Ed Young’s passion for aviation began when he was a child so it’s not surprising he’s “flying high” as the new KDOT Director of Aviation.

“I am an overly enthusiastic advocate of general aviation,” said Young, who began his duties in September. “The opportunity to serve the people of Kansas working in KDOT’s Division of Aviation is almost indescribable.

Kansas routes receive national designation

Kansas is now on the National Scenic Byway map.

U.S. Secretary of Transportation Norman Mineta has announced the designation of two Kansas scenic byways – the Flint Hills Scenic Byway and the Wetlands and Wildlife Scenic Byway – as National Scenic Byways. They were two of 45 byways nationally to receive the federal designation today and the first ever...
Miller’s Time

By Secretary
Deb Miller

Performance measures

In early October I received a draft of the KDOT Strategic Performance Measurement Program. In it are the initial guidelines for establishment of formal performance measures in six strategic areas.

The measures, which were prepared by TransTech Management Inc. and are posted on the KDOT intranet site, will provide the means of knowing how we are doing as an agency. Being able to quantify our performance will be essential as we face some very serious funding challenges to completion of the Comprehensive Transportation Program. I urge all of you to take the time to review the draft.

Good performance measurement is similar to the way a pilot uses instruments, dials and gauges on the flight deck to guide an airplane.

The instruments give the pilot information about the various parts of the airplane and how it is flying. Reliance on only one instrument, such as the altimeter, would be foolish. The pilot would know the altitude of the plane, but wouldn’t have any warning about storms ahead, or how much fuel remained or if there were other aircraft in the vicinity.

Balanced measures will serve as an instrument panel for our agency. They will bring together on a single management report many of the disparate elements of the agency’s health. It will give me and other KDOT leaders a way to tell our story to the Legislature, to the public and the people who work here.

Although I don’t have the room in this column to comment on all of the measures, I want to offer a few observations about some:

♦ A new, forward-looking measure tracks the cost of “accruing needs” for pavement and bridge preservation. It helps show whether KDOT is spending its preservation funds wisely. This is an innovative measure very few, if any, DOTs are using. I think it will be helpful when discussing with the public how quickly we can get behind on maintenance and pavement conditions.

♦ We haven’t talked much about the part transportation plays in economic development, but there’s clearly a role and we need to be able to provide data and anecdotal information. Beyond the typical numbers of jobs and money that go to the Local Partnership Program’s Economic Development set-aside, I directed the consultant to look at measuring the productivity and moving of goods. Related to that, I have pledged that snow and ice removal will remain one of KDOT’s top priorities – even with constrained budgets.

♦ In the area of program and project delivery, we recognize that it’s not enough to bring in a program or project on time and on budget. We also need to look at community and stakeholder satisfaction with projects. These measures challenge us to think beyond the traditional scope, cost and schedule.

During the month of November there will be a series of meetings to review this document and discuss implementation. It is important that we hear your concerns, comments and questions going into those meetings. Please forward your comments to Julie Lorenz, Director of the Division of Public Affairs. Implementation of the draft measures and your feedback will be discussed at the Dec. 19 meeting of the P2 Board of Directors.
By Stan Whitley

They’re called man’s best friend, but to KDOT Salvage Administrator Marvin Neukirch and his staff they can be an occupational hazard.

“I used to be a dog lover before I took this job,” said a half-joking Neukirch, who’s held his current position in the Bureau of Right of Way since 1992.

“There’s something about standing on the top of your car trying to figure out how to get your door open and get inside that diminishes your love for dogs.”

Neukirch and this staff of three agents are responsible for making sure salvage yards in Kansas are meeting state requirements to be in business.

That’s a lot of time on the road, especially for the agents, as they inspect the state’s 750 salvage yards. It also means confrontation with some junkyards dogs and operators who are not hospitable.

“There have been no serious incidents, but several agents over the years have reported they needed to replace pants that were torn by junkyard dogs,” said Neukirch. “One place we inspected had a dog that attacked the tires on our vehicle. When you’re inspecting salvage yards you find out quickly that junkyard dogs are mean.”

Salvage yards nationwide used to be a real eyesore until Lady Bird Johnson spearheaded an effort to secure passage of the Highway Beautification Act 40 years ago. The act called for two specific measures, one of which was control of outdoor advertising. The other provision required junkyards along interstate and primary highways to be screened and it encouraged scenic enhancement.

Neukirch is responsible for administering regulatory programs under the state’s Junkyard and Salvage Control Act. The act in Kansas is even more defined than the original federal legislation.

“Our state law requires that any salvage yard storing, buying, or selling, located within 1,000 feet of any public road in the state of the Kansas must be certified and licensed,” said Neukirch. “Under federal guidelines we could lose highway funds if we fail to administer the program.”

Besides requirements for certification and licensing, all salvage yards must have proper screen fencing to eliminate the eyesore for passing motorists.

Neukirch said KDOT tries to inspect every junkyard in the state once a year. If there’s a potential problem in the field, support assistance is provided by three other state agencies. The Kansas Department of Revenue Dealer Licensing, which licenses salvage yards to sell motor vehicle parts, the Kansas Department of Health and Environment, involved with environmental concerns, and the Kansas Highway Patrol Motor Vehicle Enforcement Unit.

“It’s a cooperative effort between KDOT and three other state agencies. Inspections are done by KDOT, but if the other folks see something in the field that looks strange, they’ll communicate the problem.”

Neukirch said 98 percent of salvage yard operators are reputable business people. The others, though, are looking for any way to make a buck and they don’t want to abide by the law.

Continued on page 12
How well do we teach our ABC’s?

By Kristen Brands
District Three Public Affairs Manager

As a mother of a preschool-aged daughter who is learning her ABC’s, I have gone back to the basics. I am re-learning my alphabet through the eyes of a 4-year-old.

Each week Sydney learns about a letter of the alphabet. First she learns the basics on phonetics and pronunciation. Next she practices writing both the upper and lowercase versions of each letter. And, finally she and her classmates apply the letter through a concrete example during “show and tell” time… “A is for Acorn,” “B is for Butterfly,” “C is for Cat.”

Having just been hired as District Three’s Public Affairs Manager, I’m learning my ABC’s at work as well – but this time in the form of acronyms.

I have noticed that we, as an agency, love to use acronyms…and we do so on a daily basis. I especially noticed the use of acronyms at the recent Operations Meeting presentations given in Great Bend. Internally, we are all familiar with the meaning of each letter of such acronyms as CTP, CHP, ITS, TOMC and GIP; and they are commonly referred to among co-workers during our day-to-day activities.

But, to the general public these acronyms are only letters…. “empty ABC’s” if you will. If an acronym is thrown out with no attached explanation, its meaning will be empty to those on the receiving end.

Thus, it is up to us as employees of KDOT to educate our public. We need to remember to explain the agency’s jargon to whomever we are speaking. Whether talking with a neighbor, city council person or local media representative, let us remember to explain that the CTP is indeed our current “Comprehensive Transportation Program.” We need to remember to educate our public as if we were going back to the basics.

After all, teaching the ABC’s of our agency is not unlike teaching a young child his or her first letters. By using concrete examples and making sure our customers understand an acronym’s full meaning, we at KDOT will receive an A+ in communicating with our traveling public.

Dear Editor,

I would like to thank the crews in Anthony (especially Cari Jo Patterson), Wellington, Winfield, Medicine Lodge, Pratt, Wichita, Hutchinson and Topeka for their thoughts and prayers, cards and flowers following my accident on August 31, 2005. It was good to know that I was not alone in this, and that when things were bad there was someone there with a kind word. Again, I just can’t thank you enough for all of your support.

Caroline Bock
Equipment Operator Senior, Anthony

511 information on Web site

A wealth of information about 511 has been added to KDOT’s Web site in time for the traveler information system’s busiest time of the year.

To help callers in using 511, a “511 System Info” link has been added to the top of the map on the http://511.ksdot.org Web site.

The link will go to a “511 Traveler Information” page that provides a variety of other links:

◆ 511 General Overview
◆ 511 Fact Sheet
◆ 511 Frequently Asked Questions
◆ Tips/Information for Using 511
◆ Contact Information for 511 Help
◆ Road/weather info for other states at www.safetravelusa.com
◆ Links back to 511.ksdot.org web page

511 began operation in January 2004 and the system has received more than 466,000 calls. Without winter calls (the season with highest call volume), 2005 call volumes have increased about 9 percent over the 2004 totals. Barb Blue, ATIS Coordinator and 511 Project Manager, expects the system to receive a half million calls or more before the end of the year.

“While the number of callers indicating difficulty using the system has continued to decline, the information on the Web site will help make 511 as user friendly as possible,” Blue said.
2005 Operations Meeting in Great Bend

The annual Operations Meeting gave KDOT employees statewide the opportunity to learn more about agency activities through presentations and displays.
It’s time to Put the Brakes on Fatalities

By Kim Stich

In 2004 in Kansas...
◆ 456 people died in traffic crashes.
◆ 66 percent of people involved in fatality accidents were NOT wearing seat belts.
◆ Alcohol was a factor in 44 percent of all fatal accidents.
◆ Traffic crashes are the number one killer of Kansans ages 4-34.

What do these statistics illustrate? There is a critical need to reduce traffic crashes and improve safety for motorists on roadways.

“Most traffic fatalities are preventable,” said Secretary Deb Miller. “If motorists would devote their time and attention to the road and buckle up, we could save hundreds of lives in Kansas every year.”

Put the Brakes on Fatalities Day is a national safety cam

Numerous events took place across Kansas as part of the Put the Brakes on Fatalities Day campaign. The pictures on this page and page 7 highlight a few of the events.

Safety booth in District Six

Poster contest winners in District Three

Poster contest winners in District Four

Safety seat check lane in District Five
Focus groups offer feedback for KDOT’s economic role

KDOT officials participated in seven regional focus groups this September and October to obtain feedback regarding the agency’s role in economic development for local communities.

These focus groups were part of the 2005 Prosperity Summits put on by the Department of Commerce. The Prosperity Summits offer a forum for state agency officials and local citizens to identify opportunities to stimulate and strengthen the Kansas economy through improvement of policies and programs.

Another purpose is to encourage regional activities as a partnership with state resources. The summits took place in Salina, Hesston, Hays, Garden City, Overland Park, Topeka and Independence - each location in a different Department of Commerce region.

Summit participants heard a brief overview from each state agency regarding its role in Kansas’ economic development, and then chose which agency’s focus group they wanted to attend. The focus groups discussed what the top priorities of the agency should be and suggested what actions should be taken to meet them.

Feedback from all seven summits is currently being compiled. The common issues and solutions identified for improving state programs will be announced Dec. 8 at the statewide summit in Wichita.

Put the Brakes

Citizens participate in a traffic safety campaign that focuses on reducing traffic fatalities. More than 43,000 people die in traffic crashes in the U.S. every year. That’s about 117 fatalities every day, or one fatality every 13 minutes.

“Law enforcement has a big role in reducing the number of people killed and injured in traffic crashes,” said Colonel William Seck, Superintendent of the Kansas Highway Patrol. “The public plays a big role as well. Taking the time to review and implement safe driving practices is something we as drivers can do to protect ourselves and loved ones.”

Transportation-related organizations across Kansas worked together on several events to promote driving safety:

- Gov. Kathleen Sebelius signed a proclamation designating Oct. 10 as Put the Brakes on Fatalities Day in Kansas.
- Safety seat check lanes were scheduled in Topeka, Salina, Hays, Chanute, Hutchinson and Garden City in October.
- 288 Kansas children participated in the Put the Brakes on Fatalities poster contest with 18 regional and three statewide winners receiving recognition.
- A transportation-safety booth at Kansas Speedway featured safety materials, promotional items, and the Kansas Highway Patrol’s convincer.
- A public service announcement produced by the KHP was broadcast in all Wal-Mart stores across the country from Sept. 26 to Oct. 10.
- About 20,000 Put the Brakes on Fatalities Day brochures were distributed to motorists on highways across Kansas and on the Kansas Turnpike at the service areas and service area restaurants.
- Students and parents at two schools in Topeka received coupons from Wendy’s, Sonic, Foot Locker and Midas to reward and encourage safe driving.

For more information on Put the Brakes on Fatalities Day, go to the Web site www.brakesonfatalities.org.
New program offers scholarships to civil engineering interns

Summer civil engineering interns at KDOT now have an opportunity to earn scholarships and land a future job with the agency.

A scholarship program for summer civil engineering interns who worked at KDOT this summer began in August. Interns Scott Moeder, Mathew Withington, Christopher Halbleib and Stuart Withington – all Kansas State University students – will receive $1,500 per semester for the 2005-2006 school year.

Ruth Marstall, Human Resource Professional in Personnel, said she envisioned a program like this several years ago when there was a critical vacancy rate in the engineering field. “It’s another way to recruit and retain engineers to come to work for KDOT,” she said.

Recruiting summer interns as future employees is a win-win situation. “These are folks we know will be good employees and they have first-hand experience with the agency,” Marstall said. “We have a greater retention rate with our summer interns.”

To be eligible for the scholarship, a student must:
◆ Be a Kansas resident (but they don’t have to attend a school in Kansas)
◆ Be a junior or senior and enrolled as a full-time student
◆ Maintain a 2.5 GPA
◆ Agree to work for KDOT upon graduation one year for every $3,000 scholarship
◆ Begin work within one month of graduation

If a scholarship recipient does not meet the requirements, Marstall said the scholarship must be repaid to KDOT.

For more information on the program, contact Marstall at 785-291-3416.
-K.S.

Step Back in Time

Interstate construction was in full swing as I-70 was built in Dickinson County in the 1960s.
Deaths

Condolences to the family and friends of a KDOT employee who recently passed away.

**Ellen K. Driggs**, 51, died Sept. 27 near Norton. Driggs was an Administrative Specialist at District Three in Norton. She is survived by her husband, Doug, who is the KDOT Area Superintendent at Phillipsburg. She is also survived by two sons, one daughter, her mother, two brothers, a sister and two

---

Pedestrian safety

Kids from McCarter Elementary in Topeka celebrated Walk Your Child to School Day on Oct. 5. The annual event encourages kids to walk to school and focuses on pedestrian safety. Walk Your Child to School Day is sponsored by Safe Kids and FedEx and is part of International Walk to School Day.

---

Scenic Byway

**Continued from page 1**

for Kansas.

The Flint Hills Scenic Byway runs along K-177 from Council Grove to Cassoday and the Wetlands and Wildlife Scenic Byway comprises sections of K-4 and K-156 and county roads connecting Cheyenne Bottoms and Quivira National Wildlife Refuge.

“We’ve been working hard to promote tourism and create jobs by highlighting everything Kansas has to offer,” said Governor Kathleen Sebelius. “How fitting these beautiful areas get national recognition, confirming what we’ve always known in Kansas. Anyone who has driven either of these routes knows about the picturesque scenery and wildlife.

“From the natural beauty of the Flint Hills to the remarkable number of birds and other animals around Cheyenne Bottoms and Quivira refuge, our state really is as big as you think,” added Sebelius.

Secretary Deb Miller congratulated the local committees for their successful efforts with the nominations.

“The selection of our byways for the national designation means they will be added to a national scenic byways map and will draw attention and visitors to these unique and important areas of our state,” Miller said.

The Flint Hills Scenic Byway was nominated for its scenic qualities. The byway traverses the Tallgrass Prairie, the last large remnant of untouched prairie in North America. The Wetlands and Wildlife Scenic Byway was nominated based on its natural qualities. This byway focuses attention on the Cheyenne Bottoms and Quivira National Wildlife Refuge wetlands. Both are important migration points for hundreds of thousands of birds.

National byway status provides higher priority eligibility for federal scenic byway grants. The designation also enables the byways to tap into the National Scenic Byway Program’s international and national marketing activities.

**The Flint Hills Scenic Byway was one of two byways in Kansas to be named a National Scenic Byway.**
Do you know some fun KDOT facts or trivia?

- All but five state capitals are directly served by the Interstate system. Those not directly served are:
  - Juneau, Ala.
  - Dover, Del.
  - Jefferson City, Mo.
  - Carson City, Nev.
  - Pierre, S.D.
- Oldest Interstate segments -- The oldest Interstate segments actually predate the establishment of the Interstate system. Early examples include a portion of the Grand Central Parkway in Queens, New York, which was opened to traffic in July 1936 and later was incorporated into the Interstate System as I-278.
  - The Pennsylvania Turnpike between Irwin (southeast of Pittsburgh) and Carlisle (west of Harrisburg) was officially opened in October 1940 and is now designated as I-76 and I-70. Other freeways and toll roads were incorporated into the system rather than build new competing Interstate routes.

Secretary Deb Miller and Jack Latiere (right), American Association of State Highway and Transportation Officials (AASHTO) President, present Dean Testa, retired KDOT Chief of Construction and Maintenance, the Thomas H. MacDonald national award at the annual AASHTO meeting in Nashville, Tenn., in September.

Young

Continued from page 1

“I’m a pilot and I know first-hand of the major improvements that have been made in recent years at public use airports in the state through the Comprehensive Transportation Program,” said Young. “My goal is to continue that progress and to make the general aviation environment even better by being an indispensable partner in Kansas aviation.”

Young came to KDOT from Sunflower Mediation and Municipal Consulting where he served as a consultant, mediator and attorney for the past year. He spent two years as a county administrator and counselor in Seward County from 2002-2004 and was also on the City of Liberal Airport Advisory Committee.

Young spent six years as the city administrator of Eldon, Mo., from 1996-2002. During that time he was actively involved in securing a Federal Aviation Administration grant for the Eldon Model Airpark. The grant of almost $2 million completely reconstructed the runways and taxiways at the airpark, which is located in the heavily traveled Lake of the Ozarks area.

“We developed innovative public/private agreements regarding fuel distribution, hanger placement, a new industrial park location and multi-use of the integrated airpark,” said Young.

During a two-year period from 1994-1996, Young was the city administrator for Tonganoxie and he served as an administrative assistant to the city manager of Shawnee in 1993.

“As a former city and county administrator, I understand the importance of aviation to the economic prosperity of our communities and state,” said Young. “I also understand the vital role aviation plays in the health of our citizens.”

Young earned a Bachelor of Arts degree in 1990, Master of Public Administration in 1995 and law degree in 1994, all from the University of Kansas. He also holds in high regard his private pilot’s license that he received in 2003 while he lived in Liberal.

“I dreamed of having a pilot’s license since I was a kid and having the freedom to fly,” said Young. “Living in western Kansas I soon realized the importance of aviation since we were a long ways from larger cities.”

Young believes his previous work in government will be beneficial in his new position. He gained valuable experience in five cities working with a total of 78 elected government officials.

Young and his wife, Teresa, live in Eudora. They have two daughters, Biz, 10, and Hope.

Young.
IDOT director resigns

Iowa Department of Transportation Director Mark Wandro resigned Sept. 30 to become executive vice president of Snyder & Associates Inc., of Ankeny, Iowa. Nancy Richardson, who had been IDOT’s director of the operations and finance division, was appointed interim director by Gov. Tom Vilsack. – Midwest Contractor, Sept. 26, 2005

Bill aims to protect highway workers

A highway worker or motorist is killed in a roadway construction zone every eight hours, according to figures pulled together by the American Road and Transportation Builders Association (ARTBA). In an effort to reduce the number of fatalities and injuries, ARTBA is seeking a provision in pending legislation that would increase funding for speed enforcement at roadway construction projects receiving federal aid. – Better Roads, September 2005

Value of contract awards rises

The value of highway contract awards for June 2005 was up 14 percent over June 2004. The value of bridge and tunnel contracts rose 21.1 percent. Total transportation contract awards for 2005 so far are up 8.5 percent. Texas leads the way in the value of highway contract awards this year at $1.7 billion. – Better Roads, September 2005

Reasons to buckle up

Knowing someone who was involved in a crash was the top motivating factor for Rhode Island high school students to wear seat belts, according to a 2004 survey. The survey, conducted by state and federal agencies, found that 43.8 percent of the respondents said they were motivated to buckle up because of knowing a person who had been in a crash. Other factors that motivated the students to wear seat belts included fear of getting a ticket, 37.1 percent; becoming aware of the seat belt law, 27.7 percent; other people encouraging you to use a seat belt, 27.3 percent; becoming more aware of safety issues, 26 percent; other, 38.4 percent. – Public Roads, July/August 2005

Smooth roads

According to a study done by The Road Information Program (TRIP), only three cities have 75 percent or more of their roads in good condition: Atlanta, Orlando and Phoenix. The study found that Atlantans pay only $51 in annual additional vehicle operating costs as a result of well-maintained roads; Orlando motorists spend $66 a year; and Phoenix drivers pay $77 annually. – Better Roads, October 2005

MILESTONES

KDOT salutes its employees celebrating anniversaries in October

<table>
<thead>
<tr>
<th>District Two</th>
<th>10 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jonathan Hayes, Storekeeper Senior, Salina</td>
<td></td>
</tr>
<tr>
<td>Sheldon Peacock, Equipment Mechanic, Great Bend</td>
<td></td>
</tr>
<tr>
<td>The Bureau of Personnel Services</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District Six</th>
<th>20 YEARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Hazelton, Topeka</td>
<td></td>
</tr>
</tbody>
</table>

This information is compiled by each Office, Bureau, Division, and District.
KDOT monthly retiree meeting in Topeka

KDOT retirees meet in Topeka on the first Tuesday of each month at the Coyote Canyon restaurant, 1251 S.W. Ashworth Place (Huntoon Street and Wanamaker Avenue). Lunch begins at 11 a.m., with a program that follows. All KDOT retirees are invited to attend.

For more information, contact Bill McAdoo at 785-478-3941.

Do you know of other regular KDOT retiree meetings that take place across the state? Contact the Bureau of Transportation Information at 785-296-3585 to have it published in Translines.

Promotions/Transfers

<table>
<thead>
<tr>
<th>Headquarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scott Benortham, Professional Civil Engineer I, Design</td>
</tr>
<tr>
<td>Robert Bidwell, Professional Civil Engineer I, Design</td>
</tr>
<tr>
<td>Matt Broxterman, Land Surveyor I, Right of Way</td>
</tr>
<tr>
<td>Colleen Collette, Human Resource Professional II, Personnel Services</td>
</tr>
<tr>
<td>Brandon Espinosa, Engineering Technician Senior, Design</td>
</tr>
<tr>
<td>Dennis Miller, Property Appraiser II, Right of Way</td>
</tr>
<tr>
<td>Shannon Moore, Professional Civil Engineer I, Design</td>
</tr>
<tr>
<td>Jeff Ruby, Professional Civil Engineer I, Design</td>
</tr>
<tr>
<td>Sky Sexton, Engineering Technician, Materials and Research</td>
</tr>
<tr>
<td>Rick Thompson, Application Developer III, Computer Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District One – Northeast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ed Thornton, Jr., Professional Civil Engineer I, Local Projects</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District Two – North central</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elizabeth Hutchins, Engineering Technician Senior, Olathe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District Three – Northwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Newbury, Engineering Technician Senior, Junction City</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District Five – South central</th>
</tr>
</thead>
<tbody>
<tr>
<td>Randal Knoll, Highway Maintenance Supervisor, Norton</td>
</tr>
<tr>
<td>Shane Schumaker, Technician Support Consultant II, Norton</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Bureau of Personnel Services supplies information for promotions/ transfers to Translines</th>
</tr>
</thead>
</table>

Neukirch

Continued from page 3

“Most of the salvage operators are what I would call independent businessmen,” said Neukirch. “We may have to meet with them to try and get our point across. They have to abide by the law, but I can’t say they will comply without an occasional confrontation.”

When KDOT discovers a junkyard is not screened or screened properly the operator will be notified to correct the problem. If action is not taken, the situation is turned over to KDOT’s Chief Counsel. A court order can then be obtained to shut down the business.

“We’ve shut down over 240 illegal locations and abated 17 salvage yards during the time I’ve been here,” said Neukirch. “It’s a bad day when you have an abatement because it involves a court order to cease the operation and then a mobile crusher is brought to the site. You are worried about the health and welfare not only of your agents but the company that has to go in and clean up the mess.”