



Virginia "The First Corporation in America"

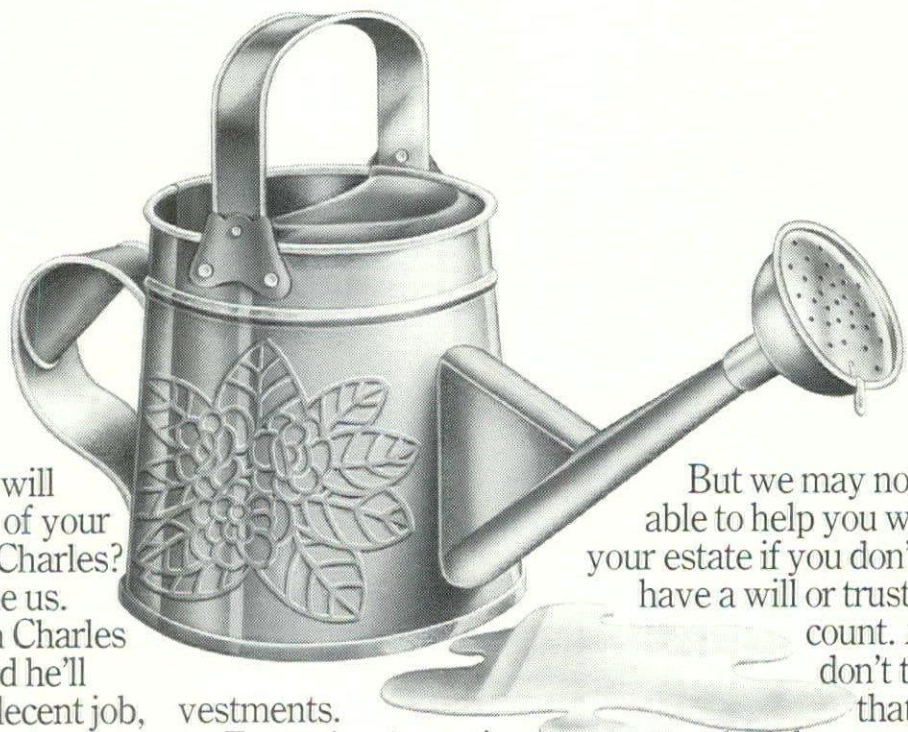
THE VIRGINIA RECORD MAGAZINE

JULY

1976

THE VIRGINIA DIVISION
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INDUSTRIAL DEVELOPMENT

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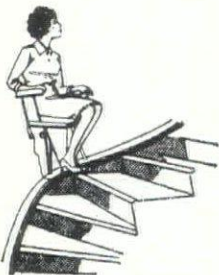
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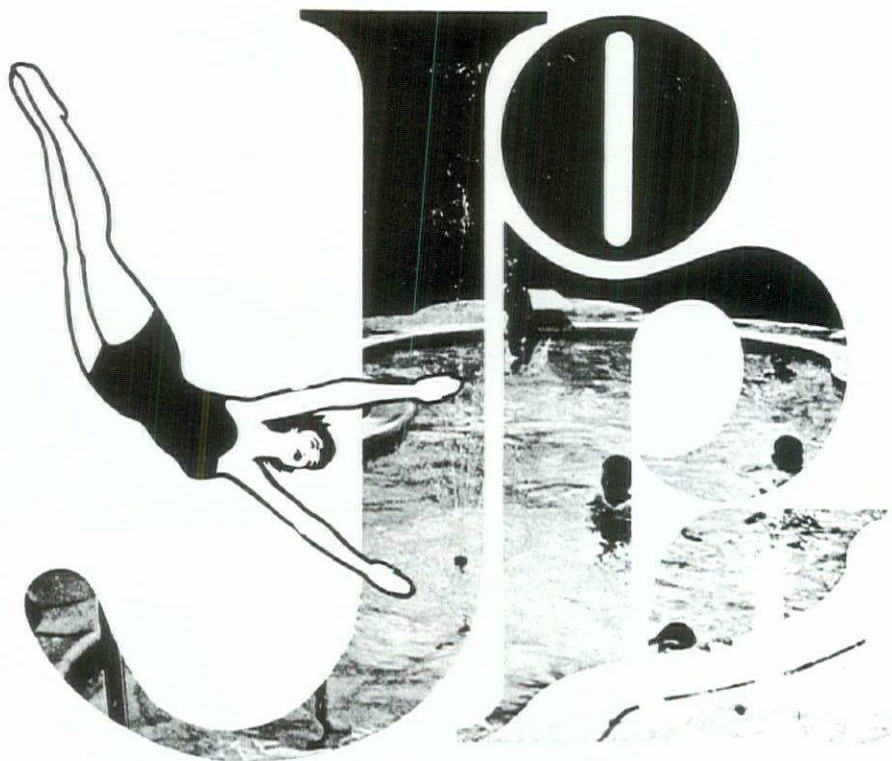
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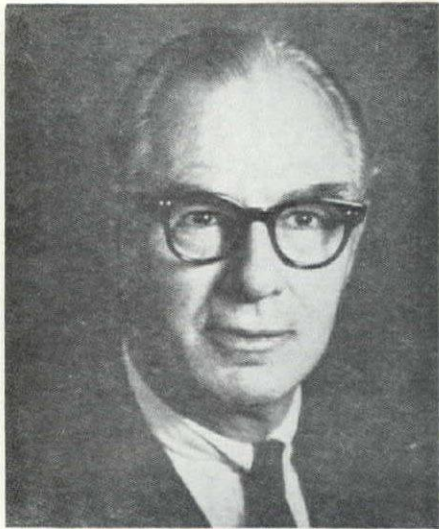
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Clifford Dawdey

“Sound and Fury” or Meaning?

FOR YEARS AND YEARS the Fourth of July has been celebrated with diminishing ardor. On this 200th anniversary of July 4, 1776, however, all sorts of efforts were exerted to make this year's celebration a Big Event. Whatever the forms of the commemorations, it is unlikely that the majority of Americans held any clear idea of exactly what they were celebrating.

This is certainly not an attempt to provide a brief history lesson. Even if I felt capable of so doing, and believed this to be an appropriate place, I've long since lost any faith in the power of historical facts to alter the fixed beliefs of the American public. The composite attitude of Americans toward the records of history is that of the person who says, “My mind is made up; don't confuse me with facts.”

Despite the records of the founding of America at Jamestown in 1607, it is firmly established in the public mind that America was established at Plymouth Rock by the Pilgrims who came over on the *Mayflower*. This attitude might partly be explained by the fact that after the Civil War the interpretations of history were in the hands of triumphant Yankees who, with their moral self-righteousness, proved that to the victors, along with the spoils, belong the writing of history. Or take the Civil War itself: outside the Southern states nothing can change the conviction that Southerners fought to perpetuate slavery, although the records clearly show that the leaders of Lee's Army of Northern Virginia (the army usually mistakenly identified as *the* Confederate forces) were not slaveholders and, indeed, opposed the institution of slavery.

Since it would be futile to rail against similar myths and distortions in the 1776 period, this is an attempt to call attention to the one person, Thomas Jefferson, whose words written during a period which covered July 4th have exerted the greatest significance on American political philosophy and on the recurring manifestations of what was once called “the American Dream.”

It must be stated at once that this focus on Jefferson is not an effort to make more “scrutable” this elusive genius or explain the extraordinary force of his mind and spirit. Such an effort belongs in the province of professional Jefferson scholars. As a veteran of the Civil War in writing (sometimes it feels like being a veteran of the war), I am nothing at all of a Jefferson scholar. But with a long admiration for and an interest in this great Virginian, I am taking this occasion to express the wonderment of a non-scholar over the curious lack of warmth Jefferson awakens in Americans generally.

More has been written on Jefferson

(Continued on page 33)

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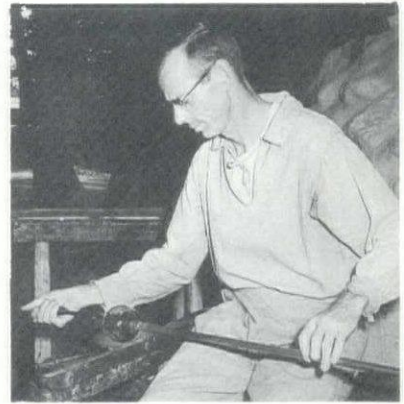
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Preserving America's Industrial Heritage In Virginia



Original Glasshouse, built in 1608, has been reconstructed to show early craft.



Photos
Courtesy of

Colonial
National
Historical
Park,
Yorktown

Costumed craftsman, trained in seventeenth century glassblowing techniques.

The Virginia Company Board of Directors Met one Morning and Founded a Nation

Virginia "The First Corporation in America"

On April 10, 1606, the newly formed VIRGINIA COMPANY received its charter from King James I and was empowered to establish a settlement "upon said coast of Virginia and America."

A year later the Company's ships arrived at Jamestown and the rest is American history.

When those distinguished board members met that fateful morning, did they foresee the outcome of their location decision? Did they know they were founding a nation? Probably not. But had they the information and statistics about Virginia available to boards of

directors today . . . 80% of the nation's consumers within overnight reach . . . 45,000 new entrants to the labor force annually . . . a state-wide technical training program . . . strong, stable state government . . . a right-to-work law . . . hundreds of progressive, sophisticated industries . . . had these facts and the many more advantages in founding Virginia been known in 1606, the board probably would have founded it sooner.

Ask your Board of Directors about Virginia today . . . It's not too late.

For industrial location facts about the

Commonwealth of Virginia, write or call the Governor's Office:

J. Frank Aldrough, Director
Division of Industrial Development
State Office Bldg., Room 3015
Richmond, Virginia 23219



ON APRIL 10, 1606, the newly-formed Virginia Company received its charter from King James I and was empowered to establish a settlement "upon said coast of Virginia and America."

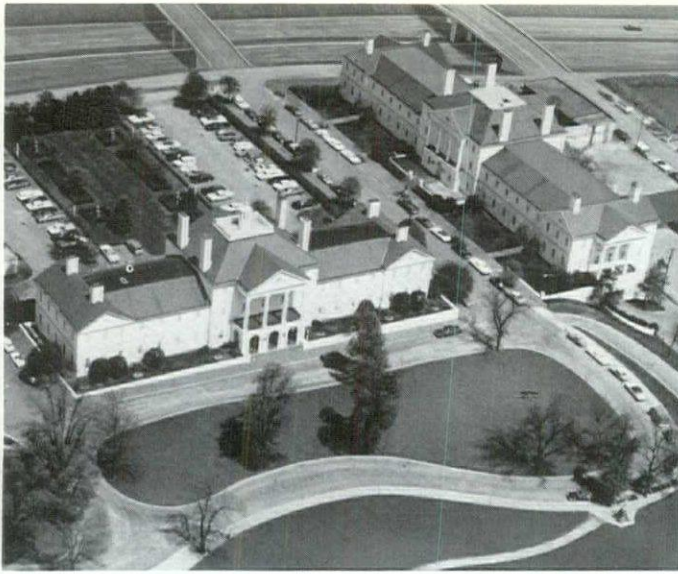
Three small ships (the largest only 76 feet overall) sailed from London on December 20 that year and more than four months later "we came to our seating place" — Cape Henry, Virginia. Then on to Jamestown, chosen simply because their ships could come close enough to shore there to be moored to the trees.

The first industry in America was a little glass factory built in 1608 in Jamestown. Within ten years the handful of colonists (The Virginia Company) were also forging iron, making barrels, hewing lumber, growing and curing tobacco, producing pitch and tar, and building ships.

Meanwhile, back in England, the investors in the Virginia Company were envisioning fast returns on their investments, which never came. There were periods of starvation, and deadly illness, and battles with Indians. And, because it was not profitable, King James dissolved the company in 1624. With this act, Virginia became an outpost of the British crown and continued as such until the American Revolution made it free.

Industrial Development continued however, and in the last 360-odd years, the list of accomplishments has become exalted. Virginia has become known for great industrial diversity, as well as a wealth of industrial heritage.

Today, all over the state, architectural and other historical treasures are being discovered, restored, and preserved by socially responsible companies with facilities in Virginia. Following are some examples, presented through the cooperation of the Virginia Division of Industrial Development and the Virginia Historic Landmarks Commission.



ETHYL CORPORATION

The Ethyl Corporation in Richmond is renovating the old Tredegar Iron Works on its property.

The Tredegar Rolling Mill was formed 1836; in the 1840s production of federal armaments began. When the works was confiscated by the South in 1861, it was expanded to become the seat of their heavy arms manufacture.

Last used for RR rail and wheel production, the plant closed in 1957 and, until Ethyl undertook restoration measures, had, building by building, slowly become ruinous.

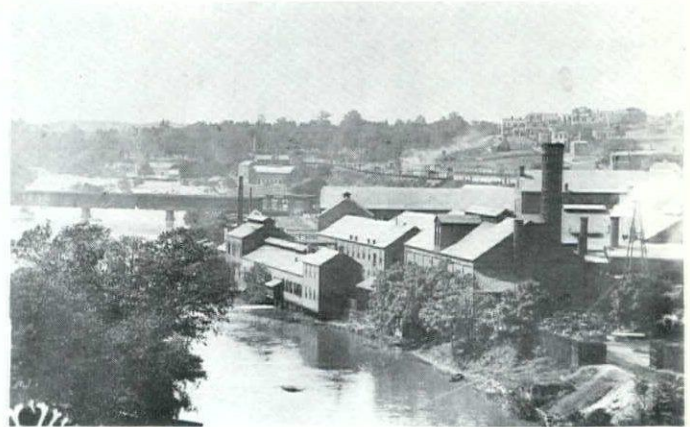
Mounted on the wall of one of the remaining buildings, a tablet recounts some of Tredegar's historic past . . .

"THE TREDEGAR IRON WORKS
FOUNDED 1836
MADE FOR THE CONFEDERATE GOVERNMENT
1861 — 1865
THE GREATER PART OF THE CANNON AND
PROJECTILES PRODUCED IN THE SOUTHERN
STATES AND THE WROUGHT IRON ARMOR OF
THE FRIGATE
MERRIMAC — VIRGINIA

THIS TABLET IS PLACED AT THE REQUEST
OF THE
CONFEDERATE MEMORIAL LITERARY SOCIETY
A.D. 1910"

The Tredegar tract totals approximately 22 acres and Ethyl Corporation is restoring the Tredegar Gun Foundry (center foreground in the 1890s photo.) The restoration is designed to return the Gun Foundry to its appearance in the early 1860s before it was virtually destroyed by Northern Troops.

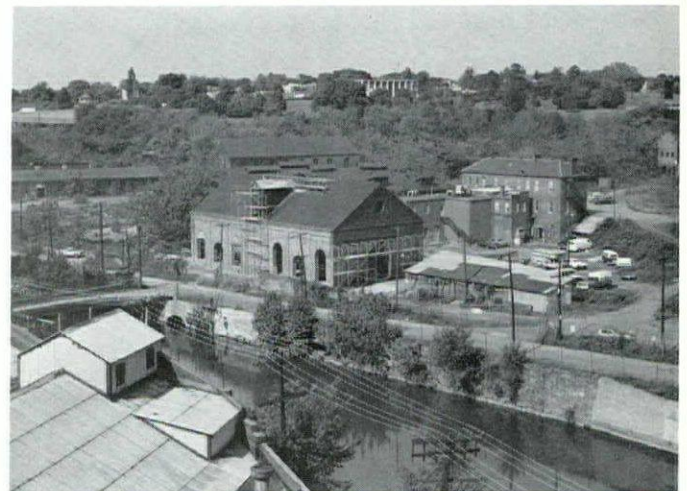
The property was nominated to and accepted for listing by the Virginia Landmarks Register, January 5, 1971 and the National Register of Historic Landmarks, July 2, 1971.



TREDEGAR in the '90s. (Photo from the Cook Collection, Valentine Museum)



The buildings had become ruinous. (Photo—Virginia Historic Landmarks Society)



TREDEGAR during present-day renovation. (Photo "Al" Cothran Studio)

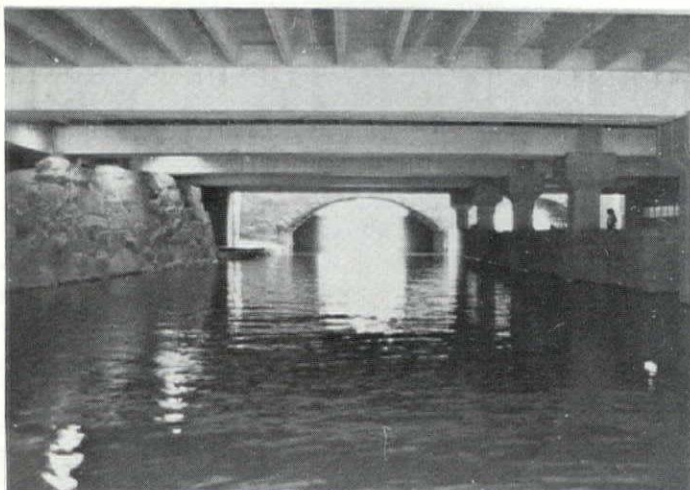
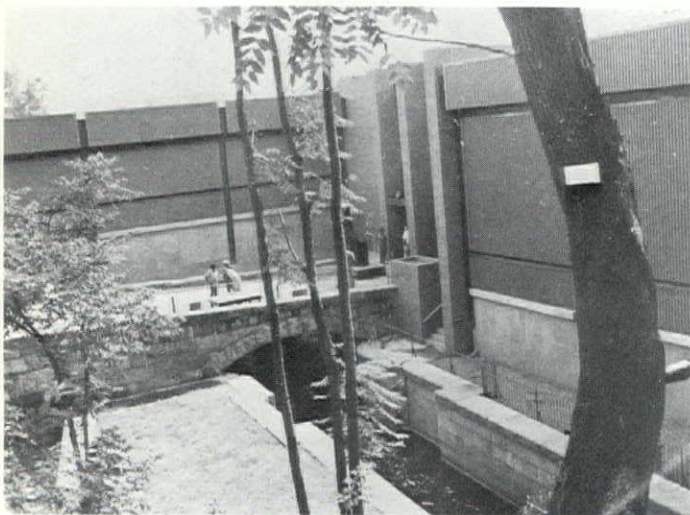


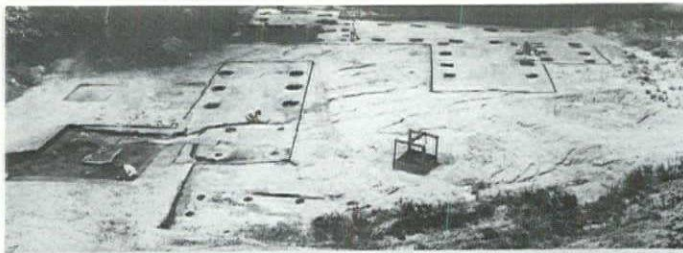
REYNOLDS METALS COMPANY

The Reynolds Metals Company, also in Richmond, has renovated and preserved a portion of the historic James River Canal Locks on the site of its Shipping and Distribution Center. This facility, incorporating the old canal into the design of the new building, is part of the downtown manufacturing operations of Reynolds Metals which has its corporate headquarters in Henrico County. As part of the James River and Kanawha Canal Historic District, the property was accepted for listing by the Virginia Landmarks Register, July 6, 1971 and the National Register of Historic Landmarks, August 26, 1971.

Preserved on the site are two locks of the Tidewater Connection, the old 13th Street Bridge and the Haxall Flume. The double locks, Numbers 4 and 5 of the Tidewater Connection of the historic James River and Kanawha Canal, are magnificent examples of the stonemason's art. Each lock is 100 feet long by 15 feet wide. The 13th Street Bridge with its two arches, was built in 1860 by Richard B. Haxall and Lewis D. Crenshaw, proprietors of the nearby Haxall-Crenshaw Flour Mill. Under the Distribution Center, on the south back of the canal, one can see the Haxall Flume, also built by Messrs. Haxall and Crenshaw in 1860. The flume, or "lateral arched canal," was designed to conduct boats from the Tidewater Connection into the body of the Haxall Mill.

George Washington, the Canal company's first president envisioned the canal as an avenue for the opening up of the West. Commerce centered on the canal in Richmond and made possible Richmond's position as the leading flour mill center of the Western Hemisphere. The canal provided the water to turn the millstones and a means of transporting the incoming grain and the milled flour. Commerce continues today, but the product is aluminum, the canal and locks being but a reminder of an ambitious but unrealized dream.

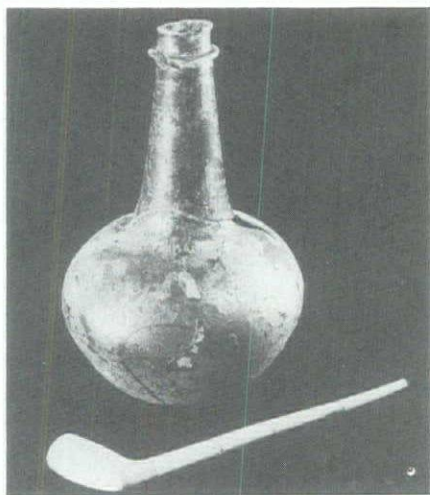




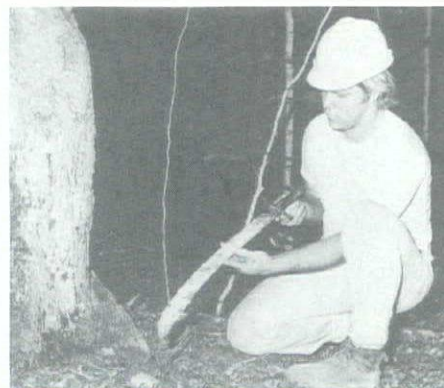
Several of the sites excavated on the Kingsmill tract will be preserved as parks and integrated into the new residential and resort community, Kingsmill on the James. The first site to be preserved in this manner was Littleton Plantation, the 17th century home of Colonel Thomas Pettus. The above-ground portion of the well that served the mansion house has also been reconstructed.



The outlines of the 17th century Pettus manor house (rear) and separate kitchen (foreground) are clearly visible from the adjacent tower constructed by Busch Properties, developers of Kingsmill on the James. Wooden beams laid in the ground outline the foundations of the building. The vertical posts mark the sites of the original posts used in the construction of the buildings. Beds of oyster shells have been used to indicate the room spaces.



Thousands of significant artifacts have been recovered from the sites.



James S. Peters, a summer employee at Busch Gardens-Williamsburg, with a rust and dirt encrusted saber he found at the base of this oak tree. The 23-inch blade was completely buried. It has been identified as a French Grenadier Briquet, Model 1767, made for the grenadiers in the French Army.

ANHEUSER-BUSCH

Anheuser-Busch, at its properties near Williamsburg, discovered the foundations of an early community. The 3600-acre site is the location of an elegant residential community, Kingsmill on the James, also, the newest Anheuser-Busch Brewery and Busch Gardens family entertainment park. All are developments of Busch Properties, Inc. a wholly owned subsidiary of Anheuser-Busch.

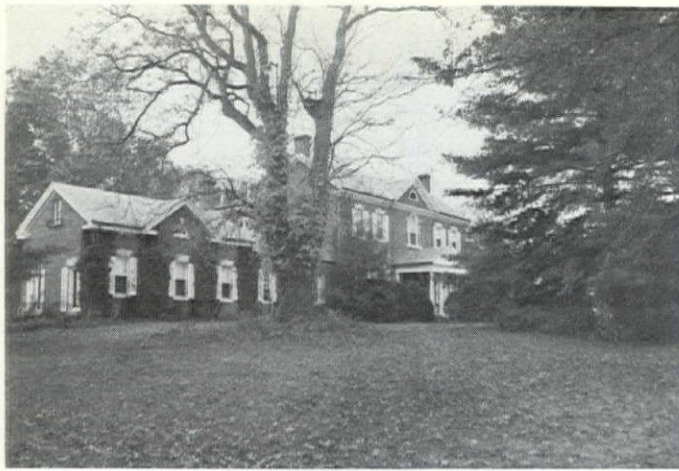
The long and proud history of the area is evidenced by literally thousands of significant artifacts recovered from the sites of 17th and 18th century plantations found on the Kingsmill property. These findings have resulted from a commitment by the corporation to preserve all historical sites found on the property; a commitment which was backed up by a \$150,000 grant by Busch Properties to the Virginia Historic Landmarks Commission's Office of Archaeology.

The painstakingly preserved archaeological sites and artifacts at Kingsmill will serve as an integral part of the

Busch complex. "We've tried to preserve the feeling of the buildings that stood here in the 1600s," said a spokesman for Kingsmill. "The actual . . . materials can't stand up to the atmosphere once they are exposed to the weather, so we've substituted modern, but similar materials. It's not restoration, but rather a form of preservation we feel respects the integrity of the site."

In 1975, Busch Properties was voted an Award of Merit — one of only 40 granted throughout the United States and Canada — by the American Association for State and Local History. The award was presented in recognition of Busch Properties' "Sensitivity to historical values and generous support for preservation and archaeological study" at the Kingsmill site.

Kingsmill on the James was accepted for listing by the Virginia Landmarks Register, March 21, 1972 and the National Register of Historic Landmarks, April 26, 1972.



BELMONT

IBM CORPORATION

When the International Business Machines Corporation purchased their 1,150-acre property in Loudoun County in October 1968, they recognized that the Belmont Mansion located there had great historic importance. With this in mind, they withdrew the mansion and approximately 50 acres of land surrounding the building from rezoning. "This was done," according to an IBM spokesman, "so that the historic integrity of this fine building would be respected."

Belmont, at this writing, is being nominated to the Virginia

Landmarks Register. It is an outstanding example of a Federal style plantation house, exhibiting unusually fine proportions and sophisticated interior woodwork. The house is also significant for its association with the prominent Lee family of Virginia.

Belmont was patented early in the 18th century by Thomas Lee of Stratford. The house was built in 1799-1800 for Ludwell Lee, son of Richard Henry Lee, a signer of the Declaration of Independence. Ludwell Lee inherited the Belmont property from his uncle, Francis Lightfoot Lee, also a signer of the Declaration of Independence. During the Revolution, Ludwell Lee served as aide-de-camp to General Lafayette, and the latter was entertained at Belmont during his tour of the country in 1825.

Early in this century, Belmont was owned by Mr. Edward B. McLean, son of John McLean, owner-publisher of the *Washington Post*. Mrs. McLean is remembered for having donated the famous Hope diamond to the nation. The Plantation was acquired in 1932 by Patrick J. Hurley, Secretary of War during the Hoover administration. Mr. and Mrs. George C. Clarke, Belmont's last owners purchased the property from the Hurleys.

The IBM Corporation has let it be known that in the remote event the firm makes some disposition of the property, they would make every reasonable effort to place the Manor House in the hands of owners who would have equal concern as to its future.

Photos on this page

Courtesy of

Virginia Historic Landmarks Commission

BROWN-BOVERI POWER EQUIPMENT, INC.

This large Swiss-based steam turbine generator firm with a new facility in Chesterfield County, found a unique example of a circa 1800 residence on its property.

Probably the best preserved of its type in Virginia, "Richmond View" was nominated and accepted for listing in the Virginia Landmarks Register, May 1975, and the National Register of Historic Places, September 1975.

The residence is a story-and-a-half high with dormer windows, center chimney and a tiny central entrance room with a room to each side. Its back wing is an early and picturesque addition.

The house retains almost all of its early woodwork, and is in stable structural condition.

Studies have been made regarding the feasibility of its restoration or relocation. The results are incomplete at this time.



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XEROX CORPORATION

Xerox Corporation has been cooperating with a Regional Representative of the Virginia Historic Landmarks Commission in the survey and documentation of the older and historic sites and structures on the "Coton" property of Thomas Ludwell Lee. Located on the Leesburg site of the modern Xerox International Center for Training and Management Development, the Coton property consists of the original house site and necessary buildings, as well as lock structures of the old Goose Creek and Little River Canal Company.

The Virginia Historic Landmarks Commission is making a study of the property which may be Registry material. Meanwhile the Xerox firm is cooperating fully with the Commission on preservation efforts and an archeological dig at the site. The firm has also constructed a sturdy fence around the property to protect it from vandalism.

In a brochure documenting the Xerox Corporation's proposed Center, which was published in 1972 prior to its completion, there is a prologue which serves to indicate Xerox Corporation's social awareness . . .

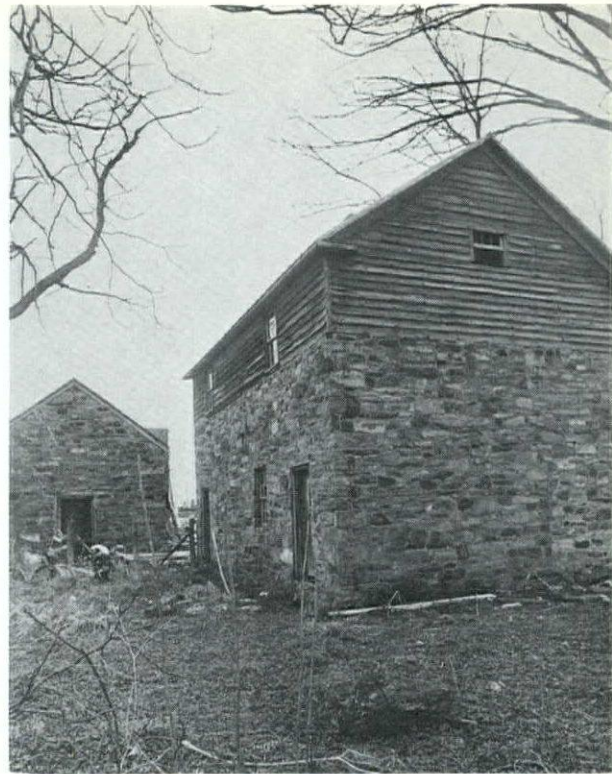
"Goose Creek.

Fingerlings hide as always in the shallows by the rock, learning to feed and grow.

On the bank, raccoons in endless generations have taught their young to fish and flourish.

Among the trees boys of the Algonquin once sat at the feet of the Elder, learning the ways of a people.

Thomas Lee came, and taught his sons and grandsons to clear and farm these acres. Masons and joiners, carpenters and coopers learned their craft in building the Manor House of Coton, the Manager's House, the mill and the locks and the distillery. And in the process learned to build a nation.



Meat House and Laundry House
On the Coton Property
Of Thomas Ludwell Lee

Xerox feels at home here. The raccoon will feel at home with us.

We're building a school.

Along Goose Creek, a place to learn."

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THE VIRGINIA DIVISION OF INDUSTRIAL DEVELOPMENT

SINCE THE DAYS WHEN CAPTAIN JOHN SMITH first gazed on Virginia's shores, there has been little doubt of the natural blessings of the area. The state can offer almost any terrain or natural feature anyone could ask for, from inland deepwater to isolated mountain vastness. Virginia is ideally located as the southern suburb of the east coast megalopolis with air, rail, highway and sea transport readily and reasonably available. In short, from the standpoint of natural industrial factors, it would appear handling the rush of industrial prospects should be the Division of Industrial Development's biggest difficulty. Such is not the case. Competition is stiff, it was, even more so, before legislation permitting local industrial revenue bonds was passed. Labor is readily available, but, in many instances it is not highly skilled enough for today's industries. This problem is being fought through the Department of Community College's Technical Training program. The tight money market has put the brakes on new construction and expansion of existing industries, yet that is a problem shared by all industrial developers. In summation, there are no cronic difficulties facing industrial development in Virginia, however the small, nagging difficulties plus heavy competition for tighter and tighter money make progress a difficult goal to be diligently pursued.

Virginia's principle long range objectives are to maintain the diversification of industry now in the state and to provide employment for the 40,000 Virginians who join the work force annually. At present, no single industry is a principal employer in Virginia as is the case in many of our neighboring southern states. The textile industry is the largest single employer with 11.3 percent of the manufacturing work force followed by food with 9.9 percent and apparel with 9.6 percent. Maintaining this diversification will be one of the most demanding tasks of the Division in the future. But more demanding will be the pressure to meet the employment needs of a rapidly expanding work force. This is being accomplished as a part of the job for every department of the Division, as well as through cooperation in the work of the Vocational Training Department of the Department of Community Colleges. Short-range objectives include the effort to coordinate all the various industrial development efforts in the state and the support of resident industry in an on-call basis.

Integration and Cooperation

It is the philosophy of the Virginia Division of Industrial Development that its responsibilities to a new facility do not cease when the facility has opened its doors. The strongest testimony to Virginia's rich industrial climate is a successful manufacturing facility which expands and grows. For this reason, the Division works closely with new facilities, through its Community Development Department, to insure that these additions to the state's industrial community settle happily and prosperously into their new situations. The Director of Community Development keeps in close touch, through personal calls, with management of a new facility, providing aid and guidance on such factors as labor supply and training, community relations and the like.

The Division works closely with other agencies, local industrial development groups, railroads, utilities, Chambers of Commerce and any groups whose aims have points of reference to those of this state agency. Typical of joint efforts was the recent announcement of a \$150 million plant for Volvo Penta in Chesapeake, Virginia. This announcement was the culmination of efforts among the local industrial development group, utilities and the staff of the Division of Industrial Development.

Among examples of the Division's planned efforts toward dissemination of information to groups with stakes in industrial development are the well-attended Seminars, held every three weeks in the Division's meeting rooms. These Seminars are planned as educational experiences for persons, from all sections of the state, with particular interest in the state's orderly industrial development. At each, a speaker who is an authority of some phase of industrial development or one of the many aspects of economic growth makes a one-hour presentation and then throws open the meeting to questions from the audience.

Organization

Virginia's Division of Industrial Development, an integral part of the Governor's Office, has a fully-professional staff of 42 persons. Its

Director, J. Frank Alspaugh, has spent over 20 years as a professional in industrial development. He is ably assisted by Assistant Director, William C. Sims. Five key members of the Research Department are at Master's level or above. Public Relations and Advertising is headed by the former Senior Editor of one of the Nation's leading business magazines. From top to bottom, the staff has been selected from the most qualified persons available, with qualifications to meet the demanding standards designed by the Division itself. As an example of the intense screening which prospective employees must pass for employment, the Assistant Director of the International Trade and Development Department was selected from 110 applicants for the job.

In addition to the Division's Director and Assistant Director, there are five Department Directors, one each for Research, Community Development, Industrial Development, Public Relations and Advertising, and International Trade and Development. The facilities and personnel of each of these Departments are available to all other Departments, providing rich cross-fertilization. At weekly staff meetings, Department heads and the Division's industrial representatives block out future plans and work in concert to carry forward Virginia's industrial development programs. The Division's industrial development representatives, for example, can call on any or all of the five Departments for data and other assistance as background to preparing presentations to prospects. The Research Department maintains a constantly updated source file on the state's taxes, labor supply, legislation and all pertinent factors affecting industrial development, as well as comparisons on such data with the other states of the nation.

The Virginia Division of Industrial Development is set up as a part of the Governor's Office and is directly responsible to the Chief Executive. Basically, the Division is divided into six departments, each reporting directly to the Director. The operations of the six departments are as follows:

Industrial Development

Under the leadership of Deputy Director Guy H. Kissinger, Jr., this department is concerned with the direct contact of prospects, follow-up to inquiries, and is, in effect, the Division's consultant department. The staff consists of industrial development representatives whose job it is to follow through on a prospect from the initial contact on to the final consumation and then beyond that, to remain as the contact for the industry after it has become a part of Virginia's industrial family. Each of these representatives is thoroughly conversant with industrial needs and development factors within the state. Each works closely with the State Tax Commission, Department of Labor, Water Control Board, Department of Community Colleges, Virginia State Ports Authority, Virginia Highway Commission and all the other state departments pertinent to industrial development.

Administration

The administrative department operates as a coordinating point for all the internal operations of the Division. Biennial reports and budgets presentations are prepared in this department.

Research

The research department, headed by Director of Research Ed Holm, acts as the support group for all the other departments. It is primarily involved in maintaining a current and constant flow of data for the benefit of prospects and existing industry as well as for the

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use of the Division itself. As a part of this function, the research department also publishes periodical studies on the current status of industrial development factors. The section is, of course, geared to prepare special studies on short notice to support particular needs as they arise.

Public Relations and Advertising

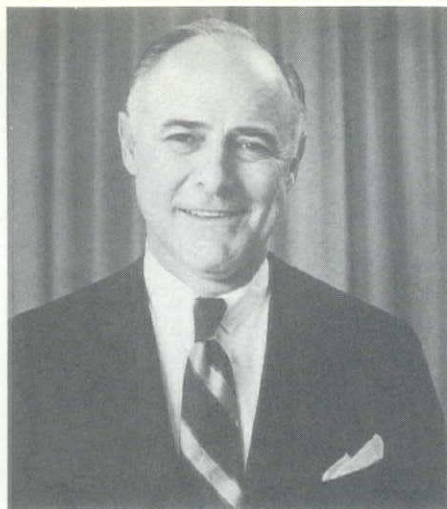
Under the able direction of Harry E. Woodward, the public relations and advertising programs of the Division are generated from this department. It has responsibilities for press releases, speeches, advertising placement and the myriad of projects which fall into these general categories. Specifically, the department produces publications which cover all the recent industrial developments in the state; supervises the advertising campaign and monitors the work of the advertising agency; acts as liaison with the public relations counselors and generates the flow of news releases often in close cooperation with both prospects and resident industries. In addition, this department will provide public relations support, counsel and media liaison to incoming and existing industries.

Community Development

This department, as was outlined earlier, is one of the two newest in the Division and is headed by David R. Dodd. Its primary goal is to coordinate the efforts of the many local industrial authorities, regional industrial groups and the State Chamber of Commerce. There were a number of the diverse groups already in action when the State's formal Industrial Development program was launched as a part of the Governor's Office. Due to this situation, in the early going, it was pretty much every entity for himself. Now, however, with the maturity of the state program making it the leader in Virginia's industrial development drive, it is paramount that the intramural competition become intramural cooperation. The Community Development Department has this target, as well as the task of acting as liaison for the Division of Industrial Development as it assists local and regional groups to reach their goals.

(Continued on page 21)

to tell the Virginia Story



J. FRANK ALSPAUGH
Director,
Division of Industrial Development

• Mr. Alspaugh was born in Winston-Salem, North Carolina, on February 23, 1921, and attended public schools there. He received a BS Degree in Commerce and Business Administration from the University of North Carolina in 1947. He is permanent president of the U N C Graduating Class of 1947, and 1975-76 president of the General Alumni Association of the University of N. C.

Mr. Alspaugh's schooling was interrupted in 1943 when he enlisted in the U. S. Marine Corps. He served in the Pacific Theatre with the Third Marine Division and was discharged in 1946 with the rank of Captain.

In 1947, he went to work for Western Electric Company, manufacturers of electronic systems. His work there was in the field of industrial relations and personnel administration.

In 1949, Mr. Alspaugh left Western Electric to work for The National Cash Register Company as a sales represen-

tative in its accounting machines and computers division.

In 1954, he joined the Winston-Salem Chamber of Commerce as manager of its Industrial Department. This assignment was the beginning of his work in the field of industrial and economic development.

In 1960, he came to Virginia to serve as executive director of the Virginia Peninsula Industrial Committee - an area industrial development organization serving Newport News, Hampton, Williamsburg, York County, and James City County. He also served as executive director of the Peninsula Ports Authority of Virginia, serving the Port of Newport News.

On June 1, 1967, Democratic Governor Mills E. Godwin, Jr., appointed Mr. Alspaugh to the position of Director, Division of Industrial Development, Commonwealth of Virginia. Republican Governor Linwood Holton reappointed Mr. Alspaugh in January, 1970. Governor Godwin returned to office in January, 1974 as a Republican and subsequently reappointed Mr. Alspaugh.

Mr. Alspaugh has received the professional designation of Certified Industrial Developer from the certification board of the American Industrial Development Council.

He is past President of the National Association of State Development Agencies and currently serves as international chairman of NASDA. He is a member of the American Industrial Development Council. Also, he holds memberships in The Industrial Development Research Council and the Southern Industrial Development Council.

He is a member of the River Road United Methodist Church in Richmond. He is married to the former Frances Rousseau of North Wilkesboro, North Carolina. They have three children — John, Nancy, and David.



Virginia House

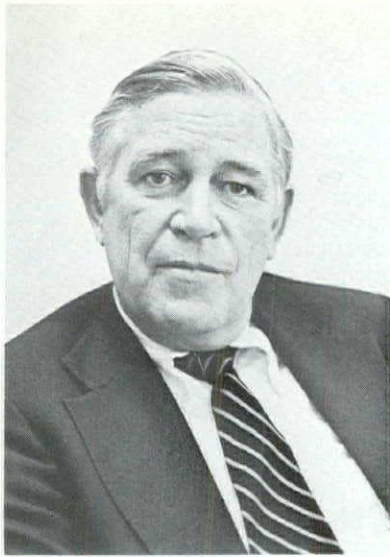
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WILLIAM C. SIMS
Assistant Director

• Currently Assistant Director of the Division of Industrial Development, Mr. Sims, born February 4, 1918, received his B.S. degree in Commerce from the University of Illinois in 1941. Subsequently, he earned a M.B.A. degree from Harvard School of Business, 1948; and was a Dean's List student at University of Richmond Law School, 1963.

From 1948-1960 he was employed as a staff assistant at Reynolds Metals Company. During this period, he was involved with: Systems and Procedures; Coordination; and Market Surveys and Analyses. Later — from 1960 to 1962 — he moved to Reynolds International, Inc., Hamilton, Bermuda, as Project Coordinator. All of the foregoing provided valuable experience for his current work with the Division.

Mr. Sims is married and has two children.



GUY H. KISSINGER, JR.
Deputy Director

• Guy H. Kissinger, Jr. was born in Nevada, Missouri. At an early age he moved with his parents to San Antonio, Texas where he spent his youth attending public schools through high school.

He attended Texas A. & M. University and received his B.S. degree in Architectural Engineering. He later moved to Virginia and spent three years on the faculty of the Industrial College of the Armed Forces, based in Washington, D.C. He has done post-graduate work with George Washington University.

On September 1, 1958 Mr. Kissinger moved to Savannah, Georgia and commenced his assignment as Executive

Director of the Savannah District Authority, which is the local industrial development and port authority for the Port of Savannah and the Greater Savannah area. He served in this capacity exactly seven years, until September 1, 1965.

After a month's rest he commenced his present assignment as Deputy Director of the Division of Industrial Development. He has traveled extensively throughout the world and participated as a member of Virginia's First European Trade Mission in 1967.

He is married and has two daughters. Mr. Kissinger is a member of the American Industrial Development Council; in the Southern Industrial Development Council, a sixteen-state industrial development organization, he has been elected Second Vice President for 1976, the first Virginian to hold office in the 29-year history of the organization. Based on past practice he is expected to move up in office and be president in 1978.

He is a full-time professional industrial developer and has been designated as a Certified Industrial Developer by the American Industrial Development Council. Mr. Kissinger serves on the State Advisory Committee for Engineering, Industrial and Agricultural Technologies for the Virginia Community College System. As Deputy Director of the Division of Industrial Development, he has eight fully qualified Industrial Development Representatives and supporting staff working with him contacting manufacturers concerning new and expanding industry for Virginia.



DENIS E. RUFIN
European Director



CLAUS B. CLAUSEN
Assistant European Director

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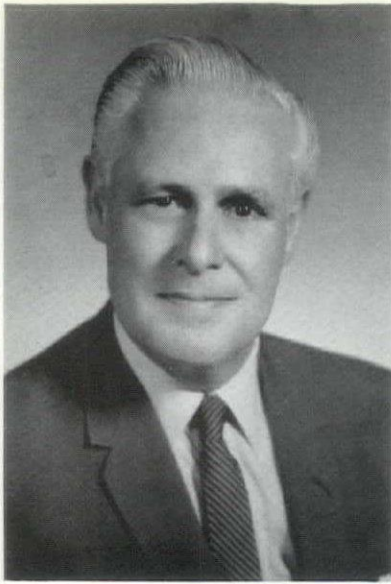
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FRED G. KESSENER

Director, International Trade & Development

• Mr. Kessener is Director of the International Trade and Development Department of the Commonwealth of Virginia's Division of Industrial Development.

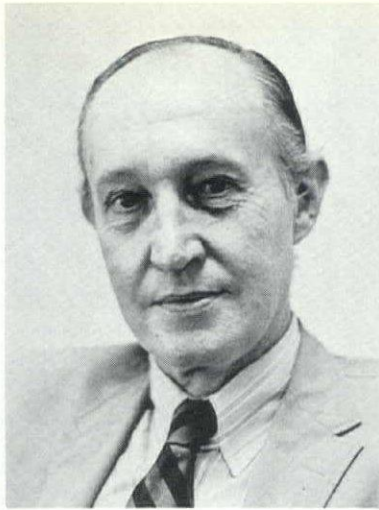
Before affiliating with the International Trade and Development Department in Richmond, he had been with the Chicago, Illinois, firm of Rust-Oleum Corporation, a coating manufacturer engaged in extensive international activities. He was trained as Managing Director of the company's overseas plant in Holland, and he worked also as Area Manager of the International Sales Division with responsibility for sales to continental Europe.

Prior to this industrial experience, Mr. Kessener was Program Officer for the Trade Mission Division of the United States Department of Commerce, Washington, D. C. This organization planned and sent businessmen on trade missions abroad, promoting U. S. exports, licensing and joint venture arrangements. Mr. Kessener, in his capacity as Trade Development Officer, accompanied the United States Trade and Industrial Equipment Mission to The Netherlands in 1963.

His work with private industry abroad has included experience in the iron and steel industry in England and South Wales and also as a purchaser for Enka Company, an international rayon concern.

Mr. Kessener holds a degree in Economics, has studied in Holland, England, Switzerland and the United States. He is multilingual, his languages being Dutch, Flemish, German, French and English.

He is a member of the Virginia World Trade Committee and the Southern Industrial Development Council.



HARRY EVANS WOODWARD

Director, Public Relations & Advertising

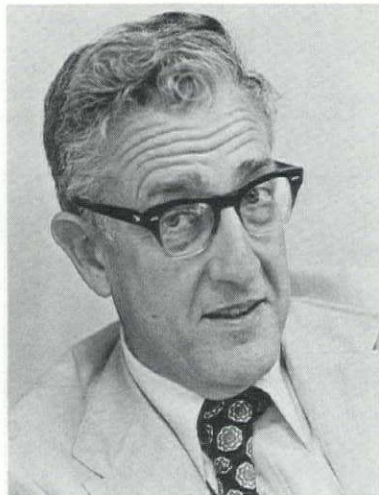
• Born in Alleghany County, Virginia, Mr. Woodward attended public and private schools in Richmond and The University of Virginia.

Woodward joined the staff of the Governor's Office, Division of In-

dustrial Development, as Director of Public Relations and Advertising in 1966 and is scheduled to retire August 31, 1976. His department administers a national advertising budget of \$250,000 and in addition to handling public relations in Virginia, works directly with the Division's national public relations counsel, Fred Rosen Associates in New York City.

Before assuming his present post, he was a member of the editorial staff of Sales Management Magazine, New York City, a position he held for 21 years. He was that publication's Senior Editor, in addition to planning and editing the magazine's annual Incentives and Business Gifts Issue. He was active in the Business Papers Editors Association of New York.

He is the author of a published novel, in addition to authoring eleven self-help booklets with combined sales of over a million copies. His articles have appeared in leading national and regional publications.



EDWIN E. HOLM

Director, Research

• Currently Economist and Director of the Research Section of the Virginia Division of Industrial Development.

Mr. Holm has been in this or a closely related capacity since joining the State Government in 1951. During the past 25 years he has served on numerous task forces for the state.

He has prepared studies for the Virginia economy dealing with its population, economy, segments of the economy, potential labor supply, and taxes as they affect industrial development. Two recent publications are *The Virginia Economy 1970 - 1974*; and *Comparing Occupational With Educational Trends for Virginia*.

Holm is a native of Norfolk, Virginia, and took B.S. and M.A. degree in Economics from the University of Virginia. He did further graduate work at the University of Chicago.

After serving in the Army during World War II he was Dean of Men and instructor of Economics for two years at an Extension for the College of William & Mary in Norfolk.

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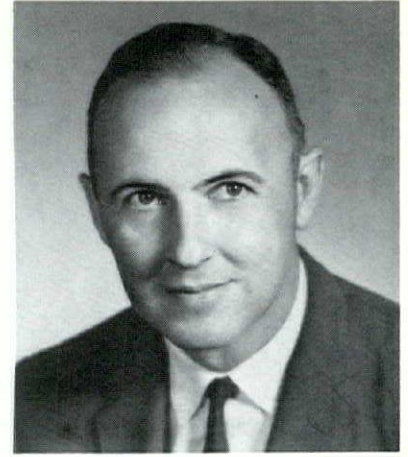
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DAVID R. DODD

Director, Community Development

• David R. Dodd, Director of Community Development for the Division of Industrial Development of Richmond, has been with the Division since 1964. During the ten years that he served as one of the division's industrial development representatives Dodd assisted Midwestern manufacturers in making Virginia plant location decisions. The manufacturers that he assisted invested more than \$250 million in new plants that now employ more than 10,000 workers, according to Virginia records. In 1974 he became Assistant Director of Community Development for the Virginia Division of Industrial Development and in 1975 became Director of Community Development.

Dodd is an industrial engineer with a background in corporate facility planning in plant site location studies. A former president of the Richmond Chapter of the American Institute of Professional Engineers; he is also a member of the Virginia Society of Professional Engineers. A native of Ohio and an engineering graduate of The Ohio State University, his registrations as a professional engineer are in Virginia and Ohio.

Before joining the Division of Industrial Development, Dodd was an industrial engineer for Reynolds Metals Company. Prior to his residence in Virginia, he was associated with several aircraft companies including Fairchild Hiller and Beech Aircraft Corporation.

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(From page 17)

International Trade and Development

Today Virginia is in the first rank in industrial development among the states of the Nation. Virginia's team of industrial developers at all levels is made up of professionals, capable of handling the complex assignments which are theirs. Virginia's activity along the broad line of industrial development is at an all-time high. Current new prospect plans and current expansion projections of existing industries are, on the whole, of the highest quality.

There was an excellent base on which to build: geographic location, climate, available manpower, stable and sympathetic government, good worker attitudes, excellent transportation systems, among many other advantages. Legislative progress in recent years has further bolstered Virginia's industrial development potential: the Division of Industrial Development was taken directly into the Governor's Office; banking laws were changed to permit greater financing capability; programs to provide superior training for workers were enacted; financing mechanisms were provided; taxes were adjusted on an even more equitable basis. These were but a few of the steps forward in the state's industrial development programs.

Where, then, do we go from here?

One related and vital field in which little had been done to take advantage of available potential had been that of international development. In October 1966, Governor Mills E. Godwin, Jr., seeking to expand the scope of industrial development to include this lucrative international business, asked the executive heads of the Virginia State Ports Authority, the Department of Agriculture and Commerce and the Division of Industrial Development to make specific recommendations for a formal, continuing program in this field. In the Spring of 1967, Governor Godwin personally led a team of 30 selected representatives to four European countries for further evaluation of the opportunities in international development. The three-week trade mission was overwhelmingly successful.

As a result of the findings of the ad hoc committee and the experience of the European trade mission, a proposal for the establishment of an International Trade and Development Department, within the Division of Industrial Development, was made and funds were approved by the 1968 General Assembly to implement the new program.

The resulting International Trade and Development Department of the Division of Industrial Development has the responsibility of working with Virginia manufacturers, to encourage them to export their products. European companies are contacted with the aim of building plants in Virginia. Licensing agreements between European companies and Virginia manufacturers for manufacture in Virginia are aggressively sought. The Department organizes and directs trade and industrial missions similar to the one which went abroad in the Spring of 1967. Participating in international exhibits and trade fairs is also a function of the Department and various services related to export trade are provided to Virginia manufacturers by the group.

A Director, Fred G. Kessener, is headquartered in the Richmond office of the Division of Industrial Development, with additional staff persons in Richmond and in Brussels, Belgium.

The European Office in Brussels is headed by European Director Denis E. Rufin, aided by Deputy European Director Claus B. Clausen and a staff of two ladies. Also located in the Avenue Louise office are representatives of the Virginia Department of Agriculture and the Virginia Ports Authority. Each of the three European representatives operates autonomously, reporting back to his own agency in Virginia.

The Division does not yet have a representative in Tokyo, but is assisted by the Virginia Ports Authority's representative there, Captain W. J. Young.

Thus far there have been five missions overseas:

a. A general mission headed by Governor Godwin to Europe in May 1969 when the office in Brussels was opened.

b. A reverse investment mission to six cities in Germany in the fall of 1969

c. A trade mission specializing in electronic components and instrumentation to Germany led by Governor Holton in the spring of 1971

d. A business mission to Japan and Australia led by Governor Holton in the spring of 1972.

e. A reverse investment mission to England and France in April 1973.

And, a sixth is planned — the upcoming exhibition of Virginia electronic systems and components to be held in the U. S. Trade Centers in London and Frankfurt in October of this year.

Aside from missions, direct promotional activities of this department have included: observance of a Japan-Virginia Day in Richmond in the spring of 1975, in which Japanese and Virginia businessmen participated; and reception of a study tour of French businessmen to Virginia sponsored by the American Chamber of Commerce in France in May 1975.

Efficiency in Relation to Financial Resources

The Division currently operates with an annual budget of \$1,497,520, all of which is applied to the sole function of industrial development.

Virginia has no program of matching or other private funds available to the Division of Industrial Development.

From the outset of Virginia's industrial program there have been no inducements, concessions or other devices offered to persuade industry to locate here. Rather, the effort has been directed toward fair and equitable taxes, reasonable labor laws and what might be termed, a plain deal. No industry locating in Virginia today need fear that it will be paying through the nose ten years from now to support the inducement programs used to lure new industry. This approach has proven to be a sound basis for getting new industry and has accounted, in great measure, for the expansion of existing industry. As a result, expansions have been one of the biggest factors in Virginia's industrial growth, accounting for much of the employment

**NEW MANUFACTURING PLANTS AND EXPANSIONS
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VIRGINIA, 1960-1975**

Year	New Plants		Expansions by Existing Firms		Total	
	Number	Employment	Number	Employment	Number	Employment
1960	52	4,100	49	4,000	101	8,100
1961	51	3,000	53	2,500	104	5,500
1962	54	3,600	60	3,400	114	7,000
1963	77	7,000	75	4,000	152	11,000
1964	74	4,200	94	5,000	168	9,200
1965	90	8,500	110	8,000	200	16,500
1966	133	8,500	119	6,300	252	14,800
1967	116	9,900	96	6,600	212	16,500
1968	131	7,000	126	8,200	257	15,200
1969	101	10,050	101	4,650	202	14,700
1970	83	8,600	81	5,350	164	13,950
1971	75	9,100	65	5,020	140	14,120
1972	75	7,600	80	7,550	155	15,150
1973	104	13,175	112	6,123	216	19,300
1974	52	4,470	64	3,600	116	8,070
1975	51	4,991	54	2,199	105	7,190
TOTALS	1,319	113,786	1,339	82,492	2,658	196,280

Source: Virginia Division of Industrial Development, *Manufacturing Developments in Virginia*.

of the rapidly expanding work force. The only change in this basic approach has been the passage of local industrial revenue bond legislation into which Virginia was forced by its competition. Should such legislations be denied all the states, Virginia would undoubtedly be the first to drop it.

Industrial Development Program

The number of new plants and expansions for the period 1970-1975 was 896. And the number of new jobs added in the same period was 77,778.

In addition, under the Community Relations Department, visitation calls are made on existing industries to aid them in their continuing prosperity in Virginia, to stay on top of developing problems at the grass roots level and to assist in plant expansions. The results of this call-back effort are reflected, partially, in the fact that there have been over 200 plant expansions in Virginia in the past three years which have accounted for nearly 12,000 new jobs during the same three year period.

Existing industries are serviced with the same zeal as major prospects. As was indicated in the discussion of Virginia's no concession approach, we must be most alert to the needs of existing industry for our dependence on expansions is great. Just as with new or prospective industry, the full facilities of the Division are at the disposal of existing industry.

Attraction of Industry

The Division employs not only the facilities of its own Public Relations and Advertising Department, but also the services of an advertising agency and a New York public relations counseling firm. The advertising program has always aimed at presenting Virginia as the State in which the free enterprise system got its start. A recent advertising campaign stressed the "Vigor of Virginia," and the current campaign continues this, with the theme "Virginia — the Surprising State." The public relations counsel aims directly at presenting industrial success stories in national media as emblematic of today's Virginia. At the same time these two entities are focusing on the media outside the state, the Division's Public Relations and Advertising Department

America's third-largest state-maintained highway system is in a pretty surprising state.

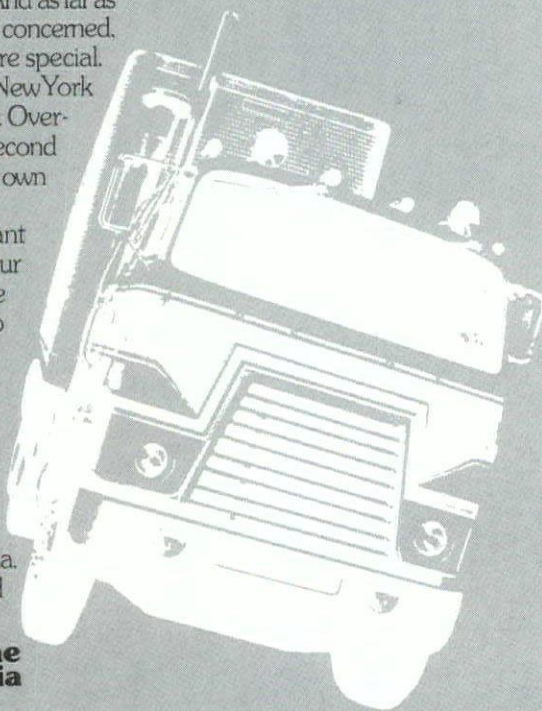
There are 51,000 miles of highways in Virginia. And as far as our manufacturers are concerned, they all lead somewhere special.

Like to Boston, New York and other key markets. Overnight. To the nation's second largest cargo port—our own Hampton Roads.

And to prime plant locations away from our cities. Along four-lane highways designed to connect all Virginia communities of 3,500 or more.

This network of highways is just one of the things most manufacturers find surprising about Virginia. Isn't it time you found out about them too?

Profit from the Vigor of Virginia



Write: Frank Alspaugh, Div. of Industrial Development, Rm. T04 State Office Bldg. Richmond, Va. 23219 Phone (804) 786-3791

Ad above is typical of the Division's national media advertising.

is focusing on the intrastate programs in support of existing industry.

As a result of over four years study and promotion, revenue bond legislation was enacted by the General Assembly and ruled constitutional by the State Supreme Court. This allowed Virginia to offer a complete financing package to meet the demands of both new and existing industry. In addition, new bank holding legislation has resulted in large, state-wide banking groups with greatly expanded service and lending capabilities. An active industrial development credit corporation provides financing not covered in the first two areas and local development corporations are active in raising second mortgage money to assure 100% financing.

Methods of cooperation and relations with public utilities, railroads and so on — this, actually, is the recurring theme of this report brought down to another particular instance. The industrial development effort in Virginia has been one of introspection toward cooperation. As is the case in the other instances pointed out herein, work with the railroads and utilities has resulted in the achievement of a mutual purpose. Above and beyond the spectacular results, the day to day work of the Division's representatives with representatives of major industries in the state are providing site locations and factors studies for mutually industrial prospects. The Vocational Training Section of the Department of Community Colleges was added as a specific plus-value to industry. The Division of Industrial Development works closely with this important section.

Ethical Standards

The Division of Industrial Development of the Commonwealth of Virginia was reorganized and placed in the Governor's Office in 1962. The stated purpose at that time was to provide top quality consultive service to industry through a professionally qualified staff. The Director is a professional in industrial development and has had over 20 years in the field. Over the ensuing years the growth of the staff to a total of 42 has been marked by similar insistence on staffing only with qualified

experienced professionals, capable of handling the increased complexities of industrial location.

Further strengthening the Division is an 11 member Advisory Board, the equal of any major corporate board in the U. S. Members of the board are: John M. McGurn, Richmond; B. B. Lane, Altavista; Gordon O. F. Johnson, Springfield; Roy H. Erickson, Harrisonburg; Gerald T. Halpin, Alexandria; David W. Johnston, Jr., Danville; E. P. Litton, Bristol; Richard S. Reynolds, Jr., Richmond; Warner N. Dalhouse, Roanoke; W. Wright Harrison, Norfolk; and Caleb D. West, Jr., Newport News.

Indoctrination of Own and Other Personnel

A continuing series of Industrial Development Seminars, designed to aid local areas in realizing their industrial potential, is being conducted on a tri-weekly basis. The Seminars are held in the meeting rooms of the Division. An authority — either an individual or a group — on some phases of industrial development is featured at each of the Seminars. The series began May 1, 1967, and has been carried forward on a

continuing basis. In attendance at the Seminars are the Division's Industrial Development Representatives, staffs of the Research Department, the Community Development Director, representatives from the State Department of Community Colleges, Utilities, Railroads and industrial development personnel from state and local Chambers of Commerce as well as representatives from other major Industrial Development organizations throughout the state. The primary objective of the sessions is to provide a forum for the exchange of information among those persons most actively engaged in Virginia's change from the predominately agrarian economy that existed for over 300 years to an industrial economy. After the scheduled hour sessions, out-of-town participants confer with the Director and State Industrial Development Representatives on joint projects. Revised industrial site data and information are disseminated.

As to the indoctrination of its own personnel, the Division schedules on a continuing basis the schooling of its field personnel at the A.I.D.C.-sponsored program of the University of Oklahoma.

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FIRMS LOCATING OR EXPANDING IN VIRGINIA SINCE 1969 WITH FOREIGN AFFILIATIONS
By Years through March 1976

YEAR	FIRM	LOCATION	PRODUCT & TYPE OF BUSINESS
1969	Brown Boveri Power Equipment, Inc. (Brown, Boverie & Cie.)	Richmond (Switzerland)	Turbine generators - manufacturing
1970	Eurotherm Corporation (Eurotherm, Ltd.)	Reston (United Kingdom)	Measuring instruments - sales and distribution
	ICI America, Inc. - #1 (Imperial Chemical Indus., Ltd.)	Hopewell (United Kingdom)	Polyester film - manufacturing
	Liebherr-America - #1 (Hans Liebherr)	Newport News (West Germany)	Hydraulic excavators - manufacturing
	Meredith-Burda, Inc. - #1 (Burda Druck & Verlag GmbH)	Lynchburg (West Germany)	Rotogravure printing - manufacturing
	Moore Business Forms, Inc. (Moore Corporation)	Fredericksburg (Canada)	Business forms - manufacturing
	Munck Systems - #1 (Sverre Munck A/S)	Hampton (Norway)	Stacker cranes - manufacturing
	Old Delft Corp. of America (N.V. Optische Industrie)	Fairfax (Netherlands)	Medical electronic instruments - sales and distribution
	Plasser American Corp. - #1 (Plasser Gesellschaft)	Chesapeake (Austria)	Railroad equipment - manufacturing
	Siegwerk, Inc. - #1 (Siegwerk Farbenfabrik)	Lynchburg (West Germany)	Ink - manufacturing
	Survey & Design, Inc. (Consolidated Tin & Smelting Corp.)	Merrifield (United Kingdom)	Topographic survey - services
	Vibromax Corporation (Losenhausen Maschinen & Tenneco)	Richmond (West Germany)	Earth-compacting equipment - sales and distribution
1971	Beaver Milling Machines, Inc. (Balding Engineering, Ltd.)	Newport News (United Kingdom)	Turret milling machines - sales
	Graphicart America, Inc. (Graphicart)	Reston (Switzerland)	Printing plant design - sales
	Nissan Motor Corporation (Nissan Motor Co., Ltd.)	Portsmouth (Japan)	Automobile service and training - distribution
	Vicon Farm Machinery, Inc. (Vicon N.V.)	Chesapeake (Netherlands)	Farm machinery - sales and distribution
1972	Bilsom International, Inc. (Bilsom International, AB)	Reston (Sweden)	Industrial ear protectors - sales
	Bultaco American, Ltd. (Compania Espanola de Motores, S.A.)	Virginia Beach (Spain)	Motorcycles and parts - distributor
	Citadel Cement Corp. (Long Star Lafarge, Ltd.)	Chesapeake (France)	Cement - manufacturing
	Liebherr-America - #2 (Hans Liebherr)	Newport News (West Germany)	Hydraulic excavators - manufacturing
	Meredith-Burda, Inc. - #2 (Burda Druck & Verlag GmbH)	Lynchburg (West Germany)	Rotogravure printing - manufacturing
	NEC America, Inc. (Nippon Electric Company)	Merrifield (Japan)	Electronic microwave equipment - sales and distribution
	North America Die Casting Corp. (Indal Canada, Ltd.)	Fredericksburg (Canada)	Die castings - manufacturing
	Software AG of North America, Inc. (Software AG)	Reston (West Germany)	Database management system - services

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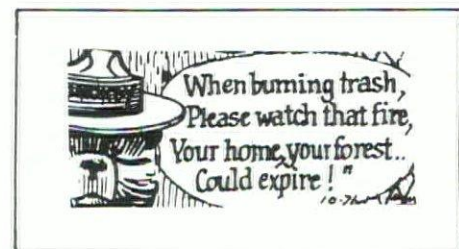
1973	American Poelain Corporation (Poelain, S.A.) Cableform (Cableform, Ltd.) Citadel Cement Corp. (Lone Star Ind. & Ciments Lafarge) Cooper Bearing Co., Inc. Cooper Roller Bearings Co., Ltd.) Dow Badische Company - #2 (BASF Overzee, N.V.) Dynaric, Inc. (Dianippon Ink & Chemical Co., Ltd. and Doyle Dane Bernbach) Gambro, Inc. (AB Gambro) Howmet Corp./Misco Division (Pechiney) Plasser American Corporation - #2 (Plasser Gesellschaft) Siegwerk, Inc. - #2 (Siegwerk Farbenfabrik) U. S. Hofmann, Inc. (Gebr. Hofmann KG) Volvo of America Corp. (AB Volvo) Volvo Penta of America - #1 (Volvo Penta)	Fredericksburg (France) Zion Cross Roads (United Kingdom) Cloverdale (France) Virginia Beach (United Kingdom) Williamsburg (Netherlands) Virginia Beach (Japan) Newport News (Sweden) Hampton (France) Chesapeake (Austria) Lynchburg (West Germany) Lynchburg (West Germany) Chesapeake (Sweden) Chesapeake (Sweden)	Hydraulic excavators - manufacturing Electronic industrial controls - manufacturing Cement - manufacturing Roller bearings - manufacturing Synthetic fibers - manufacturing Polypropylene strapping - manufacturing Artificial kidneys - manufacturing Monoshell castings - manufacturing Railroad equipment - manufacturing Ink - manufacturing Balancing equipment and test machinery - manufacturing Automobile assembly plant - manufacturing Marine engines - manufacturing, sales and service
1974	Bird International Corp. - #2 ¹ (Peck Iron & Steel) Dow Badische Company - #3 (BASF Overzee, N.V.) Foster Grant Company, Inc. ² (Hoechst AG) Grapha Manufacturing Corp. (Grapha Holding AG) Hey 'Di American Corp. (Hey 'Di Bauchemie) Infilco-Degremont ³ (Degremont, S.A.) i-point Div., Kockums Shipyards, Inc. (Kockums Group/i-point AB) Koenig & Bauer-USA, Inc. ⁴ (Media General, Inc./Koenig & Bauer AG) MDA Construction Consultants (MDA Monk & Dunstone Mahon & Seears) Manyse Corporation (Poliuretani Reflex Company) Meredith-Burda, Inc. - #3 (Burda Druck & Verlag GmbH) Munck Systems, Inc. - #2 (Sverre Munck A/S) Rolls Royce Engines, Inc. (Rolls Royce Corp.) Sonicaid, Inc. (Sonicaid, Ltd.) Stihl, Inc. (Andreas Stihl Maschinenfabrik)	Portsmouth (United Kingdom) Williamsburg (Netherlands) Chesapeake (West Germany) Newport News (Switzerland) Norfolk (West Germany) Richmond (France) Reston (Sweden) Richmond (West Germany) Arlington (United Kingdom) Norfolk (Italy) Lynchburg (West Germany) Hampton (Norway) Vienna & Arlington (United Kingdom) Fredericksburg (United Kingdom) Virginia Beach (West Germany)	Scrap metal processing - manufacturing Synthetic fibers - manufacturing Plastics - manufacturing Printing machinery - manufacturing Waterproofing components - manufacturing Water Treatment - quality control Temperature indicators - marketing Printing presses - sales Consultants - services Plastics - sales and distribution Rotogravure printing - manufacturing Stacker cranes - manufacturing Supplies and general accounting - sales Medical instruments - manufacturing Chain saws - manufacturing

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1975	Ashlow Corporation (Ashlow Steel & Eng. Co., Ltd.) A. H. Robins, Inc. (Boehringer Ingelheim) Bird International Corp. - #3 ¹ (Metco Metal, Inc.) Bird International Corp. - #4 ¹ (United Iron & Metal) Capitol Records - #2 (EMI Ltd.) Hamamatsu Corp. (Hamamatsu Co., Ltd.) Hauni Richmond, Inc. - #2 (Hauni Werke, Korber Co.) Hermle, Franz & Son (Franz Hermle & Son) Hexagon Laboratories (Boehringer Ingelheim) ICI United States, Inc. - #2 (Imperial Chemical Indus., Ltd.) Luray Textiles, Inc. - #2 ⁵ (Hanson Trust Company) SOMA of America, Inc. (SOMA Europe Transmissions) Tru-lon (USA), Inc. (Roban, Jig & Tool) Volvo Penta of America - #2 (Volvo Penta) Weidmuller Terminations, Inc. (C. A. Weidmuller KG & Klippon Electricals, Ltd.)	Norfolk (United Kingdom) Petersburg (West Germany) Lynchburg (United Kingdom) Roanoke (United Kingdom) Winchester (United Kingdom) Alexandria (Japan) Richmond (West Germany) Amherst (West Germany) Petersburg (West Germany) Hopewell (United Kingdom) Luray (United Kingdom) Hampton (France) Reston (United Kingdom) Chesapeake (Sweden) Richmond (West Germany & United Kingdom)	Rolling mills/ancillary equipment - manufacturing Pharmaceuticals - manufacturing Scrap metal processing - manufacturing Scrap metal processing - manufacturing Records, tapes - manufacturing Infrared detectors - manufacturing Tobacco machinery - manufacturing Clock movements - manufacturing Pharmaceuticals - manufacturing Polyester film - manufacturing Yarn, manmade fibers - manufacturing Heavy-duty transmissions - manufacturing Darts and accessories - sales and distribution Marine engines - manufacturing Electrical terminal blocks - manufacturing
1976	Dowty-Rotol, Inc. (Dowty Group of Companies) Foster Grant Co., Inc. - #2 ² (Hoechst AG) Lone Star La Farge Co. (Lone Star Industries and La Farge Fondu International) E. P. Remy & Co. (E. P. Remy et Cie) Alfred Teves, Inc. (International Telephone & Telegraph)	Loudoun County (United Kingdom) Chesapeake (West Germany) Chesapeake (France) Norfolk (France) Culpeper (West Germany)	Aircraft parts repair - manufacturing Plastics - manufacturing Calcium aluminate cement - manufacturing Packaging machinery - manufacturing Automotive brake system products - manufacturing

1. Bird International purchased the established Peck Iron & Steel Co. (1974), Metco Metal, Inc. (1975), and United Kingdom announced expansions of each facility.
2. In 1974, Hoechst AG purchased Foster Grant, the latter being in operation in Virginia since 1972.
3. Degremont bought the Westinghouse Infilco Division in 1974. Infilco has been established since 1970.
4. Koenig & Bauer AG has 20 percent investment, and Media General, Inc., an 80 percent investment in Koenig & Bauer, USA, Inc.
5. In 1975 Hanson Trust Company purchased Luray Textiles, Inc. and announced an expansion of the facility.

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FOR THE RECORD

HBAV ELECTS OFFICERS

§ Henry R. Steigleder of Bowling Green was installed as president of the Home Builders Association of Virginia at the annual Installation Banquet which highlighted a four-day convention (July 11 - 14) at The Greenbrier, White Sulphur Springs, West Virginia. HBAV, with more than 2,500 members, serves 17 local associations in Virginia.

Other officers who will serve during the coming year are Edward R. Carr of Fairfax County, vice president; Herman F. Blake, Jr. of Richmond, treasurer; and Neal A. Barnes of Petersburg, secretary.

A general contractor, Steigleder builds custom homes and light commercial. He was in partnership with his father, J. H. Steigleder, also a general contractor, until his father's retirement in 1959.

During the past year, Steigleder has served as vice president of the association. He is a past president of the Fredericksburg Area Home Builders Association, and a director of that association.

A native of Richmond, he graduated from the University of Richmond with a BS degree in physics. He is a member of the Ruritan Club and the Lions Club.

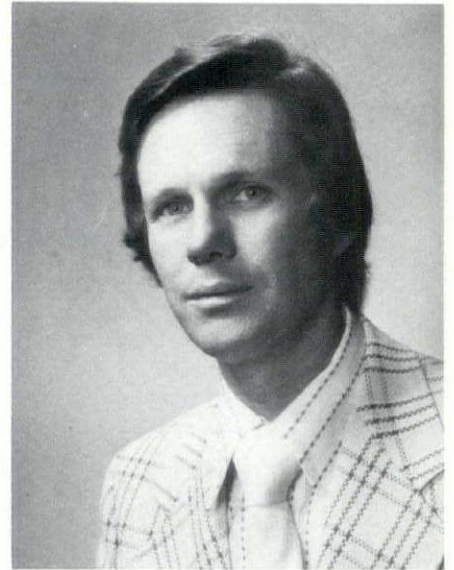
Carr, who served last year as HBAV treasurer, is president of Edward R. Carr & Associates, Inc., a Northern Virginia firm which deals mainly in the development of speculative tract housing. He is a past president of Northern Virginia Builders Association, and a director of the National Association of Home Builders and the Metropolitan Washington BA. He also has served on the State Board of Housing.

A graduate of Duke University with a BS in civil engineering, Carr also received a Master of Business Administration degree from American University. He is a member of numerous civic organizations.

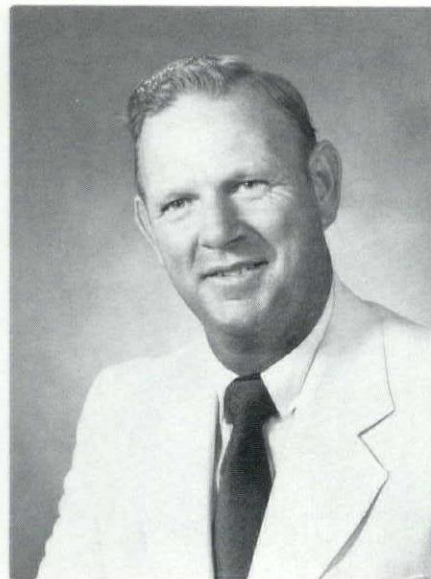
Blake is the owner of Hallmark Homes, Richmond, a firm which engages in speculative and contract custom building. He also is a licensed



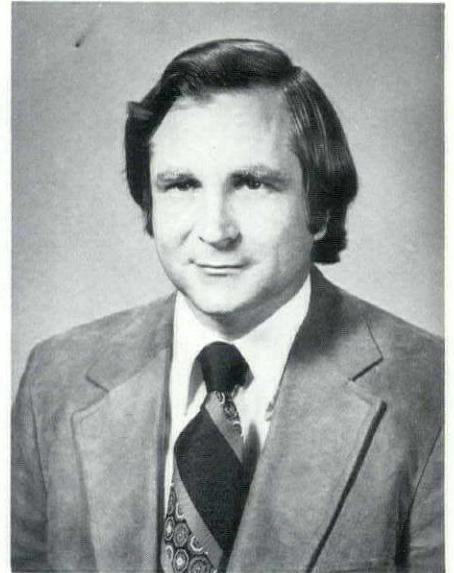
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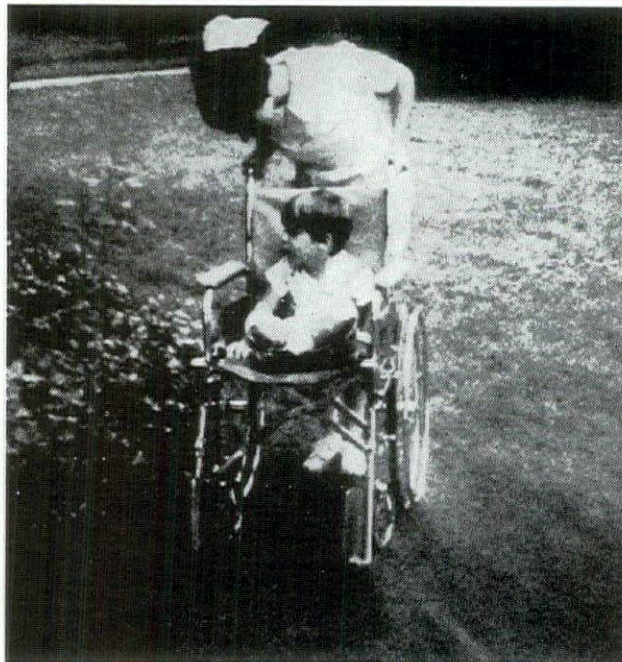
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Blake graduated from Virginia Polytechnic Institute with a BS degree in Building Construction, and has taught architectural drawing at Richmond Professional Institute (Virginia Commonwealth University). He is active in a number of Richmond area civic groups.

Barnes, a past president of HBA of Southside Virginia, has been a building contractor for the past 17 years. He owns and operates Neal A. Barnes Construction Co., and is president of W. B. M. Construction Co., Inc. In addition, he owns and operates the Country Hardware and Garden Shop in Sutherland.

A graduate of N. C. State University, he also did graduate work and taught there for two years. He served as test officer for two years in Quartermaster Research and Development in the U. S. Army. A member of the Southside association for 16 years, he has served on the HBAV Board of Directors for 12 years and is active in civic and church work.

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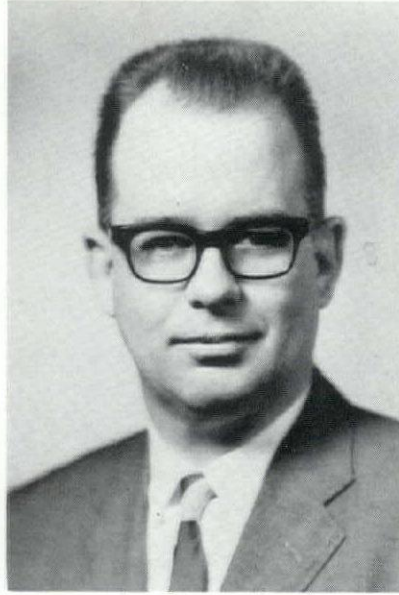
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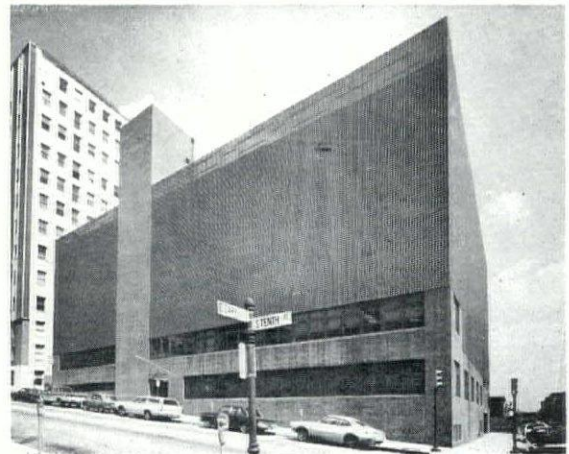
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"Sound and Fury" or Meaning? (From page 7)

than on any other American except Lincoln. Of course, Lincoln's place is readily explainable, Topping the list of American historical figures who personify persuasive myths, Lincoln himself is an authentic folk hero. Going into legends as the Great Emancipator who "freed the slaves" (which he did not do), and as the man who "saved the union" (which he did at the needless cost, as one of his cabinet members said, "of destroying the nation"), Lincoln was a man of the people who, rising above humble origins, poured forth pithy comments that were highly quotable and gave rise to a body of anecdotes which established him as a homey character.

In contrast, Jefferson, both as a person and in the greatness of his mind, was anything except "a man of the people." With none of the stuff of which folk heroes are made, his literally invaluable accomplishments during the Revolutionary period and in the forming of the republic were not of a kind to elicit catchy slogans. How do you mythologize an historical personage whose biographer summarizes, "the essence of his greatness lies in the fact that he applied to the shifting problems of his age an enlightened and humane philosophy"?

Dumas Malone has already published five volumes largely devoted to tracing, during the forty years of Jefferson's public life, the applications of his philosophy to the purposes of the Revolutionary movement, in Virginia and in the Continental Congress, and to the character of democratic government. Yet, nothing in these incalculable contributions can be epitomized in a single catchy phrase. Even the liberty in which Jefferson believed so devoutly, and on which he worked with diligence and skill during the establishment of a representative government, is now taken for granted.

Worse for his "image" to the public, he was an aristocrat. Of course, practically all Virginians in the colonial government, who went from there to provide leadership in the revolutionary era and in the founding of the government, came from the educated class of privilege and, understanding "the im-

plications of power," trained themselves for the responsibilities of government. This was also largely or partly true of the representatives of the other colonies. Yet, while Jefferson's enlightened liberal-mindedness might have distinguished him, at least in degree, from the dominant opinion held by his peers, a distinction must be made about his liberalism: his sympathetic interest was in all the people of America, not in the latter-day concept of *the* people.

Personally he was patrician in his tastes, with an actual aversion for the mob. His friends, largely from his own

background, were usually men of intellect and always of good manners. The antithesis of the earthy folk hero known for his homely sayings, Jefferson was a reserved gentleman, rather shy in public, who did not shine as a speaker and most definitely would never be "one of the boys." Nor, as we know politicians today, would he ever fit into the category of "politician." Although Jefferson enjoyed his honors, he, like Washington, served essentially as an obligation. This is not a personage with whom today's Americans can readily identify.

For the lack of warmth in which he is held by Americans generally, since 1865 the fact of his being a Virginian has

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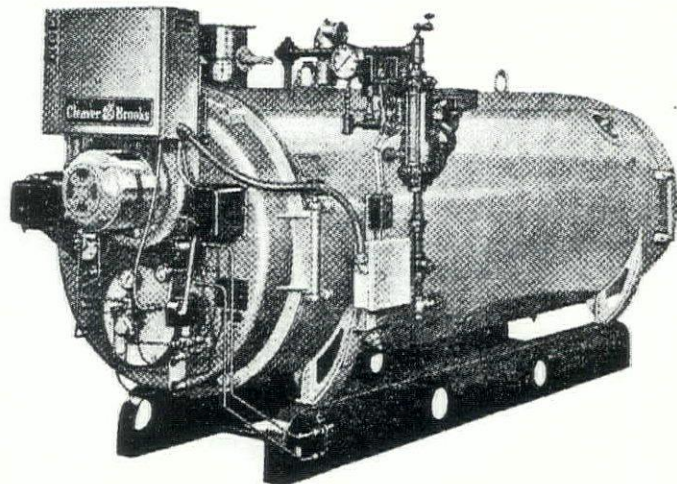
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done him no good. In his day, when Virginia was the largest and most prestigious colony, sending to Philadelphia the most distinguished group of any, being a Virginian was all in his favor. But following the Civil War, Virginia suffered a loss in power and, with the victors writing history with a strong anti-Southern bias, its luster was dimmed. Then during the past two decades the rhetoric and posturings of egalitarianism, along with social manipulations toward that end, tend to cause people to look with the viewpoint of today at the slaveholding elitist society of which Jefferson was a product.

Worst of all for Jefferson's place in the hearts of his countrymen is that he was most decidedly, what is today called, "an intellectual." In fact, Jefferson holds the dubious honor of being the first American political leader to be attacked for his intellect.

He was not unique among political leaders in his time as a deeply cultivated man of knowledge, with classical learning and insatiable curiosity of the mind.

No subsequent period in America has produced among our political leaders men of the knowledge of Jefferson, James Madison, George Wythe and George Mason, from Virginia, and, from the other colonies, John Adams, Benjamin Franklin, Alexander Hamilton, John Dickinson and James Wilson, to cite only a few. But Jefferson was the first one singled out as being unfit for government service by reason of his intellect.

This began in 1796, when political opponents suspected he might succeed Washington in the presidency. A Federalist congressman from South Carolina, William Loughton Smith, published an anonymous pamphlet in which he ridiculed Jefferson's curiosity of the mind as too trivial for the weighty affairs of government. Laughing at Jefferson's skills in "impaling butterflies and insects, and contriving turn-about chairs," he suggested that Jefferson might be qualified for the Professorships of a college but not for the strenuous life of politics.

In 1800, when he was going to succeed Adams, the attacks on Jefferson knew no bounds, and the attacks that centered on his intellectual attainments might be said to have established the future pattern of American political life. In a letter to Hamilton, Charles Carroll of Carrollton summed up the attitude that would prevail. Carroll believed Jefferson "too theoretical and fanciful a statesman to direct with prudence the affairs of this extensive and growing confederacy."

A psychoanalyst of history would be required to explain why a nation, which had been founded and initially guided by intellectuals, should renounce brainpower in government and insist on turning over its affairs to those supposedly practical men who manipulate political power. Whatever the explanation, this national preference for men of, at best, ordinary mental equipment is, in a peripheral way, a repudiation of Jefferson. For he, the earliest advocate of public education, was firmly committed to the proposition that an enlightened electorate provided a safeguard against any form of tyranny — as from overweening political ambition — and that the spread of illuminated minds through the population provided the training of leaders who could assure wise and honest government.

Jefferson presented a fully developed program for the dissemination of education in an unsuccessful bill to the Virginia General Assembly. Recognizing that the privileged backgrounds which made possible such private education as his own were too narrow and too undependable as a base for the growing country, he proposed two levels of semi-public schools — free to those whose parents were unable to pay. From these schools the superior students would be selected and, supported by the state, advanced through successive stages of competition until one each year was sent to William and Mary. It is interesting to note Jefferson's stated objectives of the bill: "to provide an education adapted to the years, to the capacity, and to the condition of everyone, and directed to their freedom and happiness." (Emphasis added.)

In time, after Jefferson's death, his seminal ideas on education gradually

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took root across the nation, but without his emphasis on the cultivation of superior individuals. As we came into the present, egalitarianism and sociological considerations for all practical purposes reversed Jefferson's recommendation to educate everyone *according to his condition and capacity*. Now state-supported government policies *thrust* education on every breathing body on a sort of "coming, ready or not" basis. Instead of having Jefferson's enlightened electorate, we do not even have in general enlightened leaders.

Indeed, the electorate has gone so far in renouncing Jefferson's recommended illumination of the mind — as a safeguard to liberties and as assurance of good and wise government — that many of the administrations from Harding to Ford have featured fools and/or knaves and would-be Caesars. Strangely this failure of the people to protect their own government occurred during the 55 years of unparalleled advances in science and technology, with multiplied *opportunities* for education, when the "Old America" was left behind with the old structure of the Western World, and a new urbanized-suburbanized conglomerate of constituencies emerged as one of the two world powers.

At least no one associates Jefferson with the grotesque result of his vision. On the other hand, probably few of the general public today are aware of the initial impetus Jefferson gave to the more positive results of the diffusion of education. There is nothing in this "application of his philosophy," nor in countless other examples, to give this elusive gentleman the sharp definition necessary for a people's hero.

Instead, this protean genius — a principal architect of the nation's character who served, beyond the revolutionary period, as secretary of state, vice president and two terms as president — is doubtless remembered chiefly for a few words taken out of the context in which he wrote them. The words, in an introductory paragraph to the Declaration, meant little to Jefferson or to anyone else. In fact, he was far more interested in his unsuccessful measure on education and in his successful bill of religious freedom in Virginia. In-

deed, during that summer of 1776, he would have preferred being in Williamsburg, where the Virginia constitution was being drafted, than in Philadelphia.

For although no leader surpassed Jefferson in his intent to form a union of the separate states (and many leaders, in Virginia and other colonies, were far behind him), he was first of all a Virginian. That he and Washington (another strong unionist) were typical of their contemporaries in regarding Virginia as their "country" was entirely natural in their day. Virginia was the land of their roots, where their earliest associations had been formed and where their ancestors were buried. As an English colony Virginia's attachments and political loyalties had been to the Mother Country for the 160 years of the Colony's existence.

These bonds began to be strained at about the time Jefferson, at 25, was elected to the House of Burgesses in 1768. As Virginia's political leaders began their drift, many reluctantly, toward a break with the parent country, their sentiment toward the other colonies was generally that of allies against a common enemy. Some of the revolutionary leaders, notably Patrick Henry, wanted nothing whatsoever to do with any kind of union with what they regarded as temporary allies.

Thus, while there was nothing unusual about Jefferson being a Virginian first, what was unusual was that, as a Virginian, he was among the few most advanced leaders in the colonies in looking beyond the break with England to the establishment of a republic of popular government.

Decades later, after he was retired from public office, in a personal letter about the Revolutionary era, he wrote "In truth, the abuses of monarchy had so filled all the space of political contemplation, that we imagined everything republican which was not monarchy. We had not yet penetrated to the mother principle, that 'governments are republican only in proportion as they embody the will of the people and execute it.'" Although Jefferson wrote "we," this limitation never applied to him.

Yet, while Jefferson's forward-looking political thinking was to apply to the formation of the union, and eventually to the operation of the early republic, in the summer of 1776 he looked to Virginia to lead the colonies (or states) in forming a politically enlightened government. While Jefferson was in Philadelphia as a delegate to the Continental Congress, Virginia, the first colony to declare for independence, had sent to its delegates on 15 May, 1776, instructions to propose "to declare the

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In Williamsburg, where the British flag was hauled down, the Virginians did not wait on the actions of the Continental Congress. Considering themselves freed from Great Britain, the leaders in Williamsburg set about writing a constitution for Virginia. As a preamble, George Mason wrote a Declaration of Rights, which became famous under the misnomer, "The Virginia Bill of Rights." By 29 June, the written constitution was adopted, and the following day, Patrick Henry was elected governor.

Trapped in Philadelphia, Jefferson sent his own draft of a state constitution to Williamsburg. Without his presence a constitution was adopted that fell way short of Jefferson's goal of popular representative government, which might have happened even if he had been in Williamsburg. He would have to try to make changes later with amendments, after he was released from the Continental Congress. As it was, the Congress had a job for him.

When the Virginia delegates, following their instructions, offered a resolution of independence from Great Britain on 7 June, a floor debate revealed that some of the other colonies were not quite ready to go that far and, to gain unanimity, Congress postponed a decision until 1 July. For the present a committee was appointed on 11 June to draw up a declaration and Jefferson was appointed to that committee along with John Adams, Benjamin Franklin, Robert R. Livingston and Roger Sherman. Evidently the committee members decided among themselves that 33-year-old Thomas Jefferson should write the first draft.

Jefferson was chosen partly because he represented the most prestigious colony and partly because he was known for his gift of expressing in writing his political views and proposed legislation. In our day, of course, such gifts would land him a job as one of the anonymous speech writers for some semi-literate politician. Yet, although entrusted with what became the most important document of the American Revolution, his literary work on the

Declaration left Jefferson *at the time* in just about the same anonymous position as a speech writer. Nobody acclaimed him as the author of the Declaration of Independence; in fact, nobody was much interested in the Declaration.

In the seventeen days during which Jefferson worked on his draft, he had the dual purpose of setting forth the causes of the break with England and epitomizing the spirit which motivated the revolutionaries in a statement of human rights that went beyond the fact of the political break. Jefferson had with him, in his bedroom-sitting room "suite" at Mrs. Graaf's boardinghouse, copies of his denunciations of the King which he had earlier written for Virginia. For the introductory preamble, he had the example of George Mason's Declaration of Rights, later famous as the Virginia Bill of Rights.

This is not to imply that Jefferson plagiarized Mason. They were each drawing upon ideas then current in the atmosphere. Since the preamble to the Declaration contains the statement on human rights which has become so renowned and influential on the ideals of America, this has been subjected to minute study by Jefferson scholars. A few minor alterations appear to have been made by Adams and Franklin, but the Declaration in its entirety — the preamble and the charges against the King — is clearly Jefferson's. The committee submitted the final draft to Congress on 28 June.

Congress did not immediately act on the paper because that body had not yet voted on independence. This vote came on 2 July, when Congress adopted the resolution of independence. Immediately began three days — 2, 3, 4 July — of torment for Jefferson. He had to sit and listen while members of

Congress examined the paper over which he had labored and, as he perceived it, ruined the fruits of authorship. Various of Jefferson's friends agreed with him that the changes harmed his work. Since then scholars have generally agreed that the cuts and changes in the body of the Declaration improved and strengthened it. In Jefferson's charges against the King he had become intemperate and, curiously for his usually controlled writing, had indulged in some purple passages.

It was of absolutely no comfort to Jefferson's hurt pride of authorship that his critics left untouched his opening paragraph: "When, in the Course of human Events, it becomes necessary for one People to dissolve the Political Bands which have connected them with another, and to assume among the Powers of the Earth the separate and equal Station of which the Laws of Nature and of Nature's God entitle them, a decent Respect to the Opinions of Mankind requires that they should declare the causes which impel them to the Separation."

Nor was the hurt to his feelings assuaged by the (to him) nit-pickers' leaving untouched the long opening sentence of his second paragraph, which begins: "We hold these Truths to be self-evident, that all Men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the Pursuit of Happiness — That to secure these Rights, Governments are instituted among Men, deriving their just Powers from the Consent of the Governed . . ."

When Jefferson's inquisition ended on the third day of changes to this paper, Jefferson's sense of outrage at (as he saw it) congress's mutilation of his words, he was more than willing to

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forget the whole thing. When the members of Congress had completed their correctional work on 4 July, with never a thought to the pain inflicted on the sensitive Virginian, the delegates of twelve states agreed to accept this written Declaration as a suitable expression of the resolution of independence they had adopted on 2 July. The delegates of New York did not make it unanimous until 15 July.

The delegates of New York did not make it unanimous until 15 July.

However, without waiting for New York, Congress had the Declaration printed and circulated throughout the colonies. The local Committee of Safety in Philadelphia made the first public proclamation on 8 July, where the citizens greeted their freedom with shouts and cheers and the ringing of bells, and quickly the news spread to the other colonies.

Jefferson still had to wait a few weeks to leave for Virginia, where his wife was not well. On the Fourth of July, Jefferson paid 27 shillings for seven pairs of women's gloves, presumably for Mrs. Jefferson. He also paid 3 pounds and 15 shillings for a thermometer, which seems a comparatively high price, and gave 1 shilling/six pence to charity.

Yet, though nobody gave any attention to the writing of the Declaration when the citizens exuberantly proclaimed the *fact* of independence, in the end Jefferson's authorship triumphed. For the nation he helped bring into being celebrates the Fourth of July, the day his words were adopted, and not the 2nd of July, the day Congress voted the resolution of independence.

Fortunately for Jefferson's pride in his writing, the literally deathless words in his preamble had become recognized in his lifetime as a rare philosophical statement defining a people's social purpose based upon a declaration of human rights. He lived to become proud of having written the

Declaration of Independence, as it came to be called. He said, in effect, he would rather have written it than have been president.

Now, in a nation that had repudiated intellectuality in government, we celebrate, on the Fourth of July, the adoption of the written words of the greatest mind that ever influenced this government on its course as a representative democracy. As President Kennedy said when entertaining a group of celebrated thinkers, "We have in the White House tonight the greatest brains since Thomas Jefferson dined here alone."

Now, in this 200th anniversary year, in which we had a Derby-sized field of presidential candidates, we might use the Bicentennial to ponder why we have produced so many men who would rather be president than to write a definition of the human goals and social purposes of the United States that could reach the hearts of all the people and revitalize the spirit in Americans.

Our people could still learn from their past, if only a few leaders would *think* about it. This is admittedly asking a lot from people whose tradition and practices for nearly two centuries has been a suspicious hostility to thought. But, unless the Bicentennial is to be an empty fanfare ("full of sound and fury, signifying nothing"), this is at least an occasion which might promote in a few hardy souls a spirit of reflective re-evaluation.

As something of a P.S. further to highlight the 200th anniversary of 4 July, 1776 strictly as a commemoration of the adoption of Jefferson's immortal words: it might be pointed out that "the Glorious Fourth," despite a popular misconception has nothing whatsoever to do with the founding of the United States. This republic was formed thirteen years after the adoption of the

Declaration of Independence.

Following the formalization of peace between Great Britain and the former colonies in 1783, for the next four years the thirteen separate states maintained a somewhat chaotic existence as thirteen autonomous political entities. In 1787, efforts were begun to form the states into a confederation with a written constitution which clearly defined what powers the states relinquished to the central government and what powers the states retained. This constitution had to be passed by each of the states, which took some doing in several states, notably Virginia. In 1789 all the states ratified the constitution, bringing into being the United States, with George Washington elected President by acclamation. Perhaps in 1989, another Bicentennial will celebrate the 200th anniversary of the birth of the republic, although this seems most unlikely, as 1789 holds little to no place in the myths and legends of America's past.

Jefferson took no part in these happenings. In 1784 the recently widowed Jefferson, with his young daughter Martha ("Patsy"), joined his old, aging friend Benjamin Franklin and John Adams in Paris, as a commission to work out treaties. Jefferson returned in 1789 after the republic was founded and reluctantly accepted the post as its first secretary of state.

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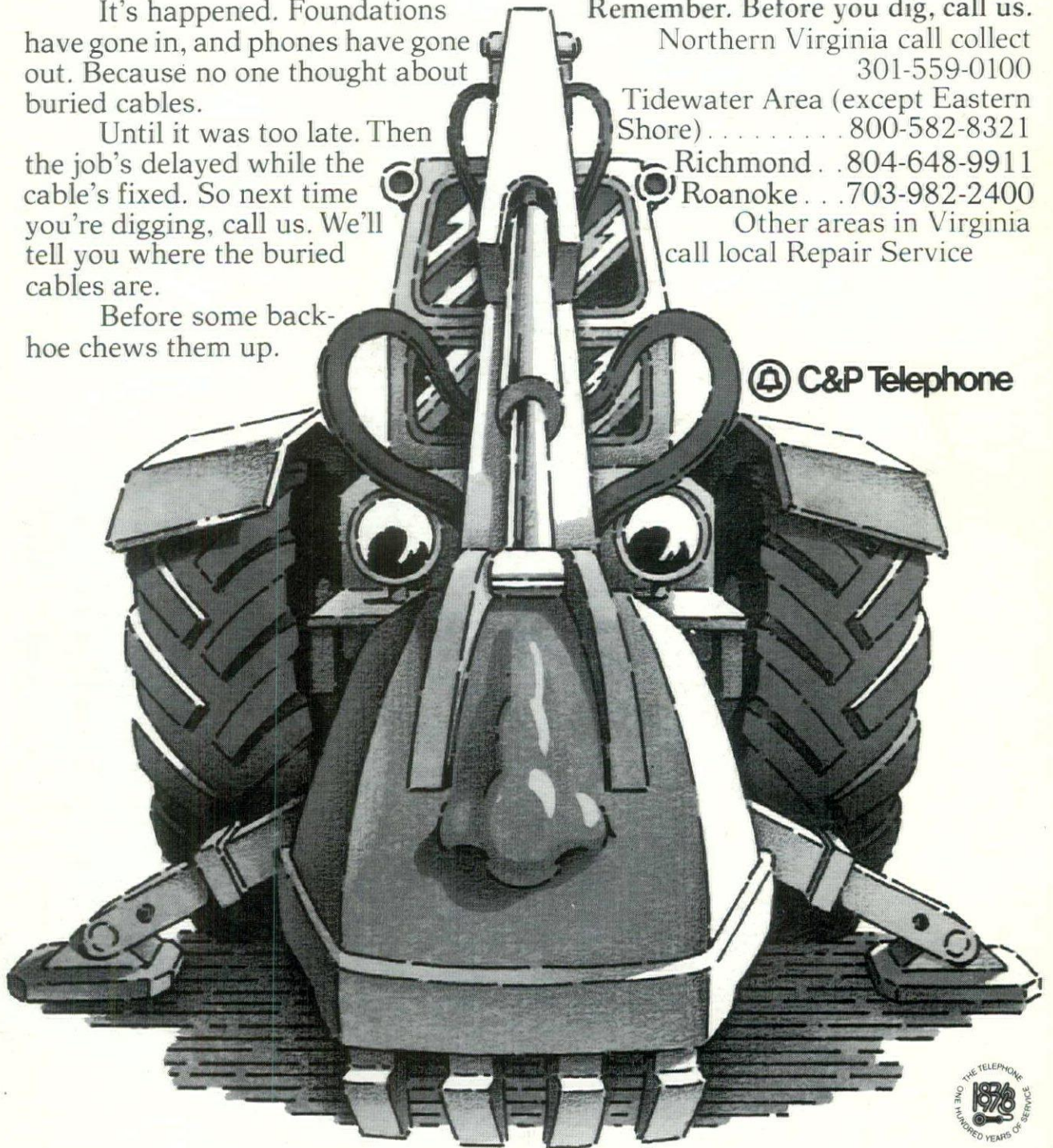
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