

On the the same day we planted a pear tree along the east fence outside the kitchen window. It was about five feet tall and the trunk had a diameter of approximately one inch. I didn't do it that same day, but sometime later I decided to use the cyclone fence as an espalier to train the pear tree to a unique shape. I merely bent the thin branches and tied them to the fence.

*Note: Over the years I continued to keep the branches tied to the fence to maintain the shape. Also, I followed the practice of the Italian farmers I had seen, from the train on the way from Milan to Bologna. They trimmed the trees to a maximum width of about two feet on the east and west sides and let them spread to their normal growth from north to south.*

*The Italians did this so the trees took up a minimum amount of space in the field where they raised small grain in between the rows of trees. This also allowed them to pull a wagon along one side of the trees and pick all the fruit by standing in the wagon and reaching through the two foot thickness from one side. A very efficient use of space and of harvesting the fruit.*

*When I sold the home, 32 years later the pear tree still had that shape while the trunk had grown to approximately six inches in diameter and the branches accordingly.*

To break in the new Lincoln Mark III we drove up to see Jim at Ripon on Sunday the 18th.

## You're Fired !

Our Manager in Mexico was a Mexican by the name of Abel Magana. On my last several visits to our office in Mexico City I noticed more office help than seemed necessary for the amount of business we were doing

Our Area Manager for Central and South America was a fellow by the name of Mickey Crawford. He lived in Florida and served his territory from there. I talked to Mickey about this extra help and after some investigation he reported that Abel had his wife, a daughter and a couple of cousins on the payroll as "working" for the company.

Upon learning this I decided it was time to make a change in management at Mexicana. I asked Mickey if he knew any-

one in his territory who might be qualified to take over. He recommended a fellow by the name of Ricardo Soto who was working for our distributor in Lima, Peru.

I met with Bert Pollak, our legal counsel and he outlined all the details I should be sure to cover in such a maneuver. He



Ricardo Soto also called our Attorney in Mexico City to make him aware of our plans. I spoke with the attorney and told him I would be in touch with him when I arrived there.

I don't recall his name, but I called our distributor in Lima, Peru and told him we were interested in hiring one of his employees. I told him we wanted his permission to talk with Ricardo before doing so. It would be a promotion for Ricardo so the distributor was agreeable and assured me he thought Ricardo was capable of doing the job.

Mickey made arrangements for Ricardo to meet me in Mexico City on the morning of the 21st of April. He had worked for the Culligan Distributor in Peru for several years, We met at the hotel and I was satisfied that I thought he could do the job. We spent the morning going over the details of employment and his responsibilities. I told Ricardo I would terminate Abel that afternoon and Mickey would bring him to the office the next morning for his introduction to the employees we retained.

This was a busy couple of days. Our Mexican attorney was involved so we could be sure that all the i's were dotted and all the t s crossed. I wanted to be sure we were in compliance with Mexican law. We also had to go to the bank to cancel Abel's signature authority and install Ricardo in his place.

This was my first experience in terminating a manager of one of our subsidiaries. I was glad to get home on Friday evening after that week.