

Those who served enhance TxDOT ranks

One out of every five TxDOT employees is a veteran of the armed forces. Some of their stories may make you laugh, but their serious recollections can create a loss for words. It is difficult to picture co-workers as young men and women in uniform as they looked a few years or a few decades ago.

It's hard to know just what to ask them — or more precisely what not to ask of those who endured military conflict. There is a fear of triggering a painful memory of lost comrades and long separations from loved ones. But most are willing to reminisce about the good and bad times they lived to tell about.

The Armed Forces are well represented at TxDOT, which employs 3,138 veterans. Of that number, 1,222 served during the Vietnam era which lasted from Aug. 5, 1964 through May 7, 1975.

TxDOT veterans are a diverse group of men and women who have served or are still serving their country as guardsmen or reservists. Their experiences are varied and deserving of reflection this Veteran's Day, Friday Nov. 11.

VIETNAM

Jim Bisson remembers the Army officer who pinned the Combat Infantryman's Badge on his chest in Vietnam. "Wear it proudly. I always have," the lieutenant told him. It is Bisson's most prized military decoration, one he earned as an enlisted infantryman with the 25th Infantry Division.

"I used to wear my Combat Infantry Badge to work on Veteran's Day, but nobody knows what it is," said Bisson, Assistant Executive Director for Motorist Services.

His tour in Vietnam preceded his career in the Texas Army National Guard. Lt. Col. Bisson is executive officer of the 49th Armored Division's 3rd Brigade.

He and several Vietnam buddies take turns hosting a reunion every other year. Bisson seems surprised when he counts the number of reunions they've had — 11 so far. In 1996, they plan to meet in Washington, D.C. to visit the Vietnam Wall that bears the names of those who didn't come back.

Bisson and his father wish each other a happy Veteran's Day each year. His father was in the Normandy invasion and Bisson said this summer's 50th commemoration was an emotional day for both of them.

When he tells his Vietnam grenade story, the listener senses it's one of his favorites. He and several others were dug in one night as they listened for an approaching enemy.

They heard the grass rustle, then a pause, followed by more rustling and a pause. Instinctively, Bisson pulled the pin from a grenade, ready to lob it. When another soldier verbally challenged the approaching enemy, it turned out to be a field telephone being reeled in by fellow soldiers.

Bisson laughs at himself and says he is often reminded that he was ready to take out a phone with a grenade. But the story doesn't end there. He replaced the pin the best he could, but it would have been risky to rely on it to secure the grenade. Detonating it would give away their position, so Bisson and his buddies took turns holding the grenade's grip throughout the night. He smiles and says no one fell asleep while holding that "hot potato."

The Beaumont District's Scott Rollins served with Navy Mobile Construction Battalion 3 (the Seabees) in Vietnam from 1970-71. He remembers his nighttime arrival in Southeast Asia. He watched as flares and other signs of combat pierced the darkness below.

"It sobered you up real quick to realize what you were getting into," said the former Petty Officer 2nd Class. "It was a very humbling experience."

Bonnie Adams

Assignments editor



Alan King

The sacrifice and dedication of America's veterans is reflected in memorials such as this one honoring women Vietnam veterans.

On Veteran's Day and other holidays, Rollins flies the American flag. His experience in war gave him a new respect for it. "It just makes you appreciate what you have in the good old U.S.A.," he said.

"Firsthand, I saw a lot of men and women who made the supreme sacrifice," Rollins said. The Hamshire, Texas native said several hometown friends were killed in Vietnam. A former teacher of his visited the Vietnam Wall and sent Rollins a rubbing of one friend's name.

"When I got that letter, you know it was an emotional experience," Rollins said, then paused. "I lost quite a few friends in that war."

He joined the department in 1974 and is director of transportation planning and development in the Beaumont District.

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Page 4 Transportation Conference debuts

Maghsoud Tahmoressi carried Bill Burnett's words with him all year long — literally. At last year's Short Course, he heard Burnett encourage innovation. Tahmoressi wrote down Burnett's words and put them in his wallet. When he and co-worker Dale Rand won the High Flyer Award at this year's Transportation Conference (formerly Short Course), Tahmoressi said Burnett's words had provided inspiration to him throughout the year.

Page 6 Texas Project Awards accent partnering

This year's Texas Project Awards featured partnering on a larger scale than previous years, with some districts trying it for the first time. The program recognizes department and contract personnel who complete projects under adverse conditions. The annual program underscores the art of compromise and cooperation between the department and contractors. Construction and design awards are also presented to TxDOT personnel.

Page 10 Goehring finds martial arts, job skills overlap

What does an internal audit have in common with the martial art form of Kung Jung Mu Sul? According to Mary L. Goehring, more than you might think. Goehring was recently awarded her advanced brown belt from the South Austin Karate and Fitness Center Inc. She is an internal auditor in the Audit Office in Austin, where she has worked since joining TxDOT in May 1988.

Page 11 Bridge design spans gap between old, new

The New Braunfels Area Office may have found a way to bridge the gap between old and new. The "old" is represented by the New Braunfels area and its beauty. The "new" creeps in with the need for more construction that increases with each passing summer. To maintain a balance between nature and technology, the New Braunfels Area Office is using an innovative design to construct an off-system bridge along Spring Branch Road in Comal County.

Page 12 Employees Advisory Committee marks 60 years

In May, employees of the Austin divisions and special offices were asked to complete a survey to help determine how much is known about the Employees Advisory Committee. Although it was founded in 1944 when Dewitt C. Greer appointed the first five members, many don't know what its responsibilities are and how they can use it. Although the department has changed and grown over the years, the committee's basic responsibility has not been altered.

Page 13 Brownwood District spreads safety message over holiday

Whether she realizes it or not, Maria Alejo may very well have saved lives that could have been lost in automobile accidents during the Labor Day weekend. Alejo, a Brownwood Holiday Inn employee, is one of more than 500 local employees from businesses throughout Brown County who, in cooperation with TxDOT, encouraged motorists to "Buckle Up — Drive Safely," by distributing traffic safety literature, donning buttons with the "Buckle Up ..." message, and displaying the slogan.

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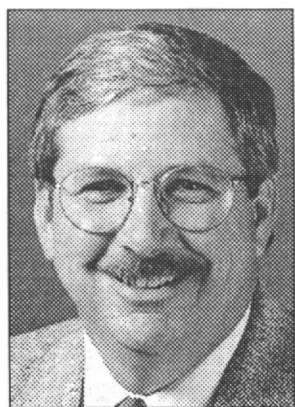
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Ask Bill



If a DUI/DWI policy must be implemented, I believe a statute of limitations should exist, say five years without a DUI/DWI conviction, after which the employee's slate is wiped clean.

In my discussions with other supervisors and employees, there is widespread concern regarding the legality of these policies and the validity of the department's actions.

*Elizabeth Hilton
Design Division*

Q As an employee and a supervisor, I am concerned about the recent DUI/DWI policy adopted by the department, effective Sept. 1, 1994.

The policy applies to any employee who drives for the department, whether in a state vehicle or a personal vehicle, regardless of how frequently he or she drives for the department. Therefore, any employee who travels, even to a single training class on department time, is affected by this policy.

The policy states that once an employee has received a DUI/DWI conviction, successfully completed mandatory counseling through the Employee Assistance Program and resumed driving for the department, he will be terminated if he receives "a second DUI/DWI conviction at any time during his or her employment with the department." It is hard for me to imagine terminating an employee who receives a DUI/DWI conviction, say in 2014, because they had previously received a DUI/DWI conviction in October of 1994.

In addition, the Occupational Safety Manual states on page 1-16 under Reporting Responsibility that "if an employee who ... drives ... for the department ... is a driver involved in a traffic accident then the employee must notify his/her supervisor of the occurrence on the first workday after the ... accident. An employee who fails to report an event ... will be suspended for three days without pay ...". This means that if I drive for the department, even occasionally, and someone hits my vehicle (parked or moving), the accident is not my fault (in fact, local police may not even respond), I have to report the accident to my supervisor or be suspended without pay for three days.

While I understand some of the motivation behind monitoring DUI/DWI convictions and at-fault accidents, I feel this last part stated in the Occupational Safety Manual invades an employee's right to privacy. I fail to see any government interest requiring knowledge of every accident an employee is involved in.

A Thank you for your letter concerning the DUI/DWI policy that was established Sept. 1, 1994. I know that many employees are concerned about what they see as an invasion of privacy with regard to accident involvement and traffic ticket convictions.

The department established guidelines for acceptable driving records for employees who drive on TxDOT business more than 10 years ago. At that time, an employee driving a state-owned vehicle ran a stop sign and hit a car occupied by a woman and her husband. The woman was severely injured and was expected to be mentally impaired for the rest of her life. Her husband received lesser injuries but recovered. The department's driver had a long history of traffic ticket convictions. His record was so bad that the department was essentially defenseless in a subsequent lawsuit. As a result, the taxpayers paid dearly. We, as a state agency, had made a number of mistakes. Among them was failure to check the driver's record before he was hired. We also had no internal rules for determining who should or should not drive for the department.

The guidelines first adopted for acceptable driving records were basically those used by TxDOT's liability insurance carrier when the company elected to accept or reject someone who applied for coverage. The main difference was that the company refused coverage to anyone with a DUI/DWI conviction. The department, on the other hand, allowed no DUI/DWI convictions within the past five years (this was changed to three years in 1990).

The guidelines system was used for more than 10 years. It allowed for discretion on the part of district engineers, division directors and other Management Team members. Some managers used the system, and some did not. There were persistent requests for more rigid rules. The Management Team was asked to review new proposed guidelines in January 1994. The internal rules now in effect were significantly influenced by their recommendations. Other major considerations were requirements of the Americans with Disabilities Act and comments from legal advisers.

An employee driving for the department who has a serious accident stands a good chance of eventually being in court in front of a jury. If the employee has a bad driving record and is found to be at fault in the accident, the department and the driver are going to have to pay for their errors. The department and its supervisors also face the possibility of "negligent entrustment" charges, some-

thing TxDOT's insurance carrier strongly recommends we avoid because of its seriousness. We have avoided this charge for a number of years and would like to continue to do so.

A poor driving record is a serious liability in a traffic accident lawsuit. The fact that the driver experienced a series of accidents or traffic ticket convictions while "off duty" makes no difference. The bad driving record exists and a driver's employer is expected to know about the habits of people that it lets drive for business purposes.

Anyone who drives on department business has the potential of involving TxDOT in litigation as the result of an accident. For this reason, the rules include everyone who drives as part of his work. It is impractical to excuse those who drive only occasionally, and this was considered during the development of the rules. This would involve the selection of a frequency criterion that would almost certainly be argued against by those who missed the cut-off point. With regard to reporting accidents, as previously stated, an employer is expected to know about the driving habits of its drivers. Having employees report their accident involvement helps fulfill this requirement.

I hope that this explains how we have arrived at the position we are in today. Your suggestion that DUI/DWI convictions be dropped from consideration after some time period appears to have merit. It will be considered as a provision of the new Occupational Safety Manual which is scheduled for publication next August.

....

Q Several years ago, we received "Highway Department Family" decal stickers, which I proudly displayed on the back window of my family vehicles. Would it be possible to update and issue new TxDOT family stickers?

*Bruce Bayless
Yoakum District*

A Thanks for asking. The highway family stickers were a great idea. I still see them on employee vehicles all around the state. I like the idea of a TxDOT Team sticker and we are in the process of developing a new design. I hope we can have them distributed in the next few months and that everyone on the TxDOT Team will display a sticker proudly.

Transportation Conference debuts;

Meredith Whitten
Staff Writer

Maghsoud Tahmoressi carried Executive Director Bill Burnett's words with him all year long — literally. While he sat in the audience at last year's Short Course, Tahmoressi listened to Burnett encourage innovative, risk-taking ideas. Burnett said he realized mistakes would be made. He said that if that happened, the rug wouldn't be pulled out from under an employee. Tahmoressi wrote down Burnett's words and put them in his wallet.

When Tahmoressi and co-worker Dale Rand won the first-ever High Flyer Award, which recognizes innovation and risk-taking, at this year's Transportation Conference (formerly Short Course), Tahmoressi said Burnett's words had provided inspiration to him throughout the year.

Tahmoressi, Rand and five others were far from having the rug pulled out from under them. Instead, they came close to having a red carpet rolled out as they were honored as award winners at this year's Transportation Conference awards banquet.

Gibb Gilchrist Award

The \$92 million Houston Ship Channel Bridge has become a Gulf Coast landmark. The twin 426-foot high double diamond towers and the structure's dual 78-foot roadways are a first for a U.S. cable-stayed bridge. For his efforts in administering the construction of the



Dennis Warren

bridge, Dennis Warren, director of construction in the Houston District, received the Gibb Gilchrist Award. As supervising project engineer on what will be the longest cable-stayed

bridge in the world, Warren served as equal parts engineer, technical lecturer, tour guide and diplomat. He also successfully handled construction over sensitive marsh lands and an active refinery disposal lagoon, both of which posed environmental concerns. In November 1993, Warren, an Oklahoma State University graduate, moved to his present position, and is responsible for the administration of all construction contracts from the time of letting through final payment. He continues to monitor construction of the Ship Channel Bridge, and the many engineers and technicians who have worked with him know his expertise is just a phone call away.

Dewitt C. Greer Award

Mary Lou Ralls, supervising design engineer in the Design Division, received this year's Dewitt C. Greer Award for her

role in the development of the pre-tensioned concrete U-beam, which has been hailed as the first beam to be both economical and aesthetically pleasing.

Ralls serves as technical coordinator on a joint research project with the Federal Highway Administration, the Center for Transportation Research and TxDOT. The project involves the Louetta Road Overpass, two adjacent bridges on Texas 249 in Houston. The structures are the first bridges in the United States to fully use high-strength concrete in all aspects of design and construction. Information developed from this project will assist in the design of high-performance, economical structures throughout the country.

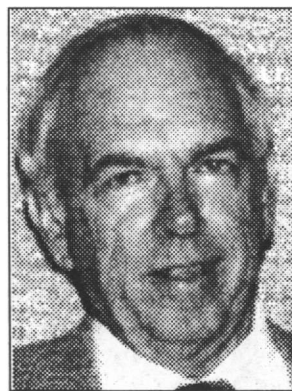
Besides her technical abilities, Ralls' leadership abilities have also distinguished her at TxDOT. She was one of the first facilitators leading the department's Continuous Improvement effort. Ralls joined TxDOT 17 years ago, after receiving her bachelor's and master's degrees in civil engineering from the University of Texas at Austin. She said she was "thankful for many people I worked with on the project. This is an exciting and challenging time to work in the department."

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Luther DeBerry Award

It is difficult to drive more than a few miles along a highway and not see evidence of safer roads that are the result of Hayes E. Ross Jr.'s work. For his efforts in highway safety design, Ross received the Luther DeBerry Award.

Ross put Texas at the forefront of highway safety design with his work, including breakaway sign and light supports, and the procedures for testing roadside safety hardware. Many of his contributions, revolutionary at one time in Texas, today are standard practice in many countries around the world. He developed innovative end treatments for guardrails and concrete barriers, safe supports for mail boxes and small signs, safety treatments for drainage structures, crash cushions, precast concrete barriers for work zones, and guardrail-to-bridge rail transitions. He holds several patents



Hayes E. Ross Jr.

as co-inventor, including ones for the Guardrail Extruder Terminal and the Low Profile Concrete Road Barrier, both of which are being used throughout Texas.

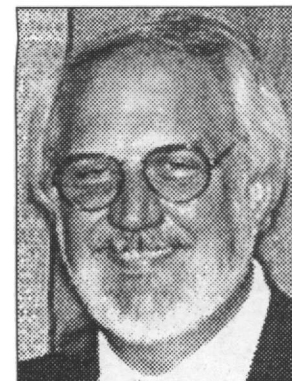
Ross received his bachelor's degree from Louisiana State University, and his master's and doctorate from Texas A&M University, where he now serves as a professor in civil engineering. He also works as a research engineer for the Texas Transportation Institute, where he first began working in 1966. He has represented Texas as an ambassador of highway safety expertise in Italy, France, China, Sweden and other international communities. His expertise has been sought out by many, including other state departments of transportation and companies around the world.

"It's a privilege to have the opportunity to work with so many dedicated people in highway departments around the country," Ross said. "But there's no question that the people at TxDOT are number one."

Raymond E. Stotzer Jr., Award

Raymond E. Stotzer Jr., Award

Geoff Appold has been making the department look good since he joined TxDOT in 1981. As manager of the Audiovisual Production Branch in the Travel and Information Division, Appold



Geoff Appold

oversees a group of photographers, cinematographers and audiovisual technicians serving a diverse customer base that includes the general public, other agencies, and TxDOT's administration, districts and divisions. The work of his photography unit is seen in publications such as *Transportation News* and *Texas Highways*. His video production unit provides professional broadcast-quality public-service announcements and various other programs. For these efforts, Appold received this year's Raymond E. Stotzer Jr. award.

It is traditional to open the Transportation Conference with a multi-projector slide show produced by the audiovisual branch. Appold was left in the dark on one project, however. His unit assembled all of the award presentations for this year's conference, but managed to produce the one for Appold without his knowledge.

Appold said that even when he recognized the first photo of himself as a young boy wearing his Cub Scout uniform, he still didn't realize that he had won. "The first thing that went through my mind was, 'Wow — they're putting a joke award in here,'" he said. But when he was announced as the award recipient, he realized his unit was not pulling a

Seven honored at College Station

fast one on him. Appold thanked his co-workers, including Travel and Information Division Director J. Don Clark, who Appold said gives him the freedom to be innovative and take risks. "This goes way beyond surprise," Appold said as he accepted the award. "I feel so humbled to be associated with such a wonderful organization."

Russell H. Perry Award

For his constant efforts to improve the transportation systems in the Panhandle, Dick Harris was named winner of the Russell H. Perry Award.

Harris graduated from the University of Texas at Austin, and received his master's degree from the Southern Methodist University Graduate School of Banking. For more than two decades he was an active member and officer of the Texas Good Roads/Transportation Association, including a term as president. The association recognized him for his service by making him an honorary life member.



Dick Harris

"Probably in my 39 years with the

department I have never met anyone outside the department that was more interested in highways," said former Amarillo District Engineer Jim Moss. "He worked for them all the time. He was just a highway man." As chairman of the Amarillo Chamber of Commerce Highway Committee, Harris was instrumental in securing funds for the completion of Loop 335 in Amarillo. And, although he made his home in Amarillo, residents from other areas of the Panhandle enlisted his support for projects, such as widening US 87 between Dalhart and Hartley.

High Flyer Award

Maghsoud Tahmoressi and Dale Rand of the Materials and Tests Division received the High Flyer Award for their work to introduce Coarse Matrix High Binder Asphaltic Concrete.

The pair took a new approach to hot mix asphalt pavement. Unlike conventional hot mix, which uses fine and intermediate size aggregate, the mixture depends on coarse aggregate for carrying traffic loads. One example of such a mixture is stone matrix asphalt, which has been used more frequently in United States the past few years.

Like stone matrix asphalt, the coarse matrix mix's aggregate gradation design utilizes contact between coarse aggregate particles. Traffic load is transferred vertically through the stones once there is stone-to-stone contact.

After detailed laboratory testing, the

mix was used on crumb rubber projects. Following an evaluation period the procedure for evaluating the mix was modified to include all hot mix asphalt construction projects. In doing that, a new test procedure to measure resistance to rutting was created.

There was some resistance to try the new mix, but the pair of engineers persevered and launched a campaign to educate the department on the merits of the new hot mix.



Maghsoud Tahmoressi

Rand was unable to attend the conference. Tahmoressi, in accepting the award for both, said, "This award doesn't belong to us. It belongs to the whole division and the whole department. We came up with an idea. It was a simple idea that would have died if it weren't for the people sitting out there."

"It's good to be working in a department where you can dream up all kinds of things and see it come to fruition," he said. "Like Bill Burnett said, if you make a mistake, the rug won't get pulled out from under you."

Linden maintenance techs go the Extra Mile

Meredith Whitten
Staff Writer

On June 1, as the summer heat settled in, a semi-truck headed north on US 59 between Atlanta and Linden. Two travelers followed behind in a pickup carrying a camper. Suddenly, the 18-wheeler hooked a wide right turn. As the driver of the pickup swerved to avoid a collision, it overturned. The pickup came to rest on the driver's side, just off the highway's north-bound lane.



Thomas Campbell

The driver of the 18-wheeler left the scene. About this time, two TxDOT employees, Thomas "T.O." Campbell and Chad Burden, who was on his first day on the job, were returning to the Linden Maintenance Section after wrapping up their day's work. As they approached the site, they saw the pickup and immediately rushed to aid the accident victims. Two fuel tanks and a propane gas line were leaking from the

pickup and camper. And, a couple was trapped inside the pickup.

Burden, along with another motorist who stopped to help, climbed up on the side of the vehicle, threw open the door and pulled Emil and Betty Connerley of San Benito out of the pickup. Campbell helped the couple to the ground and away from the vehicle. The Connerleys escaped with only bumps and bruises. Local fire departments arrived and hosed down the scene before the gasoline and propane could ignite.

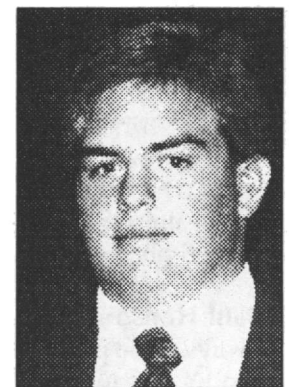
Both Campbell and Burden put aside any fear or concern for their own safety, and without hesitation, put themselves in a life-threatening situation to save the lives of the Connerleys.

For this act, Campbell and Burden received the Extra Mile Award at the 1994 Transportation Conference. Executive Director Bill Burnett presented the awards, and the audience echoed his praise and respect with a standing ovation.

Campbell has worked for the department for 12 years in the Atlanta District. He said he didn't feel what he did was heroic, just something that had to be done. "You don't think about what could happen," he said.

Burden was earning money for college, which he started this fall. His father,

who is the Atlanta Fire Chief, never expected to see his son on the scene of a potentially deadly accident. His mother, Sandy Burden, is the office manager for the Atlanta District Construction Office.



Chad Burden

Not long after the accident, the Connerleys wrote the *Atlanta Citizens Journal* to publicly thank the heroes who rescued them. In the newspaper, they noted that their rescuers had rushed to their aid with "no concern over their own safety."

The day will stand out in Campbell's mind as one of his more unusual on the job. Burden's first day at TxDOT is likely to stay with him for a long time as well. As they told the *Citizens Journal*, the Connerleys won't forget the event anytime soon, either.

"We want them all to know that they are all blessed in our sight," the Connerleys wrote, "and that we will never forget all that assisted us in our hour of need."

Texas Project Awards accent partnering

Victor Rodriguez
Staff Writer

This year's Texas Project Awards featured partnering on a larger scale than previous years, with some districts trying it for the first time. The department's Texas Project Award Program handed out awards to 10 recipients at a luncheon in Austin in August.

The program awards department and contract personnel who completed projects under adverse conditions. The annual program is sponsored by the Associated General Contractors and underscores the art of compromise and cooperation between department and contractors. Construction and design awards are also handed out to TxDOT personnel.

Construction

Byron D. Burgess/Ed Brooks

Partnering brought Byron Burgess of the Brownwood District and Ed Brooks of Bay Maintenance Company Inc. together on a project involving widening US 180, installing a new curb and gutter, sidewalks, an asphalt stabilized base, and applying a new hot-mix asphalt surface. They met before construction began and worked out partnerships on several levels, resulting in savings in time, money and hassles for the public.

Utilities ran the entire length of the project. Usually, cities pay for adjusting utilities before construction starts; however, in this case, the city and TxDOT shared responsibility for the adjustments and saved motorists from having to battle the construction zone twice.

While installing new water and sewer lines, workers ran into almost 600 linear feet of rock. This could have delayed the project considerably. But the contractor kept costs at a minimum by immediately bringing in the proper equipment.

Due to excellent planning and investigation, this project moved almost 50 percent ahead of schedule.

The inspector and the superintendent kept the public informed by holding weekly news conferences. The local paper featured the project almost weekly with front-page stories and photos.

Rodney C. Smith/Paul Henson

Utilities seem to always cause problems and provide opportunities for cooperation. Dallas District's Rodney C. Smith and H.B. Zachary's Paul Henson ran into utility difficulties on their Texas 61 project.

Deep corridors had to be cut in several locations to move utilities. These cuts delayed utility contractors from completing relocation before the contractor began work. Henson worked with the utility contractors and TxDOT to set up schedules to work around the problem.

Coordination didn't stop there. The contractor had to remove 3 million cubic yards of excavation material, but instead of using massive earth-moving equipment in this high-density residential area, he used small, street-legal haul trucks.

This caused another problem. People living in the surrounding apartments complained about the noise of the trucks and construction. Smith worked with the contractor to schedule equipment use in residential areas that excluded early morning hours.

Four bridges on the project also complicated matters, especially one bridge that offered a unique problem.

The bridge was a steel beam structure, but because of its width and degree of skew, two screeds had to operate simultaneously during concrete placement. To solve the problem, the bridge was built in two stages, each stage requiring 1,300 cubic yards of concrete placed in one session of pouring. Placements began during the night and lasted well into the following day, but the job was done right because Smith and Henson met several times prior to placement and created a detailed plan.

The contractor also used an innovative method of steel insertion for the 200,000 square yards of 10-inch concrete pavement the project required.

Tie-bars for this pavement were inserted mechanically during concrete placement. In spite of the unusual technique, the pavement was determined to have a superior ride.

Anthony Sienkiewich/Ray Casas

Running into problems is typical in any project. Solving problems in a timely manner isn't so common.

The Houston District's Anthony Sienkiewich and Brown and Root's Ray Casas are prime examples of people who are able to solve problems and complete their project ahead of schedule.

The project, construction of frontage roads for a section of Beltway 8 between Texas 35 and Beamer Road in Harris County, gave them their share of problems. The first difficulty they encountered involved two utility companies that didn't complete their adjustments on time. The project manager stayed in close contact with the companies to eliminate stumbling blocks. The superintendent concentrated his efforts on areas not affected by the relocation.

The second difficulty came when the district design engineer's office told them that the design intent for the project was to have a finished grade on the frontage roads above the 10-year flood plain elevation. Project review revealed that significant sections of the project were below the 10-year flood plain. Adjustments were made to raise the finished grade. Sienkiewich and Casas worked together to adjust area inlets and ditch side slopes.

During the design work for these revisions, Casas concentrated his work in areas unaffected by the change, just as he did with the utility problem.

Donald G. Norwood/ Tommy Windham

Because of the number of businesses along a Texas 105 project in Montgomery County, Donald G. Norwood of the Houston District and Tommy Windham of Brown and Root Inc. met with business and property owners to set up lines of communication as part of the project's partnering process. They also helped the businesses by finishing three months ahead of schedule.

The two worked around utility delays by coordinating their work with that being done by the utilities. They also worked around the fact that 10 right-of-way parcels were still outstanding when project work commenced.

Norwood and Windham discovered that erosion controls from the project plans were not working correctly because of steep grades and very sandy soil. Because of their recommendations, items were added to control erosion to keep the project in accordance with Environmental Protection Agency guidelines.

Billy Beavers, Quincy Allen, P.E./ Richard Diffley

Project planning involves many factors, and a successful project usually is due, in large part, to good planning. But effective partnering helped Billy Beavers and Quincy Allen from the Houston District, and Richard Diffley of J.D. Adams, with the widening and reconstruction of Houston's Southwest Freeway.

The project was the last of four and designed to be constructed after an adjoining project was completed. But conditions prevented their starting the last project for eight months. As a result, Beavers, Allen and Diffley worked together to produce a revised traffic-control plan and construction sequence.

These revisions and an extraordinary work effort on the contractor's part resulted in the project being completed four months ahead of schedule.

Thomas Walters/Dallas Brewer

For the Odessa District's Thomas Walters and Jones Brothers Dirt and Paving Contractors' Dallas Brewer, implementing partnering for the first time in an area project was a huge success.

The project involved rehabilitating a highway that served as the main street and business route of a West Texas town. The district engineer kicked off the project by meeting with business owners along its route to assure them of TxDOT's and the contractor's cooperation.

Project planners identified potential problems during a two-day partnering session between TxDOT and contractor staff. They then worked out ways to overcome these potential obstacles and wrote a mission statement to guide them to project completion.

It was the contractor's first experience with recycled asphalt pavement, but planning made everything run smoothly. Walters and Brewer worked with the district public information office and local news media to get the word out on the project's progress. Any problems that arose along the construction route were addressed immediately, and complaints were kept to a minimum.

The result was a rehabilitated US 385 through Andrews, and a community relations success story.

**Jim Taylor/Ronnie Rogers,
Roland Pinkerton**

Constant evaluation, fine-tuning and implementation of suggested solutions from parties affected by construction are techniques Jim Taylor of San Angelo, Ronnie Rogers of Jackson Inc. and Roland Pinkerton of Reece Albert used to continuously improve the project they worked on.

The worksite was on the most heavily traveled route in San Angelo. The project superintendents and the project manager met with adjoining property owners and business owners to work out ways to maintain easy access to their properties. Some solutions suggested by owners included erecting temporary signs to let people know businesses were still open and available.

Fine-tuning during construction included adding warning signs and even bringing in a message board to convey information to the public at critical times. The department received no complaints about traffic handling, and the news media ran no stories about traffic jams.

**Scott Armstrong, Richard Jones /
Blaine Willaford, Michael Ingram**

TxDOT's Scott Armstrong and Richard Jones of San Antonio and Blaine Willaford and Michael Ingram of H.B. Zachary and Company base their success on effective partnering.

Partnering helped them complete the construction of new elevated lanes on I-10 on the downtown "Y" reconstruction in San Antonio and reconstruction of the lower-level lanes from Agarita to Frio/Poplar 16 months ahead of schedule.

The \$44 million project not only was completed early, it also was done without claims or disputes arising between the department and the contractor.

Thomas M. Jones Jr./Roy C. Traylor

Providing continuous and safe access to residents and businesses along construction sites is a major concern in planning a project.

Thomas M. Jones of the Tyler District and Roy C. Traylor of Simon Traylor and Sons had a project that ran through two historic sites and several other older properties.

Many problems, including ones with utilities adjustments, arose during the work. But the ability of these two to make decisions in the field and their willingness to work cooperatively helped them deal with problems, such as upgrading the storm sewer system, without major conflict.

Not only were problems resolved, but traffic flowed through the project at all

**This year's Texas Project
Awards featured
partnering on a larger
scale than previous years,
with some districts trying
it for the first time.**

times, even though the worksite was on the city's main thoroughfare.

The contractor held a meeting to let the public know what was planned, and how those managing the projects would help the public, local businesses and travelers any way they could to make the experience a positive one.

Fred E. Barnard/Lloyd Koopman

Dealing with the public is a common part of partnering, but negotiating the possible sale of an old bridge as scrap steel to local citizens is a first as a partnering technique.

In the Yoakum District, TxDOT's Fred E. Barnard, and Lloyd Koopman of Fuqua Construction Company had to wheel and deal the love of local history for the sake of safety.

The project was a bridge replacement that began two months late because of flooding. But three days after construction began, the real nightmare started.

When the contractor started dismantling the old bridge, complaints began to come in, despite the fact that proper historical clearance had been obtained and no one had protested before the project began.

Barnard and Koopman handled the problem by holding frequent meetings to discuss options for saving the old truss. In the spirit of cooperation, the contractor agreed to sell it to the citizens for the price of scrap steel. However, funding did not become available for this, and the bridge was removed as planned.

Three field changes were required during this project, and Barnard and Koopman worked together to achieve these necessary changes at minimal extra cost.

The project was completed on time,

with minimal delays and little extra cost.

Design

Before a project can begin, it must be designed in a way to ensure that construction is carried out smoothly. Two TxDOT employees went home with this year's design awards.

Mario R. Jorge

The Pharr District's Mario Jorge designed a project that consisted of a complex three-level interchange of two U.S. highways. Traffic at the intersection reached levels of 84,000 vehicles a day.

The work consisted of widening existing structures, building new ones, storm drainage, roadway construction, landscaping, retaining walls and paving.

Jorge developed this project as the lead engineer and personally designed large portions of the interchange. He oversaw all eight of the other design engineers and the eight engineering technicians working on the project.

Because of excellent coordination and planning, the project is 98 percent complete and six months ahead of schedule. There have been no major problems, and design has been accurate and complete at all phases of construction.

Mark E. Read

Mark Read of the Amarillo District was honored for his work on the 15th Avenue Bridge Project in Amarillo.

His project was considered a high priority in his district, and consisted of replacing and widening structures and adding two additional lanes on roadways that serve as major thoroughfares.

Read designed the roadway alignment and storm sewer system for the proposed interchange, including main lanes, seven adjacent merging ramps and two frontage roads.

The design had to meet strict federal standards for urban expressway construction and had to be accommodated within existing right-of-way because of residential development next to the project.

The final design provided five lanes in each direction with improved merging capability for all traffic lanes. Using precise analysis of lane assignment and traffic channeling, Read provided a structure that will permanently improve safety and relieve congestion.

TxDOT veterans recall the good,

Continued from Page 1

While in the Seabees, the civil engineer worked on road and bridge projects. He was awarded the Navy Achievement Medal for introducing critical path management to better manage Navy construction projects in Vietnam.

Robert Unks was a self-described "non-conformist" during his seven-year stint in the Marines. The former radar technician spent a year in Da Nang during Vietnam as a member of the 1st Marine Air Wing.

He was there for four campaigns, including the Tet Offensive in 1968. "Chaos was breaking out everywhere, even in the city during the Tet Offensive," Unks said. He remembers watching an ammunition dump being hit by rocket fire and burning for 10 hours.

Unks, a design technician at Riverside, was stationed at a remote compound

Back in the states after the war, Unks and a friend decided to race their Volkswagens to decide whose was the fastest. "I edged him by a bumper," Unks said. But his victory was short-lived when they were caught racing on the military installation. Their punishment was to dig up eight trees. Instead of doing it the hard way with a shovel, the two used a heavy vehicle and chain to pull the trees out of the ground. "We had them out of there in 15 minutes," Unks said, sounding pleased with their ingenuity.

Tom Templer wasn't sure he wanted to make the Army a career when he was in Vietnam. Col. George Patton III helped him make up his mind. "He is the person who suggested I stay in the Army and make it a career," Templer said of Patton, the commander of his unit, the 11th Armored Cavalry Regiment.

Templer's job as an internal auditor with TxDOT in Austin is his second career. Col. Templer served 28 years in the Army before retiring as the director of Resource Management.

He remembers the irony of his last night in Vietnam. Having spent months with a line unit, he and his men were used to enemy contact. "After all that, I managed to come out unscathed," he said. Templer and others were in the rear area that night, enjoying their first hot shower and sleeping in a tent for the first time in months. The camp came under enemy rocket fire. "This is not where I want to be," recalls Templer, who managed to avoid injury.

"I fly my flag and I enjoy reminiscing with old comrades on that day if we

get the chance. I also think about some of the comrades who didn't make it. We get all caught up in things and forget the real reason for Veteran's Day," Templer said. He hasn't forgotten.

Life-and-death decisions in Vietnam were part of the work day for Lynwood Walters, Beaumont District Right-of-Way administrator. The Army artillery officer served in Vietnam from 1968 - 69. Infantrymen called him for artillery support, providing him with target locations. Walters said the hardest part of his job was getting good information from soldiers in life-threatening situations miles away.

"That was a horror of mine, to think I

could shoot or kill our own men with artillery, but that never happened," he said. Since joining the department in 1970, he said he hasn't faced any situation more stressful than what he experienced in Vietnam.

During his year in Vietnam, he normally slept in earthen bunkers and said he felt relatively protected from incoming mortar rounds. However, several

men in his unit were killed by mortar fire.

His most memorable Vietnam experience happened the night before he was to leave the country. Walters was sup-

posedly in a safe area, but

remembers jumping out of his top bunk during the 2 a.m. attack. He agreed that would have been a heck of a way to earn a Purple Heart.

"The enemy blew up a whole lot of ammunition above us. It looked like the Fourth of July. It got our attention," Walters said. An hour later he boarded a plane bound for home.

The experience "really makes you appreciate the little things in life," Walters said. He continued serving his country as an Army Reservist until he retired as a major in 1989.

DESERT STORM

Tom Roy's "office" used to be the aircraft carrier *USS Roosevelt* where he headed air operations during the Persian Gulf War. Roy was responsible for all aircraft leaving and landing on the carrier, including resupply and combat missions.

Roy, a roadway maintenance supervisor in the Abilene District, retired from the Navy as a commander. As head of the aircraft carrier's air operations during Desert Storm, he worked 22-hour days, seven days a week.

"When people were in dire need, I stayed very calm," he recalls. "I felt like I contributed to the war effort." There was no loss of life or property on his watch.

Roy enlisted in the Army in 1964. When he got out, he used his G.I. Bill money to earn dual bachelor's degrees in industrial technology and business administration. He completed Naval flight training at Corpus Christi, was commissioned as an ensign and awarded aviator wings.

Veteran's Day was a busy time for him when he lived in Corpus Christi and was a member of the VFW. He helped set up flags, attended veterans' functions and enjoyed talking with veterans of previous wars. "There's a lot to be said for any conflict," he said.

But wartime isn't the only time a service member can face life-or-death situations. In 1981 Roy was co-piloting a jet



Mary Beth Kilgore



Specialist Janie De La Cruz, right, visits a combat medical unit on the Iraqi border during the air war phase of Operation Desert Storm.

called "Monkey Mountain" in Da Nang. "We were pretty well restricted," he recalls. That atmosphere proved too much for one Marine, who went on a shooting spree and killed several officers and senior enlisted personnel. Unks said he was appalled as he witnessed the event.

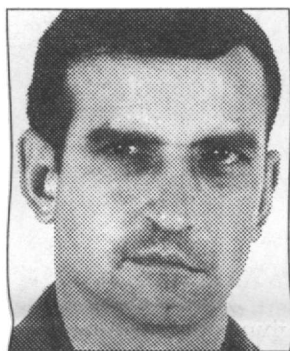
But there are good memories too from those 13 months. Unks remembers when he and a fellow Marine decided to "borrow" a jeep because they didn't have any transportation. They were ready to start the Army vehicle when the rightful owners — two military policemen — happened by. Unks and his accomplice jumped in a nearby truck and escaped.

bad from their days in uniform

about to land on an aircraft carrier. The plane was about a quarter-mile from the carrier when a huge wave caused the bow to dip into the water, making a landing impossible. The pilot had two seconds to react and the crew came very close to ejecting from the aircraft. Instead, they aborted the landing and made an "uneventful" landing later.

Roy joined TxDOT in January 1994. "I look forward to being as successful at TxDOT as I was during my military career," Roy said. He said his military service involved a high degree of organization to manage large numbers of people, equipment and money, so the transition to TxDOT was a smooth one.

Janie De La Cruz was on a roof in Riyadh, Saudi Arabia, when the Scud alert sirens sounded. She and other military journalists had just spent 10 hours traveling south from their remote desert location to assemble the First Cavalry Division's newspaper, *Cav Country*. Ever the journalist, she continued taking photos of a Patriot missile streaking through the night sky to intercept the Scud.



Lt. Col. Tom Templer



Tom Roy retired as a U.S. Navy commander in 1992.

De La Cruz spent seven months in the Persian Gulf during Operation Desert Shield/Desert Storm with the 1st Cavalry Division, Fort Hood as an Army journalist. During the air war, she watched the stream of Allied aircraft headed to Iraq from her northern Saudi Arabian location. "I learned to fall asleep with the roar of jets going to Baghdad," De La Cruz said. "It went on all night long. At night, we could see bright red plumes of smoke in the distance. It was scary knowing we were that close to the actual fighting."

One night, she and her tentmates set their alarm clock for 2:30 a.m. so they could listen to the Super Bowl on Armed Forces Radio. One highlight of that game was Whitney Houston singing "The Star Spangled Banner."

De La Cruz's work took her to Kuwait where she visited the "Highway of Death." "That was a sobering sight. You knew that just days earlier it was inundated with bombs," she said.

During a visit to a front-line medical unit, she was a guest in a tent without enough cots. De La Cruz put her sleep-

ings, community relations and internal relations," Kilgore said.



Jim Bisson as a 20-year-old private first class in War Zone "Charlie" in Vietnam, 1967.

ing bag on the ground, though her tentmates warned against it. The next morning she awoke to a curious intruder. "There was a kangaroo rat looking me right in the eye," she joked.

On Veteran's Day, she attends a parade or special functions. "It's interesting to hear what other veterans have endured. You all understand what each of you has been through. It may be at different levels of conflict, but there is always a bond," she said.

MILITARY RETIREES

The Abilene District's Bob Jones retired from the Air Force in 1974. When he graduated from high school in Birmingham, Ala., in 1954, he saw the military as his chance for advancement. "There wasn't too much opportunity where I grew up," Jones said, "I didn't just want to be hanging around." He also said he wanted to get away from the racial tension in Birmingham at that time.

Jones recalled how airmen mess with new recruits by sending them on missions to find non-existent things. He was ordered to find a bucket of "prop wash," the liquid that comes off the plane engine. He laughs now at the search that ended in vain.

Jones worked in logistics and found time to earn a business degree. He joined TxDOT five months ago and is the district's HUB/DBE employment recruiter.

Mary Beth Kilgore has worked in the information field both as an Air Force public affairs officer and now as a public information officer for the Abilene District. Kilgore is a Vietnam-era veteran who retired from the Air Force after 20 years in 1992. "The basics of the job I performed in uniform and the job which I do now are exactly the same; media rela-

tions, community relations and internal relations," Kilgore said.

While stationed in Korea, Kilgore was officer in charge of a news-gathering team with the American Forces Korea Network. "We had an Army helicopter at our disposal and our three-person crew was able to fly throughout the country from Panmunjom in the north to Cheju Island in the south," she said. "Once we landed on a mountain top and were surrounded by Korean soldiers with weapons. As I recall, it was a restricted area, but they released us."

Kilgore plans to march in this year's veterans' parade in Abilene. There she may swap stories with other vets and tell them about the time she and a general's aide lost a car. "It took the general calling in favors from the local police to find the car after a three-day search," Kilgore recalled.

OTHER VETERANS

Janet O'Shea is a human resource officer for administration at the Main Office. Her Army basic training at Fort Dix, N.J., made a lasting impression, partly because of the 13 inches of snow that fell in the winter of 1987.

After basic, O'Shea drove a five-ton truck for a transportation company and worked as a field hospital clerk during her two-year stint. "I learned to be a disciplined riser early in the morning and to get off to work and get there on time...most of the time," O'Shea said.

Thanks to the public information officers in the Abilene, Beaumont and Childress districts for their assistance. Bonnie Adams is a veteran of Desert Shield/Desert Storm, serving seven months in the Persian Gulf as an Army broadcast journalist. She is now a U.S. Naval Reserve public affairs officer.



Alan King

Goehring finds martial arts, job skills overlap

Jennifer J. Hobbs
Staff Writer

What does an internal audit have in common with the martial art form of Kung Jung Mu Sul? According to Mary L. Goehring, more than you might think.

Goehring was recently awarded her advanced brown belt from the South Austin Karate and Fitness Center Inc. She is an internal auditor in the Audit Office in Austin, where she has worked since joining TxDOT in May 1988.

Goehring said much of what she learns at work can be used in her martial arts training, and vice versa. The confidence she has gained from learning and teaching Kung Jung Mu Sul has helped her give presentations on the job.



Mary Goehring, of Austin's Audit Office, says that what she learns at work can be used in her practice of the martial art Kung Jung Mu Sul, and vice-versa. Goehring recently was awarded her advanced brown belt in the discipline.

"Three years ago you, would have never caught me getting up in front of people," she said. "Getting up and teaching this stuff to groups of people has given me confidence in briefing the senior staff. It's changed me a lot."

Apparently this is true, because Goehring is also an adjunct instructor to the Training Center, teaching the Managing Resources class on Wednesdays. She does this two or three times a month and

the other instructors say the students really enjoy her classes.

As an auditor, Goehring examines things inside the department at the request of the Senior Management Team and the Texas Transportation Commission. The information she presents helps upper management make decisions on what needs to be done to improve these special areas of interest.

So what is Kung Jung Mu Sul? Literally translated it means "Royal Kingdom Martial Art," and is based on the style of the ancient courts of Korea. The advanced brown belt is the eighth and final belt leading to the black belt.

Goehring has begun work on her black belt, which will take at least a year to obtain. The time is used to perfect the techniques, finding out which ones work best and learning to respond automatically, without pausing to think. She says this is important in an attack because if someone has to stop and think before acting, crucial time is lost that could make all the difference in thwarting an assailant.

This martial art discipline is good for self-defense because the emphasis is on technique, not strength.

"I can take a 230-pound man to his knees by just effecting a wrist technique correctly,"

says Goehring. (She offered to demonstrate, but no 230-pound men went by during the interview.) "The key is teaching your mind and body to work together, and that's really the part I like about it."

Goehring's 3-1/2-year study of Kung Jung Mu Sul began as the result of the kidnapping of Colleen Reed, whom Goehring knew through the Institute of Internal Auditors. She knew she couldn't bring Reed back, but she wanted to find a way to help herself if ever in the same

situation.

Goehring found the answer in an ad for the school in the *Austin American-Statesman*. Goehring went to the class on a whim and liked it so well that she stayed.

In addition to working on her black belt, she is an instructor at the school. One of the classes she teaches is a practical application class in self-defense, which Goehring likens to an executive summary. The class teaches some basic techniques which are easy to learn and take little practice.

Goehring explained that the purpose of the techniques is to use force and your body to your advantage, preferably to escape. Most of the techniques are "empty hand," the literal translation of karate.

"The three most important things to remember are to always be aware, to protect your head and don't get in the car," she advises, acknowledging that these things are pretty obvious. But as an auditor, she has learned that the obvious is most often what's overlooked.

"Martial arts is a lot like what I do in my profession. I try to help people find out what needs to be improved and then help them improve it," Goehring said. "Martial arts is training that improves life skills, which in turn, inherently improves job skills."

Goehring is from Yorktown, near Victoria. She moved to Austin in 1981 to attend the University of Texas, where she obtained a bachelor of business administration degree in management/marketing. She is currently working toward her master's degree at St. Edward's University.

Goehring do an executive summary presentation in November at Camp Hubbard for TxDOT's Women's Information Network. She would like to make other presentations to help educate people on how to defend themselves.

"I would be happy, at any time, to talk with anyone — individually or in a group — about self-defense awareness. I will even walk you to your car and tell you about it. It's that important," she said. Goehring highly recommends martial arts for those seeking self-improvement projects. "If you are looking for an activity that builds character, self esteem and confidence," she said, "this is a great way to do it."

Bridge design spans gap between old, new

Betty Taylor
San Antonio District

The New Braunfels Area Office may have found a way to help bridge the gap between the old and the new

The "old" is represented by the New Braunfels environment and its beauty. It is this environment that thousands of tourists come to visit each year. The "new" creeps in with the influx of visitors as the need for new construction increases with each summer that passes.

To maintain a balance between nature and technology, the New Braunfels Area Office is using an innovative design to construct an off-system bridge along Spring Branch Road in Comal County. The new bridge will replace a low-water crossing on the Guadalupe River in northwest Comal County. Traffic has increased in the area during the past sev-

eral years, as has the number of tourists wanting to float the river.

The San Antonio District's Structure Design Section developed a single-support column design for a new two-lane bridge to be built upstream from the old low-water crossing. The project was conceived by John Saldana while he was at the New Braunfels Area Office. Austin Bridge and Road Company began construction of the new bridge in January.

While the single-column design is not new, it is a unique design for a rural area. New Braunfels Area Engineer David Kopp says the bridge has several advantages over conventional multiple-column bridges. "It is aesthetically pleasing, which is a plus because it is in a popular tourist area," he said. "Also, the single column does not create as many problems as do multiple columns during flooding. With the one column, there is

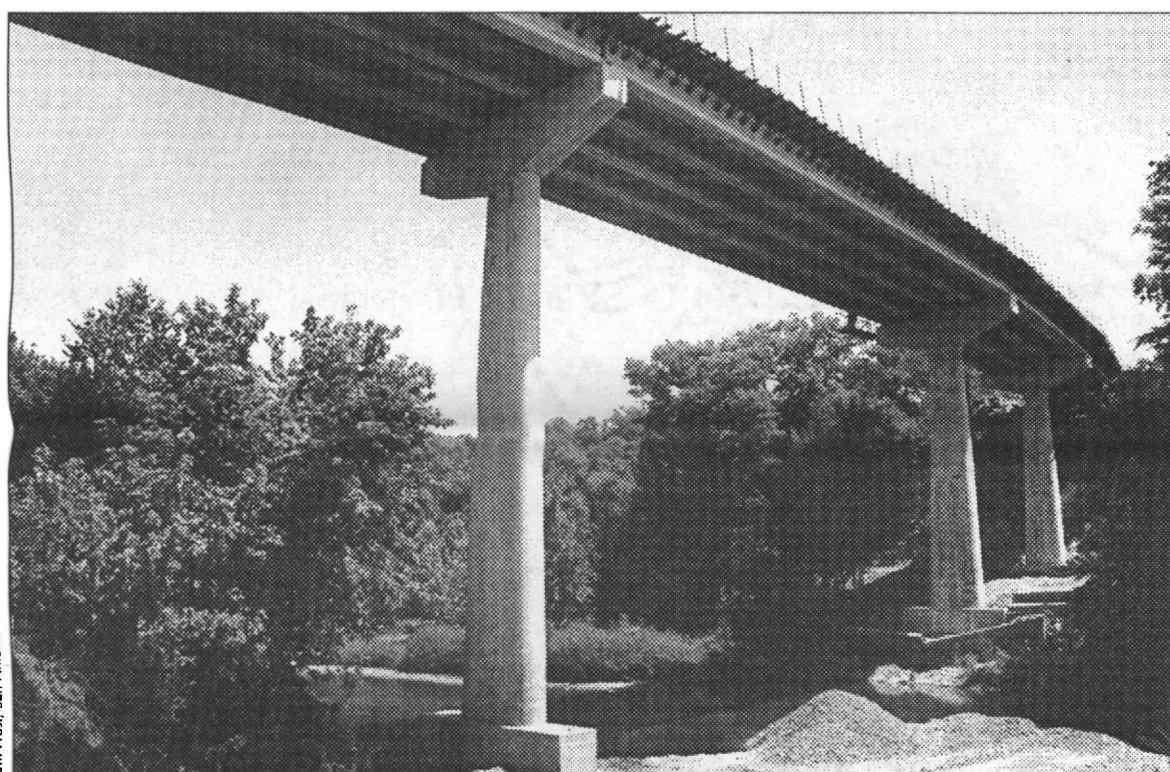
less likelihood of debris getting caught in the columns."

The construction of the new bridge also offers another advantage to tourists and residents. Kopp said, "Since the bridge is replacing the low-water crossing and is being constructed upstream, we are not removing the approaches to the low-water crossing. Tourists will be able to use the approaches to enter and exit the river."

Kopp estimates that the 510-foot long bridge cost more than a conventional multiple-column bridge. He attributes the higher cost to the project's remote location, environmental concerns and limited production of the single column forms.


Jon Kilgore of the district Structure Design Section, points out that the new bridge uses approximately 30 percent less concrete than conventional bridges.

Kilgore added that the bridge is environmentally friendly, an important consideration when weighing the cost of the bridge. Construction of the new bridge is ahead of schedule, and should be finished this month. The new bridge will provide two lanes with shoulders to keep traffic safely flowing over the Guadalupe River.



Bill Frost, San Antonio District

The New Braunfels Area Office used an innovative, single-column design to build a bridge along Spring Branch Road in Comal County. The new bridge will replace a low-water crossing on the Guadalupe River in northwest Comal County.



Hometown News Release

The Texas Department of Transportation and its employees are part of every community in Texas. We thought you'd be interested in the accomplishments of this TxDOT employee.

Employee's name _____

Present Job _____ Job Location _____

Present City of Residence _____

Hometown _____

High School _____ Year _____

College/University _____ Degree _____ Year _____

College/University _____ Degree _____ Year _____

Accomplishment _____

For more information contact _____

Texas Department of Transportation

Toot your own horn!

Or toot someone else's with Hometown News Release

We're telling the TxDOT story and need your help.

Department employees are active in every community in Texas. We're always doing something to better ourselves or the places we live. The Hometown News Release has been introduced to help get the word out about the many significant employee contributions, achievements and activities. If you or someone who works for or with you does something of note: wins an award, gets promoted, receives a degree, whatever, we want to let their Texas hometown know about it.

The Hometown News Release form has been distributed to districts, divisions and special offices. After a laudable event has happened, the employee should fill out the form with information such as hometown, schools attended, and a description of the accomplishment.

If you are in a district, send the information to the district public information officer. Non-district folks should forward the release forms, and an appropriate photo if you have one, to the Public Information Office, Attn: Randall Dillard, Main Office, or fax it, 512.463.9896. We'll make sure it's distributed to the appropriate media outlets.

Employees Advisory Committee marks 60 years

Cynthia Kosel

Travel and Information Division

The Employees what...?

In May, employees of the Austin divisions and special offices were asked to complete a survey to help determine how much is known about the Employees Advisory Committee. Although it was founded in 1944 when Dewitt C. Greer appointed the first five members, many employees don't know what its responsibilities are and how they can use it.

As the name suggests, the Employees Advisory Committee is for employees. Although the department has changed and grown over the years, the basic responsibility given to the committee by Greer in 1944 has not been altered. This is to "...represent the Highway Department employees on any and all matters for the mutual good of employees and the Department." To provide a forum where employees may express their thoughts for the betterment of the department and to resolve these problems has been the mission and goal of the committee in the past and will be so in the future.

The committee consists of 11 employees drawn from Austin divisions and special offices. Members serve two-year terms, with about half of the committee being replaced each year. To further maintain continuity, the committee selects the chairperson and vice-chairperson from the second-year members. To obtain the widest possible representation, the committee tries to place at least one representative from each of the Austin work areas on the new committee. Since divisions and special offices outnumber seats on the committee, membership is rotated so all divisions and special offices are represented equally. The names of the nominees are forwarded to the executive director for final approval.

How are new members elected?

Starting this year, a new way to elect members will be implemented. The existing committee will vote on which divisions or special offices should be represented. Then, a letter will be sent to those divisions or offices for distribution to all their employees, asking for nominations. The committee will then choose from the nominees. In the past, nominations came solely from the committee. The new way will involve more people and give those who want to serve a chance to do so.

What kinds of suggestions are acceptable?

Suggestions for improvement of working conditions and department operations are forwarded to the proper person in the department who can provide an answer or initiate action. The committee is only a conduit. It is not responsible for making decisions on behalf of employees. The committee does not handle employee grievances, questions relating

to pay rates, or disputes between supervisors and employees.

Although anonymity is the policy of the committee, there will be a new exception starting next year which will allow the employee who makes a productive suggestion to give permission to have his name published in a quarterly newsletter, giving recognition to the suggester responsible for the accomplishment.

What has been accomplished?

Recycling aluminum cans; increased security at TxDOT parking lots; improved pedestrian and disability access between the buildings at Riverside Annex; improvements to the women's locker room at Riverside, and the annual TxDOT softball tournament are examples of what the EAC has accomplished.

How do I make a suggestion?

You can write the suggestion, sign it, and place it in an EAC suggestion box. You can also make your suggestion orally to any committee member, in person or on the phone.

What happens to my suggestion?

The suggester should be notified as

soon as the suggestion is received that it is being handled. If the suggestion isn't signed, there is no guarantee it will be considered. Unsigned suggestions have been pursued when they could benefit the department, however. All signed suggestions will be answered. The committee decides who should address the issue and forwards it to that individual. When a response is received, the suggester is given a copy of the response.

Who can use the EAC?

For now, the committee is geared to serve only Austin-based divisions and special offices. If any of the districts would like to implement a similar committee, contact Cynthia Kosel at 512.483.3685.

Employees have asked for more communication and information from the committee. In December, another EAC newsletter will be published. Starting next year, the newsletter will be published quarterly to inform employees what's going on with the committee, and to highlight one employee responsible for implementing improvement through a suggestion to the EAC.

100-year-old storm drains put to use



Construction of a new roadway around Gonzales took a new twist in the final phases of construction.

Searching for a way to drain water from a low area, employees remembered finding several brick storm drainage inlets when an archeological search was done in the area prior to construction.

Locating the one nearest the low area, the contractor cleaned out the brick inlet, which drains into the Guadalupe River, and tested it for any faults. It passed with flowing waters.

Even though the inlets were built in the late 1800s, their survival as usable drains today attests to the expertise of the builders and their design.

The only adaptations made by TxDOT to the inlet are a grate across

Built in the 1800s, this brick storm drain inlet still functions well enough to be used on a project near Gonzalez in the Yoakum District.

the top, a concrete collar around the top opening and closure of two line openings in the bottom.

"Using something as old as this inlet to provide satisfactory drainage for the adjacent landowners is a unique situation," said Area Engineer E.J. Blaschke. "Normally, we would have had to design a solution and spend a lot of money to construct it. Having this inlet already in place and still usable is economical for TxDOT and historically correct." *Pearlie Bushong, Yoakum District*

Brownwood District spreads safety message over holiday

Katy Kalk
Brownwood District

Whether she realizes it or not, Maria Alejo may very well have saved lives that could have been lost in automobile accidents during the Labor Day weekend.

Alejo, a Brownwood Holiday Inn employee, is one of more than 500 local employees from businesses throughout Brown County who, in cooperation with TxDOT, encouraged motorists to "Buckle Up — Drive Safely" by distributing traffic safety literature, donning buttons with the "Buckle Up ..." message and displaying the slogan on their marquee.

Alejo placed a car litter bag stuffed with pamphlets about seat belts and the deadly results of driving while intoxicated in each Holiday Inn guest room. Employees at seven other motels in Brownwood and Early did the same.

District Traffic Safety Specialist Linda Godfrey, who designed and organized this first-ever campaign, said it was the generous participation and enthusiasm of the merchants that led to the success of the program, and most likely saved lives.

"People have a lot on their minds this time of year," Godfrey said. "Not only was it the last holiday weekend of summer, but it was the beginning of dove season and an extra day off from work for most people. So, not only do you have more people on the road, but you've got more people on the road who may not be wearing their seat belts," she said.

Employees at Food Plaza convenience stores, who wore the "Buckle Up ..." buttons during the Labor Day holiday, believe concern for their customers is the biggest part of customer service, and will continue to advertise for seat-belt usage on every major holiday, both by wearing the pins, and reminding patrons to "have

a nice day, and remember to buckle up," said Steve Fryar, one of two operations supervisors for Food Plaza in Brown County.

"It's a known fact that seat belts save lives," Fryar said. "Therefore, it's only human decency to keep people from killing themselves by reminding them to buckle up."

Other convenience stores and businesses along major thoroughfares throughout the county, such as US 377, US 67 and Texas 279, participated in the program.

Steve Hager, who owns Brownwood Transmission, says he hasn't always worn a seat belt. "At first, I thought it was just something the government was telling me to do," he said. But, after a customer was killed in a car wreck, Hager began to believe that seat belts really do save lives, and he's been an advocate ever since. Throughout the holiday weekend, Hager's sign alerted motorists on US 377 to "Have a safe Labor Day weekend, Buckle Up." In all, 84 retail businesses, restaurants, motels, convenience stores, and even the Lake Brownwood State Park, made a collective effort to prevent avoidable deaths caused by not buckling up, Godfrey said.

Brownwood District Engineer Lynn Passmore said although there is no way to accurately measure the effect of these safety messages on the traveling public, TxDOT continues to make every effort to prevent the loss of even just one life.

"There were no fatalities as a result of car wrecks in the Brownwood District this Labor Day," he said. "Whether or not this campaign was the reason, I'll bet those signs and pins made at least one person stop and use their head and decide that using seat belts is the answer to saving lives."

A customer said as much when visiting a Food Plaza store over the weekend. "They said 'I like your pins; It's nice to know someone cares about our safety,'" Fryar said.

More than 500 local employees from businesses throughout Brown County, in cooperation with TxDOT, encouraged motorists to "Buckle Up — Drive Safely."

Engineering for Extreme Wind course set Feb. 1-3

The Institute for Disaster Research and the Wind Engineering Research Center at Texas Tech University will hold a three-day course titled "Engineering for Extreme Winds: 1995" on the Texas Tech campus in Lubbock Feb. 1-3, 1995.

Topics include wind definition, wind-induced damage, interpretation of the

ASCE 7-93 standard, discussion of changes proposed in ASCE 7-95 and their effects on loads, design for hurricane winds and design for tornadoes.

For additional information and application forms, contact Birgit Rahman, Box 42191, Lubbock, TX, 79409-2191, or call 806.742.2352, or FAX 806.742.2318.

Jana Nava to head Civil Rights Division

Jana Nava has been named the director of the Civil Rights Division.

Nava has been working at the University of Texas Systems Administration. She has 10 years experience as Equal Employment Opportunities and labor relations director for the Texas Department of Criminal Justice prison systems in Huntsville.

She graduated from Angelo State University in San Angelo in 1973 with a bachelor's degree in business administration. In 1984, she earned a master of business administration from Sam Houston University in Huntsville.

Cathy Williams fills top Human Relations slot

Cathy Williams has been named director of the Human Resources Division.

Williams began working for TxDOT in 1973 in the Paris District. During her tenure with the department, she has worked in the Equipment and Procurement Division, the Finance Division the Support Operations Office.

She had been serving as acting director of Human Relations since February.

Williams received a bachelor of business administration degree from East Texas State University in 1980, and a master's of business administration in 1982.

She was certified as a Professional in Human Resources in January.

Randall Dillard gets nod for media relations post

Former Austin District Public Information Officer Randall Dillard has been named the Media Relations Officer for the Public Information Office.

Dillard will implement an active program to inform local, state, national and international media of TxDOT's routine and special activities.

Dillard began working for TxDOT in 1984 as the Lubbock District PIO, and had been the Austin District Public Information Officer since Jan. 1, 1988.

Before joining TxDOT, Dillard was news director for radio station KGTV in Georgetown. He also served as newsman for KGNB/KNBT in New Braunfels.

He received the department's Public Affairs Award of Excellence in 1993 and was selected outstanding alumnus from Southwest Texas State University in 1992. He graduated from SWTSU in 1982 with a bachelor's degree in journalism and speech communications.

Service Awards

November

Abilene
15 years
 John D. Holton
10 years
 Larry P. Williams

Amarillo
25 years
 Michael J. James
20 years
 Marilyn T. Clawson
15 years
 Mary W. Mathes
10 years
 Donnie C. Osbourne
 Louis D. Ruthardt

Atlanta
20 years
 Leroy Jiles Jr.
15 years
 Steven C. Juneau

Beaumont
25 years
 Michael P. Drake
20 years
 Billy R. Clopton Sr.
15 years
 Marlin L. Horn
5 years
 Theresa V. Belew
 Deanne D. Dela Rosa
 Willie H. Richards

Brownwood
35 years
 James E. Jordan
30 years
 Aneta R. Ratliff
25 years
 Ronnie W. Vaughn
20 years
 Gerald L. Braddock
15 years
 Eugene M. Keel
10 years
 Steven B. Singleton

Bryan
25 years
 Billy J. Burns
 William H. Henderson
 Marie W. Stinnett
 10 years
 Douglas A. Holland
 Raymond L. Kroll
 Lamar G. Ondrasek
 Bobby L. Wells
5 years
 Lori T. Boer

Childress
30 years
 Brice P. Lindsey
25 years
 Gerold W. Myers
10 years
 William E. Harris Jr.

Corpus Christi
35 years
 Guadalupe Rodriguez
25 years
 Eduardo Ocanas
20 years
 Jose A. Lopez
 Lupe O. Tijerina
10 years
 Paula M. Cantu
 Ramiro Gutierrez
 Felix C. Trevino II
5 years
 Grace M. Gonzalez
 Amparo A. Havemann

Dallas
25 years
 Joe N. Brown
 Andrew E. Estes
 Bradley K. Smith
10 years
 Michael E. Bardin
 Marian C. Caldwell
 Sheldon R. Clagg
 David A. Hall
 Rhonda A. Simmelink
 Gary W. Whitton
5 years
 David A. Gachot
 Wandra A. Hilliard
 Larry D. Westbrook

El Paso
20 years
 Vicente S. Ramirez
 Patricia C. Welty
15 years
 Judy L. Ramsey

Fort Worth
30 years
 Hardy B. Hampton
25 years
 Joe F. Potter
15 years
 Mary D. Buren
 Matthew F. Hendricks Jr.
 Piedad M. Rodriguez
 David G. Scott
 Timothy R. Tuggle
10 years
 Juan M. Flores
 James B. Haddock
 Kenneth M. Hoeller
 Gregory S. Lane
 Patrick D. MacKey
 Matthew H. Stilwell
5 years
 Alan J. Easterling

Houston
30 years
 James L. Hebert
 Kirby G. Rummel
20 years
 Willis J. Ardie Jr.
15 years
 Stephen D. Cochran
 George E. Henry
 Wanda O. Hildenburg
10 years
 William C. Baker
 Dennis M. Crump
 John R. Ibarra
 Sylvia W. Massey
 Ricky L. McInvale
 Lavinne W. Rust
 Tommy L. Spain
 Theodore R. Stever
 George L. Torres
 Brian D. Vogler
 Stanley F. Yin
5 years
 Thomas J. Seelbach
 Beecroft Shittu
 Kenneth R. Walker

Laredo
25 years
 Leonel G. Barrera
 15 years
 Jorge R. Garcia

Lubbock
30 years
 Earl M. Kinnison Jr.
 Buddy L. Ussery
25 years
 Telesforo Guzman
20 years
 Pedro C. Fernandez
15 years
 Tedd O. Carter
 Ronald K. Ivy
10 years
 Alice H. Koonsman
 Randall L. Woods
5 years
 Daniel W. Puckett Jr.

Lufkin
5 years
 Gerald B. Colter

Odessa
20 years
 Jesse G. Gutierrez Jr.
15 years
 Salvador G. Garza Jr.
10 years
 Ruperto O. Perez
5 years
 Bobby G. Henry

Paris
30 years
 Gerald W. Byas
 Billy R. Chapman
 William B. Vissage
10 years
 Dwight D. Freeman
 Bryan P. Seymour
 Richard R. Venters Sr.

Pharr
30 years
 Doroteo Garcia
5 years
 Leonel Guerra

San Angelo
20 years
 Helen L. Cole
 Edward B. Stovall Jr.
15 years
 Charles W. Cook
10 years
 Juan J. Barrera
 Dolores J. Roe
5 years
 William R. Galbreath
 Terri A. Meacham

San Antonio
25 years
 Antonio Gonzalez
20 years
 Jerry G. Lopez
 Jesse R. Mata
15 years
 Marcus S. Jimenez
10 years
 Hoyt B. Adami
 David A. Eardley
 Ilse H. Krellwitz
 John M. Melton
 Reginald M. Qualls
 Allen J. Schneider
 Russell J. Soike
 David A. Vrana
5 years
 Rudolph H. Manka Jr.
Tyler
35 years
 Donald R. Wood
25 years
 Charles D. Autrey
10 years
 Jerry T. Hobbs
5 years
 Billy W. Terry Jr.

Waco
25 years
 Robert J. Gohlke
15 years
 Terry L. Guenat
 Debra F. Rogers
10 years
 David G. Stimmel
 Alvin White
5 years
 Clark W. Gauer

Wichita Falls
30 years
 Ed C. Brown
 Gerald D. Fuller
25 years
 Harold D. Brake
20 years
 Lewis D. Faver Jr.
5 years
 Brant W. Lambeth

Yoakum
10 years
 Howard G. Callis Jr.
 Edwin L. Price
5 years
 Peggy R. Koliba

Budget and Finance
25 years
 Kenneth L. Hitchcock
15 years
 Deborah S. Menefee
5 years
 Herlinda A. Trantham

Central Permit Office
30 years
 John M. Moorman
15 years
 Sylvia L. Subia
5 years
 Guadalupe M. Gonzalez
 Melissa A. Howard

Construction and Maintenance
 15 years
 Rogelio Cisneros Jr.
5 years
 Kenneth J. Boehme
 Marcia E. Stephens SVatek

Design
25 years
 Robert M. Chalman
20 years
 Michael L. Jenkins

Environmental Affairs
5 years
 Barbara J. Hickman

General Services
20 years
 Lillian E. Hackworth
10 years
 Lee B. Whitten Jr.
5 years
 Pamela J. Crumley
 Terri L. Thomas

Human Resources
15 years
 James W. McCarver
5 years
 Ann P. Strong

Information Systems
20 years
 Benny C. Ridge
 Roger D. Stiefer
10 years
 David W. Debo
 Michael E. Meinecke
5 years
 Crystal D. Guthrie

Materials and Tests
20 years
 Clarence M. Bryan
 Baltazar Rodriguez
10 years
 John D. Arndt
5 years
 Laurie A. Kincheon
 Jaime Sanchez

Motor Vehicles
5 years
 Crystal L. Hansen

Transportation Planning and Programming
5 years
 Alan M. Grohman
 Kimberly K. Parris

Travel and Information
5 years
 Rozelle Y. Amick

Vehicle Titles and Registration
30 years
 Carole C. Kownslar
15 years
 Lanita J. McAfee
10 years
 Judy H. Griffith

Traffic Operations
15 years
 Bernard P. Walker
10 years
 Rachel L. Williams

In Memoriam

Employees
 Edward F. McNutt Jr., General Services Division, 17 years, died May 19, 1994.
 James B. Lummus, Atlanta District, 58 days, died July 28, 1994.
 Bobbie G. Wallace, Lufkin District, 26 years, died July 20, 1994.
 Clarence R. Stroud, Paris District, 7 years, died Sept. 28, 1994.

Retirees
 Bryan D. Anderson, Amarillo, retired from Amarillo District in 1985, died July 10, 1994.
 Santford A. Davidson, Tyler, retired from Tyler District in 1972, died Aug. 19, 1994.
 Fletcher M. Gantt, Canton, retired from Tyler District in 1981, died Sept. 8, 1994.
 Emmitt H. Grosskopf, Austin, retired from Information Systems Division in 1976, died Aug. 20, 1994.
 Walter E. Harvey, Emory, retired from Paris District in 1985, died July 21, 1994.
 Raymond W. Krause, Eddy, retired from Waco District in 1977, died July 8, 1994.
 Edgar W. Kreidel, Bastrop, retired from Austin District in 1976, died July 20, 1994.
 Mary S. Marshall, Del Rio, retired from San Antonio District in 1970, died Sept. 2, 1994.
 Palmer Massey, Childress, retired from Childress District in 1964, died Sept. 5, 1994.

Harvey H. McCulley, Houston, retired from Houston District in 1992, died July 23, 1994.
 Charles W. Moore, McAllen, retired from Pharr District in 1983, died Aug. 18, 1994.
 Wilton L. Motl, Belen, retired from Fort Worth District in 1981, died July 26, 1994.
 Lee E. Pickett Jr., Alice, retired from Corpus Christi District in 1973, died July 30, 1994.
 Ewald T. Roensch, Giddings, retired from Yoakum District in 1966, died Aug. 30, 1994.
 Clyde E. Schulz, Wharton, retired from Yoakum District in 1991, died Sept. 23, 1994.
 Robert J. Smith, Silsbee, retired from Beaumont District in 1980, died Aug. 1, 1994.
 Ferdinand W. Steffens, Seguin, retired from San Antonio District in 1983, died Sept. 1, 1994.
 Charles A. Teague, Blanket, retired from Brownwood District in 1992, died Aug. 30, 1994.
 James M. York, Claremore, retired from Lufkin District in 1970, died Sept. 4, 1994.
 Louis L. Zulkowski, Rosenberg, retired from Houston District in 1985, died July 30, 1994.

Letters

Thank you so much for finding my wallet. I really appreciate your efforts to find me. You saved me from a lot of headaches and worrying about what happened to my wallet, full of my identification and so on. It is also so refreshing to know that there are still honest people in this world. Thank you again so very much and I'm sorry that I haven't thanked you sooner.

Amy Sparks

Robert Blankenship is a roadway maintenance technician in the Collin County Maintenance Office, Dallas District.

♦♦♦

Retirees

August

Houston
Charles H. Henderson Jr., 26 years
Engineering Technician V

September

Tyler
Michael B. Cole, 30 years
Maintenance Technician IV

October

Abilene
Don Crowder, 26 years
Roadway Maintenance Supervisor V
Henry Shuler, 29 years
Administrative Technician II

San Antonio
Ramon Sanchez, 25 years
Maintenance Technician II

November

Amarillo
Lalon Savage, 28 years
Traffic Signal Repair Technician III

Bryan
Jimmie F. Brinkman, 10 years
Roadway Maintenance Technician III
William I. Foster, 30 years
Engineer Technician V

Corpus Christi

Jesus H. Moreno, 22 years
Marine Technician IV

Houston

Santos Y. Villarreal, 28 years
Roadway Maintenance Supervisor I

Lubbock

Phillip R. Wilfong, 25 years
Maintenance Technician V

Paris

Kenneth E. Bone, 27 years
Maintenance Technician III

Pharr

Roberto Lopez, 24 years
Maintenance Technician IV

San Angelo

Roque A. Valdez Jr., 25 years
Roadway Maintenance Crew Chief
Central Permit Office

John M. Moorman, 30 years
Program Administrator I

Vehicle Titles and Registration

Nancy D. Edwards, 15 years
Administrative Technician I
Katherine Gail Mansour, 31 years
Motor Vehicle Transfer Analyst

Calendar

November

8-10 LANSER Training — TTI, Austin, TRF
10 Highway Beautification Awards, Stonewall, CMD
11 Veterans' Day (Holiday)
14-16 IVHS Texas, College Station, TRF
15-16 Letting
24 Thanksgiving (Holiday)
25 Holiday
30 Commission Hearing and Meeting, Austin

December

13-14 Letting
21 Commission Meeting, Austin
25 Christmas
26 Holiday

January

17-18 Transportation Biannual Meeting, Austin, PTN
30-2/3 CAICE Training, Austin, ISD

February

19-21 American Traffic Safety Services Association National Conference, San Antonio, TRF

March

8-10 Texas Public Transportation Conference, Austin, PTN

June

5-9 CAICE Training, Austin, ISD

Letters

I would like to commend the Jacksonville Maintenance Office and two employees, **Ronny Gates** and **Gayland McDaniel**, for their integrity in finding my billfold with \$1,200.00 in it and turning it in to their supervisor, Michael Reagan, for return to me.

I offered a reward and was told that this was against their policy in such instances. These men are to be commended.

Frank King
Jacksonville

Ronny Gates and Gayland McDaniel are maintenance technicians and Michael Reagan is a roadway maintenance supervisor. All work out of the Jacksonville Maintenance Office, Tyler District.

....

As a traveler unfamiliar with your city, I was very appreciative of the assistance given to me when I had car trouble on I-30. I walked to a store, which incidentally, turned out to be in a very bad part of town, and called the Fort Worth police who transferred my call to the Courtesy Patrol.

This agency arrived within 30 minutes and took very good care of me. Mr. **Ray Dooley** and his partner were very helpful and quickly gained my confidence with their professionalism, concern and willingness to give me all the assistance I asked for. When they could not start the car, they called for a wrecker, stayed with me and instructed the wrecker to take me to a safe part of town, naming a dealership in a safe neighborhood to deliver the car to, as I had requested.

Mr. Dooley proved himself a very cautious and competent person, taking every precaution in a very dangerous situation. He exhibited a genuine concern for me and for my safety. In our conversations, while waiting for the wrecker, he mentioned that he has recently graduated from the police academy. He impressed me as a person who has chosen a career in law enforcement to make a difference, and has the ability to carry out his job in a calm and confident manner. A man with his attributes, attention to detail, and sense of concern for citizens would be a valuable asset to any agency.

Thank you for providing this Courtesy Service for travelers. If it had not been for your agency and your fine employees, I would have been a stranded woman at risk in a strange city and the imminent danger that presents to all drivers.

Linda Roark
Alpine

Ray Dooley and Gary Kowar are maintenance technicians with the Fort Worth District's Courtesy Patrol.

....

Recently, **Guy Wardlow**, an employee of the Texas Department of Transportation, came to my aid on the side of the free-

way near Waco.

I ran out of gas on the freeway. My small daughter was with me, as was my mother. The temperature was over 100 degrees that afternoon as we faced the dilemma of walking in the unbearable heat or remaining alone on the side of the road.

Almost immediately, Mr. Wardlow appeared, took us to the nearest gas station, then back to my car, and got my car started. His helpfulness and courtesy were impressive and I want to thank both him and the Department for coming to our aid at a very difficult time.

Carol Bralow
Arlington

Guy Wardlow works as a maintenance technician out of the Hill County Maintenance Section, Waco District.

....

On July 26, I had the misfortune of being stuck in a ditch on FM 49. I had pulled off the road onto the shoulder and managed to bury my right front tire in a shallow water-filled ditch that I didn't realize was there. A number of people stopped and offered to call for assistance. While I was waiting, two men from your department pulled up in a truck and pulled my car out with a chain.

I would like to commend **Calvin Harris** and **Rod Allen**. They were very helpful and courteous and I sure did appreciate them. They represented your office very well. I am so thankful that they were working in the area that day! May God bless them both.

Judi Embry
Mineola

Calvin Harris Jr. and Rod Allen are maintenance technicians and work in the Mineola Maintenance Office, Tyler District.

....

This letter is to inform you that two of your employees: **Randell James** and **Johnny Quintanilla**, went above and beyond the call of duty when they fixed our flat on Interstate 27 near Tulia. I was traveling with two other women when we had a blow out in the middle of nowhere about 10 pm. Mr. James and Mr. Quintanilla stopped and fixed the flat in the freezing wind. Needless to say, we were terrified but relieved that two gentlemen such as Mr. James and Mr. Quintanilla came to our rescue. I appreciate their kindness.

Joy Fassauer
Amarillo

Both Randell James, a roadway maintenance supervisor, and Juan Quintanilla, a maintenance technician, work out of the Tulia Maintenance Section, Lubbock District.

....

This report card was handed out at October's Transportation Conference. Please let the Senior Management Team know what's on your mind. Take a few moments to fill this out, and please feel free to attach more paper if you need the room for your comments. Send it via inter-agency mail to Management Services, Main Office. Results will be published in *Transportation News*. Thank you for helping make TxDOT a better agency.

TxDOT Report Card		
Please give us your opinion about how TxDOT has done over the past year (since Oct. 1, 1993). Please grade the performance of the department as a whole and your individual work unit. Results will be published in <i>Transportation News</i> .		
Are you with a: (circle one) District Division Special Office	Grade scale A - excellent B - good C - fair D - poor F - very poor X - no opinion	
	TxDOT	Work unit
1. Open and responsive management		
2. Employee involvement in decision making		
3. Timely purchase of goods and services		
4. Responsive customer service (Internal and external)		
5. Providing necessary information systems and services		
6. Classification, benefits, training and other human resources processes		
7. Becoming a department of transportation		
8. Keeping employees informed about policies and procedures		
9. Providing the transportation needs of Texas		

What is the most positive thing that has happened in TxDOT in the past year?

What is your biggest disappointment in TxDOT in the past year?

What is the #1 improvement needed in TxDOT in the next year?

Additional comments :

Thanks for taking time to complete this report card!

Time to renew

By state law, those receiving *Transportation News* through the mail must ask to be retained on the mailing list each year. Here's your final notice for 1994. Simply sign below, cut out or copy the bottom half of this page (make sure to include the mailing label at right) and mail to:

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 Attn. Diana Ward
 125 E. 11th St.
 Room 705
 Austin, Texas 78701

 Your signature

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