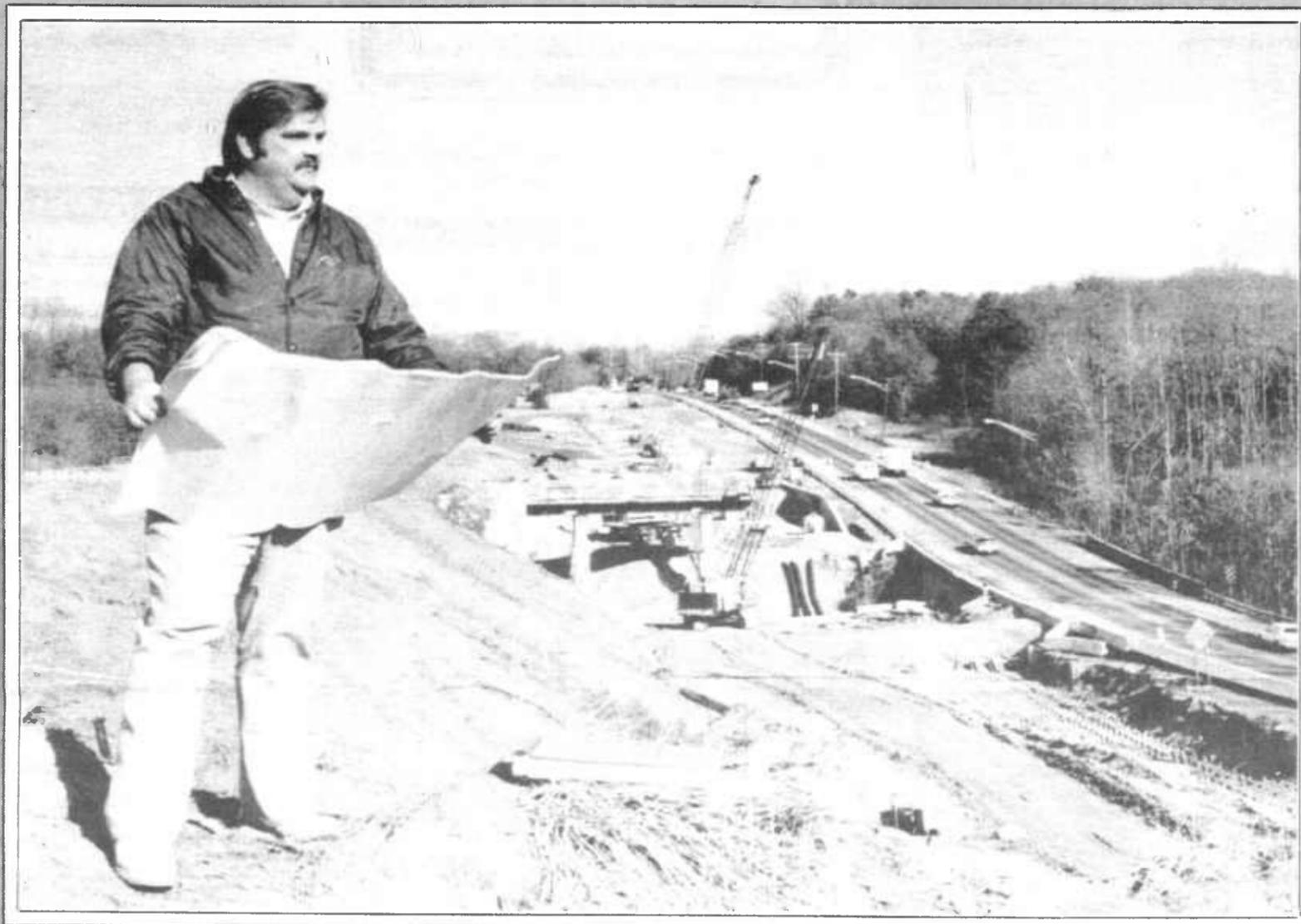


NEW HEIGHTS of ACHIEVEMENT



We've come a long way . . . still much to be done

Nearly five years into the new leadership at SHA — a time to pause and a time to reflect.

My first thought is about what a privilege it's been to lead this truly outstanding organization. Working together, our front-line people and our management team have brought SHA to new heights of achievement. Every one of us shares in the credit for the progress we've made. I have had the unique good fortune of working with many of you as we've transformed SHA to an organization whose focus is people — the people we serve and the people with whom we work.

The achievements are mind-boggling:

- largest ever construction program
- largest ever maintenance program
- largest ever right-of-way acquisition program
- largest ever levels of planning and engineering
- biggest ever training program
- 3,000 awards presented last year
- 677 suggestions submitted to "Bright Ideas" by the end



HAL KASSOFF
Administrator

See KASSOFF, page 14

As I was driving to work on December 30, I reflected back over the past two years..images of people and events passed before me that made me think how proud I am of our organization and how proud I am to be a part of the SHA team. We celebrated the success of many road and bridge projects and took personal pride in the care of our highway system.

I thought about how we might be viewed by the public for the work we do. How I hoped that the public saw SHA for the positive, progressive organization it is.

My thoughts turned to our highway system. Our citizens, and citizens from other states driving through Maryland, develop an initial and sometimes lasting impression of our state by what they see and feel while riding on our highways. The public remembers the safety and smoothness of our roadways, the beauty and integrity of our bridges, the clear, crisp direction offered by our signs, and



JOHN AGRO
Deputy Administrator

See AGRO, page 14

In 1987, from one end of Maryland to the other, SHA began construction on 239 projects, completed 240 projects and managed \$438 million in construction expenditures.

Work continued on three major projects: I-97, a 21-mile, \$306 million roadway designed to alleviate traffic congestion on Ritchie Highway; the \$300 million reconstruction and upgrading to interstate standards of U.S. 50 between the Capital Beltway and the Severn River; and the \$101 million reconstruction of I-270 from the Capital Beltway to 4 miles south of the Frederick County line.

► SHA adopted a new slogan: Service, High quality and Action.

JANUARY

► The new Bureau of Highway Design and Training Center building opened on Madison Street next to the Headquarters building.

FEBRUARY

► District 4's Kingsville Shop moved to the new Golden Ring Shop in Baltimore County.

MAY

The Frederick C. Maikus Jr. Bridge on U.S. 50 over the Choptank River at Cambridge opened to traffic. The four-lane, \$40 million bridge, replacing a two-lane drawbridge built in 1935, helped ease the flow of traffic between the Bay Bridge and Ocean City.

► The Reach the Beach campaign, designed to improve the flow of traffic to ocean resorts, was launched.

SHA hosted the spectacular Five-Star Memorial Day Highway Celebration, officiating at:

► The dedication of a memorial plaque for the late Congressman Goodloe Byron, at the Monocacy River Overlook on I-270 in Frederick County

► The unveiling of commemorative signs, at the South Mountain rest areas on I-70, recognizing former President Dwight D. Eisenhower's efforts to launch the U.S. interstate system

► The dedication of I-81 within the state's borders as Maryland Veterans Memorial Highway

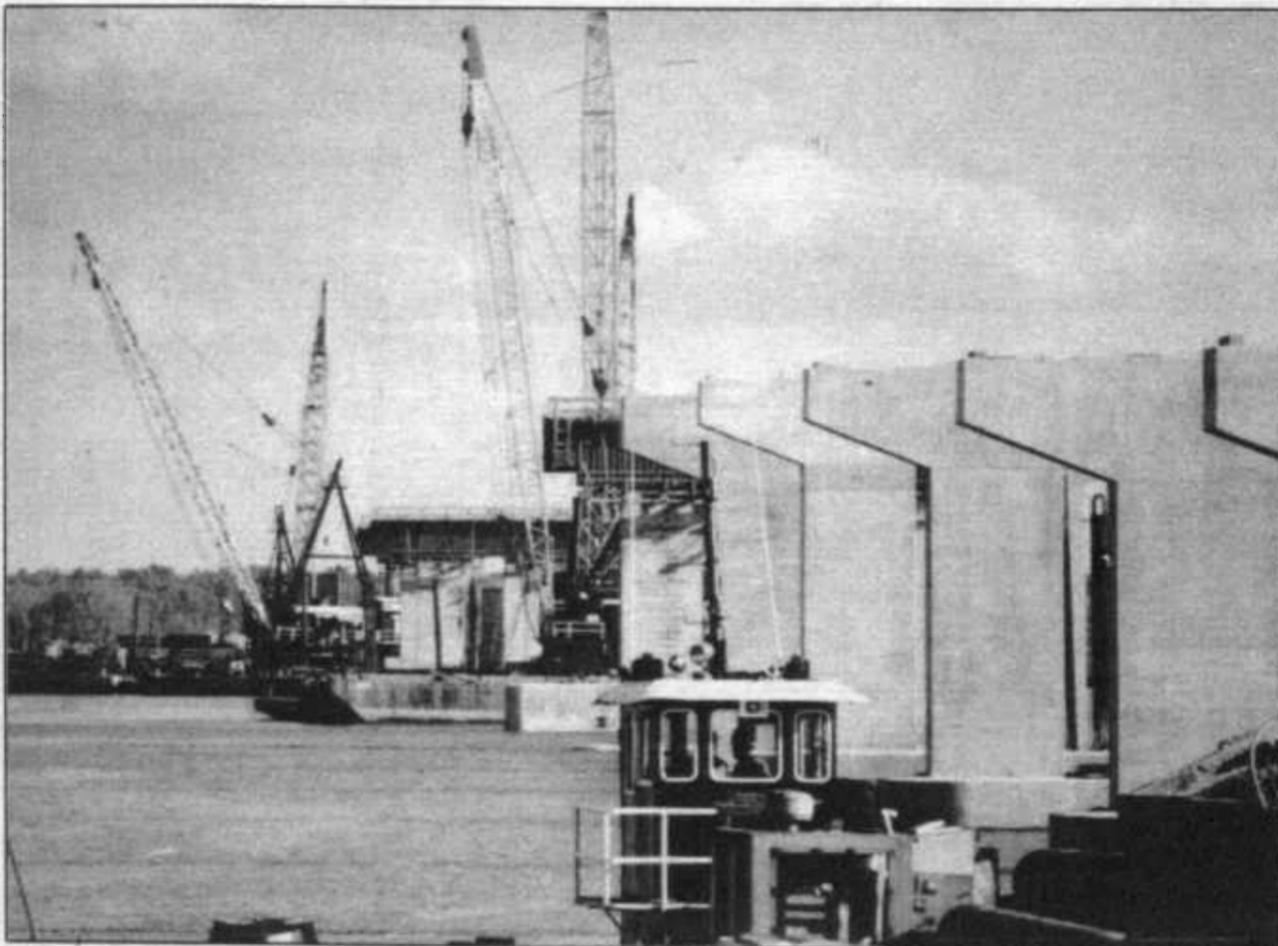
Groundbreaking for the final 19-mile, \$180 million segment of U.S. 48 (the National Freeway)

1987

► The opening of the \$6.4 million Deep Creek Lake Bridge on U.S. 219 in Garrett County.

JUNE

► Richard H. Trainor became the new Secretary of Transportation, replacing William K. Hellmann.



Work proceeds on the construction of the Vienna Bridge on U.S. 50 over the Nanticoke River.

JULY

► The 4.6-mile Denton Bypass was opened. The \$20.3 million bypass, seven years in the making, relocated MD 404 to the north of the Caroline County town.

► The Nanticoke River Bridge and Sharptown Bypass on MD 313, an \$11 million project, opened to traffic.

► Officials dedicated the \$6 million Sassafras River Bridge, which connects Kent and Cecil Counties on MD 213.

► The final segment of dualized MD 2/4 was dedicated to State Comptroller Louis Goldstein. With the opening of this 9.5-mile portion, all of MD 2/4 in Calvert County was a four-lane, divided highway.

OCTOBER

Construction began on the Vienna Bridge and Bypass on U.S. 50 on the Eastern Shore. The \$50 million project consists of a 4.1-mile bypass around Vienna in Dorchester County, including a 1-mile, high-level bridge over the Nanticoke River.

► The Deal Island Bridge on MD 363 in Somerset County opened. The \$6.3 million span connects the island to the mainland at the town of Chance.

► A new park 'n ride lot was opened at the I-95/I-495 interchange.

NOVEMBER

► MD 24 Relocated in Harford County opened to traffic. The four-lane, 6-mile highway, which cost \$22 million, tripled the capacity of the corridor from Bel Air to I-95.

► Construction was completed on the new MD 7 bridge over Gunpowder Falls in Baltimore County.

DECEMBER

► The \$6.4 million Bohemia River Bridge on MD 213 in Cecil County was completed, replacing a bridge built in 1932.

► The new Elkton maintenance shop in Cecil County opened.

The first segment of I-97, connecting MD 3 with U.S. 50, opened in Anne Arundel County. The 6.8-mile stretch was constructed in four segments at a cost of \$49 million.

► Officials dedicated the MD 355 bridge at Gaithersburg. The \$8 million, six-lane bridge ended the bottleneck caused by the old two-lane bridge built in 1931.

The rehabilitation of the U.S. 50/301 bridge over the Severn River was completed. The \$18 million span received an award from the American Society of Civil Engineers for its unique design, which allowed the widening of the bridge by retrofitting steel girders over existing concrete pier caps.

ON THE COVER

Project Engineer Roger Brown reviews plans at the I-97 construction site at Severn Run in Anne Arundel County. (Photo by Bill Kinsley)

MILESTONES MILESTONES MIL

In 1988, throughout the State of Maryland, SHA started construction on 241 projects, completed 251 projects and managed nearly \$487 million in construction expenditures.

► SHA and Virginia DOT continued their efforts to improve safety on the Capital Beltway with driver awareness campaigns and improved inclement weather operations.

► SHA received design awards for the Severn River Bridge, the Bohemia River Bridge, the Frederick Malkus Bridge, the Deal Island Bridge and the I-68 span over I-97.

JANUARY

► Joint initiatives between SHA and VDOT were established to improve traffic operations on the Woodrow Wilson Bridge during snowstorms.

► Graduates of the Entrepreneurial Development Institute's first workshop were honored at a banquet at the University of Maryland Eastern Shore. The EDI is part of SHA's Minority Business Enterprise program.

FEBRUARY

► Members of the Graduate Engineers Training Program Class of 1984 completed their four-year studies.

► Ground was broken in Harford County for the \$11 million interchange at MD 543 and I-95.

► The Fund for Renewable Energy and the Environment named Maryland No. 1 in the nation for highway safety.

MARCH

► Ground was broken for the MD 18 relocation and overpass of U.S. 50/301 on Kent Island, Queen Anne's County.

APRIL

► SHA and VDOT officials unveiled Capital Beltway logo signs, designed to help motorists identify the beltway route more easily.

► SHA hosted the Project Development Conference in Annapolis, at which representatives from neighboring states met with FHWA representatives to discuss environmental concerns.

MAY

► Governor William Donald Schaefer kicked off the second year of the Reach the Beach program.

MARYLAND

1988

► Ribbon-cutting ceremonies were held for the new \$5 million Elkton Shop in Cecil County.

► The new Scenic Routes map was introduced. The map traces routes motorists can follow to visit Maryland historic and natural points of interest.

► SHA celebrated its 80th anniversary at its Spring Festival and Open House.



Traffic is maintained while construction progresses at the I-97 / I-695 interchange.

► Bridgescape, a conference to discuss the aesthetics of bridge design, was held in Solomons.

JUNE

► The dualization of MD 175 in Howard County was completed, and a new park-and-ride lot was opened at Snowden River Parkway.

► The new interchange at MD 295 and West Nursery Road opened.

► SHA closed the Thomas Johnson Memorial Bridge, connecting Calvert and St. Mary's Counties, after it was determined to be structurally unsafe.

► The new LaPlata Shop in Charles County officially opened.

MILESTONES MILESTONES

JULY

The final contract was awarded for U.S. 48 (the National Freeway). The \$44.4 million project will complete, by 1992, the last leg of the program to upgrade U.S. 48 in Western Maryland to freeway status.

► Construction began for the new Westminster Shop in Carroll County.

AUGUST

► The Thomas Johnson Memorial Bridge was opened, well ahead of the targeted Labor Day deadline.

► SHA closed the Pocomoke River Bridge, connecting Somerset and Worcester Counties, after its collapse.

SEPTEMBER

► The first of six public information meetings on the Washington Bypass study was conducted.

The final contract for the reconstruction of I-270 was awarded. The \$11 million contract, for the I-270/Montrose Road interchange, is the last of the contracts to be issued for I-270 reconstruction between Great Seneca Creek and the Y-split in Montgomery County.

► Ribbon-cutting ceremonies were held for the new, \$11 million Back River Bridge on MD 150 in Baltimore County.

► Construction began on the new Hereford Shop in Baltimore County.

OCTOBER

► Work began on the upgrading to Interstate status of U.S. 50/301 in

Prince George's County.

► MD 10 Extended, the Arundel Expressway, was completed. The 4.6 mile highway, built at a cost of \$23.3 million, connects MD 648 to MD 100 and MD 177.

NOVEMBER

► The Training and Manpower Development staff hosted the NASHTO East Coast Training Directors Conference in Baltimore.

DECEMBER

I-370, connecting I-270 with the Shady Grove Metrorail Station in Gaithersburg, was opened. The \$169 million project is 2.9 miles long, with three interchanges.

DISTRICTS

► *Helping to provide the safest and most efficient highway system possible throughout the State of Maryland is as easy as 1, 2, 3, 4, 5, 6, 7.*

DISTRICT 1

"The start of the construction of the Vienna Bridge and Bypass was District 1's No. 1 event. It will eliminate the one two-lane section left on the U.S. 50 corridor from Washington, D.C., to Ocean City. And at \$50 million, it's the biggest bridge project to date in the state."



JAMES W. MAGILL
District Engineer

During 1987-88 District 1 also . . .

- Completed the Nanticoke River Bridge and Sharptown Bypass on MD 313.
- Completed the rehabilitation of U.S. 50 through Cambridge in conjunction with the opening of the Frederick C. Malkus Jr. Bridge.
- Responded quickly to the needs of the public by arranging for detours and signs after the collapse of the Pocomoke River Bridge.
- Completed the second of three phases of the median and drainage Improvements at Ocean City.
- Completed the gateway to Assateague Island on MD 611.
- Rekindled interest in Quality Circles.
- Improved significantly the quality of trucks and grading equipment to meet staff needs.
- Worked with local civic committees on projects enhancing the appearance of the roadways.

DISTRICT 2



"The Denton Bypass, which we opened on July 2, 1987, helped alleviate traffic congestion for motorists headed to the beach resorts on MD 404."

JOHN W. WILLIAMS
District Engineer

District 2 also . . .

- Started construction in March, 1988, on the first project on U.S. 50 on Kent Island.
- Continued final engineering and right of way acquisition for a new high level fixed span bridge to replace the existing Kent Narrows Drawbridge on U.S. 50.
- Opened two railroad overpasses in Elkton, on MD 213 and MD 268.

- Started rehabilitation work on the Chester River Drawbridge on MD 213 at the Kent and Queen Anne's Counties line.
- Completed \$45.9 million in construction projects, including replacement of the Bohemia River drawbridge on MD 213 in Cecil County with the new, \$6.3 million Bohemia River Bridge.
- Opened the new Elkton Maintenance Facility in Cecil County.
- Began holding Wellness Program meetings to discuss health topics at the district office and maintenance shops.
- Conducted CPR classes throughout the district.



An equipment operator mows grass along MD 335 in Dorchester County, District 1.

DISTRICT 3



"District 3 was the pilot area for the MEO Training Program, which has expanded into all seven districts, and provides maintenance personnel with more expertise and abilities."

MICHAEL SNYDER
District Engineer

District 3 also . . .

- Started a massive reconstruction program on I-270.
- Opened I-370, a connector between I-270 and the Shady Grove Metrorail Station in Gaithersburg.
- Started the Prince George's County portion of the reconstruction of U.S. 50.
- Started reconstruction on MD 214 (Central Avenue) in Prince George's County.
- Completed MD 97 (Georgia Avenue) in the Olney area of Montgomery County.
- Instituted a more refined snow removal operation, changing philosophy and direction and defining priority routes.

- Reviewed and enhanced the safety characteristics on the Capital Beltway.
- Completed the widening of the Capital Beltway between MD 97 and I-270 in Montgomery County.
- Opened a park 'n' ride lot at I-95 and I-495.
- Installed Capital Beltway logo signs, easing the confusion caused by the dual route designation of the interstate.

DISTRICT 4



"As a result of the Harmony Programs we initiated — one at senior management level, one in the Hereford Shop and one in the district office's administrative section — we got people to work around their personal differences and work as a team."

CHARLES R. OLSEN
District Engineer

District 4 also . . .

- Opened MD 24 in Harford County.
- Completed the MD 150 Bridge over Back River.
- Resolved its backlog of construction claims.
- Reduced the amount of salt used during winter snow operations to an acceptable level per lane mile per storm, while still providing acceptable roadway conditions.
- Increased the level of contract maintenance to accommodate the significant increase in roadway miles under District 4 authority.
- Expanded the use of variable message signs for work zones and emergency road closures, thereby improving relationships with elected officials and the public.



District 2 staff tie ribbons on shovels in preparation for the March, 1988, groundbreaking for relocated MD 18 on Kent Island.

- ▶ Aided in traffic control for the State Fair and the Women's U.S. Open Golf Tournament.
- ▶ Opened the new Golden Ring Shop.
- ▶ Began construction of the new Hereford maintenance facility.
- ▶ Implemented an employee recognition program with an Employee of the Month for each of the four shops, the district office, and construction inspection personnel.
- ▶ Began a district newsletter.
- ▶ Implemented a district employee orientation program.

DISTRICT 5

"We completed structural repairs to the Governor Thomas Johnson Bridge in record time, turning a bad situation into a good one. The response to this major emergency, from District 5 personnel and throughout SHA, was overwhelming."



EDWARD H. MEEHAN
District Engineer

District 5 also . . .

- ▶ Completed the new LaPlata (Charles County) Maintenance Shop.
- ▶ Completed redecking and widening of the Severn River Bridge.
- ▶ Completed the MD 295/Nursery Road interchange.
- ▶ Completed MD 10 (Arundel Expressway) from MD 648 to MD 100.
- ▶ Completed the I-97/MD 3/MD 32 interchange from Millersville Road to Severn Run.
- ▶ Began Interstate upgrading of U.S. 50 through Annapolis from I-97 to the Severn River Bridge.
- ▶ Began interstate upgrading of MD 3 (I-97) from Severn Run to MD 174.

DISTRICT 6

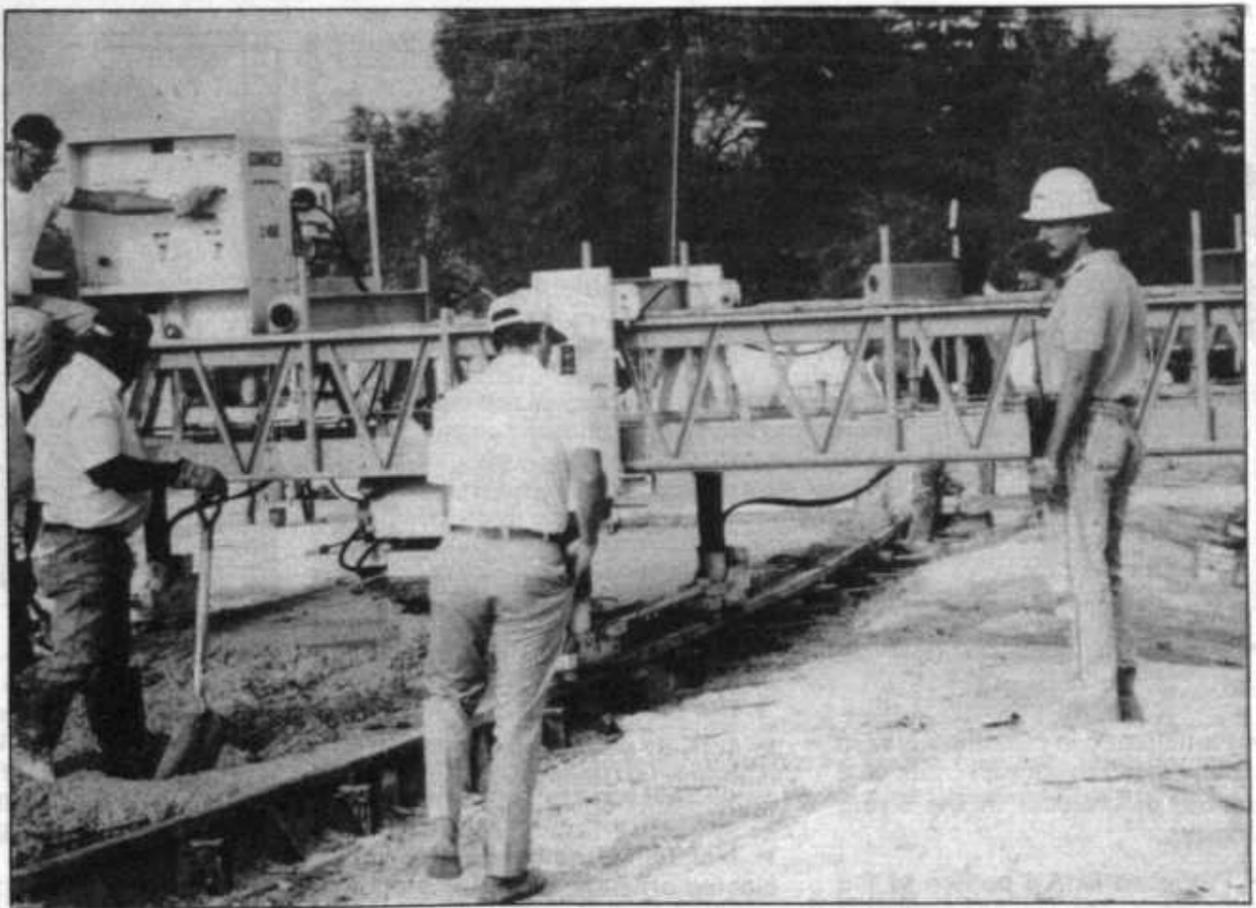
"The completion of the remaining 19 miles of U.S. 48, started in 1987, will promote regional economic development."



T. WALLACE BEAULIEU
District Engineer

District 6 also . . .

- ▶ Participated in the dedication ceremonies for the Maryland Veterans Memorial Highway (I-81).
- ▶ Completed the Deep Creek Lake Bridge.
- ▶ Built a new maintenance facility at Frostburg.
- ▶ Developed a Courtesy Patrol to assist motorists traveling through Allegany County on U.S. 48.



Dan Witt (far right), project engineer for the construction of the Baltimore Beltway interchange with I-97 in District 4, supervises contractor personnel in a patching operation.

- ▶ Was fully staffed to provide adequate inspection and supervision of structure repair contracts.
- ▶ Developed computer training classes which were presented to district personnel.
- ▶ Held a mnl Quality Circle conference at which QC members received instructions in QC goals and methods.
- ▶ Formed a Quality Circle Advisory Council to assist district QCs in becoming more efficient and productive.
- ▶ Assisted the Motor Vehicle Administration with the development of regional offices in Allegany and Washington Counties.
- ▶ Assisted with the first outdoor concert held at Rocky Gap State Park by the Baltimore Symphony Orchestra.
- ▶ Coordinated support services between SHA, State Railroad and Mass Transit for the Pre-World White Water Races held on the Savage River in Garrett County.
- ▶ Actively participated in Traffic and Transportation Advisory Committees in three western counties.



Maintenance personnel from District 6's Hagerstown Shop remove trash from the roadside on eastbound I-70 in Washington County.

DISTRICT 7

"The 1987 completion of I-70 in Frederick County completed the total interstate system as it was originally projected in Maryland."



WAYNE CLINGAN
District Engineer

District 7 also . . .

- ▶ Completed major improvements to the U.S. 1/MD 175 intersection in Howard County.
- ▶ Completed resurfacing and safety improvements to U.S. Route 40 through Howard County.
- ▶ Opened and dedicated the scenic overlook adjacent to I-270 in Frederick County to the late Congressman Goodloe Byron.
- ▶ Dedicated I-70 as the Dwight D. Eisenhower Memorial Highway.
- ▶ Completed the Interchange at U.S. 29/MD 108 in Howard County.
- ▶ Completed the dualization of MD 175 from U.S. 29 to Snowden River Parkway in Howard County.
- ▶ Completed resurfacing and safety improvements on U.S. 1 through Howard County.
- ▶ Began major rehabilitation of I-70 in Howard County.
- ▶ Began construction of the Westminster Shop complex in Carroll County.
- ▶ Completed the beautification of the I-70 rest areas at South Mountain in Frederick County.
- ▶ Began beautification of I-95 rest areas in Howard County.

PLANNING AND PRELIMINARY ENGINEERING

COSTBUSTERS



NEIL J. PEDERSEN
Director

"Our most significant accomplishment was pulling together as a team both internally as well as with other offices in SHA to deal with serious problems in the areas of cost containment and wetlands permits.

"Each of these problem areas had the potential to seriously threaten our ability as an organization to deliver projects. Through hard work, dedication and teamwork, we were able to overcome these problems."



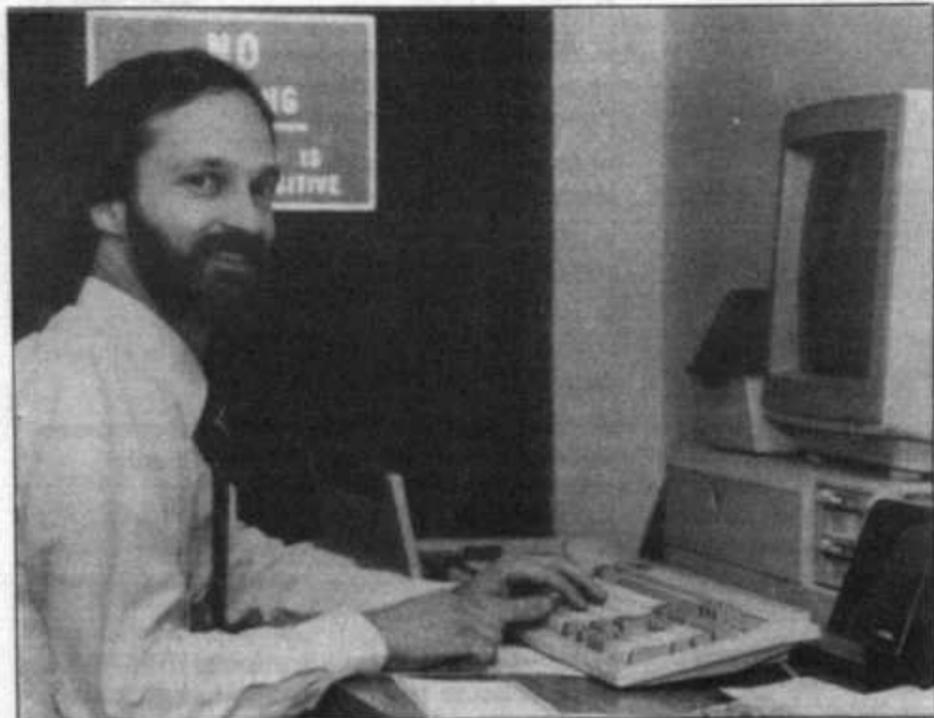
Project Developers Carl Blalecki, Sue Ellen White and Heather MacDonald review potential Maryland corridors for the proposed western bypass of Washington. Below, Prince George's planners Buck Bohmer (left) and Farid Khorsandian pore over plans for the proposed MD 223 near Andrews Air Force Base and Sherwood Forest.

In 1987-88, the Office of Finance and Program Management also . . .

- ▶ Participated in "Costbusters" in a major effort to contain costs on a number of projects in the 6-year program.
- ▶ Produced SHA's portion of the Department of Transportation's Annual State Report on Transportation and Consolidated Transportation Program.
- ▶ Carried out preliminary engineering, environmental analysis, public involvement, agency coordination and environmental documentation activities on a number of major highway projects.
- ▶ Maintained and updated a number of SHA's statistical data bases, provided a number of statistical reports, and made significant progress in the development of the Coordinated Roads Information System.
- ▶ Updated the Highway Needs Inventory.
- ▶ Actively participated in MDOT's multi-modal Commuter Assistance Study.
- ▶ Maintained active liaison with elected officials, local jurisdiction staffs and the general public on planning issues.
- ▶ Improved technical capabilities resulting in SHA obtaining a number of large federal discretionary grants.
- ▶ Produced a new tourist map, bicycle map and scenic routes map, and updated other maps around the state.
- ▶ Actively negotiated and produced cost-sharing agreements with local jurisdictions and developers, enabling SHA to save millions of dollars.
- ▶ Inventoried wetlands for almost every major project and many minor projects.



FINANCE AND PROGRAM MANAGEMENT



Finance's Data Control Section Chief Joe Pascuzzi writes a personal computer application.

"Our greatest accomplishment over the past two years has been the creative use of PCs to allow us to provide better financial information to all of our customers.

"This allows us to get expenditure data out faster, to answer payroll questions faster and to answer inquiries about the status of payment faster. PC graphics have also enabled us to begin showing financial status on charts and graphs, making it easier for non-financial readers.



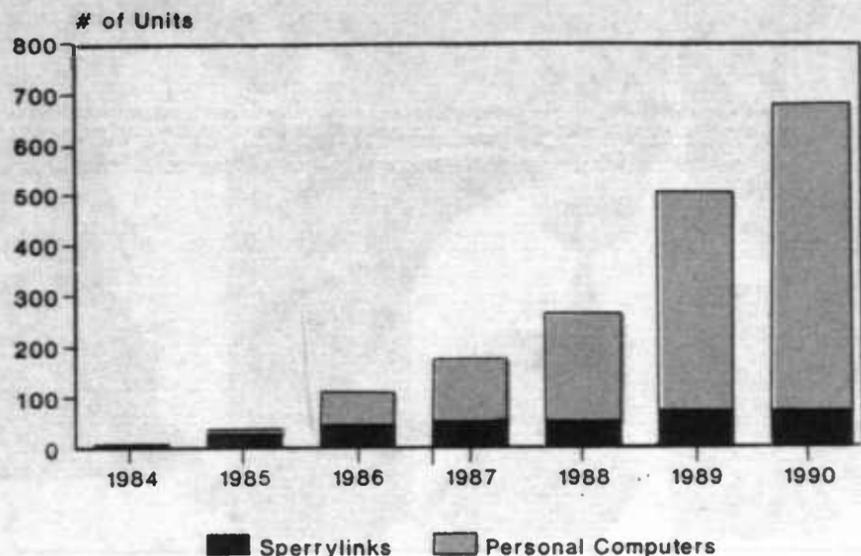
GAYLE M. SEWARD
Director

BETTER AND FASTER

In 1987-88, the Office of Planning and Preliminary Engineering also . . .

- ▶ Inventoried fixed assets statewide and implemented a fixed asset system on the PC.
- ▶ Collected over \$600 million in Federal Aid receipts over the last two fiscal years.

Personal Computer Growth



Personal computer acquisitions have grown dramatically at SHA, increasing from 9 in 1984 to a projected 680 in fiscal year 1990. The Office of Finance oversees computer use through the Management Information Systems office.

- ▶ Audited over 700 precontract proposals, extra work orders and utility relocation projects.
- ▶ Installed and supported over 150 PCs throughout SHA in fiscal years 1987-'88, more than doubling the number of PCs in use.



George Baker (left), Accounting Auditor IV for the Inventory Management Section, and Joe Pascuzzi look on as Fiscal Aide II Darlene Ellis updates a fixed asset file.

- ▶ Developed and implemented numerous changes to the payroll system to compliment policy and legislative changes.
- ▶ Established customer response lines in several areas for better customer service.

COUNSEL

NEW
CHIEF COUNSEL



EDWARD S. HARRIS
Chief Counsel

SHA welcomes the newest member of its senior management team, Asst. Atty. General and Chief Counsel Ed Harris.

Mr. Harris, who replaces Chief Counsel Nolan Rogers, has been with the Attorney General's Office since 1980, serving four years as an assistant attorney general with the Department of General Services and almost three years with the Department of Transportation's Contract Litigation Unit.

Comments Mr. Harris: "I'm excited to be here and hope to facilitate the work that SHA is doing. I encourage everyone in the agency to call upon me when necessary."

The Office of Counsel, which is staffed by 18 assistant attorneys general and two staff attorneys, provides legal advice and representation to the Administration. It represents the Administration before all courts and administrative agencies.

In 1987-88, the Office of Counsel...

- ▶ Filed 194 condemnation cases in trial courts in Maryland and has filed numerous land acquisition petitions in order to obtain real property needed for highway and parkland.
- ▶ Drafted and reviewed agreements between the Administration and the federal government, local governments, state agencies, and private individuals which govern property acquisitions and the planning, design, and construction of highway projects.
- ▶ Represented the Administration in environmental litigation involving challenges to highway projects in Montgomery and Prince George's Counties. The Administration prevailed in the federal trial and appellate courts

in the *Cost v. Pole* litigation (I-270) and in the state trial court in *Cinnamon Ridge v. SHA* (MD 214).

- ▶ Handled 14 cases in the Maryland appellate courts.
- ▶ Represented the Administration in litigation under the Maryland Tort Claims Act including the *Kee* case.
- ▶ Represented the agency in ad-

ministrative appeals including personnel and employment discrimination cases.

- ▶ Provided advice and representation on contract questions and contract claims.
- ▶ Represented other state agencies in local courts.
- ▶ Provided advice and research to the Maryland Stadium Authority on condemnation issues.



The Office of Counsel helped keep the I-270 project on schedule by fighting off legal challenges to the environmental review.

REAL ESTATE

QUICK
CLOSE

"We created a pilot project to close out right of way cases by securing deeds and recording them.

"This program relieved our attorneys of rather routine duties and permitted them to devote their time to board cases and jury trials."



ROBERT J. FINCK
Director

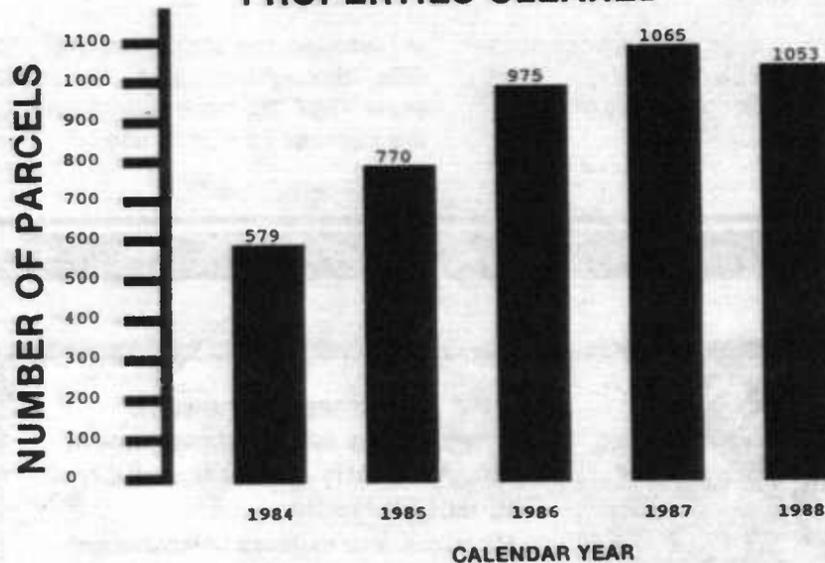
In 1987-'88 the Office of Real Estate also . . .

- ▶ Cleared right of way, on time, for projects advertised.
- ▶ Delegated authority regarding options, settlements, jury awards, etc., to the deputy administrator and director of the Office of Real Estate.
- ▶ Increased staff appraising from 39 percent to 45 percent of assigned work.
- ▶ Modified two internal procedures, based on employee suggestions, which shortened the time needed to process option contracts.
- ▶ Contracted with 37 individuals to provide temporary relief in areas requiring attention, primarily negotiations, relocation assistance,
- rental of surplus properties and "closing" cases for the Office of Counsel.
- ▶ Prepared "Fact Books" for 100 percent of our rental properties.
- ▶ Provided personnel and technical support to the State Aviation Administration for their Noise Abatement Program, and to the State Railroad Administration and the Stadium Authority.
- ▶ Reviewed 1,249 appraisals valued at \$189.5 million in 1988.
- ▶ Optioned 714 properties in 1988.
- ▶ Closed 260 real estate transactions in Anne Arundel, Baltimore, Cecil, Harford, Carroll, and Howard Counties on behalf of the Office of Counsel in 1988.



Bob Gordon (left), chief of the Bureau of Right of Way Administration, confers on renewal of a contract with Property Management Chief Dave Muser.

PROPERTIES CLEARED



After a dramatic rise in 1986, the Office of Real Estate has continued to clear more properties than ever, while meeting all advertising schedule dates.

CHIEF ENGINEER

REFINING
PROCEDURES

"The greatest improvements have been seen in the project scheduling, ad scheduling and design completion areas.

"New procedures involving design, wetlands permit applications and utilities clearances have enabled us to advertise a much higher percentage of bids without amendments."



BOB B. MYERS
Chief Engineer

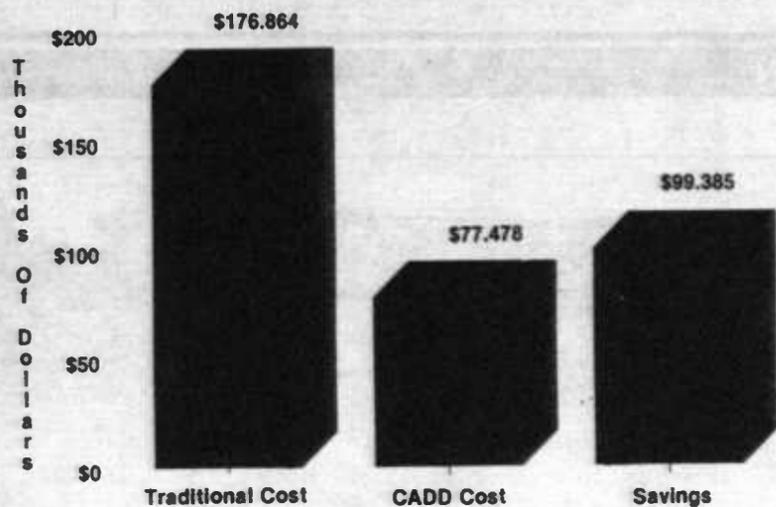
During 1987-88, the Office of Chief Engineer also . . .

- ▶ Provided monthly updates on Priority Listings to the Water Resources Administration.
- ▶ Stabilized organizational structures.
- ▶ Reduced the number of claims to the Appeals Board.
- ▶ Continued emphasis on CADD



Vernon Kral (left), chief of the Bureau of Acquisition Activities, discusses the day's schedule with secretary Vera Stewart.

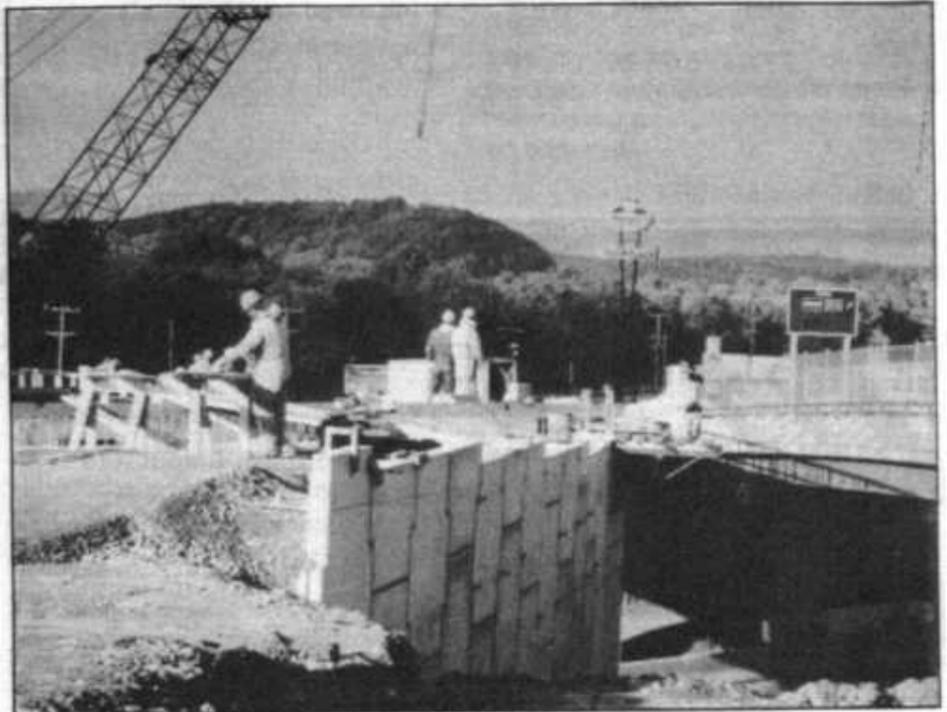
Traditional vs CADD (Total Dollar Savings, 1987-1988)



The implementation of CADD has enabled SHA to cut costs by more than 50 per cent over traditional costs, with the savings exceeding the CADD cost.

to assure full implementation of its capabilities.

► increased the effectiveness of the Value Engineering Program.



Construction of two new ramps from I-70 to MD 144 in Washington County began in 1988. Included in the project is a bridge replacement.

► Fully drafted a Quality Assurance Manual.

► Distributed Special Projects Procurement Design Manual Directives to district engineers.

HIGHWAY DEVELOPMENT

During 1987-88, the Office of Highway Development also . . .

- Advertised 28 projects representing \$302 million in 1987.
- Processed over 10,000 pieces of out-going Access Permits correspondence in 1988.
- Obtained pay parity for engineering personnel equal to other MDOT modalis.
- Initiated a wildflower planting program, with more than 15 acres seeded in the first year.
- Completed an agreement with the Maryland Department of Education, Division of Vocational

- Rehabilitation, for the installation of vending machines at Maryland rest stops. Proceeds will benefit the Maryland Blind Vendors' Program.
- Completed the design of new information center buildings to be constructed at the I-95 rest areas in Laurel.
- Used CADD on 13 projects for approximately 8,300 hours in 1988.
- Issued the first Field Operators Safety Manual.
- Electronically surveyed and pre-

RECORD YEAR

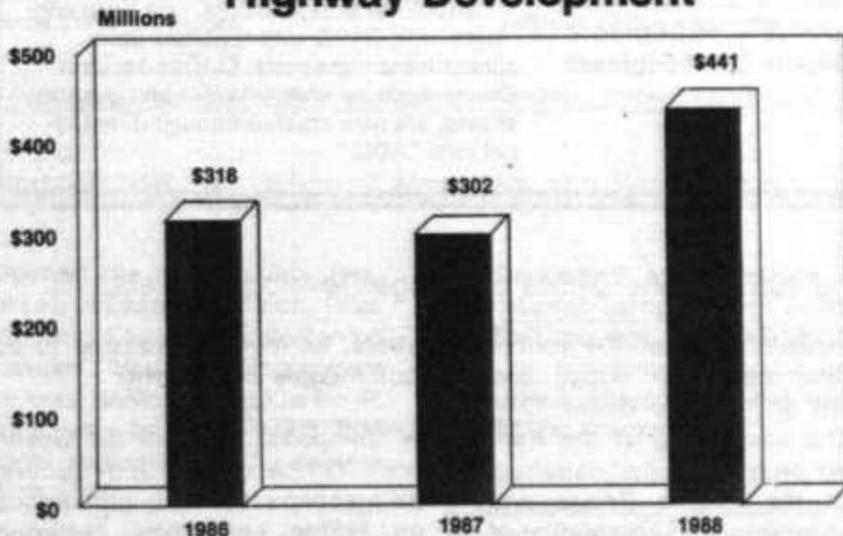
"1988 was a record year for the Office of Highway Development.

"The total value of projects advertised was \$441 million. Over 600 access permits were issued, more than in any other one-year period."



ROBERT D. DOUGLASS
Deputy Chief Engineer

Advertised Projects Highway Development



The total value of projects advertised by the Office of Highway Development hit a record level in 1988, far exceeding highly successful preceding years.



The Bureau of Highway Design moved from the Headquarters building to its new offices on Madison Street in January, 1987.

HIGHWAY DEVELOPMENT

pared an existing site plan on CADD.

► Prepared its first plat on CADD.

► Improved working relationships with several counties in the Access Permit process.

► Completed a new rest area building at Friendsville in Garrett County.

► Initiated an evergreen seedling reforestation program using Community Service labor from Baltimore City.

CONSTRUCTION

ENSURING COMPLIANCE



JAMES M. WELSH
Deputy Chief Engineer

"We hired consultant inspectors in each district to maintain constant control of sediment and erosion control efforts.

"Along with the efforts of project personnel, this has enabled us to step up the number of inspections and achieve maximum enforcement of sediment and erosion control standards. We've had a tremendous improvement in our performance, a reduction in the number of site complaints, and have developed a better rapport with other state agencies."



Ground was broken and work proceeded smoothly in 1988 on the MD 18 relocation on Kent Island. The project consists of an overpass of U.S. 50/301 in addition to the relocation of the route.

During 1987-88 the Office of Construction also...

► Implemented computer record keeping in 20 selected field offices by May, 1987. By 1988 fifty field offices had computers and all had updated software.

► Continued to have an excellent track record in negotiating settlements for SHA construction claims.

► Finalized an approved organizational chart in March, 1987, and reduced the number of vacancies.

► Pursued an intensive recruitment effort resulting in the employment in 1988 of 67 summer student engineers, an increase of

91 percent over the 35 employed in 1987.

► Continued to improve the Construction Contracts Section's time between advertisement and notice to proceed for contracts.

► Streamlined Extra Work Order processing procedures for Board of Public Works contracts in an effort to avoid delay claims.

► Reduced significantly the frequency of Extra Work Orders due to improved design efforts and the coordination by a full-time inspector to oversee all Fund 29 projects.



The upgrading of U.S. 50 near Annapolis to Interstate status is well underway. Ground was broken on the Prince George's County portion of the improvements late in 1988.

BRIDGE DEVELOPMENT

CADD REVOLUTION



EARLE S. FREEDMAN
Deputy Chief Engineer

"The implementation of CADD is unquestionably our major accomplishment.

"CADD revolutionized the way we prepare contract documents. We're using CADD as a complete drafting tool, allowing us not only to provide quality drawings but to produce alternate concepts for evaluation.

"With over 20 engineers and technicians trained in various applications, we've produced virtually every drawing in a project with a minimum of 30 percent savings in time.

"Structural Bridge details have been converted onto CADD with revisions done almost instantaneously. Certain contract sheets, such as boring, layout and quantity sheets, are now created through direct input into CADD."

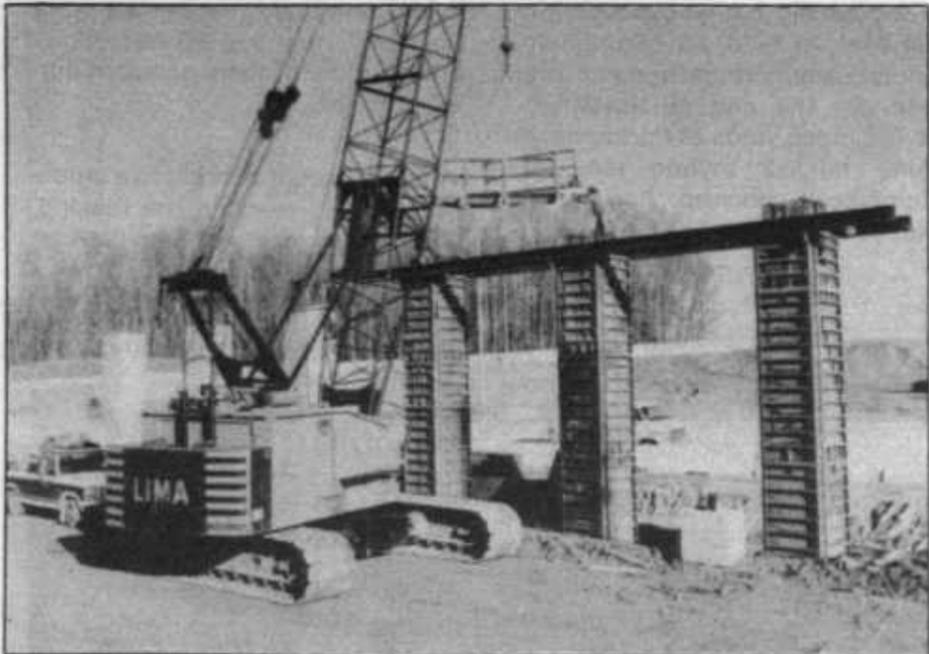
During 1987-88, the Office of Bridge Development also...

► Completed or began the work to eliminate the major bridge bottlenecks on route to Ocean City. With the advertising of the Kent Narrows project, start of construction of the Vienna Bridge and Bypass project, and completion of the Frederick C. Maikus Jr. Bridge, motorists headed for ocean resorts can anticipate, within a few

years, no more slowdowns to accommodate boat traffic.

► Co-sponsored, with the Governor's Office on Art and Culture, Bridgescape 88. The conference on bridge aesthetics, featuring world-renowned bridge engineer Christian Menn of Switzerland as keynote speaker, hosted par-

BRIDGE DEVELOPMENT



A worker adjusts a work platform over a support for pier cap forms at the I-695 / I-97 Interchange construction site.

ticipants from all over the country.

► Received seven bridge design awards over a one-year period:

U.S. 50/301 bridge over the Severn River received the American Society of Civil Engineers award for outstanding civil engineering achievement for the widening and rehabilitation of the bridge, which was opened to traffic in December, 1987. This bridge also received the 1988 FHWA biennial design excellence

award for cost-saving innovations.

U.S. 50 over the Choptank River (Frederick C. Malkus Jr. Bridge) walked off with two awards: one in December, 1987, from the Prestressed Concrete Institute for creative design utilizing precast and prestressed concrete; the second, an honorable mention for engineering excellence, from the Consulting Engineers Council in July, 1988.

MD 363/Deal Island Bridge was

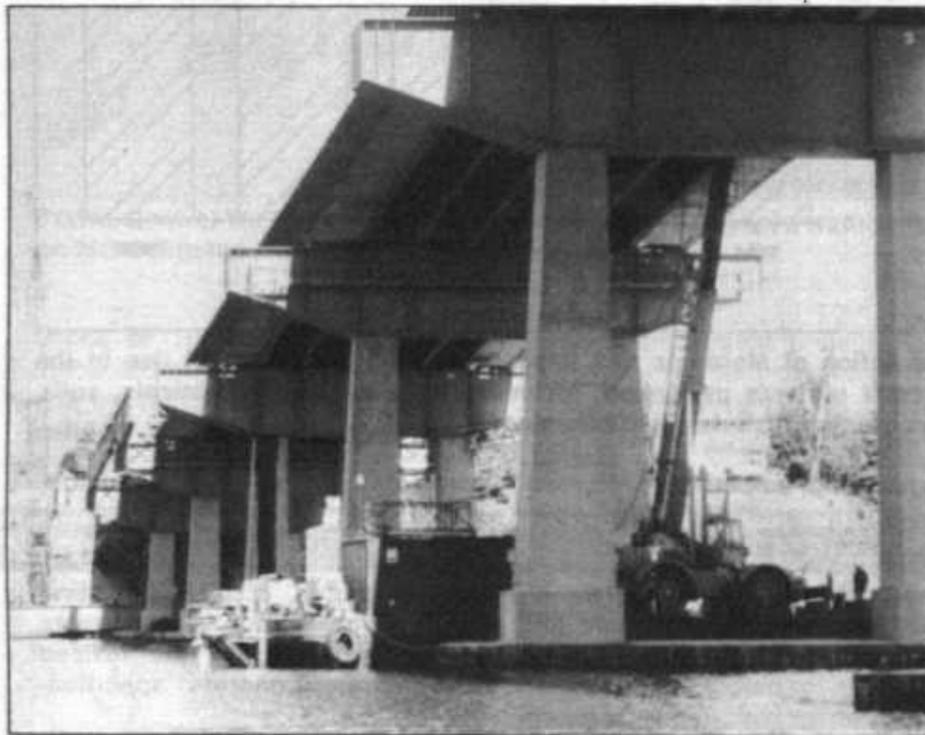
given the Excellence In Concrete Award by the Maryland Chapter of the American Concrete Institute in May, 1988.

U.S. 50 over I-97 was awarded an honorable mention for engineering excellence from the Consulting Engineers Council in July, 1988. The span, which is known as the gateway to Annapolis, utilizes a unique brick arch facing.

MD 213 bridge over the Bohemia

River was recognized in October, 1988, by the Prestressed Concrete Institute for outstanding design efforts using precast and prestressed concrete.

In addition to these awards, MD 7 over Gunpowder Falls was recognized in the American Institute of Steel Construction publication, "Modern Steel Construction," for appropriate and aesthetic use of steel for short span bridges.



Immense, 70-ton steel caps are retrofitted to the top of the piers on the U.S. 501 / 301 Severn River Bridge during its widening and rehabilitation.

MATERIALS AND RESEARCH

"To improve productivity and at the same time raise the professional caliber of our staff, we restructured the Office of Materials and Research.

"We eliminated management level positions in three of the four bureaus, exchanging them for entry level engineers. These changes have enabled us to move forward with confidence that we can meet the demands of the future."



A. HALEEM TAHIR
Deputy Chief Engineer

RESTRUCTURING

During 1987-88, the Office of Materials and Research also . . .

► Opened the new Eastern Regional Lab in Easton in March, 1988, conducting a formal dedication on December 15. The conference room was dedicated to Carter R. Perkins, who became SHA's first regional engineer, for the eastern area, in 1961.

The new lab replaced antiquated facilities, improving working conditions for employees and increasing morale 100-fold.

► Developed specifications for and started using nuclear asphalt content gauges, eliminating the use of trichloroethylene, a very hazardous effluent material, in the extraction process.

Maryland was one of the first states to develop the specs for the asphalt content gauge, in a joint effort with the Maryland Hot Mix Asphalt Association.

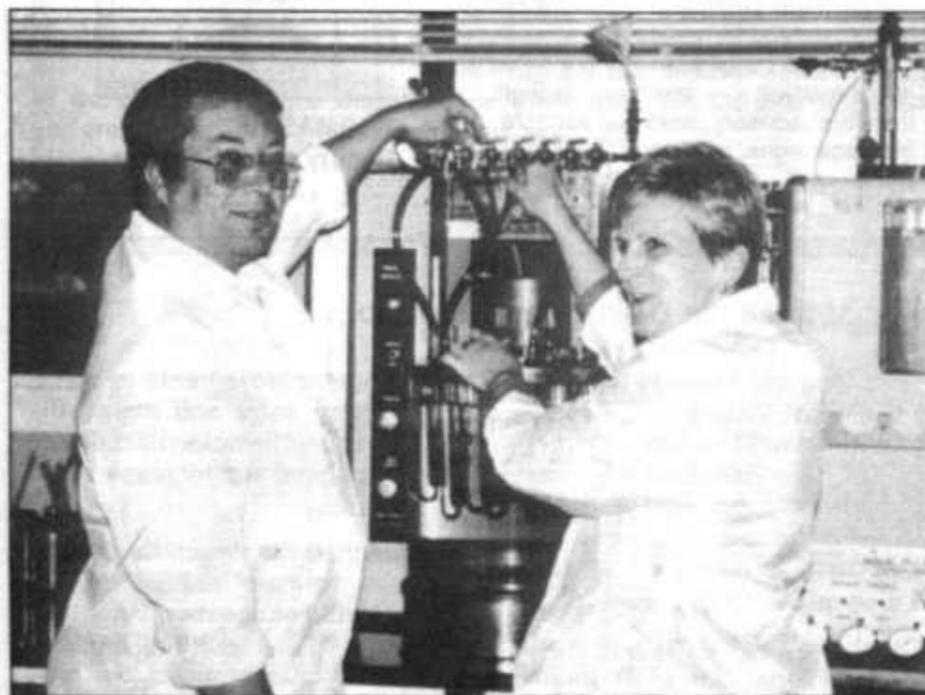
► Acquired new, sophisticated in-

strumentation for the Bureau of Test's Chemical Section that allows faster turnaround time in the testing of paints, metals and cement.

► Finalized plans for a new Southern Regional Lab, to be on

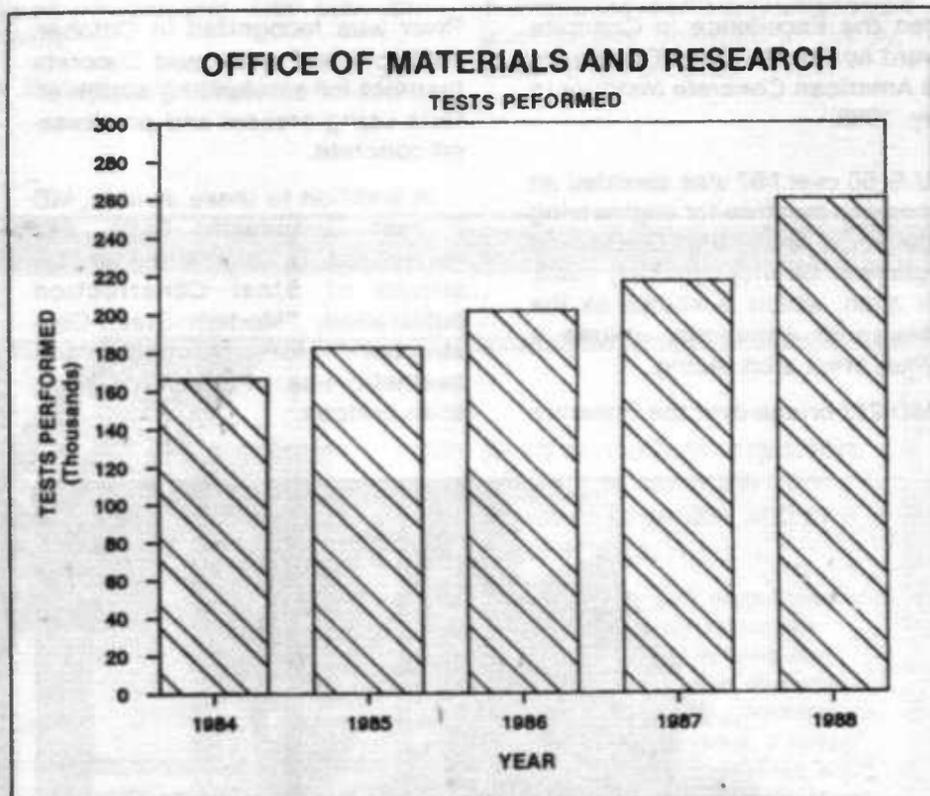
the grounds of District 3, but a separate facility instead of part of the building. Plans will go out for bid in February, with construction expected to start in the fall of 1989.

► Began studying substructures for Bridge Design and Remedial



Jerry North and Judy Purgason perform tests on liquid bituminous at the new Eastern Regional lab in Easton.

MATERIALS AND RESEARCH



The Office of Materials and Research shows a substantial rise in the number of tests performed, including evaluations of chemicals, soils, construction materials and bituminous concrete.

Engineering, as part of the Bureau of Soils and Foundations' preliminary engineering studies.

► Upgraded a testing lab at Brooklandville that prepares soil samples. In order to meet MOSHA standards for particulate matter in the air, an air conditioning system

was installed at a cost of almost \$200,000.

► Completed, in 1988, their first full year in which all contracts were written using the revised bituminous concrete specifications.

► Scored the highest production year ever, in 1988, for bituminous concrete and Portland cement concrete. By the end of November 400,000 cubic yards of Portland cement and 3.2 million tons of bituminous concrete had been placed.

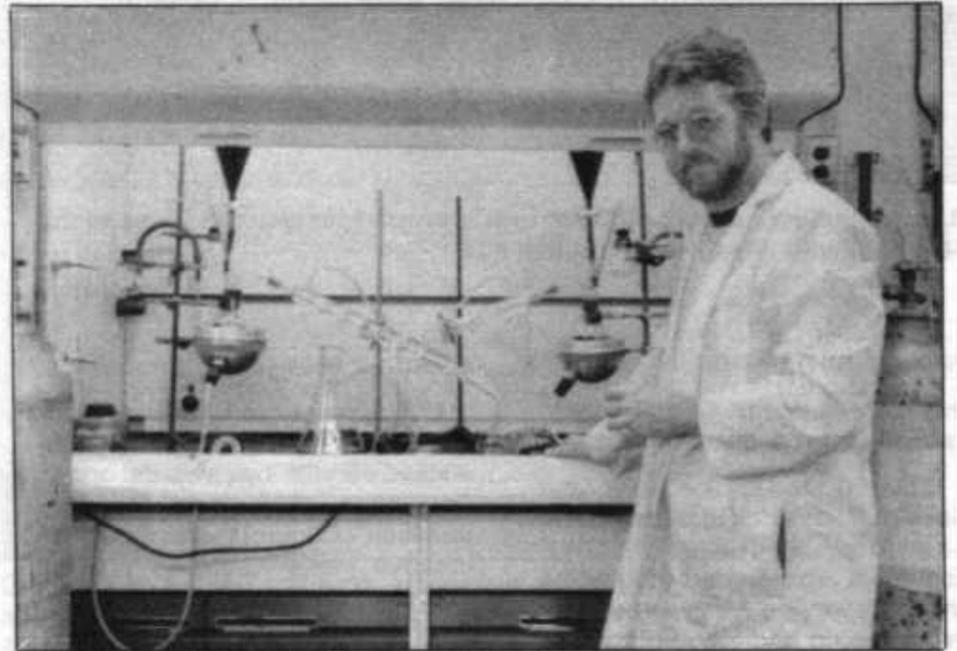
► Acquired new equipment for their friction testers to computerize data collection.

► Placed many operations on

microcomputers. Materials and Research now has 50 microcomputers, most of them acquired during 1987-'88.

► Completed a cooperative agreement, three years in the making, with the University of Maryland for consultant research.

► Cleaned up a backlog of research reports, publishing and distributing them.



Richard Merryman conducts viscosity tests on liquid bituminous at the Materials and Research lab in Brooklandville.

TRAFFIC

"In 1988 we began developing a statewide highway operations plan. By the year 2000, vehicle miles traveled are going to double in Maryland's central urban area, so this plan is absolutely vital to our state's economy.

"Initially, the plan will concentrate on the Northern Virginia to Delaware corridor. It is a strategy for identifying recurring incidents and congestion along a network of major roadways — and then, through travelers' advisory radio and variable message signs, notifying the motorist what will be confronting him and suggesting alternate routes."



THOMAS HICKS
Deputy Chief Engineer

MASTER PLAN

During 1987-88 the Office of Traffic also ...

► Expanded the Freeway Incident Management Program to every area in the state. The program contains set procedures for responding to highway incidents in areas such as roadway cleanup, contacting police and rescue personnel, and sign setup.

► Began the Capital Beltway highway operations plan. The multidisciplinary plan includes an elaborate list of short-range and

long-range improvements to make the beltway safer and more efficient, respond to incidents, control truck problems and increase truck inspections.

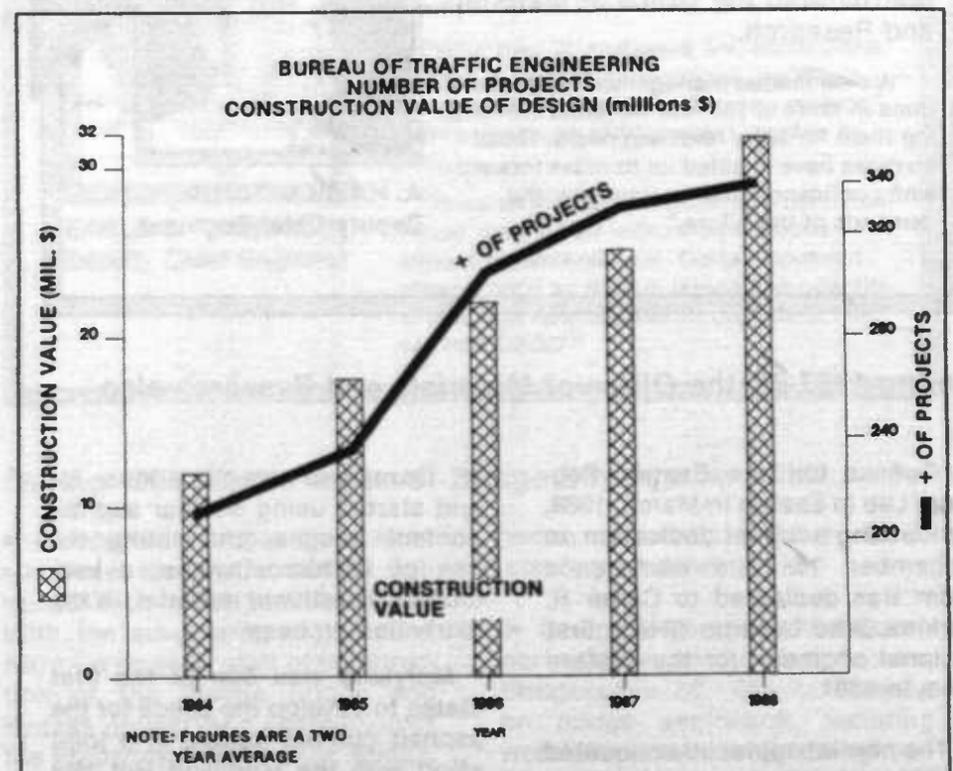
► Launched the Reach the Beach program to help reduce beach-bound traffic congestion. An intensification of the existing Eastern Shore Traffic Operations, the program used variable message signs, travelers advisory radio,

state highway radios and an 800-hotline for people to call for the latest traffic information.

► Entered into an agreement with Virginia DOT to monitor traffic flow

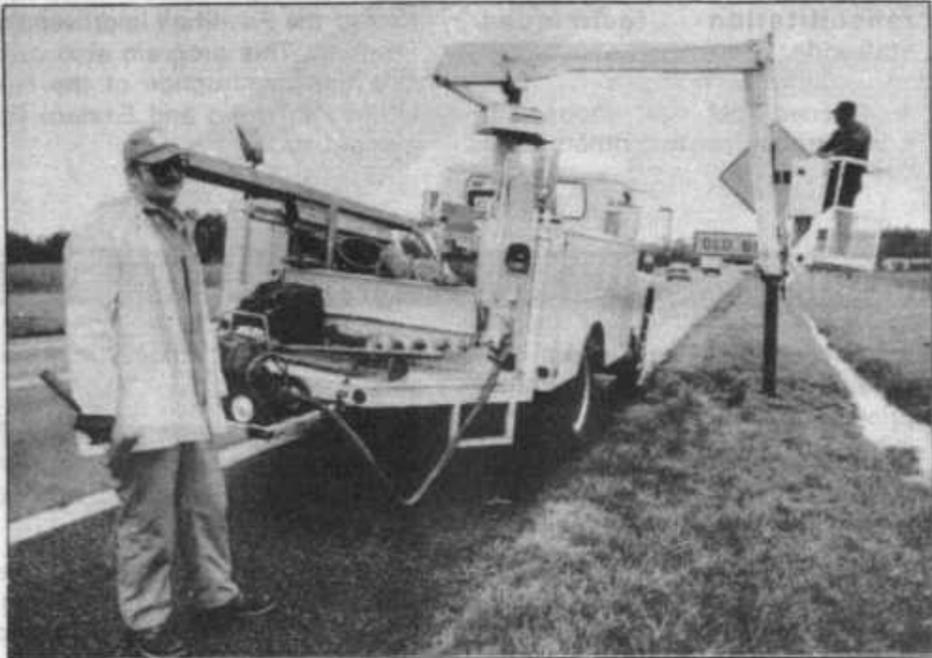
on the Woodrow Wilson Bridge through TV and other detecting devices. The agreement will be implemented this spring.

► Nearly completed construction



Both the number of projects and the construction value of design in the Bureau of Traffic Engineering continue to increase.

TRAFFIC



A District 1 sign crew gets ready to replace a sign along U.S. 50 in Wicomico County.



Traffic Control Technician Henry Anderson adjusts wires for a traffic signal on MD 2 (Ritchie Highway).

of the new, \$7 million Office of Traffic complex. The move to the new complex is set for January or February.

► Combined Hazard Elimination Funding, Fund 76 (safety funding) and Fund 83 (spot improvement funds) all under Fund 76 under the

Office of Traffic. The funds are disbursed on the basis of priority, and the results are a much better defined program of traffic opera-

tional improvement projects that address safety and capacity.

MAINTENANCE

TRAINING BOOST



E. WILLIAM ENSOR, JR.
Deputy Chief Engineer

“The development and implementation of the Motor Equipment Operator Training and Certification Program has been most important to the Office of Maintenance.

“This program should improve productivity, diminish maintenance on equipment due to breakdown, provide the opportunity for improved skill levels, and prepare operators for certification. Over 1,100 employees are eligible for this program.”

In 1987-88, the Office of Maintenance also . . .

- Distributed the Snow/Ice Control section of the new maintenance manual.
- Developed and implemented guidelines for heavy equipment rodeos.
- Sponsored and presented a concrete patching course for each district.
- Developed and presented three seminars for the District Special Project Engineers.
- Advertised 179 special projects worth approximately \$180.6 million from the Contracts Section of the Highway Maintenance Division.
- Advertised 176 maintenance contracts worth approximately \$42 million.
- Began a pilot program to rotate office staff with associated or

related positions in the district offices and shops.

- Installed a new color-weather radar system featuring total radar coverage of the state.
- Increased mobile radio communication dependency 30 per cent statewide by installing microwave lengths.
- Installed the Reach the Beach communication network.
- Applied for a fifth radio channel to be used in the Washington metropolitan area.
- Constructed portable Traffic Information Stations on trailers for emergency use at any location.
- Provided new types of equipment which have improved efficiency and increased economy of operations.



Quality Assurance Engineer Larry Plummer (top photo, left) discusses the MEO Pilot Promotional Certification Program with MEO III James Fenwick of District 5. Below, a maintenance crew from the Owings Mills Shop performs emergency patching on I-695 near I-70.



MAINTENANCE

► Co-sponsored with the University of Maryland the Statewide Snow Conference, attended by state, county and local officials.

► Organized and presented the Fourth Annual Maintenance Seminar.

► Initiated cost-saving pavement

rehabilitation techniques statewide.

► Opened four new shops and broke ground on two others as a

part of the Facilities Improvement Program. This program also oversaw the construction of the new Office of Traffic and Eastern Regional Lab.

ADMINISTRATION

TESTING
ETs



JOHN J. CAHILL
Director

"SHA's pioneering efforts with NICET for the promotional testing of all ETs at the IV, V and VI levels have proceeded smoothly, yielding great benefits.

"This testing enables us to control our own destiny by testing every classification each year without fail. Over 1,100 employees in 21 different classifications will be able to receive more timely promotions."

In 1987-88, the Office of Administration also . . .

► Implemented all components of the Career Enrichment Program.

► Produced and distributed updated Career Enrichment books to every employee.

► Dramatically improved training and education programs, including more employee participation and a wider variety of programs.

► Continued to strengthen Bureau of Personnel Services to SHA employees.

► Revised and finalized Request for Proposals literature in the

Bureau of Consultant Services.

► Effected changes in the selection process of consultants through the Consultant Screening Committee.

► Periodically met with the Consulting Engineers Council through the Bureau of Consultant Services, resulting in improvements in advertisement language for consultant contracts.

► Developed a strong, accurate and expedited negotiating process through the processing of 100 consultant agreements in 1988.

► Exceeded overall goals for Disadvantaged Business Enterprise participation.

► Obtained the services of professional design and graphics consultants for the Office of Public Affairs.

► Developed and implemented "Managers' Circles" for mid-level managers, through the Office of Training and Manpower Development.

► Started a comprehensive train-

ing program for mid-level managers.

► Implemented components of the summer employment program for engineer interns and special placements.

► Started cross training in the Bureau of Personnel to provide improved service and knowledge to customers.

► Implemented all recommended changes to the hiring process for the Bureau of Personnel.



Sheila Nelson (left), Pat France and Mike Mariella, of the Bureau of Personnel, discuss recent changes in personnel policies.

We've come a long way . . .

KASSOFF, from page 1

of 1988

- 57 Quality Circles formed — 10 percent of SHA people belong
- a computer revolution at SHA — word processors, PCs, Computer Aided Design and Drafting and computerized surveying.

The list goes on. It's truly exciting.

For the people we serve, it means highway projects long overdue are completed or under way — the National Freeway, I-270, I-97, the Vienna Bypass.

Nearly 200 major projects have been advertised since 1984, and almost 1,000 smaller projects have been produced to rehabilitate bridges, resurface roadways and improve traffic safety. It also means improved maintenance — smoother pavements, more effi-

cient snow removal and a higher quality appearance.

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What a mistake that would be. Yielding to this very temptation is what returns excellent organizations to the vast ocean of mediocrity. That's why we believe in the philosophy of "Constant Improvement." That's why SHA's future is brighter yet. That's why the best is always yet to come.

Our vision of an SHA future

promises an even greater commitment to excellence — through self-improvement and teamwork, through hard work and fun, through rationality and compassion, and through a commitment to live our values in our every action.

Will we be better five years from now? We will — because we're SHA!

AGRO, from page 1

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Our people, the SHA family, the SHA team, are all terms used to describe something that is almost an intangible. How does one describe a group of people who care about one another — a group of people with differing backgrounds and interests working together because they have pride in themselves and the work they do — people who are proud to be associated with SHA because they know what others appreciate and respect the job the organization does.

When you strive to accomplish these things, you wonder whether the organization has achieved everything it can and has done as much as possible for its people.

SHA takes great pride in its accomplishments, but as we look ahead we realize that there is still much to be done. Our attainment of excellence both individually and as an organization lies ahead.

CAREER ENRICHMENT PROGRAM

Two years old - and still going strong!

The Career Enrichment Program — the embodiment of our efforts to make SHA a great place to work — was launched at the Annual Management Meeting February 6, 1987.

Over the last two years CEP's ten original programs have expanded in scope, and three new programs have been added.

RECRUITMENT increased its advertisements and outreach to high schools and colleges, and initiated the use of the Engineering Specialist classification as a tool to recruit engineers.

EMPLOYEE ORIENTATION evolved from a briefing chiefly on personnel issues to include a welcome from the Administrator, a luncheon and a tour of an SHA facility.

TRAINING began the Manager Circle Program, an extension of Quality Circles for mid-level managers, in 1988; is planning customer service training for all employees; continued its Adult Basic Education Program; experienced an increase in applications for advanced education; and is planning a course for 1989 on management problems for the technical person.

CAREER COUNSELING added aptitude testing, developed more resources to help people, and has a good tracking system. Applications have increased.

UPWARD MOBILITY added a program for Secretarial/Clerical personnel that includes a transition program from the Clerical Series to the Engineering Technician Series and a women's mentoring program. Information on the program was sent to Clerical personnel in December, 1988.

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Bright Idea



Sock Hop



Quality Circles



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Upward Mobility



Holiday Brunch 1988

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We are SHA ...

VALUES WE STRIVE TO LIVE BY



has a well-defined mission to provide a safe and efficient highway system for Maryland.



is a service organization committed to excellence in meeting the needs of its highway customers.



attracts and develops talented, energetic and experienced people who communicate openly, support each other, and work together as a team.



encourages individuals to reach their highest potential in an atmosphere that stimulates innovation and initiative.



fosters a sense of professionalism and pride in its people, who are recognized for their achievements.



people place high value on fulfilling commitments, meeting schedules and using resources with efficiency and effectiveness.



people at all levels are given the responsibility and support necessary to do their jobs.



managers encourage active participation and involvement by everyone in improving quality in the work place and the product.



rigidly adheres to the highest standards of honesty and integrity.



is Service, High quality, Action.

