

**Comments on Paper Prepared by C. T. Warwick on the Subject  
of "My Ideas of an Ideal District Organization as it Relates  
to Maintenance, Equipment, Traffic and Safety"**

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First of all let me say to you that I think Mr. Warwick's paper is well prepared and has been presented to you in an excellent manner. I want to compliment him on a job well done.

As most of you know, there are nine counties in the Fifth Highway District and I will try to give you some idea how we operate as a district organization.

District office personnel as follows:

District Engineer

Assistant District Engineer — Construction

Assistant District Engineer — Maintenance & Rural Highways

Assistant District Engineer — Traffic and Safety

Office Engineer

Three Maintenance Superintendents

Safety Supervisor

District Materials Engineer

Assistant District Materials Engineer

Three Stenographers — Clerk II

One Clerk — Typist

One Clerk

The above is all the personnel assigned to the district office organization and, in my opinion, is sufficient personnel to handle nine counties in a very efficient and economical manner. Several years ago, when there were eight counties in this district, Mr. D. H. Bray, State Highway Engineer, requested me to assign four (4) counties to each of my two (2) assistant district engineers, to handle all activities on Construction, Maintenance and Rural Highways. This was not satisfactory because certain special crews and equipment were needed at various locations in the district and in some instances, one of the assistant district engineers would want to keep the equipment and crews in one of the four (4) counties assigned to him.

About three years ago, I asked Mr. Bray if he would let me assign one of my two assistants to Construction in four (4) counties and all

Maintenance activities in the district and the other assistant to construction in four (4) counties and all Rural Highway activities in the district. This was not satisfactory for the reason that, in some cases, when needed on Construction they were busy on Maintenance or Rural Highway work.

In my opinion, an ideal district organization as it relates to Maintenance, Rural Highways, Equipment, Traffic and Safety would be for one assistant district engineer to be in charge of all Maintenance, Rural Highway and Equipment operations in the district with one or two assistants under his supervision, if necessary, one assistant in charge of all District-wide Construction work and one assistant in charge of all Traffic and Safety activities in the district.

We have two district repair garages, one located at Carrollton which services the equipment for five counties in the western part of the district and one at Falmouth that performs the same services for the eastern part of the district. A garage superintendent is assigned to each garage. These two superintendents have been employed by the department for more than fifteen (15) years and, in my opinion, they are doing an excellent job. But I believe, that in addition to the garage superintendents, if a good equipment superintendent, could be found, who is well qualified mechanically, he could supervise all field activities which would be of considerable help to the garage superintendents and also expedite the repairs of all equipment.

I would like to say that in the past five years, the Equipment Division has made wonderful progress in purchasing the equipment necessary for each district. Some progress has been made in purchasing lots and buildings for county and district garages. In my opinion, it is very important for each district to have sufficient storage space for all equipment in order to prevent the loss of gasoline, batteries, tires and the expense of employing necessary watchmen.

It is my understanding that some of the state employees do not like the present nine highway district set-up. Under such a division some of the districts have entirely too many counties in them to perform the work satisfactorily.

As mentioned before, there are nine counties in this district and I have never been in a position to spend as much time as I would like to on field inspection trips. As Mr. Warwick states in his paper, our inspection trips are done in a hit-and-miss manner and certainly not enough time is spent in the field to gain properly the complete facts in connection with subject of the inspection.

I know there are many different opinions as to how many districts there should be in the State. There is no question in my mind, but

that some of the districts are too large and I do not believe there should be over ten to twelve (10-12) counties in each district. If this could be done, it would then be necessary that the state be divided into not less than twelve (12) Highway Districts.

There has been some discussion from time to time with reference to work that should be assigned to each district. At the present time all Highway Location work in this district is assigned to the Zone Location Office at Lexington. I believe that most of the district engineers will agree, that in the event the state is divided into twelve (12) districts, that there will be sufficient work to do without having the responsibility of Highway Location work under their supervision. I think this work can be done by the Zone Location Office which can devote more time to the study of Location work. These engineers are trained to make Location survey and are doing a fine job in this district. I do believe that a representative of the Location Department should make an inspection of each survey with a representative of the district office before the plans are completed. This will give the district engineer an opportunity to suggest any changes he would care to recommend.

As mentioned before, one of my assistants is in charge of Traffic and Safety and the Safety Supervisor reports directly to him instead of the district engineer, as outlined on District Organization Chart. This has worked most satisfactorily and will give the district engineer more time to spend on other problems that may be more important. I believe that all the district engineers present will agree that the Assistant District Engineer of Traffic is an asset to the district organization. Since traffic has increased to such a point that it has gotten to be such a serious problem, I sometimes wonder what the answer is.

In our district someone is always wanting traffic signs, additional signs, and all types of pavement parkings. We have two small sign crews and each crew is assigned a small striping machine which I believe will take care of most of the striping in a small district.

In closing I want to say that in order to get the job done, we must have good equipment and an organization that will cooperate with each other in every respect. I know our superiors in the Frankfort Office are willing and ready to help us at all times and I am sure that if we all work together, the job will be well done.

Thank you.