The Virginia Department of Agriculture and Commerce

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APRIL 1978
FARMING, as we know, is a way of life. It is also a business — a business which translates into at least twice as many people off the farm as on the farm earning their living in the industry of agriculture.

Farming is a business with a purpose — the purpose of fulfilling the basic needs of all people — consumers if you like.

Farming is work.

Over the years the trend has been to leave the farm and find ways of making a living that requires less manual labor.

Farming is a labor of love.

But, love means nothing unless it is returned.

The farmer of Virginia today is trying desperately to return next year — to stay in business.

But, he does need an understanding of what he is doing and the problems he has facing him.

The concerns may be on the farm, but they are concerns that affect every consumer’s pocketbook and the high standard of living that we have come to expect in this country.

SOME YEARS AGO it was pointed out that the farmer is the wearer of many hats. He is a producer. He is a marketer. He is a conserver of land and resources. He is an animal lover and has to have full understanding of the health and well being of those animals he raises. He is a supplier of needed goods.

The list is almost endless.

Many people never consider the fact that a farmer is also, just as you and I, a consumer and faces the same inflationary spiral that all of us do.

Farm people in Virginia have to visit the grocery store and buy food just as the rest of us. They are fully aware of the cost of food today. But each trip to the store makes them more aware, when they see their income from farm production, that only a small part of that food dollar is coming back to the farm to encourage further farm production. Some way must be found for the farmers to get a larger share of the food dollar.

The farmer is a business man and whether he has a large or small farm he can only stay in business if he makes a profit. This becomes awfully difficult when the weather turns against you as it did in the drought of 1976, the unseasonably cold winter of 1976-77 and the drought of 1977. Final income and time left over after providing the necessities of life.

Farms are small business operations. We cannot afford to lose these small businesses that bring revenue to rural areas whose needs for services and supplies put 3.4 billion dollars a year into the state’s economy; small businesses that have a total real estate value of over 6 billion. Yes, farming money is important to the community and to the farmer. There is every indication that farmers will need twice the amount of money in credit by 1985 that they do today, a total of some $2.3 billion.

But it is safe to say that in the past two years even an optimist would have tended to let a little pessimism creep into his thinking.

How would you face the needs in your business if you realized that your supplies on hand are down 39 percent from last year? That’s what the Virginia farmer faced at the turn of this year. The four feed grain stocks (corn, oats, barley and sorghum) were down 39 percent and hay stocks were down 12 percent last year from dangerously low stocks of 1976.

How would you face the problem at
the market place where your product was bringing less than the cost of production? This has been true for most of Virginia’s grain farmers in 1977.

How long can optimism hold in the face of these facts?

In 1977 the Virginia Department of Agriculture and Commerce celebrated its 100th birthday. During that period of time the farmer has been faced with many problems. But it is safe to say that today he faces more problems than at any time in the history of farming in Virginia, certainly since the great depression.

What needs to be done?

Perhaps the biggest concern of those who till the soil today, those who raise livestock and poultry in Virginia, is at the marketplace.

Since its founding the Department has been concerned with the marketplace both foreign and domestic.

We have made every attempt to help the farmer meet his needs.

Our Division of Marketers has developed numerous programs. Tel-O-Auction was devised to enable buyers to bid on livestock being offered from the comfort of their offices or the convenience of their automobiles. This greatly increased the competition at Virginia’s auctions.

A flue-cured tobacco marketing program which distributed sales opportunities to all production areas in proportion to the need was developed by department personnel and adopted by the flue-cured tobacco industry. This program reduced transportation costs and eliminated long lines of growers waiting for an opportunity to sell their tobacco.

A lamb marketing program, which now handles almost one-fourth of the lambs produced in Virginia, was developed by Department personnel. With the aid of Tel-O-Auction more than two-thirds of those handled go to Canada.

Market promotion programs for white potatoes have tapped the market potential in Canada and the Caribbean.

Direct marketing programs move apples, peaches, strawberries, blueberries, grapes, and Christmas trees from the producer to the consumer with increased return to the producer and lower outlay by the consumer for value received.

We created an International Trade office to seek new markets outside of the country. Today about 25 percent of all farm commodities in Virginia go into International Trade.

We have worked with other states to find new markets and have been prime instigators of such organizations as the Southern United States Trade Association: fifteen southern states combining efforts with the idea that a cooperative effort in some areas might bring larger rewards than working as individuals. From this has developed an annual trade show in New Orleans where countless buyers from overseas can learn about our state and its processed farm commodities. We also helped form the Atlantic International Marketing Association which was one of our first efforts to develop a regional approach to international marketing of agriculture products. Again more can be accomplished by working together than separately.

With the help of the City of Richmond we developed the Livestock Loading Facility at Richmond’s Deepwater Terminal. A facility that today is the only approved one of its type on the East Coast.

An offshoot of this was the changing of the name of Byrd Airport to Byrd International to reflect livestock being shipped by air from this facility.

One giant step that has been taken recently has been the formation of a new agricultural exporting company that would be located in Virginia. The American Marketing Service, Inc., International was created to take advantage of the facilities located at the Richmond Deepwater Livestock Export Facility at the Richmond Deepwater Terminal. The
The look of an auction market really hasn't changed over the years. Here farmers are bidding on a group of calves and sheep being offered for sale by various individuals.

Artists concept of Richmond Livestock Loading Facility

Virginia swine have left Bird International Airport in Richmond for many destinations overseas.

owners drew upon their early experiences with the Virginia Department of Agriculture and Commerce. The location of this new company in Virginia came as a direct result of the efforts of the Department's International Trade activities.

For years agricultural production going overseas has been responsible for helping maintain the balance of payments — a method of keeping the flow of money coming into this country. Today with our continuing need of this balance has tipped towards the negative side, but agricultural products still remain a primary force and could and should continue to grow to bring this figure to the positive side of the ledger.

RECENTLY I was asked to serve on special 16 member committee to study the implications of a new standard code being developed that would prevent technical barriers to trade. This study is being undertaken by Public Technology, Incorporated under contract to the Office of Special Representative for Trade Negotiations, Executive Office of the President. This was an opportunity to make an input into the nation's International trade approach.

Although in some ways this is a high technical area, and perhaps not easily understood by many without a detailed study, the implications can be pretty significant for Virginia agricultural and other exporters. It will be dealing with a number of product standards, such as grades, chemical tolerances, size and shape of containers, etc. The procedures for establishing standards would apply to all products — agricultural and non-agricultural — that have for some reason been refused admittance to some ports of the world. Once these differences are resolved they should open up new areas for trade.

The export of farm commodities is not a one shot deal. It is a long term effort that requires constant surveillance to meet the market demands and at the same time keep up with the efforts of other states in the export trade. At the moment as we look at the year of 1978, it would appear that there will be increased opportunities for the exporting of Virginia's agricultural commodities.

WE HAVE BEEN proud of the fact that Virginia has been in the forefront of animal disease control. This has been a part of an effort to bring about stronger industry and a better agricultural product for all consumers.

Today we stand as Bovine Brucellosis free. We have for a number of years been free of that scourge of the swine industry, hog cholera. Today the U.S. (Continued on page 48)
"TALKING back to the big boys" in a positive, effective way may soon become a reality for government and community leaders long isolated by rural geographies. The ultimate result of a unique rural capacities planning project recently completed by the Virginia Department of Agriculture and Commerce (VDAC) may well be the strengthened ability of rural leaders to understand and respond effectively to federal requirements.

The recently completed "Capacity Building Needs of Rural Areas in Virginia" project survey indicates that understanding and following state and federal mandates for town and county development are two of the most frustrating problems facing rural leaders today.

State and federal officials have long suspected that understanding the language of bureaucracy and acting effectively on the complexly-worded mandates issued from Richmond and Washington have confounded rural leaders. The Rural Capacities project, which includes 441 personal interviews with both elected and non-elected leaders, is believed to be the first of its kind in the United States.

Funded largely by a $118,000 National Science Foundation grant, the project was born in 1974 of VDAC Planning Director Berkwood Farmer's understanding that "the problems and opportunities of rural America are too often identified outside the rural environment; solutions and recommended courses of action have often been determined in a theoretical framework. Recommendations, in many situations, have been imposed on local citizens and local communities."


"Rural development policymaking is as fragmented as rural people are dispersed. Rural areas are often ignored in the rulemaking and regulatory processes of federal agencies, and indeed, in the designation of delivery systems for programs as well," Nagle and Deaver wrote.

This becomes a problem of critical significance when rural leaders are attempting to carry out the federal mandates which are often basic components of public works, industrial development and educational programs, Farmer said.

In order to discover just how rural leaders feel about their own needs, the VDAC project survey included personal, in-depth surveys with 93 elected and appointed officials and 344 community leaders in four rural towns and four rural counties. The towns, which included Glade Spring, South Hill, Chatham and Woodstock, all have populations of less than 5,000. The counties, all with populations below 15,000, included Powhatan, Lancaster, Sussex and Buckingham.

The survey areas were widely scattered to represent not only Virginia's different geographic areas, but to include towns and counties with distinctly different demographic characteristics. Included were areas with populations which have remained stable during the past several years; those whose populations have grown because of increased industrial development; those whose populations have grown for reasons unrelated to industrial development; and those with populations which have declined during the last several years.

The interviews were all conducted by Project Director Ed Hansen and Associate Project Director Irl Smith. After a trial run to test survey method effectiveness, conducted in late 1976 in the town of Strasburg, Hansen and...
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SOUTHERN FARM BUREAU LIFE INSURANCE COMPANY
When all the statistics were collected and correlated last winter, those interviewed expressed strikingly similar perceptions of their government needs, Hansen said.

Town and county officials expressed the need for "considerable help" in analyzing and evaluating outside communications. A close second in this category of needing "considerable help" was in how to use available data decision making at the local level.

"Data concerning technical assistance reaches these localities in nearly unusable form," Hansen said. Both town and county officials tend to rely heavily on Planning District staff members' advice in solving their intergovernmental problems, the project director told an Interstate Advisory Council conference last December.

The problems plaguing rural governments tend to be interconnected, thus impounding one another. Real estate taxes provide the financial base for any local budget. Because this limited tax base leads to low government salaries, there are problems with understaffing, particularly in critical areas requiring relatively sophisticated technical knowledge. Associate Director Smith pointed out.

Nearly all the the 93 government officials interviewed consistently mentioned the following problems in performing local government functions:

Insufficient tax base, referring to the imperious reliance on real estate tax income.

Unrealistic and inconsistent mandates and regulations, referring to federal and/or state mandates and regulations developed without prior consultation with local governments, including such projects as sewer and water construction and transportation, the environment, solid waste and special education, which require additional local funding and/or personnel sources.

Personnel staffing in local government, planning and service areas (i.e., police, engineers and technicians).

Lack of sufficient planning in areas such as zoning, housing, recreation, staffing and engineering.

Non-elected community leaders equitably expressed dissatisfaction with the planning activities of their local governments, as well as notions of management/operations/organization structure. Smith said.

While pointing out that rural government officials tend to be accessible and responsive to their citizens, community leaders also noted communications problems when their officials were aligning with state and federal officials. Overall survey results indicate that water and water construction projects present nearly universal rural problems. The lack of adequate industrial development, which involves problems with keeping young people at home and productively employed, was a concern expressed by many of those interviewed.

The nearly universal lack of adequate recreational facilities in Virginia's rural areas was noted, and lamented, by nearly everyone interviewed. Despite an abundance of open fields, few communities are operating facilities for organized recreational activities.

Other high priority needs mentioned, although not necessarily in the same order by all communities, included: housing, education, health, welfare and the preservation of prime agricultural land.

After the interviews were completed in September 1977, Hansen and Smith correlated statistics and comments they had uncovered. Their findings were discussed and analyzed by a group of planners, academicians and government representatives.

VDAC Commissioner S. Mason Carbaugh was overall administrator for the "Capacity Building Needs of Rural Areas in Virginia" project. Farmer coordinated the overall project, while Hansen and Smith dealt directly with the communities and personalities involved. An Interstate Advisory Committee, which included governors' representatives from the states of North Carolina, Tennessee, Kentucky, West Virginia and Maryland, plus two Rural Advisory Committee representatives, helped analyze data and suggested means of getting the survey information back into rural communities.

In December 1977, several community officials who had been involved in the project gathered in Richmond with Farmer. Hansen and Smith to discuss project findings and ways to apply the information gathered to individual rural governments. The information, with a bit of added advice, has by now been returned to the communities from which it came. Three seminars, in Fredericksburg, Roanoke and Petersburg, were held for local community officials and leaders.

State, federal and local government officials participated in panels dealing with approaches to strengthening the capacities of rural government. Small workshops, geared to the specific problems of town and county government, were held, with free exchanges of problems and solutions among officials and rural residents.

The seminars provided a forum for discussion and problem-solving. But, perhaps more importantly, they helped alleviate the isolation of rural governments without threatening community individualism.
In Pursuit of Disease

"...it takes all the running you can do, to keep in the same place. If you want to get to somewhere else, you must run at least twice as fast as that!"

—the Red Queen speaking to Alice in *Through the Looking-Glass*

By Roy E. Seward

Information Officer

VDAC

*FOR anyone working in the field of animal disease control and eradication the job may sometimes seem almost as impossible as the quote at left. State and federal animal health personnel, industry people and researchers in veterinary medicine have labored for years to obtain some very elusive goals. The way to these goals has not been a straight path. There have been many reversals, changes in strategies and methods, and cause for re-education.

The struggle to achieve hog cholera free certification for the United States is a prime example of the tortuous trail that leads us to a truly significant achievement in animal health. Hog cholera was first reported in southern Ohio in 1833, but it was nearly 15 years before the nation was rid of the native scourge. Years of research, development of effective management techniques and procedures, and public education finally paid off. It took an organized national effort created by the passage of Public Law 87-209 in 1961 to achieve what had once seemed unreachable.

In Virginia, the Division of Animal Health and Dairies of the Virginia Department of Agriculture and Commerce (VDAC) has been responsible for program efforts to rid the state's swine population of hog cholera. Like other disease control and eradication programs, its hog cholera program has relied on an efficient reporting system, prescribed diagnostic procedures and effective disease management. None of these elements could have done the job alone.

When the Commonwealth joined the USDA program to eradicate hog cholera, VDAC's animal health personnel had achieved remarkable progress in lowering losses to the non-destractive and costly swine disease ever to appear in this country. The 1959 Virginia General Assembly had passed a law requiring that garbage fed to hogs be cooked and maintained at 212°F for 30 minutes before feeding. This law had reduced the incidence of vesicular exanthema (VE) by 100 percent, trichinosis by 100 percent and hog cholera by 90 percent in garbage-fed animals. The use of a modified virus vaccine in place of live or "hot" virus vaccine was another change advocated by VDAC officials and industry folks. The modified virus vaccine would give some immunity to cholera without risking the spread of the disease to unvaccinated animals.

Unfortunately, what success VDAC staff and other persons working with hog cholera had made was being endangered by a laxness of hog producers to vaccinate. Dr. W. L. Bedix, State Veterinarian and Director of VDAC's Animal Health and Dairy Division, reported in June of 1960 that...*
In 1969, the United States was behind many of the developed nations in fighting cholera in swine. Eleven countries had already achieved eradication. Canada, one of these, reportedly was spending 1¢ per market hog to maintain its hog cholera-free status while the U.S. was spending 45¢ to control the disease. American hog growers were losing a potential world market for 60 million pounds of pork because the nation was not hog cholera-free.

Virginia and the other 45 states cooperating in the national hog cholera program were ready to enter Phase II of the program by 1964. After less than 18 months in the program, the Commonwealth was already seeing positive change. In fact, VDAC's Animal Health and Dairies Division reported that its lowest incidence of the disease was recorded in 1963. By the end of Phase I, nearly all the state's hog markets doing interstate shipping were approved by the federal program.

When Phase II began in April of 1965, additional provisions for the state-federal program were instituted. Specifically, practicing veterinarians would make immediate reports of all suspected cholera cases to the nearest VDAC laboratory. A complete investigation regarding origin and possible spread of all hog cholera outbreaks would be made by state and federal regulatory veterinarians. Also, small outbreaks of hog cholera in states surrounding Virginia were of major concern for the state's regulatory veterinarians as the Commonwealth moved closer to eradicating the disease. Most of these outbreaks were attributed to garbage feeding or herd additions from questionable sources. State Veterinarian Dr. W. L. Bendix pointed out in his report in the spring of 1969 that the state ban in July 1968, on modified live hog cholera vaccines had eliminated Virginia's principal source of trouble in swine herds.

The three outbreaks reported in Virginia in the spring of 1969 were attributed to garbage feeding or herd additions from questionable sources. State Veterinarian Dr. W. L. Bendix pointed out in his report in the spring of 1969 that the state ban in July 1968, on modified live hog cholera vaccines had eliminated Virginia's principal source of trouble in swine herds.

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In March of 1972, Virginia received official recognition as hog cholera-free. (Left to right) Maurice B. Rowe, who was then Commissioner of Agriculture and Commerce, joined Fred S. Crittenden of Hardyville, a member of the Virginia Pork Industry Commission, and Dr. W. L. Bendix, who was Director of VDAC's Division of Animal Health and Dairies, in posing with the hard-earned certificate.
distributed to swine imported to the state from other states through stockyards or auction markets. By the spring of the next year, a limited general quarantine for all livestock markets in Virginia handling swine went into effect. The new order prohibited the sale of feeding and breeding swine and slaughter swine on the same day. They could be sold at the same market on separate days but only if the markets were cleaned and disinfected between sale days.

USDA and VDAC officials announced to Virginia hog producers in the fall of 1970 their plans for a massive hog cholera drive to finally wipe out the infection still active in affected counties and cities in southeastern Virginia and northeastern North Carolina. The two states had requested help and guidance from USDA to consolidate and direct a joint effort to eradicate the disease.

Despite the heavy outbreaks of the previous year, Virginia was entering its final phase of the eradication program by 1970. With the success of the efforts to drive the disease out of the southeastern area of the state, Virginia reported only three confirmed cases of cholera for 1971. With the disposal of these herds, the Commonwealth went through a one-year period without a case. This qualified the state for certification.

For many years the feeding of improperly cooked garbage to hogs had been linked to cholera outbreaks. With the Virginia General Assembly’s passage of an amendment to the state garbage feeding law, this potential source of hog cholera infection was practically eliminated. According to this change, the use of garbage as feed for swine was prohibited effective July 1, 1971.

On March 9, 1972, VDAC’s staff accepted USDA’s Hog Cholera-Free Certification for Virginia. But, even days before the presentation of this hard-earned certificate, state and federal regulatory veterinarians were in the field investigating an outbreak. Dr. George B. Estes, the present State Veterinarian and Director of the Division of Animal Health and Dairy, summed up the situation in a statement he made as the then Assistant Director of AHD: “We have been unable to rest on our laurels. Early in March, a major outbreak of cholera erupted in North Carolina, and on March 6, we issued quarantine against the importation of North Carolina swine. ... As the situation worsened in North Carolina we sent a task force of our employees to help bring the outbreak under control.

The following year Virginia had confirmed cases of cholera and temporarily lost its hog cholera-free status. But thanks to the procedures and system set in motion during previous program phases, Virginia was able to thwart this outbreak and regain certification. Constant vigilance and methodical procedures have kept VDAC’s program going since 1969 without a confirmed case of hog cholera.

When USDA Secretary Bob Bergland announced hog cholera-free certification for the entire country in January 31, Dr. George B. Estes and VDAC staff had good reason to be proud of this accomplishment. Even though Virginia had achieved its goal six years before, VDAC, USDA, and industry personnel had worked very hard to hold the line against the disease. For everyone present at the ceremony in Washington, D.C., it was a high point in the history of disease control and eradication.

The task of keeping the state’s and the nation’s hog cholera-free status would be no mean job. Just as VDAC’s work to maintain its brucellosis-free and sheep scabies-free certification requires a continuous alert to infection, its work to maintain the hog cholera-free status is a never-ending process. But, then, it is worth the effort to assure that the disease that decimated U.S. hog populations for nearly 150 years is never allowed to return to plague the swine industry.
Eradicating the Cotton Boll Weevil in Virginia
By Mb Brewster
Information Officer, VDAC

A field of cotton resting against a stand of pines is an infrequent sight in Virginia. At last count, there were only 1,000 planted acres of cotton within the state.

COTTON has been planted and cultivated for its fiber for centuries. The best record of cotton textiles, which goes back about 5,000 years, was covered in the Indus River Valley of Pakistan. Peruvian excavations have unearthed cotton cloth identified as being at least 4,500 years old. Cotton fibers have also been uncovered in the historic ruins of Egyptian civilizations.

Cotton did not become a major factor in America until nearly 300 years after Spanish conquests. Efforts were made to grow cotton in Virginia and the Carolinas by the colonists shortly after they landed, but production expanded slowly until varieties were discovered that were suited to the soil and climate of North America.

The production of cotton was originally confined to the Southeastern states — Virginia, the Carolinas, Georgia and Florida. During the 19th century production expanded steadily, wing westward into Mississippi, Kansas, Louisiana, Oklahoma and Texas.

Along with the westward spread of cotton and the expanding of production come the increase in the possibility of pests attacking and destroying the plants. Through the years many methods, from old superstitions to the latest advances of technology, have been used in attempts to eradicate the cotton boll weevil. Some of these attempts have been successful in localized areas, however, unless total eradication takes place in the entire cotton belt of the United States the results are temporary.

In addition to the existing inspection and control programs conducted by the Virginia Department of Agriculture and Commerce’s Plant Pest Control section, a test pilot-program for eradicating the cotton boll weevil has been undertaken by section personnel. The eradication program is a cooperative effort with VPI&SU, the federal government, VDAC and the cotton growers in Virginia.

Although Virginia is not one of the major cotton producing states, it was selected for the three year test program because of its location. It is the state closest to the major cotton producers and is on the northern limit of the cotton belt. Another large plus for the program initiators was the excellent record of cooperation between the state’s farmers and the federal government as evidenced in prior pest eradication or disease control programs. North Carolina will conduct a similar program simultaneously in the northern region of their cotton belt.

The cotton plant is both pleasing and interesting to watch as it grows. Because of this fact, quite a few plants are grown yearly by hobbyists.
The three year attack on the cotton boll weevil concerns perhaps 1,000 acres in three to ten counties within the state. Before the actual effort begins, the location of every cotton plant must be discovered. As in any total eradication program, it is not only the large scale producer that must participate, but also the hobbyists, the individuals who have a plant or two for ornamental reasons growing in their backyard or around their place of business.

Accumulated cost of the program throughout the cotton belt region during the next 8-10 years is estimated at 2 billion dollars pending success of this pilot program. The cost of the program in Virginia will be divided three ways: ½ by the growers, ¼ paid by the state and ¼ paid by the federal government. The first year the cost of the program will be around $101 per acre with the grower paying $50.50; the second year the cost to the grower should be about $20 per acre and during the mop-up routine of the final year, the expenditure will again be reduced. The U.S. Agricultural and Stabilization and Conservation Service will include a statement of cost with the planting intentions survey so the farmers will have all the necessary information concerning the program.

W.H. Matheny, state entomologist with the Department, stated that this was a very ambitious program. “This will be a fully integrated pest control effort using chemicals, agronomic and biological methods such as sterilized boll weevils, sex pheromone or atractant baited traps and early plant cotton catch crops plus defoliation. We are hoping for 100 percent eradication by the time the third year evaluation takes place.”

Again stressing the need to eradicate the cotton boll weevil, Matheny explained the drastic destruction caused by the insect. “There are approximately 12 million acres of cotton across the United States and the boll weevil takes as its toll about ½ of the cotton during each growing season. “Boll weevil control accounts for ½ all insecticides used on farm pest control in the U.S. yearly.” In 1978, Virginia had 1,000,000 acres of cotton and with the onslaught of the boll weevil the acreage has decreased markedly year by year to the present figure of 1,000 commercial acres primarily in Greensville County.

The first year of the program begins this year, 1978, with the preliminary paper work and coordination requirements currently being fulfilled. Actual operation will not begin however, until spring when the weevil starts to move about. Once the operations start, the hope is for virtual eradication. During the summer there will be 15 aerial applications of pesticides and defoliants over the cotton producing areas.

The third year will bring southern North Carolina into the eradication effort and South Carolina. The spraying will take place at weekly intervals with one airplane being contracted for each 2,000 acre block.

Optimism runs high among those involved in this cooperative effort. If this year’s third test proves successful, the U.S. Department of Agriculture and the states and growers will begin the same procedures in the major cotton producing states to the south and west until the cotton boll weevil is eradicated. Another outcome of the program that is hoped for is that on the boll weevil is non-existent in Virginia and the United States, the Virginia growers might increase their acreage as the cost of production decreases without the need for weevil control.
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VIRGINIA RECORD
Founded 18
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The AGC state headquarters will occupy the first floor and the second floor will provide rental income.
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CONSTRUCTION WEEK

• Harry G. Lee, Kjellstrom and Lee, Inc., Richmond, 1978 President of the Virginia Branch AGC received proclamation of Construction Week from Governor Mills Godwin on November 29, 1977. Construction Week was January 22 through 28, 1978. The annual convention held at The Homestead, Hot Springs, Virginia and various special supplements in Virginia newspapers marked the week.

(Virginia Department of Highways and Transportation photo)

DUNVILLE RECEIVES CONSTRUCTION MAN OF THE YEAR AWARD

• ROBERT M. DUNVILLE, President and Treasurer of Robert M. Dunville & Brothers, Inc., Richmond, was named Construction Man of the Year by Virginia Branch at their annual banquet held on January 24 at the state convention in The Homestead, Hot Springs.

This award is made annually to the person deemed to have contributed more to the Virginia Branch AGC during the previous year than any other individual, and whose accomplishments have been outstanding enough to merit recognition.

Sam Shrum, Chairman of the Public Relations Committee on Resolutions and Awards, made the presentation and cited Dunville as an “outstanding contractor, business man, salesman, civic worker and lobbyist.”

Among Dunville’s credits mentioned are service to the Associated General Contractors of America as a National Director since 1975 and serving on the National Legislative Committee. He has been Chairman of Virginia Branch’s Legislative Committee for eight years. He is currently a Regional Chairman of the National Legislative Network and is a registered lobbyist for our State Assembly.

Dunville was born in Slaughter, Kentucky and attended Evansville University in Indiana, majoring in music. After graduation he traveled as a singer on the vaudeville circuit for five years, sharing billings with such stars as Sophie Tucker, Jack Benny and Henny Youngman.

A stop for a visit with a brother in Richmond persuaded him to try his hand in a store fixture business. This eventually expanded and became the general contracting firm of Robert M. Dunville & Brothers, Inc. Dunville’s three sons are now part of the firm, carrying on the family tradition.
THE CONVENTION IN PICTURES

All Photographs by
Robert R. Gehres

James Wheat. Chairman of the Board. Wheat First Securities, Richmond, addresses the convention attendees at the Mixed Luncheon.

Office Manager Beth Hurs prepares the registration area on the first day of convention.


Newly-elected Director and Region District President, Harry Barker, Barker Construction Co., Richmond (left) has a few words with Virginia Branch Staff Member, Lou Schelter.

National AGC Vice President Paul N. Howard, Greensboro, N.C., gives national report at the General Membership Meeting.


Webster Brick Co., Inc., provided coffee and cokes at the Hospitality Area.


Humorist Joe Griffith gave an unusual start to the convention Kick-Off Breakfast.
Exhibit Booths Are a Big Plus at Convention
By Bob Gehres, Director of Services

ONE of the new features of the 26th annual Convention of the Virginia Chapter AGC was the exhibit area in the Omni Room, adjacent to the registration Desk and Hospitality Area which shared the room. Six booths were set up along with a display of the door prizes and photographs of past conventions.

The crowds seemed to linger in the Omni Room as everyone took advantage of the demonstrations, literature displays, information and free shoeshines. Receipts from the exhibit activities will be used to fund the 1978-79 Virginia Branch Construction Scholarships.

Howard Eales, Inc. and The Howard Foley Co. sponsored the shoeshine booth while Fred S. Jones & Co., Inc. of Virginia and Luck Quarries, Inc. donated the display for the AGC Publications Library. Everyone was happy to have well-shined shoes for the Banquet and most members saw for the first time a comprehensive display of the extensive materials available to all AGC members.

Lone Star Industries’ attractive exhibit showed the products which they market. James River Equipment and Supply Co. continually ran demonstrations of the latest in laser equipment used throughout the construction industry. American Mutual not only manned a booth to explain their Workers’ Compensation Program and Safety Group Insurance but also videotaped some of the convention activities, which were played back on the last night, and set up a “Golf Swing Analysis” area complete with a PGA member for advice.

Finally, Dynasty World Travel participated in the exhibit area. This travel agency will be running the Virginia Branch’s 1978 Out-of-Country Management Conference to Bermuda.

Overall, the exhibits and the personnel who manned the booths made not only a significant contribution to the convention but also contributed a total of $1,000 to the Virginia Branch AGC Construction Scholarship Fund. From the exhibitors’ point of view, valuable contacts for future business were also made.
Committees Gear Up for Action in 1978

- SIX Virginia Branch committees met at the 26th Annual Convention at The Homestead. Approximately fifty different members met with the Membership Development, Public Relations, Safety, Legislative, Davis-Bacon and Business Management Committees to kick-off 1978 activities.

Each of these committee meetings was held to make plans for new programs during the upcoming year or to ensure the successful carry-over of 1977 committee programs. Despite the good skiing conditions, attendance at these meetings was the best ever for recent conventions, indicating continuing interest in AGC affairs and efforts to improve the construction industry.

Utility Meeting Hears Howards

A special meeting for utility contractors was held the afternoon of Monday January 23. The utility committee arranged to have Paul N. Howard, National AGC Vice President and Colonel Newman A. Howard, Jr., Corps of Engineers, U. S. Army speak to them.

Paul Howard stated that, since 1965, the AGC has made a major effort to serve open shop as well as union contractors. Open shop contractors make up 42% of the more than 8,500 members. He pointed out that the utility division is very active and maintains a close working relationship with the American Consulting Engineers Council, the American Public Works Association and the Wastewater Equipment Manufacturers Association. In addition, the Municipal Utility Coordinating Committee works closely with each of the Federal Regional Offices, primarily with EPA.

Colonel Newman Howard explained the function of the U.S. Army Corps of Engineers' Civil Works Program. In the near future the Corps will sign an agreement with the EPA to oversee wastewater treatment plant construction. The details of the agreement have not been announced, but it is expected they will cover only the Step II (construction) phase of EPA projects. Efforts have been made to accelerate processing of change orders and progress has been made overall. The long range projection is for a reduction in the amount of work supervised by the Corps.

Education Committee Introduces STP

The Education Committee arranged special presentation to introduce the new Supervisory Training Program to the membership. Contractors from across the state participated in the special activity and received a comprehensive demonstration of this new and innovative program.

Briefly the Supervisory Training Program (STP) is an industry developed, industry tested, and locally delivered management development system for the construction industry. The program is intended to be used for training and upgrading of supervision personnel from the level of foreman to superintendent to the office management level. A typical class session was conducted with the attending members assuming the role of training participants.

STP was initiated at J. Sargeant Reynolds Community College in Richmond in February and will be scheduled again for this coming fall. Plans are also being made to begin the program in the Western Virginia and Tidewater regions during the fall of 1978.

Reflecting on the convention's extensive committee activity, one member stated, "If participation ensures success, 1978 should be a great year for the Virginia Branch AGC."
Outgoing President John Poindexter (left) passes the gavel to incoming President Harry Lee at the annual Banquet at the Homestead.

Harry Lee makes his acceptance speech at the Banquet. Gina and John Poindexter are to his right.


Sam Shrum awards Bob Dunville his plaque in recognition of being 1978 "Construction Man of the Year." Dot Dunville (center) joins her husband at the podium. Gina Poindexter, John Poindexter and Elizabeth Lee (background, l. to r.) also shared the banquet table.

Past-President Aubrey S. Bass, Jr., Bass Construction Co., congratulates John Poindexter, retiring Virginia Branch AGC President.

Honorary member, Sam Shrum, Harrisonburg, is greeted by Elizabeth and Harry Lee at the President’s Reception.
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VIRGINIA RECORD

Founded 187
What Business of Yours Will it Support Your Retirement Years... or Ruin Them?

Text of speech presented by FRANK M. BUTRICK at the Virginia Branch of the Associated General Contractors' Convention on Tuesday, January 24, 1978 at The Homestead, Hot Springs.

WE who own private businesses are part of an extremely large minority. In the U.S. there are approximately 12 million businesses of one kind or other. Agricultural establishments, proprietorships, partnerships, corporations. Despite the fact that we own smaller businesses ourselves, we tend to think in terms of large business when we think of business — General Motors, DuPont, etc. Yet there are less than 20 thousand corporations whose stock is actively traded either on the big markets or over the counter; 20 thousand publicly owned corporations. The remaining million-odd corporations in the U.S. are privately owned. So for practical purposes we can say that 12 million businesses are privately owned.

Privately-owned business is nothing new. It is as ancient as mankind. One of the few text books available on the management of the privately-owned business is the Old Testament of the Bible, wherein we can read about planning and development of succession — and the problems — in the privately-owned tribe, the privately-owned flock, and even the privately-owned country. We would think that, like driving an automobile and making love, anything anything people have been doing that long would do naturally and well. Unfortunately that is not the case. The inedible majority of businessmen are busy running our business today that we do not have time to think about tomorrow. We do not do long-term planning for a number of perfectly natural and human reasons. First of all, we are not going to live forever and who wants to contemplate a world after he is dead and gone?

Second, we learn from experience that long-term planning is hazardous. None of us makes five-year sales forecasts. If we do we don't show them to anybody. None of us makes long-term cash forecasts. If we go to buy a piece of equipment on time we study our cash flow and if we can figure out how to make the first three payments, we assume God and inflation will take care of the rest.

Long-term planning becomes something we simply don't do. If the banker wants a forecast we get with our accountant and have him come up with some numbers that seem to be arithmetically correct, and as long as he is happy we assume that the banker will be happy — but we don't believe the numbers at all. We have found from experience that long-term planning does not work. Since we don't know what tomorrow will bring, why worry about it until it arrives? It is the only part of the Bible that we clutch to our bosom. It is that part which says don't worry about tomorrow. For us, long-term planning is what we will do Monday of next week. Short-term planning is what we will do tonight. And in every part of our business this works fine. We have become experts at solving momentary problems as they arise, putting out the brush fires as they are lighted. Solving problems as they come up and not worrying about tomorrow until tomorrow comes.

In short, we run our businesses on a day-to-day basis and by the seat of our pants. It is a style that each one of us has developed to suit himself. No two of us run our businesses precisely alike but our businesses are similar in that they run from day to day. And it works; it works very well. The number of businessmen who drive Mark IV's and have privately-owned aircraft attest to how well this works in practice. Those of us who do not own an airplane yet have thought about it and we are working on it. So our management style works and there is no reason to change it. Except in one respect. And that has to do with planning for our own retirement years.

What will happen to the business then? Will the business support our retirement years or ruin them? In practice, it very often ruins them. I had an elderly man at one of my father's seminars a few years ago. He sat quietly until the middle of the afternoon. Finally he stood up and said, "I have a problem unlike anything which has been discussed here so far today. I am 83 years old. I have spent my entire life building up this business for my son. And by golly, do you know what my boy wants to do? He wants to retire!" It turned out that the boy was 64! And then of course, there is the man who has a large family because he did not work the nightshift often enough. Very far from where I lived north of Detroit, is a man with a little manufacturing company which has 15 vice presidents. Twelve sons and three sons-in-law. Now out in the shop doing all...
the work are only 30 people. So when
the old man kicks the bucket, each son
will inherit two helpers and 7% of the
stock. Big deal. The company will
disappear in a blood bath.

In New York City there is a man
whom I have met. He is in his mid 80s.
He runs an extremely nice company. It
is a manufacturer and international
distributor of a product line. In this
company are his two sons, both in their
late 40s. I have met and talked with
them both. They are bright, ambitious,
reasonable men. Each of them however
has one failing: each hates his brother's
guts. They just can't get along. So they
arrange to not meet in the office. The
last time they met was some eight years
ago. When they meet at the office they
get into fights. I don't mean verbally —
I mean knock down, black eyes, broken
teeth. The last time they met was on the
Merritt Expressway north of New York
and one of them ran the other off the
road. Now for all these years their
father held off writing his will, hoping
the boys would get together. Finally, in
his mid 80s, he was talked into writing
his will. In the meantime the boys of
course have been thinking about this.
For years their prayer has been, "Dear
Lord, please make my half 51% so I can
run this business right and take care of
that rotten brother of mine." Well, the
old man finally wrote his will and you
can guess how he made it: 50-50 right
down the middle, leaving one company
to two warring sons. Now the only thing
this man did right that I can see is that
he left instructions to be cremated . . .

This is the family business. And then
there are the ladies, bless them. Too
many of you have ladies who are not in­
volved in your business. Perhaps they
were in the early days. They kept the
books nights, or whatever. But too
many of the ladies are not involved in
the business. They don't know your
suppliers or the people you work with
and they don't know your employees,
your lawyer or your accountant or your
banker. They don't know what you are
doing and it frightens them a little bit,
as well it should.

I met a lady in Chicago, the widow of
a very successful owner of a plumbing
wholesaler. The day after the funeral
she and her lawyer drove out to visit this
company she had inherited. And when
she got to where it was, it wasn't there!
Instead, there was a big shopping cen­
ter. So she sat in her lawyer's car trying
to remember what happened to that
business her husband had. Finally she
recalled him vaguely grumbling
something about making a few years
earlier. She actually had to stop at a
phone booth and look the business up
in the yellow pages before she could go
visit the outfit she was expected to start
running.

I know another man who had a
business; when the recession struck in
the 70s he had some extremely skilled
employees doing work which takes years
to learn. If you lay them off there is
always somebody else waiting to snap
them up and then it takes years to
reconstruct your workforce. So he
decided he would borrow his way
through the recession. He would keep
his skilled people working and build a
huge inventory so that when all the
green lights went on again he could ship
off-shelf. He would be able to beat all
his competitors by offering instant
delivery. So he borrowed all the money
he could to keep the place going, but
precisely the money ran out and the
recession was still going strong. So he
tried to get more money. He tried for an
SBA loan but didn't have much luck.
However, he was a local politician of
some repute and between a bunch of
telephone calls and interviews in the
newspaper and a lot of string pulling he
finally got his SBA loan — for a quarter
of a million dollars. Well, un­
fortunately, even his quarter of a
million dollars didn't quite last the
recession. Sales were picking up when
the money ran out and they hadn't
quite made ends meet. Like all SBA
loans he had to guarantee this one per­
sonal. So here is a man driving around
town in his Mark IV, a quarter million
dollars in debt to the government, and
it is guaranteed personally! Plus this, he
has borrowed money from every friend
he could think of, every exgirlfriend he
could track down, every banker and
every supplier he could nail down. A
told he is in hock by better than half
million dollars. And he is going broke.
The only reason he did not go bankrupt
was that his banks are going to hold
him together until his assets get to what
he owes them. I asked him at lunch or
day, "Does your wife understand the
predicament you are in, because she
is driving another Mark IV, wheelin
round town spending money like it
free?" And he said, "No, I don't like
bother my wife with business."

So here is a lady who thinks that the
whole world is her husband's oyster
and soon the whole world will collapse
upon her.

We businessmen just plain don't do
very good job in these personal area.
As we look ahead we find only a few op­
tions. In your business and mine there
are only a few different ways we can go
for the long term. I am going to put
these options on the blackboard, so you
can look at them, one at a time. Let's
take a quick look at the options which
you have in your business, and which
have in mine. Like most of you, I hop­
piously that my son will adopt my
career as his own and will join me in
this business. We are in the process
putting together a separate business
venture which we hope our daughter
will become interested in. What are the
chances of having all this succeed? All
what are my options if it does not? Just
the same as yours — so let's take a look
at these options.

First, we can develop a nonrelati
successor — a hired general manage­
list that first, not because it is the me­
popular, but because it is available
to all of us. We can always look across
at these options.

Entrepreneurs and hopefully find some­
one who has been earmarked for develop­
ing into a foreman and from a foreman to
supervisor and from a supervisor to
trusted manager. And maybe — just
maybe — he is good enough and hon­
business because it is the me­
popular, but because it is available
to all of us. We can always look across
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general manager should be about a generation younger than you. Which brings us to number two — why not develop a son or a daughter? And down, the most popular of successors is the owner's son. But incidentally, if you have a daughter, don't let her out. There are problems involved between father and son. Principal among which is that they are natural rivals. 90% of the things you've walloped and chewed out your son through the years were the result of tempting to either please you or impress you. That is how he wrecked the milky car, that is how he got the girl in p-bubie, that is how he got thrown out of hool by his teachers. He was trying to impress somebody and have his daddy say, "What a smart, brave boy I have." I know, I have a son who does the same thing. There is a natural rivalry between father and son and a natural tendency for each of them to show off to each other. This clutters up a business relationship. But there is no such rivalry between father and daughter. The her expects nothing of his daughter a business sense. And she expects less from him. And the upshot is that if you give the girl a chance and she interested, she will probably make a good general manager. Don't rule her out. Nonetheless, people being people, we ink in terms of a son, or a son-in-law an alternate to a son. Sons-in-law occasionally make very good general managers. The problem, of course, is the daughter. She is not necessarily looking for a manager for your business when she gets married. If she marries the right kind of guy, wonderful. If we have no children — or they all fly away, we have the third option — sell out. The first problem involved in selling a business is not in finding a buyer; there is always somebody who would like to buy your business. Finding a buyer is easy. The first problem lies in deciding definitely to make the sale. Most businessmen who say they want to sell fiddle along at it for years, blowing hot and cold, and they back paddle like crazy when an actual buyer does show up. So the would-be seller insists upon cash on the barrelhead. That assures him a minimum number of prospects. Even then, the biggest problem rotates around the fact that the best prospect for buying a business is not Joe Doe whom some real estate agent dugs up, but some other business which has already had some acquisition experience. And suddenly the seller discovers he is in a poker game where he knows nothing and the other guy has been playing for years. In short, the biggest single problem in selling a business is the ignorance of the seller. Pure and simple. And unfortunately most of you do not own businesses big enough to attract an experienced consultant to help you and if you did you would take one look at his fee and say let's make it contingent upon the sale and he walks away because a consultant is not a sales agent. So most of you who sell your business will go it alone and then you will wind up in Florida grumbling about what a small price you received. Of course, you do not want to sell out, so if you do sell it will be a last resort. But that is the worst time to sell. If you have a used automobile which still runs well and has not been banged up, now is the time to peddle it. Don't wait until the transmission drops out; sell it when it is in good shape. And a business is in good shape when the owner is barely past the age of 50. The business should be sold at its peak if you are going to get peak value, and the guy who is pushing 65 (and his doctor has told him he has a tumor) is in no position to outwait a potential buyer. Do we have any other option? Yes; two. We can cut down the size of

"... I don't like to bother my wife with business."
manager who is three years younger than he and he has a son 20 or 25 years younger than he and between the two assumes that there is going to be somebody capable of running it. But by the time the owner is 65 the trust general manager is ready for retirement and we begin to look at the son. The general managers fade by the wayside because they weren’t developed specifically for the long term. Most of us have a right hand man but he is too old to be our successor — and we need him now. He was hired for what he could contribute now. He runs the crew or the shop, or whatever. But he is our right hand man, the guy we can’t get along without. The guy we hate to have go on vacation. We tell our wives, “anything ever happens to me, Old Joe can run the company for you, Honey, don’t worry about it.” But John will retire long before we do. By the time he is 60 or 62 years old he will be worn out from trotting around trying to please and be our helper and so he will be gone. And only the son will be left. At how many of us are doing a deliberate job of developing our sons as the new president? All too few.

It is natural for us to involve our son or son-in-law in the business. Maybe you have a whole pack of relatives, is natural to involve these people in the business and it is equally natural to assume that since the son is working for us eventually he will take over and run the place. So we discuss the business with the boy. We complain about government interference, government standards, government regulations, tax problems, the help, the machinery, the bankers and accountants that don’t understand our business anyway — and then you say, “Your son, Junior, this will be yours.”

How many of us are developing a son as a manager of the business? All too many of your sons are out there running a road crew, perhaps, or they are running a machine, or they are doing estimating, but they see only one phase of the business. The son is in charge of something — usually a department and the father tells me that his son is coming along fine, doing a great job. He is going to take over and run the place because he manages it when the father is on vacation. But any moron can run business for two weeks. The average business will run by itself for a couple of three years. Which is a good thing because it takes that long sometimes for the executive washroom to be cleaned.

Very few men do a deliberate job developing either their sons or management trainees to actually run the business. You are going to have to teach him how to do that. Now how
You run your business? Is it a matter of picking out and getting contracts? Is it a matter of making sure you have employees who show up to work most days? Is it a matter of keeping the machinery running? Yes — it is all of these. But it is more, too. Because once you pass technology, once you pass that art which makes a contractor a contractor, and a retailer a retailer then your business begins to look like my business.

Every business has three legs, just like a stool. One is technology. That is what makes your business different from mine and both of our businesses different from a butcher shop. The second leg is management of people. But generally we entrepreneurs are not really people oriented. Seldom do we do a good job of managing our employees. We complain that you cannot hire good help any more and ignore the fact that working for us are people who could be developed into good managers if we took the time and energy to do it. In this area, if our sons are college educated, they could do a good job of employee management if we gave them a chance.

The third leg of the stool is worse — it is the management of money. I don’t believe there are two men in the entire printing business, myself included, who are real experts at financial management. We are too busy doing other things. Now the man who is going to run the business must know these three things. He must know the business itself, how to manage people, and how to manage financial aspects. And unless your son knows these three things then you have developed an incompetent successor.

One of the greatest gambles you will ever make is when time, nature, or your partner or the partner have said, “It is now time to live in Arizona or in Florida; so step back and let somebody else carry the burden.” And you look at your son, or a relative management trainee, and wonder if he is ready to take over, and suddenly you realize that you do not own. I have met far too many businessmen who retired to Florida and were forced to come back out of retirement to fire their son or general manager and take over and rescue the business.

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whom we want to develop into management trainees, but we are afraid to tell them. They might get a swollen head and become prima donnas. So the problem with developing trainees is that we don’t. They never know what we expect because we don’t tell them. But we would urge you to have two or three young people, at least a generation younger than you, who are potential future managers. Take them aside and say, “Look, I think that since you cut your hair back to human level and have stopped acting like an idiot, that maybe you might have enough smarts to actually be a businessman some day. How would you like to enter into a program of learning how to run this business?”

If at age 35 you have to tell the guy, “I’m afraid you couldn’t come up to it all right. So be it. But at least you have somebody working for you who is smart and ambitious and was willing to please you — or eager to show off before you — and he (and you) had a chance. The generation gap is extremely real. Young employees don’t know how to win the boss’s favor except by fawning and by showing off. Often that is a sign — look, I want attention, I want something here for you. Remember back to the years when you were an employee working for somebody else. Remember that the biggest problem you had was trying to find a boss smart enough to appreciate you? Do you have a young employee working for you today with the same problem? Do you have an employee running equipment or doing paper work who wish you were smart enough to appreciate what they could do for you? So take another look at your young employees and tap the good on them as management trainees.

Sit down and draw up a list of things a man should know how to do before he can successfully run your business. Make it a detailed list and you will be astonished at how many things you don’t know how to do either. Who will tell you that 60% is passing, needs to know technology and you are up to your armpits in that already, he also needs to know how to manage people and how to manage money. I would suspect that you could teach him very little about employee management or productivity. But teach what you can. Find somebody else who can teach the rest. Expose them to trade shows. Send them off to seminars. Get them into colleges at night. But see that they learn what they need to know. Eventually they will be ready; and what happens next? Well, what do we do with an ambitious son or management trainee, who is champing at the bit to take over and run something? I’ll tell you what we should not do. We should not say, “All right, you must settle back now, hold down your job and eventually ...
I firmly believe as a businessman that there is not much in this life that you cannot have if you decide exactly what you want.

The entire subject is a matter of long-term planning. It is a matter of deciding what you want the future to bring to you and your family. I am reminded of a kind of situation we find in our businesses. A hillbilly couple sat rocking back and forth on the front porch of their cabin, watching the sun go down. The father turned to his wife and said, "Maw, you seen Johnny?"

"No, Paw, I ain't seen Johnny since breakfast."

"What war he doing?"

"He war going to the outhouse. Paw."

They rocked contemplatively for a while and then the father said, "You know, I wonder if that there kid could have fallen in? Ain't seen him all day."

So with that unwelcome thought in mind, they bestirred themselves and trooped out back to the privy. And sure enough, there was Johnny; he had been down there in the gumbo thrashing around, all day long. The father looked at his wife and said, "Maw, I think it'd be a dern sight easier to have a new one, than to clean this here one up."

Every day in my business and businesses like yours, I see situations just like that — where it is easier to stop something and start all over from scratch than it is to try and fix things up.

And large businessmen thrive on this management style. We have a jig or fixture which we get about three-fourths done and suddenly a much better idea occurs to me. So we throw it away and start all over again. Fine. It is a business lifestyle which I enjoy and I am sure that you do too. We thrive on changing things and making corrections in our business. And there is only one place in the entire business where this does not work — and this is succession planning and estate planning.

Estate planning not done is never going to get done because it is needed when you are dead and gone and then it is too late. And succession planning has to be done when you are young enough to have time to train and the successors are young enough to learn. When you are 65 and your son is 40, you cannot decide you made a real botch of it, go back to square one when the boy was 20, and live all those years. God didn't put our lives together that way. So while you run
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The Virginia Record
AGC SUPERVISORY TRAINING PROGRAM STARTS WITH A FULL CLASS

By Bob Gehres, Director of Services

VIRGINIA'S first comprehensive training program for construction supervisors started on the evening of February 13 at the J. Sargeant Reynolds Community College in Richmond. The Supervisory Training Program for foremen opened with a full class of 25 participants.

The Supervisory Training Programs (STPs) were developed specifically for the improvement of construction supervisors' effectiveness. From start-up to completion, even smaller construction projects require close coordination among many different kinds of workers. Numberable on-the-site decisions, and daily adjustments in the use of people and materials. Those making the majority of these everyday judgments — the foremen, perintendent, and general superintendents—obviously have a great effect on the completion time and cost involved in a project. Supervisors who are all trained in leadership and motivation, decision-making, cost awareness, planning and scheduling, and all the various areas that affect project costs can improve your firm's efficiency and competitive edge.

Training to improve worker productivity is a cost factor which the contractor can control. A small investment in supervisory training can definitely pay big dividends in giving you a competitive advantage.

The Training Program Developed by Construction People for Construction People

Industry leaders have long felt the need for training programs developed specifically for the construction superior. Because of continuing requests from many different types of contractors, the Associated General Contractors of America, through the Construction Education Committee undertook the development of a comprehensive program.

The course objectives and content were formulated by practicing construction professionals and the format methodology were developed in cooperation with educators from the construction area.

The Supervisory Training Programs are in two sessions: STP-Foreman and STP-Superintendent. STP-Foreman is designed to give job supervisors greater knowledge about what a foreman does and the job and how foremen adjust to their jobs; they will know what bosses and subordinates expect of their foremen and what human relations and organizational skills they will need to do a good job.

STP-Superintendent develops the same knowledge and skills as STP-Foreman but with more details and involvement. Units in the Superintendent program include: Leadership and Motivation; Communication; Problem-Solving and Decision-Making; Interpretation of Drawings and Documents; Planning and Scheduling; Cost Awareness and Production Control; Safety; Employee and Labor Relations; Productivity Improvement; and Project Organization and Control.

A Locally Delivered Management Development System

STP-Foreman is an eight-week program. The Virginia Branch AGC and J. Sargeant Reynolds Community College are cooperatively working to ensure the success of this program. It is anticipated that this particular set of classes will be offered again in the fall of 1978, along with initial units of STP-Superintendent.

STP is an industry developed, pilot-tested, nationally coordinated and locally delivered management development system for the construction industry. The Virginia Branch AGC will cooperate with community colleges throughout the state in order to successfully offer this program to the Virginia construction industry.

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tell the Virginia Story
THE Valley District held their annual Legislative Meeting on December 1977. Bob Moss, President, introduced Delegates Bonnie Paul and Pete Giesen. The two delegates gave interviews and mentioned important bills to be brought before the General Assembly. Questions concerning the 50% MBE requirements and retainage were asked by those present.

New officers were elected: John P. Johnston, J. S. Mathers, Inc., President; Jerry Bassler, Howard Shockey & Sons, Vice President; Rupert W. Werner, Terry Engineering Co., Secretary-treasurer.

Delegate Pete Giesen gets smiles as he describes ins and outs of legislation at Valley District Meeting.

Pictured at the Valley District Legislative Meeting held on December 8, 1977, in Harrisonburg are Delegate Bonnie Paul, standing to speak, beside Executive Director Jim Duckhardt.

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APRIL 1978
MEMBERS ENJOY TOURING ROME AND FLORENCI

By James F. Duckhardt, Executive Director

Arrivederci, Roma

• THE Pan-American Charter jet left Dulles on Sunday, October 23, 1977, bound for Rome, Italy, with 169 members, wives and friends bound for adventure in fun, fascination and fellowship.

On October 31, the jet returned with a weary but fulfilled group of travelers. They had spent four days in Rome, three in Florence, and had had side trips to Naples, Pompeii, Salerno, Venice, Pisa and numerous other places of interest.

This was a congenial group, warm and friendly. There were two receptions for the group, which offered opportunities for meeting and exchanging opinions, recommending restaurants and planning further activities. They also offered opportunities to enjoy the fellowship of a great bunch of people.

Many fond memories will linger. In Rome, the Coliseum, Trevi Fountain, St. Peter’s Baslica, Vatican City — the traffic! In Florence, the beautiful Pont de Vecchio, Michelangelo Square and the unforgettable statue of David by Michelangelo.

We rode the canals in Venice and fed the pigeons in St. Mark’s Square. The Leaning Tower of Pisa is an engineering impossibility and, by all calculations our contractors and engineers could make, it will tumble.

Shopping of course, is the biggest pastime for most of the ladies and for a surprising number of men as well. There were beautiful leather goods in Rome, gold and jewelry in Florence, glass in Venice, just to mention a few of the good buys.

The Italian guides (one was French and one Hungarian) were all great, as were the faithful bus drivers. We’ve had requests for name and address of our travel agency. Tour Plan International 12th and Main in the F & M Center Mall, Richmond, handled the arrangements.

Hats off to Jack Houck and the Management Conference Committee who planned this trip so well. Jack worked hard and sweated a lot hoping to meet the necessary deadlines. Next year, we all hope members will do everyone, including themselves, a favor and get reservations in early.

At left, obviously enjoying themselves are Bob Van Divender. (The Howard P. Foley Co., Richmond) and John Pindexter (Basic Construction Co., Newport News). Right photo shows a view of one of Rome’s most enduring structures, the Coliseum.

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VIRGINIA RECORD
Founded 187
1 AGC group at the Vatican; (2) the Vatican; (3) Nickie Duckhardt and Mr. & Mrs. Ed Weddle (J. E. Weddle & Associates, c., Norfolk) in Rome traffic; (4) Left to right, Dave Reed (John W. Hancock, Jr., Norfolk); Jack Houck (John R. Houck Co., Richmond); and Ed Cothran (Cochran Construction Co., Hampton); (5) Mr. & Mrs. Charles K. Bush (Bristol Steel & Iron Works, c., Richmond); (6) Mr. & Mrs. John Daniel W. Daniel & Co., Inc., Danville) and Executive Director J. F. Duckhardt; (7) the Coliseum; and (8) Mr. & Mrs. Gene Thomas and Mr. & Mrs. James Woodruff (Eugene Thomas Construction Co., Alexandria).
Shown clockwise starting lower left are: President John Poindeexter taking pictures in Rome; Skip and Carol Gelletly (The Gelletly Co., Inc., Charlottesville) Norris Jones (Walthall Construction Co., Colonial Heights), Mrs. John Wim (Smith-Winer, Inc., Lynchburg) and John Poindeexter, at the Coliseum; Tom Ruffin (Ruffin & Payne, Inc., Richmond); and Bob Van Divender (The Howard Foley Co., Richmond) and Henry Taylor (Taylor & Parrish, Inc., Richmond).

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MANAGEMENT CONFERENCE GROUP
TOURS ITALIAN BUILDING SITES
By James F. Duckhardt, Executive Director

Together We Learn

- THE members of the Virginia Branch AGC, attending the September Management Conference in Rome, Italy, received a real treat from the Italian Construction Contractors Association. The staff of Associazione Costruttori Edili Romani, headed by Dr. Piero Sacchetti, arranged a tour of construction sites.

Traveling north out of Rome by bus, the group visited three sites of high rise apartments built for public housing. These three sites utilized three different methods of construction, but basically all utilized concrete extensively. The group then visited an immense project under construction by contractor Codefa under Project Engineer Yiambattista Rizzi. There are 11 blocks in the project, each containing several seven-story buildings which hold 285 apartments each. The total job was for over 3,000 units at approximate cost of $150 million. And this was just one of numerous projects this company had under contract in Italy and several foreign countries. The Virginia contractors were impressed with the magnitude of the job and the advanced techniques used in concrete construction.

After the visit to the building sites, we were taken to the office of the A.C.E.R. and greeted by their president, D. Marcello Santoboni. The Italian group hosted a reception for our members and guests in an elegant room with some of the most sumptuous food I ever ate. The Italian contractors entertained their American counterparts in fine style and discussed informally the construction industry of the two countries.

The A.C.E.R. is similar in scope and operation to the AGC. They represent all members of the contracting industry including building contractors, road builders, home builders and subcontractors. They have approximately 15,000 members in Italy.

The tour proved a great success, both informative and entertaining.
Bermuda
Site of September Management Conference

• THE beautiful and prestigious resort, Southampton Pri-
cess will be the site of the Management Conference on “Pro-
Planning” scheduled for September 17-21, 1978 in Bermud-
A package prepared by Dynasty World Travel of Rich-
mond provides four nights’ accommodations, breakfast at
dinner daily, cocktail parties and a private beach party wi-
round trip transportation from Richmond
Baltimore/Washington International Airport and by East
Airlines to Bermuda for $449.50 per person, double o-

In addition to the spectacular natural features that the
island offers, sportsmen will find nine fine golf courses at
22 tennis facilities. The Princess itself boasts 11 plexip-
courts and five lit for nighttime use.

Deep sea and reef fishing are available for charter, as
shore fishing equipment can be rented. Sailboats with skis,
sail-yourself boats, motor boats and outboard motors are all available for hire.

For enjoying the clear Bermuda waters, with tempera-
averaging 62° in fall, scuba diving, helmet diving and
snorkeling can be arranged. Water skiing, horseback riding
and bowling are also available. Cycling and touring
horsedrawn carriage are famous features of life on the island.

The planning committee for the Bermuda conference
headed by John R. Houck, John R. Houck Co., Richmon
Other members are Joseph C. Brown, Jr., Beach Buildi
Corp., Virginia Beach; Manley Creech, J. W. Creech, In
Norfolk; C. D. Griffith, J. E. Weddle & Associates, Inc., No-
folk; T. O. Leadbetter, Leadbetter Construction Co,
Ashland; W. Warren Martin, Edward van Laer, In
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VIRGINIA RECORD
Founded 18
MARTIN MARIETTA, one of the nation's major diversified corporations and a leading supplier of construction materials, recently moved into a new corporate headquarters building in urban Bethesda, Maryland, 12 miles northwest of downtown Washington, D.C. The move brought the corporate headquarters staff and the executive offices of Martin Marietta's Cement, aggregates, Chemicals, Aluminum, and Aerospace companies together under one roof for the first time.

The corporation's new building is a handsome example of a corporate headquarters in an idyllic suburban setting. The gray pebbled exterior encompasses 220,000 square feet of efficiently laid out floor space divided into two three-story towers joined by a two-story structure. All are built around landscaped courts and span a completely concealed underground parking garage. Offices open from generous hallways, and occupants enjoy a view of either an inner courtyard or the beautifully planted grounds. The interior was designed for total flexibility with demountable partitions dividing the space according to 5 foot-square modules. The modules of the ceiling system also give scale to the reaches of space in the long corridors, lounge, and dining areas.

Office-area treatments project an air of quality and solidity through the use of dark wooden doors, desks, and furniture trim; brown carpet; and earth-

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ARCHITECT

LAWRENCE S. WILLIAMS, INC.
PHOTOGRAPHY

APRIL 1978
tone finishes on walls. Touches of brightness are furnished by the upholstery on chairs and lounges, and a generous array of art on walls throughout the space.

The grounds of the corporation's new headquarters contain hundreds of large shade trees. Many have also been planted on the 27-acre building site along with shrubs and flowering bushes. An expanse of deep red azaleas sets off the circular visitor's driveway each spring.

A shallow pond at the edge of the area, fed by a well, serves as a reservoir for the lawn sprinkler system, provides necessary drainage, and further enhances the setting.

Martin Marietta Corporation is probably best known for its development, design, and manufacture of space and defense systems. This multiple-industry enterprise also includes four other major areas of activity which produce basic materials, systems, and services in the cement, aggregates, chemicals, and aluminum fields.

Daniel Construction Company of Richmond, Virginia, was general contractor for Martin Marietta's new headquarters. The Washington architectural firm of Chatelain, Samperton and Carcaterra designed the building to meet the company's space and operating requirements.

Subcontractor for structural concrete (including footings and foundations, floor slabs, cast-in-place columns, and retaining walls) was Kirk Lindsey, Arlington, with ready-mix concrete provided by M. J. Grove, Frederick, Maryland.

Subcontractor for precast concrete (panels, precast external columns) was Exposaic Industries, Fredericksburg.

Cement for the building, 8,450 tons in all, was supplied by the Martinsburg, West Virginia, plant of Martin Marietta Cement.

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Others were: City Steel Door Corp., low metal doors; Ruslander & Sons, S., kitchen equipment; and Chapel Valley Landscaping Co., landscaping & irrigation.
FARMING... (From page 8)

hogs cholera free. During the ten years that Virginia sought an answer for hog cholera it was estimated that it cost three quarters of a million dollars of state money and an equal amount of federal money. But at the same time it was also estimated that it was costing the swine industry of the state about $2 million. That figure is based on the cost of vaccination, dead hogs and pigs not marketed, feed being wasted, veterinary fees and labor.

We are embarking on a campaign with the federal government and cotton producers to rid this country of the boll weevil. We have put added emphasis on our Johnson Grass control program. This weed has been a constant threat to our regular programs of disease control for both plants and animals, or regulatory work in the dairy, poultry and livestock and food industries, our feed and fertilizer inspections, and pesticide control programs, and many others we have sought to assure the farmer and all consumers of a quality product reaching the market place.

SINCE THE FOUNDING of the Virginia Department of Agriculture and Commerce we have monitored the agricultural situation in the state. It is, as we all realize, the basis of so much of the industry to be found in the Old Dominion.

Eliminate the farm production and you cut off the supply to nearly all businesses in the state: the trucking industry, (a primary mover of agricultural goods), grocery stores, canning factories, food processors, the supply section that sells seeds, machinery and services to the farmer.

The farmer today as a businessman supplies the basic commodity for all of those many services and needs of our population. TODAY we do have fewer farmers, but we do have more in the way of production. WE HAVE less acres in farms, but we are making better use of the land. WE DO HAVE problems on the farm, but will continue to look for the answers to those problems that will benefit the farm and the whole economy of the state.

TODAY there can be no doubt that we are the best fed people in the world, but only by understanding the farmer and his problems are we going to keep it that way.

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That Business Of Yours...
(From page 33)

your business and I run mine by the seat of our pants, on a day-to-day basis in developing succession this just does not work. And in this one area the rewards for long-term planning are so great that it is well worth the doing.

I firmly believe as a businessman that there is not much in this life that you cannot have if you decide exactly what you want. You are then smart enough to decide how to get from A to B. If you decide what you really want from your life, for yourself and your children and your business, then your success planning and estate planning will take care of themselves as you go along. And I suspect that as you look 20 years ahead you will find that certain picture arise in your mind. You want a loving understanding relationship with your wife; you want your sons and daughters near you and doing things which you understand so you can share their lives. And you would like to have your grandchildren around you so you can once again see the world through a child's eyes. All parents want these things — but you and I, as business owners, have a unique opportunity. We can use our businesses, and planned family continuity not only to hold the business together but to hold our families together. And that, my friends, I believe is well worth working for. Thank you

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Located in the downtown area of Martinsville, the First Federal Savings and Loan of Martinsville has 6,221 sq. ft. on the main floor for its banking operation. The second or has 6,221 sq. ft. subdivided into rental space. The basement area has 5,306 sq. ft. for future expansion of the bank facilities plus the mechanical equipment rooms.

Exterior finishes are white cast stone and insulated bronze. The grounds are landscaped with shrubs, trees and grassy areas. The building is placed on the site to provide drive-in facilities adjacent to the tellers area for banking customers. On-site parking is provided for all banking, tenant and customer needs.

The bank lobby has a high illuminated ceiling with ceilings adjacent offices at a lower height. All banking areas are carpeted and wallpapered with lay-in acoustical ceilings. The second floor office areas are also carpeted, wallpapered or painted.

An elevator serves all three floors and corridors are held to minimum to increase usable space.

The lighting system incorporates fluorescent fixtures with andescent and mercury vapor in the lobbies. Exterior lighting consists of mercury vapor fixtures on twenty-foot aluminum poles.

The heating system is a high velocity duct system using hot water coils at the mixing boxes for heat and re-heat. Natural gas is the heat source and electricity is the cooling source. Air is supplied to the spaces through slim line diffusers and returned through the light fixtures.

Stanley W. Bowles Corporation of Martinsville was general contractor and handled excavating, foundations, masonry, carpentry, paneling and insulation.

SUBCONTRACTORS AND SUPPLIERS:
From Martinsville were: Helms Roofing Corp., roofing; Richard Shough Paint Co., painting; Luther Philpott, plaster; and Bryant’s Plumbing & Heating Corp., plumbing, air conditioning, heating & ventilating.

Collinsville firms were: National Glass & Mirror, window walls & glazing; Hite Tile Co., ceramic tile; and Schluter Electric Co., Inc., lighting fixtures & electrical work.


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