989.

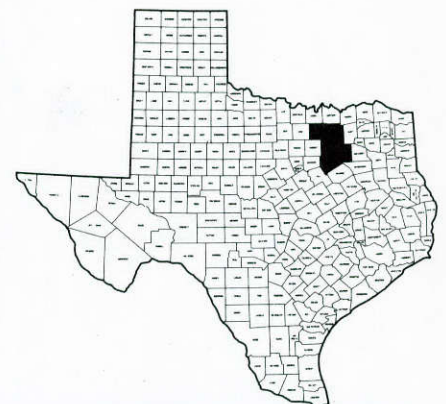
The district’s distinctive personality is a medley of its 1,013 employees, who are recognized both inside and outside the department for their contributions. In 1987, Assistant District Engineer James Huffman brought home the district’s fifth Dewitt C. Greer Award. The North Central Expressway project’s public affairs officer, Laura Moore, received the department’s first Public Affairs

Award of Excellence in 1988. In June, 352 district employees received awards at the district’s first safety banquet, honoring 5 million hours of accident-free driving.

- Counties:**  
Collin, Dallas, Denton, Ellis, Kaufman, Navarro, and Rockwall
- Centerline miles:**  
3,366
- Lane miles:**  
9,726
- Registered vehicles:**  
2,128,306
- Employees:**  
1,013
- District Engineer:**  
Arnold Oliver



Courtesy patrols operate Wednesday through Sunday from 4 p.m. until midnight to provide free assistance to motorists with car trouble. Bobby Elmore, district roadway maintenance superintendent, and Gene Denman, district safety coordinator, make up a two-man courtesy patrol team.



# Atlanta

# District



**T**he Atlanta District, with nine counties clustered in the north-east corner of Texas, has the distinction of sharing borders with three other states: Arkansas, Louisiana, and Oklahoma. The district routinely coordinates with these states on joint construction projects and has working agreements with them for the maintenance of bridges and highways along the borders.

One such program is the Texarkana Urban Transportation Study Area, composed of two

counties, four cities, two state highway departments, and two divisions of the Federal Highway Administration. The district and the Arkansas Department of Highways are also planning and designing a new interchange for the intersection of Interstate 30 and State Line Avenue (US 59 and US 71) in Texarkana.

More than 600,000 visitors a year stop at the two tourist bureaus in the district, located on Interstate 30 at Texarkana on the Arkansas border and Interstate 20 at Waskom on the Louisiana border.

1988 was the busiest construction year ever for the district. A record number of plans were completed, and an all-time high number of projects contracted for construction.

Major construction projects in the district include widening projects on US 59 north of Atlanta and south of Carthage, on US 259 south of Ore City, and on US 271 south of Mount

Pleasant.

Atlanta District employees demonstrate dedication and loyalty to their jobs. Montie G. Wade, district planning engineer, was the first recipient of the Luther DeBerry Award in 1981 for his contributions to Texas in the field of transportation. The district received the Lady Bird Johnson Scenic Preservation Award in 1983, and several maintenance supervisors have been chosen as finalists for the Lady Bird Johnson highway beautification award.

One of the district's greatest accomplishments during the past year is completion of an eight-mile-long widening of US 59, including sections north of Texarkana and south of Jefferson.

This year, the Atlanta District plans to continue the reconstruction of US 59 to a four-lane, divided highway, and to contract for 25 on-system bridge replacements.

**Counties:**

Bowie, Camp, Cass, Harrison, Marion, Morris, Panola, Titus, and Upshur

**Centerline miles:**

2,563

**Lane miles:**

6,187

**Registered vehicles:**

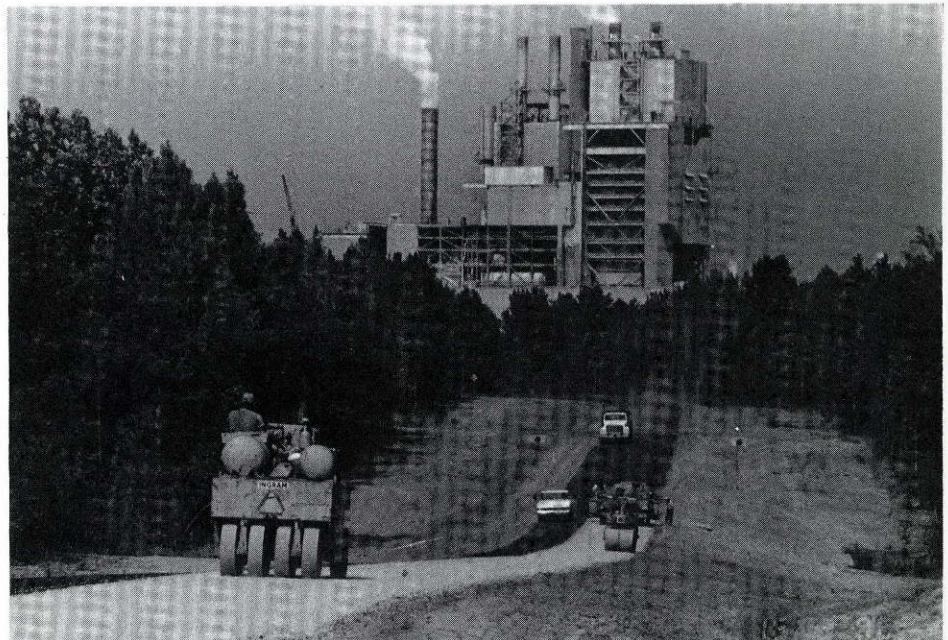
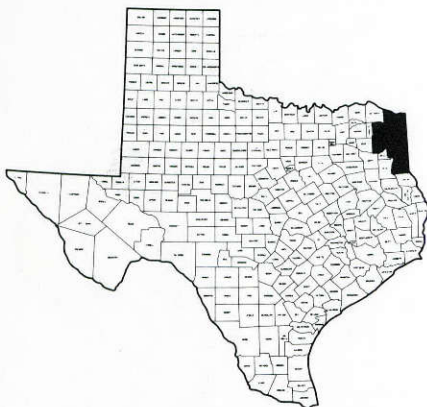
239,250

**Employees:**

410

**District Engineer:**

Lawrence L. Jester



International Paper Company's plant and smokestacks seem to grow out of the horizon as workers in the Atlanta District complete FM 3129. The project greatly improved access to the plant, which is Cass County's largest employer.





# Beaumont District

**T**he Beaumont District, in the southeastern corner of Texas, borders 33 miles of the Gulf of Mexico, 105 miles of the Louisiana state line, and 60 miles of East Texas national forests. The lower three counties have their economic base in oil industries, while the northern five are predominantly rural and rely on forestry products as their major industry. The area is strategically located for outdoor sporting activities, including fishing, hunting, and camping.

For the past few years, the district has averaged 35 projects under construction, with annual contractor payouts of more than \$75 million. Three major projects are now in progress. The \$55 million cable-stayed bridge spanning the Neches River will serve as a twin crossing to the famous "Rainbow Bridge." A major reconstruction is under way in Beaumont to renovate two miles of Interstate 10 along its urban route. And a \$30.6 million project in Chambers County will

reconstruct 12 additional miles of I-10.

The Beaumont District has produced a team of "winners." Three employees have received the department's prestigious Gibb Gilchrist Award in past years. In 1987, District Engineer Franklin Young won the Luther DeBerry Award. John Snoddy from Orange and Bill Potter from Port Arthur have been honored for their work in project management and design through the Texas Project Awards program. And Vincent Landry, maintenance supervisor from Port Arthur, won the 1988 Lady Bird Johnson Award for fall colors.

In 1988, Beaumont embarked on an expanded construction program with its work force of young engineers and technicians, who stepped into the shoes of retiring veteran employees. The district has seen excellent relations between the department and contractors.

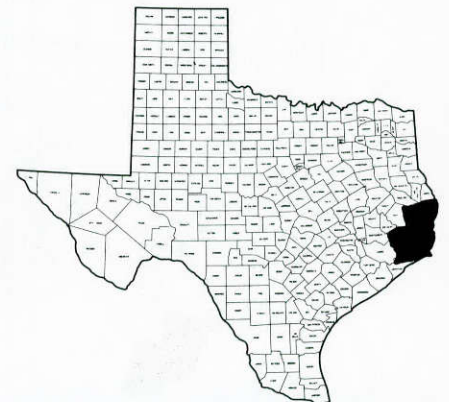
This year, three major construction challenges face the

district. A two-mile section of I-10 in Chambers County, including the interchange with Texas 73, will be reconstructed, at a cost of \$14 million. Several bridges along I-10 in Chambers County will be widened and reconstructed at a total estimated cost of \$41 million. And a \$30 million project will begin to reconstruct the interchange of I-10 and US 69 in Beaumont.



Reeds from an East Texas bayou contrast with bridge construction over the Neches River on Texas 87 in the Beaumont District. A \$55 million cable-stayed span is being built as a companion to the famous 50-year-old Rainbow Bridge.

<b>Counties:</b> Chambers, Hardin, Jasper, Jefferson, Liberty, Newton, Orange, and Tyler
<b>Centerline miles:</b> 2,202
<b>Lane miles:</b> 5,392
<b>Registered vehicles:</b> 422,632
<b>Employees:</b> 474
<b>District Engineer:</b> Franklin Young



# Pharr District



The state's southmost highway district takes in 10 counties, of which five face Mexico across the Rio Grande and three border the Gulf of Mexico.

District 21 is the sixth most populous district in the state, running almost parallel with Austin. In addition, more than a million people live just across the Rio Grande on the Mexico side.

There are 44 incorporated cities within the district, including four

Urban Transportation Study areas of more than 50,000 population. This is the highest number of study areas of any district in the state.

The district has had exceptional growth for the past decade both in its population and its economy, due to Sun Belt migration, proximity to Mexico and the Gulf of Mexico, and energy discoveries.

The district is also one of Texas' primary tourist attractions with its plentiful farm lands, beautiful beaches, bays, dams, and international bridges. Trade, manufacturing, agriculture, oil and gas production, tourism, ranching, and the export-import industry are major economic contributors.

The 167 operating *maquiladora* plants across the border have emphasized the demand for a better road network to transport supplies and move products to market.

The district's highest priority for 1988 was to improve US 77 and US 281, the district's major connections with the rest of the state. These two highways carry more than 30 percent of truck traffic in and out of the Rio Grande Valley, and are currently being brought to divided highway standards.

A prime accomplishment in the past 12 months has been to rehabilitate and widen approximately 132 miles of highway at a cost of around \$200,000 per mile.

Major highway projects for 1989 include: construction of an interchange at US 83/US 281 at an estimated cost of \$25 million; work to finish dividing US 77 and continue dividing US 281, at an estimated cost of \$13 million; and a \$22 million project to reconstruct US 77/US 83 in Cameron County to complete controlled access.

#### Counties:

Brooks, Cameron, Duval, Hidalgo, Jim Hogg, Kenedy, Starr, Webb, Willacy, Zapata

#### Centerline miles:

2,836

#### Lane miles:

6,808

#### Registered vehicles:

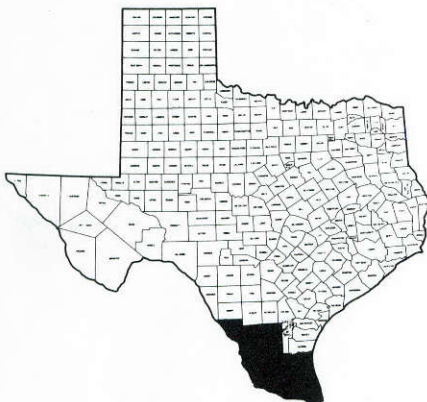
470,215

#### Employees:

450

#### District Engineer:

G. G. Garcia



Tall palm trees tower over US 281 south of Pharr. Beaches, tourists, ranching, and the Mexico border provide the Rio Grande Valley's Pharr District a variety of challenges in meeting highway needs.



# Brownwood District

Employees in District 23 are convinced they work with the best, friendliest, and most dedicated people in the world. Not only do they enjoy the challenge of doing their utmost on the job, but when work is done, they participate equally in having fun. Recently they hosted a successful districtwide picnic, a service awards barbecue, numerous favorite-casserole luncheons, and a rousing baseball game.

During the past year, Wes Heald was appointed district engineer. His first accomplishments were to combine residency and maintenance operations and begin plan preparation with graphics in the residencies.

Major construction projects now under way are the Colorado River bridge and approaches on US 377 at Winchell, and the widening of 5.1 miles of roadway and structures on US 190 in Lampasas County.

Development of a North Brownwood Loop and reconstruction of the Brownwood Traffic Circle are high on the list of future improvements. Projects planned for 1989 include 12 off-system bridges, Farm-to-Market Road 2126 in Brown County, and two new farm-to-market roads in Stephens and Mills counties.

District 23 employees have garnered their share of awards. For beautification and Adopt-a-Highway efforts this year, the Brownwood Chamber of Commerce presented Heald their "Proud Partner Award" and named James Hair "Beautifier of the Year." In years past, Gene Christian and Ted Kirby have won the Lady Bird Johnson Award for Highway Beautification, and Buddy Morgan and Preston Cox have been selected runners-up. Jack Blossman and John Black were both named finalists. The Extra Mile Award was

presented to Jack Chastain and Sonny Boswell for their daring rescue of a woman trapped in the flood waters of the San Saba River. In 1985 and 1987, the Texas Safety Association presented the district awards for outstanding accident prevention.



Brownwood District employees like Will Parks provide the enthusiasm that sees the district through these heavy construction times. Parks, Brown County resident engineer, is at the site of a new Colorado River bridge on US 377.

**Counties:**  
Brown, Coleman, Comanche, Eastland, Lampasas, McCulloch, Mills, San Saba, and Stephens

**Centerline miles:**  
2,645

**Lane miles:**  
5,695

**Registered vehicles:**  
118,037

**Employees:**  
257

**District Engineer:**  
Charles W. "Wes" Heald



# El Paso

## District



**D**istrict 24 is made up of the six most western counties in the state — 20,403 square miles connected by 1,721 miles of highways through the most remote areas of Texas. The city of El Paso, the fourth largest urban area in the state with a population of approximately 571,000, is headquarters for the sprawling district.

Scenery, mild climate, and proximity to Mexico make the city one of the state's most popular tourist and vacation areas. Historic sites and state and national parks draw many visitors to the region.

The 74-mile scenic loop through the Davis Mountains, composed of Texas 17, 118, and 166, leads to a host of choice mountain landscapes. The loop skirts Mount Locke where the McDonald Observatory is located, and is the highest point on Texas highways at an elevation of 5,600 feet.

The El Paso District is different from most areas. There are sub-section maintenance warehouses at two remote locations — Pine Springs and Terlingua — where several employees and their families are furnished living quarters, complete with utilities. Pine Springs is near Guadalupe National Park, and Terlingua is near Big Bend National Park.

Construction projects in the district today range from median landscaping to three major construction projects on Interstate 10 within the city of El Paso. The Interstate 10 work, some of it going on while average daily traffic volumes of 140,000 continue, will increase capacity on about 7.5 miles of the freeway. The Interstate work, at a cost of approximately \$50 million, is expected to be completed in fall 1989. US 385 and Texas 118 are also undergoing reconstruction under the guidance of the Alpine residency.

In 1989, the district will award a contract to build a new international bridge at the Zaragosa port of entry in eastern El Paso.

The El Paso District is not without individual employee recognition. The Lady Bird Johnson Award for Highway Beautification has been won in the past by two employees — O. Gerald Brooks from Fort Davis, and Wally Harkey from Marfa.

**Counties:**

Brewster, Culberson, El Paso, Hudspeth, Jeff Davis, and Presidio

**Centerline miles:**

1,721

**Lane miles:**

4,548

**Registered vehicles:**

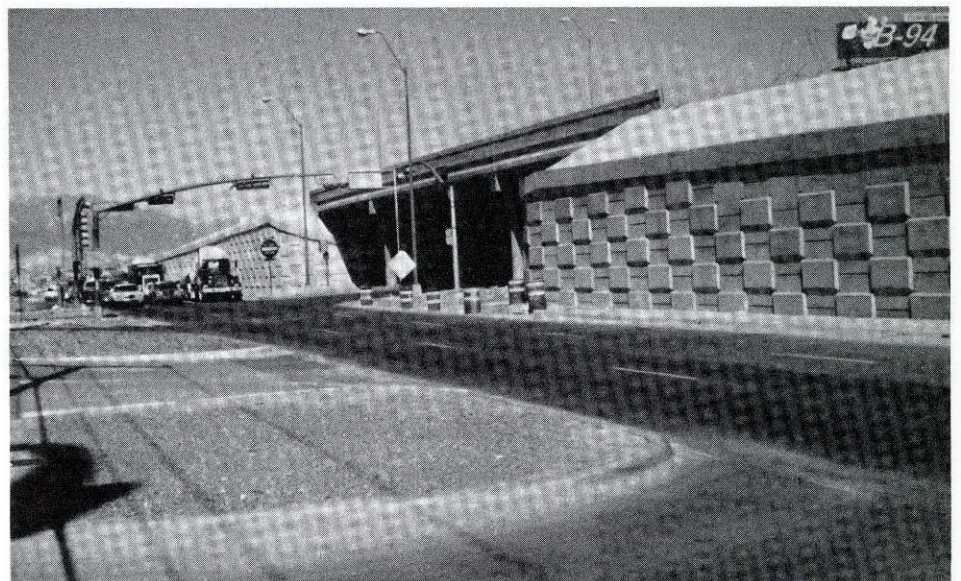
371,117

**Employees:**

335

**District Engineer:**

Joe M. Battle



Aesthetics and engineering form an interesting partnership on this reinforced earth wall recently installed along I-10 in El Paso. The district faces a constant challenge in maintaining and developing the heavily traveled east-west freeway that provides Texas' gateway to New Mexico.



**T**he Childress District's 13 counties surround the southeastern corner of the Panhandle in the Rolling Plains region of Texas.

The district covers 11,140 square miles — more area than any of the nine smallest states. Yet the 1980 census showed 52,700 people spread across that expanse, with 5,817 clustered in Childress, the district's largest city. Its rural nature makes the Childress District unique in Texas.

Largely agricultural, the region produces cattle, cotton, and wheat as well as some peanuts and vegetable crops.

Geographically, the western reaches of the district take in a portion of the High Plains region and the Cap Rock Escarpment that winds its way across the Panhandle. The Cap Rock region stands in stark contrast to the High Plains, dropping several hundred feet in elevation to the Rolling Plains.

In the past year, the district has made steady progress in rebuilding US 287, a major trunkline stretching 120 miles across the district and linking the Dallas-Fort Worth metroplex with Amarillo and other points to the west and north.

The year ahead will offer continued improvement of this facility, along with a major bridge replacement at the Prairie Dog Town fork of Red River on US 62 north of Childress.

Of the district's 217 employees, 161 are involved in roadway maintenance operations and support. Three resident engineer offices, at Childress, Munday, and Wellington, are the focus for a great deal of the district's roadway design, surveying, and inspection of construction projects. Other employees in district headquarters work in accounting, administrative, design and construction, laboratory, and right-of-way activities.

These employees, says District Engineer Huck Castleberry, are the district's most valuable asset.

**Counties:**  
Briscoe, Childress, Collingsworth, Cottle, Dickens, Donley, Foard, Hall, Hardeman, King, Knox, Motley, and Wheeler

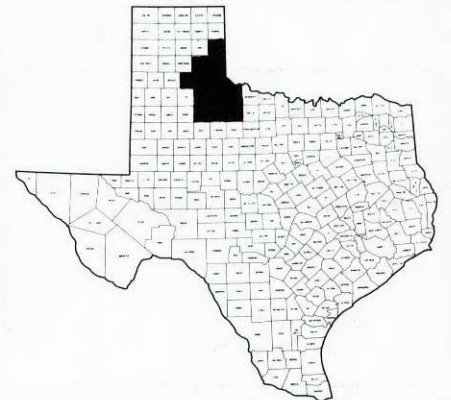
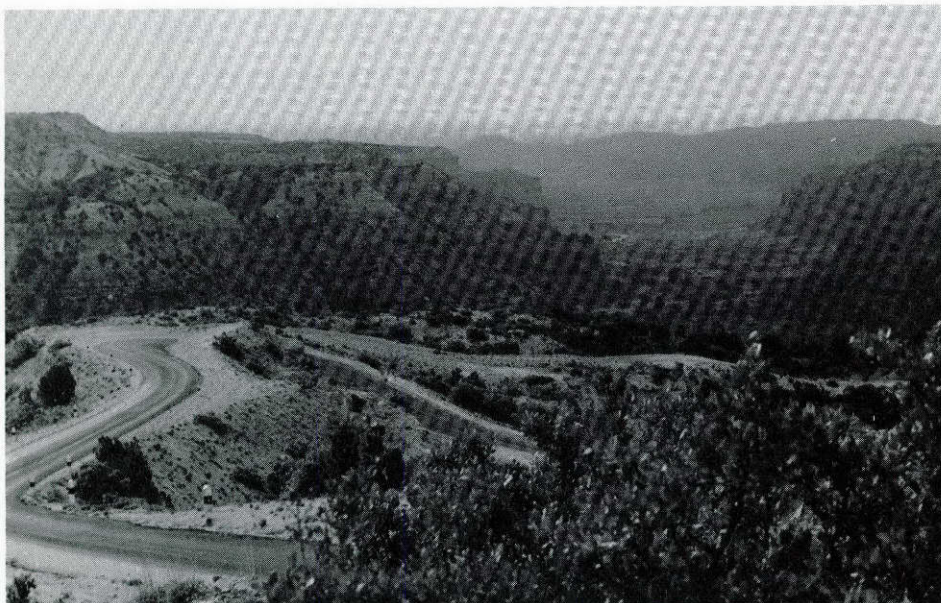
**Centerline miles:**  
2,427

**Lane miles:**  
5,391

**Registered vehicles:**  
47,263

**Employees:**  
217

**District Engineer:**  
Vance L. "Huck" Castleberry



The sparsely populated Childress District boasts a variety of environments, from scenic canyons like this one in Briscoe County to the high plains that play host to cattle ranches. The rural focus of the area plays an important role in planning for the highway district.

# Administrative Support Functions



## Internal Review and Audit

**T**he role of Internal Review and Audit is to operate as an independent appraisal activity for review of the department's operations, both internal and external.

The primary mission of Internal Review and Audit is to assist all members of management in the effective discharge of their responsibilities. As such, internal review and external audit procedures are designed to ensure greater independence and effectiveness of the department's review and audit operations, and to satisfy state and federal requirements.

Highlights of the section's 1988 activities include:

- Implementation of a review system that provides coverage for all districts/divisions for each review;
- Increase in professionally certified staff to eight members, with nine others actively seeking certification.
- External audit results included: 666 project audits covering \$85 million of billed cost; 187 pre-award evaluations; 12 overhead audits of consultant engineers; \$1.2 million of questioned costs; \$635,883 in payment reductions.

## Special Projects Office

**T**he Special Projects Office (SPO) provides an internal, quick-response capability for research, analysis, and data preparation to the administration. SPO also coordinates programs and issues that "cut across" several functional areas or divisions, such as general transportation and infrastructure issues or economic development concerns.

During 1988, the Special Projects Office:

- Continued the formal documentation of progress in implementing the recommendations from the Price Waterhouse (1984) management audit;
- Coordinated the department's role for actions relating to the Superconducting Super Collider selection process;
- Coordinated the department's interaction with the Governor's Energy Management Center for oil overcharge fund programs, involving more than \$30 million to be distributed among seven candidate programs;
- Initiated coordination for the department's involvement in the

sunset review process, an evaluation of department operations by the Sunset Advisory Commission scheduled to begin in March 1989;

- Prepared several analyses and reports on specialized policy and operational issues, including the compilation of "key data" reference material for use by the administration.

**Created:**  
1985 as Management Audit Implementation Office; evolved into the Special Projects Office in 1987

**Location:**  
Dewitt C. Greer Building in Austin

**Employees:**  
2

**Director:**  
Vic Holubec

**Created:**  
1971

**Location:**  
Dewitt C. Greer Building

**Employees:**  
31

**Director:**  
Owen Whitworth



# Finance Division

Although it's less than 20 years old, the Finance Division is striving to make its name synonymous with excellence. From a historical bookkeeping and billpaying operation, the division has evolved into a modern financial planning and advisory organization, made up of professional and technical employees. Its advanced, automated financial systems support all levels of management by developing methodologies to evaluate cost-efficiency throughout the department.

The division was created in 1969 by combining the resources of two existing divisions.

Division Director Frank Smith's staff of 92 work in four sections:

The Accounting Management Section collects and maintains the official financial records of the department.

The Claims Management Section is responsible for the payment of all department obligations to contractors, vendors, and employees. It bills the federal

government and other entities for money due the department.

The Contract Management Section develops contract policies and procedures, writes and reviews negotiated contracts, processes highway construction and maintenance contracts, and maintains contract information.

The Funds Management Section develops and maintains the department budget, deposits and records receipts, collects and disseminates economic information, forecasts the financial position of the department, and coordinates Financial Information Management System (FIMS) processing.

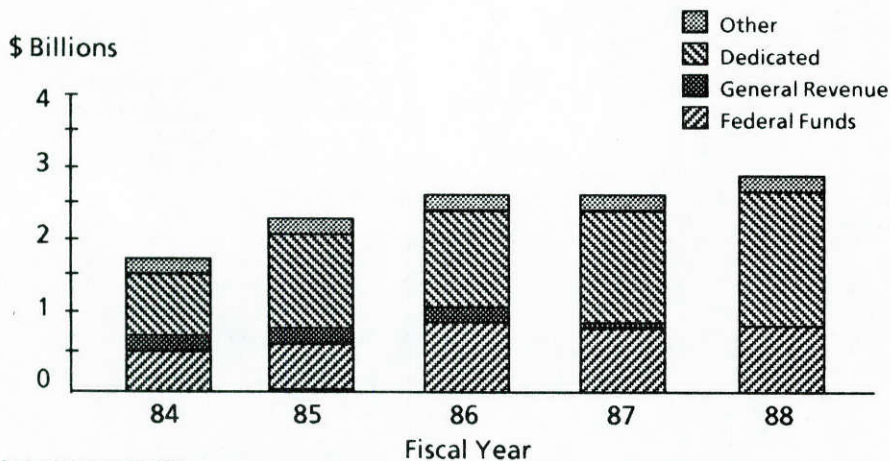
The division offers an ongoing training program for district and division personnel. Approximately 150 employees have attended the three-day orientation to departmental finance-related activities.

The division is designing a new payroll system, developing new manuals, studying the division accounting functions outside the

Finance Division, and researching a departmentwide travel management program.

"The Finance Division," said Smith, "has fond memories of its past, takes great pride in its present, and looks forward to the future with excitement and enthusiasm."

### STATE HIGHWAY FUND NO. 6 REVENUE BY SOURCE



D-3 / Funds Mgmt. / 3/10/88

**Created:**  
1969

**Sections:**  
Accounting Management;  
Claims Management;  
Contract Management; and  
Funds Management

**Location:**  
Dewitt C. Greer Building in Austin

**Employees:**  
92

**Division Director:**  
Frank Smith

# Equipment and Procurement Division



**T**he Equipment and Procurement Division, one of the largest divisions in the department, may also be the most diversified. Its name indicates only a portion of its overall activities — the purchase, distribution, and maintenance of materials, services, and equipment.

In one way or another, D-4's operations affect every department employee. In Austin, for example, the division is responsible for providing a comfortable, clean, secure work area for each employee with the furniture, supplies, services, equipment, tools, and telephones necessary to perform his or her job.

The division also manages such diverse operations as electronic publishing, reproduction and printing services, copy centers, word processing services, mail services, building security and housekeeping, building and grounds maintenance, and seven shops ranging from automotive to office machine repair. Management of the Austin vehicle fleet and coordination of office layouts and moves also fall under D-4's purview, as does responsibility

for departmental forms and manuals management.

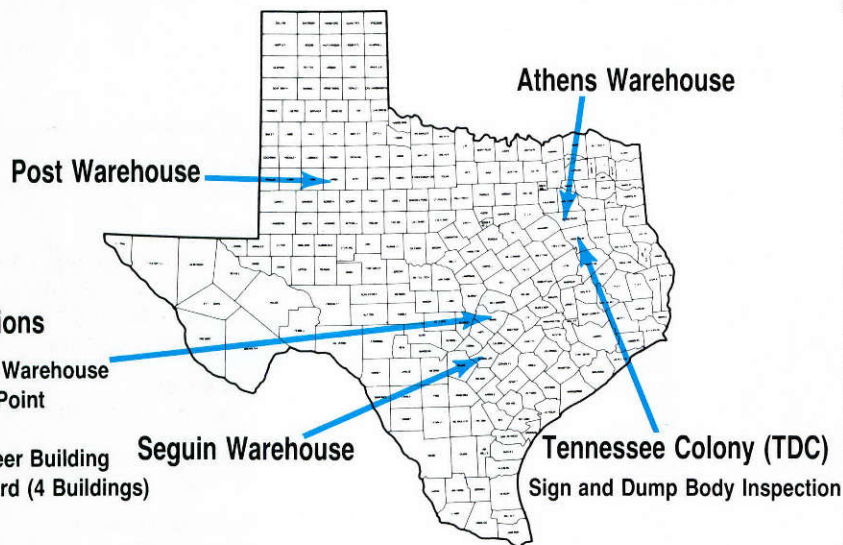
Statewide, the division processes some \$315 million of purchases, representing approximately 40 percent of all state agencies' purchases. In addition, D-4 manages the department's equipment fleet with a replacement cost value of some \$360 million; administers three Management Information System subsystems (EOS, MES, MSMS) and all surplus property disposals; coordinates telephone and fax communications; provides core drilling operations for bridge foundations; and operates three regional warehouses. D-4 also administers the department's records; depository and microfilming operations; conducts quality control inspections of sign and dump body manufacturing; and coordinates the department's energy management program, among other activities.

1988's chief accomplishment was the implementation of the automated Bid Proposal System, making it possible to consistently meet highway construction bid release

deadlines, while saving time and money. This was a joint project with the Construction, Highway Design, and Automation divisions.

Also in 1988, in an effort to increase purchasing proficiency and professionalism, D-4 provided extensive statewide purchasing-related training seminars for almost 600 individuals. Partially as a result, 22 division and six district personnel have attained the Professional Public Buyer (PPB) certification, giving the department a higher percentage of certified professional buyers than any other state agency. Four subsequent specialized purchasing seminars have been scheduled for early 1989.

During 1989, full utilization of the new Johnson Control System to maximize energy efficiency at the Camp Hubbard complex has a high priority. Also under way is the last phase of work (detailed design) on the new Automated Purchasing System, as is the development of a demonstration project for using compressed natural gas (CNG) as an alternate fuel source for department vehicles.



Work locations of D-4 employees, from which 47 different support services are performed for the Department.

**Created:**  
1919

**Sections:**  
Purchasing and Equipment;  
Supplies and Services; Information and Records; Property Management; and Internal Review and Budget

**Locations:**  
Five locations in Austin; three regional warehouses; and TDC Sign and Dump Body Inspection Operations (see illustration)

**Employees:**  
344

**Division Director:**  
Robert E. Flaherty





# Bridge Division

**T**he Bridge Division's 120 employees develop a wide range of grade separation and drainage structures. The process begins with preliminary planning and continues through design, plan preparation and review, and construction — all with timely, dependable results.

The Bridge Division annually produces details for about 150 grade separation and drainage structures. Forecasts indicate that production will increase with the growing need for replacement or rehabilitation of deficient and obsolete structures.

A big new responsibility for the division is Bridge Inspection and Appraisal (BRINSAP), transferred in 1988 from the Maintenance and Operations Division. Duties under BRINSAP include underwater bridge inspection, inspection of fracture-critical structural members, and test loading of bridges.

Some large construction projects in progress, with Bridge Division involvement, are the Houston Ship Channel Bridge and the Neches River Bridge between Port Arthur and Orange. Design and construction are under way on the downtown "Y" Project at the Interstate 10/I-35 interchange in San Antonio. In the next year, major projects will include structural design for parts of Dallas' North Central Expressway and for structures on US 183 in Austin.

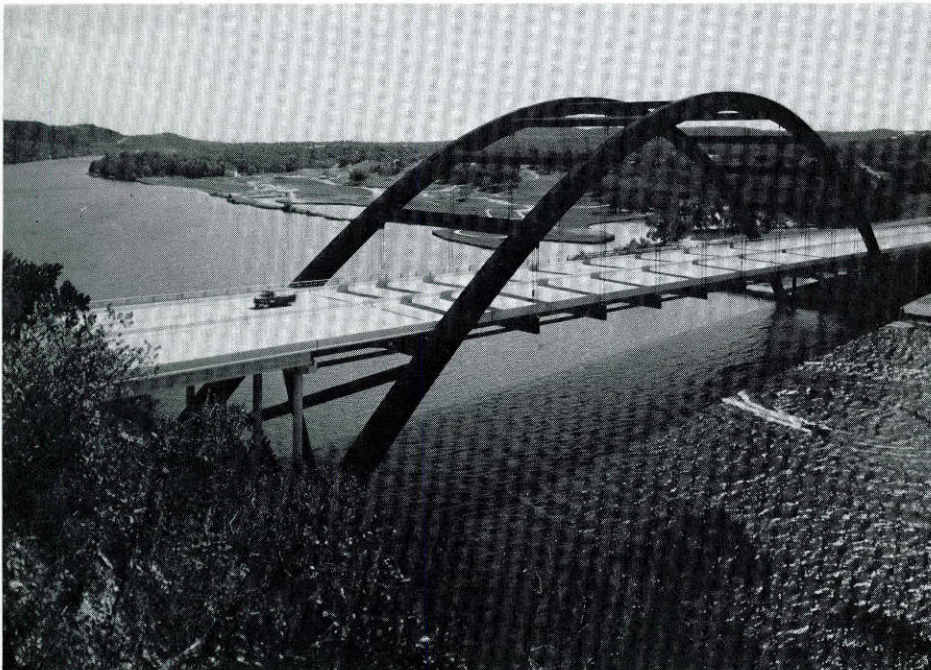
The Bridge Division negotiates with many parties to improve the highway system: the U.S. Army Corps of Engineers and other agencies for relocating highways affected by reservoirs; cities, counties, and drainage districts on matters of common interest; other states regarding interstate bridges; and railroad companies concerning construction of grade separations

and other facilities on railroad rights-of-way.

Other railroad-related responsibilities are the department's crossing and signal programs. An increase is anticipated in the installation and replacement of railroad crossing surfaces and automatic protective devices: 200 crossing projects and 250 signal projects per year are expected.

The division also administers the process for selecting consulting engineers and the bridge replacement and rehabilitation program.

Exciting advances in structural and hydraulic design of bridges and culverts will require more intensive training, in which the Bridge Division will assume an expanding role.



**The Capital of Texas Highway Bridge, named locally for former department bridge engineer Percy Pennybacker, spans Lake Austin. The high-arch structure received the Federal Highway Administration award for bridge design.**

**Created:**  
1928

**Sections:**  
Design; Construction (including BRINSAP); Planning; Plan Review; Hydraulics; Railroad; Automation; and Consultant Contracts

**Location:**  
La Costa Centre in Austin

**Employees:**  
120

**Division Director:**  
Luis Ybanez

# Construction Division



**T**he Construction Division was organized in 1923 under Gibb Gilchrist, who later headed the department until 1937. Since its inception, the division has grown to 65 employees, currently under the direction of Bobbie Templeton. The diverse expertise of the division can be seen in the duties performed by each of the division's seven vital sections.

The Prequalification Section met the demands of the high 1988 letting volumes, issuing approximately 1,000 bid documents and 4,000 information proposals each month. The section also reviewed 2,000 applications for eligibility to bid and approved about 1,200. In 1989, the section will automate the entire

prequalification and proposal issuance processes.

The Automated Data Processing Section is working to streamline construction management statewide. Employees look forward to implementing the Bid Analysis Management System, which will verify that bids received during lettings are competitive. The section monitors the Construction Cost Index monthly, and is analyzing the system to improve projections of future construction costs.

The Field Engineering Section is being developed through cross-training engineers in the districts. It recently was reorganized to solve construction problems more responsively.

The Equal Employment Opportunity Section certifies eligible Disadvantaged Business Enterprises

and monitors compliance with EEO requirements. In the past year, the section conducted 229 eligibility reviews, 47 precertification reviews, and 50 EEO compliance reviews. In 1989, the section's record-keeping will be automated.

The Claims Section handled 17 contractor's claims against the department in the past year. This section is working with districts to reduce claims statewide and assist with construction projects.

The division's major goal for 1989 will be to implement automated procedures and projects currently being developed. Through improved efficiency, communication, and assistance, the division hopes to streamline construction management procedures statewide. That will ensure the quality of highways the public has come to expect.

**Created:**  
1923

**Sections:**

Pre-Qualification; Automated Data Processing; Field Engineering; Equal Employment Opportunity; Claims; Project Staffing; and Administration

**Locations:**

Dewitt C. Greer Building in Austin

**Employees:**

65

**Division Director:**

Bobbie Templeton



Construction Division Director Bobbie Templeton, standing at left, leads his staff in the monthly letting process. The prequalification section issued approximately 1,000 bid documents and 4,000 information proposals each month in 1988.



# Planning and Policy Division

**P**lanning is essential in an organization as complex as the State Department of Highways and Public Transportation. And planning is a major component of D-7, whose role is to look at the “big picture” for the department.

Because of the department’s complexity, planning must be done in different time frames, moving systematically from the broad to the specific.

The Strategic Plan sets the direction for 20 years and beyond. The Strategic Mobility Plan (SMP) identifies funding, equipment, and human resources requirements for a 20-year period. The Tactical Plan focuses the SMP to identify needs more precisely over a five-year period. Management by Objectives sets specific objectives on an annual basis.

The division’s other two sections also involve the “big picture.” The Legislative Information Section analyzes proposed state and federal

legislation, in cooperation with other divisions, to evaluate potential impact on the department’s operations and budget. The Program Analysis and Policy Section coordinates the ongoing functional review of Austin divisions.

Among D-7’s major accomplishments last year were publication of the Strategic Plan and development of standards to provide more equity in personnel allocations for districts. The division also was deeply involved in the Transportation 2020 project, in cooperation with other divisions and the districts. Planning and Policy staff analyzed questionnaires, assisted in compiling the final project report, and identified concerns specific to each district.

During the coming year, staff will be busy watching legislative activity while continuing comprehensive human resources planning. A Tactical Plan will be developed along with performance measures to evaluate how well the department is

carrying out its mission. Another long-range project will be to develop a new format for departmental manuals so that employees can easily find complete, current information.



The Planning and Policy Division played an active role in Transportation 2020 forums, a nationwide effort to develop transportation goals for the 21st century.

**Created:**  
1985

**Sections:**  
Planning; Legislative Information;  
and Program Analysis and Policy

**Location:**  
Dewitt C. Greer Building in Austin

**Employees:**  
26

**Division Director:**  
Tom Griebel

# Highway Design

## Division



**T**he Highway Design Division is responsible for the development of the department's project database, the Project Development Plan (PDP). This database is the focal point for approximately 70 percent of the department's budget and is related to virtually every goal and strategy in the Strategic Mobility Plan.

During 1988, the PDP was updated, and identifies more than \$25 billion in highway system needs. About \$1.9 million in construction contracts were prepared for letting during the year through the division's scheduling, design, environmental, and public involvement processes. In addition, 25 D-8 employees are working on 41 assignments outside the division — serving on task

forces, as instructors, or on special projects for the department.

The highlight of the Highway Design Division's year was implementation of a three-phase in-house statewide design training program geared to increase design skills, knowledge, and experience for more than half of the department's 1,500 designers.

The division's roles and missions are expanding to include greater involvement in design policy and the Strategic Highway Research Program (SHRP) at the national level. The division is becoming more involved in planning for highway upgrading, added capacity, and pavement rehabilitation strategies, as well as human resource planning to support the design function at the district level. The Standard Specification Book Update is under way, scheduled for a 1990 publication date.

The Highway Design Division has been fortunate to have recognized leadership since its creation as the Road Design Division in 1929. J. C. Dingwall, division head from 1950 to 1954, later served as state highway engineer. Byron Blaschke, the department's deputy engineer-director, and Henry Thomason, deputy director for field operations, both worked in D-8. Both the current division head and the assistant director have received one of the department's most prestigious honors, the Gibb Gilchrist Award: Frank Holzmann was the 1982 recipient, and Billy Rogers won in 1988 for his work on the Principal Arterial Street System program.

The division also has been instrumental in furnishing supervisory-level employees for newly formed divisions or sections within other divisions.

**Created:**  
1929 as Road Design Division

**Sections:**  
Administration; Programming and Scheduling; Geometric Design; Pavement Design; Project Services; Field Coordination I, II, and III; and Environmental

**Locations:**  
La Costa Annex and Promontory Point in Austin

**Employees:**  
112

**Division Director:**  
Frank Holzmann



Instructor Bob Mikilan greets his class in a pilot presentation of the department's new design training program. The three-phase, in-house statewide program aims to increase design skills, knowledge, and experience for the department's designers.



# Materials and Tests Division

**A**s a service organization, the Materials and Tests Division responds to the needs of the districts by assisting with any materials problems and conducting research on materials.

The division is responsible for testing many of the materials used in highway construction, including cement, paints, lime, asphalt, sealers, joint materials, signing, and lighting items.

D-9 represents the department on the national level on materials subcommittees of the American Association of State Highway and Transportation Officials and the American Society for Testing and Materials. As members of these two organizations, the division participates in writing standards of industry for the nation.

During the past year, D-9 staff completed inspection of 385 precast segments for the cable-stayed Neches River Bridge under construction in the Beaumont District.

The units that make up the deck and cable support towers were cast near Victoria and shipped by barge to Port Arthur for erection.

D-9 has sought to improve department awareness of the need for test procedure precision and the need for technician qualification during the past year.

One of the major projects under way now is inspection in Monterrey, Mexico, of structural fabrication to be used in the new Houston Ship Channel Bridge, a cable-stayed structure connecting Baytown and LaPorte. Staff members also are inspecting structural fabrication in Chicago, Illinois, and Montgomery, Alabama, for projects in the Houston area. These three projects are expected to last for at least 18 months.

During the next year, the most far-reaching asphalt specification changes in department history are expected as a result of research both in-house and through the

cooperative university research program. Several D-9 engineers are working on various task forces rewriting other specifications.

Hveem stabilometer testing equipment will be placed in three districts during 1989, to decentralize the testing of asphalt stability and expedite reporting operations.



The Materials and Tests Division is responsible for testing many of the materials used in highway construction, as well as for assisting with problems and conducting research.

**Created:**  
1918

**Sections:**  
Physical Testing; Coatings and Traffic Materials; Asphalt and Chemical; Soils and Aggregate; Bituminous; Structural Field; Calibration; General Services; and Administration

**Locations:**  
Camp Hubbard in Austin; Amarillo, Arlington, Baytown, Chico, Corpus Christi, El Paso, Fort Worth, Houston, New Braunfels, Port Neches, San Antonio, San Marcos, Uvalde, Victoria, Waco, Weatherford, and Apple, Okla.

**Employees:**  
220 (half in Austin)

**Division Director:**  
Billy R. Neeley

# Transportation Planning

## Division



**T**he Transportation Planning Division is responsible for diverse tasks, including research, planning, data collection, and administration of the Gulf Intracoastal Waterway.

The Texas cooperative research program, administered by D-10, is the largest and most successful of its kind in the nation, and ranks as one of the best in the world. Texas transportation research has resulted in such innovations as bonded concrete overlays, breakaway sign and light supports, safety end treatments for culverts and guardrails, crash cushions, wet-weather pothole repair, and many others. Approximately 110 research projects were under way in 1988 through contracts with Texas A&M University and the University of Texas.

The division administers about \$8 million annually in federal highway planning and research funds. Another \$3 million in federal metropolitan planning funds flows through D-10 to local communities for comprehensive, cooperative planning in urbanized areas. Currently, there are 25 urbanized study areas and numerous special study areas in Texas.

The division collects, analyzes,

and projects traffic data for the whole state, and conducts route feasibility studies. Several route studies were completed in 1988 and nine more are now in progress. The division also completed the first comprehensive study of all existing and proposed bridges along the Texas-Mexico border.

During the past year, more than a million specialized maps were distributed to the public and to government agencies through the division's map operations.

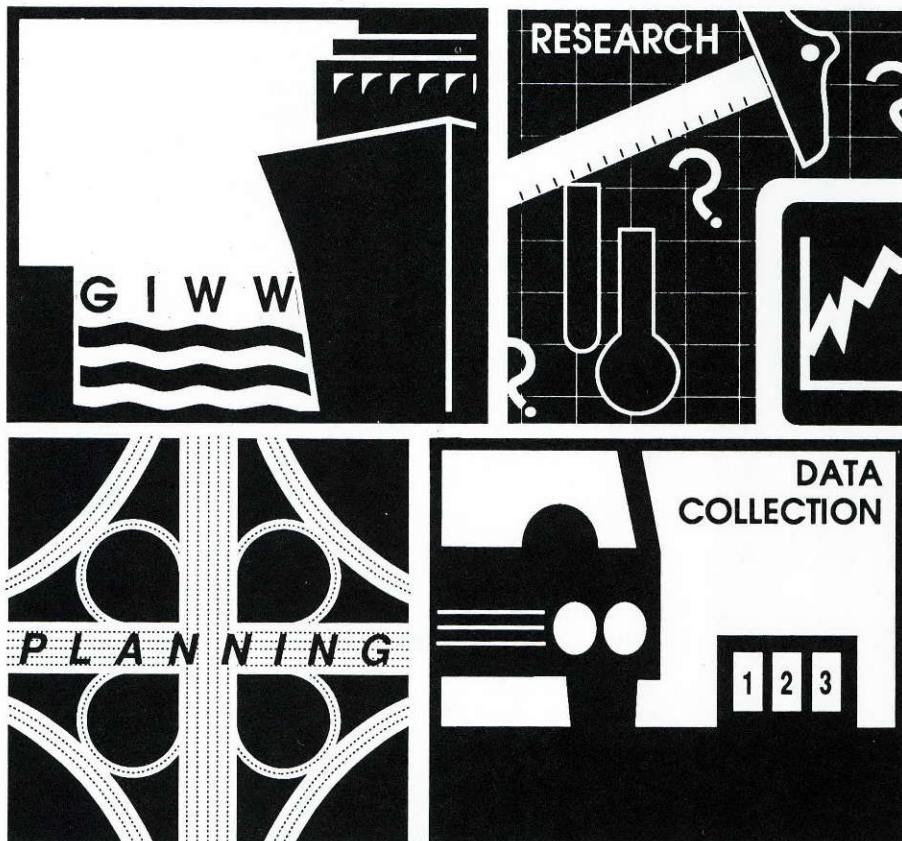
In 1988, negotiations were begun to purchase more than 800 acres of dredge disposal sites for the intracoastal waterway, so that the channel can continue to be kept clear for smooth passage of ships.

D-10's former public transportation

functions were elevated to division status with the creation of the Public Transportation Division (D-11) in September.

During 1988, 21 Transportation Planning employees received awards for a total of 325 years of service. Fourteen staffers currently are attending college part-time, and one employee is enrolled in the MBA II program at the University of Texas at Austin.

During the next year, the division will be developing an Intrastate Highway System Plan for Texas. D-10 also will begin implementing a totally new system of highway reference markers to replace the control, section, and milepoint location system now in use throughout the department.



The Transportation Planning Division has a myriad of tasks, including research, planning, data collection, and sponsorship of the Gulf Intracoastal Waterway.

**Created:**  
1936

**Section:**  
Administrative Operations;  
Transportation Systems Planning;  
Research and Development

**Location:**  
Camp Hubbard in Austin

**Employees:**  
186

**Division Director:**  
Al Luedecke



# Public Transportation Division

**T**he Public Transportation Division is the newest and, at least temporarily, the smallest of the headquarters divisions. But "public transportation" has been part of the department's official name and mission since 1975.

While many people think "transit" means subways or large diesel buses, public transportation in Texas includes many facets. High occupancy vehicle (HOV) lanes on some urban freeways ease congestion by promoting the use of commuter buses, car pools, and van pools. Park-and-ride lots range from very large facilities to five- or 10-car lots. Scenic trolleys traverse the streets of Galveston. And hundreds of vans provide daily service to elderly, handicapped, and rural residents throughout the state.

D-11, created last September, has been charged with sharpening the focus on public transportation as a vital part of the department's total mobility picture. Every district now has at least one transit system in operation with daily contacts among district staff members, transit operators, and division personnel.

Although the prospect for increased state funding for public transportation is uncertain, the division is working with the industry to ensure that state funds are used effectively to leverage federal grants. Transit, as an energy-efficient resource, is expected to receive some "oil overcharge" funds, and \$1.4 million has already been dedicated for rural public transportation systems.

Texas is one of only a few states chosen to establish and implement a model drug-testing program for transit operators.

The 9th National Conference on Rural Public Transportation will be held in San Antonio next fall. The city also plans to host the annual Texas Public Transportation Conference in the spring of 1989.

The American Public Transit Association (APTA) awarded the department its "Government Agency Achievement Award" in 1988. But the word from director Richard Christie is, "You ain't seen nothing yet!"



High occupancy vehicle (HOV) lanes on a number of urban freeways ease congestion by promoting the use of commuter buses, car pools, and van pools.

**Created:**  
1988

**Sections:**  
Planning/Urban Grants Management; Non-Urban and Elderly and Handicapped Grants Management; Grants Accounting; Administrative Support; Division Administration

**Location:**  
Camp Hubbard in Austin

**Employees:**  
14

**Division Director:**  
Richard G. Christie

# Division of Motor Vehicles



**T**he Division of Motor Vehicles administers a statewide system of collecting fees for motor vehicle registration and certificates of title. Last year, the division registered 13.5 million vehicles and issued 4 million titles.

Each year about \$681 million in related fees are collected, making up 22.9 percent of the total department receipts.

The 254 county tax assessor-collectors are designated as agents to collect the majority of these fees. To streamline the cooperative efforts of the county tax offices and the Division of Motor Vehicles, a project is under way to develop an automated Registration and Title System (RTS). The system will provide faster turnaround on vehicle title issuance and vehicle record updating while increasing record reliability.

Within the coming year, the division plans to implement the design of a new vehicle certificate of title that includes security features and a nationwide uniform format recommended by the American Association of Motor Vehicle Administrators (AAMVA). These enhanced security features will improve detection of altered and counterfeited title documents.

The division won two awards last year from AAMVA for a videotape produced with the help of the Travel and Information Division. This educational tape explains the operations of the license plate manufacturing plant at the Texas Department of Corrections in Huntsville, which produces 5 million plates a year.

**Created:**  
1945

**Sections:**  
Accounting; Administration;  
Correspondence; File Maintenance;  
Operations; Personnel; Production  
Control; Registration Audit; Special  
Plates; Special Services; and Title  
Control Systems

**Location:**  
Camp Hubbard in Austin

**Regional offices:**  
Abilene, Amarillo, Austin,  
Beaumont, Corpus Christi,  
Dallas-Carrollton, El Paso,  
Fort Worth-Arlington, Houston,  
Longview, Lubbock,  
Midland-Odessa, Pharr,  
San Angelo, San Antonio, Waco,  
Wichita Falls

**Employees:**  
484

**Division Director:**  
Dian Neill



The Division of Motor Vehicles last year registered 13.5 million vehicles and issued 4 million titles. The 254 county tax assessor-collectors are the designated statutory agents to collect the majority of the related fees.





# Human Resources Division

**T**he Human Resources Division is responsible for the employment, retention, education, and equitable treatment of a qualified work force to accomplish the department's goals.

During 1987, the division posted 313 job openings for the Austin divisions and interviewed more than 5,120 applicants. Approximately 34,000 personnel actions — payroll changes, merit raises, promotions, and insurance actions — were processed. The division also continues to provide guidance and coordination for employee relations and benefit programs on a statewide basis.

The Human Resources Division conducts and manages the department's \$2.7 million training program. Since 1981, the training staff has grown from two employees to 26.

One of the most important accomplishments during the past year was the development and initiation of the Performance

Planning and Evaluation Program. A new form and supervisor's handbook will be used along with training on methods and procedures for approximately 2,500 supervisors.

In 1988, the first human resources workshop was conducted on a regional basis for all district and division personnel officers. Also during the past year, the division increased its emphasis on attracting minorities to the department through cooperation with the Texas Association of Minority Engineers (TAME).

The biggest project planned for this year is the design training program in coordination with the Highway Design Division (D-8) and most districts. Over the next two to three years, the program will reach all department personnel who need additional design training.

The field of human resources has become an exciting and demanding profession that is vital to the department's roles and missions.

The division expects to meet the challenges of the future with sound planning and ingenuity, and with the help of the personnel specialists in the districts and divisions.



**Managing People I** trainees at Lago Vista discuss a group project. The course in basic management functions is taught by experienced "supervisors turned instructors" on loan to the Human Resources Division.

**Created:**  
1950

**Sections:**  
Classification and Planning;  
Resource Management; Training  
and Development; and Employee  
Relations

**Location:**  
Dewitt C. Greer Building and Camp  
Hubbard in Austin

**Employees:**  
59

**Division Director:**  
Leslie A. Clark

# Right of Way

## Division



**R**ight-of-way acquisition is an integral part of the transportation business. Since the Right of Way Division was created, it has helped acquire more than 107,000 separate parcels, totaling some 270,000 acres, at a cost of about

\$1.566 million. Highways cannot be built or improved without land on which to build them; and its timely acquisition, based on favorable public involvement, is essential.

The division's acquisition and related land management functions entail a variety of interesting and complex processes. Many different types of professionals use their expertise to deal with myriad regulations, engineering matters, contract and real estate law, relocation of utilities, and real estate valuation.

Other division functions include the administration of the control of outdoor advertising signs and junkyards next to highways, the relocation assistance program, the sale and lease of surplus land, and leasing of mineral rights on the highway right-of-way.

In accordance with new enabling legislation, rules and regulations for

leasing surplus right-of-way were established during the past year. A new Utility Accommodation Policy is in the process of being incorporated into new regulations.

In 1989, policies and procedures for handling right-of-way parcels involving hazardous wastes will be adopted. The division will be instituting more accurate right-of-way budgeting and firmer control of expenditures. Administration of right-of-way acquisition policies for the Principal Arterial Street System (PASS) program will be another new major undertaking.

The division will also be involved in acquiring land for the Superconducting Super Collider in Ellis County. A number of large right-of-way projects in Austin, Dallas, and Houston will mean an increase in activity resulting in the largest right-of-way program in recent history.



**Created:**  
1956

**Sections:**  
Engineering; Legal; Appraisal;  
Administrative; Utility; and  
Accounting

**Location:**  
Walnut Creek Business Park in  
Austin

**Employees:**  
57

**Division Director:**  
Gary Bernethy

The Right of Way Division's acquisition and related land management functions entail a variety of complex processes, including contract and real estate law, relocation of utilities, and real estate valuation.



**C**ommunicating with the public has taken on new perspectives since the Travel and Information Division was created in 1959. The division specializes in communication, both directly with Texas travelers and through the news media.

Ten tourist information centers ring the Texas border. Two more are located in Austin, one in the Dewitt C. Greer Building and one at the state Capitol. Last year, 54 travel counselors gave information and literature to more than 3 million Texas visitors, and 425,000 mailings went out in response to information requests.

Literature is an important part of keeping travelers informed. The division produces quality publications featuring Texas' scenic, historical, cultural, and recreational attractions. Last year, a new Texas travel guide premiered, combining detailed tourist information and spectacular photography.

Providing print and audiovisual materials for free distribution is a key responsibility of the division under the new Strategic Travel and Tourism Plan for the state of Texas. Development of this plan, which coordinates the activities of seven state agencies, ranks as a major achievement for 1988.

The state's official travel magazine, *Texas Highways*, is a major force in Texas tourism. It boasts the third highest circulation of any magazine of its type in the country. More than 400,000 issues are produced every month and reach households in all 50 states and 61 foreign countries.

Many of the impressive photographs in the magazine are taken by members of the division's audiovisual team, who also support the rest of the division and respond to needs throughout the department.

In the Information Services Section, staff professionals may prepare a speech for a commission

member one day, write a news release the next, and make a presentation on the "Don't Mess with Texas" campaign later in the week. The section coordinates the award-winning campaign that has reduced visible roadside litter by 58 percent in the last three years.

Information Services also publishes *Transportation News*, gets the daily PIC (Public Information Coordinator) to computer screens throughout the department, assists district public affairs officers, and coordinates statewide reports on road conditions daily.

Recent accomplishments include a special seminar for new district public affairs officers, coordination of six Transportation 2020 public meetings around the state and preparation of Texas' 2020 report, and production of an Adopt-a-Highway guidebook to help other states initiate similar cleanup programs.



Travel counselor Mary Ulrich gives a Capitol tourist the department's new Texas travel guide. D-16's 54 travel counselors provided information and literature to more than over 3 million tourists in 1988.

**Created:**

1953 as Division of Information and Statistics; became Travel and Information Division in 1959

**Sections:**

Travel Services; Information Services; Support Services; and Texas Highways

**Location:**

Dewitt C. Greer Building and Camp Hubbard in Austin

**Tourist bureaus:**

Amarillo, Anthony, Denison, Gainesville, Langtry, Laredo, Orange, Texarkana, Harlingen, Waskom, Wichita Falls, and Austin

**Employees:**

118

**Division Director:**

J. Don Clark

# Maintenance and Operations Division



**T**he Maintenance and Operations Division was, until recently, the Safety and Maintenance Operations Division. Its new name clarifies the division's mission to provide an operationally safe and efficient highway transportation network that is both appropriately maintained and aesthetically pleasing.

Maintenance has been, and will continue to be, a major function of the division. However, as traffic is concentrated in the large urban areas, congestion increases and mobility decreases, making operations more important. Operations — defined as the activity most directly related to the driver — includes issuance of truck permits, traffic management and engineering, and traffic safety programs.

To address this emphasis, the division was reorganized Oct. 1.

Safety, while no longer part of the division's title, continues to be an important function. In fact, it's because safety is critical throughout the department that it is no longer considered the responsibility of a single division.

The division marked many accomplishments during 1988:

- Statewide implementation of oversized/overweight permit issuance out of the centralized permit office;

- Design and partial implementation of the Maintenance Management Information System (MMIS);

- Authorization to develop a statewide Pavement Management System (PMS);

- Development of the Adopt-a-Highway for Landscaping Program, the Adopt-a-Freeway Program, and the Landscape Cost Sharing Program;

- Development of a vegetation management manual; and

- Placing under contract one new 20-vehicle ferry boat for the Port Aransas ferry operations.

The division's 1989 objectives include: developing a comprehensive Traffic Operations and Management Plan; deciding which activities can be best shifted to contractors for the most effective use of maintenance forces and equipment; and establishing performance measures for maintenance activities.

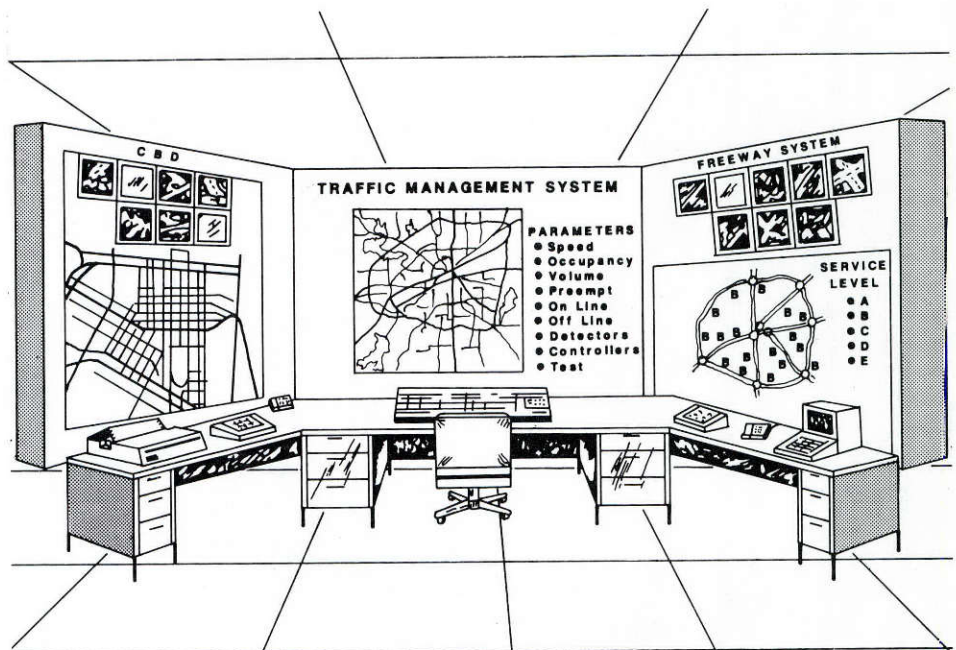
**Created:**  
1923

**Sections:**  
Accounting and Personnel; Buildings and Real Estate; Central Permit Operations; Landscape; Maintenance; Pavement Management; Planning and Administrative Support; and Safety and Traffic Operations

**Locations:**  
La Costa and Promontory Point in Austin

**Employees:**  
215

**Division Director:**  
Bob G. Hodge



The Traffic Management Center is one of several operations under the Maintenance and Operations Division. As traffic is concentrated in large urban areas, congestion makes traffic management increasingly important.

# Division of Automation



**T**he Division of Automation provides overall management and direction in support of the department's automation activities.

This support is accomplished primarily through a central computer system and six regional computer centers, operating an extensive statewide management system, decentralized engineering design operations, and a motor vehicle title and registration system.

The information generated by these systems is used in decision-making for all levels of management in the department. It also provides specialized automation services such as photogrammetry (the generation of computer-resident geographic databases from aerial photography), electronic engineering (computerized traffic signalization systems), and interactive graphics roadway design systems.

One of the division's biggest accomplishments last year was the installation of engineering workstations in 62 selected resident

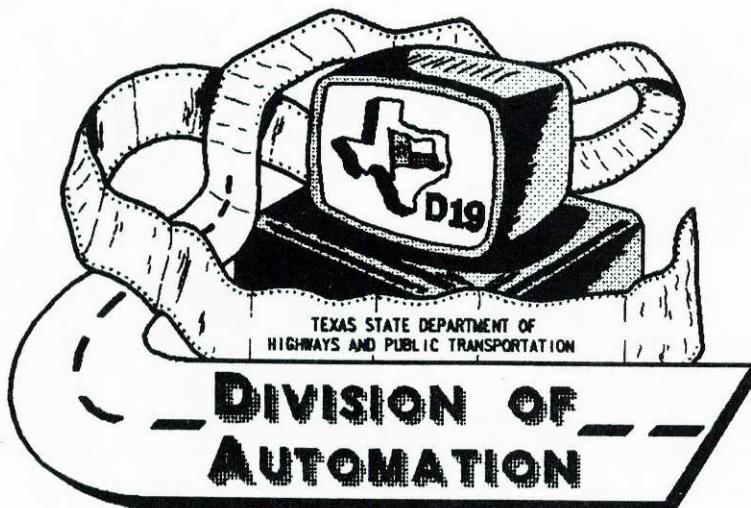
engineer offices. Training of district support personnel and residency operators was completed in April. This effort has helped increase productivity and improve the quality of in-house design.

The division is currently developing an Automated Plan Preparation System that will standardize plan sheets and procedures through the use of graphics-aided software. The system will reduce the time and cost of the plan preparation process. An important concept in the development of this system is the continued opportunity for all users to work closely with Division of Automation staff to ensure their needs are identified and addressed.

Phased implementation of the Maintenance Management Information System (MMIS) is scheduled for 1989. This system is designed to provide detailed, timely reports regarding work loads and cost of maintenance activities. The reports will support budgeting and

operation planning and provide information to analyze maintenance activities for improved productivity and efficiency.

D-19 has achieved its share of accolades. Roger Merrell received the Dewitt C. Greer Award in 1984, and Division Director Tommie Howell earned the "President's Special Award of Merit" in 1986 from the American Association of State Highway and Transportation Officials.



The Division of Automation, backed by a central computer system and six regional computer centers, provides for overall management and direction in the support of all automation activities in the department.

**Created:**  
1965

**Section:**  
Administrative and Fiscal Services;  
Automation Research and Training;  
Data Processing; Engineering  
Graphics and Satellite Survey;  
Engineering Systems; Planning and  
Information Systems; and Systems  
and Programming

**Location:**  
Camp Hubbard in Austin

**Employees:**  
340

**Division Director:**  
Tommie F. Howell

# Occupational Safety

## Division



**T**he Occupational Safety Division, until recently called the Insurance Division, celebrates its 51st birthday this month.

The division is unique within the department and among highway departments around the country because of the special laws it administers. One of these is a workers' compensation law that applies specifically to the department. Another is the Texas Tort Claims Act, a law it's said only Texans could have created. Still another is a special law that lets the

department buy insurance to protect its employees while operating state-owned vehicles and equipment.

These laws are complicated in many respects, as is the work they produce, but the biggest challenge facing the people who run the division's business is keeping employees from being injured — or worse — on the job.

The department's accident and injury rates have climbed steadily in recent years. But something is in the works to change that. A recent review of the department's accident prevention function has resulted in the formation of a six-member advisory committee. This committee is reviewing a number of safety-related items, including the

department's safety program, all departmental safety rules and standards, all aspects of hazardous materials management, drivers' safety training, and actions designed to keep motorists and work crews from doing each other grievous harm when they're on the highways at the same time.

The department's objective is a major improvement in vehicle and personal-injury accident rates. The advisory committee's recommendations to the administration, and sharply increased emphasis on safety requirements throughout the department, could produce greater improvements in safety by 1990 than have been seen in any of the division's previous 51 years.

**Created:**  
1938

**Section:**  
Workers' Compensation; Tort; Safety; Industrial Hygiene; and Liability

**Location:**  
Camp Hubbard in Austin; field representatives in Houston, Abilene, Tyler, and Dallas

**Employees:**  
31






**Division Director:**  
Quinner F. Williams



To promote employees' use of safety gear, Occupational Safety Division Director Quinner Williams, right, and Equipment and Procurement Division Director Robert Flaherty, left, present safety helmets to Deputy Engineer-Director Byron Blaschke, Engineer-Director Raymond Stotzer, and Deputy Director Al Castello.



## The Department's Mission

-  Provide a safe, economical, effective, and efficient highway transportation network for the people, commerce, and communities in Texas;
-  Support economic development by providing transportation infrastructure;
-  Assist political subdivisions in providing public transportation systems;
-  Provide coordinated and customer-oriented vehicle registration and titling;
-  Support the Gulf Intracoastal Waterway.

### Quality

We promote quality in each product and service we deliver.

In answer to an ever-changing world we approach our work with professionalism, innovation, and a commitment to cost-effectiveness. The department has a world-renowned reputation for quality construction, innovative design and construction, progressive operational procedures, and overall leadership in research and development and maintenance.

We believe that our professionalism, innovation, and cost-effectiveness result in quality and superior organizational performance.

### Integrity

The department's credibility depends on our responsible and forthright actions.

Integrity goes beyond honesty in business relationships and in managing the tax dollars with which we are entrusted. It requires us to uphold, both in spirit and in deed, all state and federal laws and the policies and work requirements of the department.

### Respect

We recognize that the primary purpose of the department is to serve the public.

Each employee must respect the people using the highway and transportation systems and respond to their needs quickly and professionally. In order for the department to succeed and consistently meet its goals, each employee must respect and appreciate every employee's valuable and necessary contributions.

