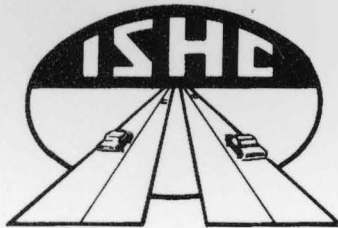


The Road Ahead...



IOWA STATE HIGHWAY COMMISSION
an EQUAL OPPORTUNITY EMPLOYER

FOREWORD

Because the Iowa State Highway Commission employs more than 4000 people in a great variety of capacities, it is necessary that we operate under a set of well detailed personnel policies. The Personnel Policies and Procedures Manual contains the official personnel policies of the Highway Commission which are coordinated with and subject to the State Merit Employment System; the Merit Rules supercede all others in any area of conflict. This booklet has been written to help you understand these policies and how they apply to you. The Merit Employment Department's appointment system, job classification system, and pay plan are designed to establish equal pay for equal work and to reward employees for outstanding service.

As you work, you will probably have some questions which aren't answered here. Ask your supervisor; we want you to know as much about your job as possible. If your supervisor can't answer your question on the spot, he or she will help you find the answer.

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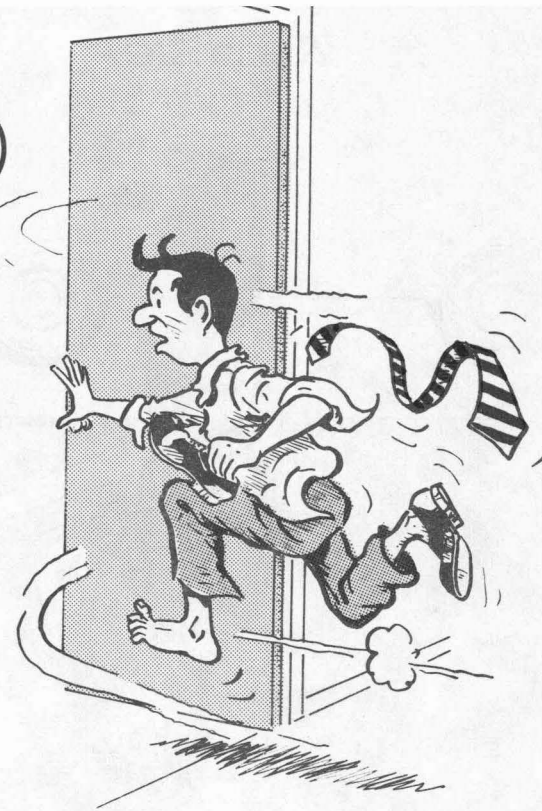
OFFICE HOURS

The standard work week is forty hours during the period Friday through Thursday. In the Central Offices, the hours are 7:45 a.m. to 4:30 p.m. Two lunch hours are available: 11:30 to 12:15, and 12:15 to 1:00. Your supervisor will advise you of which lunch hour you are to take. Fifteen minute coffee breaks in the morning and afternoon are also arranged by your supervisor

In the field offices and garages, working hours may be different. Ask your supervisor what times you are expected to be on the job.

PAY DAY

Pay checks are distributed on a bi-weekly schedule, every other Friday. Certain deductions will have been made from your paycheck. Deductions for federal and state income taxes, FICA (social security) and



Office Hours

IPERS (Iowa Public Employees Retirement System) are required by law.

Other deductions will be made only at your request. These are health insurance, Hiway Credit Union, life insurance, U.S. Savings Bonds, United Campaign, and Deferred Compensation.

In addition to these deductions your pay check will show your available vacation and sick leave.

PROBATIONARY AND PERMANENT EMPLOYMENT

As a new employee, you will have probationary status for six months. Shortly before your six months are up, your supervisor will evaluate your performance and recommend your permanent appointment or termination. You will receive written notice of either action. As a permanent employee, your work performance will be rated annually and your supervisor will discuss this evaluation with you.



Payday

will be rated annually and your supervisor will discuss this evaluation with you.

LIFE INSURANCE

The Commission pays for a basic life insurance policy (\$5,500 for employees under 65) for all permanent and probationary employees. Optional additional coverage up to a maximum amount of \$5,000 is available through payroll deduction. To receive the optional additional coverage without taking a physical examination, you must enroll within 31 days of your employment.

Both basic and optional programs include the double indemnity provision in the event of accidental death.

Other life insurance is also available through the employee organizations of the state. If interested, contact the local leadership.

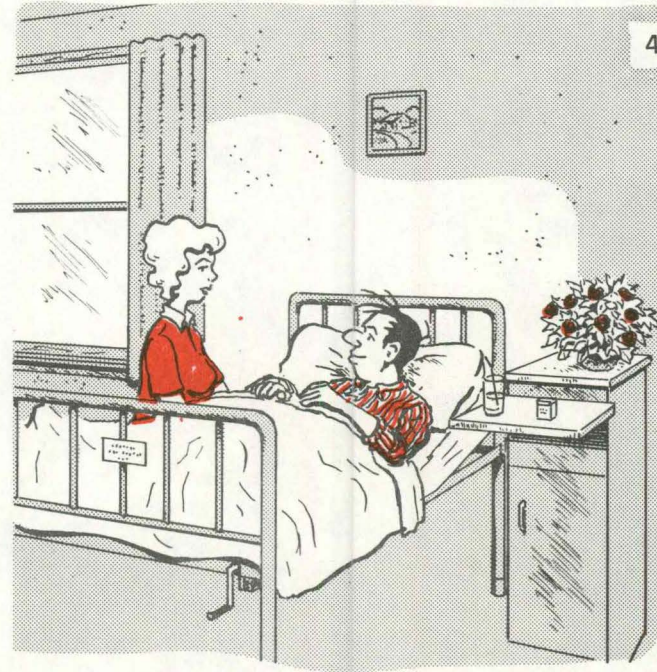
HEALTH INSURANCE

As an employee of the Highway Commission, you may purchase group health insurance from either Blue Cross-Blue Shield or the Bankers Life Company of Des Moines. The State contributes up to \$15.00 toward your monthly premium on either plan.

Under each program you must enroll within 31 days of your employment or during the first open enrollment period following one full year of employment to avoid the requirement of a physical examination.

If you wish to enroll in either program at other than these two specific times you will be required to take a physical examination to determine your insurability.

Your Supervisor will provide you with descriptive brochures for each plan.



Health Insurance

SAFETY

Employee safety is a key phrase in the Iowa State Highway Commission. Emphasis on safety compliments our efforts to maintain a high level of performance within our organization.

You have an important role in maintaining this high level of performance, and your presence on the job is essential to the Highway Commission.

It is the duty of every employee to consider no job so important, and no service so urgent, that he or she cannot take time to work and drive safely.

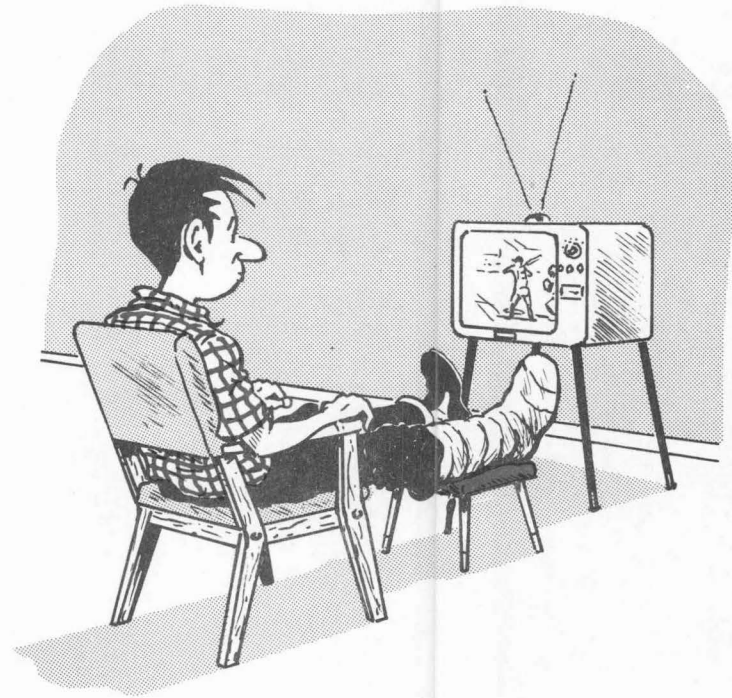
Safety Committees in each District and at Headquarters are assisting in bringing safety problems to management's attention so that corrective action may be taken. Each employee must cooperate in every respect

with the safety program, so that the operations may be carried on in such a manner as to insure the safety of yourself, your fellow workers, and the traveling public.

Personal safety equipment is provided for duties requiring protection. You must wear the equipment whenever you are in an operation and/or location where it is needed. Always check with your supervisor when you are in doubt about the safety factors involved in your assigned duties. If you see what appears to be a health or safety hazard anywhere in the Commission, report it immediately to your supervisor.

WORKMEN'S COMPENSATION

On-the-job injuries should be reported immediately to your supervisor, who will report the accident to the Personnel Department. Medical and hospital expenses for injuries and job-related illness will be paid by Workmen's Compensation.



Workman's Compensation

Claims are filed by submitting copies of your hospital and medical bills to your supervisor. Your supervisor will forward bills to the Personnel Department and they will file a report with the Industrial Commissioner who will rule on the Highway Commission's liability for the claim.

TRAVEL & EXPENSES

If you are required to travel on state business you will be reimbursed for expenses such as meals and lodging. If you are required to use your own car, you will be paid mileage at 15 cents a mile. The maximum reimbursement for meals and lodging within the state is \$18.00 per day. You must have receipts for lodging expenses. Travel expenses must be approved by your supervisor or department head in order to receive reimbursement.

HOLIDAYS

Highway Commission employees are provided ten paid holidays a year:

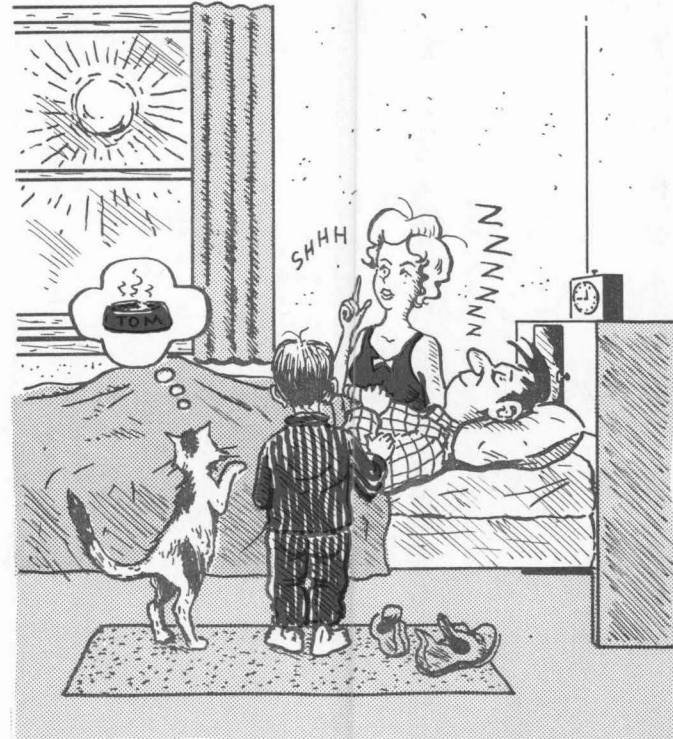
New Year's Day	Labor Day
Washington's Birthday	Thanksgiving Day
Memorial Day	Friday after Thanksgiving
Independence Day	Christmas Day

Two other holidays are set by the Iowa Executive Council annually.

The Executive Council may designate additional days off at its discretion.

A holiday falling on Sunday is observed the following Monday. A holiday falling on Saturday is observed the preceding Friday.

Officially designated holidays falling within a period of vacation or sick leave shall not be charged against vacation or sick leave.



Holidays

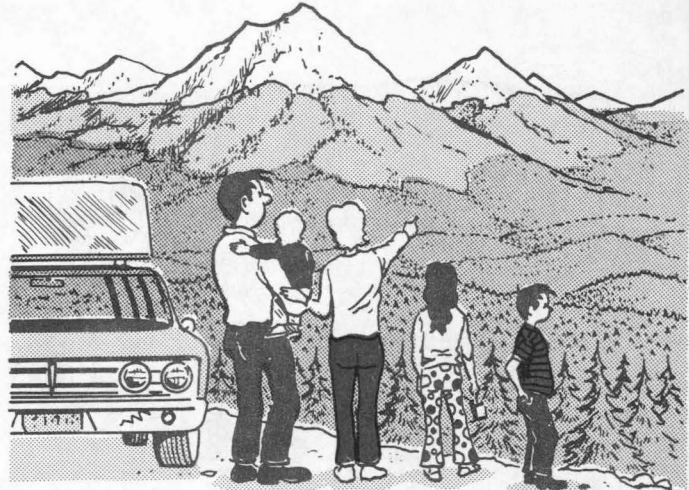
VACATION

You will earn two weeks of paid vacation (ten working days) per year the first four years of employment. After six months of employment and at the discretion of your supervisor you may use vacation time accumulated.

After four years of continuous work, you will earn vacation at the rate of three weeks (fifteen working days) per year and after eleven years of continuous work, four weeks (twenty working days) per year.

You may use vacation in one hour increments or you may save up vacation time, but you may accumulate no more than twice the number of days you earn in a single year.

If you terminate your employment for any reason other than discharge for good cause, you will be paid in a lump sum for your unused vacation.

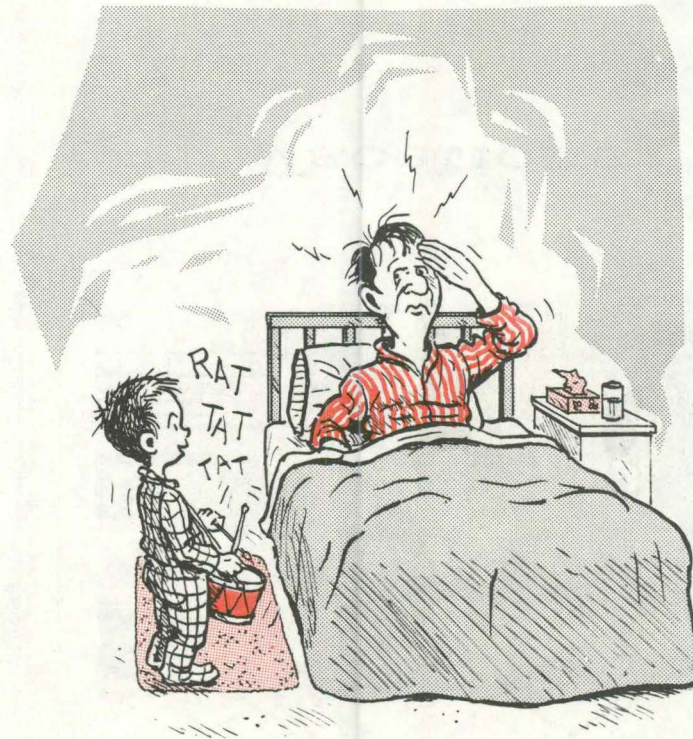


Vacations

SICK LEAVE

All probationary and permanent employees who have earned sick leave shall be paid at their regular rates during absences from duty caused by illness or injury, medical, dental, or optical examination or treatment, or exposure to a contagious disease. However, sick leave is a privilege rather than a right, and therefore, every effort shall be made by all employees to use this benefit for its intended purpose.

Leave with pay beyond accumulated sick leave shall be granted to probationary and permanent employees who are temporarily disabled as the result of injuries directly related to Highway Commission employment. There are a few exceptions to this policy and the amount of additional sick leave is based on your length of service. Your supervisor can give you additional details.



Sick Leave

Each month you will accrue two and one-half days (twenty hours) of paid sick leave. To be paid for the time you miss, you are required to notify your supervisor, within two hours of your usual starting time, that you will be absent. You may be required to provide a doctor's certificate stating the reason you have been absent.

Sick leave credit expires in the event you terminate your employment.

ENFORCED LEAVE

You may be granted sick leave (not to exceed five days per calendar year) to attend funerals of members of the immediate family and offer solace to the bereaved, or to provide necessary care and attention to a member of the immediate family in the event of illness.

Immediate family shall by definition include an employee's parents, spouse, child, brother,

sister, grandparent, grandchild, mother-in-law, father-in-law, brother-in-law, sister-in-law, or any family member living in the household of the employee.

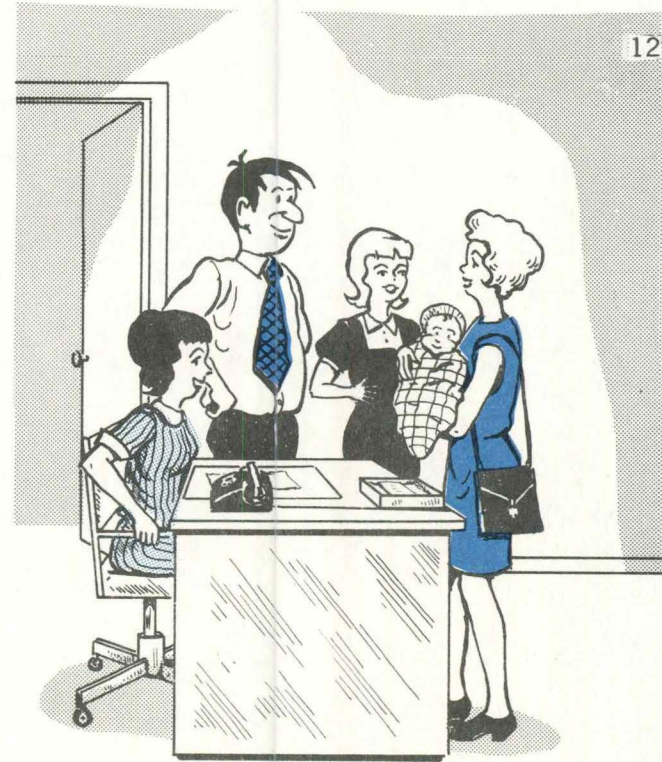
FUNERAL LEAVE

You may be granted leave (four hours) with pay to attend the funeral of a fellow employee or to serve as pallbearer at a funeral.

MATERNITY LEAVE

As a permanent or probationary employee, if you become disabled due to pregnancy, you will be granted sick leave as needed up to the extent of leave accrued, upon your written request to your supervisor, accompanied by a note from your physician certifying that you are physically unable to perform your duties.

For your own protection, upon completion of the seventh month, you must give your



Maternity Leave

supervisor a biweekly statement from your doctor certifying that your duties will not jeopardize your health.

Maternity leave shall expire at the end of the first month after delivery unless you are physically unable to resume your duties at that time as verified by a statement from your physician.

MILITARY LEAVE

If you are called for military duty as a member of the national guard, organized reserve or any component part of the army, naval, air force or nurse corps of the State of Iowa or the United States, you will be paid your regular salary for time spent in service up to thirty calendar days per calendar year, not to exceed thirty calendar days' pay per leave period.

COURT LEAVE

If you are subpoenaed to serve as a witness, you will be paid for the time you must be in



Military Leave

court. However, you must remit any compensation, except for travel, food or lodging, you receive for serving as a witness to the Accounting Department.

If you are called for jury duty, you shall be paid for the time you must be in court. If you record your time as other leave you must remit any compensation, except for travel, food or lodging, you receive for jury service to the Accounting Department. Should you elect to use vacation leave, you can keep jury duty fees.

MISCELLANEOUS LEAVE

Leave without pay may be granted for personal reasons, and with or without pay for professional functions or off-the-job training. If a special situation arises, consult your supervisor.



Court Leave

IPERS

IPERS (Iowa Public Employees Retirement System) requires that 3½ percent of your gross pay up to \$10,800 be deducted from your paycheck. This amount is matched by the state. If you leave State of Iowa employment, the payment that you have made to IPERS through payroll deduction, plus any accumulated interest, is refundable to you at your request. If you leave State of Iowa employment at or after age 55, you will be eligible to receive a monthly benefit based on the contribution paid by you and the matching contributions paid by the State of Iowa. Normal retirement is at age 65, but benefits can be claimed as early as age 55, if you are retired or if you had worked for the State at least four years before terminating.

DEFERRED COMPENSATION PROGRAM

The Deferred Compensation Plan is a way in which state employees can set aside income



Retirement Insurance

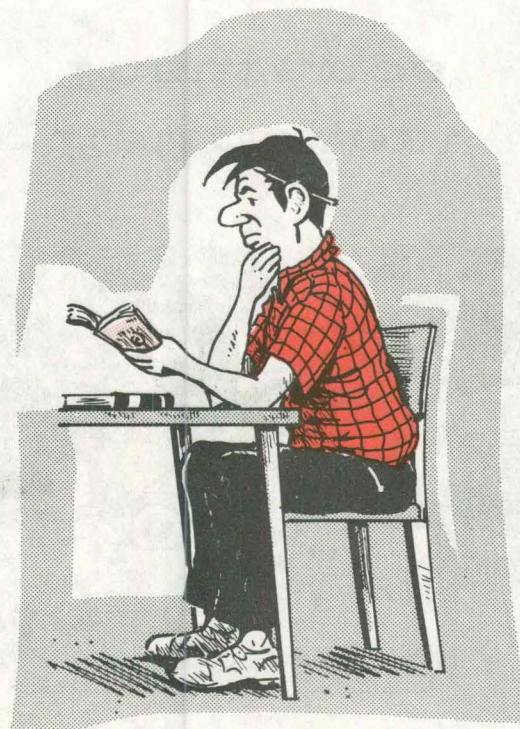
tax-free dollars for additional security during retirement years. The plan is available to permanent and probationary employees and there is an enrollment period each year in November.

If you have any question concerning this program you should contact the Accounting Department.

EDUCATIONAL ASSISTANCE

A plan has been established to provide employees with one year of full-time employment an opportunity to improve their performance in their current position and to expand their capabilities for promotions.

The plan offers Highway Commission participation in the cost of tuition expenses based on successful completion of individual job-related courses or general courses which are a part of a job-related curriculum.



Education Plan

Additional information is available from your supervisor or the Personnel Department.

PERSONAL LIABILITY INSURANCE

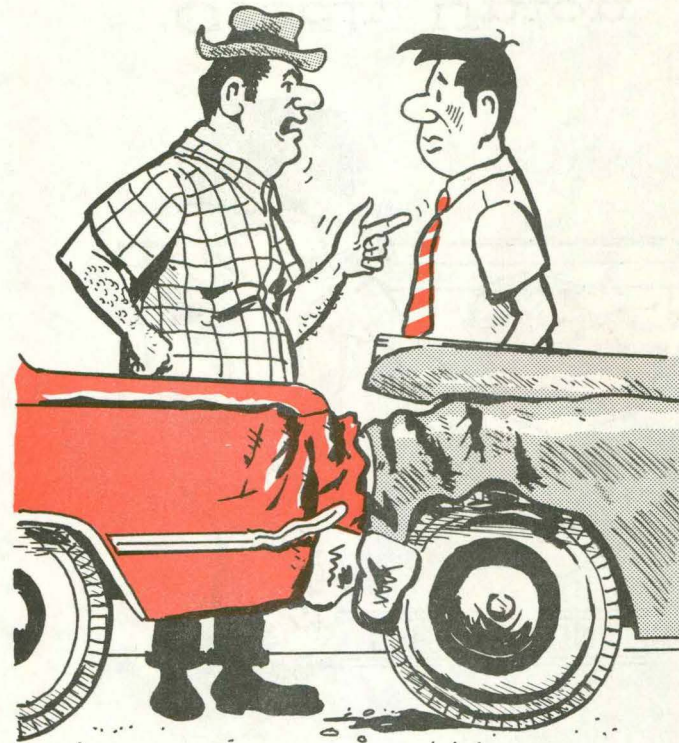
The Commission carries a Comprehensive General Liability policy to protect each employee against liability occurring during the course of employment.

VEHICLE LIABILITY INSURANCE

When you use a Commission vehicle as part of your job, you will be covered by vehicle liability insurance to protect both you and the Commission.

HIWAY CREDIT UNION

As an employee you may join the Hiway Credit Union by paying a \$.25 fee and purchasing a \$5.00 share. Payroll deductions can be used for savings, loan payment, some



Vehicle Liability Insurance

insurance and other activities. Family members are welcome. Money orders, traveler's checks, and consumer information are also available.

The interest rate on loans is one percent per month on the unpaid balance which is twelve percent APR (annual percentage rate). Generally you must be employed six months before a loan is granted or signature amount approved. Earnings on the shares, Christmas Club, or Blue Ribbon accounts are competitive with other savings institutions.

SAVINGS BONDS

You may also save automatically by authorizing the Accounting Department to make regular deductions from your salary to purchase U.S. Savings Bonds. You can obtain details and forms for the payroll savings bond program from the Personnel Department or your department or field location representative.



Credit Union

EMPLOYEE SERVICES COMMITTEE

This committee consists of a group of employees elected from different areas of the headquarter complex in Ames. The objective of the committee is to provide a means for headquarter employees to communicate their wishes to management in the following areas of employee services:

1. Employee convenience such as food services and parking
2. Employee privileges such as insurance, leave and education
3. Employee recognition
4. Employee safety

BLOOD ASSURANCE

Mary Greeley Hospital offers a blood assurance program for Ames area residents. If you become a member, you will receive a membership card, which, when presented to

any American Association of Blood Banks clearing house member hospital, will entitle you to free replacement of blood for any dependent member of your immediate family. The only requirement for membership is that you agree to donate one pint of blood per year, if asked. If you are interested in joining the program or if you desire further information, please contact the Mary Greeley Hospital Blood Bank at 239-2125.

If you are employed outside the Ames area you should contact your local hospital if interested in this type of program.

You will be allowed to take the time off necessary to make your voluntary blood contribution.

FLU SHOTS

Each year, during the fall season, the Highway Commission offers free flu shots for all



Flu Shots

employees. The shots are given at locations throughout the State and time off is granted for those employees who wish to participate in this program.

MERIT INCREASES

Your performance will be reviewed on a periodic basis and if it is satisfactory you will be eligible for a merit increase based on the following schedule:

Three Step Ranges

1. Six months from A to B step.
2. Eighteen months from B to C step.

All Other Ranges

1. Six months from A to B and B to C steps.
2. One year from C to D, D to E, and E to F steps.
3. Two years from F to G and G to H steps.

If your performance is significantly above the

accepted standard for your job, your supervisor may recommend an exceptionally meritorious service increase. This increase is subject to the approval of the Director of Highways.

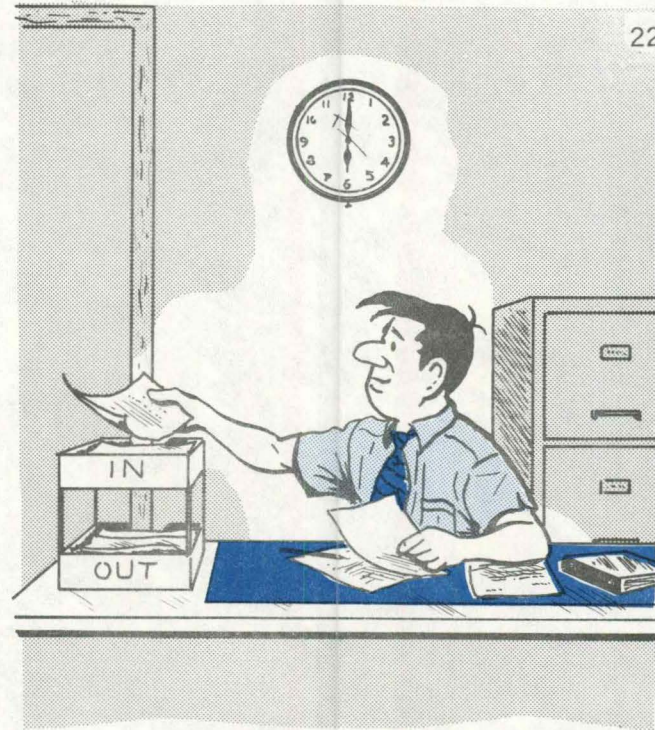
OVERTIME

During periods of heavy work loads or emergencies, you may be needed to work extra hours or on a holiday. Your work week may be adjusted or compensation made for the extra work.

Executive, professional and administrative employees are expected to work whatever hours the job requires.

All other employees will be paid one and one-half times the normal hourly rate for all payable hours over forty hours paid per week.

If you are unsure of your category, consult your supervisor.



Overtime

PROMOTION

You can check the qualifications required in the Merit Employment Class Specifications Book, which is available in every department, district office, residency, and garage.

To be considered for promotional positions for which you meet minimum qualifications, you must compete in the required Merit Employment examination and have your name placed on the eligible register.

If you are promoted, you will have probationary standing in your new position for six months. Promotion entitles you to at least a one-step salary increase.

MOVING EXPENSES

Employees in permanent full-time positions who are required to change their residence as the result of a promotion or transfer



Promotion

requested by the Highway Commission are eligible to receive payment for subsistence and moving expenses. Payment of subsistence expenses expires on the date you move into your new residence, or after forty-five calendar days, whichever occurs first.

Payment of these expenses must be authorized by the Director of Highways and is subject to certain limitations indicated in Chapter IX-E of the Accounting Policy and Procedures Manual.

NEPOTISM

Members of the immediate family are not allowed to work in the same department, field office or garage. Immediate family is limited to: employee's parents, spouse, child, brother, sister, grandparent, grandchild, mother-in-law, father-in-law, brother-in-law, or any family member living in the household of the employee.

REALLOCATION

From time to time the duties and responsibilities of individual positions may change. If these changes are significant enough, the position should be reallocated (changed) to a class which more accurately fits the new duties. This new class could be higher, lower, or in the same pay range. In the process of reviewing your position, you will be asked to fill out a Form M-2R which includes a description of your duties. When reallocating a position, approval must be obtained by your Department Head or District Engineer, Division Director, Personnel Department, Director of Highways, Merit Employment Department and the Comptroller. If you are affected by a reallocation and are not in agreement with the determination made on the appropriate class, you have the right to file an appeal with the Merit Employment Commission. Your supervisor can give you the details concerning the correct procedure to follow.



Reallocation

DISCIPLINARY ACTION

Disciplinary action such as demotion, pay reduction, suspension or discharge may be justified for one or more of the following reasons: inefficiency; insubordination; incompetence; failure to perform assigned duties; inadequacy in performance of assigned duties; narcotics addiction; dishonesty; unrehabilitated alcoholism; negligence; conduct which adversely affects performance or the Highway Commission; conviction of a crime involving moral turpitude; discriminatory acts against other employees on the basis of race, sex, age, religion, national origin, or political affiliation; conduct unbecoming a public employee; misconduct; or any other just and good cause.

A permanent employee may appeal the action mentioned in this section to the Merit Employment Commission. Any employee will be notified in writing of the above mentioned actions.

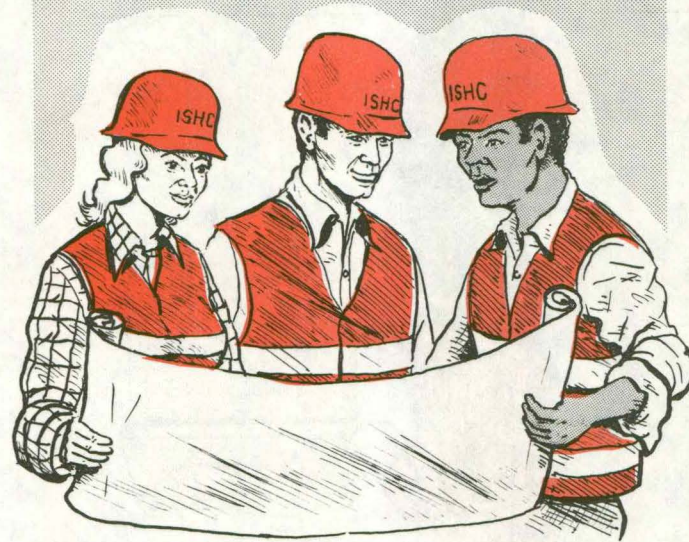
GRIEVANCE PROCEDURE

As a permanent employee, you will have the right to appeal any decision affecting your employment status. If you cannot resolve a grievance informally with your supervisor, you can appeal through the formal grievance procedure. You can refer to an outline of the appeal procedures in the Personnel Policies and Procedures Manual.

EQUAL EMPLOYMENT OPPORTUNITY

Our policy states that appointments, promotions, assignments, training and performance ratings shall be accomplished on the basis of merit and fitness without reference to race, color, religion, national origin, ancestry, age, sex, mental or physical handicap or political affiliation.

The Highway Commission has made a commitment to provide employment

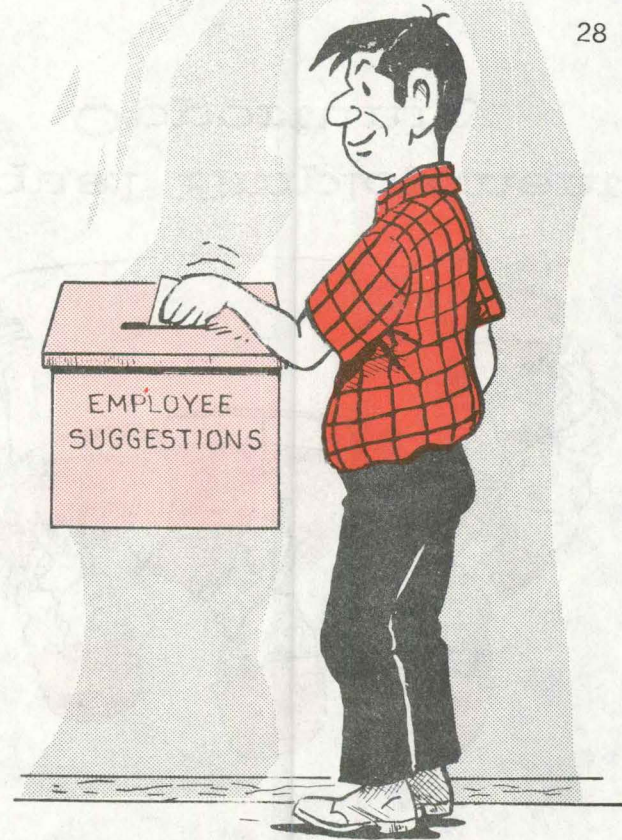


Equal Employment Opportunity

opportunities for minority groups, females, and disadvantaged persons. A pledge has been made to give special consideration and support to each facet of the equal employment policy, and we believe it is not sufficient merely to be against discrimination to make this policy effective. In our daily work we must consciously take affirmative actions to assure equality of opportunity for all employees; each member of this organization is expected to assist in the accomplishment of this goal.

SUGGESTIONS

Employee suggestions should be sent to the Management Review Department. Your ideas are welcomed and taken seriously and you will be informed of action taken on any suggestion you submit. Approved suggestions are reviewed annually for possible cash awards.



Suggestions

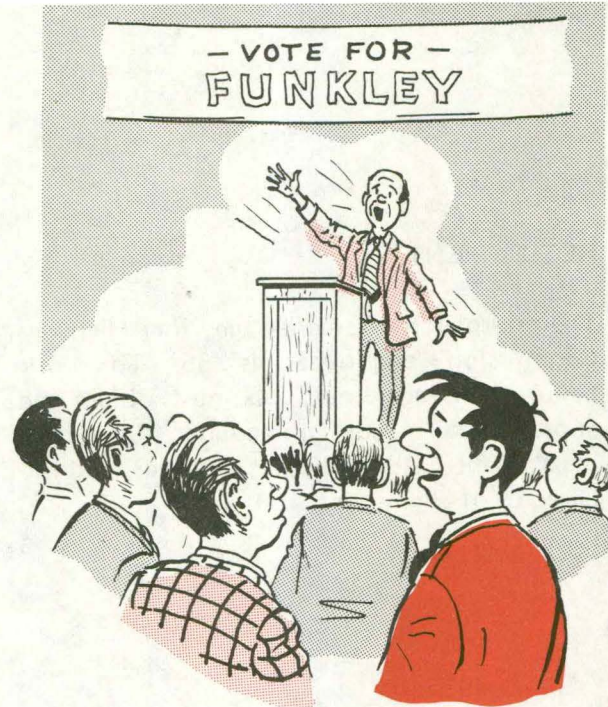
POLITICAL ACTIVITIES

Because the Highway Commission operates with taxpayers' funds, its employees are forbidden to participate in partisan politics or to hold an elective office or an appointive office for which more than token payment is made. This restriction includes soliciting political contributions, seeking or serving in any political office or committee membership, or distributing any political materials.

When voting hours necessitate, you will be allowed time off to vote.

OUTSIDE WORK

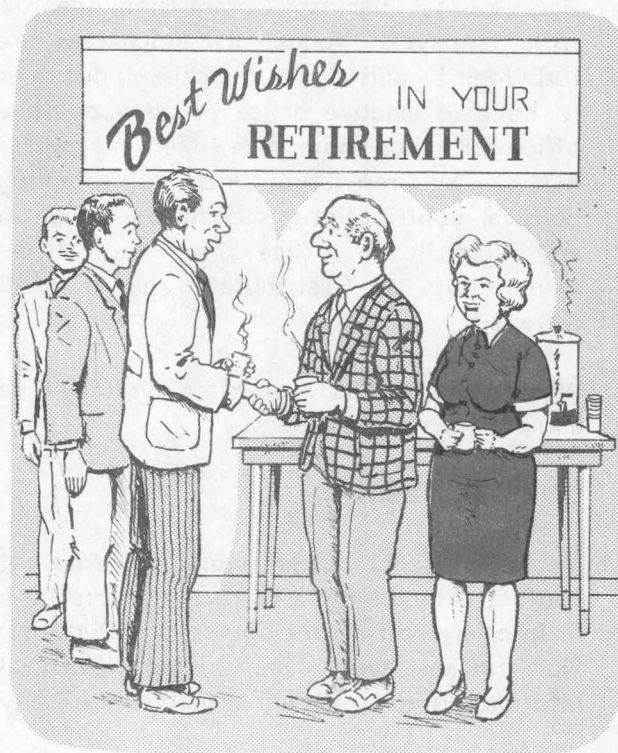
You may accept outside work if it does not conflict with the interests of the Commission or interfere with your Commission job duties. No outside work may involve official information not generally available, nor is any



Political Activities

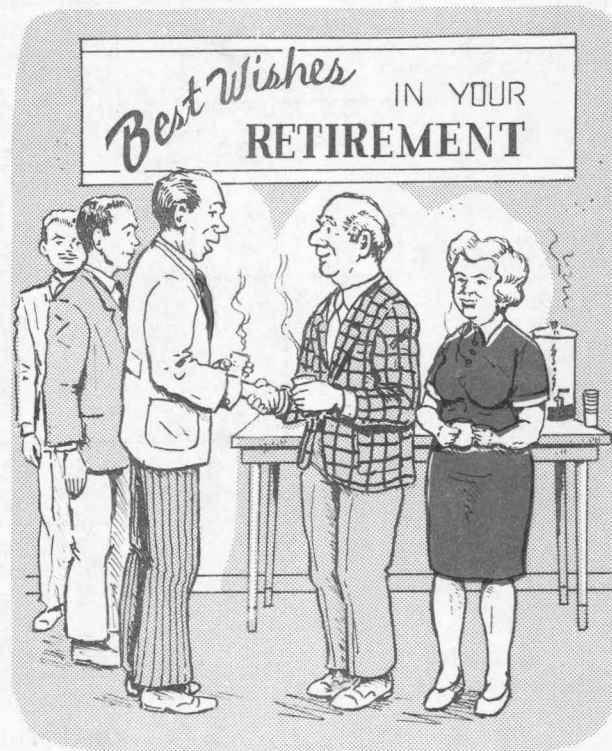
RETIREMENT

The normal retirement age for Highway Commission employees is 65. To work beyond this age limit you must obtain the approval of your immediate supervisor, department head or district engineer, and the Director of Highways.



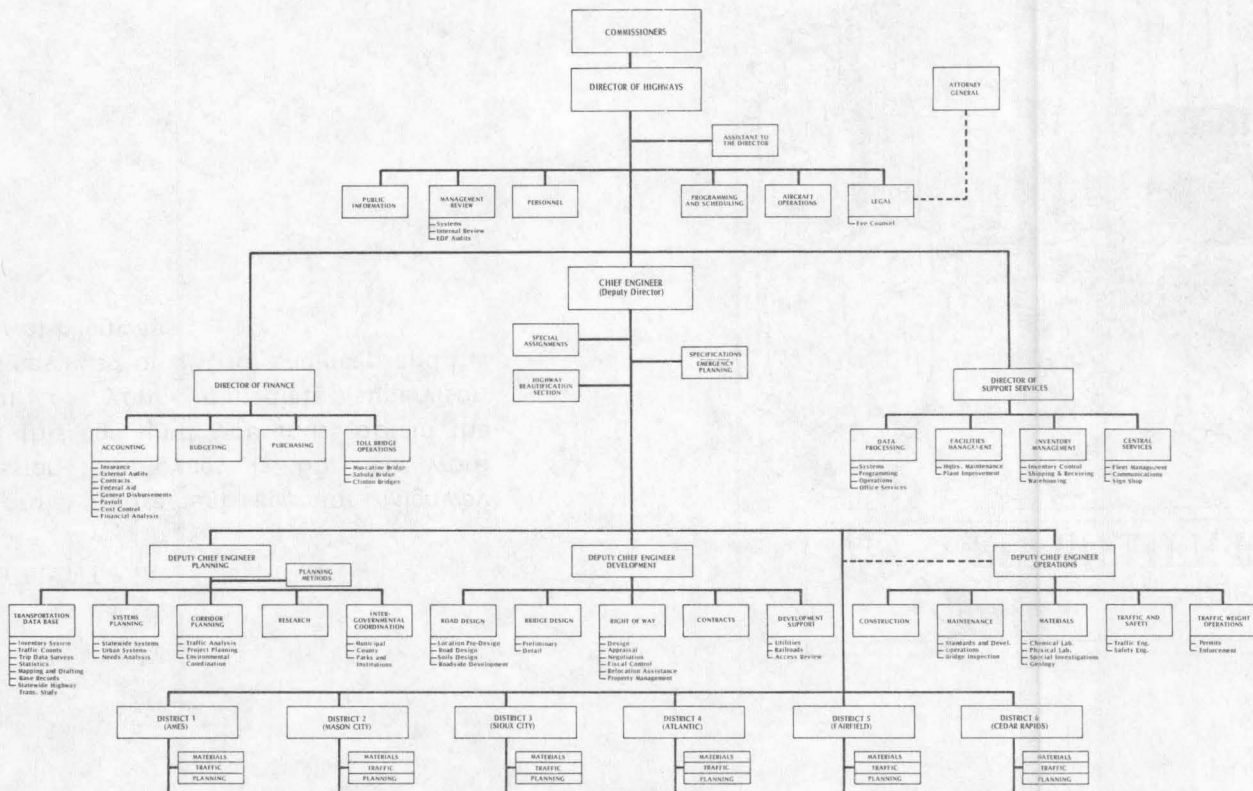
RETIREMENT

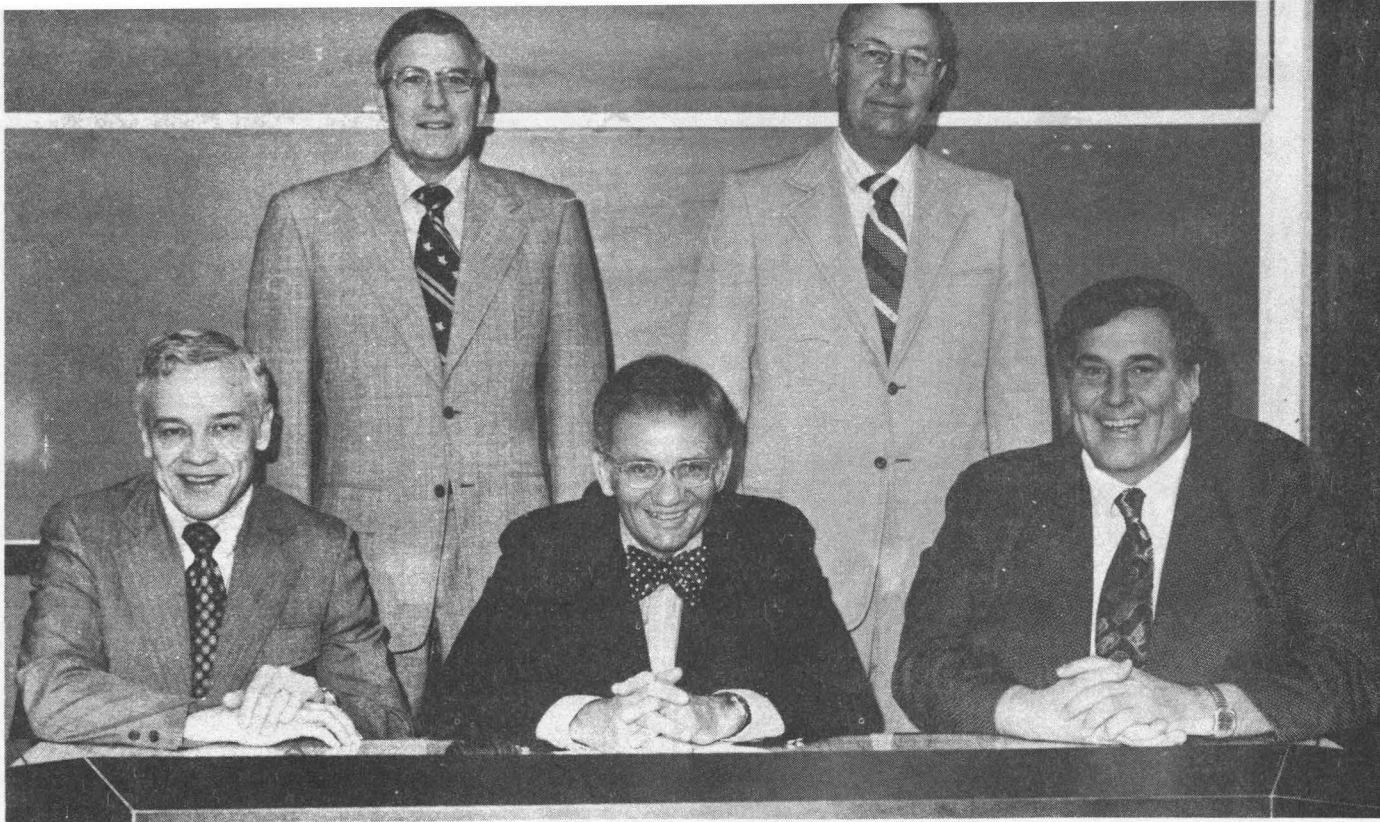
The normal retirement age for Highway Commission employees is 65. To work beyond this age limit you must obtain the approval of your immediate supervisor, department head or district engineer, and the Director of Highways.



IOWA STATE HIGHWAY COMMISSION ORGANIZATIONAL STRUCTURE

MAY 1, 1974





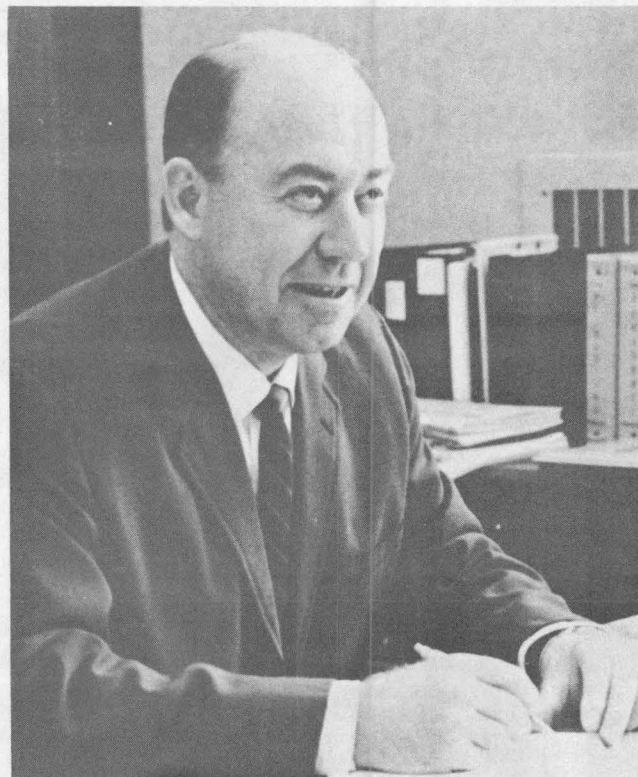
Highway Commissioners (Front L to R) D. O. Shaff, R. R. Rigier (Chairman), S. Garst,
(Rear L to R) H. F. Reed, J. M. Busker

ORGANIZATION OF THE HIGHWAY COMMISSION

The primary objective of the Highway Commission is to plan, design, build and maintain the finest highway system possible. The organization of the Highway Commission is designed to facilitate the achievement of these goals.

The Highway Commission is headed by five Commissioners, also referred to as "The Commission", who are appointed by the Governor with Senate approval. They are responsible for the application of legal directives, policy determination, resource allocation, and project approval.

The Commission appoints the Director of Highways, who is responsible for implementing its policies and directives through the Management Staff.



The Chief Engineer, as Deputy Director, is in charge of all field staff and professional engineering functions in the Planning, Development and Operations Divisions, and field operations of the six districts.

The administrative and support services functions are necessary prerequisites and support to the primary goal of building and maintaining roads.

The Division of Administration includes the Personnel, Management Review, Programming and Scheduling, Public Information and Legal Departments. The Personnel Department administers all personnel functions in coordination with the Iowa Merit Employment Department, including recruiting, training and safety programs. Management Review examines policies and procedures throughout the organization to insure compliance with statutes and policy regulations, and to increase operating



H. E. GUNNERSON
Chief Engineer

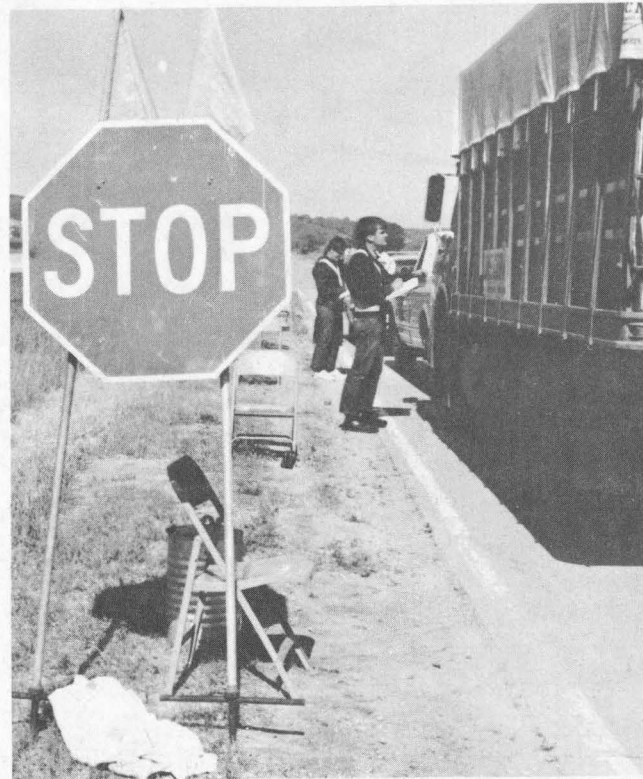
efficiency. Programming and Scheduling prepares the "Five-Year Primary Road Construction Program" and the "One-Year Accomplishment Program" for the review and approval of the Commissioners. Public Information compiles and distributes Highway Commission news and educational materials within the Commission, through public media and schools, and directly to highway travelers. Legal advisors are assigned by the State Attorney General. They handle condemnation appeals and other litigation, provide legal opinions, assist in preparation of rules and regulations, draft proposed legislation and advise on the implementation of new laws.

The Planning Division is divided into five functional departments. The Transportation Data Base Department collects, analyzes and maintains all current base data relating to transportation in Iowa. The System Planning Department determines Iowa's long-range



total transportation needs and the road and highway system mileage to meet those needs. The Corridor Planning Department determines Iowa's immediate highway needs, and develops solutions consistent with System Planning's long-range projections and needs. The Research Department provides all Commission departments with an ongoing internal and external research program. The Inter-Governmental Coordination Department assists, guides, and coordinates the planning, development and construction of the urban, secondary, and park and institutional road systems. The Planning Methods Section assists other Planning Division departments with planning strategy and special studies.

The Finance Division is composed of the departments of Accounting, Budgeting, Purchasing and Toll Bridge Operations. The Accounting Department is responsible for monitoring expenditures from the legislative appropriations, all accounting functions, and



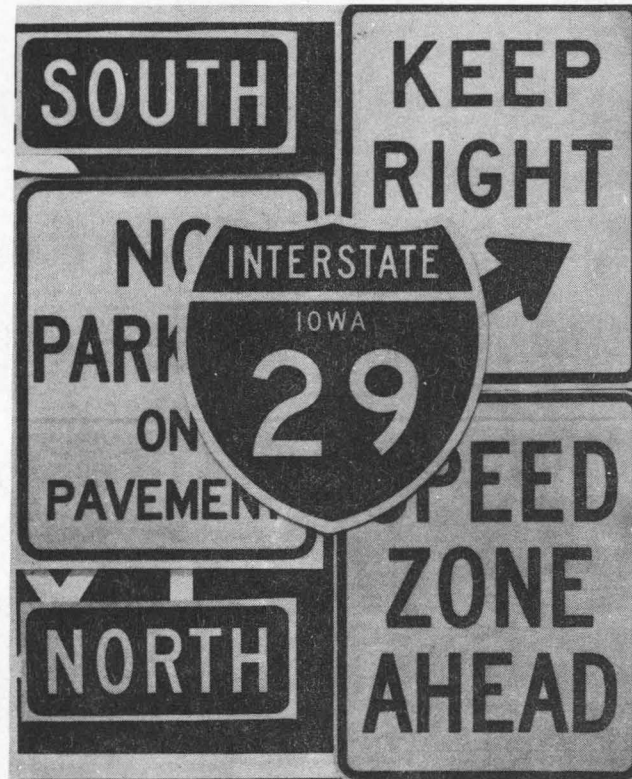
the development of improved accounting systems to comply with state and federal regulations and Commission policy. The Budget Department forecasts and develops the functional budget requirements and makes continual adjustments during the two-year budget cycle. They make manpower and other projections and assist department heads in budget development and management. The Purchasing Department administers acquisitions of materials, equipment, supplies and services, and arranges disposition of vehicles and equipment sold at auctions. The Toll Bridge Operations Department arranges financing for bridge construction, and manages toll bridge operations, revenues, and debt repayment.

The Support Services Division provides Central Services, Data Processing, Facilities Management and Inventory Management services throughout the Commission. Central Services is responsible for fleet management,

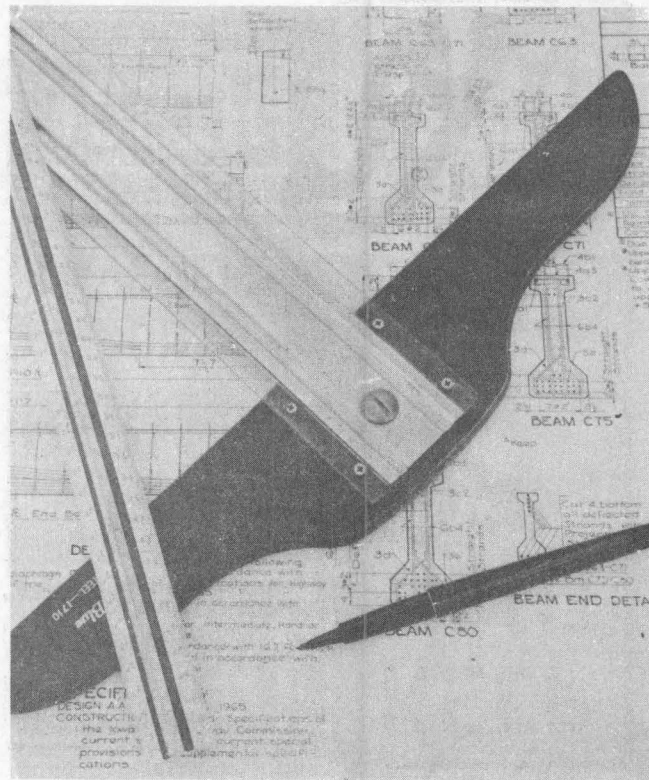


all communications systems, and the Sign Shop. The Data Processing Department designs automated systems to service other departments, supervises office services, library and record storage and retrieval, and provides microfilm, printing, and other reproductive services. The Facilities Management Department is responsible for acquisition, design, construction and maintenance of new facilities throughout the State, and for maintenance and repair of existing facilities through administration of the capital improvements budget. The Inventory Management Department is responsible for establishment of inventory level standards and for control of inventories at both central warehouses and field sites.

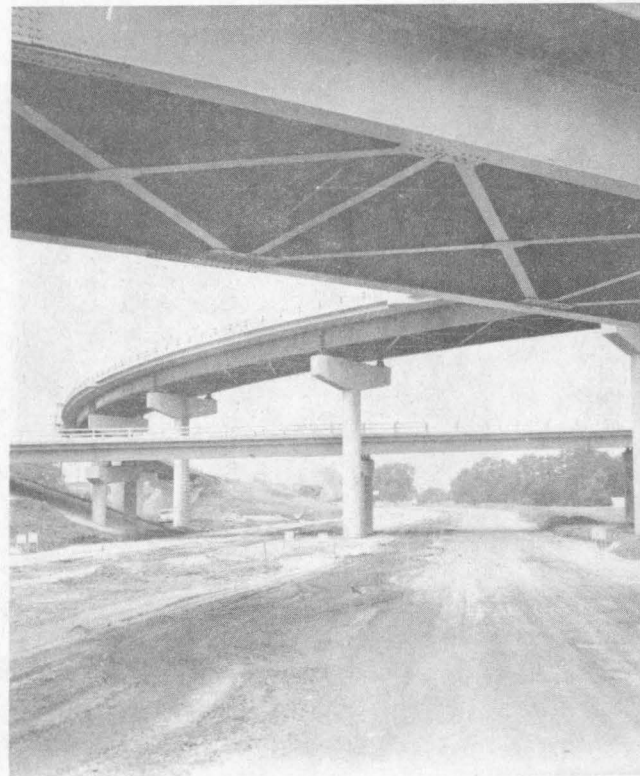
The Development Division is responsible for all engineering functions from the end of planning through the letting of construction contracts. The Division consists of the Road Design, Bridge Design, Right of Way,



Development Support, and Contracts Departments. Road Design conducts preliminary field surveys, makes soil investigations and produces plans for Interstate, Primary and Urban projects. Bridge Design prepares plans for all drainage culverts, highway bridges and other structures, including standards used on the secondary road system. The Right of Way Department acquires lands needed for primary road construction projects, assists in relocating persons or businesses displaced by highway projects, and manages or disposes of excess property. Development Support negotiates agreements with railroads for grade crossings or separations, prepares contracts with utilities involving highway right of way, reviews access locations and administers entrance permits. The Contracts Department programs funding of federal projects, examines contractor qualifications to bid, conducts lettings for construction and maintenance contracts, and enforces equal



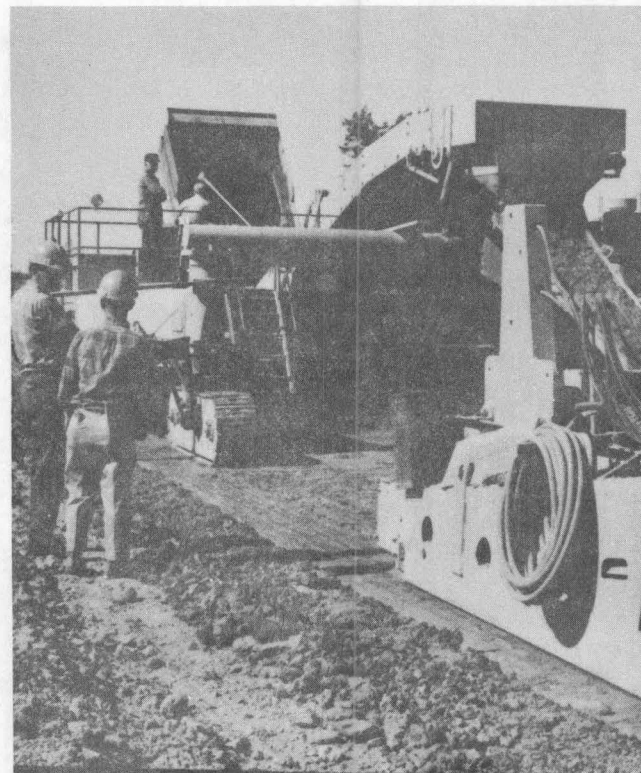
The Operations Division consists of The Departments of Construction, Materials, Maintenance, Traffic and Safety, and Traffic Weight Operations. The Construction Department, working through the District and Resident Construction Offices, and County Engineer Offices, assures contractor compliance with specifications, and assists with unanticipated construction problems. The Materials Department tests materials for quality control and runs a continuous testing and research program on new materials and new testing techniques. The Maintenance Department preserves highway comfort, safety and attractiveness through such activities as snow and ice removal, shoulder weed control, painting traffic control lines, and litter cleanup. Traffic Weight Operations enforces laws pertaining to size, weight and load of commercial vehicles through operation of weigh stations and radio patrol cars throughout the State. The Traffic and Safety Department is concerned with traffic



operations and safety. The department is responsible for design of all signing on new construction projects as well as modifications of existing signing and marking on the primary road system.

FIELD ORGANIZATION

All construction and maintenance activities of the Highway Commission are carried out through six District Offices. These six District Offices supervise twenty-three Construction Residencies, which directly handle all construction inspection and field engineering on primary road projects. The District Offices, working through twenty-four Maintenance Residencies, administer the maintenance of approximately 10,000 miles of primary highways. These two activities in the field require the total efforts of approximately three-fourths of the Highway Commission staff.



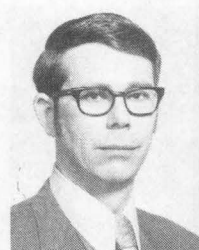
The District Offices are also responsible for certain supervisory functions over urban and secondary roads constructed by the cities and counties.



LES HOLLAND
Assistant to the
Director of Highways



LEE BUTLER
Management Review
Director



DON WICKLUND
Personnel Director



JIM GOODWIN
Public Information
Director



ASHER SCHROEDER
Special Assistant
Attorney General



GUS ANDERSON
Programming and
Scheduling Director

ADMINISTRATIVE DIVISION

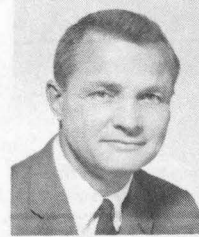


DICK JOHNSON
Director of Finance

TOP LEFT



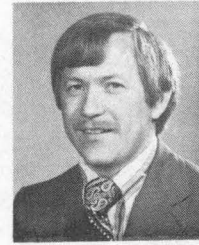
DICK FISH
Budget Director



VIRG RAYMOND
Chief Accountant

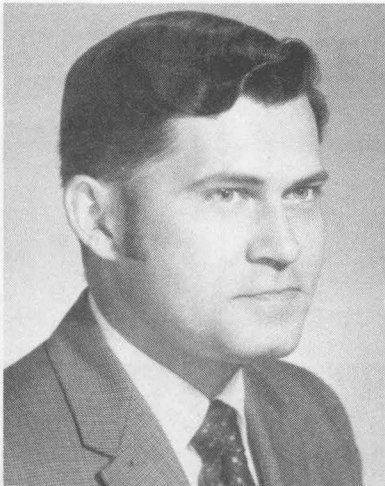


C. H. "BUCK" KIES
Purchasing Director



DOUG JENSEN
Toll Bridge
Operations Director

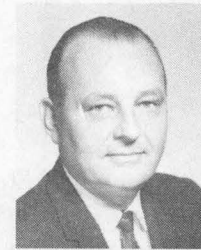
FINANCE DIVISION



JON McCOY
Director of Support Services



JOHN FORD
Central Services
Director



JIM HOAG
Data Processing
Director



S. J. "WHITEY" KLASSEN
Facilities Management
Director



DON CARLSON
Inventory Management
Director

SUPPORT SERVICES DIVISION



WALT McDONALD
Beautification
Administrator

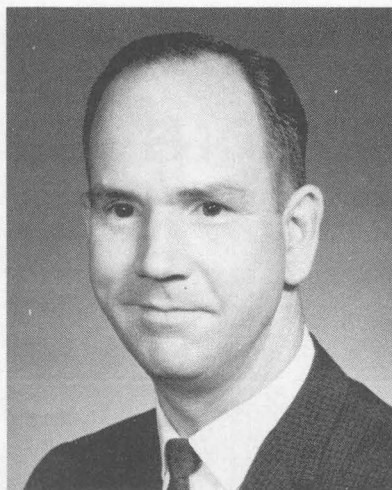


TOM McELHERNE
Specifications
Engineer and
Emergency Planner

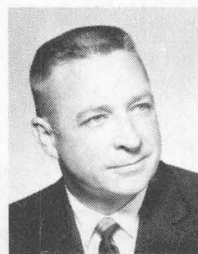


A. M. "DUKE" HENSING
Special Assignments
Engineer

CHIEF ENGINEER'S SECTION



BOB GIVEN
Deputy Chief Engineer
of Development



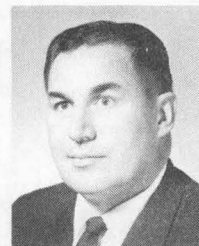
CHUCK PESTOTNIK
Bridge Design
Engineer



KEITH DAVIS
Contracts Engineer



JERRY SOLBECK
Development Support
Engineer

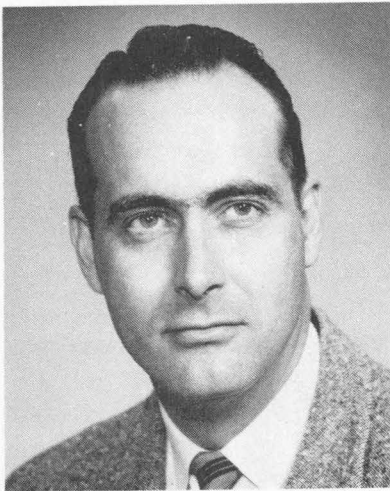


GORDON SWEITZER
Right of Way Director



KEN McLAUGHLIN
Road Design
Engineer

DEVELOPMENT DIVISION



DON McLEAN
Deputy Chief Engineer
of Operations



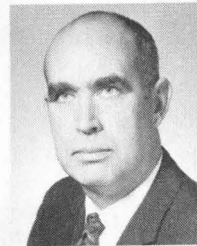
BOB McINTIRE
Construction
Engineer



FAY BLOOMFIELD
Maintenance
Engineer



GEORGE CALVERT
Materials Engineer



HAROLD SCHIEL
Traffic and Safety
Engineer



DENNIS EHLERT
Traffic Weight
Operations
Superintendent

OPERATIONS DIVISION



RAYMOND KASSEL
Deputy Chief Engineer
of Planning



REX WIANT
Methods Planning
Engineer



BOB HUMPHREY
Corridor Planning
Engineer



STEVE ROBERTS
Research Engineer



BOB ANDERSON
Systems Planning
Engineer



LOWELL RICHARDSON
Inter-Governmental
Coordination
Engineer

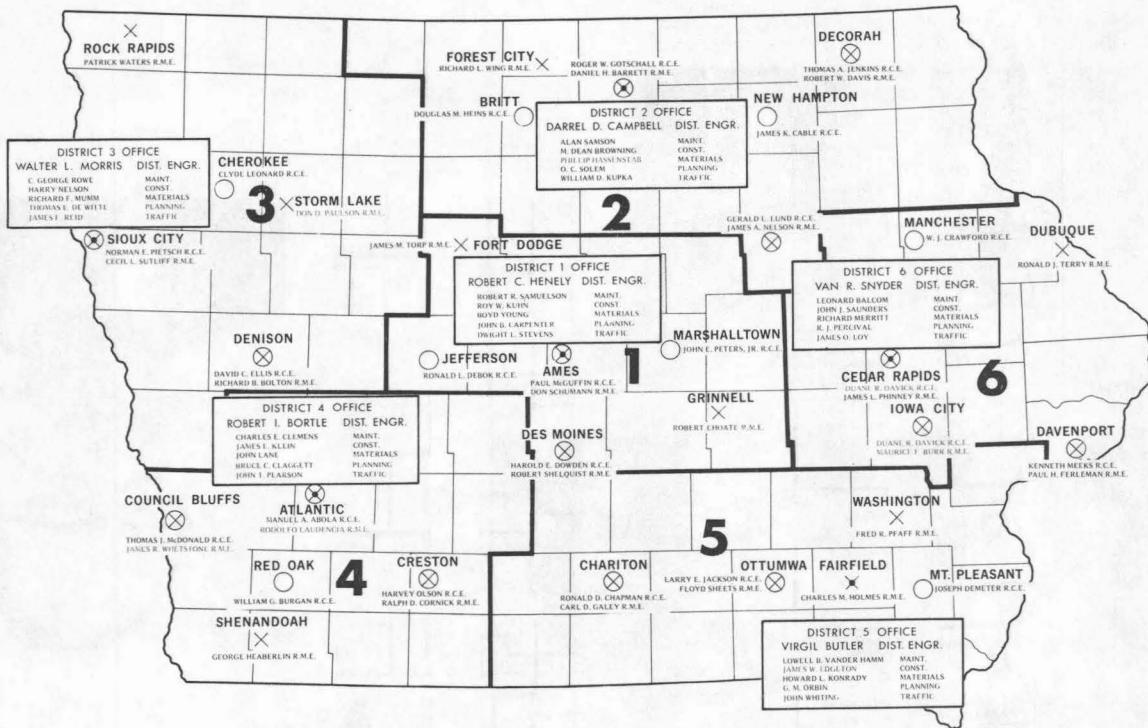


GENE MILLS
Transportation Data
Base Engineer

PLANNING DIVISION

IOWA STATE HIGHWAY COMMISSION DISTRICTS

APRIL 1, 1974



● DISTRICT OFFICE (R.C.E.) ○ RESIDENT CONSTRUCTION OFFICE (R.M.E.) ✕ RESIDENT MAINTENANCE OFFICE



BOB HENELY
District Engineer



ROY KUHN
District Construction
Engineer



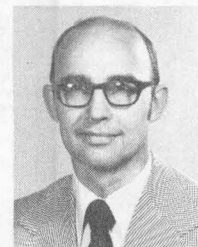
BOB SAMUELSON
District Maintenance
Engineer



BOYD YOUNG
District Materials
Engineer



JOHN CARPENTER
District Planning
Engineer



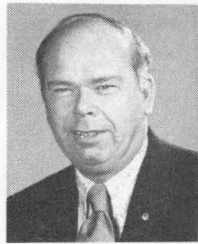
DWIGHT STEVENS
District Traffic
Engineer

DISTRICT ONE AMES

RESIDENT CONSTRUCTION ENGINEERS



PAUL MCGUFFIN
Ames



HAROLD DOWDEN
Des Moines

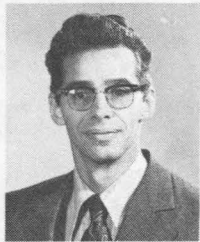


RON DeBOK
Jefferson



JOHN PETERS
Marshalltown

RESIDENT MAINTENANCE ENGINEERS



DON SCHUMANN
Ames



BOB SHELQUIST
Des Moines



JIM TORP
Fort Dodge



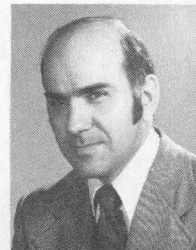
BOB CHOATE
Grinnell



DARREL CAMPBELL
District Engineer



DEAN BROWNING
District Construction
Engineer



ALAN SAMSON
District Maintenance
Engineer



PHIL HASSENSTAB
District Materials
Engineer



ODEL SOLEM
District Planning
Engineer



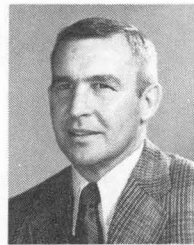
BILL KUPKA
District Traffic
Engineer

DISTRICT TWO MASON CITY

RESIDENT CONSTRUCTION ENGINEERS



DOUG HEINS
Britt



TOM JENKINS
Decorah



ROGER GOTSCHALL
Mason City



JIM CABLE
New Hampton



JERRY LUND
Waterloo

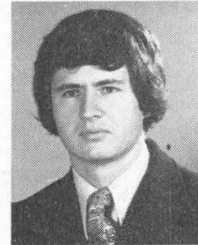
RESIDENT MAINTENANCE ENGINEERS



BOB DAVIS
Decorah



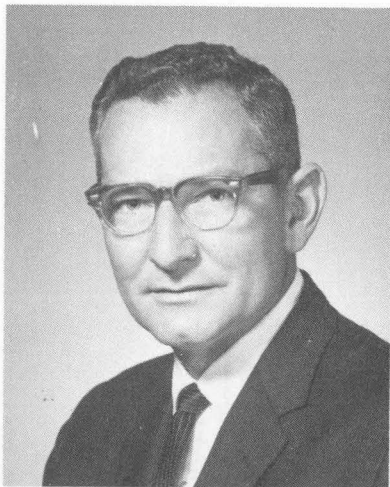
DICK WING
Forest City



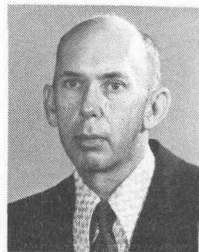
DAN BARRETT
Mason City



JIM NELSON
Waterloo



WALT MORRIS
District Engineer



HARRY NELSON
District Construction
Engineer



GEORGE ROWE
District Maintenance
Engineer



DICK MUMM
District Materials
Engineer

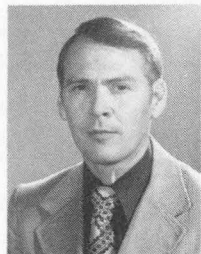


TOM DeWITTE
District Planning
Engineer



JIM REID
District Traffic
Engineer

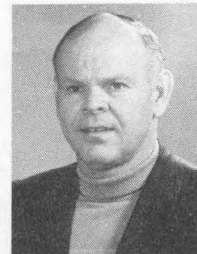
DISTRICT THREE SIOUX CITY



CLYDE LEONARD
Cherokee



DAVE ELLIS
Denison



NORM PIETSCH
Sioux City

RESIDENT MAINTENANCE ENGINEERS



DICK BOLTON
Denison



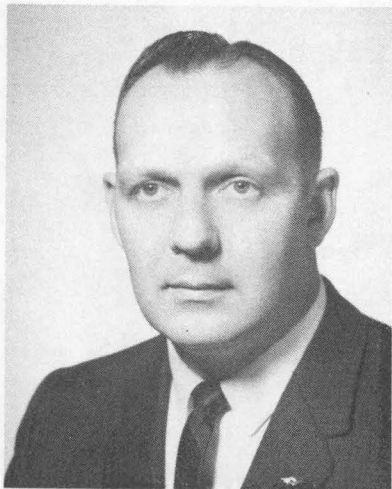
PAT WATERS
Rock Rapids



CECIL SUTLIFF
Sioux City



DON PAULSON
Storm Lake



BOB BORTLE
District Engineer



JIM KLEIN
District Construction
Engineer



CHUCK CLEMENS
District Maintenance
Engineer



JOHN LANE
District Materials
Engineer



BRUCE CLAGGET
District Planning
Engineer

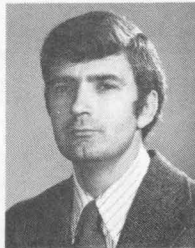


JOHN PEARSON
District Traffic
Engineer

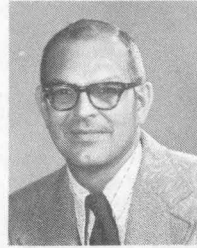
DISTRICT FOUR ATLANTIC



MANUEL ABOLA
Atlantic



TOM McDONALD
Council Bluffs



HARVEY OLSON
Creston



BILL BORGAN
Red Oak

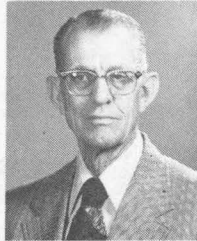
RESIDENT MAINTENANCE ENGINEERS



RODY LAUDENCIA
Atlantic



JIM WHETSTONE
Council Bluffs



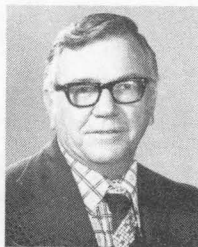
RALPH CORNICK
Creston



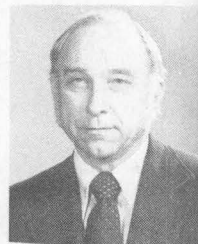
GEORGE HEABERLIN
Shenandoah



VIRGIL BUTLER
District Engineer



JIM EDGETON
District Construction
Engineer



LOWELL "VAN"
VANDER HAMM
District Maintenance
Engineer



HOWARD KONRADY
District Materials
Engineer



G. M. "MILLS" ORBIN
District Planning
Engineer

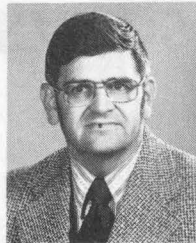


JOHN WHITING
District Traffic
Engineer

DISTRICT FIVE FAIRFIELD



RON CHAPMAN
Chariton



JOE DEMETER
Mt. Pleasant



LARRY JACKSON
Ottumwa

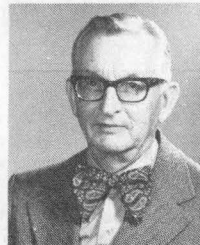
RESIDENT MAINTENANCE ENGINEERS



CARL GALEY
Chariton



CHARLIE HOLMES
Fairfield



FLOYD SHEETS
Ottumwa



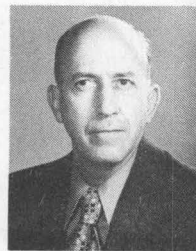
FRED PFAFF
Washington



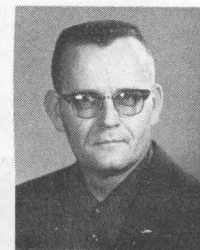
VAN SNYDER
District Engineer



JOHN SAUNDERS
District Construction
Engineer



LEONARD BALCOM
District Maintenance
Engineer



DICK MERRITT
District Materials
Engineer



BOB PERCIVAL
District Planning
Engineer



JIM LOY
District Traffic
Engineer

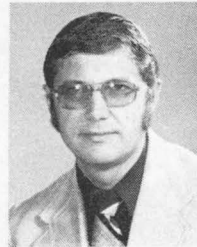
DISTRICT SIX CEDAR RAPIDS



DUANE DAVICK
Cedar Rapids



KEN MEEKS
Davenport



DUANE DAVICK
Iowa City

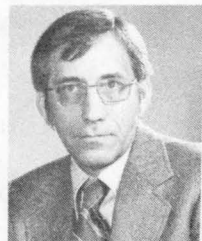


BILL CRAWFORD
Manchester

RESIDENT MAINTENANCE ENGINEERS



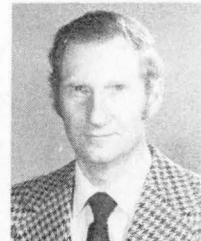
JIM PHINNEY
Cedar Rapids



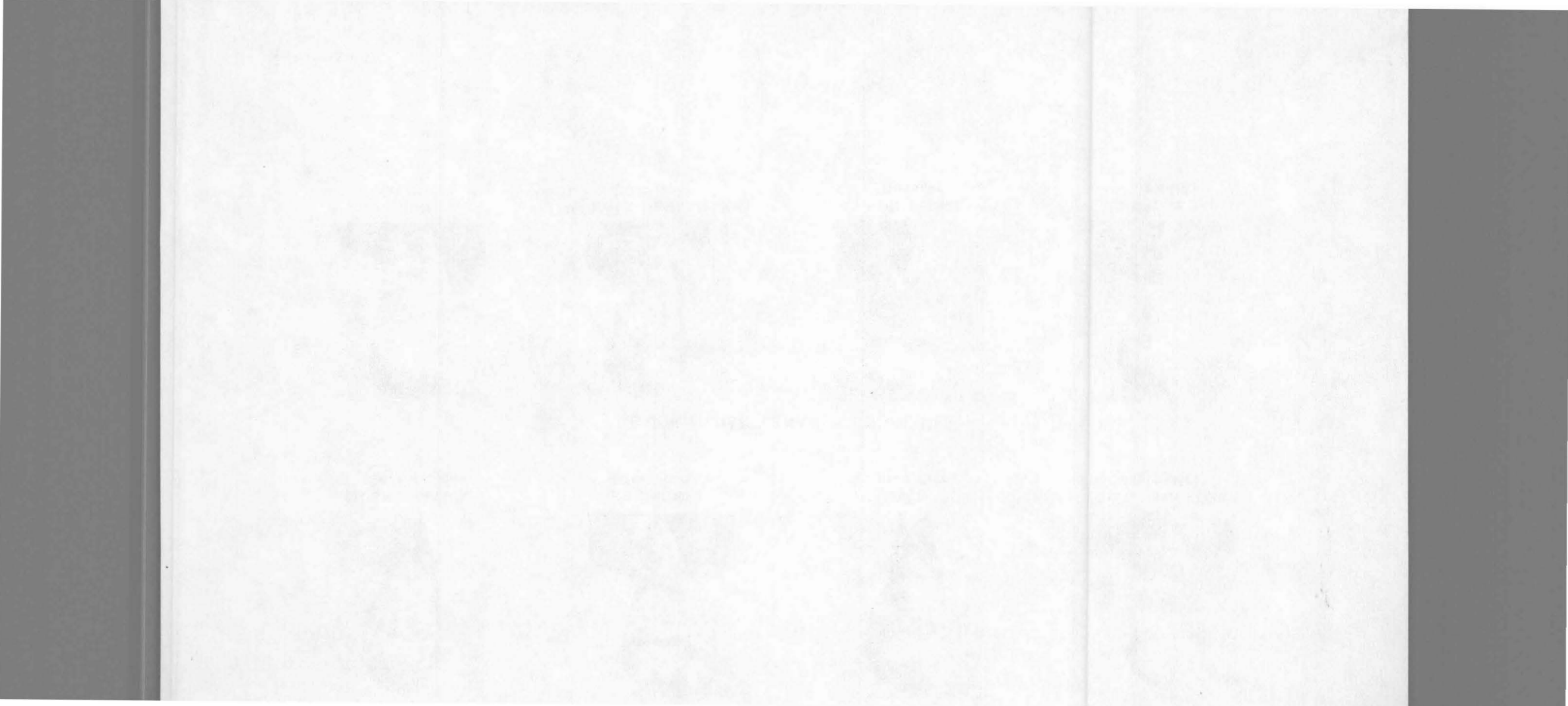
PAUL FERLEMAN
Davenport



RON TERRY
Dubuque



MAURIE BURR
Iowa City



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