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During the past year at UTL we have seen substantial change and the beginning of several new initiatives aimed at improving the way we all do our jobs. Inherent with the CQI process we have begun is the principle of making all of us an effective team and having every employee of UTL participating in its success.

We have had some outstanding successes in 1991, including AWACS flight testing, AQL flight testing, and a breakthrough in the SSY program. All were team efforts. We at UTL can look back with pride at our accomplishments and look forward to 1992 with confidence in our ability to accomplish even more.

It is my desire that each of you and your families have a happy and safe holiday season and a most successful and rewarding new year.

Best Wishes for a Happy Holiday Season.

Jerry Florence



# MARGE STAFFORD



Twenty three years ago Marge (Earnheart) Stafford came to work nights and weekends for the Vice President of Finance at UTL. Then, United Technologies Laboratories, UTL was a newly formed R & D Company consisting of twenty-six individuals. At that time Marge was working full time for Seismic Engineering, a firm which she had joined after a twelve year tenure at General Electro-Dynamics Corporation. The enthusiasm and commitment generated by the new company caused her to change directions and come to work full time for UTL. She was soon moved from a small building on Forest Lane to Forest Lane Towers with a group of other people, where she worked with accounting functions, contracts, and payroll. She was soon doing secretarial work for Dr. Lee and subsequently became his full time executive secretary. In the early 70's Marge was made Assistant Corporate Secretary, an office she still holds.

Marge describes the first 10 years at UTL as being a time of real commitment in her life. She says the close relationship between engineering and administration was evident in their daily work, their sharing of ideas, and their joint pride in the development of the company. "Most people were

excited by the opportunities and ideas of what a total system could be", Marge explained. She talked about the cooperation that existed between individuals. Saying "Cooperation and close communications were very evident in those days".

Marge took her first job when she was 12 years old. She lived in a small east Texas town and worked during her lunch hour and after school until 6:00 p.m., on wiring and shipping tags. On Saturdays, she worked for a local dry goods store. After graduating from High School she came to Dallas where she eventually went to work for Southwestern Life Insurance Company and later for other insurance companies. In 1946 she met and married Wade Earnheart. They bought a home in Oak Cliff and Marge worked in downtown Dallas. One of her most vivid memories is of the dress code. Women were expected to wear hats and gloves when coming to and from their places of business. "Perhaps that was a bit stringent" Marge remarked, "but things have gone too far in the opposite direction today. If young women looked more professional they would find their opportunities in business might be more numerous."

Marge has always been involved in politics and her church as well as having a Cub Scout Den, and supervising DeMoleys when her son Clifton was growing up. She is very fond of many traditional activities. She enjoys making her own jellies and jams, and does a lot of baking. She enjoys entertaining her large family where her cooking and organizational skills come in handy. Marge married Jim Stafford nine years ago (after being a widow for a number of years) and now, in addition to her son, and 3 grandchildren has four additional sons and nine more grandchildren (all of whom she is very proud). Getting a family of this size together is probably like getting UTL meetings organized.

Marge has said "I feel very fortunate to have been a part of the development of UTL. However, I miss the involvement of the earlier times when I knew everyone personally and I strongly believe that the cooperation that existed then is a great factor in UTL's success. Perhaps that cooperation and involvement is best summed up in this statement, 'The secret of UTL's success is its people'."



# *... and some few moments past.*

Regenia, Heather and Dannette have found the solution for getting me to do the things I really don't want to do. Things that are in your best interest but for which you can always find a reason to avoid.

The answer, "tell Marge and she will make him do it."

The use of this threat has even spread to home. Probably because its one of the few threats, if not the only one, that works.

I would rather do anything than face Marge when I have failed to do something.

Day after day, Marge has always been there for me. I, as the Company, will miss her greatly when she retires.

P.S. I must confess. It was I that always put the cups in the dishwasher to where the bottoms would not drain. But, I swear, I never put plastic in the dishwasher.

***Phil Polone***

Marge and I go back a long way – in fact longer than either one of us care to admit. Marge is a friend. Its hard to imagine how many Form 4's, expense reports, travel plans, and miscellaneous paperwork she has straightened for me over the years. Thanks again Marge, we are really going to miss you.

***Bob Maupin***

When I came to UTL in 1985, Marge took me under her wing and taught me the "ropes" of the company. I am very grateful to her for the knowledge she gave me. It has been a real pleasure to work with her and know her as a friend. Best wishes for a long and happy retirement.

***Tamara Willard***

Since I started at UTL in December of 1968, I have had many occasions to interact with Marge and each occasion has been handled with the utmost professionalism. Marge has been helpful in many things and has always been more than willing to assist the other UTL employees in any way that she could. She has spent many hours explaining how to fill out travel reports and booking transportation around the world and always has found the least expensive air routes. It has been a pleasure to have worked with Marge these many years and wish her the very best in the years to come.

***Robert L. Zinke***

## **Marge**

- Set the standards for performance
- Always knows how to get things done
- Excellent negotiation
- Excellent at probing for information
- Had the pulse of UTL
- Provided continuity as management changed
- Very professional
- High ethical standards
- Very people oriented – always informed me if people were having problems and needed support or assistance
- Knew her job

***Jerry Florence***



Through the years Marge has not only been a good friend to me but has also been a person I respect and admire. She has won the hearts of many people who worked with her. If you know Marge you know that she is a very dedicated secretary who is loyal to UTL. Marge has been like a Mother to many of us. She has shared many of her talents with us; her wonderful cooking and the stories she has told about growing up with a large family in a small town are fascinating. She is a very talented and caring person and is always concerned with the happiness and well being of others.

But don't let all of this give you the wrong impression of Marge. She is also a very strong person who knows her job and does whatever it takes to get it done and she expects the same from anyone else when it comes to their duties and responsibilities to UTL Corporation. And don't try to put anything over on her either, it won't work!! She's courageous and stands up for what she believes in every sense.

I know that I will miss Marge when she retires, but I wish her all the joy and happiness that she so definitely deserves.

***Donna Otis***

To Marge,

When I think of you, remembering my first impression, I have a mental picture of a pretty young blond, sitting behind a desk in the front office of UTL. The desk, upon first glance, portrayed confusion at its best. Not so: This young lady knew exactly what she had to do and when to tackle each problem, in its proper sequence.

Really, Marge, I have worked with many assistants and secretaries during my business career. However, you are the only one I have ever been associated with who could keep so many pieces of paper concerning various subjects moving to a successful conclusion, while simultaneously responding to a boss in the front office who sometimes was not too specific as to what he really wanted you to do. I wish you the best of health, happiness and prosperity. I must say, however, that I really can't picture you just sitting down and retiring. Hope you have a great Christmas and a wonderful New Year.

***Fondly,  
Bob McCulloch***

***Marge always has the answer.***

***Jim Alford***

I was asked to pen a few words about Marge Stafford and there are so many commendable comments to be written about Marge – her contributions to UTL as an employee, dedication, dependability, friendliness and all the attributes to a fine, lovely and beautiful person.

My first glimpse of Marge was in the Sears Roebuck catalog. You see I ordered her for a sister. Sears must guarantee their orders for I have always been happy with my order and have never requested an adjustment nor have I ever wanted to return my order. UTL is fortunate I chose the right order for UTL has been privileged to have her talents and services for these years.

I answered an ad in the newspaper needing a clerk in CMO, filed an application in personnel and then was interviewed by Bob Horton for the position. After reading the information on the application, Bob asked me if Marge was my sister and after I said yes, Bob laughed and asked, "Are you as mean as your sister," I laughed and replied that I was probably meaner. Bob laughed and said if that were the case he would have to hire me. Of course you had to know Bob Horton to understand his comment.

Marge will be missed by all the employees at UTL. She has put her best foot forward and has always been there for people and she will always be interested in the people and the progress of UTL. Her smile will be missed which is an outward expression of her inner being. I am a lucky employee, I shall always have her as a sister, however I shall miss her at UTL.

Marge, may God Bless the retirement years, you deserve. I hope you get double time for each year. Thank you for always being there for me.

***Comments From a Devoted Sister,  
Jo Gipson***



I have worked with Marge during two separate UTL employments. First, from 1973 through early 1975, when I came out of a solo law practice. In 1973, UTL, (then United Technology Laboratories, Inc.) had less than 100 total employment and was located on Kirby Street, in Garland. Marge had many important responsibilities even then. For example, all time cards went to her desk for her review. By the following afternoon she would hand-write and distribute all payroll checks!

This left little time for idle chit chat and, though Marge has always had a kind heart, those in the know learned quickly that it was a mistake to try to put something over on her or waste her time. I remember more than one occasion when someone would come to her with a typing job to be done "right now". If it was not really urgent, Marge would first check to see if they had two good index fingers, then direct them to the nearest typewriter. In early 1975, after UTL moved to the old Mockingbird Lane facility, our younger children were all in school and I left UTL to set up a law partnership with my wife. When I returned to UTL in 1982 at the old Mockingbird Lane facility, all expense reports crossed Marge's desk. They did not get a casual review. Woe to those without proper justification or adequate receipts. In 1984, UTL hired as a Program Manager and "Chief Test Pilot" a young man named Bill \_\_\_\_\_. Bill was a handsome devil with two modes of dress: As "Program Manager", he wore formal black three piece suits with custom-made monogrammed, french-cuffed white dress shirts . . . a picture of tonsorial splendor. (Bill's resume allegedly included "Top Gun" training, a White House Fellowship and a stint on the Broadway stage!) As "Chief Test Pilot", Bill wore olive drab fatigue pants tucked into mirror-finish combat boots and an olive drab tee shirt with the sleeves cut off displaying his admirable biceps (girls were known to follow him down the halls). Bill traveled to Houston to take delivery of RAVEN I, a lightweight aircraft that UTL intended to hang a sensor on to compete on a upcoming government requirement. While on this trip, Bill purchased a \$100 + white silk scarf to complete his flying outfit. Of course, Marge went through the ceiling on that one! I have many fond memories working with Marge over the years and wish her the very best in a justly-earned retirement.

***Andy McCulloch***

When I started at UTL 23 years ago Marge was the elegant, refined lady who sat at the desk just inside the front door of the first UTL facility on Forest Lane in Garland. I think she doubled as the security guard.

One morning about 20 years ago, I was in the breakroom and had just rinsed my coffee cup. Marge was also there. It is my habit to shake my coffee cup after rinsing it (it's an unconscious thing). This particular morning Marge was in the path of the stream of water particles. Her icy glare only lasted for a moment (remarkable restraint). Sorry Marge, I wasn't thinking.

For many years one of Marge's duties was to audit expense reports. C.C. Lee did not believe that employees should make a profit or indulge in high living while on company expenses and Marge was his enforcer. Thus many employees had difficulty getting their expense reports approved and Marge was tagged as the Dragon Lady.

I personally never had any problems getting an expense report approved. In fact, 2 or 3 years ago Marge called me after auditing a 2 week expense report and complimented me on how easy it was to audit my expense report. Thanks Marge, I appreciated that.

Best wishes in your retirement Marge and we'll miss you. I also move up one notch in the list of people who have been here the longest.

***Ken Kimple***

Nearly seven years ago, I was introduced to UTL. My first experience included Marge. I was interviewing with C.C. Lee and he asked Marge to take care of me. She proceeded to the Personnel Department (one small room with real dirty carpet and a black naguhide couch) to get an application for employment for me. She then let me use the Chairman of the Board's office to fill it out. I waited about two hours for a ten minute interview, but Marge looked after me and helped me feel welcome. She is a great example to all of us.

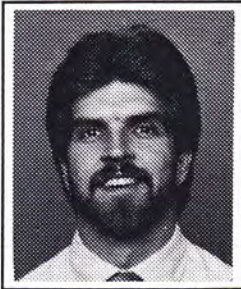
***Tim O'Brien***



# Getting Acquainted

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**Ronald J. Miller**



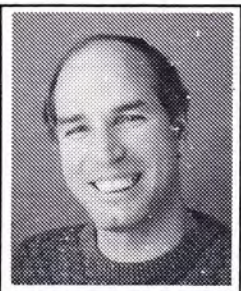
**POSITION:** SENIOR Q.A. ENGINEER I  
**PREVIOUS POSITION:** SENIOR Q.A. ENGINEER; GENERAL DYNAMICS  
**GREATEST ACCOMPLISHMENT:** BUYING MY HOME  
**MARRIED:** YES, SHERRY  
**CHILDREN:** PAIGE AND MICHELLE  
**FAVORITE PASTIME OR HOBBY:** 4-WHEELER RIDING, HUNTING, FISHING  
**PERSON YOU MOST ADMIRE:** PARENTS  
**FAVORITE FOOD:** CAJUN AND CHINESE  
**FAVORITE MUSIC:** COUNTRY WESTERN  
**FAVORITE SAYING OR PHILOSOPHY:** "DO UNTO OTHERS AS YOU WOULD HAVE THEM DO UNTO YOU"  
**LAST BOOK READ:** HAUNTED MESA  
**LAST MOVIE SEEN:** KINDERGARTEN COP  
**MOST MEMORABLE MOMENT:** WITNESSING THE BIRTH OF MY DAUGHTERS

**Wanda S. Aberle**



**POSITION:** SENIOR FINANCIAL CLERK  
**PREVIOUS POSITION:** FINANCIAL CLERK I  
**GREATEST ACCOMPLISHMENT:** WINNING THE COURTS OF TEXAS  
**SINGLE:** YES  
**CHILDREN:** WILLIAM STEPHEN ABERLE  
**FAVORITE PASTIME OR HOBBY:** DANCING, VOLLEYBALL, CUB SCOUTS, TOASTMASTERS, PERFORMING AT SCARBOROUGH FAIRE, AND VOLUNTEERING TO HELP CHARITIES  
**PERSON YOU MOST ADMIRE:** JESUS CHRIST  
**FAVORITE FOOD:** ITALIAN FOOD AND CHOCOLATE DESSERTS  
**FAVORITE MUSIC:** ROCK-N-ROLL, CLASSICAL, POP  
**FAVORITE SAYING OR PHILOSOPHY:** "AS FOR ME AND MY HOUSE, WE WILL SERVE THE LORD!"  
**LAST BOOK READ:** CHILDRENS BOOKS WITH MY SON  
**LAST MOVIE SEEN:** AWAKENINGS  
**MOST MEMORABLE MOMENT:** THE BIRTH OF MY SON-THE LOSS OF MY HUSBAND

**Tom Perdue**



**POSITION:** CAD OPERATOR III  
**PREVIOUS POSITION:** CAD OPERATOR  
**GREATEST ACCOMPLISHMENT:** GETTING A SECOND CHANCE AT LIFE  
**SINGLE:** YES  
**CHILDREN:** DAUGHTER MICHELLE  
**FAVORITE PASTIME OR HOBBY:** JUST SCREWIN' AROUND  
**PERSON YOU MOST ADMIRE:** JESUS  
**FAVORITE FOOD:** BAR-B-QUE  
**FAVORITE MUSIC:** CLASSIC ROCK AND COUNTRY WESTERN  
**FAVORITE SAYING OR PHILOSOPHY:** "FACE MILES OF TRIALS WITH SMILES, IT RILES THEM TO BELIEVE YOU'VE PERCEIVED THE WEB THEY'VE WEAVED, KEEP ON THINKING FREE"  
**LAST BOOK READ:** THE CARDINAL OF THE KREMLIN  
**LAST MOVIE SEEN:** THE ADAMS FAMILY  
**MOST MEMORABLE MOMENT:** EVERY MORNING LIVING TO SEE ANOTHER SUNRISE

**Tamara Willard**



**POSITION:** EXECUTIVE SECRETARY  
**PREVIOUS POSITION:** SECRETARY  
**GREATEST ACCOMPLISHMENT:** BUYING MY OWN HOME WITH 15 YEAR NOTE  
**MARRIED:** YES  
**CHILDREN:** 1, STEPHANIE - 7 YEARS OLD  
**FAVORITE PASTIME OR HOBBY:** DOING CONSTRUCTIVE ACTIVITIES, YARD WORK, SNOW SKIING  
**PERSON YOU MOST ADMIRE:** MY MOTHER FOR HER POSITIVE OUTLOOK AND APPROACH TO LIFE  
**FAVORITE FOOD:** MEXICAN  
**FAVORITE MUSIC:** CLASSIC ROCK  
**FAVORITE SAYING OR PHILOSOPHY:** IF YOU'RE GOING TO DO IT, DO IT RIGHT  
**LAST BOOK READ:** GRAVEYARD SHIFT BY STEPHEN KING  
**LAST MOVIE SEEN:** HOOK  
**MOST MEMORABLE MOMENT:** MY WEDDING CEREMONY WITH RANDY