

TxD
T1300.6 T687N 19:02

NON-CIRCULATING

TEXAS STATE
DOCUMENTS COLLECTION

TRANSPORTATION news

Texas Department of Transportation

October 1993

93-284 DEC 01 1993

Susan Hodgson



TxDOT superlatives

See page 12

U OF NT DEP. LIBRARIES 76203

What's Inside

Executive Director Bill Burnett debuts his new column concept, an interactive series called "Ask Bill." **Page 2**

Life at TxDOT still has its traditional rhythms, despite the many changes. One of the happiest traditions is the Highway Beautification Awards. Finalists were announced recently. **Page 2**

Meet the new management, from the senior team on down:

- Deputy Executive Directors **4**
 - Associate Executive Directors **5-6**
 - Staff Services Director **7**
 - Division, Office Directors **7,11**
 - District Engineers **8,10,11**
- A filled-in organizational chart should help you make sense of the new TxDOT order. **8-9**

On our Covers

Finally, the moment you all (OK, at least a few dozen of you) have been waiting for: the compilation of the *TxDOT Book of Records*. It shows we're not only one of the biggest and the best agencies—we're also one of the most eccentric. Read all about it on pages 12 and 13. On our **inside cover**, Lois Deater of the Travel and Information Division is ready to make the catch in the June phase of the 1993 TxDOT Softball Tournament.

TRANSPORTATION news

Volume 19 **Number 2**

OCTOBER 1993



A newsletter published monthly by the Public Information Office, Texas Department of Transportation, 125 E. 11th Street, Austin, Texas 78701-2483. Manuscripts, photos, news tips invited. Send submissions to above address or telephone the editors at 512/463-8588.

Executive Editor Al Zucha
 Editor Gina McAskill Scherffius
 Associate Editor Jeff Carmack
 Graphic artist Susan Hodgson
 Staff writers Cheryl Converse,
 Roger Polson, Victor Rodriguez,
 Meredith Whitten, Emily Willingham
 Staff support Pam Bias-Swain, Kerry Kutch,
 Linda Ribble, Diana Ward

Travel and Information Division contributors:
 Photographers Geoff Appold, Gay Shackelford,
 Griff Smith, Kevin Stillman
 Photo librarian Anne Cook



Kevin Stillman

Players designate softball tournament a hit despite rainouts

By Meredith Whitten
 Staff Writer

TxDOT employees flocked to Austin this summer to display their athletic prowess at the fifth annual TxDOT softball tournament.

When they arrived at the Pleasant Valley Sport Plex June 19 to start the two-day tournament, thunderclouds loomed overhead. Finally, after one day of double plays, home runs and the occasional wild pitch, the dark skies made good on their threats and rain suspended the action.

Almost two months later—on Aug. 14—play resumed, and the TxDOT pennant race was on. With only two days to accumulate as many strike outs, RBIs and stolen bases as they could, TxDOT athletes were pitching their best stuff and swinging for the fences in an effort to capture the trophy for their team.

The tournament was organized into three brackets: competitive men's, recreational men's and co-recreational. Many divisions and districts were represented, and some employees drafted family members—who also qualified to play.

With the lack of private team planes or even team buses like the minor leagues use, employees were left to their own devices to make their way to Austin. Zach Graham, program administrator in the

Transportation Planning and Programming Division who organized the event, said he was pleased with the turnout. He said that despite the distance they had to travel and the fact that many teams had to make the trip twice, the players were enthusiastic. "A lot of the out-of-town teams enjoyed coming to Austin to play," he said.

Scott Geron and his fellow employees at the Northwest Houston Area Office made the trek to Austin both weekends. Their team, the D-59ers, has participated in the tournament for three years. When they're not playing in the TxDOT tournament, Geron said they hone their skills in city leagues around Houston.

Geron said the softball competition is not the only reason to attend the tournament. "I enjoy seeing people from other parts of the state," he said. "I see people that I've had training with. It's nice to relate to others outside the workplace."

Although the tournament is usually entertaining in its own right, the flooded fields provided for a number of outstanding plays and bloopers, many of which would put ESPN's "Plays of the Week" to shame.

Clara Berndt of the Budget and Finance Division said that although the field became swamplike, her

See Softball, page 2



This paper contains 50 percent recycled fiber, at least 10 percent coming from post-consumer waste. It is recyclable with other white paper.





Ask Bill

Fellow TxDOT employees:

As your new executive director, I'd like to do something new for an executive director's column. I like to talk about employee input in management and open, honest communication. So I'm going to walk the talk.

With the help of my staff, I'm launching "Ask Bill." Every month in *Transportation News*, I'll answer a question from an employee—two, if they're short. (The questions, not the employees.)

What sort of questions? Let

me give you some criteria.

Questions should:

- Pertain to TxDOT policies, procedures, operations or culture
- Not constitute a matter that should be handled through formal grievance procedures
- Apply or be of interest to a wide audience of department people
- Be concise enough to be answered in a few hundred words
- Be signed and include work unit and title— anonymity will be protected if requested
- Be from department employees only

Questions from retirees and other interested parties are welcome, too, but they would be addressed in the periodic "Other Voices" feature that showcases

viewpoints from outside the agency.

If I expect you all to communicate in a frank and timely way—and I do—it's only fair that I do the same. I can't guarantee that your question will be answered in T-News; it will depend on the number of questions I get, what questions have been answered recently, and so on. I will, however, guarantee that your question will be read, logged and considered by me personally or by a member of the senior management team.

We regard "Ask Bill" not only as another method of two-way communication, but also as a way to discover what employees are thinking, worrying and talking about. If it's important to you, it's important to me. When I took this job, I said I had just gone to work

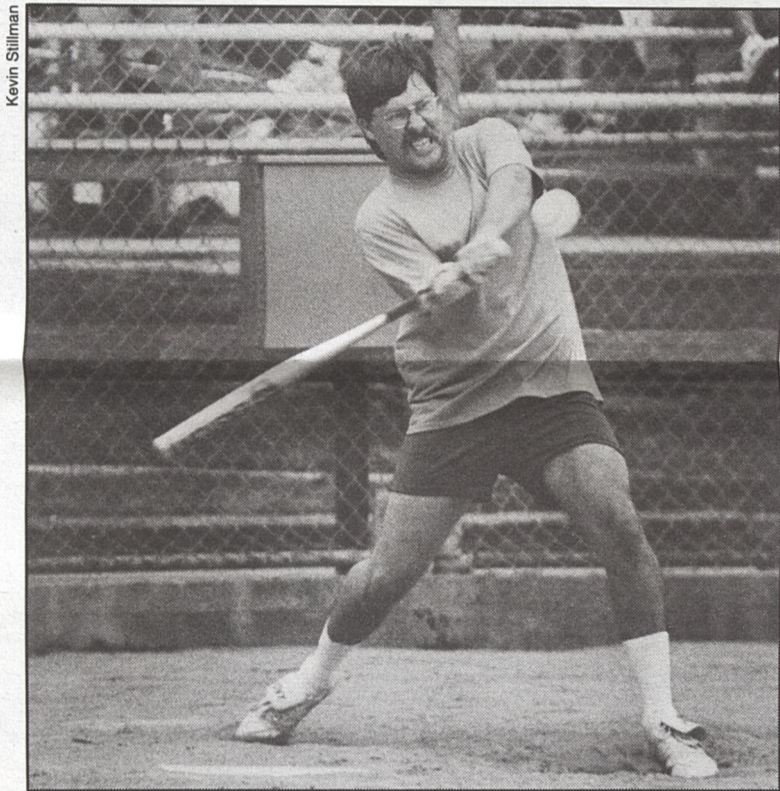
for 15,000 bosses. I still believe that.

We will reserve the right to edit questions for length, as well as grammar, spelling and such. I have instructed T-News staff to keep the original intent of the questions—and answers, which will be edited too.

We've covered who, what, why and how. When? You can start right now. Where? Send questions to the following address (by intra-agency mail, if you can):

Ask Bill
TxDOT Public Information
125 E. 11th St.
Austin, Texas 78701

OK, time to get busy. Got a question? Think about it, write it, rewrite it, send it in—and watch this space. ♣



Kevin Stillman

Softball

From inside cover

team continued playing until the downpour forced play to end.

"It was pretty funny playing in the mud," she said. "You could run half way down to first, start to slide and still make it all the way to the base."

When they weren't sliding in the mud, TxDOT players dazzled their fellow employees with some outstanding plays. Geron's teammate Rick Henderson led a come-from-behind win as he stepped to the plate and knocked

Paul Remlinger shows the intensity that goes hand-in-hand with the fun at the TxDOT softball tourney. Remlinger is an engineering technician with the Liberty County Area Office, Beaumont District.

one out of the park. Henderson went on to win his bracket's tournament MVP award.

While Barry Bonds' and Cal Ripken Jr.'s jobs are not in jeopardy, Graham admitted that the skill level of TxDOT employees was higher than he expected.

"It's surprising," he said. "When I first started, I thought it was just going to be sandlot ball, but there are a lot of good players and teams that easily could be B or C teams. There were some guys who regularly had 300-foot hits."

When the competition finally concluded, the winners had been decided. In the competitive men's division, the team from the San Antonio North Bexar residency came in first. The D-59ers from Houston won the recreational men's division. And, the co-recreational title went to a team from Ennis known as the WPLB. ♣

Beautification awards finalists announced

The six finalists for the first Highway Beautification Awards sponsored by Keep Texas Beautiful Inc. (KTB) were announced Oct. 1. (In the table at right, finalists names appear in boldface.)

The winner will be announced at the 24th annual awards ceremony Nov. 4 in Driftwood, just south of Austin. Recipients of the Environmental Achievement and Twelve Months of Color awards will also be honored.

This year's event is co-hosted by TxDOT and KTB at the Salt Lick Pavilion on FM 1826. Lunch will begin at 11:45 a.m., with the awards ceremony beginning at 1 p.m. A country-western band will entertain.

Tickets are \$10 and may be purchased from KTB before Oct. 25. Call KTB at 512/478-8813 or 1-800/CLEAN-TX for an order form. Credit card orders may be faxed to KTB at 512/478-2640. ♣ **Valerie Davis, Travel and Information Division**

Nominee

George Moore
 Joe B. Robinson
 Calvin Hartman
 Edward Higginbotham
Gene Laughlin
 Raymond Kurtz
 Lee Bruce
Cresenciano "Chano" Falcon
Marvin Hanks
 Joe L. Zubiato
 William Gartrell
James Hebert
 Tracy Cumby
 James W. "Woody" Dixon
Jesse Gutierrez
 Jerry W. Maxton
 Jose Luis Delapass
 Scott Alley
 Luis Alcalá
Mark McClanahan
 Tommy Gaskamp
 Jerry L. Lancaster
 Ronnie Roecker

Section

Hutchinson Co.
 Carthage
 Blanco Co.
 Orange Co.
Brown Co.
 Walker Co.
 Knox Co.
Aransas Co.
Southeast Dallas Co.
 Presidio Co.
 Somervell Co.
Northeast Harris Co.
 Hockley Co.
 Polk Co.
Ector County
 Franklin Co.
 Laredo
 Tom Green Co.
 Frio Co.
Van Zandt Co.
 McLennan Co.
 Bowie
 Victoria Co.

District

Amarillo
 Atlanta
 Austin
 Beaumont
Brownwood
 Bryan
 Childress
Corpus Christi
Dallas
 El Paso
 Fort Worth
Houston
 Lubbock
 Lufkin
Odessa
 Paris
 Pharr
 San Angelo
 San Antonio
Tyler
 Waco
 Wichita Falls
 Yoakum

73rd Legislature had profound effects

By Karen LeFevre
Environmental Affairs Division

Creating a cleaner, greener future for Texas is going to take a lot of cooperation—with state government leading the way. That goal was written into three major pieces of environmental legislation passed during the 73rd Legislature last spring: House Bill (HB) 1969, Senate Bill (SB) 1051 and SB 814.

TxDOT, together with several other agencies, will help reduce emissions, promote recycling and create more “natural” landscaping. In turn, the trends followed by the agencies today will affect the lives of Texans tomorrow as they drive less polluting vehicles and find more recycled goods and native plants in the marketplace.

The federal Clean Air Act Amendments of 1990 established testing standards for tailpipe emissions in Texas’ four non-attainment areas—Houston,

“Although this bill affects about 6 million vehicle owners in the four non-attainment areas, it also affects the entire state because registrants outside those areas will have to present proof of county residency,” said Mary Ann Chapman of the Vehicle Titles and Registration Division.

In the case of SB 1051, the Legislature has told state agencies: Buy more products made from recycled goods and manufacturers will have to produce more to keep up with the demand. This means they’ll create a market for recyclables.

The bill, sponsored by Sen. Carl Parker, aims to “close the recycling loop.” SB 1340, Parker’s omnibus recycling bill, required state agencies to recycle items such as office paper, aluminum and corrugated cardboard. SB 1051 modifies regulations on disposal of used oil and tires and charges government entities to recycle steel



Earth Watch

to procure products made from recycled goods. Finally, TNRCC must develop a plan to reduce of solid waste, with a state goal of 40 percent reduction of municipal solid waste by Jan. 1, 1994, using a 1991 baseline for comparison.

“From the standpoint of purchasing, TxDOT is ahead of the curve because we have been buying recycled and environmentally sensitive material for several years,” said Sil Romero, purchasing manager with TxDOT’s General Services Division. “The change from solvent-based to water-based paint is one example. The purchase of paint alone would nearly make up the 5 percent required by the bill.

“Each year we spend about \$8.7 million on sign material, about the same as we do on paint,” Romero said. “The department has been very active in changing its purchasing objectives to use more recycled materials, so we don’t see any difficulty in meeting the requirements of SB 1051. In fact, this bill supports what we’re already doing and have been doing long before this legislation,” he said. “We anticipate exceeding the requirements.”

The department buys reflective glass beads made from recycled materials, recycled paper and other products, such as reclaimed asphalt pavement. Also, many of the department’s aluminum and steel signs are reconditioned and reused.

Craig Steffens, TxDOT’s chief landscape architect, calls SB 814 the 73rd’s “warm, fuzzy” bill.

Sponsored by Sen. Carlos Truan, it calls for the General Services Commission, in consultation with TxDOT, TNRCC and the Industry Advisory Committee, to adopt guidelines for xeriscaping state property. The bill requires xeriscaping for state-owned buildings and roadside parks built after Jan. 1, 1994. A five-year program for phasing in xeriscape practices is allowed for existing buildings and roadside parks.

Steffens said xeriscaping supports earth-friendly designs that use native or adapted plants, requiring low maintenance. These plants are drought tolerant and need little fertilizer, herbicides or pesticides. “Water conservation is the key,” said Steffens. “In xeriscaping, location is very important. Site analysis takes a lot of thought.”

Xeriscapes around state office buildings, roadside parks and Travel Information Centers will incorporate more shrubs, more hardscape (rocks and gravel), less turf grass and more low-growing, drought-tolerant grasses, such as buffalo grass.

Citing several examples of TxDOT xeriscapes, Steffens said, “All this bill does is make us consider native and adapted plants more. The only reason that these plants are not used as much as they could be is that people haven’t taken time to explore the aesthetic attributes of natives.”

Steffens also said that one result of this legislation is that it creates an automatic demand. “It’s a challenge to find those plants,” he said. “But by state agencies’ use, we’ll encourage the nursery industry to grow and provide plants for use all over the state and thus encourage the general public to buy and use home-grown Texas plants.

“So much was brought from East to West by people bringing a bit of home with them,” he added. “This bill challenges us to do something with what Mother Nature gave us here in Texas. Now we want Texas to look like Texas.”

“[SB 814] challenges us to do something with what Mother Nature gave us here in Texas. Now we want Texas to look like Texas.”

Craig Steffens, chief landscape architect

Beaumont/Port Arthur, Dallas/Fort Worth and El Paso. Other areas may also use the standards.

As a result of HB 1969, the Texas Natural Resource Conservation Commission (TNRCC) will administer the testing program, but TxDOT will help through the vehicle-registration process. If a vehicle does not meet the required emission standards during an annual or biennial inspection, TxDOT will not register the vehicle.

To complete registration, the owner must repair the faulty exhaust system, which can cost as much as \$200 to \$450. To alleviate financial hardship, up to 3 percent of vehicles in non-attainment areas can be excluded, and there is a ceiling on the repair cost in all other cases.

containers, juice packages and milk cartons. It also requires state agencies to dedicate at least 5 percent of their fiscal year 1994 procurement budgets to buying materials, supplies and equipment that contain recycled material, are remanufactured or are environmentally sensitive. Beyond FY 1994, the required expenditure goes up to a minimum of 8 percent. The agencies must also file an annual report with the governor’s office each January showing how much they spend on goods made from recycled materials.

The Texas Department of Commerce must create a legal framework to establish recycling market development zones throughout the state. Additionally, the General Services Commission can enter into interstate agreements

Note: Until official abbreviations are issued, the Transportation News calendar will use the following:

Audit Office	AU
Aviation Division	AV
Budget and Finance Division	BF
Civil Rights Division	CR
Construction and Maintenance Division	CM
Continuous Improvement Office	CI
Design Division	DN
Environmental Affairs Division	EA
General Counsel	GC
General Services Division	GS
Gulf Intracoastal Waterway Office	GI
Human Resources Division	HR
Information Resources Manager	IM
Information Systems Division	IS
International Relations	IR

Legislative Affairs	LA
Management Services	MS
Materials and Tests Division	MT
Occupational Safety Division	OS
Traffic Operations Division	TO
Public Information	PI
Public Transportation Division	PT
Research and Technology Transfer Office	RT
Right-of-Way Division	RW
Staff Services	SS
Transportation Planning and Programming Division	TP
Travel and Information Division	TI
Vehicle Titles and Registration Division	VT

Calendar

OCTOBER	
18	Management Team Meeting, College Station
19-21	Transportation Short Course, College Station
25-27	PMIS District Coordinators Training, Austin, DN
25-27	Area 3 Research Meeting, Brownwood, RT
28	Commission Meeting, Austin
NOVEMBER	
3-4	Construction Meeting, El Paso, CM
4	Highway Beautification Awards, Austin, DN
9	District Chief Accountant or District Director of Administration Meeting, Austin, BF
15-17	IVHS Texas, College Station, TO
15-17	PMIS District Coordinators Training, Austin, DN
16-17	Highway Construction Lettings, Austin, CM
26	Thanksgiving Holiday
30	Commission Hearing and Meeting, Austin

New executive position a return 'home' for Cassie Carlson Reed

Cassie Carlson Reed is back home with the department.

This time, she will start work as deputy executive director for Administrative Services. Executive Director Bill Burnett picked her to oversee the Budget and Finance, General Services and Information Systems divisions.

Many TxDOT employees know her as Cassie Carlson, the liaison for the '80s Price Waterhouse management audits. Some remember her as the woman who headed what became the Special Projects Office.

Besides a different name, Reed brings a new outlook to the department.

"I'm happy to be back home," she said. "We're all starting with a clean slate. I will make my own assessments from what I hear from employees. I will start meeting with small groups as soon as I get there. I'm going to go to them." She said she wants to be Cassie to all TxDOT employees.

When Reed first worked for the department, from January 1981 to

November 1987, her responsibilities included managing a staff which developed policy analysis, and operating procedures, issued briefing papers, oversaw administrative special projects and analyzed legislation.

She served as deputy project director for the department's first 20-year strategic needs assessment.

Reed said that she was sorry to leave her friends behind when she left the department to become director of the newly created Travel and Transportation Division at the General Services Commission. "But I had a drive to be in a managerial role and I was impatient. I wanted to be a division head right away. When I saw the posting for the position with General Services, I thought I could make more of a contribution.

"Department engineers design and build bridges, and I sure didn't burn any of them. I've stayed in touch with my TxDOT friends,"

she said. When her appointment was announced, Tyler District Engineer Bobby Evans called to congratulate her. "That meant a lot. TxDOT is home," she said.

Reed said her greatest fault is that she can be too much of a planner. When she started college, she decided to earn her bachelor's degree in three years. Although that meant taking extra-heavy loads each semester, including summers, Reed didn't waver.

"I really push myself, but the success I enjoy is because of the people around me. I really depend on people," Reed said. "I believe there's not one person who can assume full credit for his career. None of us can continually improve without other people."

Reed also likes to attribute her success to fairness. "I always try to be fair to people, whether they are employees or customers."

Although Reed had met Burnett

before, she did not have an opportunity to work closely with him, she said. When she left the agency, Burnett was working in Abilene.

"I'm excited to be part of the senior management team. I want to hear their ideas and work with them. I want to be part of the solution," she said.

One thing Reed plans to help accomplish is changing how TxDOT is perceived in state government. She said people in other agencies tend to think this department acts as a lone wolf.

"That's not true. I want to work to change our image—to change their perception of us," she said.

Reed recently married her high school sweetheart, David, who works at the Comptroller's Office. David, a graduate of Texas A&M, and his son, 12-year-old Justin, are the Aggies in the house, Reed said. She and her 10-year-old daughter, Meredith, are loyal Longhorns. "It should make for some lively football debates at home," said the new deputy executive director. ♣

Cheryl Converse

Administrative Services

TxDOT leaders

The Senior Management Team: from left, Russell Harding, Bob Cuellar, Cassie Carlson Reed, Jim Bisson, Bill Burnett, Bob Templeton, Daffney Henry and Tom Griebel.



Bob Cuellar says he's living a 'planner's dream come true'

The timing is right for planning and diversity.

That's the word from the department's new deputy executive director for Transportation Planning and Development, Bob Cuellar.

As in their push for planning, state officials and Texas Transportation Commission members are backing the department's efforts to diversify its work force.

"It's an interesting parallel. With transportation planning and

with diversification, we are looking at situations from a non-traditional perspective. There's more to an efficient transportation system than highways and there's more to a well-organized agency than engineers," Cuellar said.

"This is a planner's dream come true. We live for the opportunity to give information to decision-makers on issues about limited resources—in my case, the transportation system and our people," he added.

Cuellar was the department's engineer of intermodal planning when Executive Director Bill Burnett tapped him for a deputy

executive director's position. In that role, he will oversee environmental affairs, right-of-way acquisition, highway, bridge and landscape design, and the Statewide Transportation Improvement Program.

"I'm looking forward to integrating the best of research,

planning and environmental concerns for each project, before we begin its design," Cuellar said.

"Once I saw Bill's plan for the organization of the department, I was very excited about it. I wanted to be a part of the team," Cuellar said. "I am honored to be one of the people who will help Bill interpret the policy the Texas Transportation Commission sets for our agency. I'm really pumped up about it.

"The past administration gave me the opportunities to build responsibility and get some amaz-

Transportation Planning and Development

See Cuellar, next page

Meet the management team: Associate Executive Directors

Jim Bisson still on cloud nine about his promotion to senior team

Jim Bisson has been climbing through the ranks for the past 24 years.

On Sept. 1, Executive Director Bill Burnett announced that Bisson would serve as assistant executive director for Motorist Services. At that post, Bisson will direct all customer-service operations for the department, including permits, vehicle titles and registration, and travel information.

Bisson first learned of his promotion the Monday night before Burnett announced his picks for the senior management team. That day, Bisson also learned he will become executive officer for his Texas National Guard brigade, and that he could save about \$300 a month on his mortgage if he refinanced his home.

As his commanding officer put it, "There was no sense in Jim's trying to buy a lottery ticket."

"I'm not sure that I've come down from the clouds yet," Bisson said. "I didn't sleep at all that night because I was so excited. So many of the folks that I started working

with called to congratulate me. This is the biggest and greatest challenge of my career."

Bisson has come full circle. In March 1969, Bisson had just finished a two-year hitch in the U.S. Army. At that time, all vehicle owners had to register their vehicles in April. Bisson audited motor vehicle registration reports to ensure counties collected the proper fees. Because registration happened only once a year, his job was a temporary one.

"I wasn't sure I was going to stay," Bisson said. "I was thinking about going to school because I didn't have a degree in anything." Six months later Bisson was promoted to title examiner. "That's when I started doing some career planning and set goals to be at certain levels by certain times."

Bisson was a title examiner for 13 months before becoming an office manager and investigator. He was then promoted to assistant

regional office supervisor and later established internal review for the division. After five years, he was assigned to help launch the Texas State Management Development Center. When he returned to the department in June 1982, Bisson settled into the Planning and Policy Division as a planner.

In the meantime, Bisson kept busy as a Texas Army National Guard reservist. He also attended St. Edwards University in Austin, earning a bachelor's degree in business administration in 1981 and a master's in business administration in 1983.

"I knew I needed the college degrees, but I don't think they replace experience. Degrees teach you how to think, write, research and to arrange information logically," he said. "They don't teach you how to do your job properly. They do open the door for opportunity. What you make of it is up to you and your employer."

Motorist Services

Bisson thought full-time work and part-time college were enough to keep him busy. But, in 1985 he bought a house on 10 acres. He liked the property better than the house and started to build a custom home with his brother and his father, who is a retired carpenter. Bisson continued to work and serve weekend reserve duty.

Between July 1985 and August 1986, Bisson also helped build a home for the department's Central Permit Office. Along with CPO manager Bert Lundell, Bisson is proud of the cutting-edge technology the two were able to plan for the office.

"My philosophy has always been to mix business with pleasure. You have to learn to put fun in your job. If you don't like your work, if there's not some pleasure in it, you should look for something else," Bisson said.

He is married to TxDOT employee Cheryl Bisson, who works for Staff Services. They have a son, Brian, who is a junior in high school. ♣ Cheryl Converse

Tom Griebel eager to promote other transportation modes

When Tom Griebel learned he would become TxDOT's assistant executive director for Multimodal Transportation, he was elated. When his wife and three sons learned the news, they put up signs in their front yard.

"Congratulations Dad. You deserve it," read one sign. Another sign graced the entrance to his neighborhood addition. Griebel said he and his wife, Carol, often put up signs to celebrate their boys' birthdays. "They saw an opportunity to turn it around," said the new executive.

Griebel started with the department in 1985 as a policy and research analyst, but his work with transportation-related issues began when he was with the Governor's Budget and Planning Office.

"I haven't approached things from a perspective of 'That's how we've always done it,'" he said. His background includes representing the governor's office on advisory committees for the Gulf Intracoastal Waterway and Austin's Capital Metro transit system, a citizen advisory committee. As transportation policy

coordinator, he was responsible for the development of the governor's policy position and budget recommendations for transportation agencies.

Griebel said, "I've always focused on modal issues beyond

Multimodal Transportation

highways. I've looked at railroads, aviation, ship and barge, and public transit as alternatives. I'm excited about moving into a position where I can have a hand in affecting comprehensive transportation policies.

"Capacity for expansion of highways is limited, but there's additional capacity in this state and in this country for transit, air, rail and waterways. We have a tremendous opportunity to build on our past and make the best use of these modes," Griebel said. "We are going to have to think differently about modes other than highways and shift the thinking both for our own employees and the public about commuting habits and the efficient movement of freight."

Griebel earned his bachelor's degree in accounting from the University of Texas at Austin in 1971, shortly after serving with the Air Force in Vietnam. He also

holds a master's degree in business administration from St. Edwards University in Austin.

In 1972, he started working as an auditor with the Governor's Criminal Justice Division. After 8-1/2 years, there he became the director of accounting for the State Commission for the Blind. In May 1981, he returned to the Governor's Office as manager of administrative services in the Budget and Planning Office. In September 1983, Griebel became transportation policy coordinator for the Budget and Planning Office.

"My family has been very supportive of my career and the long hours it takes. Because of that, my hobbies are activities that will let me spend time with them," Griebel said.

Griebel and his sons, 11-year-old Nicholas and 7-year-old Joel are active in Boy Scout programs. His oldest son, 17-year-old Aron, plays high school football. So, Griebel has a somewhat relaxing Friday night. However, one thing Griebel did give up to accept the new executive position was a high level of Boy Scout activity.

"I'm on the sideline, but I told them I'd still give advice—whether they like it or not," he laughed. ♣ Cheryl Converse

Cuellar

From previous page

ing things accomplished. They were receptive to me and my ideas, and they helped me get the qualifications Bill was looking for," Cuellar said.

Cuellar was quick to add that the people he worked with "knocked themselves out" to make him look good. "My resume is a result of the people I worked with. I can say that I didn't solely do any of the projects on my resume, but because of them, I saw all those projects done. I've benefited from lots of teamwork," Cuellar said.

Cuellar oversaw the intermodal planning section of the old Transportation Planning Division. That office was responsible for traffic analysis, multimodal statewide planning and coordination with metropolitan planning organizations. It developed the Statewide Transportation Improvement Program, the Governor's Oil-Overcharge Program and the Texas Highway Trunk System.

But if planning is Cuellar's dream, his hold on the future is his 11-year-old daughter, Emily. "She's my message into the future. She's been a delight to Olga, my wife, and me." ♣ Cheryl Converse

Daffney Henry sets high goals for herself and her employees

Daffney Henry's career has been helping people achieve their personal and professional goals. That's not something she plans to change.

Executive Director Bill Burnett picked Henry to be TxDOT's new assistant executive director for Human Resources Management. She will oversee operations of the Civil Rights, Human Resources and Occupational Safety divisions and the Office of Continuous Improvement.

In the four years most college students take to finish an undergraduate program, Henry received a bachelor's degree in sociology and a master's degree in public service. After graduation, in early 1972, she began working for the Kentucky Department of Child Welfare as a social worker. She became a training officer in November 1973, working with the Tennessee Head Start program for preschoolers.

"That was my introduction to human resources," Henry said. "I conducted presentations and workshops to develop adults employed by the program. At the time there wasn't a degree program

in human resources, so you had to learn by doing."

In 1975, Henry moved to Texas to become a training specialist for a federal information program on child abuse and neglect. The position was funded through a federal grant, and when it ended, Henry accepted a position at the Texas Department of Health. She was a management training consultant there for about five years. In 1983, she moved to the Texas Parks and Wildlife Department to

become the director of training and development. In 1991, she was promoted to director of the Human Resources Division.

"With the exception of Occupational Safety, the programs I oversee here are the same as the ones I had at Parks and Wildlife," Henry said. "The only disadvantage is I am new to the transportation business, but I am excited about the learning opportunities."

One of her advantages is that she went through a department-wide reorganization while she

worked at Parks and Wildlife.

"What Bill is doing is not new to me. I understand that some TxDOT employees are apprehensive about the changes that will be made. Many may feel that their security is threatened. That's normal," Henry said.

She likened the apprehension brought about by restructuring to the apprehension that the holiday season brings. "Although Christmas is a happy time of year, it's also one of the most stressful because daily routines are different.

"Transitions sometimes take years to settle. How each of us accepts the changes will play a key role in determining how they affect us," Henry said.

Henry said she will change some aspects of TxDOT's human resources management. "Right now I'm doing a lot of information gathering. But I know that everyone who works with me will be part of a team and we will work like a team," she said.

"I hold high expectations for

people and I've rarely been disappointed. I really believe that a lot of what you get is what you expect. From me, people can expect a goal-oriented manager. I believe anyone can achieve more than they thought possible as long as they have a vision, set goals, and stay focused and organized. I feel fortunate because my career has involved making things better for people. I will continue to do that."

According to Henry, TxDOT employees are not her only customers, but they are her primary customers.

"We—human resources directors—will pull together to help all employees have a safe, productive and rewarding career. Our goal is to continuously improve our work force and the delivery of goods and services to the citizens of Texas," Henry said.

Henry already has received more than she expected. She said that soon after Burnett announced his selections for the senior management team, her telephone began to ring. Many of the calls were from TxDOT employees she'd never met, wanting to welcome her aboard. ♣ Cheryl Converse

Human Resources Management

Bob Templeton aims to foster team-building, empowerment

At a time when so many TxDOT employees were thinking about retirement incentives, Bobbie Templeton was thinking about moving up.

Templeton knew he wanted to be a part of the department's reorganization—a period he thought would be as challenging and gratifying as any ever faced by the organization. "I wanted to have a part in reorganizing the department, refining its processes and eliminating its non-beneficial bureaucracies. At that time, retirement had no appeal to me," Templeton said.

Executive Director Bill Burnett tapped Templeton to be the assistant executive director for Field Operations.

"Of course I was pleased to be selected to be a part of the senior management team," Templeton said. "I had contemplated the magnitude of the reorganization and restaffing effort, and it was gratifying to realize that I could contribute to that effort. But, it was humbling to consider succeeding

Roger Welsch as the Field Operations director. I have great respect for him and his accomplishments."

Templeton will oversee the Construction and Maintenance, Materials and Tests, and Traffic Operations divisions. "I have resolved to devote the effort necessary to be a responsible and effective member of the senior management team with confidence that the people in the Field Operations divisions would rise to the challenge facing the department."

A 32-year department veteran, Templeton has seen many of the department's biggest challenges come and go. He joined the department in 1961 as an engineering assistant. Now he's focusing on the future.

"I want to accelerate implementation of our Continuous Improvement activities, including empowerment of TxDOT employees, innovation and open communication. Being part of Bill's team enables me to emphasize that

objective more effectively," Templeton said.

"As Field Operations director, I am hoping to broaden my involvement here. I would like to be in the districts frequently and hope to control my schedule and time so I can do that," he said. "I plan to work on moving more process control and more authority for approvals and making decisions

into the field. I also intend to focus on promoting teamwork between the divisions,

between the districts and between the districts and the Austin office."

The new executive comes with experience in team-building. He developed a successful cross-training program for the old Construction and Contract Administration Division that is intact in the new Construction and Maintenance Division.

Templeton graduated from the University of Texas at Austin with a civil engineering degree. In 1973 he was named engineer of construction operations and in 1978 he was promoted to construction

administrative engineer.

Templeton became director of the Construction Division in 1986.

He has worked with Burnett on the Information Resources Management Advisory Team, in partnering workshops and on construction-related issues.

"I think our managerial styles and philosophies have several similarities, and we seem to agree on strategies to improve the operational efficiency of the department," Templeton said.

He believes that success at work also involves family. "My career has required a considerable amount of travel and my family has been understanding and supportive," Templeton said. He and Judy, his wife, have four sons: Bryce, Brent, Ben and Brady.

"We are a TxDOT family. Brent is employed in the Bryan District, Ben works in the Central Permit Office, and our daughter-in-law, Susan, works in the Transportation Planning and Programming Division," Templeton said. ♣ Cheryl Converse

Field Operations

Meet the management team: Staff Services Director

Russell Harding ready to take on the diverse tasks of staff offices

Russell Harding's experiences shaped him for his new post as director of Staff Services.

In that job, Harding will be responsible for a medley of department functions: Management Services, Legislative Affairs, Public Information, General Counsel Office, Information Resource Manager and International Relations Office.

"This appointment is a little bit overwhelming. I'm looking forward to the tremendous challenge it brings," Harding said. "There is a vast difference among these responsibilities. I hope to bring an ability to work with everybody involved in all of these areas in a cooperative effort."

Harding, a University of Texas alumnus, spent seven years practicing law in California. He moved back to Texas in 1975 to become executive director of the Texas

Motor Vehicle Commission, and became Division of Motor Vehicles director when the agency merged with TxDOT in 1992.

In addition to his UT law degree, Harding holds a bachelor's degree in business administration from the University of Texas at El Paso. After graduation, Harding worked in Washington, D.C., with the House of Representatives' Committee on Government Operations, the Department of Justice and the Federal Trade Commission.

He learned about public affairs through his 17 years with the Motor Vehicle Commission and federal government service. He also spent 4-1/2 terms on the city council of Sunset Valley, a suburb of Austin.

Harding said the director of Staff Services job looked interesting because of the work he had already done. "I interviewed for

this position, but I had no real feel for how it was going. I was certain that there were many qualified applicants," Harding said. "My family is happy for me, and I'm grateful for all the support I've received.

"I feel positive about everything. My attitude is to be open with people and treat people fairly and with respect. I may not always make everyone happy, but I believe everyone must be treated fairly," Harding said.

Harding's years with the Motor Vehicle Commission also helped him learn about elected officials and what they expect from state agencies. He's also well-versed on the power of listening.

"There are about 350 people in Sunset Valley, and you learn to be responsive to your constituents. It was not uncommon to get calls in the middle of the night because

someone wasn't happy with the way things were.

"What I've learned is that listening is part of being responsive. Sometimes, you just can't solve their problems, but if they know you are listening it makes them feel better," Harding said. "I plan to listen to the people in the divisions and districts to which we will provide services."

Of course, Harding also will be listening to Executive Director Bill Burnett and the Texas Transportation Commission members. The director of Staff Services will work closely with the executive director and the Texas Transportation Commission.

"It's easy to tell that Bill Burnett is the type of person who makes you feel comfortable right away. I'm sure I'll soon get to know him really well," Harding said. **Cheryl Converse**

Meet the management team: Divisions and Offices

Eight new faces complement new divisions

By Jeff Carmack
Associate Editor

The realignment of the department's headquarters divisions and staff offices is now nearly complete, with four positions vacant.

Construction and Maintenance

Set to guide the Construction and Maintenance Division is Wayne Chambers.

Chambers will direct functions such as roadway cost analysis, oversight of major construction projects, ferry boat service, development of maintenance policies and procedures, and vegetation management.

Chambers has been with the department 35 years. He started out in the Marshall residency in the Atlanta District, and spent about five years with the Construction Division before going to the Paris District as design and construction engineer. He came to Austin in 1986 to serve as assistant director in the Construction and Contract Administration Division.

Outside the office, Chambers said he likes "piddling around the house, reading, that kind of thing. I used to have some spare time, till I got this job."

Design

Robert Wilson heads the Design

Division, whose functions include roadway design, pavement management and design, bridge design and inspection, and landscape design. Wilson was assistant director of highway design.

Wilson is a 20-year veteran of the department, with the past two years spent in Austin

with the Highway Design Division. He said being named division director is "exciting, but kind of scary, too, because we're losing so much experience." In his limited spare time, Wilson said he likes to golf. "I could play every day, and enjoy it, but there doesn't seem to be enough time."

Environmental Affairs

Stepping in as leader of the Environmental Affairs

Division is Dianna Flores Noble, most recently design/environmental engineer in the El Paso District. Part of the division's job is to coordinate with other state agencies on environmental affairs, conduct environmental studies and review, and oversee the statewide Transportation Enhancement Program.

General Services

The General Services Division is headed by

Larry Zatopek. Zatopek now oversees areas such as contract review and processing, architectural services, equipment, printing and procurement of supplies and services. Zatopek began his 25-year career with the department as a summer employee before earning his architectural construction degree from Texas A&M University. He was director of contract administration with the Construction and Contract Administration Division.

Human Resources

Linda Beene directs the Human Resources Division.

That division oversees training and development, personnel administration and employee relations.

Beene, formerly assistant director of the division, graduated from Southwest Texas State University with a bachelor of arts degree in Spanish and English. She has been with the department since 1984 and previously worked for the Texas Department of Human Services.

Beene started her department career in the Maintenance and Operations Division as an emergency operations coordinator. From there she became executive assistant to former associate director Henry Thomason. She was then named as director of training and development for the Human Resources Division, and later became assistant director.

The Taylor native also attended Sam Houston University in Huntsville and the University of Texas at Austin. She says she used to have some hobbies. "They used to be oil painting and fishing, though not usually at the same time."

Information Systems

The Information Systems Division—which

manages areas including telecommunications, computer systems, and aerial mapping and satellite-guided surveying—is now headed by Judy Skeen. Skeen was director of engineering systems for TxDOT. She holds a bachelor's degree in civil engineering from Texas Tech University and has worked for the department since 1983.

Skeen started in the Lubbock District traffic office, then moved to the district resident engineer's office, where she worked in design. She is Lubbock native, and graduated from

See Directors, page 11

Meet the management team: Districts

Thirteen new district engineers get opportunity to succeed

By Victor Rodriguez and Meredith Whitten
Staff writers

While new faces infiltrated TxDOT's headquarters in Austin, many of the 25 districts also saw changes in their offices. Thirteen district engineers started their jobs Oct. 1—only one had previously served as the head of a district.

Amarillo On Oct. 1, 1965, a young electrical engineering graduate fresh out of Texas A&M University reported to work for his first day as an engineering aide with the Yoakum District. On Oct. 1, 1993—28 years to the day later—Billy Parks once again had another "first day" with the department when he became district engineer in Amarillo.

Before taking the helm of the Amarillo District, Parks' positions in the Yoakum District included district designing engineer, senior design engineer and engineering assistant. Most recently, he worked as director of transportation planning and development, where he supervised district pre-construction functions, public transportation activities, and inquiries and complaints from the public.

Parks said the department has been a part of his life for more than just the 28 years he has worked for TxDOT—his father worked in Yoakum's maintenance section for 25 years.

Although he admitted he had been warned to invest in a pair of long Johns before braving his first Amarillo winter, Parks said he is ready to tackle the projects that await him in the 17-county district.

"I'm looking forward to the new challenge and the opportunity to work with a new group of people," he said. "With the expanding transportation business that we're in, a large portion of that falls within my framework. This broadening of responsibility has brought about a greater appreciation for what the department does."

Atlanta Gene Adams did not have far to travel to get to his new office as district engineer in Atlanta: He moved from the neighboring Tyler District, where he served as deputy district engineer.

After receiving a civil engineering degree from Texas A&M University in 1964, he signed on with the department as an engineering assistant. Other positions he held in Tyler include district traffic engineer, district design engineer, district maintenance engineer and district operations engineer. Also, for more than three years, he simultaneously held the positions of public affairs officer, environmental coordinator and archaeologist, and district automation engineer.

The familiarity with the nine-county Atlanta District that Adams built while working in Tyler will help his transition go smoothly. "The condition of the highways and the weather and the type of construction will be very similar, if not identical, to Tyler," he said.

Adams added that he welcomed the chance to work with the staff in Atlanta, many of whom he has known for years. In fact, Adams

and Elvin Rousseau, the deputy district engineer in Atlanta, went to school together for a semester and played high school football against each other.

Adams said he received advice to not make any sudden changes. With that in mind, he said he planned to start his new job by learning more about the district. "I'm going to see how everything fits together," he said. "There might be some things I'm partial to and might change, but that's not to say that they're not now doing an outstanding job. It's just like Bill Burnett said: 'There's more than one way of climbing a hill, and some of us just take different routes.'"

Beaumont For more than 24 years, Walter Crook has worked in the Beaumont District, most recently as deputy district engineer. On Oct. 1, he moved into the top position when he became district engineer.

Crook's previous positions with the eight-county Beaumont District include supervising planning engineer, senior planning engineer and engineering assistant. Crook said some of the responsibilities that prepared him for the district engineer job include managing the district's urban transportation planning section, assisting with the implementation of the Clean Air Act and ISTEA, and working with political leaders of the cities and counties within the district.

Although Crook didn't have to move to a new district, much of his staff is changing. In fact, Crook said one of the first tasks he plans to tackle as district engineer is to hire new employees to take over for the staff members who retired.

"I'm looking forward to the challenges that lay ahead, but first I'll have to replace some key personnel in the district," he said. Crook expressed optimism about the new organization of the department, and said he anticipated implementing new programs as well as continuing current ones, such as Continuous Improvement, in his district. And, he added that he was proud to play a role in "the new direction that TxDOT is heading under Mr. Burnett."

Crook, who is from the Beaumont area, said he received some advice about stepping up into the DE position. He cited making the contract letting goals and paying attention to environmental concerns as areas he will emphasize.

Brownwood After 21 years with the Odessa District, Lynn Passmore moved to the Brownwood District to serve as district engineer.

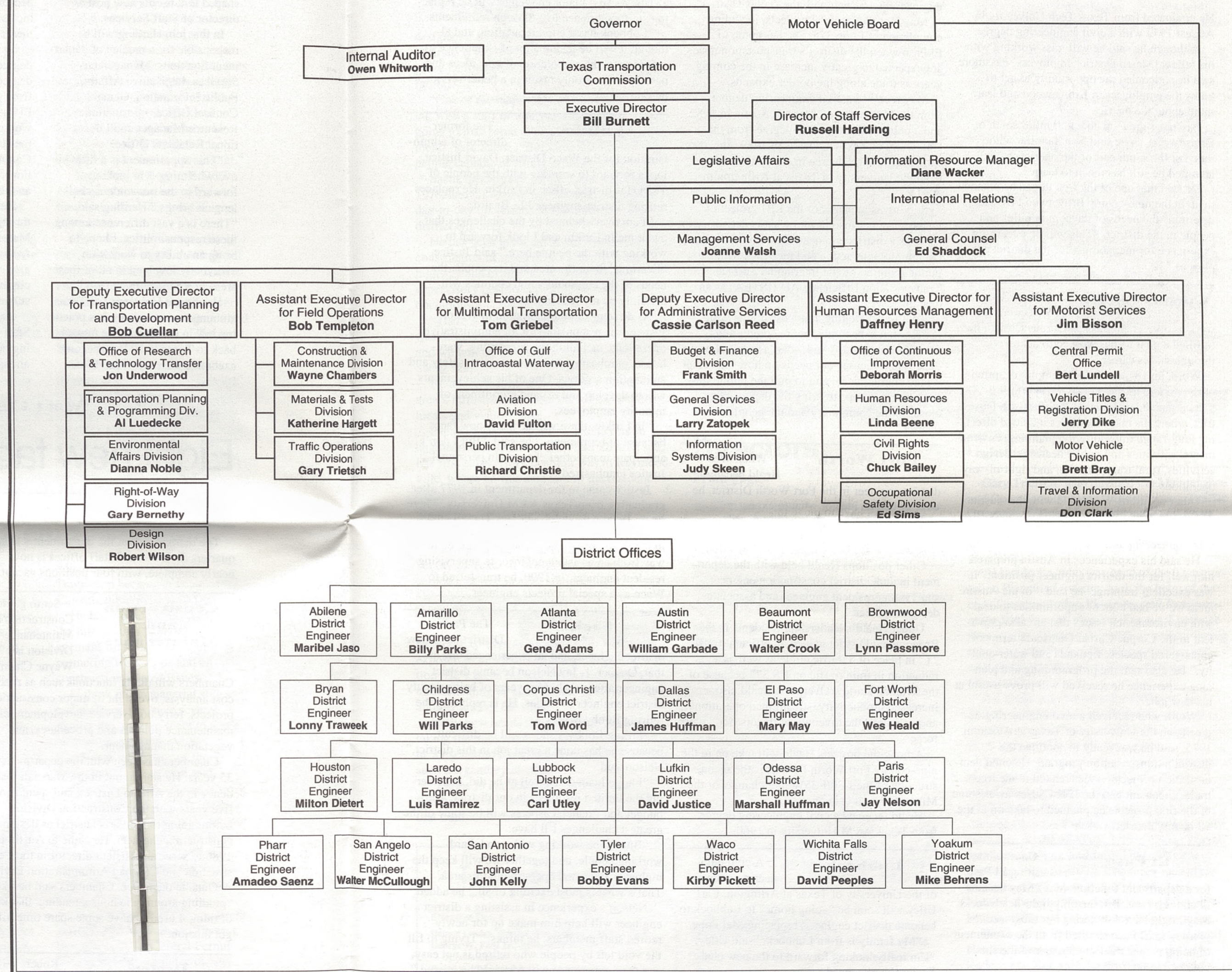
Most recently, Passmore served as director of operations in Odessa, where he oversaw all construction and maintenance activities, supervised district transportation operations and provided support for the district's traffic engineering, landscaping and maintenance.

Other positions Passmore held with the Odessa District include Midland area engineer, assistant resident engineer and engineering assistant.

In addition to the 21 years he spent in West Texas working for the department, Passmore also spent several years in Lubbock at school.

See Engineers, page 10

Texas Department of Transportation organization



Editor's note: Transportation News staff noticed quite a few people who have the organizational chart published in the August issue tacked up on walls and bulletin boards. A few names are still to be announced, but this big, filled-in version ought to contribute to a neat office appearance. Enjoy.

Engineers

From page 8

He graduated from Texas Tech University in August 1972 with a civil engineering degree.

Although he said he will miss working with his fellow Odessa District employees, Passmore said he welcomed the opportunity to get to know the employees in Brownwood and learn more about the district.

Passmore grew up about 50 miles south of Brownwood, so he said he is familiar with much of the south part of the district, but he admitted he still has much to learn.

He said that one of the first things he planned to do in the nine-county Brownwood District is determine the needs of the communities and people in the district. "This will be a learning experience for me, not just for the district employees," he said.

Corpus Christi

When Tom Word went to

work as district engineer in Corpus Christi, he fulfilled a goal he has worked to achieve throughout his career.

Word, an 18-year TxDOT employee, previously worked as director of transportation planning and development in the Austin District, where his responsibilities included directing long-range transportation planning, environmental activities and public hearings, design activities, rural transportation and right-of-way operations.

Other positions Word held with the Austin District include district planning engineer, district design engineer, district traffic engineer and engineering assistant.

He said his experiences in Austin prepared him well for the district engineer position. "It was excellent training," he said. "In the Austin area, we've had a lot of opportunities to deal with environmental issues that are also prevalent in the Corpus Christi District in terms of endangered species, wetlands and water quality." He also said the programming and planning experience he received will prove useful at his new job.

Word, who received a civil engineering degree from the University of Texas at Austin in 1975, said he was ready to continue the district's transportation program. He cited demonstration projects, issues related to the free-trade agreement and the JFK Causeway as some of the first projects he planned to take on in the 10-county district.

El Paso

Once, while visiting El Paso

for a department function, Mary May became ill and felt faint. But the only light-headedness May might have felt during her most recent journey to El Paso resulted from the excitement of being named district engineer of the six-county district.

When May succeeded Executive Director Bill Burnett as head of the El Paso District, she became only the third district engineer for El Paso in the past 30 years, as well as the state's youngest district engineer.

Before taking over in El Paso, May served as project engineer for expanding Dallas' Interstate 635/LBJ Freeway, which is the most

heavily traveled highway in Texas. TxDOT is doubling the freeway to 16 lanes.

Her previous positions with the department include assistant district planning engineer and engineering assistant with the Dallas District.

May inherited several projects, including completion of Loop 375. She has come to El Paso when the district's transportation needs are expected to greatly increase in the coming years as trade along the border expands.

May received a civil engineering degree from the University of Texas at Austin in 1982, and a public administration degree from the University of Texas at Dallas in 1989. She also earned a master's degree in civil engineering from the University of Texas at Arlington in 1991.

Serving as manager of the LBJ project in Dallas gave her insight into what is necessary to serve as a district engineer, May said. She cited community interaction and meetings with the public required by the Intermodal Surface Transportation Efficiency Act (ISTEA) as an example.

"We're developing a process in line with ISTEA that is becoming more community-friendly," she said. "And, what's required of the department focuses our needs on how important it is to communicate and to pull the public into the process. I hope to bring the department closer to the community and the people of the district."

Fort Worth

When Wes Heald became

district engineer in the Fort Worth District, he already had an idea of what to expect.

For six years, Heald served as district engineer in the nine-county Brownwood District.

Other positions Heald held with the department include district construction engineer, supervising resident engineer and associate design engineer.

Under Heald's leadership, residents in the Brownwood District gained an efficient traffic "T" in place of a traffic circle as well as a reduction in train traffic on US 377 because of the Truman Harlow Overpass. Heald also increased productivity, streamlined operations and enhanced the diversity of the district's work force.

Among the projects Heald will take on in the nine-county Fort Worth District is the reconstruction of the I-30/I-35W interchange, or the Mixmaster as it is known.

Heald received a civil engineering degree from Texas A&M University in 1960.

Lubbock

A civil engineering graduate

of the University of Texas at Arlington, Carl Utley will soon be "going home" to Lubbock to become district engineer, replacing Mel Pope.

"My family is from Lubbock," said Utley. "I'm really looking forward to the new challenges that lie ahead."

Utley has worked for the department since 1970 when he was hired as an engineering assistant in Fort Worth. He worked his way up to the position of director of construction.

He brings to the Lubbock District extensive knowledge of transportation planning, design, construction and maintenance, but admits that he will need to learn more about the specifics of his district.

"I have to learn how they operate. I will have to fit in with them. I don't anticipate any major changes, and those that do occur will only improve the service the district offers," he said.

Utley's first major challenge will be replacing staff experience lost through retirements.

"Lubbock has a good reputation, and although it will be losing a lot of experience to retirements, the stimulation of new ideas and new talents can only result in a better service," he said.

Lufkin

The former director of admin-

istration for the Waco District, David Justice, looks forward to working with the people of TxDOT's district office in Lufkin. He replaces retiring district engineer J.L. Beard.

"I am overwhelmed by the challenges that await me in Lufkin and I look forward to working with the people here," said Justice. "Learning about the area and its people, the needs of the community and counties will certainly be my first challenge."

As director of administration in Waco, Justice was responsible for all administrative operations, including the accounting, warehouse, purchasing, human resources, safety and automation sections. One of his achievements was to develop and expand recruitment of minority employees.

"In Lufkin, there will be many new faces because of retirements," he said. "But I don't anticipate many other changes in personnel," Justice emphasized.

Justice came to the department in 1977 after graduating from Texas A&M University, where he received a bachelor's degree in civil engineering. His first assignment was in La Grange, in the Yoakum District, where he worked his way from an assistant engineer to supervising resident engineer. In 1990, he transferred to Waco as a special projects engineer.

Paris

The Paris District has a new

district engineer, and an experienced one at that. On Oct. 1, Jay Nelson became district engineer after nearly four years of being deputy district engineer in Dallas. He is replacing the retiring Bobby Myers.

"Filling Bobby's shoes will be difficult, because he has done a great job in this district," Nelson said.

"I hope I can do as well as he did, considering the limited resources in our district. The budget and financial aspects will be some of the greatest challenges I'll have.

"But I'll be working with good, hard-working people, and together we will keep the highways open and operating in this area. That's what is most exciting of all," he added.

Nelson's experience in assisting a district engineer will help him make up for newly retired staff members, he thinks. "Trying to fill the void left by people who retired is not easy, and their experience will certainly be missed," he said.

Nelson graduated from the University of Texas at Austin with a bachelor's degree in civil engineering in 1973. He has served as chairman of the Dallas District safety and equipment committee, directing job-safety and traffic-safety programs.

See next page

Meet the management team: Districts

He received his registration as a professional engineer in 1977.

Pharr

Amadeo Saenz Jr., the newly designated district engineer for the Pharr District, is eager to assume his new role because he foresees many challenges in the near future.

"One of the major challenges will be working with a staff of new personnel, since we are going to lose some important people to retirement," said Saenz. "But there are a lot of new people capable of filling in these positions."

Saenz has worked for the department since 1978, and his experience includes managing the day-to-day operations of the district as deputy district engineer.

He has been involved in the design and construction of more than a score of major highway and bridge projects and has held supervisory positions at all levels of district operations.

"There is a transportation mobility plan that was designed to meet the demands of this area, and we will be working to meet this plan," Saenz said.

He added that he will work to make the area's infrastructure meet the needs of the locals and visitors alike.

Saenz began his tenure in TxDOT as an engineering assistant in the Pharr District lab. His first supervisory position was in Raymondville, where he was assistant to the resident engineer. He later transferred to the Laredo Area Office as area engineer before becoming deputy district engineer. He replaces Jack Trammell as district engineer.

Saenz graduated with honors from the University of Texas at Austin in 1977 where he earned a degree in civil engineering.

San Antonio

As manager of Dallas' North Central Expressway project, John Kelly was exposed to many different aspects of transportation. He's taken his expertise, including his understanding of mass-transit operations, to another area of the state.

Kelly now heads the San Antonio District, taking the reins from Richard Lockhart. He said he's excited to have the opportunity to work in such a legendary district.

"I hope to maintain the tradition that San Antonio has and to continue building on that tradition," said Kelly. "I have much to

learn about the area, but what I do know is that the people are hospitable, gracious and accommodating."

Kelly began his department career in March 1971 after working three summers as a part-time employee. He graduated from the University of Arkansas with a degree in civil engineering and received his professional engineering license in 1975.

Kelly is looking forward to being involved in Intelligent Vehicle/Highway System projects. "I hope we can make San Antonio's system a model for others to follow," he said.

Kelly believes the department must keep up with a changing world. "We must take advantage of this turning point in our history to break away from old, invalid paradigms, and anticipate and adapt to the 21st century," he said.

Wichita Falls

David Peoples Jr. has served as an engineer for the department since 1969, acquiring vast experience in the field.

On Oct. 1, Peoples embarked on a new phase in his extensive career with TxDOT as he became district engineer in Wichita Falls,

following in Jim Stacks' footsteps.

"I expect some exciting challenges in Wichita Falls and I look forward to working with the people in this district," Peoples said. "The people here are so friendly and Mr. Stacks has been very cooperative."

Peoples anticipates changes in his new job. "I know that the type of construction will be different mainly because of the different weather I was used to in Houston," he said.

Peoples graduated from Mississippi State University, where he earned a bachelor's degree in civil engineering. After graduation he went to work for Phillips 66 Co. in Old Ocean, Texas.

Peoples' Houston District administrative duties and responsibilities have included managing an area office, involvement in transportation planning and development, cooperation with county officials, and oversight of maintenance, sign repair and other roadway operations.

"I'll certainly miss the people from the East Harris County Area Office, but I feel very fortunate because I'll be making new friends in Wichita Falls," he said. ♣

Meet the management team: Divisions and Offices

Directors

From page 7

Texas Tech in 1982. She plays soccer and racquetball and coaches an under-6 soccer team. She is also a Tiger Cub den mother, and her hobbies include camping and snow skiing.

Materials and Tests

Coming from the Austin District to head the Materials and Tests Division is Katherine Holtz Hargett, who was a supervising project engineer.

Hargett has put in 12 years with the department. She started with the Construction Division, where she spent 2-1/2 years before going to the Austin District. She spent four years as district laboratory engineer before moving to the South Austin area and the field of design and construction.

She helped establish the department's Women's Information Network and is the department's Austin-area coordinator for the Texas Alliance for Minorities in Engineering. She is also a member of Executive Women in Texas Government. Hargett was born in Indiana, but says she is "a naturalized Texan," and can prove it.

Motor Vehicle

Brett Bray is director of the Motor Vehicle Division. He started with the division when it was the Motor Vehicle Commission as the assistant director of the licensing division. He held that position until he was promoted to division director.

An Amarillo native, Bray grew up in Dripping Springs and has spent his entire adult life in the same area. He earned his undergraduate degree in business administration from St. Edward's University in Austin and his law degree from St. Mary's School of Law in San Antonio. Bray has a private pilot's license

and likes to spend time on a ranch he and Linda, his wife, own.

Gary Trietsch, who directed the Maintenance and Operations Division, heads the new **Traffic Operations Division**. The division will focus on traffic engineering, traffic management systems, bicycle coordination and traffic safety programs.

Al Luedecke, who was head of the Transportation Planning Division, took the helm of the new **Transportation Planning and Programming Division**. As division director, Luedecke now oversees functions including project letting schedules, the Project Development Plan and coordination with metropolitan planning organizations.

Jon Underwood directs the **Office of Research and Technology Transfer**, which was formed from the Transportation Planning Division's section of the same name.

The other divisions will retain their current leadership: Dave Fulton, **Aviation**; Frank Smith, **Budget and Finance**; Chuck Bailey, **Civil Rights**; Ed Sims, **Occupational Safety**; Richard Christie, **Public Transportation**; Gary Bernethy, **Right-of-Way**; J. Don Clark, **Travel and Information**; and Jerry Dike, **Vehicle Titles and Registration**. The other incumbent directors of offices will also remain: Bert Lundell, **Central Permit Office**, and Deborah Morris, **Office of Continuous Improvement**.

Three of the five offices reporting to Russell Harding, director of Staff Services, still lack leaders. Harding said the positions of **Legislative Affairs** director and **Public Information** director will be filled as soon as possible. Robert Moreno, director of the **International Relations Office**, resigned in early October. Ed Shaddock, **Office of General Counsel**, and Joanne Walsh, **Management Services**, are already on the job.

The other executive position yet to be filled is the director of the **Office of Gulf Intra-coastal Waterway**. ♣

Transitions

Effective Oct. 1

Dennis Cooley, director of maintenance, Tyler District.

George W. Fant Jr., district equipment supervisor, Atlanta District.

David D. "Dwayne" Justice, Lampasas County maintenance supervisor, Brownwood District.

Bruce R. Ransberger, Coleman County maintenance supervisor, Brownwood District.

Robert H. Ratcliff, director of construction, Tyler District.

Dale E. Tollett, Mills County maintenance supervisor, Brownwood District.

Mark E. Tomlinson, director of transportation planning and development, San Angelo District.

Richard J. Skopik, deputy district engineer, Tyler District.

Robert Stuard, director of transportation planning and development, Austin District.

The TxDOT BOOK OF RECORDS

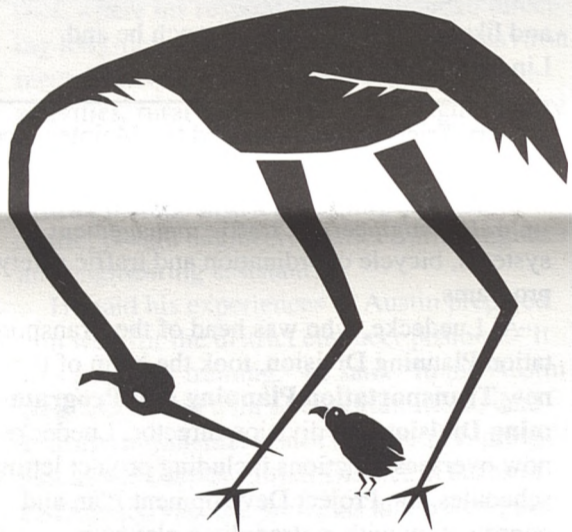
First Edition

By Emily Willingham
Staff Writer and nominee for 'Most Cranky'

Back in February, *Transportation News* asked you for submissions for a "TxDOT Book of Records." We got a lot of interesting entries. Some of you made up your own categories, and we're grateful for the originality. Some of you sent in some pretty amazing numbers—look out, or you might make it into a bigger records book than this one.

We can already tell that, with the publication of these record setters, a lot of you will realize that you or someone you know might really be the record holder. We say, send 'em in. We may have a playoff and move on to the record-holder World Series.

Because the contest was initiated before the Oct. 1 retirement deadline, we're including those folks who took advantage of early retirement and are no longer with us as employees. We know, though, that they'll be happy to see their names in print so soon after retiring. We haven't forgotten them, and we hope golf doesn't make them forget us too soon.



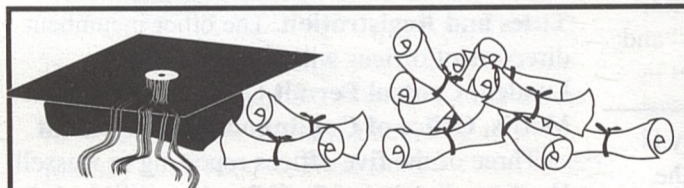
The long and the short of it

We have a report that Herbert Nieman, Traffic Operations Division, is 6 feet, 7 inches tall. Joe Freeman of the Dallas Northside Area Office gets honorable mention for being 6 feet, 5 inches tall.

Bryan Stampley of the Environmental Affairs

Division wins for being 4 feet, 3 inches tall.

Runners-up are the Tyler District's Judy Nash, who is 4 feet, 10 inches tall, and Marian Caldwell of the Dallas Northwest Area Office. She stands 4 feet, 11 inches in her proverbial stocking feet.



Give 'em the third (or fourth) degree

Three was the most anyone told us about. Charles Henry (see Most Personal Vehicles) has a B.S., a M.Ed. and an

Ed.D. Our executive editor, Al Zucha, has a B.A., an M.A. and an M.B.A., as far as we know.

Miles and miles from Texas

The TxDOT employee born furthest from his or her current residence is Dina Mehta of Automation who was born in Bombay, India, 8,978 miles away from Austin.

Other nominees are Judy Brzymialkiewicz of Hempstead, who was born 7,743 miles away in Guam, and who also wins for the highest ratio of consonants to vowels in a surname.

Kham Sansavath of Sherman was born in Laos, while Richard Lelle of Automation was born in Madrid, Spain.

Dan Turk of the Dallas District was born in Lebanon. Evans Emelogu of Staff Services was born in Nigeria. Robert Harris of Environmental Affairs was born in Sydney, Australia, and Marianne Wines and Inga Davis of the Traffic Operations Division were born in Berlin.

We hope you had a golf cart

Gary Herzik made up his own category: "Most holes of golf played in one day." Herzik played, in one day, 45 holes of golf, or two 18-hole rounds plus another nine holes.

Most offspring

We're wondering if anyone at TxDOT has grandchildren. We didn't get any responses from proud grandparents.

But, we did get an unusual winner in the category of "most children." Charles McAnnally of McKinney has five children, but they have only three birthdays among them.

McAnnally also says that he has driven a vehicle for almost 28 years without having an accident or getting a ticket—since May 1965. Maybe he could give some traffic safety tips.



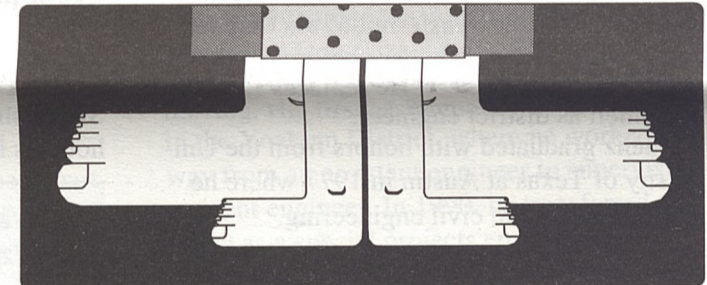
Kenneth Lehman of the Hempstead Maintenance Section has driven his 1974 'Cuda the equivalent of 32 times around the world.

Built for comfort ... and for speed

Whose car has logged the most miles? Kenneth Lehman of Hempstead wins this one. He has a 1974 Barracuda (pictured above) with 320,000 miles on it.

Honorable mention goes to Paul Douglas, statewide

bicycle coordinator, who has 177,000 miles on his car. We wonder how many miles he has on his bicycle. Also of note is the omnipresent Charles Henry (see Degrees and Personal Vehicles) who has a car with 159,000 miles on it.



Graphics by Susan Hodgson

The long and the short of it, Part II

Marty Lange of the Travel and Information Division wears a size 16B, and according to his nominator, his feet are "really scary." But an employee in Plains who wouldn't give his name said he wears a 16-1/2

2 AAA. Which is bigger? The longer or the wider? Honorable mention goes to Joe Freeman of the Dallas Northside Area Office, who wears a 14EE.

Judy Nash of the Tyler District wears a tiny size 3.

Lions and tigers and bears, oh my!

We have a report of a 27-pound house cat in Paris. But no one sent in information about unusual pets such as potbellied pigs, pythons or piranhas.

However, our editor, Gina McAskill Scherffius, is the proud owner of/slave to two house rabbits, whom she takes for hops and calls Blackberry and Babette.

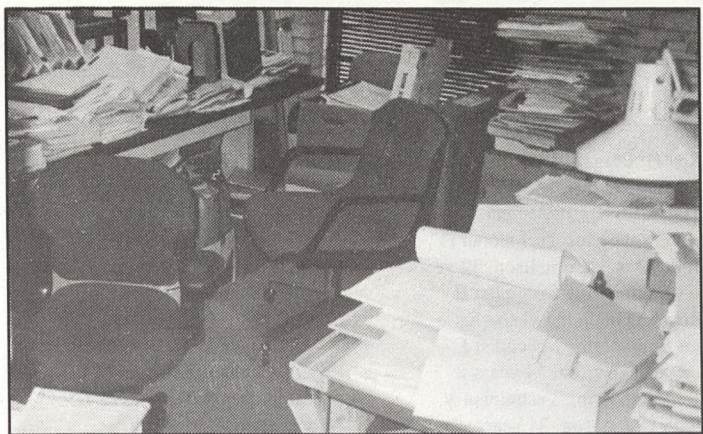


Blackberry and Babette

And the records compiler has a 7-pound miniature female dachshund who can catch fly balls while airborne.

Most senior

The oldest reported employee was Bill Potter, 70, of the Port Arthur Area Office.

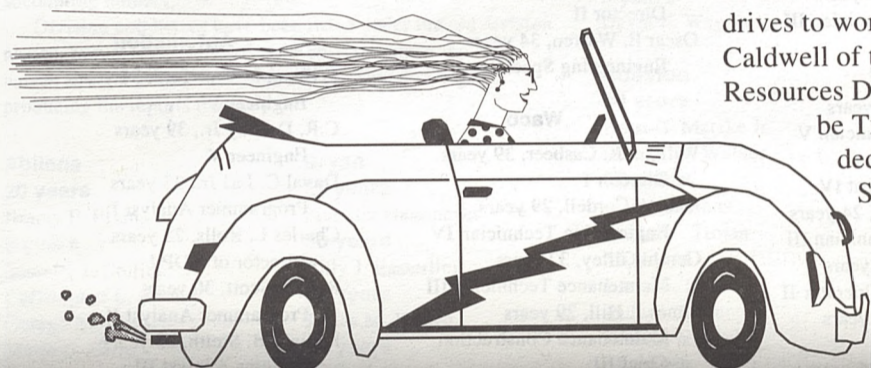


Raymond Tucker's office at Austin's Riverside Annex.

They put Oscar Madison to shame

We had our own ideas about who should win for messiest office. Since we couldn't inspect all the offices (although we got some photos), we listed the nominees so you can decide for yourself. Raymond Tucker and Richard Herndon of the Traffic Operations Division were

nominated by co-workers. The nominator says that when they moved, Herndon single-handedly filled four 110-gallon garbage bags. Other nominees are Susan Tutt of Staff Services and someone identified only as "Leann" from Beaumont.



We're talking past the collar here (and then some!)

Longest hair winner is Kathleen Jones of the Research and Technology

Transfer Office. Her hair measures 35-1/2 inches long. Another nominee,

Rusty Everett of the Dallas Northside Area Office, has hair 25 inches long.

Not even your grandfather's Buick

Jaime Cruz of the Pharr District wins the oldest vehicle category hands down. Cruz has a 1924 Buick—a car older than most of the people who work at TxDOT. The body's probably in better shape, too.

Music hath charms ...

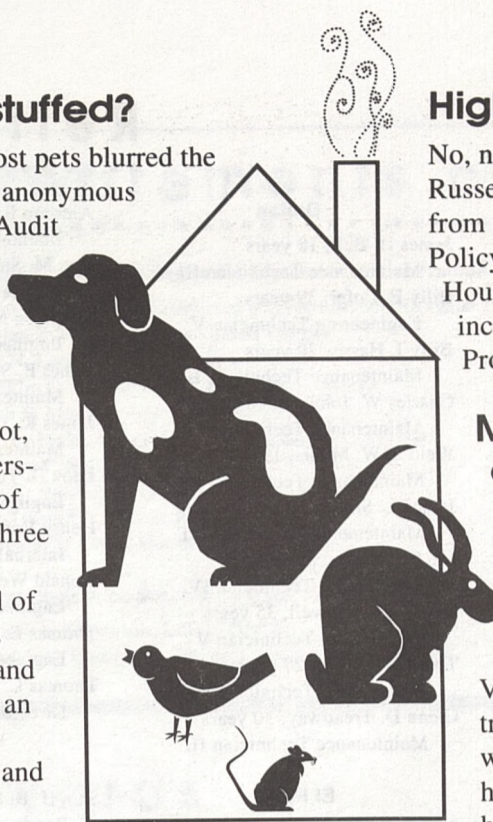
Who plays the most musical instruments at TxDOT? A lot of people play piano, guitar, etc. But James Rollins of the Dallas District was nominated for being able to play five instruments—he plays the piano, trumpet, trombone, drums and guitar.

Most personal vehicles

The winner is the well-educated Charles Henry, who works in right-of-way in Lubbock and as a management trainer. Henry has four cars.

Alive or, er, stuffed?

The nominees for most pets blurred the boundaries a bit. An anonymous caller from Internal Audit confessed to owning 18 cats, one bird and 983 stuffed animals. Whether you count the stuffed ones or not, she still wins. Runners-up are Ruth Roeber of Staff Services with three dogs, two birds, and eight fish. Beca Hull of Midland-Odessa has four dogs, two cats and two cockatiels. And an unnamed Paris employee has five cats and two dogs.



Highest office

No, not one in a tall building. Russell Cummings, just retired from the former Planning and Policy Division, served in the House of Representatives, including a stint as Speaker Pro Tem.

Most blood donations

This category drew (haha) some tough competition. But the winner, pints down, is Gary Herzik of the Vehicle Titles and Registration Division. Herzik, when he sent in his entry, had donated 144 pints of blood. Honorable mention goes to Ed Cates of Occupational Safety, who has logged 126 donated pints at last report.

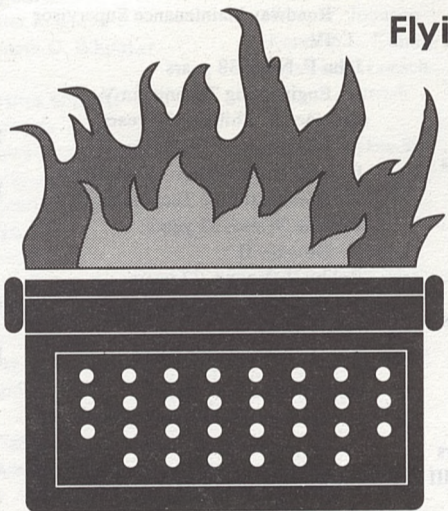
On the road again, and again ...

If we could measure dedication by the number of miles an employee drives to work, Cheryl Caldwell of the Human Resources Division would be TxDOT's most dedicated worker. She commutes 208 miles every day, round trip,

from Waco to Austin. Honorable mention goes to Curtis Opperman, who is also willing to drive a long way for his paycheck. He drives 71 miles from Decatur to Dallas every day to work in the Northwest Dallas Area Office. Through gas taxes, these people are paying for a lot of pavement.

Top volunteers

Cheryl Bisson of the former Planning and Policy Division volunteers 46 hours a week. Roland Klar, a retiree from San Antonio, writes that he as 89 years of accumulated volunteer service.



Flying fingers

Ruth Roeber of Staff Services can type a blistering 101 words per minute. Apparent runner-up is Judy Hewson of the Environmental Affairs Division, whose nominator neglected to tell us how fast she types.



Retiree Berry Childs strikes a world-weary pose in Tripoli, Libya, in 1961. But even he has visited only half as many countries as the category winner.

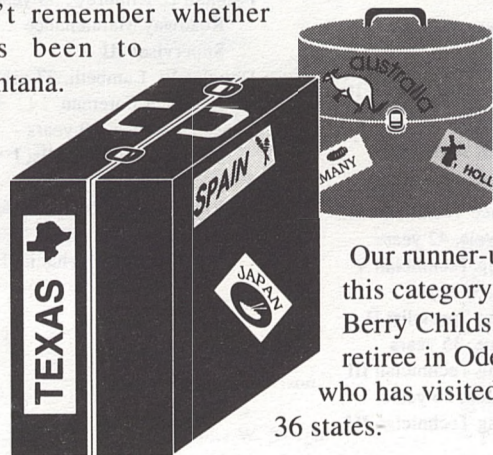
You love to fly, and it shows

Who has visited the most countries? From our entries, the winner is Norbert Mueller of Information Systems. He has visited 42 countries, most of them for more than a day. His more exotic destinations include Iraq, Sudan, Thailand, Morocco, Iceland and Turkey. Ronald Barnes of the Traffic Operations Division has

visited 24 countries and wins second place in this category. Honorable mention goes to our winner of most states visited, Gary Baisden, who in addition to all that U.S. travel, has visited 23 other countries. Berry Childs of Odessa, who took an honorable mention for most states visited, has traveled to 19 other countries.

And don't forget Puerto Rico!

Gary Baisden of the General Services Division has visited at least 49 of our 50 states. He can't remember whether he's been to Montana.



Our runner-up in this category is Berry Childs, a retiree in Odessa, who has visited 36 states.

What, no alligator wrestling?

We got some interesting responses for most unusual hobby. You decide which is the most offbeat. Greg Lehde of Hempstead puts on fireworks shows. Patrick Worsham of the Operations Division is a railroad fireman on the side. Bob McDonald, retired from the

former Planning and Policy Division, is a railroad historian. John Stringer of Corpus Christi carves wooden ducks. Sonny Lelle of Information Systems shows dogs. And Robert Briggs of Environmental Affairs brews his own beer.

Retirements

July

Austin

Modesto Alvarez, 5 years
Maintenance Mechanic II

August

Beaumont

Joseph W. Walker, 28 years
Maintenance Technician III

September

Abilene

Joe D. Burns, 30 years
Maintenance Technician III
Ray J. Green, 35 years
Staff Services Officer IV
Otis H. Jones, 41 years
Director I
Bobby R. Lindley, 39 years
Director II

Amarillo

Merlin Koch, 28 years
Engineering Specialist I

Atlanta

William B. Hubbs, 29 years
Maintenance Technician III
Talmadge D. Hutchings, 31 years
Engineering Technician V
John H. Inman, 35 years
Maintenance Technician III
Earl Richardson, 43 years
Engineer IV

Austin

Donald E. Dannheim, 30 years
Administrative Technician III
Robert W. Nauert, 36 years
Director II
Loney W. Smith, 31 years
Maintenance Technician III
Norlin R. Tiner, 34 years
District Roadway Maintenance
Supervisor I

Beaumont

Ralph W. Hebert, 36 years
Engineering Technician IV
George D. Spurlock, 32 years
Engineering Technician IV

Brownwood

H.M. Duncan, 36 years
Administrative Technician II
Lionel Edwards, 15 years
Maintenance Technician II
James A. Morgan, 32 years
Roadway Maintenance
Supervisor III

Bryan

W.B. Randle, 24 years
Maintenance Technician II
Alfred L. Williams, 26 years
Program Administrator III

Childress

Wayne C. Proffitt, 33 years
Maintenance Technician III
Jack Skinner, 25 years
Maintenance Mechanic V

Corpus Christi

Manuel Gatica, 25 years
Motor Vehicle Mechanic III
Jimmie C. Harrod, 34 years
Roadway Maintenance
Supervisor IV
Donald R. Mosier, 32 years
Engineer IV
Sylvan Turner Jr., 26 years
Engineering Technician V
Ramiro Vega, 25 years
Maintenance Technician III

Dallas

James H. Bell, 18 years
Maintenance Technician III
Billy E. Cofer, 39 years
Engineering Technician V
Billy J. Harris, 20 years
Maintenance Technician III
Charles W. Johnson, 18 years
Maintenance Technician III
Weldon W. Myers, 19 years
Maintenance Technician III
James L. Shelton, 32 years
Maintenance Technician III
Joe H. Shelton, 33 years
Engineering Technician IV
George W. Tidwell, 35 years
Engineering Technician V
Tommy J. Toms, 27 years
Engineering Technician IV
Glenn D. Treadway, 30 years
Maintenance Technician III

El Paso

Sergio Aguilar, 31 years
Engineer IV
Roger Barnhart, 34 years
Engineering Specialist II
Jesus B. Castillo, 30 years
Engineering Technician V
Benito Esparza, 30 years
Maintenance Technician III
Igor Kaleri, 26 years
Engineer IV
David E. Kathary, 33 years
Shop Supervisor
Carlos S. Medina, 31 years
Maintenance Technician III
Toribio H. Rodriguez, 22 years
Maintenance Technician III
Kenneth J. Rutledge, 26 years
Contract Specialist II
Ricardo Sotelo, 16 years
Administrative Technician II

Fort Worth

S. Elton Hamill Jr., 33 years
Director I
Arthur L. Pierce, 37 years
Engineering Technician IV
Jim Smith, 21 years
Planner II

Houston

Dwight A. Allen, 36 years
Director II
Cecil A. Adams, 37 years
Construction Recordkeeper IV
Lupe Alderete, 36 years
Assistant Maintenance Section
Supervisor
William Bravenec, 14 years
Engineering Technician IV
Ronald Curson, 21 years
Engineering Technician IV
Jodie Davis Jr., 19 years
Maintenance Technician III
Eusebio Escamilla, 33 years
Engineering Specialist I
John C. Holzwarth, 35 years
Director III
Harley W. Howland, 35 years
Engineering Technician V
Karl A. Jensen, 20 years
Marine Technician III
Harold M. Joiner, 31 years
Planner II
James K. Jordan, 40 years
Engineering Specialist II
John E. Kalisek, 20 years
Maintenance Technician III
Leslie G. Kovar, 33 years
Maintenance Construction
Chief III
Kenneth Kulbeth, 33 years
Engineering Specialist I
Melvin Lee, 19 years
Motor Vehicle Mechanic III
Melvin T. Little, 33 years
Right-of-Way Appraiser III
Roy L. Matula, 29 years
Engineering Specialist II
Donald E. Mueller, 26 years
Maintenance Technician III
James M. Murphy, 26 years
Shop Supervisor IV

Antonio Ramirez, 19 years

Maintenance Technician III
Ben M. Smith Jr., 25 years
Maintenance Technician III
Langston N. Strahan, 34 years
Engineer IV
James E. Strain, 25 years
Maintenance Mechanic IV
James R. Thomas, 20 years
Maintenance Technician III
Leon D. Thumann, 29 years
Engineering Technician IV
Henry Voitle Jr., 31 years
Internal Auditor IV
Donald Webb, 33 years
Engineering Specialist II
Thomas E. Wenzel, 35 years
Engineering Specialist II
Thomas L. Whitaker Jr., 35 years
Director III

Lubbock

Sam H. Bullion, 37 years
Roadway Maintenance
Supervisor IV
Robert B. Campbell, 27 years
Roadway Maintenance
Supervisor II

Odessa

Audelio H. Cobos, 29 years
Maintenance Technician III

Paris

Robert N. Bench, 36 years
Engineering Technician V
Billy J. Davis, 27 years
Right-of-Way Agent IV
Benjamin H. Goforth, 24 years
Maintenance Technician III
Deborah S. Jones, 19 years
ADP Equipment Operator II
Kenneth R. Jones, 36 years
Director I
Thomas H. Phillips, 35 years
Engineering Technician V
Johnny G. Watkins, 32 years
Roadway Maintenance
Supervisor II

Pharr

David Chavez, 31 years
Maintenance Technician III
Reymundo Cruz, 38 years
Assistant Foreman
Selma A. Decker, 23 years
Planner I
Francisco H. Donovan, 30 years
Engineering Technician II
Luis M. Escobar, 32 years
Engineering Technician V
Hector Galindo, 19 years
Engineering Technician V
Jose I. "Nacho" Garza, 31 years
Roadway Maintenance
Supervisor III
Melvin D. Greenhill, 36 years
Engineer IV
William L. Hawkins Jr, 28 years
Administrative Technician III
Ronald L. Kochert, 36 years
Engineering Technician V
Vidal Rodriguez, 31 years
Maintenance Technician III
Reymundo R. Sanchez, 35 years
Maintenance Technician III
Lloyd D. Varnell, 28 years
Maintenance Technician III

San Angelo

Charles E. Forrest, 15 years
Maintenance Technician II

San Antonio

Roberto A. Alvarez, 29 years
Maintenance Technician III
Arthur Monsivais, 42 years
Engineering Technician V
Danny Qualls, 35 years
Engineering Specialist II
Billy G. Teague, 35 years
Engineering Technician III
James W. Witten, 36 years
Engineering Technician IV

Tyler

Rex H. Berry, 40 years
Engineering Technician V
Thomas S. Cash, 31 years
Engineering Technician IV
Wiley Mack Cornelison, 32 years
Engineering Specialist II
Royce Dunlap, 34 years
Engineering Specialist I
Jackie T. Hardin, 34 years
Engineering Technician V
John L. Johnson, 34 years
Environmental Quality
Specialist II
James T. McCune, 34 years
Engineering Technician V
Hubert N. McGaughey, 13 years
Engineer III
Arthur D. McMakin, 20 years
Engineering Technician III
Ronald A. Montgomery, 35 years
Maintenance Technician III
Olen R. Odom, 31 years
Maintenance Technician III
Louie M. O'Neal, 34 years
Director I
Lloyd B. Plaster, 20 years
Maintenance Technician III
Leroy Smith, 38 years
Maintenance Technician III
H. Cornell Waggoner, 32 years
Director II
Oscar E. Warren, 34 years
Engineering Specialist I

Waco

William R. Casbeer, 39 years
Director I
Aubrey Cordell, 29 years
Engineering Technician IV
Gerald Gilley, 32 years
Maintenance Technician III
James J. Hill, 29 years
Maintenance Construction
Chief III
Harmon L. Hocker, 38 years
Engineering Technician IV
Benjamin R. Hubenak, 35 years
Engineering Technician V
Billy W. Lemons, 28 years
Maintenance Technician III
Elvin A. Meeks, 38 years
Roadway Maintenance Supervisor
IV
John F. Nors, 38 years
Engineering Technician V
Clarence R. Phillips, 39 years
Maintenance Technician III
Beverly Paine Todaro, 37 years
Administrative Technician II
Billy G. Wiese, 32 years
Director II
Bobby R. Young, 37 years
Engineering Technician IV

Wichita Falls

John E. Allen, 33 years
Maintenance Technician III
Joddie Baldwin, 30 years
Maintenance Technician III
Dale C. Cantrell, 31 years
Director II
Gerald M. Farmer, 26 years
Maintenance Technician III
Charles J. Herrmann, 7 years
Engineering Technician III
James J. Hulsey, 14 years
Maintenance Mechanic II
Paschall L. Kimbrew, 33 years
Roadway Maintenance
Supervisor III
Douglas W. Lambeth, 27 years
Assistant Foreman
James D. Meece, 39 years
Engineering Specialist I
Jerry J. Moore, 34 years
Engineering Specialist I
R.C. Strickland, 10 years
Maintenance Mechanic II

Yoakum

Ora B. Bayless, 25 years
Administrative Technician II
Edward J. Caka, 39 years
Maintenance Technician III
Clyde R. Froebel, 30 years
Maintenance Mechanic III
Cornell W. Giese, 28 years
Maintenance Technician III
Roy A. Goehring, 28 years
Maintenance Technician III
Aubrey G. Ilse, 41 years
Engineering Technician IV
Edwin A. Kuehn, 26 years
Motor Vehicle Mechanic III
Donald R. Moon, 33 years
Roadway Maintenance
Supervisor IV
Henry O. Newman Jr., 24 years
Maintenance Technician III
Antonio Perez, 38 years
Roadway Maintenance
Supervisor II
Jerome F. Polansky, 35 years
Motor Vehicle Mechanic III
Marcus J. Spacek, 24 years
Maintenance Technician III
Victor J. Stary, 34 years
Human Resources Officer III
Arthur C. von Minden III, 35 years
Engineering Technician V

Automation

William L. Crawford, 34 years
Engineer V
C.R. Dansby Jr., 39 years
Engineer V
Duval C. Jarl Jr., 33 years
Programmer Analyst I
Charles L. Rolls, 25 years
Director of ADP I
Ronnie Scott, 30 years
Programmer Analyst II
Hilliard B. Smith, 25 years
Systems Analyst III
Michael L. Wacker, 31 years
Programmer Analyst III

Bridges and Structures

Vernon C. Harris Jr., 34 years
Director II
Robert K. McCullough, 31 years
Engineering Technician V

Construction and Contract Administration

Edd Neva Dabbs, 41 years
Staff Services Officer I
Bobby G. Lay, 31 years
Policy Analyst

Highway Design

Larry J. Buttler, 35 years
Engineer V
David L. Edwards, 21 years
Engineering Technician V

Human Resources

Cameron C. Smith, 5 years
Staff Development Specialist II

Materials and Tests

J.E. Allen, 30 years
Engineering Specialist I
Weldon E. Burkland, 37 years
Engineering Technician V
Joe E. Chamberlain, 31 years
Engineering Technician V
John W. Helton, 29 years
Engineering Technician III
Leonard A. Iselt, 35 years
Engineering Technician IV
JoAnn S. McAlister, 28 years
Engineering Technician III
Joe Paul Nichols, 34 years
Engineering Technician IV
Douglas D. Rankin, 39 years
Engineering Specialist I

More retirements,
next page

More Retirements

Motor Vehicle Titles and Registration
Raymond C. Tesmer, 27 years
Human Resources Management Specialist

Planning and Policy
Vernon C. Peterson, 13 years
Engineer V
John L. Staha, 29 years
Policy Analyst

Transportation Planning
Billy J. Braddock, 39 years
Assistant Traffic Manager
Basil T. Cearley, 36 years
Director of Programs I
Ronald D. Creppon, 28 years
Program Administrator III

Bernhard C. Gersch Jr., 36 years
Engineer V
Donald Karl Hilsberg, 35 years
Planner I
Joe W. Impey, 11 years
Planner III
Tony R. Pulliam, 33 years
Program Administrator III
Bettye B. Watson, 26 years
Administrative Technician IV

Travel and Information
Jack C. Lewis, 31 years
Photographer IV

Retirements changes

People listed as retiring in the September *Transportation News* who decided not to:

Nancy Blankenship, Equipment and Procurement Division
Gaylan R. Franke, Corpus Christi District
Otis N. Loper, Atlanta District
Franklin C. McCumber, Corpus Christi District
Keith E. Monson, Amarillo District
Harvey Ricks, Equipment and Procurement Division
Barbara C. Sells, Wichita Falls District
Roy C. Sullivan, Atlanta District
Bill Trosper, Childress District
Margaret Q. Wick, Houston District

Corrections from September issue

Robert A. Thornton, Lufkin District
Guadalupe Rodriguez, 20 years, Corpus Christi District

Service Awards

October service awardees listed as retiring Sept. 30 by the Human Resources Division have been deleted, but some retirees may appear if their notifications did not reach *Transportation News* by press time.

Districts are now alphabetized, rather than in order by accounting number.

Division employees have been listed under the old division names. Future service awards will be listed under the new names as soon as the Human Resources Division begins producing the reports that way.

Abilene
20 years
Jimmy F. Elkins
5 years
Saundra J. Collins
Christopher L. Cooley
George M. Lee Jr.
Marie C. Ortiz

Amarillo
15 years
Harry W. O'Quin
5 years
Ty Ducheneaux
William A. Goldsberry

Atlanta
15 years
J.B. Blalock
10 years
Frankie J. Lee
George W. Thornhill Jr.
5 years
Jay B. Green

Austin
35 years
Marlin N. Lange
25 years
James D. Creppon
Pedro C. Flores
15 years
Deral A. Milliken Jr.
10 years
Dale E. Tomanetz
5 years
Eric W. Goertz
Wendell J. Johnson

Beaumont
25 years
Issac E. Houguesen
Oscar L. Hunter
Henry C. Lowe
15 years
Mathew L. Butler
Victoria H. Duke
10 years
Bradley S. Stafford

Brownwood
25 years
Curtis E. Hinson
15 years
Jack H. Chastain
10 years
Johnny L. Williams

Bryan
35 years
Franklin Haarmeyer
30 years
Billy J. Easterling
25 years
James M. Brown
20 years
Eddie T. Ryan
15 years
Robert L. Edwards
10 years
William S. McKinney

Childress
10 years
Walter R. Floyd
Kenneth D. Whitaker

Corpus Christi
25 years
Antonio L. Espinoza
Crisoforo J. Hinojosa
Gilberto Perez
10 years
Jesus Chavez
Pablo Mendoza
5 years
Rodney D. Chesser
James M. Guerrero
Andre L. Willie

Dallas
30 years
Jack A. Duvall Jr.
Phillip R. Portillo
Fred Richards Jr.
25 years
Billy R. Martin
20 years
Arnold P. Breedon
Junior R. Davis
Linda W. Dillon
Billy J. Harris
15 years
Dennis R. Foerster
Beatrice V. Kirk
10 years
Rachie L. Woods
5 years
Ricky D. Rudder
Terry L. Sparkman

El Paso
15 years
Dale Y. Atkinson
10 years
Steve W. Sones
5 years
Jesus M. Aguirre
Benito C. Molina

Fort Worth
35 years
Jerry M. Gibbs
10 years
Bobby L. Shutter
5 years
David E. Wagner

Houston
30 years
Ernst G. Matzke Jr.
Randel W. Walker
25 years
Adolfo Ramos
Sonja W. Trojan
15 years
Larry E. Byrd
Ruby J. Miller
Pete E. Walleck
10 years
Clarence D. Griffith
Miguel Ponce III
Arthur M. Story
Kenneth E. Tullis
5 years
Juan A. Auces
Richard A. Harrison Sr.
Terry V. Johnson
Kenneth L. Kimmy Jr.
Patricia C. Loesch
Terry L. Parrish
J.K. Rogers
Billy R. Sykes Sr.

Lubbock
20 years
Merced Garcia
Raymond D. McDaniel
Gary J. Smith
15 years
Howard D. Cherry
5 years
W.O. Fluitt Jr.

Lufkin
25 years
Alice S. Holcombe
20 years
Levi Wyatt Jr.
10 years
Lynwood K. Brashear
5 years
Thomas S. Nicholes

Odessa
25 years
Manuel G. Carrasco
Antonio D. Torres
20 years
Jose A. Rodriguez
15 years
Rosendo C. Galindo
Shirley W. Lockey

Paris
30 years
Jimmie D. McCoy
25 years
Travis J. Davison
10 years
Tommy W. Baugh

Pharr
25 years
Adan Cortez
Arnoldo A. Venecia
15 years
Roberto Cortez
Maria O. DeLeon
10 years
Bobby G. Reese
Antonio G. Sanchez Jr.
5 years
Alfonso Enriquez

San Angelo
30 years
Rodney E. Merritt
25 years
Pete Bara
Richard Sklenarik
20 years
Francisco M. Galvan
5 years
Hilario C. Gonzales Jr.
Marty D. Lipham
Richard L. Martin
David B. Schniers

San Antonio
25 years
Leslie G. Biermann
Armando Hernandez
Henry D. Netardus
Arlon B. Nowotny
Joe W. Walker
10 years
Joe Antu Jr.
Derrick G. Burke
5 years
Charles E. De Arkos
Frank P. Holzmann
Jill R. Pierce

Tyler
30 years
Searcy R. Staples
25 years
Raymond H. Hogan
20 years
John P. Fowler
10 years
Ruthie C. Churchwell
10 years
Teddy J. Szitar
Gary R. Witherspoon

Waco
35 years
James N. Head
25 years
Francisco Leos
10 years
Rose D. Titus

Wichita Falls
30 years
Buddie F. Rivers
25 years
Jeanette P. Lee
10 years
William B. Hale
5 years
George H. Hagemier

Yoakum
30 years
Fred J. Siecko
25 years
Lee A. Edward
Leon L. Heintschel
20 years
Robert E. Rehak
10 years
Richard Ayala Jr.
Vikki L. Tobola
5 years
Lydia A. Ramirez

Administration
25 years
Sallie S. Burk
15 years
Susan M. Brown

Automation
15 years
Jimmy A. Castro
5 years
Leah J. Coffman

Aviation
5 years
Russell D. Deason Jr.

Construction and Contract Administration
25 years
John W. Wilder

Equipment and Procurement
20 years
Larry G. Schaefer
15 years
Maurilio Aguilar
Amelia F. Alba
10 years
Sandra A. Radosavljevic
5 years
Sherry D. Moore

Highway Design
15 years
Malcolm D. Chalman
10 years
Carol S. Caldwell
5 years
Phyllis J. Bryan

Human Resources
15 years
Martha T. Senkel

Maintenance and Operations
15 years
Melody J. Hughes
10 years
Marilyn L. Killgore

Materials and Tests
5 years
Jose G. Treviño

Motor Vehicles
5 years
Julianna R. Schulze

Motor Vehicle Titles and Registration
20 years
Carolyn M. Nelson
15 years
Lavada M. Murphy
5 years
Sandra K. Johnston

Transportation Planning
20 years
Anne E. Gannaway
Curtis N. McDougald
10 years
Peter V. Eckard

Travel and Information
10 years
Deborah P. Baker

The best way to care

It's United Way time again—a time to share our good fortune with others by contributing to worthwhile causes.

In the Austin area, the United Way fund drive lasts until Nov. 19—dates vary slightly in other regions.

During United Way Awareness Week, Oct. 25-29, TxDOT United Way coordinator Cynthia Thompson will visit Austin divisions and the Austin District. She will bring videos and a speaker from the organization to illustrate how the United Way helps people.

Executive Director Bill Burnett said, "I personally endorse the campaign, and ask that each employee consider the benefits needy people will receive as a result of contributions" to the United Way.

For more information, call Thompson of the Human Resources Division at 512/483-3622. ♦

Letters



We have just returned from a delightful trip to Marble Falls to see the bluebonnets. They were lovely! We traveled down US 87 and stopped at the rest stop north of Eden to eat lunch in our travel trailer.

As we prepared to be on our way again, we discovered that one of the six tires on the trailer had a hole in it.

We had everything we needed to change the tire, except muscle! We are not strong enough any more to lift those heavy tires. So, **Richard Turner**, who keeps that rest stop in order, eagerly volunteered to help us and was very kind and understanding to us.

Changing a tire on a large trailer is quite a challenge, and we certainly did appreciate his help. Richard refused any monetary thanks, so we just want you to know that Richard is a real asset to your department.

These kinds of acts, and people like Richard, keep our reputation for good highways and friendly folks intact.

Mrs. Frank O. Holland
Amarillo

Turner works out of the Eden Maintenance Section, San Angelo District.

On March 29, I was driving north on US 287 when I ran into a monstrous hailstorm. I pulled off the road and managed to get stuck in what suddenly had become a small river beside the road. I ran to the road—a bedraggled sight, no doubt—and waved at the first passing car for help. To my great surprise, the driver picked me up and took me back to Vernon to arrange for a tow truck to pull my car out. The motorists would not accept any remuneration.

The Good Samaritans were Mr. and Mrs. **Jesse Salinas** of Childress. Mr. Salinas told me that he drives a truck for the Texas Department of Transportation, but was recovering from a back operation.

Mr. and Mrs. Salinas' aid to me was truly Christian and outstanding. In this day and age, with all the reported problems of violence on the road, it was even more exceptional. It is a credit to them, their beliefs, and to whatever policies your department sponsors regarding assistance to motorists in trouble. Please pass my heartfelt thanks along to them for their very much appreciated help.

C.R. Walker
Mobile, Ala.

Salinas is a maintenance technician with the Special Jobs Crew, Childress District.



Please renew!

By state law, those receiving *Transportation News* through the U.S. mail must ask to be retained on the mailing list each year. Here's your first notice for 1993. Simply sign below, cut out or copy this part of the page, including your mailing label, and send to:

Transportation News
Attn: **Diana Ward, PI**
125 E. 11th Street
Austin, TX 78701



TRANSPORTATION
news

P.O. BOX 5064
AUSTIN, TEXAS 78763

FORWARDING AND RETURN
POSTAGE GUARANTEED
ADDRESS CORRECTION REQUESTED

BULK RATE
U.S. POSTAGE PAID
AUSTIN, TEXAS
PERMIT NO. 2209