## Hērald

Vol. 89 Mo .176 76 Pages 7 Section

- NEWS DIGESTO


Fore!
President-elect Bilt Clinton
tries out some new golf clubs tries out some new golf clubs
Saturday. Clinton has been named 'Man of the Year' by

Help sought in naming festival
A Big Spring Area Chamber
of Commerce committee is secking herecp in nammitee ing
festival to celebrate sand aill restival to celebrate sandhil
cranes. The committe is curcranes. The com mittee is cur-
rently working on developing the festival.
Send name
Send name suggestions to
Marae Brooks, director of Con-
 or call 2 23-7661. The winner will Toys on display through Jan. 23 Toys of Christmas past are
featured in Heritage Museum's holiday exhibit "Marvelous Mechanical Toys.". Mar dispolous of battery and windup toys
from the 190s throunh the 1960 .


Writers for Prime of Your Life sought Prime of your Life is looking
for writers to contribute articles or columns. Big Spring
The monthly
Herld Herald special section is a
guide to activities and information for active. experienced
senior citizens. It is available. senior citizens. It is avaiabile,
on the last frida each month
in the Herald as wwell as as its on the last Friday eachmonn
in the Herald as well as its
advertisers' location. advertisers' location.
For more int informan call
Martha
Mere Martha
ext. 110.

## C1010 <br> EXBS LOTIERy

 Numbers drawn in the TexasLottery Saturday night. were $23-17-38-265-51$.
Numbers drawn on Wednesday
included $9+12-13.237-46$ included $9.12-1.3 .3 .237 .4$. There
were no winners Wediesday

Index $\overline{ }$
$\underset{\substack{\text { Ad Index. } \\ \text { Business. } \\ \text { id } \\ \text { id }}}{ }$
 Weather... 8 A

- Weather Highs today in lower 600 .
Partly cloudy tonight with lows in low 3os. Highs Monday in the
40s. A general warming trend is 4es. A generara warming trend is
expected for the remind of
the week. Extended ioreceast, the week
Page 8 A.


Write The Edtus, bage 4
To Call The Herald
Phone ( 915 ) 263/3131
Phone $(915)$ 263-7311

## Community, civic leader Marilyn Newsom dead




ot be able to
native of Big Spring, she was
daughter of Mr. and Mrs. n. Her father as Mrs. H.G. cluding the local music club as well chant who moved here in 1923. ${ }^{\text {Sa }}$ She was featured twice with the Mrs. Newsom's love of music
well-known throughout the sang symphony Orchestra,
sang the Midland-Odessa munity. She performed in the Spring High School band under th Mrs. James Frazier. She performed two summers in
Dallas Starlight Opera Series hile attending. Texas Christian degree in nursing from Harris
College.
She returned to Big Spring in 1949 She returned to Big Spring in 1949
nd married her husband, Don. Mrs. Newsom's commitment to community

## '92 was year of change



Rollin' along
Michael Sutton, 9 , of Big Spring gives one of his Christmas presents,
pair of in-line rollerskates, a workout in Comanche Trail Park,
Tree collections help composting project

| By DEBBIE LINCECUM | altogether. |
| :--- | :--- |
| Rutherford said contributing a |  |
| Features Editor | Chistmas tree is a goo way to |


| Sta |
| :--- |
| ma |


Later, Police Chief
blamed a rising crime rate on the
cuts but not all agreed.
Highlights of city events in 1992 - Jan. 14, the council gave fin
authorization for speed lim changes on Gregg Street and FM
700 . Speeds of 30 and 35 mph were pushed up to 40 mph on Gregg and
several speed changes on FM 700 several speed changes on FM 700
were unified at 45 mph. New signs
were up by the end of the month. were up by the end of the month.

- Jan. 18, a proposed city charter amendment to freeeze and
protect police jobs based on protect police jobs based on
population and ensure operation of a city jail was defeated 1,642 to 323
$\bullet$ FFeb. 11, city officials signed documents to seek $\$ 7.2$ million in loans to upgrade the wastewater
treatment plant under mandates by the Environmental Protection
by
Agency The loan is to Agency. The loan is to be paid by a
$\$ 6.50$ hikes in monthly sewer rates $\$ 6.50$ hikes in monthly sewer rates,
to $\$ 10.75$, Construction began in December. Mominated to a Citizens Advisory
Board which is designed to Board, which is designed to handle
complaints against the police department. The board began
meeting in June, handling a few complaints the first month.
March 26, a total 390 citizens filled Municipal Auditorium to hear arguments at a public hearing
on a proposed state prison backed by city officials, which would have created 317 to 800 jobs. Of those at the proposal four signed members disagreed with Cook.
the year in nevien
gainst and 12 with no opinio some $10,000^{\circ}$ beds distributed across the state by the Texas Board of Big Spring was not among com munities to get a prison. unanimously to settle $\begin{aligned} & \text { April voted }\end{aligned}$ ting lawsuit filed by the League of The sed Latin American Citizens. The settlement changed the three
at-large and three single-member districts to six single-member
districts, effel districts, effective in 1993 , Two
districts are minority districts, compared to one under the old
plan. ${ }^{-}$Mackshear 2, Councilman Tim Green in the race for mayor by a vote of 2,037 to 906. Filling Charles Beil, who beat Mike Parker 6730
- July 30 , the Te of Parks and Wildlife announced closings of 11 state parks by Sept. 1, including the Big Spring State
Recreation Area, unless taken over Recreation Area, unless taken over
by local governments or private groups. Operations at 18 otrer
parks were to be reduced or cut. parks were to be reduced or cut.
The park in Big Spring was later
pulled off the list pulled off the list following efforts Commerce, the Big Spring Herald State Sen. John Montford and State
Rep. David Counts. Rep. David Counts. More than petitions circulated by the chamber and presented to the - Sept. 13, Police Chief Joe Cook in crime Crime had been decreasing in 1990 and 1991 before council budget cuts eliminated seven of 46

Cutbacks' effects on BSSH to be learned in January Steven Shon, deputy commis-
sioner for Texas Mental Health sioner for Texas Mental Health
and Mental Retardation, visited the hospital Tuesday y o discuss
the new plan of action for menthe new plan of action for
tal health care in Texas. tal health care in Texas.
Shon strongly indicated that
cuts should be anticinated cuts should be anticipated, but
could not offer figures showing could not offer figures showing
how much individual state
how hospitals would be effected.
Indications from TMHMR administration and the Texas Legislature are that $\$ 100$ the budget stare will be cut from rent budget state is $\$ 2.29$ bille. The cur"We're going to have to live agency is sing targeted for
reduction."
"We certainly expect to be cut
that's the bottom line," said

money, for 10 or 15 of those But the community authority will not be allowed to exceed its
number of funded beds. If more people from a community re-
quire hospitalization, the quire hospitalization, the the hospital bed or beds and who is removed from the hospital or
denied hospitalization - under denied hospitalization - under
the new plan, he said. Shon expects much of the new strategy to be in place by
September, von Rosenburg According to Shon, Priorities
in the new "evolved role of state facilities." "evolved role of state facilities." would be:

- To provide backup based on community needs. "Fluid"; boun-
- Foster more community authorities. direct-care staff for all aspects of the mental health care system.
research and training.

Houston city system may violate state law

## Texas town hosts Bush for last time

Little evidence of special effort to welcome Bush The ASSOCIATED PRESS BEEVILLE-The newspaper
headine reading "Happy Hunheadine reading "Happy Hun-
ting, Mr. President" sparked lit te excitement from the two women glancing at Saturday's
"They're keeping it kind of
quiet," one woman told her
companion while thent companion while they looked at The Beeville Bee-Picayune
'They usually make a big deal."
Usually.
But this is the last time Beeville one-ups its larger
neighbors to the north and south neighbors to the north and south
by hosting the president's an by hosting the president's an
nual South Texas quail hunt. It will be a quiet good-bye. Bush, who arrives Sunday
isn't scheduled to public appearances. There pubn't be a community barbecue ike last year. And there was lit tle evidence Saturday that the Lown was making any prepara-
tions for the visit by the departing chief executive.
"I would say that (the mood) Rail

The ASSOCIATED CARTERSVILLI home arenner point $w$
humor.
 wooden punch bo
luffing General bluffing, General
cun through an un through an
Sensenbrenner
 with nails,", of
said.
saitm
tust comedian, letting
come out,
He hammers s
Peop The ASSOCIATEI NORMAL, III
kept a low profile sep enis new movi
Christmas Day. Cristmas Day.
Iec-T. iloon
and concert count, arri t the Univers
Normal.
© He . wist bo
 "He got nachos'
and went into the








































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$\qquad$ hoter the sit
 $\substack{\text { no } \\ \text { Birneyer said } \\ \text { Bat }}$












To Advertise Call (915)263-7331





President Bush is shown in this file photo on a Farish at Farish's ranch near Beeville. The














plans to locate other priso facilities at the base has been of han Bush's imminent arrival. Some said the visits were never really that interesting. Inself," said Luke Ellisor
mid
Though he did note that Though he did note that his
grandson once acted as grandson once acted as guide
for a Bush excursion onto Matagorda Island. Regardless, the presidential visits will soon be history. Mos his traditional hunts. But it wil be minus the attention. Said Manuel:
while it lasted."













Zack is the winner of the $\$ 100$ train given away at the
Box Car Cafe on December 23 rd. Pictured with Zack are Box Car Cafe on December 23rd. Pictured with Zack ar
Rhonda Holguin and Rammie Moore, owners/mgrs. of保 Box Car Cafe. The Box Car Cafe hopes you ha

Box Car Cafe


| Saturday Morning <br> 9 A.M. to 12 NOON $\qquad$ NO APPOINTMENTS NECESSAR Non-emergency medical service <br> MALONE and HOGAN CLINIC 1501 w. 11 CL Place |
| :---: | Andy Kahan, Mayor Bob Lanier Andy Kahan, Mayor Bo

crime victims' services coor who has driven a body to the morgue can use that as entre; he
can tell family members he'll just add that service to the bill, Kahan sales technique of a salesman ask-
ing for a glass of water," he said. Once you're in the door .... would have to buy a fleet of "body cars' and hire as many as 32 people
run the 24 hour service itself. Face to-face death notifications in a county
costly.

## ser index

JC Penney ....
Kid's Shop/Joys Hallmark .......
Louis Stallings Agency............B-3
M.A. Snell Real Estate ...........Cla Malone \& Hogan Clini Marie Rowland Real Estate...Class Medicine Shoppe Mini Page. Movies 4 .........
Myers \& Smith

Nalley Pickle \& Welch .............A-8 Olympic Tae-Kwon-Do ...........B-2 | Park Village Apts................Class |
| :--- |
| Perfect Date......................ass. | Pollard Chevro Radio Shack.

Ritz Theater. Scenic Mt. Medical Center ......C-5 Shaffer Real Estate.................Class Sonshine Booksto
South Mt. Agency Suggs Hallmark Sun Country Realtors...............-3 Taco Villa .. Weir Insuran
Winn Dixie.
cinemark theatres MOVIES Box 263-249 BOX OFFICE OPENS 10:45 A. 11:20 AM-1:20-4:00-7:00-9:40 A FEW GOOD MEN
$1: 10-4: 10-7: 10-10: 10$ HOME ALONE 2 PG
1:00 AM-1:40-4:30-7:20-10:00
"LEAP OF FATH PP-13
11:10 AM-1:30-4:20-7:30-9:50

## 

## Nation

## Westley Allan Dodd will hang if he gets his wish



cedures, said Jerry Davis, the assistant prison superintenent.
The execution chamber, at the The execution chamber, at the
Washington State Penitentiary at
Walla Walla 300 miles southeast of Washington state penisutheast of
Walla Walla, 300 miles southen
Seattle, is a two-level room with Seattle, is a two-level room with
white walls, a grey concrete floor white walls, a grey concrete floor
and large viewing windows. "The inmate will be brought out of the holding cell, a rope will be
put around his neck. There will be put around his neck. There will be
an opportunity for last words," Davis said. "A signal will we given
and the trap door will open. That's and the trap door will open. That's
all there is to it." The rope used boiled and stretched to the nevent any spring or stiffness. The rope's
length is determined using a military chart that determines how military chart hat determines how
far a person must drop for their
weight to snap the neck.

## Railroad spikes are artsy

$\qquad$ The ASSOCIATED PRESS CARTERSVILLE, Ga. - Jim
Sensenbrenner knows how to drive Sensenbrenner knows how to drive
home a point with a sense of humor. "Who spiked the punch?"
From "Cho
(a 12-inch nail driven through a wooden punch bowl) to "They're bluffing, General Custer" (a nail run through an Old West hat
Sensenbrenner turns railroad spikes into novelty items he calls Spike-a-Roos.

 comedian, letting that side of me - business. A Lockheed engineer for
come out."
39 years, he needed something to

## People in the news

history. "I told you I could nail that
ball," reads the caption next to a
spiked baseball. "Great spiked baseball. "Great shot,
Bill!" consists of a nail driven through an apple - the william
Tell story
Tell story. . Some adult-themed Spike-a-Roos
are kept in a room where children are kept in a room where children aren't allowed witho
But many are tame But many are tame.
"How can he be an exhibition whow he has ne no an exhing to exhibibit?

## The ASSOCIATED PRESS <br> $\qquad$ The ASSOCIATED PRESS

 kept a low profile - Rhenper he Ient to see his new moviChristmas Day. and
and
anteraphs. He didn't say much Ice-T, in Bloomington to give Body Count, arrived with his band book on Jimmy Hoffa doeosn't think Normal.
"He just bought tickets for role.
Dan Moldea's 1978 book, "The "He just bought tickets for
everybody he was with," said Cor-
ey Gilbert, a theater employee,
"He "He got nachos and a a large Coke
and went into the movie."


## VERN JACKSON

TBN Records' premiere recording artist VERN JACKSON bursts on the scene with music
destined to touch the heart. Higher Than I've Ever Been, his highly Ever Been, his highly album, unleashes album, unleashes cuntry while skillfully combining his emotive gospel roots.

The Hillcrest Baptist Church invites you to attend the Vern Jackson Concert at 7:00 p.m. on the evening of January 2nd.

## Hillcrest Baptist Church

2000 W. FM 700
267-1639 art. Higher Than I've ticipated debut


End of Year 50\% All "co. 4.6
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Chine Christian Bookstore
 Highoand Mall Cable Television Customers On February 1, 1993 cable television rates will be of prices charged for other goods and services, of prices che rged for other goods and services, have necessitated slightly higher rates for full basic cable service. The new rate shown below does not include sales tax

- 12-channel limited service $\$ 12.50^{*}$ for the first outlet - 33-channel full service $\$ 19.25^{*}$ for the first outlet If you wish to pay annually ( 12 months) at the
pre-adjustment rate and also save an additiona $5 \%$, you may do so by Thursday, January 21. Please call our office with any questions you
may have. We appreciate your patronage.

Big Spring Cable TV 2006 Birdwell Lane • Big Spring, TX 79702 267-3821

##   $\underbrace{\text { Clearance }}_{\text {From All Sections! }}$ $\underbrace{\text { Clearance }}_{\text {From All Sections! }}$ $\underbrace{\text { Clearance }}_{\text {From All Sections! }}$

His wife, Michele, hit on an idea
at the hardware store at "Ine hardware store. box of nails and all of a sudden this
idea popped into my head," Mrs.
Sen idea popped into my head, Mrs.
Sensenbrenner said.
She envisioned a tired, pregnant Sensenbrenner said
She envisioned a tired, pregnant
woman telling her husband, "I'm gonna nail you for this." "She wanted to take that nail and turn it into a doll, with maternity
clothes and all," Sensenbrenner clothes and all.", Sensenbrenner
said. "But I said, "No, let that nail
stand alone."' stand alone."
They bent the They bent the 30-cent nail into the
silhouette of a pregnant woman, silhouette of a pregnant woman,
named her Gertrude and slapped named her Gertrude and slapped
on the caption. Now Gertrude and her mate Har
Spike-a-Roos.

| President Kennedy |
| :---: |
| Molotea suys |
| the film, direceted by |

 image. like fiearly buy, mom movie wants you to like this guy", Moleaes sidid
 and doing all tindst on magic anss
with his tory to make theit history to m
chacacters look good."

## Slow American economy slowing flow of immigrants

| The ASSOCIATED PRESS |
| :---: |
| LOS ANGELES - The sluggish U.S. economy is making many illegal immigrants think - or' at least think harder, researchers say. <br> "The recession in the United States has overlapped across the border into Mexico. Fewer people are coming on a whim, said Leo Estrada, a University of California, Los Angeles researcher specializing in immigration demographics. <br> Part of what we see is the immigrants, the new ones, they appear to be coming with a lot more knowledge of the workplace,"'he said. <br> No one knows exactly how many undocumented im border each year. <br> The U.S. Border Patrol arrested 1.2 million aliens in fiscal 1992, but estimates that for each arrest at least one immigrant eludes capture, said Steven Kean, spokesman for the |
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1mportant Notice fo
-Wedding Rings -Longines Watches - All High Quality - Diamond \& Gemstone in 14K Mountings GIANT PRICE REDUCTIONS! This merchandise is being offered for sale only through - Men's Diamond Rings -Ruby, Blue Sapphire
The First National Bank of Big Spring has a huge inventory of jewelry that it received from past foreclosures, being sold at a fraction of the retail price.
Prices Starting At 200

## -Ladies' Diamond Dinner Ring



| agency's San Diego office. | migration patterns. |
| :--- | :---: |
| The number of arrests cannot | Fees charged by "coyotes" to <br> be used relialy to project the |
| seak immigrants past the |  |



$$
\underset{f}{9}
$$



$\qquad$

4A Big Sping Herald, Sunday, Decèmber 27, 199 ?
'I may not agree with what you say, but I will defend to the death your right to say it

Voltaire

## Hesarald

Opinions expressed in this column are those of the Editorial Patrick J. Morgan John H. Walker D.D. Turner

## A smiling face to be recalled

A smiling face was taken from our community Satur-
day when Marilyn Keaton Newsom, long time Big Spring ivic and community leader, passed away.
Marilyn Newsom always had a kind word and a smile or those she came in contact with. mhe was always supportive of her community and its and she loved it and its people.
Marilyn Newsom was one of those rare individuals who
helped make a difference in helped make
community.
She was one who would stand side-by-side with you as
you worked on a local project - just as she did so many you worked on a local project - just as she did so many
times for the Big Spring Symphony Orchestra and the Living Christmas Tree of the First United Methodist Church.
While her first
the community.
he community.
After the Texas Department of Parks and Wildlife an After the Texas Department of Parks and Wildlife an-
nounced that Big Spring State Recreation Area was to be
closed, Marilyn Newsom was one of the many manned petition stations in an effort to gain enough support to stop the closure.
And like
And like so many other things she was involved in, that
effort was also successful. effort was also successful.
A former "Volunteer of the A former "Volunteer of the Year" for the Big Spring
State Hospital, she was selected in 1990 as the "Woman the Year"' by the Big Spring Area Chamber of Commerce. The Year" by the Big Spring Area Chamber of Comm
There are so many things to recall about Marilyn Newsom, but perhaps the two things we'll miss the most

- her kind word and smile - and the two things we can - hest remember and, as such, always keep her close to our
heart.
- 

Letters to the Eatior
Reader advises to look to God for assistance
$\qquad$ iarious acts of sexuai
Gorarity ity mad at this nation
already , and you people are too
 $=$ =
 cind HEre is how God takes care of
nations, that will worship, lags.


This date in history



## OPINION

## Defense dollars for fiscal maladies

| but there wasn't much in his bag of goodies for those worried America's fiscal health. As President-lect Bill Clinton keeps saying, the current cyclical recovery masks fundamental pro blems that will be hard to fix. Strangely enough, however, there is actually a present awaiting the president right in the middle of president right in the middle of the budgetary thicket. <br> It cannot be easily grasped, however. Once called the peace dividend, it has all but vanished from public discussion. Too much was expected of it too early after the end of the Cold War. Then, when it failed to materialize, thanks to lack of vision in the White House and lack of leadership on Capitol Hill, it was all but discredited. What hadn't occurre overnight was suddenly believed to be impossible. <br> There was also the inevitable counterattack from the national security state's cheerleaders "Serious" people took to explain- ing solemnly that only a relative handful of dollars could be squeez more was said to threaten national security in a new world whose dangers were more numerous than expected. Despite the collapse of the Soviet Union, the imperial power whose exthe imperial power whose ex- istence had justified massive defense spending for so long, the United States supposedly remain The public and politicians have |
| :---: |


But if the Red Army has.
evaporated as a dagger aim evaporated as a dagger aimed at
America's vitals, ,
else repas something else replaced it? What enemy cur
rentlyy exists to justify the
maintenance of a permanent military establishment of over 2
million people? Or of over 1 million, for that matter? North Korea remains a rog
nation, but South Korea has a
tough, well equipped ough, well equipped military
orce of over 600,000 . Why are we still there in division strength?
China, that famous bugaboo of 30 China, that famous bugaboo of 30
years ago, will someday be foryears ago, will someday
midabe military power. It as not
one today, nor are its energies one today, nor are its energies
currently directed outward. attempt to force it to significantly increase its military spending, is a military threat to no one. or more local and regional con-
flicts whose outcome is importan flicts whose outcome is importan Am the people involved but not to Anless we intend to invent a new rationale for massive military spending by becoming the world's
Lone Ranger, intervening
unilaterally wherever the forces of good and evil are engaged, the themselves should not deter us from cutting back troop levels drastically. It is possible to wish
for certain outcomes without feel ing duty-bound to attempt to influence them by armed force on each and every occeasion.
In purely military terms, the
U A JOE STALIN,
OKAY, ILL GIVE YOU A JOE STA
AN ADOLPH HITLER AND TWO



current defense budget is inex-
plicable. Given the underlying economic realities whose ex-
istence was central to Bill Clin-
on's victory last November, it istence was central to Bill Clin-
ton's victorv last November, it is
indefensible. The budgetary fact of life is
there is at least $\$ 125$ billion waiting or the new president if $h$. has the political courage to seize it. Those dollars exist in a defense
category which, despite recent reductions, remains close to $\$ 300$
billion a year a billion a year, a total beyond the
boundaries of necessity or boundaries of necessity or good
sense. For reasons of equity and may feel he must raise taxes on
the very rich and cut certain the very rich and cut certain
titlement programs, as he has
long promised. But the payoff would be considerably higher if $h$ used his political muscle to diveri
excessive defense dollars to more productive use. .t wouldn't be
easy, since they are not actually easy, since they are not actually
all sitting there in one convenient package, ready for instant fiscal package, ready for instant fiscal
gratification. Carefully planned
reconversion from an ecanomy reconversion from an economy
heavily dependent on defense expenditures must advance in con-
cert with defense cutback or the But that is the point, If incom-
ing President Clinton decides to
funnel those dollars into meeting unnel those dollars into meeting reduction goals set repeatedly by
candidate Cliston candidate Clinton, it would have
powerfully stimulative effect.


John H. Walker Here's hoping that you and
yours survived the holiday sea . that you got everything
wanted . . that you ate wanted... that you ate
everything you wanted. and
that you are now peaceful and
content.


 bags and pea gravel, giving a
ghostly illumination to cannon an
monuments.

 ago. Traffic was relatively yeavy
every time 1 w went inta a store.
A strong holiday season can
help us take positive steps into help us take positive steps into
lis3. Sales tax rebates paid to the
city by the state, despite a severe summer lull, are up ove
ago through october.
ago through October.
In fact, october rebates were
10.65 percent above those for the 10.65 percent above those for the
same period a year ago. Rebate
figures for November shoutd figures for November should be
released in the next 10 days or so, released in the next 10 days or so,
and we'll know if the increased
sales trend continued into the holisales trend continued into the holi-
day shopping season.
\& While the news that J.C. Pen-- While the news that J.C. Pen-
ney was closing its store in Big
Spring Mall was not the type news a community needs, the news that
K-Mart officials have been in town looking at sites
you want to hear. you want to hear.
The building once occupied by
the Troy, Mich.based retailer is
too small for their new stores, so
they would be looking at another location.
A survey conducted by the Texas Press Association in Austin
showed that of three major disshowed that of three major dis-
count retailers - K-Mart, Walcount retailers - K-Mart, Wal-
Mart and Target - that K-Mart
had the lowest had the lowest prices. A K-Mart ticket of Approx-
imately 95 was
s 105 at Wal-Mart imately $\$ 95$ was $\$$ and
and
. With
Wrget.
. Record Shop, an effort is bein made to once again attract
Hastings Records and Books Big Spring. The retailer w
some time ago, but left some ume ago, but lef
The market is obviously ope for the chain, which operates
stores in communities of all sizes stores in communities of all sizes
-from Lubbock, Amarillo and San Angelo to Plainview and
rat won't make an impact on
retail soles, retail sales, but the contract on
Wright Fibers is expected to closed Tuessday expected to be
The textile mill will make The textile mill will make co
ton bale bagging out of cotton ton bale bagging out of cotton
wastes and should find an imwastes and should find an im-
mediate niche in the marketplace
because of the poly bagging it will replace.
Wright will employ 100 persons
initially and up to 250 or so in a initially and up to 250 or so
few years.
The interesting thing about The interesting thing about up an entirely new industry in our
community that would allow us to take advantage of our relatively
large, yet unskilled labor fore lake advancage of our relatively
large, yet unskilled labor force.
Regardless, it is obvious that Regardless, it is obvious that
things are on the upswing. and
it's because of a an entire things are on the upswing .... and
it's because of an entire communi-
ty working together. ty working together.
John H. Walker is managing,
editor of the Big Spring Herald. editor of the Big Spring Herald.
His column appears Sunday and
Wednesday. Readers wishing to Wednesday. Readers wishing to
respond may do so by writing in
care of this newspaper. care of this newspaper.

Art reco tualian pootice
Saturay
in moil Niger first v in 32 y
 "Ar Beauti



## 1993

## Is Almost

 Here!We welcome in the New Year by wishing all our friends a future filled with joy, happiness, good fortune and good cheer
along with a fabulous, festive \& fun-filled year.

## Myers \& Smith <br> Funeral Home \& Chapel




President-elect Bill Clinton jogs with Kirk Hanlin, ducers are hopeful Clinton's administration will a member of his staff, in near-freezing weather - be open to an oil import fee.
Saturday in Little Rock. Independent oil pro-

## Oil import fee to be sought

| HOUSTON - Some independen oil producers are reviving their campaign for an oil import fee as they sense a new opportunity <br> They want the government to use a variable tariff to set a floor price of $\$ 20$ to $\$ 22$ per barrel, arguing the move would boost energy security reduce the federal budget deficit or clean up the environment. The fee's aim would be to deprive the Persian Gulf producers of their ability to take market share from sive to produce. <br> President-elect Clinton has given supporters of the fee some en couragement through his discus sions of the need to reduce would represent a shift in philosophy after 12 years o imports' share of the domestic oi market to grow to more than 40 percent. <br> dependents surprised the in import fee in a recent interview with the Wall street Journal. <br> "We still believe it's a good |
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## Scams targeting Texas' elderly


Commissioners to review applicants for JP position 1992

## the lan com core cre

 counci that anounced fiigures to the
son sumer that show the city can save
seme Cresus reipece water pipes in work trecting work out. He announced
weeks laterthat sesme idea will
werbaty probably be applied to a westside
street puvin project cutting ocss
in half. Save ings will be used for
Police beat
The Big Spring Police Depart-
ment
inceportens. incidents: Wiliam Walter Gatin, 20 of of
Brownwood was arrested for brownwood was argiry

 reported damamed in he 1300 block
of . 1 th hlace.
reportededing stond redit cards were
from a home in
 siso was reportedlephone worth
the burglary of a a telicle in thing the burglary of a vehicle in the 3200
block of Duke.
 during the burglary of a veticle
the.40 blocock of S. Lancaster.


The person appointed to serve
out the remainder of the term will The remainder of of the term werve Trill filliasurg of a position in in the Road the During an 11 a.m. executive ses- $\begin{gathered}\text { Bridge department. } \\ \text { Review of }\end{gathered}$ During an 11 a.m. executive ses- Review of a contract between
sion, commissioners will reveiw an the county and the city of Big Spr-
 digent health care system.
During the regular (open) ses. ${ }^{\text {at }} 47$ Simlar Drive. Approval of a bond for the Dorring the regular open) ses-
sion of the comproval of a bond for the beninning at 9 a.m., commissioners will meet with Country Ex-
lension Agent Don Richardson wo tension Agent Don Richardson who
will be introducing Michael Kelsey, assistant county extension agent.
Other items to be addressed in he regular session include:

report frome County ${ }^{-}$Review of bids. for pickups. handbook regsion of the employee | sridge department. The seting of county halday |
| :--- | for 1993.

${ }^{-}$Review and set perameters for




俻 ARRIS LUMBER \& HARDWARE, INC

Ren
alg spring, texas 7720 en man


The Employees, Officers \& Directors of Coahoma State Bank Invite Everyone To An Open House Dec. 30th In Honor of Helen Fortenberry's Retirement

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Helen has graced Coahoma
```

State Bank with her
freindliness and expertise
since April 1, 1967.
She has worked from the
reception area
to the teller line and
performed all jobs equally
well.
Helen and J.D., who recently retired from Jimmy and Douglas. Jimmy and his wife, Judy, have two children, Shane and Shana.
Following her retirement, Helen plans to stay busy with her reading, walking Cookbook collecting. and she and J.D. being able to spend more time traveling


HELEN FORTENBERRY



| Deaths |
| :---: |
| Irene Ratliff <br> Irene M. Ratliff, 94, San Angelo, died Friday, Dec. 25, 1992 at Baptist Memorial Hospital, San Angelo. Johnson's Funeral Home Chapel Avenue Baptist Church officiating |
| MYERS \& SMITH FUNERAL HOME \& CHAPEL <br> 267-8288 BIG SPRING Adrianna Elizabeth Johnke, 1 , of Lubbock, died at $11: 10$ P.M., Friday, Dec. 25 at University Medical 25 at University Medical Center in Lubbock. She is the daughter of Marlin Johnke and Maria Ramirez Johnke. Services are pending at Myers \& Smith Funeral Home | Memotial Parkk

Survivors include one son, M.R.
 and Joy Evans, both of San Angelo
and Eva Harlan, Big Spring; one


Marilyn Newsom Don R. Jones

is Abrianna Johnke Abrianna Elizabeth Johnke, 1,
Big Spring, died Friday, Dec. 2 ,
1992 in Lubbock University Big Spring, died Friday, Dec. 25 ,
Medin Lubbock University
Medical Center.
Services are pending with Myers
\& Smith Funeral Home. Arden Marple



Year in review/2

Scoreboa bowling/، Sunday, Dec. 27


Mike Butts
Watch
for NF
schedu
There's no way
gotta watch these tomaniacs at a T lection center.
They're dece sneaky. They coul
Congressman lool as Tiny Tim. NFL I'm speakin last spring they $m$
league's schedul there by the next
says Jan. 31, 19 Cain. That, NFL offi believe, marks
place of this year championship ga
known as the Su most hyped sporti
history of the uni In fact, T 'm Newspaper storie
string iinebackers football exploits.
the emotional st over-booked for
game-watching Once again
assure fans sup duke it out in a s
d1. The league's Wrong!
Most years dozen regular
provide more dr teams than does
it looks like this the same.
And the NFL And the NFL n
Super Bowl come
Pasadena's season the real
be played two probably in Sa
Candlestick Park On Jan. 17 the
champion. And champion. And
that game will in the "Super
whichever AFC Pasade
It appears tha
falo. The Bills hav lately, beating $N$
the road last Su will face so mu
to blow their championship ga
to mention the N - game by the fou NFL fans in the
that date highli that date highl
wall calenders $f$ I don't need to
part of the cour part of the co
teams voted mo
pear in that NF pear in that NF
game. The Cow
win one home gi win one home g
inferior NFFC op
the NFC final. And here's a
for Cowboy playoffs, get pas playd come to Te.
and
round two. At wl round two. At wl
takes back the handed Washing
a crushing victo

Then the Cou
San Francisco
their NFC cham
1982 - to battle
NFC crown. Joe
main man behin
chises shattering
for San Francis
Mor San racis
Montana 10 or 12
Aikman throws
Aikman throws
last second, mir
the game.
As I said, it 's
scenario. Du
seedings, the
play both Wast
they could, it
two games tru
Cowboy fans.
Mike Butts is a
the Big Spring
ume Big Spearss
umn
wishing to respi
wishing to resp
writing in newspaper

Scoreboard bowling/4
Sunday, Dec. 27, 1992

Raiders upset
Redskins/2
Spurs coach has respect/3

Section B


## Mike Butts

## Watch out

 for NFL schedulers There's no way around it. Yougotta watch these guys like kleptomaniacs at a Toys for Tots collection center.
They're dec They're deceptive, they're
sneaky. They could make a U.S. Congressman look as innocent as Tiny Tim. It's those higher ups in the
NFL I'm speaking of. Sometime last spring they made public the league's schedule. And right
there by the next to last game it theye by the next to last game it
says Jan. 31, 1993, Pasadena,
Calif Caif.
That, NFL officials want us to That, NFL officials want us to
believe, marks the time and
place of this year's pro football place of this year's pro football
championship game, otherwise championship game, otherwise
known as the Super Bowl The
most hyped sporting event in the history of the universe. In fact, I'm surprised the Newspaper stories about thirdstring linebackers' eighth grade football exploits. TV reports on
the emotional stress of caterers the emotional stress of caterers
over-booked for Super Bowl game-watching parties.
Once again the NFL will Once again the NFL will
assure fans super teams will
dike duke it out in a super game Jan.
31. The league's premiere event. 31. The league's premiere event.
Wrong! dozen regular season games
provide more drama and competitive play between better
teams than does the Super Bowl It fooks like this season will be And the NFL may tell us the Super Bowl comes on Jan. 31 in Pasadena's Rosese Bow.. But this
season the real Super Bowl will season the real Super Bowl will
be played two weeks earlier probably in San Francisco's
Candlestick Park. On Jan. 17 the NFC decides its
cham champion. And the winner of
that game will take a breather
in the "Super Bow" in the "Super Bowl" against
whichever AFC team limps into Pasadena.
It appears that will be Buffalo. The Bills have will be Be Buf tough
lately, beating New Orleans on lately, beating New Orleans on
the raad last Sunday. But they will face so much pressure no championship game loss - not - it's likely they'll be out of the game by the fourth quarter. NFL fans in the know have had that date highlighted on thei
wall calenders for months. I don't need to tell fans in this
part of the country one of the teams voted most likely to ap
pear in that NFC championship pear in that NFC championship
game. The Cowbys need only
win one home game against an win one home game against an
inferior NFC opponent to reach
inf
And here's a
for Cowboy backers. The Washington Redskins make the playoffs, get past the first round
and come to Texas Stadium for round two. At which time Dallas
takes back the gift win they handed Washington Dec. 13 with
a crushing victory.

Then the Cowboys travel to
San Francisco - the scene of their NFC championship loss in
thas - to battle the 49ers for the NFC crown. Joe Montana, the
main man behind Danllas' franmain man behind Dailas $\begin{aligned} & \text { rran- } \\ & \text { chise shattering '22 loss - plays } \\ & \text { for San Francisco، Dallas sacks }\end{aligned}$ for San Francisco. Dallas sacks
Montana 10 or 12 times and Troy
Aikman throws a Montana-like Aikman throws a Montana-like,
last second, miracle pass to win the game.
As 1 said, it's only a fantasy
scenario. Due to playoff seedings, the Cowboys can't
play both Washington and San play both Washington and San
Francisco in the playoffs. But if
they could, it might they could, it might make for
two games truly "super" for
cowboy fans.

Mike Butts is a staff writer fo the Big Spring Herald. His col-
umn appears Sundays. Readers umn appears sondays.
wishing to orespond maydo so by
writing in care of this writing in care of this
newspaper.

## R.C. Slocum on the defensive for A\&M

The ASSOCIATED PRESS DALLAS - Texas A\&M coach R.C. Slocum is on the defensive and
worrived baut this offense following Lorried about ins oriense foilowing
an interal invesigation hat eloto
the suspension of star running back the suspension of star running back
Gregt
ton Bowl one week before the cot "I'm extremely disappointed to Saturday. "Avoiding, this has been
more of an objective for me than winning games."'
Hill, who rushed for 1,339 yards and 15 touchdowns on 267 carries offensive lineden Jon with backup Brooks
and Darius Smith and and Darius Smith and backup receiver Percy Singleton, al
freshmen, after a school probe revealed NCAA rules violations
following a published report. The Dallas Morning New
reported on Dec. 20 that Texas A\&M players had received pay
ment for work not done at apart ment for work not done at apart
ment sites owned by Aggies booster Warren Gilbert of Dallas.
The newspaper said Gilbert, one
of the largest operators of pubil of the largest operators of public
housing in the city, wrote the housing in the city, wrote the
payments of as maintenance fees
at his low-income units. Gilbert, 67 ,
who who played for the Aggies in
1946-47, is being investigated by federal authorities for possible
misuse of government funds.
The The school's investigation
revealed that the four players were revealed that the four players were
overpaid at their summer jobs, but
found no evidence of exither found no evidence of exorbitant or
year-round payments as alleged in year-round payments as alleged in
the newspaper article, Slocum
said. said. "This is in no way an indictment
of our program," he said adding that the university's quick action demonstrates Texas A\&M's dedication to complying with
NCAA regulations.
Texas A\&M president will Texas A\&M president William
Mobley said the shool also found no evidence of institutional im proprieties and Slocum said he
doubted serious sanction woll
result. resuit.
Slocum said the school will ask
te ehe NCAA to restore the players
eligibility on an individual basis,
but will make no effort but will make no effort to have
them reinstated in time for the cot-
ton Bowl on Jan. 1, where fourth-


Texas A\&M coach R.C. Slocum keeps watch over practice in Dalla Saturday afternoon. The Aggies, who received news that four of thei
key players have been ruled ineligible, played Notre Dame in the Cot ton Bowl on New Years Day.

Slocum said the Aggies have
been hurt, both physically and
p s y chologically by the
suspensions. He said sophomore wide receiver
Wilbert Biggens, who played runn-
ing back in high school, would ing back in high school, would Rodney Thomacs, who to gained 856
yards and scored 13 touchdowns on yards and scored 13 touchdowns on
154 carries this year. Slocum said he also would con-
sider activating freshman tailback
eeland McEIroy sider activating freshman tailback
Leeland McEIroy, who has red-
shirted this season. "I will this week visit with
Leeland and Leeland's parents and say, 'In the event that we lost Cotton Bowl exposure for a year's
eligibility?', Slocum said Slocum said he was sure the pay
nquiry wouldn't hurt his pro inquiry wouldn't hurt his pro
gram's renowned recruiting ef
orts. forts. The Aggies w
scholarships to offer.
"There'll be nine guys in this
state that believe in Texas A\&M and believe in. R.C. Slocum and
believe in what we are doing and believe Corey Pulling and all those
guys when they come to visit and guys when they come to visit and
ask how we're doing our business,"
Slocum said.

Slocum, hired in 1989 to clean up the Aggies program after Jackie
Sherrill departed amidst a swirl of rules improprieties, owns a $39.9-1$ coaching record and a squeaky
clean reputation at Texas A\&M. The Aggies football program was placed on two years' probation on
Sept. 9, 1988, and major violations found within, five years of that date
could result in the "death penalty" But Slocum said he was certain
"I would venture to say there is not a major football program in
this country that has spent as much time and paid as much attention to
rules compliance as Texas A\&M," rules compliance as Texas A\&M,"
he said. "We are what we say we
are."

## HC basketball teams started year nationally ranked

Eatiors Note- This is the first of a
threepart series review ing 1991 s
hightights
nin area sports. Part highlights in area sports. Part two
is scheduled to appear Monday, is scheduled ot appear Monday,
followed by part three on Tuesday.

By STEVE BELV
Sports Editor
The top news in January was the
Howard College Lady Hawks and Howard Collegege Laty Hawks and
Haws basketbal teams. The No. 7 nationally-ranked Lady Hawi.
defeated the No. 4 team in the nadefeated the No. 4 team in the na
tion, New Mexico Junior College,
sobe at Dorohy
 deteated by No. 5 New Mexico
Junior College $91-7 .{ }^{\text {and }}$
Another bit event at Dorothy Aarroter was the event at ot of orothy
Howard Hawks basketball coach Steve Green after accepting the
head coaching job at Midland Col 0 -83.
In the high school field, Forsan
got some gioon deww with hhe latest
UIL realigment. Forssan droped Fon Class AA to Class A.
February started with Garden

## 1992.

the year in neviean


of Griffin as athletic director and
baseball coach. Griffin resigned to
accept coaching duties at Noraccept coaching duties at Nor-
theast Texas Junior College in
Mount Plesant and work as theast Texas Junior College in
Mount Plesant and work as a con-
sultant with the Lowisville Bat Co. suunt Pesant and wiskille Bat Co.
Howard also the Lannounced a proposal Howard also announced a proposal
to eliminate assistant eoaching
jobs and the athletic directorship. to eliminate assistant coaching
jobs and the athletic directorship.
Later college administrators Later college administrators
decided to keep the positions.
In golf action, the Steers finished decided to keep the positions.
In golf action, the Steers finished
third in district competition and third in district competition and Lady Steers junior tennis player
Kristen Sevey made school history Kristen Sevey made school history
by becoming the first female at BSHS to advance to regional tennis
play. Sevey earned the honor by play. Lady Steers won their se cond consecutive district track
championship by scoring 164 championship by scoring 164
points. The Steers finished second
behind San Angelo Lake View. behind San Angelo Lake View.
The month ended with Big SprThe month ended with Big Spr-
ing's White signing a baskettall
scholarship agreement with Abilene Christian University.
At the Coahoma all-sports ba At the Coahoma all-sports ban-
quet, Brent Elmore and LaTisha quet, Brent Elmore and LaTisha
Anderson were named Athletes of

## Lots of questions in

 Pokes-Bears game|  |  |
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| IRVING - There are enour |  |
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| victories?Will it be Chicago coach Mike |  |
| a's |  |
| It will be the last game for |  |
| Bears linebacker Mike Singletary, who is retiring. <br> Smith trails Pittsburgh's Barry |  |
|  |  |
|  |  |
| Foster by five yards and Dallas coach Jimmy Johnson hinted that he may rest his start if the game |  |
|  | ago bu |
|  |  |
| gets out of hand. <br> Dallas gets a bye next week |  |
|  |  |
| then hosts a second-round playoff game on either Jan. 9 or Jan. 10 at |  |
| Texas Stadium. San Francisco has won the homefield advantage |  |
|  |  |
| throughout the playoffs. <br> Johnson said he won't keep |  |
|  | played in his last |
| Johnson said he won't keep Smith in the game all the way just |  |
|  | There is the po |
| "We have to keep things in perspective," Johnson said. It's important to him but he won it last year. We have to put the team |  |
|  | com |
|  |  |
| first. Our first priority is the playoffs. <br> "If Emmitt gets the yardage so |  |
|  |  |
| be it but there will be no concentrated effort to get it for him. |  |
|  | But a lot of goals go unfulfilled in |
| dearly. |  |
|  | 位ive |
| He's in the last year of his con- |  |
| titles would be a powerful bargaining tool. <br> "I'd like to win it if possible," |  |
|  |  |
| Smith said. "He (Foster) could have a big day. I could have a big day. It is important to my pocket |  |
|  |  |
|  | al |
|  | we will play the |

## Rain

The ASSociated HONOLULU - Thi "Twilight Zone" scri
A college basket" asleep in late Decem sees the pairings she
it's March and not Christmas. Four teams with
Sront of their names
eight in the four-da eight in the four-da
that starts with an

In order, No. 2
North Carolina, No No. 17 Nebraska are
the 29th edition of the ment in the youngest hree are in the sam
On Sunday night, Jackson State and
Fordham. On M
Michigan and
Lucas
The ASSOCIATED
LOS ANGELES
should be exhausted
to his first NBA coa The man never
talks the sid stalks the sidel
referees and yells Even Lucas' pre "George Gervin' ne about that," L
says I'm just like I,
alkin' and movin," Lucas' credenti when he replaced
was fired Dec. 18 years in the NBA
teams, including S season, he was
coach of the Miam To 27 -year-old D
Lueas has "been "I don't care how

## Sport

 briefs|  |
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The ASSOCIATED PRESS
HoNoLULU TRis year's Rain-
bow Classic could be material for a bow Classic could be material for a
"Twilight EOne" scripal
A college basketbal fan falls A college basketball fan falls sees the pairings sheet and is sure
it's March and not the week after its march
Cristmas.
Four teams with numbers in fronto t teir names are among the
eight in the eight in the four-day tournament
that starts with an opening-round doubleheader on Sunday night: In order, No. 2 Kansas, No. 5 North Caroina, No. 6 Michigan and
No. 17 Nebraska are in the field for the 29th edition of the oldest tournament in the youngest state. The last
three are in the same bracket On Sunday night, Kanskas plays
Jackson State and Hawaii faces Fordham. On Monday night,
Michigan and Nebraska play

## Lucas get

The ASSOCIATED PRESS LOS ANGELES - John Lucas to his first NBA coaching job with the San Antonio Spurs. The man never sits down. He
stalks the sidelines, needles stafiks the sidelines, needles
referees and yells strategy as the Spurs, come down the floor. Even Lucas' predecessor, Jerry
Tarkanian, rested between raving. "George Gervin's always teasing says I'm justlike Lucas said. "He talkin' and movin.'
Lucas' credentials won him immediate respect among the Spurs when he replaced Tarkanian, who
was fired Dec. 18. He played 14 years in the NBA for six different teams, including San Antonio. Last season, he was the owner and
coach of the Miami Tropics of the To 27 -year-old David Robinson,
Lueas has "been around forever Lueas has "bee to people, if they down'tl your relate

## Sports

 briefs

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followed by North Carolina and three games in three days here,"
Southwestern Louisiana.
The semifinals The semifinals are Tuesday
night, with the championship game on Wednesday night. "This is much like the NCAA This is much like the NCAA
Fisher of said" Saturday. "We expect Fisher said Saturday. "We expect
to see terrific basketball here with four teams that can go deep into Last year's NCAA tournament
provided the last field this strong
when the provided the last field tourname this stron
when the East Regional was made
up of No. 1 Duke, No 6 Kentud up of No. 1 Duke, No. 6 Kentucky,
No. 17 Massachusetts and No. 19
Seton Hall. At least that wint Seton Hall. At least that winner
earned a trip to the Final Four.
Proving his stead as a Proving his stead as a coach,
Fisher also Fisher also managed to find
something that makes this tourna-
ment run seem even ment run seem even tougher than Unfortunately for those who love
just the just the possibility of facing of Nos. the backeourt with Adonis Jordan
17, 5 and 2 .
and Rex Walters on of the best there will also be combinations in the country

## immediate respect from Spurs

lot of trouble," Robinson said. $\quad \begin{aligned} & \text { above } .500 \text { for the first time this } \\ & \text { Tarkanian's record of } 625-122 \text { in } \\ & \text { season, and made them } 3-0 \text { since }\end{aligned}$ $\begin{array}{ll}24 \text { college seasons was impressive, } & \text { Tarkanian's departure. They visit } \\ \text { but the former UNLV coach strug. }\end{array}$ gled to adjust to the pro game. According to Lucas, unity is the "He might have taken a whole Spurs' biggest liability. year before he really got comfor- "Basketbail's not our problem, - when to call it, when to control he said. "We should be further the flow of the game - the Robinson said. everybody John coming in, his knowledge of the pro respects respects him. That's.sprobably been Tarkanian comp. owner Red McComblained to Spurs team's need for a point guard.
Reserve Avery Resserve Avery Johnson may be the
answer. He had minutes Friday 11 assists in 33 ${ }^{\text {defeated the Los Angeles. Clippers }}$ "John's given our guards more
confidence to do the things they do," Robinson said. "John has
given us a little bit more'direction given us a little bit more'direction
and It think that's helped us."
The victory
Resitration ${ }^{\circ}$ ace per

Registration fee is $\$ 60$ per team. water for na ive West Texas quail
Deadline speadine for the recreational (no The guided hunt is limited to the
siking volleyball league is Jan. first 30 hunnters at a donation
15. Entry fee is $\$ 60$ and 15. Entry fee is $\$ 60$ and games will $\$ 1,000$ each. Three paid hunters will be played on Thursday night. The
power league deadline and fee is power league deadline and fee is
the same as the recreational
league. Games will be playe lee same as the recreational
league. Games will be played on
Thursday nights. Thursday nights.
Deadline be played on to hunt or the celebrities scheduled of Fame pitcher
Fewr are Deadline for the racketball
Fewrguson Jenkins, Texas A,B,C and D doubles league Jan. Rangers manager Toby Harrah,
12. Fees are $\$ 15$ for one league and
LA Reiders 12. Fees are $\$ 15$ for
$\$ 20$ for two leagues.

For more information call the YMCA at $267-8234$.
A course in hunter education is
scheduled for Jan. 13-16 at the conference room of the Big Spring Gregg and Third Streets.
The instructor is Boyce Hale. The instructor is Boyce Hale.
Preregistration is $\$ 5$ per student, Preregistration is $\$ 5$ per student,
payable at registration. Registra payable at re at the sporting goods
tion will be counter in Wal-Mart. Classes Jan. 13-15 are from 6-10
p.m. Saturday, and Jan. 16 from 9 p.m. Saturday, and Jan. 16 from 9
a.m. until noon live firing takes a.m. at the Western Sportsman
place at
Club, 10 miles west on Highway Club, 10 miles west on Highway
aSWEETWATER- -
celebrity quail hunt has been
scheduled Jan scheduled Jan. 8-9 for the baseball
program at Abilene Christian University, Rich Rhiodes, may water is cos, mayor of Sweet- discontinued a 20 -game ticket $5.75 \%$ Interest
(5.95 \% on 100,000 deposits)
12 Month Maturity Contact Louis Stallings Agency

## At 1606 Gregg 263-7161

BILL T. CHRANE, BS, DC

## CHIROPRACTIC

 HEALTH CENTERLucas is having a positive effect
on rookie Lloyd Daniels, whose on rooke Lloyd ancohol problems, whoare
drecked his chance at career. Tarkanian recruited Daniels at UNLV, but he never played after
being arrested at a crack house near the Las Vegas campus. Daniels got another opportunity
with the Spurs courtesy of Tarkawith the Spurs courtesy of Tarka-
nian. But it was Lucas who helped
Daniels kick his addictions at nian. But it was Lucas who helped
Daniels kick his addictions at Lucas' recovery center in Houston.
Lucas is a former addict, too. "With John evert, too. him as an intelligenty man,"" Robinson said. "He knows, he's been there. He's kind of brought this
team together a little bit The coaching change and
flurry of roster moves have unsettl flurry of roster moves have unsettl
ed the Spurs. ett1-

Nets surprise Cavaliers
The ASSOCIATED PRESS $\quad \begin{aligned} & \text { on } 11 \text {-of- } 16 \text { shooting and added } 1 \\ & \text { assists for the Nets. Petrovic }\end{aligned}$ RICHFIELD, Ohio - Early mor assists
ascored 21 "Luke's inheriting a team tha
was under. 50 . We've been strug was under .500 . We year, we're not
gling to be .500
used to that," Elliott said. "We're used to being at the top of the divi
sion, challenging for first place."

Dean of Texas sports writers dies during a 62 -year career with the Amarillo Globe-News, died
Christmas Eve at a tospice Christmas Eve at a hospice after a two-year bout with cancer Association.

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## Scoreboard

| NFL standings |  |  | series（women）Ursula comez lue and 107 ，hi se． | for |  | Ph |
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| The ASSOCLATED PRESS | er，6－2；Quail Run over Ar－ |  |  |  | Th |  |
| All Times cst ${ }_{\text {american Conference }}$ |  | Ediwards Upholitery， | －Fpgrome end series（mem）． | Miami（6） |  | ， |
| w L T PCt PF PA Home Away AFC NFC Div |  |  | tep some |  |  |  |
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| （10） | nocp game and series（ma） | $\mathrm{stan}_{2} \mathrm{C}$ |  |  | ， |  |
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| $\mathrm{v}^{\mathbf{y} \text { Housston }}$ |  | Mirror over Lacontese cir． | Tech，case semia－a |  | Centrat Olvision |  |
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| $\underbrace{\text { Kan City }}_{\text {Y－San Diego }}$ |  |  | LTs－Boiengles over | shington $1,00{ }^{\text {a }}$ | 12.520 |  |
| ${ }_{\text {Denver }}$ | and 2735 | 兂 | Coors， 0.0 i lrin Fuels verer Two |  | ． 48 | CST）．The Nuggets，the speond |
| La Reiars © ${ }_{\text {Seam }}$ |  |  | in mieskers， | Coiorado 91－1 1，000 9， | WESTERN CONFERENCE | troad team in the We |
| SATIONAL CONFERENCE | 00－50：Afrow Refrigera |  |  | 11．Nebraska | Micwest Division | top team in the NBA． |
| PCt PF |  |  | Fred＇s | 12． N. Carolina | utan |  |
|  |  |  | 237 and is2i mi nacp | Stantord ${ }^{92}$ | Son Ant |  |
| $Y$ |  | ${ }^{\text {n／}}$ Acrrow Retriseration， | ne | 930 80 14 | Denver $\quad 716.304$ | his 42 points |
|  | Le | no Prenty Th |  |  | 938 | quarter to lifit Chicago to |
|  | LTs－Doi | Cocpe， 255 and sso， ni | （en |  | Pacilic Division | Sean Elliott，Spurs，scored |
|  | ${ }^{\text {a }}$ Cats over Wreck | team game end sereres．．arrow | 硅s | Boston College | Seame |  |
|  | Crew， 80 － ；shatter a ${ }^{\text {a }}$ | STANDINGS－Hall＇s Air | Nail |  | lond |  |
|  | es over H | 48；Campbell | Standinas－Trio |  | Lakers ${ }_{\text {coser }}$ |  |
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|  | ${ }^{2} \mathrm{Mc}$ coid | Mirror， 710 | $n$－56；Bob Brock For | North Ca | Frida | The |
|  | 44；Pinkies over Choate | Refrigeration | Towgh As Nails，$\omega$ L－62； |  |  |  |
| ms 510 O | pany，boi hi sc．game（m | miss |  |  | Satiser＇s | dan＇s eigh－year career Frio |
| ar＇s Games | series（men）Guy Burrow， | 源；Tom Boy．Shop， $\mathrm{CL}_{2}$ | $4-72$ ；Pin Breakers， 34.94 ． | Penn s | Late games Not Inciu | new York．The Enicics beat |
| New orieans 20，New Yo |  |  |  |  |  |  |
| tat at Los Angeles | and | 3． 509.7 |  |  | atroit vs．Washington |  |
| shington | series Ewwards Uphols |  | The ASSOCLATED PRESS |  |  |  |
| ary＇s cames | （men）Frea Van Steenbur， | Sterting city | venty Five tea |  | cago at Indiane， |  |
|  |  | E， |  | Brigham Young |  | mily and religious reasons， |
| Sivr，noon Posa．Putalo at houston， 7 |  | over Fitth wheels， 0 －0；Per－ | with firs |  |  |  |
| isco，${ }^{\text {e }}$ |  | mian Reseerch sea mems | boar poins | reen 32， |  | － |
|  |  |  | based on 25 points for a first place wote through one paint | ，Sout |  |  |

Sugar Bowl
hoopla starts

The ASSOCIATED PRESS NEW ORLEANS－The week of
hoopla and hard work began Satur－ hoopla and hard work began Satur－
day as No． 2 Alabama began prac－
tice for its tice for its national title game
against No． 1 Miami in the Sugar
Bowl Miami was scheduled to arrive An underdog to win the cham－
pionship in the New Year＇s night game，Alabama＇s，defense will
have to do what it＇s done all year have to do what it＇s done all year
and the offense will have to keep
pace with the pace with the Hurricanes，co
Gene Stallings said Saturday ＂I don＇t think you shut down a
team like Miami，＂Stallings said．
＂Ther ＂They＇ll score 17， 20 points．offen Alabama＇s defense ranked N 0 against the run and in total defense
this season． this season．
opponents to under 50 yards rushing and allowed only 660 runn－ ing yards all season for an a aerage
of 55 yards a game．In three of its last four games the Tide held LSU 1022 yards，Auburn to 20 yards and
Florida to 30 yards． ＂We don＇t have a bad defense，＂
Stallings said，tongue in cheek We might not have played Miami， good teams．
Alabama is making its 45 th bow appearance，a national record．The
Crimson Tide also is also looking for their 12 th national title． Miami leads the nation secutive victories with
Alabama is second with 22 ＂I thought we＇d be a good defen－ gle on offense．＂

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$\stackrel{\text { 1992－93 }}{ }$ SCENIC MOUNTAIN MEDICAL CENTER



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& \text { Now through January 10, your Chevy dealer can make } \\
& \text { buying a new car or truck almost effortless. During } \\
& \text { Chevy's Sure Thing, your dealer can offer you a Chevy } \\
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& \text { Chevy or Geo and not have to start paying for } 90 \text { days } \\
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& \text { rebates on selected models, and you've } \\
& \text { got values that are too good to pass up. } \\
& \text { It's Chevy's Sure Thing. And it's a simpler, } \\
& \text { easier way to buy a new car or truck. } \\
& \text { Ends Jan. } 10
\end{aligned}
$$

## See your local Chevrolet/Geo dealer

## Especially for and their

 Eve in 1822.
"A Visit from St. Nicholas" is bet known as "The Night Before Christmas." It was written by Dr. to his children on Christmas

By BETTY DEBNAM
$s^{\prime \prime}$ is better City as a chimney with care, In hopes that St. Nicholas soon would be there.


Away to the window I flew like a flash the sash.
he mo
Gave a luster of midday to objects belo When, what to my wondering eyes
But a miniature sleigh, and eight tiny


With a little old driver, so lively and quick, I knew in a moment it must be St. Nick they came,
And he whistled,
them by name Now, Dasher! now, Dancer! now, Prancer and Coment, on! Blitzen;

"To the
wall, "Now, dash away, dash away, dash away As dry leaves that before the wild hurricane fly,
When they meet with an obstacle, mount to the sky,
So, up to the housetop the coursers they flew With a sleigh full of toys - and St.
Nicholas too.

## 1992-'93 School Sponsor

For more information contact Literacy Coordinator
Big Spring Herald 263-7331



## Mini Spy

Mini Spy and her friends are visiting Santa Claus. See if you can find:

|  | - ear of corn <br> - reindeer <br> head <br> - kite <br> - tooth <br> - word MINI <br> - caterpillár <br> - sailboat <br> - letter B <br> - butterfly <br> - book <br> - puppy <br> - letter F |
| :---: | :---: |

## 

And th
roof,
roof,
The pr
hoof
prancing and pawing of each little As I drew in my head, and was turning around,
Down the
Down the coimne
with a bound.


He was chubby and plump - a right jolly old elf;
And I laughed when I saw him in spite
of myself. A wink of hi head,
Soon gave me to know I had nothing to dread.
He spoke not a word, but went straight
And filled all the stockings: then


He was dressed all in fur, from his
He was dressed all
head to his foot, And his clotheo we
ashes and soot: A bundle of toys he had flung on his back And he looked like a peddler just $\begin{gathered}\text { opening his pack; } \\ \text { His eyes how they tw }\end{gathered}$ dimples how merry His cheeks were
like a cherry;


And laying his finger aside of his nose And giving a nod, up the chimney he
rose. rose
He spr gave a whistle,

$$
\begin{aligned}
& \text { And away they } \\
& \text { of a thistle: }
\end{aligned}
$$

## of a thistle: But I heard hi

But I heard him exclaim
TO AERY CHRISTMAS TO ALL, AND
TO ALL A GOOD NIGHT?"


His droll little mouth was drawn up
like a bow,
And the beard
as the snow.
the the sow. teeth,
teeth,
And the smoke, it encircled his head
like a wreath.
He had a broad face and a little round
belly
That shook when he laughed, like a
bowl full of jelly


This art is based on a Christmas bookle
first publishe irrst pubsished in 1846. Thomas Nas,
famous political cartoonist, is thought to

How to draw a Santa - 9 (3)

| Look through the headilines in your local paper. Can you find any words that you know a myming word for? Cut and paste several of these words on a sheet of paper. With a partner, see how many rhyming words you can list for each word. |  |
| :---: | :---: |
|  |  |



## Finding the right fit for those outdoor activities

| By MARILOU BERRY |
| :--- |
| The Evansville Courier |
| Fitness enthusiasts have opened |
| their front doors and discovered |
| the "new gym" in the great |
| outdoors. |
| Last year, Mother Nature |
| beckoned over 4 million rock |
| climbers, 5 million skiers and |
| snowboarders, 18.5 million |

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Owen Johnson at $267-2812$.


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| :---: | :---: | :---: | :---: |

## Happy Holidays from Four Seasons Insulation and Siding, Inc.

| The professionals of Four Seasons Insulation and Siding, Inc. installs wall siding, soff facia overhangs on a area home. If you're interested in complimenting your home with beautiful |  |  |
| :---: | :---: | :---: |
| The management and staff of Four Seasons Insula- tion and Siding says thanks for another very successful year in Big Spring. <br> If you're considering re insulating your home or installing vinyl siding, it pays to get a second estimate. to get a second estimale Shop and compare by calling Four Seasons at 264-8610. <br> With a cold winter ahead, homeowners can save substantially on heating and air conditioning bills while, door climate. Four Seasons Insulation \& Siding is number one in energy efficiency in the Big Spring area. <br> f your house has drafts or you feel uncomfortable in winter, your insulation may have deteriorated, or even worse, you may have no ex- <br> Four Seasons will inject a unique insulation material that will substantially in- crease the R -value of your home's insulation. It's one of the more advanced insulation products available. Four Seasons can show you how higher $R$-values mean greater insulating power. | This injection process works with brick homes wood, or stucco - it doesn will patch the wall back to its natural state. They will also completely check and repair any air leaks around windows and doors, wall sockets, or any other place where cold air can get in <br> There's no charge for an estimate, and financing is available with approved credit. <br> Four Seasons is also your number one professional siding contractor, and can replace yith permanent vinyl siding, giving your home a beautiful new look. Vinyl siding is the material of the future. With virtually maintenance free vinyl you'll never have to sand, strip, or paint again. <br> It can't flake, peel, blister, rot, mildew, discolor or split like wood It can't rust corrode, dent like metal. It washes clean and doesn't fade. <br> Available in a wide choice of colors and accessories, vinyl allows you to create a distinctive, individual look. | Be creative and select contrasting trim colors and shutters. <br> With the manufacturer's you'll have the peace of mind of knowing your home's beauty is protected as long as you own it. <br> Four Seasons offerse all types of vinyl siding as well as Alside steel siding. Call day or night for an appointment of choices available. <br> Four Seasons is a homeowned company here in Big Spring, and encourages you to keep your money at home by buying locally. Up to 100 percent financing is available with approved credit. <br> Call 264-8610 day or night for a free estimate on siding, storm doors and replacement windows, wall and storm doors and storm windows. Outside Big Spring you may call 1-800-688-1516. <br> Make your home more nergy efficient with a more advanced exterior wall insulation process, and virtually maintenance free with new siding. |




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& \text { We Service Most }
\end{aligned}
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Focus: $\mathbf{R}$ tradition/

Calendar events/4 Sunday, Dec. 27


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Calendar of events/4
Sunday, Dec. 27, 1992


## Anniversaries

The Parkers

| Leo and Nell Parker will celebrate their 50 th wedding anniversary with a reception on Dec. |  |
| :---: | :---: |
| 27, 1992, from 2-4 p.m. at the Philadelphia Primitive Baptist |  |
| Church. |  |
| He was born in Corpus Chri |  |
| and she was born in Westbrook. |  |
|  |  |
|  |  |
| married onorado City. |  |
| They have two daughters and |  |
| sons-in-law: Dolores and Marco |  |
|  |  |
| Howard. They have four grandchildren, one grandson-in-law, ano one great-grandchild |  |
|  |  |
|  |  |
| lived in Abilene, Sterling City |  |
| Westbrook, Coahoma, Otis Chalk | Parker |
| and 31 years in Big Spring. They both enjoy visiting their |  |
| Before they both retired, he children and grandchildren.worked as an oil field gauger for About their marriage the |  |
|  |  |
| $391^{12}$ years with Cosden and she wasa hairdresser for 26 years, owning | Parkers said, "We both try to do |
|  | our share. We have faith in God, |
| her own shop for 20 years. love and trust in each other, this |  |
| They are members of Primitive | giving us 50 wonderful years of |
| Baptist Church and she is a marriage." |  |
| member of Happy Crafters Club. | Hosts for the party will be their |
| inteer work as a carpenters | their niece; and grandchildren. |
| per on their new church, fishing | They invite their friends to at- |
| hunting; she does arts and | tend the reception. No gifts are |

## The Davises

##  niversary with a reception Dec. 20, 1992, at 22 2nd and Austin St. Church of Christ, Colorado City. of Christ, Colorado City. He graduated in 1924 and went irectly into the Army Air Corp directly into the Army Air Corp. After training, he married Pauline Tucker in Hobbs, Tucker in Hobbs, N.M. on Dec. 24, 1942. They have lived in Colorado City since 1951. Their children are Cheryl Ann Davis Moore and Jimmy Richard Davis. They have five grand- children and one great-grandchild Christ. The party was hosted by their children and grandchildren. <br> Newcomers <br> New residents of Big Spring welcomed by Joy Fortenberry and the Newcomer Greeting Service recently include. recently include: Robert and Lynn Brooks, and daughter Rebecca Calif. He, is a minister of music. Karen Ray, Carbondale, III. She works at the Federal Correctional John Vasquez and Dawn DeLe San- tos, and sons: Eddie, 6 , and HEB. Han , Abin Alan and Cindy Hamilton, son, Jeff, and daughter, Jennifer, Clovis, N.M. They work at Furr's <br> Briefs <br> Tall Talkers

 discuss holiday

##  

life! Deadlines

Deadlines for submissions to the Sunday, Jan. 3, life! section are as
follows: Yoiows: $\begin{aligned} & \text { Wedings, engagements, anniversaries: Tuesday at noon. Must be } \\ & \text { written on Herald's form. available at the office. } 710 \text { Scurry, or by }\end{aligned}$ by
 Stork clib - Wednesday at
Militiary - Wednestay at noon. Accepted in writing from family
members as well as the branch of service members as well as the branch of service.
Deadilines will return to normal for the 10 edition.

Don and Teresa Hart, Denver City.
He works at Highland Pump Co.


 Supermarket
Dean and Pat Thomas, son,
Stephen, and daughters: Amy and Stephen, and daughters: Amy and
Tara, and grandson, Justin,
Topeka, Kan He Tara, and grandson, Justin,
Topeka, Kan. He works at the VA
Medical Center. Medical Center.
Joel and Tina Bradey,



## 

## Disaster brings holiday truth


 time one of us would go inside, strip
off frozen clothing, put on dry and
brew a cup of tea. Outside again
the steaming cup would be passed
fore


DATE SET - Jennifer J. Allen of Nacholsvilue, Ky, and Robert
Keith Boggs of Lexington, Ky. wilt be married on April 17 , 1999 ,
at Coahoma Church of Christ. at Coahoma Church of Christ.
She is the daughter of Sallie N . Law of Nicholsville, Ky, and Pete Allen of Coahoma. He is the son
of Bob and Helen Bogas of East of Bob and Helen Boggs of East
Point, Ky. Buddy Weaver will

左

## Insights into Tiny Tim

Scholar, physician discovers child's illness

 simila to the one Lewis speculated and this gave Lewis the solid support it sort of corrual witness. every
said
Lewis said the search for Tim's disease became a passion partly
because it so captivated bis because it so captivated his
students whenever he gave a lecture on the subject. ture on the subject.
A sign of the times: Lewis said,

## How you can start a reunion tradition



## Jacqueline Bigar

 SAGITTARIUS. (Nov, 22-Dec. 21):
Share your ideas with friends and
loved.ones. Make time to go out and loved ones. Make time troeno out and
browse through a favorite store or browse through a favorite store or
art gallery. Then join a friend for a late-afternoon snack. Your
warmer side comes out. Tonight: warmer side comes out. Tonight:
Yapthe night way.
CAPRICORN (Dec. YAPRICORN (Dec. 22-Jan. 19): A
conservativer conservative approach works
wonders for the budget. wosders for the budget. A
respected friend gives you input respected friend gives you input
that helps you sorit out your feel ings. Take some time to drop a
thank-you note or letter in the mail. thank-you note or letter in the mail.
Tonight: Stay home and order a
pizza. pizza. ${ }_{\text {AqUARIUS (Jan. 20-Feb. 18): You }}$ AQUARIUS (Jan. 20-Feb. 18): You
are up for nearly anything today.
Your spirit of adventure soars and Yre up for neariy anything today.
Yruigersirs your adventure soars and triggers your creativity. Be more
tuned into your softer self and extunes into your softer self and ex-
press your caring, as well as press your caring, as well as
desires, to a loved one. Tonight:
Just wave your riagic wand. Just wave your riagic wand. ${ }^{\text {PISES }}$ might not want to divulge the
nature of an intimate discussion between you and, another, Realizize
you might be taking p negaive you might he taking ; negative Havea loving chat.
IF DEC. 27 II YOUR BIRTHDAY: IF DEC. 27 IS YOUR BIRTHDAY:
Expect to be full of ideas this year,
many of which will serve to Expect to be full of ideas this year,
many of which will serve to advance your career and standing in the community. Your innate
understanding of others will help you augment your income. Tap into
your creativity. You'll gain self. your creativity. You'll gain self-
confidence and be able to express
yourself clearly yourself clearly Others will be drawn to your mag

## THE ASTERISKS (*) SHOW THE

 KHE ASTERISKS YOU'LL HAVE:KIND OF DAY ${ }_{2}$ 2-Dynamic; ;-Difficult. For Jacqueline Bigar's forecast for love, luck, health, career and
money, call $(900) 740-744, \$ 2.95$ per minute, 24 hours a day, rotary or
touch-tone phones. (Must be 18 or touch-tone phones. (Must be 18 or
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older.) A service of King Features
Sydicate Inc.
members to make plans. Depen
ding on the location you

develop some simple questions erview family history and then incamera during the reuniors. This
helps people to remember who is helps people to remember who is
who and have a record of family ho and have a record of family
history to watch later or pass on to
thers not able to attend thers not able to attend.
The gathering time of the reu-
nion might fature a family talent show or family storytelling talime.
Most reunion organizers recognize Most reunion organizers recognize
winners in categories like oldest winners in categories like oldes
family member, youngest family
member a and fanily member, and family member who
has come the farthest distance. has come the farthest distance.
During the gathering time recognize different branches of the
family by naming ancestors and family by naming ancestors and
having their descendants stand up having their descendants stand up.
Most important of all, provide
plenty of time and a comfortable setting for informal get acquainted
and get reacquainted activities so and get reacquainted activities so
you can sit back and enjoy the
results of your efforts. Then ask soresults of your efforts. Then ask no-
meone else to plan the event next meone else to plan the event next
year to make sure it becomes a family tradition.
Naomi Hunt is Howard County Extension Agent - Hom
Economics.

| Humane society |
| :--- |

Economics.


Samane Society now include;
Sack tha, basset hound mix,
hown white, shorblack brown and white, shor-
thaired. Floppy ears and bowed
legs, outgoing and personable, legs, ou
female,
Cindy,
and white
markings, small, 10 months old,
math whith
obedient loves obedient, loves people, female.
Gidget, small terrier wiry coat, waill terrier mix brown baddle, docked tail and floppy ears, quiet and
calm, loves people, good indoor Lemale.
Luther, doberman mix, black
shorthaired coat with ta shorthaired coat with tan German
markings, docked tail, large and markings, docked tail, large and
tall, good active watchdog,
neutered male. neutered male.
Aquarius, striking Aquarius, striking black and
white border collie, soft, long black white border collie, soft, long black
coat with white blaze up face,
paws, chest and tipped tail S paws, chest and tipped tail. She is
intelligent and attentive, loves Opie, golden retriever mix, large
and tall, 12 months old, long gold


## Stork club

Born at Scenic Mountain Medical
Center: Center:
Stormie Rheanne, Dec. 21,1992,
19 5: 19 a.m.; ; parents, are. Jean Per-
ment and Dennis Noggler ment and Dennis Noggler.
Ashley Danielle Gutierrez, Dec.
de
d 19, $1992,5: 02$ a.m.;. parents are Bil-
ly and Angela Gutierrez. ly and Angela Gutierrez.
Manuel Sosa IV, Dec. 18 , 1992 ,
10:17 a.m.; parents are Manuel
and Dianna, Sosa II. and Dianna Sosa III.
Matthew David Rodriguez, Dec 20, 1992, 5:49 a.m.; parents are
David Rodriguez and Dorothy
$25 \%$ off
Fall \& Winter Clothing $\begin{array}{ll}\text { Selected Keds } & \begin{array}{c}\text { Shop Our } \\ \$ 12-\$ 20\end{array} \\ \mathbf{4 0 \%} \cdot \mathbf{5 0 \%} \text { Racks }\end{array}$



Four of a kind
Jim and Laura Hollock of Portland, Ore., hold their newly born
quadruplets, from left, Beniamin, Jacqueline, Clinton and Christiana. The babies were the first four-of-a-kind born at the

Money-Saving Coupons every Wednesday Big Spring Herald

Start 1993 Off Right


By Saving BIG At Our end.of.the.year Clearance

Big SPRING M
'll find savings
youghout the store that
yon't be able to


After Christmas Sale!
Begins Monday, Dec. 28th
All Christmas Items On Sale Save Now For Next Year! Joy's \#acmank $3{ }^{\circ}$



## Spring board

##  ingboard, pet it in writing and mail or deliver it to us one week in advance. Mail to: Spr- inghard Big Spring Herald, ingboard, Big Spring Herald, P.O. Box 1431 , Big Spring $79720 ;$ or bring it by the office, 710 Scurry. ATTENTION CALENDAR USERS. USERS: Let us know if your regular listing will change for New Year's Eve and New <br> Calendar <br> Podingo offered by the Lions, Elks, and Main Street Club, Monday-Friday, 6:30 p.m. Saturday 1 p.m., and Sunday, p.m., at the Lions Club, 1607 E. <br> The Salvation Army will have a dinner for area needy at have a dinner for area needy at $5: 30$ p.m. at their building, 308 Aylford, Monday through Fritan <br> - Toys of Christmas Past are featured at the Heritage Museum's holiday Museum's holiday exhibit. Toys from the 1905-6.6s will be on display through Jan 23.

 Eagles Lodge SundayMatinee from 4-8 p... Music by
Top Draw Join us and bring a Yop
friend
Monday

- There will be gospel singing
at 7 p.m. at the Kentwod
Center on Lyn Ly Dr Eeveryone
welcome. For information call
393.5709. Tuesday
- Spring Tabernacle Church,
1209 Wright St. has free bread
and for whea needy from $10 \mathrm{a} . \mathrm{m}$. to
noon.
will be takistian Home Schooler's
library and then teur of the movies down stairs at 2 p.m.
For information call Donna at
$267-8851$. Wednesday

| W. Big Spring Senior Center |
| :--- |
| will have ceramisc class from |
| 9:30-11:30 |
| a.m. | invited.

- Spring Tabernacle Church,
1209 Wright $A t$ 'has free bread and whatever else is available
for area reedy him 10 a.m. to
- Big Spring Alliance for the
mentally ill will meeet at 7 p.m.
at the Howard County Mental at the Howard County Mental
Health Center, 4th \& Runnels.
For information call $267-7380$.
- Eagles Lodge will have a
New Year dance. Music by Solid
Country, 8:30 p.m. - till? Make your reservations.
Friday
© Friday night games of
Dominoes, Forty-two, Bridge $\begin{aligned} & \text { and Chickentrack from, 5-8 p.m. } \\ & \text { Kentwood Center, } 2805 \text { Lynn Dr. } \\ & \text { Public invited }\end{aligned}$ Public invited.
Q Spring City Sr. Center will
have a Country/Western dance
from $7: 30-10: 30$
p.m. Public invited.
- Maximum payout Bingo at
6:30 p.m., It Immaculate Heart
of Mary Catholic Church, 1009
of Mary Catholic Church, 1009
Hearn.
ill American Legion Post 4506
will have a shuffle board tournament at 2 p.m. Draw partners.
3203 W. Hwy. 80.
Monday
- There will be gospel singing
- There will be gospel singing
at 7 p.m. at the Kentwood
Center on Lynn Dr. Everyone
welcome. For information call 393-5709.
- Howard County Youth
Horsemen will meet at 7 p.m. at Horsemen will meet at 7 p.m. at
the Youth Horsemen Arena
Clubhouse. For information call
Pata Paula Perry
Tuesday
$\bullet$ Spring Tabernacle Church,
1209 Wright St. has free bread and whatever else is available
for area needy from $10 \mathrm{a} . \mathrm{m}$. to
noon.


 Visitors welcome.
tion call 3944439 .
- AARP will meet at 10 a.m. at the Kentwood Center.
formation call 267-7046.
Antiques EEtr. Rearosis from ing Come By And See Us!

107 South Gregg Big Spring 264-6630

## Tribute to BZ, who's out following his dreams





## $\square$ Trees

‘Home Alone’ better for kids than sequel

| Scripps Howard News Service | The "Home Alone" hero is Kevin |
| :---: | :---: |
| It's the holiday movie season, | ed actor |
| If the torday move seaso | Macaulay Culkin. First, he is |
|  |  |
| mpanied by | to spend Christmas in Paris. In the |
| Home Alone 2: Lost in New | ds up in New York City in- |
| "k" may or may not match the | d of in Florida with his family. |
| ess of "Home Alone," with | n "Home Alone," Kevin wishes |
| some domestic gross of \$28 |  |
| llion. Most critics are sayin | does. Later, he takes down a family |
| at writer John Hughes |  |
| otocopied his 1990 smash, only |  |
| ith a change in scenery | meal of microwave |
| Secocious boy is separated from | macaroni and cheese. |
|  | the movie's pivotal scene, |
|  | Kevin seeks sanctuary in a church, |
|  |  |
| dilding a maze | knees, oh hear the angel voices." |
|  | In a nearby pew is his family's |
| But the |  |
| that ma | an who also is home alone. |
| rtwarming - a layer of Chris |  |
| symbols that meshes with | you're feeling bad about yourself. |
| Clearly, 'Home Alone' is a | church," says |
|  | Kevin admits he has been a "bit |
| ion writer for The Sun-Senti |  |
| spaper in Fort Lauder | How you feekebout your family |
| Fla. 'Yes, 'Hame Alone' is fun |  |
| re's. a lot of action for the kid |  |
| But, on another level, it al. | love them. But sometimes you |
| ed as a kind | forget you love them. And you can |
| s time, they | hurt them. and they can hurt you." |
| down and the violence up and | neighbor adn |
| seemed to take out the heart | hasn't spoken to his son in years. |
| They settled for a one-level film, | Kevin urges him to seek |
| It's just another trip to the bank | forgiveness, and they both learn a |
| Cynthia Astle of The Unit | lesson. Later, the neighbor's fami- |
| Methodist Reporter adds: "For | is reunited, with Kevin |
| Christian parents ... 'Home Alone | ching. It is the movie's emotional |
| $2^{2}$ poses some serious moral and | high point. |
| - |  |
| able entertainment for their | Home Alone 2" is relentlessly |
| Idren." In place of the first | commercial. Ke |
| film's "faith message," the sequel. | befriend a homeless woman. She |
| features "disturbing themes of | e |
| tion and |  |
| , |  |
| ment noticed the religious sy |  |
| bolism in "Home Alone." One |  |
| 促 | 's just not the same and |
| People are so hungry | are going to sense the dif- |
| hat is even vaguely | id Davis. "In 'Home |
| le of rellyion | a |
| Medved of | Ns. Why did he hurt his family? |
|  |  |
|  | It was important, and very sym- |
| place in church. ... The ch | bolic that he worked things out in a |

## Military

Navy Seaman Scott K. Hood, son oy
Nancy Abraham, of 1 Courtney
Place, Big Spring, recently return Place, Big Spring, recently return-
ed aboard the guided misile cruiser
USS Mobile Bay USS Mobile Bay, forward deployed
to Yokosuka, Japan from a sixto Yokosuka, Japan from Persian
month deployment to the Per
Gulf and Indian Ocean as part of Gulf and Indian Ocean as part of
the aircraft carrier USS In-
dependence Battle Group.

Navy Seaman Christopher S. Stice,
son of Roy E. Stice of Colorado City, recently reported for duty with
2nd Combat Engineer Battalion,
2nd 2nd Comarin
2nd Mane, N.C.

Navy Petty Officer 2nd Class
James L. Miner, a 1985 graduate of Jrady High, Lenorah, recently participated in Fleet Week 1992 in
San Francisco aboard the San Francisco aboard the am-
phibious assault ship USS New
Orleans, homeported in San Diego.


Truth
DEAR ABBY: Pl on what seems to national bad habit
their fingers to turn papers, open plas
countless other da have seen people w
with saliva to pic before typing on a can coun medical, please ch
what thesperts
people with their saliv
etc.). Am I lein
are these peop If they are, please some of the offend
LICKERS IN CAL DEAR SICK: $N$ om who tastes th e spoon back
ssuming the sou page turner) does
ontagious diseas orry too much ab
According to
ID., of the Los M.D., of the Los
Department of
most viruses are

## Disco



Truth about spreading germs
 there was no reason for him to plop
himself down that hard.
I asked I asked him to replace the couch.
At first he agreed then he changed At first he agreed, then he changed
his mind and said he had spoken to
his lom his mind and said he hadd spoken to
his lawyer and was told that he was
not responsible for replacing it not responsible for replacing it.
I then talked to a lawyer myself, I then talked to a lawyer myself,
and he told me that I had grounds
to take the man to small claims and he told me that i had grounds
to take the man to small claims
court because guests are responsicourt because guests are responsi-
ble for damage, as they are
obligated to show reasonable care obligated to show reasonable care
for other people's property.
Abby, what do you think Abby, what do you think I should
do? Take him to small claims court do? Take him to small claims court
or forget it? - TICKED OFF IN
TENESSEE TENNESSEE DEAR TICKED OFF: OrdinariDEAR TICKED OFF: Ordinari-
ly, Id advise you to take your

lawyer's advice, but if you value your friend's friendship, you would \begin{tabular}{l|l}
\& $\begin{array}{l}\text { be wise to forget it. After taking a }\end{array}$ <br>
\hline nior \& $\begin{array}{l}\text { friend to small claims court, your }\end{array}$ <br>
\hline

 

enior friend to small claims court, your <br>
\hline
\end{tabular} hree friendship would be history.

or a "How to Be Popular" is an excellent guide to becoming a a better
conversationalist and a more attrec tive person. To order, send a long,
business-size self business-size, self- addressed
envelope, plus check or at envelope, plus check or money order
as $\begin{aligned} & \text { ar } \$ 3.95 \text { ( } \$ 4.50 \text { in Canada) ty } \\ & \text { Abby, Poularity Booklet. Po. Dear Box }\end{aligned}$
Abs. was Abby, Popularity Boaklet, Po. Dear Box
and 447 , Mount Morris. III. 61054 . Disco grandma's quiet, happy



## Big Spring Herald Sunday December 27.1992

## Survivor recalls strength

I don't think I'm that brave. Most people, given the situation like mine, would pull through, too. It's either do that or you just die. ... There's ALWAYS something worth living for.

Miya Rodolfo-Sioson
survivor of University of Iowa shooting spree $\begin{array}{ll}\text { acceot. of course, been as easy to } & \begin{array}{l}\text { have been devastated. I have } \\ \text { always been first and foremost a }\end{array} \\ \text { student and an }\end{array}$ Cal it a period of adjustment.
No longer can she be the fiercely independent soul who, as a
7 -month-old baby, snatched the 7-month-old baby, snatched the
spoon from her mother so she could
feed herself. Or the fastidious stureed herseif. Or the fastidious stu-
dent who, when growing up, would
do her shool papers over and until they were precise and neat enough to meet her standards.
Now, others - including thre Nousemates - oruch hers teeth,
wash her face combh her wash her face, comb her hair. They
dress her, feed her, put her dress her, feed her, put her in bed
and ift her out. They take her notes
in class. They are the doers, she's the
director, and that sometimes ranklos her, even though she once worked as a personal attendant for
disabled students disabled students.
"I'm still a perfectionist," the soon-to-be 25 -year-old student says
with a shy smile. "Nobody who with a shy smile. "Nobody who
works for me is going to be as compulsive about things as 1 am, so I'm
going to have to let things slide going to have to let things slide
sometimes and let them do it their way. longer can she be the young
No lon in a hurry Her woman in a hurry. Her colose
friend, housemate and personalcare attendant, Jacque Gharib,
recalls that before the recalls that before the shooring,
Miya often was the first to phone Miya often was the first to phone
her in the morning, the last at night, brimming with ideas.
The impatience of youth has been tempered by a new reality Tr. Trips to
a class in a van must be scheduled. a class in a van must be scheduled.
Some places, such as loud bars, are
off-limits: her soft voice, weakened off-limits: her soft voice, weakened
by her paralysis, is barely audible. by her paralysis, is barely audible.
No longer can she enjoy cycling and dancing, perform occasionally
with a local Palestinian dancer with a local Palestinian dance
troupe. bugs me sometimes,'s she says, sit-
ting erectly, her long hair flowing ting erectly, her long hair flowing
down the back of her chair *. You
feel like there's down the back of her chair "You
feel like there's a barrier between you and some people focuses on
But Rodolfo-Sioson focuse "I can still do a lot," she says.
"It's not like I was a great a thlete
"It's not like I was a great athlete
or a great dancer where I would

$$
\begin{aligned}
& \text { be able to forgive him or not } \\
& \text { because he's dead, but I think I } \\
& \text { could, seys Rodolfo-Sioson, who } \\
& \text { received a letter of apology from } \\
& \text { Gang Lu's sister. }
\end{aligned}
$$

## Menus

BIG SPRING SENIOR CITIZENS CENTER MONDAY - Pork chops; but tered squash; blackeyed peals
hot rolls; peaches and milk. TUESDAY - Oven fried chicken; potato salad; lettuce;
carrots; lemon bisque; rolls and milk. ${ }_{\text {WEDNESDAY }}$ - Gountry fried steak; white sauce; mashed potatoes; buttred carrots; THURSDAY - Catfish \& tartar sauce, herbed potatoes; car-
rots; corn muffin; lime swirl and FRIDAY - CLOSED
FERRELI'S Air Duct FERRELL'S Air Duct Local Distributor of the
Allergy Filter
All Sizes 6995
Installed in three working days.
LIFETIME GUARANTEE Call........267-6504 Today!
Breathe Easier Tomorrow



## OUR NEW YEAR'S RESOLUTION IS SIMPLE:

 Lower Prices Every Day!

America's Supermarket
Prices good Sun., Dec. 27 thru Tues., Dec. 29,1992 in all Winn-Dixie \& Winn-Dixie Markeplace sores.

Local ca rates to in Febru $\frac{\text { special to Th }}{\text { Bie Soring } \mathrm{Cal}}$ rates pring , an Rising costs in in
Hereason tor the
 paid to program
services like C services like
others, Lloyd saii Charges for
12-channel "limi increase 55 cents
first outlet, to $\$ 12$ first out
ty of $B$
$\$ 13.80$.


In
Cable television
Big Spring's rat Big Spring's rat
58 cents per cha Thirty-threech vice has a new
month for the fi month for the fiu
the city of Big S $\$ 20.55$ a month.
not include sale cable rates will Lloyd said a st
rates has been n ing Cable's ratee
still low compar
state state, and also ce
well to the costs area.".
He noted Big paad close atter
satisfaction and TY continues t Futher inform adjustment will
local newspaper
the back of upe Lloyd said. Cu cable bins 12
can still pay curl an addition
by Jan. 21. Customer ser
would be please justments for ct
the of
tice at
200 Employ rates to upcomi]


Local cable TV rates to increase in February PECILL TO THE EERALD
 Larson Lloyd.
Rising costs in several areas are
he reason for the adjustment, with he reason for the adjustment, with
the overwelming cost increases atre overwheiming cost increases
attrided to higher liense fees
paid paid to program suppliers for basic
services like CNN, ESPN and thers, Lloyd said.
Charges for the company's 2-channel "limited" service will increase 55 cents a month for the
first outlet, to si2, 150.0 outside the ei-
y of Big Spring the new rate is ,

He noted Big Spring Cable TV
paid close attention to customer customers that Big Spring Cable calls cont no additional charge. Futher information on the rate ocal newspaper advertising and on
he back of upcoming cable bills, he back of upcoming cable bills,
loyd said. Customers who pay cable bills 12 months in advance can still pay current rates and save by Jan. 21 .
cuistomer service representives would be pleased to explain the ad he office at 2006 Birdwell Lane or Employer tax rates to drop in upcoming year special to the herald Texas employers can breathe a
sigh of relief because their tax rates are not going to escalate significantly," Mary Scott Nabors, commisisoner of the Texas Employment
1993 rates
"This has been a trying year The state's economic woes have caused thousands of businesses to massive layoffs throughout Texas. Employment prospects have been so bleak that unemployment emergency basis numerous times These factors have greatly con-
cerned Texas employers about cerned Texas employers about
their 1993 TEC tax rates," Nabers said. maximum rate that could
The mply to any Texas employer in apply to any Texas employer in
1993 will be 6.35 percent, up from
last year's rate of .63 percent, aclast year's rate of 63 percent, ac-
cording to Nabers. The lowest rate
any business will experience net any business will experience next
year will be .35 percent, up from 3
percent in 1992 .
The new rates become effective Employers should begin receiv-
ing their individual tax rate notices the second week of February. Pay quarter of 1993 in April. for employers employee's first 59,000 in wages. Depending on an
employer's tax rate, that amount could vary from a low of $\$ 31.50$ per person to a high of $\$ 571.50$ per per-
son," Nabers said. There are more than 333,000 tax-paying employers The Texas Employment Com-
mission administers the Texas Unemployment Compensation Act and provides services to both
employers and employees employers and employees
statewide.


Business \& Industry

## By GARY SH Staff writer

$\frac{3}{\text { The }}$ The
The year has seen considerable innovation in and
around Howard County as entrepreneurs and other businessmen struggled to excel in the hars
climate of 1992
Major factors influencing the current Big Spring economy include the introduc-
tion of H-E-B Grocery Store, tion of H-E-B Grocery Store,
which employs more than 130 personnel, and the loss of
about half of Howard County's

$$
\begin{aligned}
& \text { cotton acres. } \\
& \text { Effecting }
\end{aligned}
$$

Effecting the future of the verse factors as:
with Pending closing of a deal with wrig build a local textile plant, expected to employ 100 people initially with as many as

## \section*{,} <br> Companies dismantle hierarchies

Happy New Year


THE NEW WAY




Setting goals and determining how to reach them is key to any organization, including chambers

By STEFAN FATSIS
Associated Press Writer $\frac{\text { Associated Press Writer }}{\text { NEW YORK - General Mötors Coip. }}$ NEW YORK General Mötors Coip ousts the chairman.
IBM spends more than $\$ 11$ billion to streamline and its stock sinks. Sears
Roebuck \& Co. abandons non-retailing Reebuck \& Co absed
businesses amassed American Express Co. loses nearly ${ }^{1}$
million card customers and the chairman steps down. man steps down.
On the surface, 1992 appeared to be a disastrous year for coporate America Fortune 500 pillars performed a
bloodletting that was steady, extreme and unprecedented. But the headlines masked a positive
trend emerging at the corporations trend emerging at the corporations
whose troubles spilled into public view At dozens of other companies seeking to
compete in the 1990s, change is in full force.
From the biggest manufacturers From the biggest manufacturers redesigning themselves, spending hun-
dreds of millions of dollars on consultants and scrapping time-honored management methods viewed as
obsolete. What's out at the new corporation is
the hierarchy that has characterized American business ince the Industrial
Revolution. What's in Revolution. What's in are smnall
business units, empowered workers and customer-driven processes. The resturcturings - occurring quiet-
ly at household names such as Xerux Motorola, Chrysler, General Electric AT\&T and others - reflect how long. brewing ideas about management have
entered the mainstream workpiace. More important, though, the change demonstrate how American companies temonstrat years seemed oblivious to
thoreign challengers or customer com-


There's no right or wrong answer on load funds

The debate continues: no-load
mutual funds versus load mutual funds. There is no right or wrong answer. The fact is that both types
of mutual funds have pluses and minuses.
Kiplinger Kiplinger's Personal Finance
Magazine recently tried to solve Magazine recently tried to solve
the load dilemma in an article titl
ed "Load Vs. No Load: The ed "Load Vs. No Load: The
Facts." Its conclusion was that,
"، Facts. Is conclusion was hat,
"assuming you select funds wise-
ly," investors have a better chance ly", investors have a better chance
of more total return with a no-load of more total return with a no-load
fund. That means that if you are lucky enough to pick one of the 10
top funds for next year and that top funds for next year and that
fund happens to be a load fund, it fund happens to be a load fund,
would probably have a better tota return if the cost of buying the fund were eliminated
The top funds in two categories - long-term growth and government securities - for the latest
12-month and 5 -year periods were 12-month and 5 -year periods were
listed, and the magazine illustrated how they would have performed without loads. Three quick flaws in this analysis are. tew of us have personal ac
cess to a Kiplinger research reporter, 2) no one can forecast
what next year's top funds will be, what next year's top funds will be, who buys funds for the long term, short-term results are a minor
consideration. onsideration.
When you buy a load fund, a portion of the sales charge (load, goes
to the broker/dealer who represents this fund (and typically
many other funds). For that fee many other funds). For that fee,
the broker/dealer introduces you to the fund, explains the fund and is obligated to see that it meets your
objectives.oThe toad further obligates the broker/dealer to continue servicing your account for as
long as you own the fund. It is your responsibility to select
a broker with integrity and a a broker with integrity and a reputation of servicing what he or
she sells. The fee you pay to buy the fund does not guarantee this. Kiplinger does recommend that you not "be an absolutist on the siderations include:

1. View commissions in the con text of all expenses. 2. The longer you plan to be in a cerned about the sales charge "Frontend loads are a pittance when spread over many years,'
says the maze says the magazine.
Finally, Kiplinge Finally, Kiplinger advises that
investors who don't have the time willingness or expertise to evaluate funds in depth should seek a finan-
cial adviser who can help them choose.
How then should you view the load/no-load controversy? If you
are confident in your own financial decisions and have a reasonably good track record, load funds might offer you an unnecessary
service. On the other hand if you study the more than 3,000 different nutual funds offered to the public and are overwhelmed, perhaps you should follow Kiplinger's advice
and select someone who can help you choose.
Financial Focus is a reader ser Hain St., 267-2501. Local invest Main St., 267-2501. Local invest-


It is said that people who don't get there in no are headed wil ment is also true fo. This state commerce. without direction is the chamber that gets there - but withoul The key to any organization, is to eet goals, determine how to reach complish them. The result is a proThe Big Spring Aced with power. Commerce Board of Directors Work. Several additions and



## Linda Roger

Within this group Blue Blazers and Red Coats, who will be the Chamber's public, relations at the banquet, luncheons,
ribbon cuttings, and grand openings, along with the Blue Blazers hosting the annual women's conference.
This entire group will conduct
this year's membership drive,
which will go back to personally contacting prospective new The Dora Roberts ConvenThe Dora Roberts committee
tion/Community Center corations oversee the renovations and
will will oversee the renovations and
management of this center. Clyde management of this center. Clyde
and Beverly and Beverly McMah chair this committee.
Jeff Morris has already begun Jeff Morris has aiready begun
his new group, the Tourism Steer ing committee. This group is working on an all encompassing long range t
County.
The Minority Involvement Plan ning Committee will be coor-
dinated by Kent Newsom and Ar o bring to. Their prime purpose is wners and managers to form long range goals for our growing minority businesses.
Next week, we will review othe gram of es that complete our Pro The Work for 1993.
The only way we can improve exert the tity is for each of us to exert the time ans
one of these goals.
Linda Roger is executive vice president of the Big Spring umn appears each Sunday.

## New Year's holiday is not a time to rest on laurels



Year end

##         <br> |  |  |
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 A limestone-cutting saw purchased by Moore Devalto pheto by 7 Tim Appel
Spring Inc. to induce American Limestone of Dallas to open an or Big
tion here,
year.
yeating four iobs for now but up to 25 by the end of next West Texas communities. This is of
benefit to those businesses depen-



 Corporations plaints have had to respond to an
increasingly competitive and
demanding world. "What we have seen are the first
stages of what I call the decomposi-
tion of the large corporation", said tion of the large corporation," said
David Nadler, president of "elta
Consulting Group Inc. "It's not that Consulting Group Inc, "It's not that
that stuff was bad. It's just that it's
less effective now given the enIn management-speak, com-
panies are "flattening" - razing the bureaucratic pyramid with a
chairman at the top and workers
along the bottom. Size alone no longer is considered an attribute,
as the failures at GM and IBM
show


## Water district in black




Briefs
State National Bank employee retiring after 26 years on job



## \section*{}

sinivans, large cars, small cars,
special projects and long-range
projects projects - and $\begin{aligned} & \text { and loduced praduct } \\ & \text { development to about three years }\end{aligned}$ from four and a half years. Its new
LH line, the first mass-produce LH line, the firrst mass-produced
under this team concept, has been praised widely.
Such decentralization has two
important components: training and trust. Consultants say com-
panies careully must develop the skills workers need to function in
cooperative environment. cooperative environment.
In the rush "t "dowsize" at the
end of the 1980s, many businesse end of the 1980s, many businesses
didn't identify what they wanted newly empowered workers to do.
The team concept itself is about 20 years odd, but until now was rarely
part of a broader management and part of a broader management and
culture shift.
"You have to establish a rock"You have to establish a rock-
solid linkage between the new
behavior you want to see in your behavior you want to see in your
employees and the performance
objectives that are felt urgently by the company,", said Frank Ostroff,
an organization consultant with an organization consultant with
McKinsey \& Co.
To do that, companies are abandoning the command-and-control
approach in which orders came from above as problems climbed
from below. McKinsey, a big con-
sulting firm, counsels clients to identify three or four core pro-
cesses that drive their success, and organize around the world.
That can lead to what look like
stand-alone businesses within stand-alone businesses within
larger companies. The nine Xerox
divisions range from a virtual
stor divisions range from a virtual
start-up to an $\$ 8$ billion office-
copier unit. As part of its disastercopier unit. As part of its disaster-
control restructuring, Interna-
tional Business Machines Corp. is
giving greater autonomy to is a giving greater autonomy to is a
printer, personal computer and
disk--rrive businesses. Far from
Detroit, GM's Saturn division is


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## E




Such steps amount to a rejection
Ia 30,000
Rocheste
small to
 ed the American we, deindividualized the American worker, leading to
higher absenteeism, turnover and
accidents. The combination of accients. The combination of
standardized practices and huge
size also slowed work size also slowed work and cre
tremendous inefficiencies "You lose speed and build in in-
creased costs by building in this
you do is create another level of
management that causes trouble management that causes trouble,
and slows the organization down."
That structure evolved after
P1

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$$ domestic. The „labor force was

mostly low- or semiskilled. None of that applies anymore. In
the last decade, executives and in-
vestors iceency. That was behind Sears
decision in September to sell its
financial services units and conappropriate - as in core opera-
tions or customer relations.
Motorola Inc. has been working several years to achieve that
balance, decentralizing to ac-
celerate decision-making and fostering creativity by encourag. eliminated several management
layers and redefined its primary layers and redefined its primary
task: managing supply not just on
orders and price, but on the costs of It does that with 30 percent fewer
employees, who carry cards
stating: "Our fundamental objec. For top executives, seminar
training is inevitable to persuade
ewrer
them change can be effective and
that others can be trusted to make hem change can be effective and
that others can be trusted to make
decisions. Xerox's top brass bonded on an
Outward Bound sailing trip in the Services Inc., a financial planner
owned by American Express, sent
senior executives to the Pecos senior executives to the Pecos
River Conference Center in Santa
Fe, N.M., where they climbed
mountains and ascended telephone "It was a watershed event," said
Steve Kumagai, a sales executive
who is heading the Minneapolis.
based company's "DS 194", pro-
ject to redesign its core busines. based company's "IDS 1994" pro-
ject to redesign its core business.
tOne of the ways we alwas
thought we were reducing risk was


## customer visits - almost un- thinkable in the old system. Inven thinkable in the old system, Inven tory, quality, speed and costs ailf are down at the 400 employee, are, do arlant. "We "We want more from our peo- ple," plant manager Don Mc- Cracken said. "We don't want just heir backs and their arms. We

 Getting employees to change,nowever, requires establishing
new expectations and rewards. by subordinates on about 30
specific behaviors. Then they
discuss the findings. The first exIn the old corporation, reward
meant promotion. In the corpora-
tion of the future, it may mean ton of the future, it may mean
tougher challenges or leading pro-
jects - as well as higher pay ects - as well as higher pay.
"You need to pay people by the
contribution they make, not level

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$$ vestors have demanded greater ef-

ficiency. That was behind Sears centrate on retailing, where the
106 -year-old mail-order titan has 106 -year-old mail-order titan has
fallen behind upstarts such as WalMart Stores Inc. and Kmart Corp.
The challenge for an organiza. The challenge for an organiza-
tional designer is maintaining size where it's useful - such as in purchere suseful - such as in pur-

- and creating small units capital - and creating small units where ing debate and dissent on
thousands of small work teams. At the electronics company's Government Electronics Group in of 5,300 employees work in teams.
One area, supply management, has
eliminated several management bad quality, delays and unproducChesapeake Bay. IDS Financial
Services Inc., a financial planner mounta

Public records tho
by
ours
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 vant their minds."
Getting employ ower-level workers have to adapt
responsibility. Managers have to to responsibility. Managers have to
adjust to leading teams, not giving
orders. Titles mean less. As part of a larger program at
AT\&T, senior managers are rated ecutive rated was chairman contribution they make, not level
or status," said Rosabeth Moss
Kanter, a Harvard Business School Kanter, a Harvard Business School
Chafssor and author of "The
Change." "And organizational you need to Change." "And you need to give hem a stake in the company."
"The hierarchy has not just been
hierarchy of reporting," she said. It's a hierarchy of career
progress.""'s factory in Webster
At Xerox's At Xerox's factory in Webster,
N. Y $\mathbf{r}$ a tote board records whether
worke on specific products are morkers on specific products are
moeting gaos for quality, safety,
delivery. Meeting targets can mean up to $\$ 350$ in quarterly
bonuses. Managers onuses. Managers, too, are
Surded based on performance. Such incentives encourage
workers to improve. Xerox union employees have redesigned their
floor layout to bring parts closer to the assembly line. A four-hour supply of parts has reduced clutter-
and costs. Xerox's unionized workers say
that in an era of intense competition, cooperating with manage-
ment has been in the best interests ment has been in the best interests
of both sides. Workers in other in-
dustries have reached similar
conclusions.
"Ten years ago we could have
been out of business," said Charles Young, a trouble-shooter at
Xerox's Webster plant, who has been with the company, 27 years. ouldn't be here today." stating: "Our fundamental objec
tive and everyone's overriding
iesponsibility is total customer esponsibility is total custome
satisfaction." ."
GE has used foresight and in novation to flatten its managemen
structure companywide. CEO Jack
Welch has cut employment from Welch has cut employment from
400,000 in the 1980 to 275,000 today while in the 1980 s to 27,000 today
willion from $\$ 27$ billionuen and to $\$ 60$ nearly rion ing profits to $\$ 4.4$ billion.
At GE's electric motor GE's electric motor plant in
City, Ind., two of four levels
rating manage and hourly
loyee have been eliminated. Workers accompany managers o

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