

Serving and Informing the Volunteers and Supporters  
of the Houston Livestock Show & Rodeo

# MAGAZINE

*All trail rides  
lead to Houston*



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# A Message from the President



**I**t's livestock show and rodeo time in Houston once again, and I know you're looking forward to having a hand in yet another world-class event. Certainly, we'll all enjoy attending the Show, having the opportunity to visit with youth participants, seeing old friends and watching the very best rodeo performers on the face of the earth.

But for us, the actual livestock show and rodeo isn't the end of the fun. As members of the team that are responsible for the Show's success, we're fortunate to get to enjoy the fruits of our labors many times during the year — once, in February and March, during the Show itself, and then again during the summer months, when we get to see the living results of all our work and efforts.

Starting with the 4-H Roundup in June, and on through the Metro Scholarship Banquet, the FFA State Convention and the Hispanic Scholarship Awards, we'll have the opportunity to see our weeks and months of volunteer time pay off by sending some of Texas' finest young people to college. In many cases, these bright young men and women, the future leaders of this state and this nation, might not otherwise have had an opportunity to attend a university.

Those scholarships are what the rodeo is really all about.

The Houston Livestock Show and Rodeo is a mammoth event. It is a multi-million dollar business, a vastly complicated and complex undertaking that simply could not take place were it not for the multiple skills, business acumen and plain hard work that you bring to this event. And it is a highly successful business...one that delivers more than \$3 million annually in

scholarships and other educational endeavors for deserving youngsters.

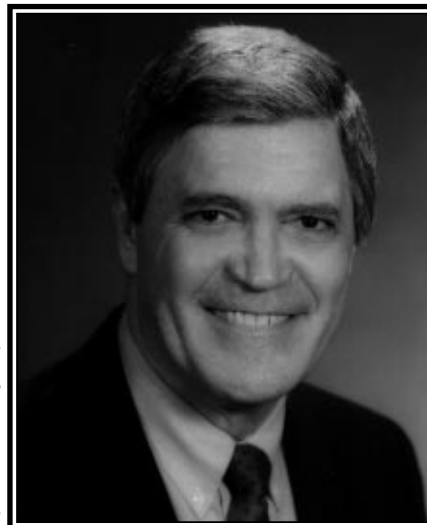
It is successful because every one of us realizes that success depends upon attention to a thousand details. Whether you're stalling horses, selling advertising, helping people find their way in the Astrohall, making a speech about the Show, working in the arena or guiding people to shuttle buses, you're helping to ensure that Houston's biggest and most famous annual Show continues to be the most prestigious event of its kind anywhere in the world.

Our goal this year, and every year, is to make sure that the general public will be welcomed as honored guests, will receive a terrific entertainment buy and will leave with nothing but fond memories of Houston's livestock show and rodeo experience. But those kids walking across various stages to receive scholarships, months after the rodeo itself, are our real bottom line.

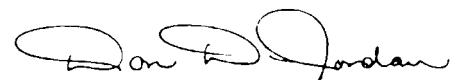
It's popular today for speechmakers to talk about instilling family values, fighting crime, improving education and giving young people goals. That's exactly what you are doing through your participation in the Houston Livestock Show and Rodeo.

So when you're taking care of some of the myriad details you handle as volunteers...stop for just a moment and think about what you're doing for the future of Texas. Stand a little taller knowing you're making this a better place to live today, and in the future.

I thank you, and the city of Houston and the state of Texas thank you. Most importantly, the young people who are the ultimate beneficiaries of your work, thank you.



Kaye Marvins Photography, Inc.



**Don D. Jordan**  
**President**



# 1994 Pre-Show Overview



**Prepared by  
Show  
Management**

**A**s all of you volunteers know, Houston Livestock Show and Rodeo management and staff have been busy since before the 1993 Show preparing for the upcoming 1994 event. Of course, after the 1993 Show, we realized we had a major challenge ahead of us for 1994 because your work as committee volunteers and the support of the general public helped us break all records.

Just as we all have to start early to make our committees successful each year, we plan more than a year in advance for each Show. This includes talking to potential corporate sponsors, negotiating with entertainers, critiquing changes and looking at ways to make everything better for you and the public.

Although we've touched on some of the changes and improvements in previous issues, this is a great time to really preview the 1994 Houston Livestock Show and Rodeo.

On the shuttle bus front, we won't be able to use the Meyerland Mall parking lot, but we do have a new location very near there — the parking lot at 9009 West Loop South. This facility is across Loop 610 from Meyerland Mall. Also, we'll still be running the shuttles from Gulfgate and Northline malls, and the West Loop Park-n-Ride at Loop 610 and Braeswood.

Please ride the shuttle whenever you can. Parking is still a major challenge, and although you are given a parking pass, it does not guarantee a parking place. Sometimes your committee work schedules don't allow you to take the bus, but we're counting on all 10,000 of you to take advantage of the bus. The bus will run from 5 p.m. to midnight Monday through

Friday, and 9 a.m. to midnight Saturday and Sunday. Remember, you ride free with your gold badge.

On the subject of gold badges, please be aware that when you wear your badge, you're representing the Houston Livestock Show and Rodeo and its 29,000+ members. Please show respect for yourself as a hardworking committee member.

One of the biggest complaints we receive every year from season ticket holders concerns committee members, gold badges prominently displayed, refusing to get out of seats in the Astrodome during the rodeo.

**Your gold badge does not guarantee you a seat in the rodeo.** When someone with a ticket, or an Astrodome usher, asks you to move, please do it quickly and pleasantly. Season ticket holders are our largest ticket-buying public, and they deserve to sit in the seats they have purchased, with no problems.

Also, please follow the other rules governing the wearing of gold badges. Your badge allows you to bring one guest in with you. When you abuse this privilege, you run the risk of having restrictions put on the use of the badge, creating a problem for all of us.

Due to overcrowding in the Dome, we have eliminated the Season Box Holders' badges this year. Again, please cooperate as committee members and adhere to the rules - one rodeo, one guest.

Your badge also allows you and one guest admission to the World's Championship Bar-B-Que Contest, the livestock show and the horse show. This is one guest per day.

Gold badges do not provide admission to various restricted areas such as the executive suites, skyboxes, Corral Clubs, rodeo

grand entry, rodeo chute area, entertainer dressing rooms, judging rings and arenas, etc.

You do know, gold badges are non-transferable. You're the one who earned it — don't give it away, loan it to someone or sell it!

Also, you'll only receive one gold badge, regardless of the number of committees on which you serve.

Any member found to be duplicating or attempting to reproduce gold badges, parking permits or other similar items without written permission from the Houston Livestock Show and Rodeo General Manager may be prosecuted to the fullest extent of the law and/or permanently expelled from Show membership.

Also, because you work so hard to earn your gold badge, keep in mind that to be eligible for a committee for the 1995 Show, you'll need to have all of your Show accounts paid by July 1, 1994. It would be helpful to promptly pay for your auction animals, souvenir program advertisements, rodeo tickets, etc., before the July 1 deadline.

In keeping with the efforts to control crowds, credentials for the media and Show guests also have been changed. Only official credentials, issued from the offices of the Houston Livestock Show and Rodeo, will be accepted at the various gates.

You, your friends and committee guests will have even more exciting things to do at this year's Show. Due to the first rodeo performance being held on Saturday, Feb. 19, the World's Championship Bar-B-Que Contest will start a day earlier, on Thursday, Feb. 17, with judging on Friday, Feb. 18. The contest will be the site of pig races and three free concert stages through-



out the two-day run of the cook-off. Also, the \$5 admission into the contest includes barbecue samples, plus coupons for other food and fun products from booths throughout the contest.

The shuttle bus will run on Thursday and Friday, 5 p.m. to midnight both days, and the carnival will be open both days, 2 p.m. to midnight Thursday and 2 p.m. to 1 a.m. Friday.

The Group Ticket Sales Committee is preselling carnival coupon ride books, which contain bargains for rides, food and drink. Watch for special "pay-one-price" days at the carnival, as well as other special sale-price days.

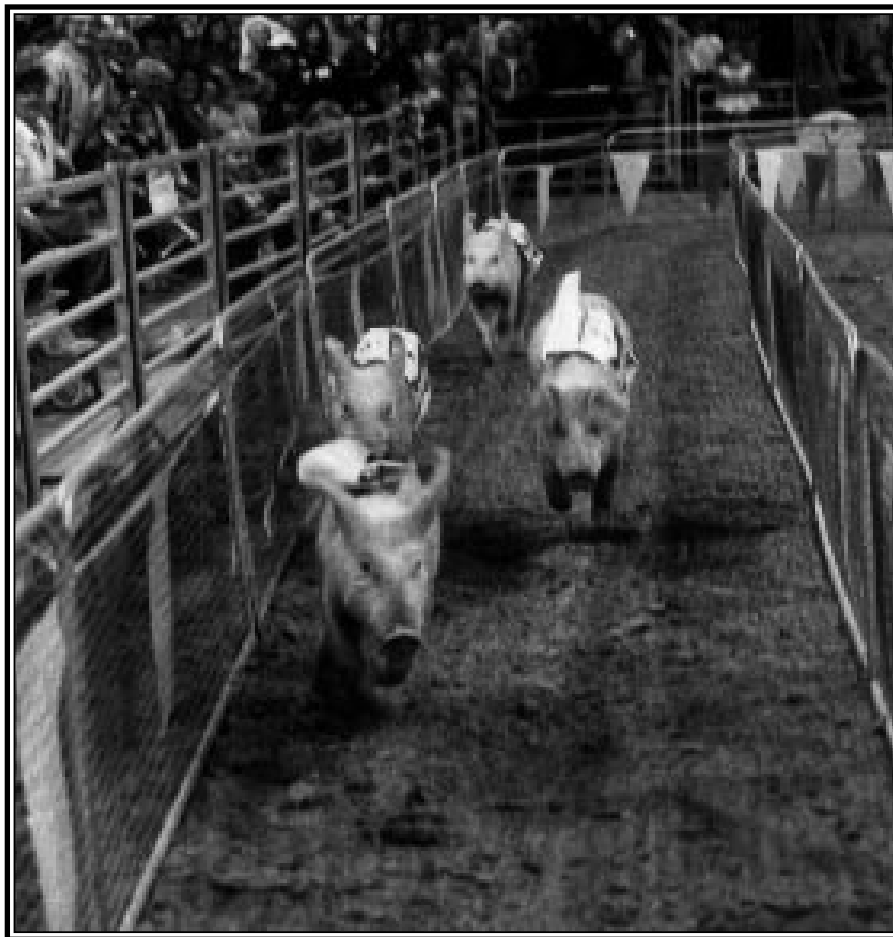
Your children and other little friends and guests will love the addition of two new petting zoos. This makes a total of three petting zoos, spread throughout the complex.

One of the new petting zoos will be located in Astrohalla Plaza, along with pony rides, commercial exhibits and part of the carnival. This location also will be the site of the Tejano Diner, home of the "Mariachi Plate," superb South Texas-style Mexican food. You'll also be able to see pig races in Astrohalla Plaza every day, at 10 a.m., noon and 2, 4, 5, 6, 7, and 8 p.m.

Rodeo Plaza, between the Astrohalla and the Astrodome, will return with great restaurants and places to sit under cover.

The excitement of the Wild West Show will fill the Main Cattle Arena every day, Sunday, Feb. 20, through Sunday, March 6, at 6 p.m.

Don't forget that the rodeo starts a day early, on Saturday, Feb. 19, at 7 p.m. All evening rodeo performances will start at 7, 15 minutes earlier than last year. Also, all Sunday performances will be at 4 p.m., which should help traffic flow considerably.



Frank Martin


**This year, the pig races will be held daily in the new Astrohalla Plaza.**

Tickets started selling at a record pace in November, so we're looking at another tremendous year. And although our goal is to break records, we also want to keep our Show moving forward in quality as well as quantity.

In an effort to further expand our audience, the Houston Livestock Show and Rodeo will be broadcast live on pay-per-view television Friday, March 4, from 8 to 11 p.m. The rodeo and star concert will be available for \$14.95 from participating cable companies, with money-off coupons also offered. It should be a great show, allowing people all over Louisiana, Oklahoma and Texas, and parts of

Arkansas and New Mexico, to see the best entertainment value in the Southwest!

Thanks to all the suggestions you've made on your committee survey forms, we're continuing to make our event better every year.

The men and women who comprise the management and staff of the Houston Livestock Show and Rodeo know we couldn't continue to grow and improve without your hard work and support.  Have a great Show!

# New Guaranteed Premium Program



**Prepared by  
Show  
Management**

The response has been overwhelmingly positive to one of the most comprehensive changes ever made in the Houston Livestock Show's junior show auctions — the guaranteed premium program. In fact, auction exhibitors and auction buyers both will benefit when the program takes effect during the 1994 Show.

All lambs, barrows and poultry,

Livestock Show and Rodeo (a non-profit charitable organization) will provide each auction buyer with a record of the animal they purchased from the Show. This documentation also will inform buyers of the fair market value of the goods and services provided by the Show. This disclosure shall allow buyers to determine what amount of the excess payment above fair market value is a charitable contribution.

As in the past, all junior market auction sales proceeds will be paid to the Houston Livestock Show and Rodeo. All guaranteed premiums will be disbursed after the livestock show is completed.

Total money committed by the Houston Livestock Show and Rodeo for this new guaranteed premium program exceeds \$3.21 million, an increase of more than \$340,000 above the 1993 auction awards of \$2.87 million.

"The new guaranteed premium program is a win-win situation for the exhibitor as well as the buyer," said George DeMontrond, Show vice president and former chairman of the Steer Auction Committee. "The Show has committed more than \$3 million to underwrite this program, providing a substantial increment in dollars available to the junior market exhibitors."

Prior to the implementation of this program, junior market exhibitors, (all Texas 4-H and FFA youngsters), received the money bid for their ribbon-winning animals at auction up to a maximum amount. Money paid by buyers at any of the four market auctions (steer, lamb, poultry and swine)

that exceeded the maximum amounts was placed in the Houston Livestock Show and Rodeo Educational Fund to support scholarship programs for Texas students.

These cap amounts were taken into account in determining the guaranteed premium for each animal. For example, the winning exhibitor of the grand champion steer at the Houston Livestock Show will receive a guaranteed premium of \$50,000, the same amount as the cap.

Additionally, any money that is bid for animals that exceeds the guaranteed premium amount, yet falls short of the cap amount, could result in additional premiums for the youngsters. Any and all additional premiums will be paid evenly to all eligible junior market show exhibitors who receive a guaranteed premium that is less than the cap amount. Therefore, the potential exists for the youngsters to receive even more money than the guaranteed premium amount.

"We feel the guaranteed premium program will provide youngsters with strong incentives to raise and develop superior livestock while becoming involved in a tremendous learning experience. We leave no doubt as to the minimum amount of money young exhibitors will receive for their animal projects. Our generous buyers are the force behind this program as they help us benefit youth and support education across Texas," said Don Jobs, assistant general manager of the Houston Livestock Show and Rodeo.

A special committee of key Texas agricultural science teachers and county extension agents met with Show management members Dec. 1 to discuss the new program. Response to the program was over-



Sam Pierson

**The new guaranteed premium program will take effect this year.**

along with steers whose exhibitors elect to sell in the auction, that win ribbons while competing in their individual classes will become the property of the Houston Livestock Show and Rodeo in return for a guaranteed premium paid to the animal's exhibitor.

These animals will then be sold by the Houston Livestock Show and Rodeo in their respective junior market auction sales.


This way, junior market livestock exhibitors at the Houston Livestock Show will know in advance the minimum amount of money they will receive for animals sold at auction through this program.

Also, in accordance with recent tax legislation, the Houston



whelmingly positive, with one agricultural science teacher quoted, "I believe this will help the

junior sale and the junior show in a number of ways. We really do appreciate all that the Houston

Livestock Show has done and continues to do on behalf of our youth in Texas." 

<b>Place</b>	<b>Guaranteed Premium Price</b>		
	<b>Steers</b>	<b>Lambs</b>	<b>Barrows</b>
Grand Champion	\$50,000	\$25,000	\$25,000
Reserve Grand Champion	\$35,000	\$17,500	\$17,500
Breed Champions	\$15,000	\$ 7,500	\$ 7,500
Reserve Breed Champions	\$12,500	\$ 7,500	\$ 7,500
Remaining First Place Animals	\$ 6,000	\$ 7,000	\$ 7,000
Remaining Second Place Animals	\$ 5,000	\$ 6,500	\$ 2,000
Remaining Third Place Animals	\$ 3,000	\$ 3,000	\$ 975
Remaining Fourth Place Animals	\$ 2,750	\$ 2,000	\$ 950
Remaining Fifth Place Animals	\$ 2,500	\$ 1,500	\$ 925
Remaining Sixth Place Animals		\$ 1,100	\$ 900
Remaining Seventh Place Animals		\$ 1,090	\$ 875
Remaining Eighth Place Animals		\$ 1,080	\$ 850
Remaining Ninth Place Animals		\$ 1,070	\$ 825
Remaining Tenth Place Animals		\$ 1,060	\$ 800
Remaining Eleventh Place Animals		\$ 1,050	\$ 775
Remaining Twelfth Place Animals		\$ 1,040	\$ 750
Remaining Thirteenth Place Animals			\$ 1,030
Remaining Fourteenth Place Animals			\$ 1,020
Remaining Fifteenth Place Animals			\$ 1,010
All Remaining Placing Animals	\$ 2,000	\$ 1,000	\$ 725
<b>Auction Cap Amounts</b>			
Grand Champion	\$50,000	\$25,000	\$25,000
Reserve Grand Champion	\$35,000	\$17,500	\$17,500
All Placing Animals	\$15,000	\$ 7,500	\$ 7,500

<b>Broilers</b>		<b>Turkeys</b>	
<b>Place</b>	<b>Guaranteed Premium Price</b>	<b>Place</b>	<b>Guaranteed Premium Price</b>
Grand Champion	\$20,000	Grand Champion	\$20,000
Reserve Grand Champion	\$10,000	Reserve Grand Champion	\$10,000
Remaining 3rd-20th Place	\$ 5,000	Remaining 1st-12th Place	\$ 5,000
Remaining 21st-30th Place	\$ 1,250	Remaining 13th-24th Place	\$ 700
Remaining 31st-50th Place	\$ 800	Remaining 25th-36th Place	\$ 600
Remaining 51st-100th Place	\$ 700	All Placing Turkeys	\$ 500
Remaining 101st-150th Place	\$ 600		
All Placing Broilers	\$ 500		
<b>Auction Cap Amounts</b>		<b>Auction Cap Amounts</b>	
Grand Champion	\$20,000	Grand Champion	\$20,000
Reserve Grand Champion	\$10,000	Reserve Grand Champion	\$10,000
All Placing Broilers	\$ 5,000	All Placing Turkeys	\$ 5,000

# The Voice of the Houston Rodeo



Story by  
Freeman  
Gregory

When the Show's long-time announcer Bob Tallman is doing what he wants during a rodeo performance, not one of the 50,000-plus people in the audience believes, "...they're going to be taxed, hassled or read a bad headline."

For the last 17 years, Tallman has used his unmistakable drawl to fill audiences with the infectious enthusiasm he feels for every event that occurs during a rodeo performance. And he makes it look effortless.

There probably isn't a better pairing anywhere in rodeo than Tallman and the Show. His warm, humorous gift of gab turns what could be a distant experience—given the cavernous expanses of the Astrodome—into high-spirited entertainment for the hundreds of thousands of people who attend the rodeo each year.

"It's part of my life all year, not just the 20 days I'm here," he says. "I've watched Houston's rodeo grow from being one of the country's biggest rodeos to being one of the most awesome events in the country. Period. I'm on a bill that is probably the largest entertainment offering for the best price in the world. There's not anything like it."

Tallman was 28 years old when he began learning announcing duties at the rodeo from Chuck Parkison, who had spent the preceding 25 years behind the microphone. Tallman had been announcing at smaller shows for about five years when the Houston opportunity arose.

"Getting to go to Houston at that point in my career was like, 'You're kidding me!' I remember my first performance. I rode in on horseback in front of 50,000 people

without any notes. I admit it made me think, but I don't remember being nervous. We just rode out there and did it. When you're on, you're on. If you're on fire, you've got to find some water."

Today's rodeo performances are so intricately produced and require so much planning, Tallman admits he wouldn't try it without notes again.

"It requires a certain pacing of energy," he explains. "You have to maintain a freshness. We're actually doing live television because of the DiamondVision replay. There are no take-two's. This isn't live-to-tape. It's live-to-life."

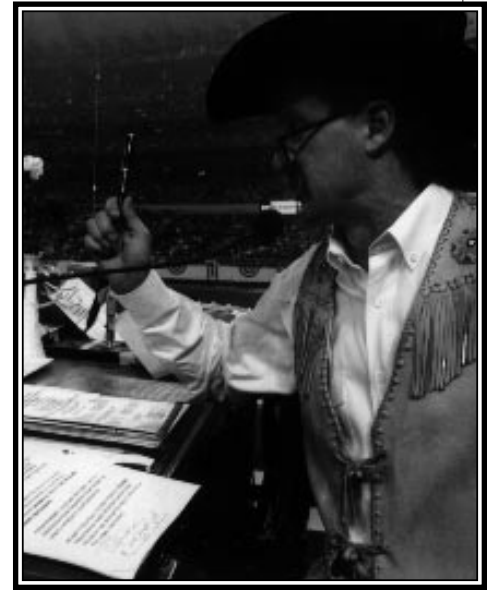
Tallman credits the Show's staff with upholding professional production values and keeping things on track with daily organizational meetings. "There is nothing else like it. We're responsible for making sure that every segment during the 20 days of activity here is as good and perfect as it can be."

And perfection is a relative term when it comes to live productions, he says. Learning to bob and weave in an entertainment sense is a very useful talent. One never knows what might happen next.

"At the 1991 show," Tallman recalled "we learned that the President was about to announce the end of the war in Kuwait.

"After receiving permission from ABC Television, we stopped the rodeo and patched in the President as he announced the end of the war to an excited and surprised rodeo crowd. That's just one instance in one hundred I've been involved in with this rodeo. There's no other way to describe it except 'awesome.'"

Tallman actually gets wound up for a performance during the Grand Entry. "I have become so comfortable knowing that the color announcer, Bill Bailey, and last




Sam Pierson

**With microphone and script in hand, Tallman keeps the rodeo crowd informed.**

year Ron Stone, is going to warm up the audience for me during the Grand Entry. When he hands them to me, they're on fire."

As he sees it, his job is to, "... put frosting on the cake Bill has baked and keep it together, slicing it up in the last few minutes of the performance and giving about 55,000 people a piece to take home with them so that they leave feeling they have a part of it."

Tallman also noted, "I have learned that I need my annual 'Texas fix' to raise my attitude and maintain a total optimistic outlook for the rest of the year."

"Houston is totally different from anything else in the world. It sets the pace for what it means to produce the best, and the rest follow," he said. "How can you compete with 10,000 volunteers? They understand that the only way our world will progress is to educate the young people and give them opportunity. If I could gather all 10,000 of them in a room and shake their hands...well, that would be an immense project, but I sure would like to try it some time." 



# Dome Preparation



**T**here may be some similarities between tackling an NFL running back and a cowboy wrestling a steer at the Houston Rodeo, but the playing field isn't one of them. So every year after the Oilers' football season, the Astroturf comes up, and the dirt goes down. It is just one step in the transformation of the Houston Astrodome into the site of the world's richest regular-season rodeo.

Before livestock fill the pens and cowboys don their spurs, workers will log 75,000 hours preparing the Astrodome complex for the 1994 Show.

"It's a massive, complicated job to do in an extremely short amount of time," said Gary Richards, assistant manager of buildings and grounds. "But this team is the best there is. Everyone works together to make sure we get the job done."

Richards and his crew of 150 begin working 10-hour days, seven days a week, on Jan. 2. All construction and preparation, with the exception of the carnival, are their responsibility. When considering the magnitude of their tasks, it hardly seems like enough time:

- The floors of the Astrodome and horse arena must be covered with an 18-inch base of dirt — 211 truck-loads' worth.

- 16,500 feet of fencing is erected for the barbecue contest, carnival and parking.

- More than 4,000 animal pens, stalls and tie-outs are erected.

- The pens and stalls are constructed with 13,000 square feet of sand, 3,600 square feet of cedar chips and 3,600 square feet of straw, which must be treated with a fire-proofing agent.

With the Astrohalls booked with other trade shows in the weeks

leading up to the Show, the crew begins their work behind the scenes. Pens, chutes and the concert stage come out of storage to be dusted off and undergo any needed repairs. The stage, which is stored in three pieces, is reconstructed inside the Dome. Under Richards' direction, contractors begin installing special lighting and

checked and operating properly the day before the Show. Once the Show opens, we have a whole new set of problems to deal with," Richards says.

His crew stretches the 10-hour days into 24-hour days for the duration of the two-week event, completing all maintenance work and setting up the concert stage for each performance.

Unlike much of the work that goes into the staging of the annual Houston Livestock Show and Rodeo, volunteers are not involved in the physical preparation of the event. Members of the Show's staff are assisted by Astrodome USA personnel and outside laborers.

But when the Show is over for most Houstonians, the Dome taskforce and the rest of Richards' crew starts its own event. In less than one week after the final curtain call and fireworks display, all traces of the Houston Livestock Show and Rodeo vanish.

In two weeks, pens, chutes, fencing, stalls and the stage are repaired, painted, disassembled and placed in storage. Even the base layer of dirt and sand from the inside of the Dome is collected and set aside for next year.

"The work is hard and the days are long," said Richards, "but there is nothing like the feeling you get when you see the kids who have worked so hard to get to the livestock show and families enjoying the rodeo together."



*Story by  
Elise  
Oppmann*



Johnnie Hendon

**Crews work around the clock to prepare for the opening of the Show.**

sound systems. And even though the carnival is responsible for its own booths and rides, Richards makes sure that electricity, water, lighting and telephone services are available.

When opening day is less than a week away, the stalls are set, the judging arena and bleachers are built in the Astrohalls, and commercial exhibitors move in and occupy more than 700 booths. For safety considerations, the walkways in the Astrohalls are covered with non-slip roofing material, while thousands of feet of electrical cables are securely taped down.

"Everything must be in place,

# Law from the Saddle



**B**olting from the mall, a shoplifter clears the parking lot figuring he "has it made," only to encounter a member of the Harris County Sheriff's Department Mounted Posse aboard 1,200 pounds of horseflesh. And in the vernacular of the criminal world, the "jig is up."

**Story by  
Keith R.  
Schmidt**

Founded in 1949 by the late and legendary Sheriff Buster Kern, the Posse currently has more than 100

"My father encouraged my interest in the rodeo at an early age," Look said. "I became a life member of the show when I was 12 years old and joined my first committee in 1967."

Look commands a Reserve Mounted Posse, and is one of the two veterinarians who care for the animals entered in the livestock show and rodeo. Look joined the force in the late '60s, and like him,

The Sheriff's Mounted Patrol continues to act as an honor guard and ambassador under Sheriff Johnny Klevenhagen. Mounted officers also assist and provide specialized protection at events such as the 1990 Economic Summit, the Republican National Convention in 1992 and other events where they can add special assistance in crowd control and security.

The Reserves unit provides a

ready resource of citizens trained to assist the Harris County Sheriff's Department meet law enforcement and emergency needs. The organization is the largest force of its kind in Texas. It ranks second nationally, and has the longest active history of any unit of its kind in the state.

Yet another service the reserve Posse provides is searching for missing persons or escaped convicts in rural areas of the county. Other departments throughout the nation have copied the Harris County program as an effective way to increase available enforcement and security personnel without capital expenditures.

Reserve deputies possess full police powers while on duty. They become part-time, unpaid but fully qualified professional police officers with the same responsibilities as regular deputies. Posse members provide their own horses, saddles and care for their animals.



Frank Martin

Members of the Mounted Posse act as pivots during the rodeo to guide the grand entry through the arena.

members.

Typical of those who make up the Posse is Gary Look, son of one of Houston's most famous restaurateurs, Sonny Look, a lifetime vice president of the Houston Livestock Show and Rodeo.

most members of the Posse are veterans who maintain a great esprit de corps. They take special pride in what they do, not only in law enforcement but also in their role in the Houston Livestock Show and Rodeo.

The reserves mandate basic minimum requirements. Applicants must pass an extensive background investigation, drug testing, and complete a minimum of 145 hours of training before being commissioned. Then, in-service training programs and firearms qualification become mandatory. By department regulation, deputies must perform a minimum of 16 hours of duty each month.

While the requirements for deputies are strict, the "character" of their mounts is equally important and demanding. A lot of good riders can't qualify for the Posse because their horses do not have the right disposition. The animals must be mature to the degree that they won't bolt in stressful situations, such as gunfire, smoke, crowds and

a variety of distractions.

One of the special qualities these horses must learn is the ability to sidestep. It's an unnatural movement for a horse, but it is an invaluable crowd control technique. By sidestepping a suspect against a wall or car, the horse effectively pins the suspect, allowing the deputy to reach down and apply the handcuffs.

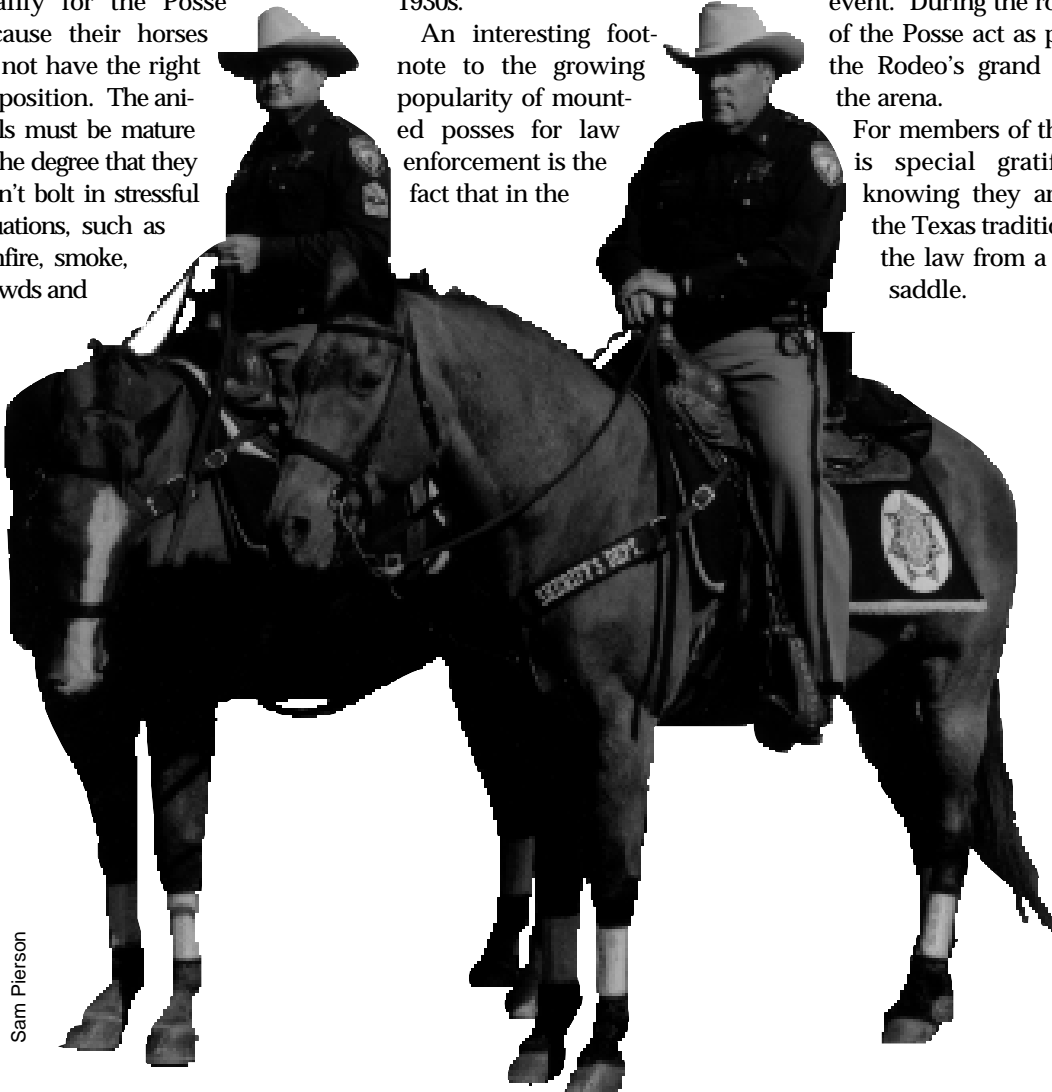
Many of the training techniques employed by the patrol come from the New York Police Department Mounted Posse Manual, which is based on the U.S. Cavalry Unit training regulations of the early 1930s.

An interesting footnote to the growing popularity of mounted posses for law enforcement is the fact that in the

1930s the motorcycle gradually replaced the horse. Now, in the 1990s, the peace officer on horseback is becoming increasingly common. In urban areas the horse can quickly go where no vehicle can. And, a good horse adds instincts and a second set of eyes to any situation.

In addition to its law enforcement duties, the Posse plays vital roles in the staging of the livestock show and the rodeo. The Posse coordinates the annual Pony Express run from Houston to Austin, carrying the Show's invitation to the governor to attend the event. During the rodeo, members of the Posse act as pivots to guide the Rodeo's grand entry through the arena.

For members of the Posse, there is special gratification from knowing they are carrying on the Texas tradition of enforcing the law from a western saddle.



Sam Pierson

# Following the Music



Story by  
Charlotte  
Kirk

**F**ew people are still around who remember seeing the entertainers of the Houston Livestock Show and Rodeo in the early years. To many people, legendary names like Gene Autry, Roy Rogers and Eddy Arnold are just that — names of legends of country and western music.

In the beginning years of the Show, television stars like Chuck Connors, Rex Allen and Bat Masterson—who all rode horses—

Astrodome even on the weekend.”

The most dramatic change in the Show’s entertainment line-up came in 1972, the year of the Show’s 40th anniversary, when, for the first time, 10 different entertainers headed the bill. The following years saw such names as Elvis Presley, Sonny and Cher, the Fifth Dimension, the Jackson Five and Doc Severinsen.

“During the first years in the Astrodome, rodeo officials took the best general draw stars available

our attendance during the mid-1980s, we knew we could not solely rely on experience, instinct and gut feelings any longer.” (See McKinsey Study article in this issue.)

Enter the computer age and an entirely new way for selecting talent for the ever-increasing crowds at the Show. In late 1986 and early 1987, Shafer and the Show’s marketing staff began developing their own computer program designed specifically to determine who, coupled with the rodeo and specialty acts, would continue to draw the best crowds.

“We set out to develop a computer program that would tell us the correct music mix (country and western, contemporary hit, etc.) and would accurately predict attendance for specific stars, and that is exactly what we now have,” Shafer said.

“Our current system will take data and make a projection of attendance for any given entertainer for each performance. Based on all the expenses for each performance, such as star salary, rodeo purse, rodeo contractor, specialty acts, and lighting and sound costs, the computer informs the Show which combination results in the best return for each day.”

The data that drives the computer analysis program is actually gathered through a number of different research methods. The first method used—and still the most important—was the telephone survey, which is now conducted three times each year by members of the Communications—Editorial Committee, Show staff and temporary labor services under the direction of the marketing department. The committee volunteers conduct a majority of the telephone interview calls.

Committee members are trained



Sam Pierson

Reba McEntire returns to the 1994 Houston Rodeo for two performances.

headlined the Show. Sometimes, even a few “four legged” stars like Lassie performed.

“Once the Show moved to the Astrodome, it became apparent that it would take more entertainers to support the needed increases in attendance,” said Leroy Shafer, assistant general manager. “Only top musical acts would fill the

and worked from experience and gut reactions,” Shafer explained.

“That philosophy worked fine, especially when a surge in the popularity of country and western music and the ‘urban cowboy’ mania swept us to multiple sell-outs in 1982.

“But with a fragmentation of music categories and a downturn in



to conduct surveys by staff members and visiting researchers from universities and corporate marketing departments.

The computer program also relies on data gathered through written surveys that are distributed annually to all Show committee members and season ticket holders.

“Then we continue to gather data through the random interview surveys conducted in person at each rodeo performance by our Communications—Editorial Committee,” Shafer explained. “They conduct between 150 to 250 interviews per performance. This feedback allows us to gauge the accuracy of our predictions and provides a basis for fine tuning the computer code.”

Armed with this data, the marketing department advises Dan Gattis, general manager, and Lori Renfrow, the assistant manager for presentations, as they schedule the best possible entertainer mix annually.

“We develop a music mix percentage that tells us how many country and western entertainers and what type of non-country and western entertainment to schedule,” Shafer said. “And no matter what we do, if we stray from the computer’s predictions, we find out ultimately that the computer was correct.”

For example, during the 1993 rodeo, the computer predicted the need for only 15 country and western performances. When the Show was unable to schedule a top contemporary star and booked 16 country and western performers, two of the country performances were not sellouts—even though all but 1.2 percent of the available seats in the Astrodome were sold.

“Of course, we do consider the image of the Show because we’re a family environment,” he added,

### 1994 HOUSTON LIVESTOCK SHOW AND RODEO ENTERTAINERS

Sat., Feb. 19, 7 p.m.....	Clint Black
Sun., Feb. 20, 4 p.m.....	Alan Jackson
Mon., Feb. 21, 7 p.m.....	Wynonna
Tues. and Wed., Feb. 22 & 23, 7 p.m.....	Reba McEntire
Thurs., Feb. 24, 7 p.m.....	Frankie Beverly & Maze/Gladys Knight
Fri., Feb. 25, 7 p.m.....	Randy Travis
Sat., Feb. 26, 11 a.m.....	Billy Ray Cyrus
Sat., Feb. 26, 7 p.m.....	Willie Nelson/Clay Walker
Sun., Feb. 27, 4 p.m.....	Selena/Ram Herrera
Mon. and Tues., Feb. 28 and Mar. 1, 7 p.m.....	George Strait
Wed., Mar. 2, 7 p.m.....	Tanya Tucker/John Michael Montgomery
Thurs., Mar. 3, 7 p.m.....	Doug Stone/Tracy Lawrence
Fri., Mar. 4, 7 p.m.....	Mark Chesnutt/Tracy Byrd/Doug Supernaw
Sat., Mar. 5, 11 a.m.....	Trisha Yearwood/Billy Dean
Sat., Mar. 5, 7 p.m.....	Vince Gill
Sun., Mar. 6, 4 p.m.....	Brooks & Dunn

“so no matter what our customers tell us through the computer, there are sellout entertainers that we will not sign.

“You can’t please everyone with each entertainer, but we use the computer and the wishes of each group to put together an entertainer mix that will please as much of each market segment as possible while maximizing our overall ticket sales.”

Currently, since 558,000 season tickets are being sold, the computer program has been modified for the future to give more weight to the wishes of our major market groups — season ticket holders, committee members who do not buy season tickets, but who bought 58,770 tickets in 1993, and the non-season ticket buying general public, who purchased 375,858 tickets in 1993.

Staff members who work with the entertainer selections point out that while research determines the entertainers that should appear, signing these stars is another matter.

Because of various non-availabilities—star not touring, touring out of the country, booking conflicts, etc.—the Show can usually sign no more than 80 percent of the computer’s recommended “top choices.” Last year, 1993, was the best ever—95 percent of the computer’s top choices were signed.

“The computer is the amplified and personified voice of our customers,” Shafer said. “It is a tremendous tool that allows us to instantly and accurately follow the music preferences of our rodeo audiences and bring the best to the Houston Livestock Show and Rodeo.”



# The McKinsey Study



**Story by  
Terri Kainer  
and Mark  
Anawaty**

**N**o one can argue that the Houston Livestock Show and Rodeo is one of our country's greatest success stories. Its unparalleled achievements largely depend on the thousands of enthusiastic experts in as many professions that are brought in either on a volunteer basis or as part of the Show's permanent staff.

"We don't normally use outside consultants because we have a tremendous pool of expertise in our volunteers," said Leroy Shafer, assistant general manager. "And we have as professional a staff as you are going to find in this industry."

But the Show's success also comes from knowing to step outside for professional assistance when the need arises.

The McKinsey study, conducted at no cost to the Show, began in 1986 and continued through 1987. Its accomplishments and results are still often referred to in committee meetings, and is an excellent example of Show officials utilizing an outside consultant to help ensure a strong future.

The early to mid '80s brought a screeching halt to the urban cowboy craze, a petroleum bust and a real estate depression. Costs were up; ticket sales were flat.

The Show's Executive Committee, aware of strategic planning groups with national and international reputations, for the first time in many years felt it was time to seek some outside advice.

Enter the worldwide consulting firm of McKinsey and Company, Inc.

"One of the most impressive things to me about the original study," said Shafer, "was that McKinsey committed their resources to understanding this industry by visiting events as distant as the Calgary Stampede in Canada, and meeting with the International

Association of Fairs and Expositions, before they did anything."

Following their extensive preparation, McKinsey staff members met with committee chairmen, corporate sponsors, committee members, ticket buyers, entertainers, commercial exhibitors, livestock advisors, scholarship recipients, university representatives and the general public. Given the objectives, it was imperative that this study be exhaustive.

At issue was the need for expertise in four major areas: 1) Where does the Show stand today? 2) What immediate changes need to be made? 3) What is the long-term picture? 4) Are the Show's volunteer and contribution structures where they should be?

On May 7, 1987, the results of the extensive study were presented to the Show's Executive Committee and the management staff. The findings confirmed what Show officials had suspected—the Show was an exceptional event, but potentially disruptive economic and demographic trends loomed large on the horizon.

The report stated that the Show provides important contributions to the community, the livestock industry and Texas youth. Most evident was an energy and vitality exhibited in the enthusiasm shown by the public and the volunteers about their support of the Show.

Then McKinsey staff member, and now assistant general manager of the Show, Skip Wagner, noted, "The Show demonstrated a level of commitment, wisdom and vitality to implementation that is much higher than the typical client. In every quarter, there was a wholesale commitment to making this event better. In the largest sense, the success of this study is directly a result of the ability of this organization to attract and maintain such an impressive number of tireless, dedicated volunteers and staff members."

The report recommended various modifications to the Show in order to meet long-term financial goals. The following is a sample of some of the recommendations and observations upon which Show officials have acted.

## Who is McKinsey?

McKinsey and Company, Inc., is an international consulting firm which specializes in problem solving and program implementation for a broad range of corporate and, to a lesser extent, government institutions. Working at the top-management level, this company helps its clients to improve significantly the performance of their organizations, both by resolving internal problems and by anticipating and responding effectively to external threats and opportunities.

Founded in 1926, McKinsey and Company now has 58 offices in 28 countries.



**1** Compared to local entertainment attractions, ticket prices were too low, at an average cost of \$8.58.

**RESULT:** A gradual increase in ticket prices, which has added revenues of \$2 million.

**2** Add rodeo performances to accommodate greatest attendance possible, since a significant number of surveyed persons indicated they attended the Show on “the only day they possibly could.” Scheduling changes were suggested, such as expanding the Show to cover three weekends, ultimately providing more opportunities for the general public to attend at least one performance. They proposed Sunday matinee and evening performances be eliminated or rescheduled—Sunday shows were considered a problem because of church attendance and work or school the following day.

**RESULT:** The Show now spans three weekends with performance times scheduled to better respond to public demand (i.e., only one performance on Sunday, beginning at 4 p.m.) .



Frank Martin

**3** Review the Show’s components to match changing demographics, especially the growth in the Hispanic population and the aging of America.

**RESULT:** New data programmed into Show’s entertainment research computer helped to develop and attract a broader audience.

**4** Create a structure to enhance the corporate community’s involvement with the organization.

**RESULT:** A new Corporate Development Committee, better coordination and expected 1994 corporate contributions of nearly \$3 million—a number far in excess of the study’s projections.



Sam Pierson

**5** Be innovative with traffic and congestion issues.

**RESULT:** Four off-site shuttle parking areas open to the public, with 30 percent utilization by Show patrons.



Frank Martin

**6** Reposition the carnival for better visibility, as it was formerly located in the northeast corner of the Astrodome parking lot, and pedestrians were walking long distances to the carnival.

**RESULT:** Relocation of the carnival, resulting in a 40 percent increase in revenues.

**7** The study also found that commercial exhibits were low in comparison to other similar shows in the amount of space and the fees being charged.

**RESULT:** Within a year after the McKinsey study, Harris County officials upgraded the Astrodome facilities. Show officials were able to work with them to make a major addition to the Astroarena, which now houses the new sales pavilion and several hundred thousand square feet of additional livestock and exhibit space.



Sam Pierson

McKinsey also analyzed the Show's volunteer and contribution structures and found that its rapid growth had far exceeded the staff's capabilities to respond to them, but felt that overall, the structure was sound. Recommendations were made on how to be more responsive to that growing structure.

They also studied the livestock industry, the youth organizations and the scholarship programs. One result of these studies is that the Show now offers non-agricultural scholarships to benefit more local metropolitan students.

Dan Gattis, general manager of the Houston Livestock Show and Rodeo, expressed great enthusiasm for the McKinsey study and its results. "This study was extremely beneficial to the Show and its future. It enabled us not only to communicate and bring to reality

some ideas that we had for many years, but to fine tune those ideas and implement them.

"It resulted in a tremendous surge of success for the Show, and the bottom line increased dramatically, due to some of the suggestions that were made and carried out. The philosophy that they helped us establish really spurred us into a whole new era of management and growth with the Show."

Shafer also indicated his satisfaction with the study. "In the past five years, we have made tremendous strides in implementing what McKinsey set forth for us. The most critical aspect that was discovered was that we had our most successful year in 1982, and we had continued with what made that year successful. In other words, we know now that no mat-

ter what we're doing that is successful today, it is going to take something different to be successful tomorrow. Research and changes are imperative to our organization. This event has always been a product of the people, and each year we are going to start from scratch to find out what the people want."

In a short time, McKinsey and Company has helped the Houston Livestock Show and Rodeo leap from an organization that it had been to the business-like, marketing and competition-oriented organization that it had to be in the '80s and '90s. But all has been accomplished while retaining the character, spirit, friendliness and family-environment that has made it a success from 1932 to where it is today.



## Another Show Improvement



Sam Pierson

On June 3, 1993, the outgoing Show officers presented to Houston Livestock Show and Rodeo with another visible improvement, a flagpole. The flagpole, which stands directly in front of the Show offices, bears the logo of the Houston Livestock Show and Rodeo. A special thanks goes to these former Show vice presidents, Dr. Max Butler, Larry Carroll, Thad Gilliam, Tom Glazier, and Jim Lightfoot.

**Pictured from left to right: Don Jordan, Show president; Dick Graves, chairman of the board; and 1993 outgoing vice presidents, Thad Gilliam, Tom Glazier, Jim Lightfoot, and Dr. Max Butler.**



# Vice President Profiles



Kaye Marvin Photography, Inc.

**Robert V. McAnelly**



Sam Pierson

**Richard E. Bean**

*Stories by  
Middy  
Randerson*

**A**lthough Robert V. “Mac” McAnelly says he was a city kid growing up in Copperas Cove, Texas, he remembers picking cotton on his grandfather’s land when he was 3 years old.

That youthful agricultural indoctrination must have impressed him mightily since his adult interests have led him to years of service as a volunteer and officer in the Houston Livestock Show and Rodeo. He’s also chairman of the board of the Houston Farm and Ranch Club, and a longtime participant in the Salt Grass Trail Ride.

As a child in the mid-1950s, McAnelly accompanied his family to performances of the Houston Rodeo and he fondly remembers seeing Roy Rogers and Dale Evans and The Cisco Kid and Pancho.

He attended Lamar University on a football scholarship, taking criminal justice and pre-law courses, then moved to Houston and put himself through South Texas College of Law while working as an officer on the River Oaks Police Force. His private law practice now focuses on personal injury and “light criminal” work.

In 1978, McAnelly began volunteering on the Souvenir Program Committee and later served on the Corral Club Committee. Currently, McAnelly serves as officer in charge of the Trail Ride, Souvenir Program, Swine Auction and Rabbit Show committees.

McAnelly and his wife of 11 years, Caryl, serve together on the Committeemen’s Bar-B-Que committee and she also is a member of the Palomino Committee. They have three daughters, Carly, 10; Kelly, 8; and Casey, 6.

McAnelly says what keeps him so interested in his volunteering is the camaraderie of the committee work and “the pleasure of seeing the results of the work when we visit scholarship recipients.”



**S**how vice president Richard E. Bean has received more than the usual blessings from his dedicated volunteer work with this organization.

In addition to the joy of helping others and the satisfaction of a job well done, Bean met his wife, Dorothy, while working together at the 1988 Show. They were married in December, 1992. Dorothy, a third grade teacher at Bunker Hill Elementary School, is a 20-year veteran of Houston Livestock Show and Rodeo committee involvement.

A native Houstonian and a graduate of Lamar High School, Bean later received a graduate degree in accounting from the University of Texas. He worked as a public accountant for eight years. In 1976, he joined Pearce Industries, an oilfield equipment firm, and now serves as the company’s executive vice president and chief financial officer.

Bean began working on Livestock Show committees the year he returned to Houston after college graduation. He served on various Corral Club committees from 1968 to 1980, then became a member of the World’s Championship Bar-B-Que Committee, one of the committees he now oversees in his position of vice president.

Other committees of which Bean serves as officer in charge include Committeemen’s Bar-B-Que, Outdoor Advertising, Safety and Judging Contest Scoring.

Bean says he gets great personal satisfaction from his Rodeo work as well as his activities on behalf of his alma mater, Lamar High School, where he helped establish a foundation that awards student scholarships and teacher grants. He also enjoys his charitable work through First United Methodist Church.

In whatever spare time he has left, Bean says he enjoys a “few hunting trips a year and a couple of rounds of golf.”



# Committee Spotlight



## Trail Ride Committee

Story by  
Whitney  
Horton

Like the U.S. mail carriers, not rain nor snow nor sleet nor hail will stop a trail rider from making the annual trek to Houston. The trail rides, which now symbolize fellowship, organization and tradition, originally began as a publicity tool to bring attention to the Houston Fat Stock Show.

According to former trail boss Dude Parmley, the idea for a trail ride preceding the rodeo began many

out, ate out of the chuck wagon and followed a trail into Houston.

The following year, 50 hardy souls made the ride; in 1954, the total grew to 800 riders; in 1955, 1,300 were on the trail ride roll call. Today, approximately 6,000 riders comprising 14 different trail rides that cover 1,800 miles participate in this annual ritual that kicks off the Houston Livestock Show and Rodeo.

ance with trail ride rules and regulations. Members also assist with activities at individual campsites.

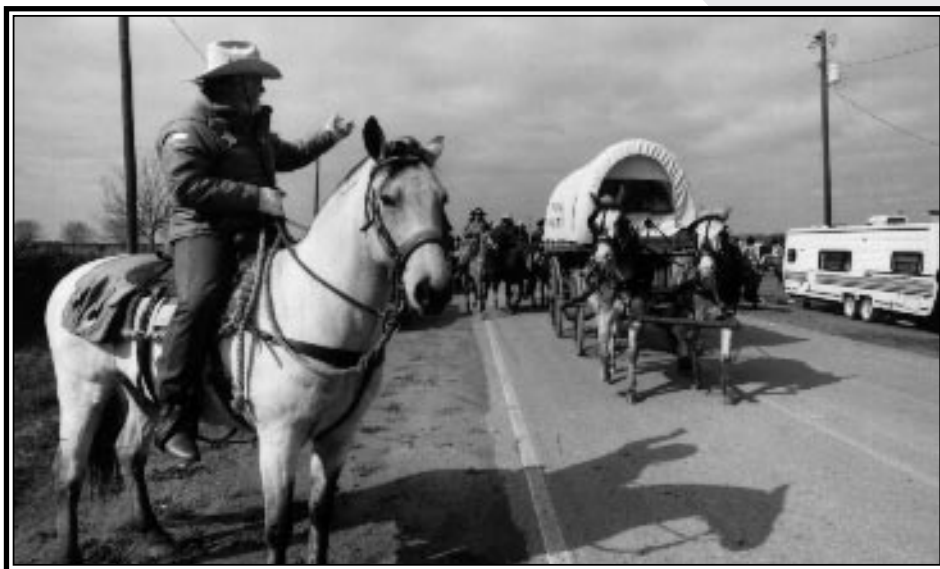
Planning and preparing on the part of each of the members of the Trail Ride Committee are essential to assure successful rides. Timing each highway or long crossing to keep traffic moving is one specific duty of this committee.

“Members of this group are policemen without a badge,” said Charlie Roberts, committee chairman. “They must earn the respect of each of the trail bosses and the riders. Safety is most important to us. After the ride, when we receive positive feedback from the trail bosses, we know we’ve done our job well.”

Committee members also maintain a relationship with the Houston City Parks and Recreation Department. Together, they coordinate the positioning of the trail rides in Memorial Park, as well as direct traffic from the park to the downtown rodeo parade route.

The Trail Ride Committee, headed up by officer in charge Robert McAnelly, also presents awards to trail rides and individuals at the culmination of the journey in Memorial Park. Tuckered-out riders and relieved committee members relax under the setting sun and share their experiences on the trail. Some even teach their children to rope and sing cowboy songs around a camp fire.

But one element unites them all — the eager anticipation of the next morning’s parade that symbolizes the start of the Houston Livestock Show and Rodeo.



Frank Martin

A committee member coordinates the safe flow of traffic on trail rides.

years ago when several friends were having lunch. One complained, after bad flying weather, he would never go anywhere that he could not get back to Houston on horseback. Realizing the idea would be a great promotion to boost awareness of the Show, a celebrated tradition was born.

Supplied with a century-old chuck wagon, the four original trail riders left Brenham, Texas, on Jan. 30, 1952. They rode on horses through the Texas elements, camped

Because of the need to improve communication and to maintain organization among the many rides, the Trail Ride Committee was formed in 1968. Members are responsible for the safety and organization of more than 6,000 riders, some of whom travel almost 400 miles to join the downtown rodeo parade festivities.

The 75 members of this committee coordinate all 14 trail rides, working closely with each of the trail ride bosses to ensure compli-

## Range & Pasture Plant Identification

“We’re one of the best kept secrets of the Houston Livestock Show and Rodeo,” exclaimed Mickey Cooper.

What takes place in a single room on the last Saturday of the Show is the Range and Pasture Plant Identification Contest, a competition that involves students from around the state of Texas. The participants, ages 9 to 19, have studied more than 100 plants in preparation for the contest.

During the contest, the participants must identify 50 plants and answer any other questions about their characteristics. “Sometimes we cut the tops off the plants so the kids really have to know what they’re looking for,” said Cooper, committee chairman. “We have ways to make the test a little more

challenging, so everyone does not make a perfect score.” The winning teams and individuals receive cash awards, belt buckles and trophies.

Under the leadership of its new officer in charge, Jim Janke, the Range and Pasture Plant Identification Contest Committee is now in its 46th year. The committee’s 89 volunteers organize and conduct the entire contest. During the actual competition, some members attend to the facilities, others arrange the specimens on the tables for the exam, while another group makes the certificates and plaques that are awarded to each contestant. During the year, members solicit donations for food, money and prizes.

At the 1993 Show, 145 students

traveled to Houston to participate in the plant identification contest. That number is expected to increase to 200 this year “if telephone calls of interest are any indication,” said Cooper. “There’s a lot of interest in the contest. However, the students’ biggest challenge is funds.” The committee lessens that load by donating traveling money to each of the students’ coaches.

“The contest is a way for kids who are not exhibiting livestock to participate in the Houston Livestock Show. The kids are really learning something, with valuable application to their daily farming and ranching activities,” said Cooper. “Anyone who even studies for this competition has put in a lot of effort, and they are all winners.”



*Story by  
Yahsmine  
Cattli-  
Cowan*

## Events & Functions

What do you do if it’s too cold at the lamb auction registration or you need another table at the calf scramble banquet? Look around...a member of the Events and Functions Committee is nearby to help with such predicaments.

Formed three years ago, the 15-member group serves as a behind-the-scenes liaison for event organizers and the dozen Astrodome contractors who provide everything from audio and electrical equipment to catering and flowers.

“One of the biggest challenges in coordinating a function at the Show is communication. There are just so many people involved,” said Mike Jolley, founding chairman. “We are there to make sure nothing falls through the cracks.”

For each of the 100-plus Show-related functions in the Astrodome complex, a committee member is assigned to ensure that the room is ready to the client’s specifications. He or she then remains nearby to handle any special requests or problems.

“Committee members, most of whom are in the hospitality business, spend five or six days at the Show, working in four-, eight-, or 12-hour shifts,” Jolley added.

Before the committee was established, Show Manager Mike DeMarco handled this monumental task. “With the addition of the Stockmen’s Club, the Ballroom and other meeting rooms, we were coordinating many more events,” said DeMarco.

From something as simple as the

annual cowboy church to the lavish season box holders’ party, the group is there to help. “Whether a function is for 20, 200 or 2,000 people, it is all a massive undertaking. Sometimes there is only 15 or 30 minutes to transform a room for the next meeting, and this group is there to make sure everything is in place,” said DeMarco.

When they arrive on a work shift, members receive a packet of information about their assigned events so they know the affair’s requirements. “Once the Show gets underway, it’s like a big snowball rolling downhill,” Jolley said. “We can’t stop it, but we try to smooth out the road so it can keep going.”



*Story by  
Beth  
Johnson*

# Committee Spotlight



## Steer Auction Committee

**Story by  
Cheryl  
Dorsett**

In 1932, the Grand Champion Steer at the Houston Livestock Show sold for \$504. Last year, the Grand Champion Steer was purchased by LeRoy and Lucile Melcher for an amazing \$350,000.

The U.S. Consumer Price Index has increased by 931 percent in those 62 years, while the Houston

winning steers at a floor price above current market prices on the day of the sale. Each member is required to sell a minimum of \$10,000 in steers.

"In 1993, the committee's top 10 members recorded \$750,000 in presales alone," said Ken Caldwell, committee chairman. "Last year's

on the last Saturday of the Show, the committee facilitates the entire operation of the junior market steer auction, hawking bids and assisting exhibitors as well as buyers.

Marked by their signature committee badge, a large gold star, committee members also can gain status as members of "The Big Boys," by totaling \$30,000 or more in presales.

Throughout the years, the Steer Auction Committee has orchestrated the largest dollar volume junior steer auction in the world. During the past two decades, the committee's annual sales have increased from \$330,000 to more than \$2 million.

In 1993, \$611,000 was placed directly into the Show's educational fund as a result of the auction. The committee's cash donations alone totaled approximately \$200,000.

When a family buys one of the minimum priced presale steers that is butchered, wrapped into choice steaks and roasts for a price less than \$3 per

pound, they are getting pampered Texas beef that has been fed, groomed and exercised daily by one of the finest FFA or 4-H youngsters in Texas.

The youngster who brings his or her steer to the Houston Livestock Show has spent a year of preparation to compete in the largest market steer auction in the country.



Frank Martin

**The Show's junior market steer auction attracts a great deal of media attention.**

Livestock Show's grand champion steer auction price has increased almost 70,000 percent. This phenomenal success has been accomplished by one of the finest marketing programs in the world, the Houston Livestock Show and Rodeo Steer Auction Committee.

Established 48 years ago, the Steer Auction Committee is primarily responsible for selling all

leader had an individual sales total of \$150,000."

Under the leadership of George DeMontrond, Show vice president, the group organizes and hosts the annual Hide Party, at which the buyers of the top 90 steers from the previous year's Show are honored. The committee also hosts a buyers' breakfast the morning of the auction. And



# Executive Committee Portrait



T o m m i e V a u g h n

**T**he ideals inherent to the Houston Livestock Show and Rodeo and a sense of the true Texas spirit have always been a mainstream of Tommie Vaughn's life. He was born in Brownwood, Texas, in 1918 and was raised on a cattle and sheep ranch founded by his great grandfather in 1874. It was there that Vaughn learned early to appreciate the ranching way of life as well as to understand the hard work and dedication which are required to succeed in any venture. Vaughn attended Texas A&M University on a football scholarship and had the honor of playing on the 1939 Texas A&M National Championship team.

After serving as a Cadet Major in the Texas A&M Corps of Cadets, Vaughn entered the Army following graduation and later became a pilot in the Air Corps. In June of 1946 he and his wife, Helen, whom he had met on a Texas A&M student football trip, opened their first Ford car dealership in Granbury, Texas. In 1956, they opened the Tommie Vaughn Ford dealership in Houston. He is justifiably proud of having been a Ford dealer for 37 years—throughout the many business cycles in Houston. He attributes his staying power to those early qualities he developed while ranching and at school.

Still an ardent Texas Aggie supporter, Vaughn believes that he owes the university many great debts—for his education, for his sense of spirit and leadership, for the ability to participate in sports in a meaningful way and, certainly not least, for the opportunity to meet his wife.

Fortunately, Vaughn was willing to share his leadership qualities with the Show when his friend and neighbor, Stuart Lang, encouraged

him to become a part of the young, growing institution. Vaughn's first tasks with the Show were quite different from those which might be expected today. He was first asked to help the Parade Committee with the 1957 parade by "stopping the Salt Grass Trail and putting the Brenham High School band in front of the trail riders"—not an easy task for anyone to accomplish. After that parade he was told to appear at the Show at 6 p.m. for the first meeting of what evolved into the Corral Club Committee, of which Vaughn was one of the six charter members.

Vaughn continued active and extensive involvement with both committees with which he was initially involved. He chaired the Parade Committee for seven years, and many of the aspects of the event today bear his mark. He also co-chaired the Corral Club Committee.

In May, 1972, Vaughn became the 10th president of the Show. Under his leadership, the Show underwent a building expansion program. Show administrative offices were moved, new meeting rooms were added and the Super Sale Salon—the site of all Show auctions—was constructed.

While continuing to lead his Ford dealership and dedicate his time and effort to the Show, Vaughn has devoted himself to numerous other charitable causes, including the Houston Zoo and Texas A&M University.

Always a rancher, Vaughn owns a cattle ranch outside Houston. However, his weekends frequently include a trip to his home in Lakeway, Texas, or time spent with his two daughters and his grandchildren.

Vaughn sees the Show and its spirit growing stronger in the




*Story by  
Ann  
Jacobs*

Sam Pierson

**The 10th president, Tommie Vaughn.**

future because of the "group of terrific people who give their time, effort and money." He pointed out the lifetime effect of the Show on some people, such as Don Jordan, who first experienced the Show as a calf scramble winner and now is president of the Show.

"Adults will continue to work to raise money for the Show's scholarships for children," Vaughn said. "Because through the Show children can set goals, meet adults who become examples for them and find something tangible and constant in this world of  change."



# Keeping an Eye on Rodeo



Photos by  
Frank  
Martin

The action witnessed in professional rodeo is nothing less than exhilarating. Ferocious bulls, wild horses, invincible cowboys and racing cowgirls make for an exciting show.

But amidst the showcase of thrills and chills on the Astrodome floor lies the element of serious competition for rodeo cowboys and cowgirls. Like any other professional sport, rodeo is marked with its own set of regulations, guidelines, penalties and methods of scoring.

It takes a quick eye to catch penalties in most rough stock and timed events, as many penalties occur at the outset of the event. So here are a few rodeo spectator tips to keep you up to speed when Houston's world championship rodeo action starts!

## CALF ROPING

Success in this event depends on roper and horse working together, and some would say the highly trained horse is the more important member of the team. The horse must quickly catch up to the calf,

position the cowboy to rope it, then maintain tension on the rope as the cowboy dismounts, throws the calf and ties any three of its legs (usually two hind and one front). The tie must remain secure for six seconds after the roper remounts and permits the horse to slacken the rope.

The roper must remain behind a barrier until the calf has a head start. If the cowboy "breaks the barrier," 10 seconds is added to his time. If the calf becomes untied before six seconds is up, the roper is disqualified. This event is so competitive, that often tenths of a second divide the winners, while good times are usually in the 10-second range.

## BAREBACK RIDING

A good bareback rider is generally in better control of the ride than his wide-open style might indicate. But in this flamboyant event, it's wild that wins. The trick is to time the spurring motion with the horse's bucking action. When the horse leaves the ground, the cowboy jerks his knees and his spurs slide up the horse's shoulders. His feet fly up, out and away

from the horse and must be back to the shoulders and against the neck when the horse's front feet come back to the ground.

The cowboy must have his spurs over the point of the horse's shoulders until the first jump out of the chute is completed. He can't touch the horse, himself or his equipment with his free hand, and he must ride the bronc for eight seconds.

But hanging on for eight seconds is not just the key during the ride, as judges closely watch the position of the rider's spurs from the very beginning.

## TEAM ROPING

While the experts make team roping look easy, with five entities involved, nothing is simple. The first roper, the header, rides after the steer and ropes the horns or head, takes a dally (wraps the rope) around his saddle horn and turns his horse away, leading the steer.

A second roper, the heeler, rides in, ropes the hind legs and takes his dally. In an instant, the horses face the steer, the ropes come snug and a judge signals time. If but one leg is caught, a five-second penalty is added to the time.

Bareback Riding

Barrel Racing

Bull Riding

## STEER WRESTLING



When the animal is let out of the barrier and crosses a designated line, the dogger (steer wrestler) races forward to pass the steer. At about the time their horses reach the tail of the hard-running steer, the hazer (a mounted helper) keeps the steer moving straight while the steer wrestler, from the opposite side, begins transferring his weight from his horse to the steer. His horse runs on past, carrying the cowboy up to the horns and taking his feet out in front of the steer, in position for the cowboy to slow the steer, turn it and take it to the ground.

“Breaking the barrier” (leaving the box before the calf is given a head start) adds 10 seconds to the cowboy’s time. Also, the steer must be on its feet and stopped before it is thrown down or the time doesn’t count.

Winning times at the Houston Rodeo are usually less than six seconds.

## SADDLE BRONC RIDING



Cited as the classic rodeo event, this is one of the oldest rodeo events. The rider holds a six-foot-

long, inch and a half thick rein that is fastened to the horse’s halter.

Ideally, the cowboy falls into a stylish rhythm with the horse, feet thrust full forward and toes turned out in the stirrups, as the bronc’s front feet touch the ground. As the horse jumps high, the rider crooks his knees, drawing his feet back, toes still turned out, along the sides until his spurs strike the back of the saddle. The feet go forward again as the bronc descends.

The rider must have his spurs over the animal’s shoulder points until the first jump out of the chute is completed, or the ride is a “no score.” The cowboy cannot touch himself, the animal or the equipment with his free hand, lose a stirrup or hit the ground before the eight-second buzzer.

## WOMEN’S BARREL RACING



This fast, exciting and intensely competitive event provides colorful contrast to the rugged action characterized by most rodeo contests. As in other events, horse and rider cooperation is vital to success. The three barrels are “run” in a cloverleaf pattern, requiring quick turns at high speed to win. Times are so fast and close that they are measured in hundredths

of a second.

The three-barrel, cloverleaf pattern may be run to the left or right, but if the horse breaks it in any other way, the rider is disqualified. Knocking over barrels adds five seconds per barrel to the rider’s time. Winning Houston Rodeo times are generally in the 16-17 second range.

## BULL RIDING



Bull riders use just a flat-braided “loose” rope pulled tight (not tied) around the animal and held fast by the riding hand. Although the cowboy isn’t required to spur, you will see many of them moving their feet, scrambling to keep contact with the bull.

The cowboy must stay on the bull for eight seconds, using only one hand. The cowboy cannot touch himself or the bull with his free hand during the ride, and he cannot hit the ground before the eight-second buzzer or he is disqualified.

If a cowboy is still up in the air and is touching some part of the rope when the buzzer sounds, he still qualifies on his ride.



Steer Wrestling



Team Roping



Calf Roping



# DATES TO REMEMBER

<b>MARCH</b>							<b>APRIL</b>							<b>MAY</b>						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
		1	2	3	4	5						1	2	1	2	3	4	5	6	7
6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14
13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28
27	28	29	30	31			24	25	26	27	28	29	30	29	30	31				

- 1-Livestock and horse show activities all day; 7pm rodeo performance featuring George Strait
- 2-Livestock and horse show activities all day; 7pm rodeo performance featuring Tanya Tucker and John Michael Montgomery
- 3-Livestock and horse show activities all day; 7pm rodeo performance featuring Doug Stone and Tracy Lawrence
- 4-Livestock and horse show activities all day; 7pm rodeo performance featuring Mark Chesnutt, Tracy Byrd and Doug Supernaw
- 5-Livestock and horse show activities all day; 11 am rodeo performance featuring Trisha Yearwood and Billy Dean; 7pm rodeo performance featuring Vince Gill
- 6-Livestock and horse show activities all day; rodeo finals; 4pm rodeo performance featuring Brooks & Dunn

1-Spring Break; Show offices closed  
 4-Spring Break; Show offices closed

24-Annual Meeting at 4pm; Show Meeting Rooms - series 200



Houston Livestock Show and Rodeo  
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