ASSISTANT DIRECTOR MESSAGE

The recent TxDOT research management committee meetings appear to have been a huge success for TTI TOG researchers. In addition to the fine presentations made by TOG researchers at the meeting, it appears that we have been selected to do a vast majority of the research in our areas. I believe this success to be the result of the hard work done by the TOG staff in the last few years in working with TxDOT in a variety of activities including development of the long range research plan.

As new TxDOT management and staff bring their views to the research program, the rules for success will continue to evolve over time. However, I believe we have in place a TOG team that listens to the customer, offers suggestions and alternatives, and delivers a high quality product in response to customer needs.

The area that I will be focusing most attention on in the coming months is research implementation. I believe this is the most strategic issue in our long term success. The tool that I believe will have the most impact on research implementation is the Internet (or in the case of TxDOT, their Intranet). TOG researchers need to find simple and straightforward ways to convey the essence of their findings to practicing engineers. Suggestions, ideas, or examples of ways to deliver research findings into practice should be an on-going activity of the research staff.

My sincere appreciation to the entire Transportation Operations Group research and support staff for the team effort that has made the group so successful. Keep up the good work.

Tom Urbanik

OOPS!

The web site address for the Garrett A. Morgan Technology and Transportation Futures Program was listed incorrectly in last month's newsletter. The correct address is: http://www.fhwa.dot.gov/education/index.html. Should you have any questions, contact Beverly Kuhn in Austin (512) 467-0946 or bkuhn@tamu.edu.

CALENDAR MARKS

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Jul 4</td>
<td>Independence Day Holiday</td>
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<tr>
<td>Jul 7</td>
<td>Second Summer Session begins</td>
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<td>Aug 1</td>
<td>TRB submission deadline</td>
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<td>Aug 9-12</td>
<td>ITE annual meeting, Toronto</td>
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<td>End of FY 97</td>
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<td>Sep 7</td>
<td>Labor Day</td>
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TRANSLINK® BITS

TransLink® and the RCE hosted a multi-state ITS meeting between California, Texas, and Washington State. Representatives of the DOT and Research agencies in each state attended. This was the first of several meetings designed to better coordinate the ITS research efforts in these states. For more technical details, visit Chris Poe's section on the Coordination page of the TOG web page or attend the July Project Exchange meeting. The meeting was a success due to the hard work and contributions of Natilie Johnson, Darrell Borchardt, Shawn Turner, Peter Koonce, Carroll Messer, and Edmond Chang.

Chris Poe

SENIOR DESIGN CLASS

Dan Middleton and Christopher Poe are supporting a Mechanical Engineering Senior Design Class as an industry sponsor. The industry sponsor identifies a design problem, and the class works on a design solution during the semester. This summer session is focused on designing a traffic detector mounting system for non-intrusive operation. This relationship with the Mechanical Engineering Department has been fostered by Dan Fambro. If you have ideas for future class projects that will help your work at TTI, please see Chris or Dan Fambro.

BRAVO! GREAT JOB! TAKE A BOW!

To recognize someone's great job, send pertinent information to Debbie Jasek (Deborah Jasek@TTI@TTI) anytime during the month.

TOG's Mission

Develop implementable solutions which promote a safer, more effective, more efficient, and sustainable transportation system by providing quality research, education, technology transfer, and leadership in transportation system operation.
HELLO AND GOODBYE!

Goodbye and Best Wishes

Abiel Hinojosa (a San Antonio office student employee) recently graduated from the University of Texas-San Antonio (UTSA) and took a job with a local consulting firm in San Antonio. We wish him well and congratulate him on the birth of his son, Noah, in May.

Juan Contreras (another San Antonio office student employee) graduated from UTSA and accepted a job with the Texas Department of Transportation in a San Antonio Area office. We also wish him the best of luck in future endeavors.

Hello and Welcome

The Transport Operations Program would like to welcome Ricky Parker. Ricky, an engineering research associate, is a recent Electrical Engineering graduate of Texas A&M University. Ricky will be involved in further development of the SH 6 test bed and research involving non-intrusive vehicle detectors. Welcome Ricky.

New to the San Antonio Team are three UTSA Civil Engineering students: Lea Casiano, Miguel Sanchez, and Paul Barricklow. Lea is vice president of ASCE chapter local activities at UTSA. She has traveled the globe as the daughter of an Air Force officer and is among the most animated and talkative student employees ever hired in this office.

Miguel keeps busy with his wife and 2-year old girl when he's not in school or passing his EIT exam. He has earned the nickname "Miguel The Destroyer" even though he says he didn't break anything on purpose.

Paul is the vice president of ASCE chapter national activities and is in charge of repeating UTSA's concrete canoe regional champion title. He is from San Antonio and is the "Kramer" of the office (kinda looks like him too).

Welcome and we're happy to have you on board Lea, Miguel and Paul.

GRAMMAR AND STYLE_TxDOT Reports - Session II

Ten weeks and counting. Continuing from the previous month, here are some more helpful "tips" from the editorial staff at ITEC (supplemented with a few things that I have added) to help you finish writing and editing your TxDOT reports. As always, these "tips" are relevant for most personal, academic, and professional letters, papers, and reports.

- Try to avoid passive voice in your writing. Concentrate on the subject of the sentence (the noun). "Who" or "what" is doing the action? Here are two examples of sentences written in both passive and active voice that might help you better understand the concept.

  Passive Voice: The report was written by the key researchers. (Avoid an action done "by someone." This usually signals passive voice.)

  Active Voice: The key researchers wrote the report.

- For the body text of your report or paper, a serif font is always preferred. Serif fonts such as Times New Roman, Palatino, and Book fonts are easier to read than sanserif fonts such as Arial, Helvetica, and Futura. If you are developing a field guide or handbook that stresses readability, a serif font would probably be better because it helps the reader's eye track across the page. A sanserif font would actually make the text harder to read. The Arial font would be fine for headers, footers, headings, etc.; however, the ITEC editors will mark for everything to be changed to Times New Roman since this is the TTI standard, but a sanserif font will not get the report returned to the author.

- Avoid the use of first person in your papers and reports, such as the terms I, we, my, our, and us. This terminology can draw the reader's attention away from the content of your report.

- Avoid slang, conversational, or "Ph.D." type words and phrases. Some examples would include: plethora, guru, pushing the envelope, overkill, workhorse, odd-ball, niceties, lops off, too good to be true, mecca of . . . , albeit, far-flung, etc. (These are all words and phrases from a technical report that I recently edited!) Always keep in mind your audience.

- In the body text, spell out units of measurement, such as miles per hour, vehicles per day, percent, feet, inches, etc. The reader will be able to better understand your content if you use this approach over using abbreviations. For table/figure titles and text, use abbreviations where appropriate.

- Save time and effort by not posing questions to the reader and then attempting to answer them. For example, "Are traffic signals warranted for this intersection? According to the survey, they are warranted." Your reader may interpret the context incorrectly and may try to form his/her own "answer" to the question.

If you have questions or comments about TxDOT reports, feel free to contact me via e-mail (d-picha@tamu.edu), or contact Michelle Walker (walker@ttiadmin.tamu.edu) or Chris Pourteau (chris@ttiadmin.tamu.edu) at ITEC.

CONGRATULATIONS!

Brenda Manak, of the Houston office, just completed her Bachelor's Degree at University of Houston (Downtown). Her family, friends and the TTI Houston office are very proud of her accomplishment. She has pursued this goal for a number of years working full-time, maintaining her family life, and attending school part-time.....Congrats from all of us!
Congratulations to Bryan Miller, of the Dallas office, who was recently promoted to the position of Senior Systems Analyst.

Congratulations are also in order for Lea Casiano and Paul Barricklow, student workers from the San Antonio. They were part of a seven-member team from UTSA who advanced to the finals of the National Concrete Canoe Competition. The group took first place in the Texas/Mexico Regional Competition in May.

MEANWHILE BACK AT THE RANCH

Peter Koonce recently presented a paper titled "Evaluation of Diamond Interchanges using a Controller in the Simulation Loop" at TexITE as a student presenter. He was awarded First Place in the Student Paper Competition. Way to go Peter!

Rob Benz will be traveling to ITE - Toronto in August to present a paper on the use of research software that the TTI Houston office developed for travel time applications. Specifically, he will be discussing how this software and other research measures were implemented to assist TxDOT Houston District in the reconstruction of the I-45 (Pierce Elevated) through Downtown Houston.

The TTI Houston office staff are participating in the Covey "7 Habits" Training and "First Things First" workshop. Lisa Palmer has recently facilitated the first of three courses that are being offered through the middle of July.

Jim Cullison, Mike Ogden and Chris Poe will be facilitating an Emergency Services Workshop for the Houston TranStar partnership. The workshop is planned for the later part of July. It is expected to offer some Incident Management outreach for the TranStar partnership with the surrounding emergency service organizations. TTI will also be able to introduce/evaluate various ITS application concepts and explore new research opportunities. TransLink* is funding this research project.

Mike Ogden recently attended a FHWA Standards meeting for Incident Management (IM) message sets in San Antonio. Mike is a member of the working group committee that is co-sponsored by ITE, AASHTO and IEEE. Mike/TTI hosted the committee which represents IM experts throughout the nation. San Antonio's TransGuide Center conference room was utilized for the meeting. Kandis Salazar, Russell Henk, Marc Jacobson, Julia Wilkie, Jennifer Ogle, and the rest of the TTI San Antonio staff were instrumental in assisting with the accommodations. Thanks for your hard work!

The committee "Draft" standard is due out for review in early Fall 1998. George Wright (Technical Director for ALERT) was also in attendance and made a presentation to the committee. Further standards involving the intelligent vehicle side of IM will be investigated as part of the committee work. Check the TOG web page for Mike's notes on the two day committee meeting.

Se hable Espanol? Deb Kreis, Mike Elmquist, and Dale Picha (all in the DSI Program) traveled to Laredo in June to administer surveys to drivers entering the United States. The survey tested the drivers' knowledge of U.S. traffic signs. Most drivers entering the U.S. at this location speak only Spanish or both Spanish and English. Deb and Rene both speak Spanish fluently, so they survived well, but Mike and Dale are still a couple of gringos. Return trips to the border area are planned for July. If you speak Spanish and are interested in helping with the survey, contact Dale.

PROFESSIONAL DEVELOPMENT ACTIVITIES

The Transportation Systems Division was short on Support Staff on June 19th. That's because many were attending the 8th Annual Texas A&M Association of Professional Support Staff (TAPSS) Development Conference. This year's conference theme was Success Through Imagination, Motivation, and Education. Keynote Speaker Dr. Guadalupe Quintanilla started the day with her inspiring personal story, reminding us that we can achieve our goals and be what we want to be, and that barriers may be broken. Closing Speaker Constance Malone had everyone rolling in laughter while reminding us that personal image affects behavior, morale, and attitude.

Workshops Attended:

Sharon Burton: Activating Collaboration and Enhancing Camaraderie
B.J. Fritz-Lewis: Strategies for Winning, Saying Howdy in a Foreign Language
Natilie Johnson: Building Self-Esteem in Parents and Children, Taking Charge
Shirley Kalinec: Love What You Do and Feel That It Matters, Activating Collaboration and Enhancing Camaraderie (a Mark Nigro workshop)
Maria Medrano: Building Self-Esteem in Parents and Children, Taking Charge
Beth Neilson: Problem Solving, Strategies for Winning
Liz Perez: Building Self-Esteem in Parents and Children
Joan Stapp: Barriers to Effective Communication, Love What You Do and Feel That It Matters

Comments from the Support Staff

The Love What You Do workshop reminded us of the importance of a good attitude and how the attitude of others can affect us. A reminder to be upbeat and positive at work. Your job is more enjoyable and production at work is higher with a good attitude.

I had a great time getting away from the office stress and enjoying something new and wonderful.
The Collaboration workshop was a good session on communication, listening, interaction, etc. Met a lot of people and had fun.

I truly enjoyed the keynote speaker. She really enlightened a lot of us who were putting limitations on ourselves and what we can accomplish in life.

Mark Nigro is a wonderful educator of enjoying life and helping people to relax and come out of their comfort zones.

Strategies for Winning, presented by Charlie Hall, was excellent. Some of the material presented can be found in this and upcoming issues of the newsletter.

Taking Charge helped me put my finances in perspective. It gave ideas on balancing my income with bills. The best tip they gave is to cut up your credit cards. If you can't by it with cash you do not need it.

I learned new ways of helping a child bring their self esteem up (ex: way of talking to them, eye contact, making sure the child know that he/she has my full attention).

Building Self-Esteem workshop was very informative and interesting. Mary Walraven from BISD was the instructor and did a wonderful job. My philosophy is "you can never learn enough about being a better parent."

The keynote speaker was awesome!

Terry Ogle and Julia Wilkie recently attended a National Seminars Group workshop on "Thinking Outside the Lines" in San Antonio. The workshop began with some self-exploration to determine if attendees favored right- or left-brain thinking. Right-brain people tend to be emotional, imaginative, intuitive, big picture, divergent thinkers. Left-brain people tend to be intellectual, logical, verbal, analytical, convergent thinkers.

This workshop demonstrated different methods to look at a problem, capture the big picture, and reduce the ideas to a logical format. One of these methods was called "Mindmapping." Julia liked this method as a way of organizing thoughts before writing a paper since traditional outlines stifle her thought process. In mindmapping, you begin with your central idea in the center of the paper, then draw arrows out of the central idea to other related thoughts, and then connect them with other arrows. Once you have completed this outrageously messy diagram, you convert it into an outline.

Another useful tool for analyzing problems, issues, or situations is 'cause and effect' diagrams, otherwise known as 'fishbone' diagrams. In using this tool, an arrow is drawn across the page, and specific problem characteristics are listed at the head of the arrow. Five or more categories are branched off of the main arrow, and under these categories, all possible causes to the problem are listed. Once the diagram is completed, the most probable causes should be much easier to locate.

In order to produce creative ideas and unique solutions, we must ‘think outside the lines’ by using our right brain along with our left brain. Our right brain holds the creative and artistic thoughts, while our left brain holds the rational and logical thoughts. This workshop teaches the use of the whole brain, which allows us to get outside the box!

Kandis Salazar recently attended two seminars: “The Exceptional Assistant” and “How to Create Powerful PowerPoint Presentations.” "The Exceptional Assistant”, a Fred Pryor Seminar, was held in San Antonio on June 4. The goal was achieving respect as an indispensable secretary, administrative assistant, or support staff member. Kandis does not recommend this class because it was not informative and the instructor spent much of the time talking about her son.

The second seminar that Kandis attended was “How to Create Powerful PowerPoint Presentation.” It was held in San Antonio on May 26. Kandis reports that this was an excellent class and she recommends it to anyone who does PowerPoint presentations.

If you attend an activity please submit information to Debbie Jasek (Deborah Jasek@TRA@TTI) anytime during the month.

10 PHRASES TO FORGET
(Strategies for Winning Workshop by Dr. Charlie Hall)
1. "We've tried that before"
2. "That'll never work"
3. "They'll never let us do that"
4. "Yes, but..."
5. "I already know how it will turn out"
6. "That's not how I would do it"
7. "We've always done it that way"
8. "Nobody else does it that way"
9. "We've more than enough good ideas"
10. "Whose idea was this, anyway"
**HAPPY BIRTHDAY**

<table>
<thead>
<tr>
<th>Date</th>
<th>Name</th>
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<tbody>
<tr>
<td>Jul 5</td>
<td>Molly Marshall</td>
</tr>
<tr>
<td>Jul 10</td>
<td>Julie Cast</td>
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<td>Jul 11</td>
<td>Catherine Robinson</td>
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<td>Jul 18</td>
<td>David Noyce</td>
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<td>Peter Koonce</td>
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<td>Srikanth Ojili</td>
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<td>Jul 20</td>
<td>Angelia Parham</td>
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<td>Jim Bonneson</td>
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<td>Vijay Kovvali</td>
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<td>Larry Rilett</td>
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<td>Clayton Ripps</td>
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<td>Aug 23</td>
<td>Abiel Hinojosa</td>
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<td>Aug 24</td>
<td>Dan Middleton</td>
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<td>Aug 25</td>
<td>Maria Medrano</td>
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<td>Aug 27</td>
<td>Frank Pakuszewski</td>
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**TRIVIA QUIZ**

Here are the answers to last month's trivia:

1. The three states named after famous women are:
   - Maryland, for Henrietta Marie who was the wife of King Charles I
   - Virginia, for Queen Elizabeth I
   - West Virginia, honoring Elizabeth I

2. The largest city per square mile in the U.S. is Jacksonville, Florida.

3. The oldest city in the U.S. is St. Augustine, Florida.

4. In what two states are the Great Smoky Mountains located?
   - North Carolina
   - Tennessee

5. What state in the contiguous U.S. is adjoined or touched by only one other state?
   - New Hampshire

6. Which state in the U.S. contains the most national forestland?
   - Montana

Good luck. Look for the answers next month.

**PROJECT EXCHANGE MEETING**

The next TOG Project Exchange Meeting will be on Monday, July 6, from 3:00 p.m. - 5:00 p.m. in room 217. The agenda includes the following presentations:

<table>
<thead>
<tr>
<th>Presenter</th>
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<tbody>
<tr>
<td>Roelof Englebrecht</td>
<td>Hardware-in-the-Loop Traffic Simulation</td>
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<tr>
<td>Beverly Kuhn</td>
<td>Update of Current and Future Activities of the Center for PCB</td>
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<tr>
<td>Chris Poe</td>
<td>California/Texas ITS Meeting Briefing</td>
</tr>
<tr>
<td>Larry Rilett</td>
<td>Forecasting Multiple-Period Freeway Link Travel Times Using Neural Networks</td>
</tr>
</tbody>
</table>

**NEW PROJECT**

TTI was awarded the contract for NCHRP 15-17, Geometric Design Consistency on Higher-Speed, Non-Urban, Two-Lane Roads. It is a 33 month contract

Pl: Mark Wooldridge

Others: Jon Collins, Kay Fitzpatrick

Subcontractors: Midwest Research Institute, Pennsylvania Transportation Institute

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**10 MYTHS TO FORGET**

(Strategies for Winning Workshop by Dr. Charlie Hall)

1. People should be treated equally. (True: People want to be treated equitably.)
2. Recognition is the same as reward.
3. Different = Wrong.
4. People need to be managed. (True: People want to be led.)
5. Treat people the way you want to be treated. (True: Treat people the way they want to be treated.)
6. What you don’t know can’t hurt you.
7. Definition of a good employee: someone who works hard. (True: Definition of a good employee: someone who adds value.)
8. If people are having too much fun, they can’t be working.
9. All we need are a few big changes. (True: Changes usually occur a little bit at a time.)
10. Efficiency = Effectiveness (True: Efficiency is doing things right. Effectiveness is doing the right things. Maybe this will give you some more insight to the TOG mission statement.)

**SEVEN HABITS OF HIGHLY INEFFECTIVE PEOPLE**

(Strategies for Winning Workshop by Dr. Charlie Hall)

1. Poor listening
2. Negative thinking
3. Disorganization
4. Inappropriateness
5. Make decisions by default
6. Randomization
7. Procrastination