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FARMING
A Business With a Purpose

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 figures will not be available until August for the year of 1977, but at the moment they indicate a \$1030.6 million income for the Virginia farmers, a total of \$584.5 million for livestock products and \$446.1 million for crops. But at the same time the costs of production have for the first time crossed the billion dollar line. This means that the total picture shows Virginia farmers operating at a loss that could go as high as 10 percent in 1977.

The market place has always been a competitive operation. Success is based on efficiency, a good product, and the law of supply and demand.

IN RECENT YEARS much has been said about the number of farmers, but the number of farmers is not the point. The production and productivity of our farms and our farmers is the meaningful point. Today one farmer is said to be able to feed 56 people. Just ten years ago it was 43.4 and just twenty years ago 24.5. Our agricultural productivity is why we can enjoy so many other nice things of life. We must not forget the nice things of life are possible largely because we have the money 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 the livestock and poultry in Virginia, is at the market place.

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

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

Our Division of Markets has developed numerous programs. Tel-O-Auction was devised to enable buyers to bid on livestock being offered from the

By S. Mason Carbaugh Commissioner, VDAC

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 opportunity 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.

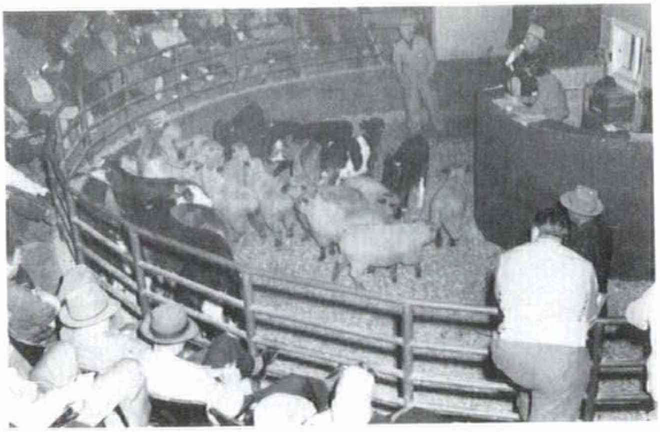
We have worked with other states to find new markets and have been prime instigators of such organizations as the Southern United States Trade Association: fifteen southern states combining efforts with the idea that a cooperative effort in some areas might bring larger rewards than working as individuals. 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.

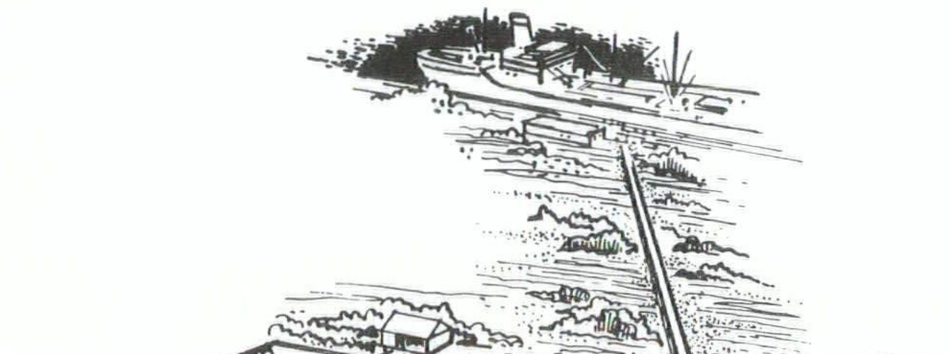
With the help of the City of Richmond we developed the Livestock Loading Facility at Richmond's Deepwater Terminal. A facility that today is the only approved one of its type on the East Coast.

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.

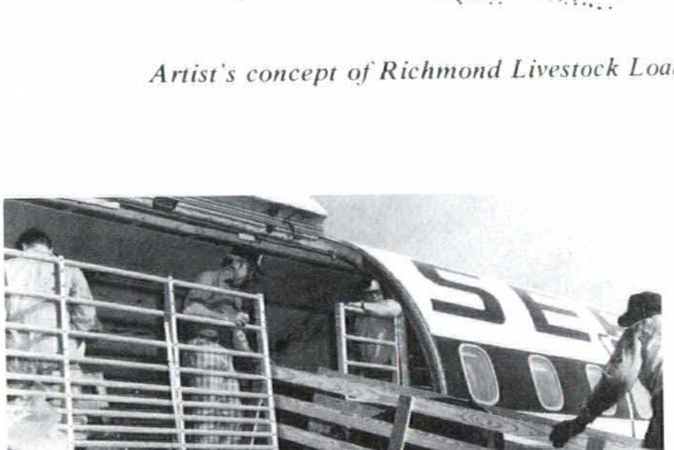
ONE GIANT STEP that has been taken recently has been the formation of a new agricultural exporting company that would be located in Virginia. The American Marketing Service, Inc., International was created to take advantage of the facilities located at the Richmond Deepwater Livestock Export Facility 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.



Artist's concept of Richmond Livestock Loading Facility



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

owners drew upon their earl experiences with the Virgini Department of Agriculture an Commerce. The location of this nev company in Virginia came as a direc result of the efforts of the Department' International Trade activities.

For years agricultural productio going overseas has been responsible fo helping maintain the balance c payments — a method of keeping th flow of money coming into this country Today with our continuing need of o this balance has tipped towards th negative side, but agricultural product still remain a primary force and coul and should continue to grow to brin this figure to the positive side of th ledger.

RECENTLY I was asked to serve on special 16 member committee to stud the implications of a new standard code being developed that woul prevent technical barriers to trade. Th study is being undertaken by Publi Technology, Incorporated unde contract to the Office of Specia Representative for Trade Negotiation Executive Office of the President. Th was an opportunity to make an inpu into the nation's International trad approach.

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

The export of farm commodities not a one shot deal. It is a long ter effort that requires constan surveillance to meet the mark demands and at the same time keep u with the efforts of other states in th export trade. At the moment as we loo at the year of 1978, it would appear th there will be increased opportunities f the exporting of Virginia's agricultur commodities.

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

Today we stand as Bovine Brucellos free. We have for a number of yea been free of that scourge of the swi industry, hog cholera. Today the U.S.

(Continued on page 48)

Capacity Building Needs Project

y Katherine Phillips
Information Officer
VDAC

"TALKING back to the big boys" in positive, effective way may soon come a reality for government and mmunity leaders long isolated by eir rural geographies. The ultimate sult of a unique rural capacities anning project recently completed by e Virginia Department of Agriculture d Commerce (VDAC) may well be the engthened ability of rural leaders to derstand and respond effectively to ederalese."

The recently completed "Capacity ilding Needs of Rural Areas in rginia" project survey indicates that derstanding and following state and deral mandates for town and county velopment are two of the most ustrating problems facing rural lead-s today.

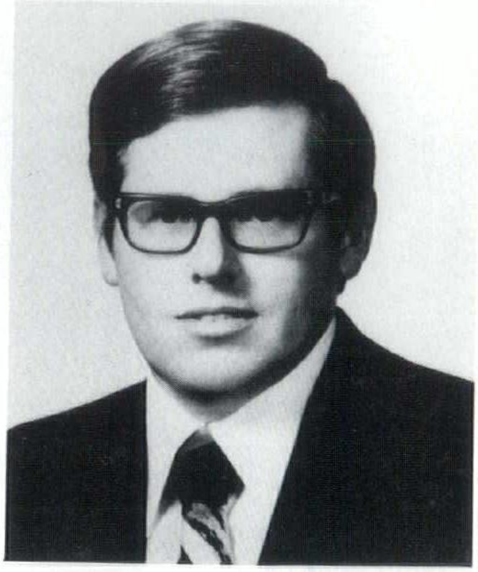
State and federal officials have long spected that understanding the nguage of bureaucracy and acting ef-tively on the complexly-worded man-tes issued from Richmond and ashington have confounded rural aders. The Rural Capacities project, ich includes 441 personal interviews th both elected and non-elected 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."

A U.S.D.A. position paper released in October 1977 and authored by Rural Development Service Administrator William J. Nagle and Economic Development Division Director (Economic Research Service) Kenneth L. Deavers, reiterated the need for an individual, micro approach to assessing rural capacity planning needs.

"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 man-



Dr. Berkwood M. Farmer is the planning and development director for VDAC.

dates 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

More than 80 rural leaders and officials participated in the first "Rural Leaders d Officials' Seminar," held in Fredericksburg during February. (Photo by atherine Phillips, VDAC Information Office.)

mith began interviewing in the eight rmal survey areas.

When all the statistics were collected d correlated last winter, those in-rviewed expressed strikingly similar rceptions of their government needs, ansen said.

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

'Data concerning technical assist-ce reaches these localities in nearly usable form," Hansen said. Both wn and county officials tend to rely avily on Planning District staff mem-rs' advice in solving their in-rgovernmental problems, the project rector told an Interstate Advisory ouncil conference last December.

The problems plaguing rural govern-ents tend to be interconnected, thus mpounding one another. Real estate xes provide the financial base for any local budgets. Because this mited tax base leads to low govern-ent salaries, there are problems with derstaffing, particularly in critical eas requiring relatively sophisticated chnical knowledge, Associate Direc-r Smith pointed out.

Nearly all the the 93 government of-ials interviewed consistently men-oned the following problems in per-rming local government functions:

-Insufficient tax base, referring to the imary reliance on real estate tax in-me.

-Unrealistic and inconsistent man-tes and regulations, referring to deral and/or state mandates and gulations developed without prior nsultation with local governments, in-lving such projects as sewer and ater, the environment, solid waste and ecial education, which require ad-tional local funding and/or personnel sources.

-Personnel staffing in local govern-ent, planning and service areas (i.e. olice, engineers and technicians).

-Lack of sufficient planning in areas ch as zoning, housing, recreation, affing and engineering.

Non-elected community leaders equently expressed dissatisfaction th the planning activities of their cal governments, as well as noting or management/operations/organi-tion structure, Smith said.

While pointing out that rural govern-ent officials tend to be accessible and sponsive to their citizens, community aders also noted communications oblems when their officials were aling with state and federal officials.

Overall survey results indicate that wer 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 c
animal disease control and eradicatio
the job may sometimes seem almost a
impossible as the quote at left. Sta
and federal animal health personne
industry people and researchers i
veterinary medicine have labored f
years to obtain some very elusive goal
The way to these goals has not been
straight path. There have been ma
reversals, changes in strategies c
methods, and cause for re-education.

The struggle to achieve hog choler
free certification for the United States
a prime example of the tortuous tra
that leads us to a truly significa
achievement in animal health. H
cholera was first reported in southe
Ohio in 1833, but it was nearly 15
years before the nation was rid of th
native scourge. Years of researc
development of effective manageme
techniques and procedures, and publ
education finally paid off. It took a
organized national effort created by t
passage of Public Law 87-209 in 1961
achieve what had once seeme
unreachable.

In Virginia, the Division of Anim
Health and Dairies of the Virgin
Department of Agriculture and Co
merce (VDAC) has been responsible f
program efforts to rid the state's swi
population of hog cholera. Like
other disease control and eradicati
programs, its hog cholera program h
relied on an efficient reporting syste
prescribed diagnostic procedures a
effective disease management. None
these elements could have done the j
alone.

When the Commonwealth joined t
USDA program to eradicate h
cholera, VDAC's animal health pe
sonnel had achieved remarkab
progress in lowering losses to the m
destructive and costly swine disease ev
to appear in this country. The 19
Virginia General Assembly had pass
a law requiring that garbage fed to ho
be cooked and maintained at 212°F f
30 minutes before feeding. This law h
reduced the incidence of vesicular exa
thema (VE) by 100 percent, trichino
by 100 percent and hog cholera by
percent in garbage-fed animals. T
use of a modified virus vaccine in pla
of live or "hot" virus vaccine w
another change advocated by VDAC c
ficials and industry folks. The modifi
virus vaccine would give some immun
to cholera without risking the spre
of the disease to unvaccinated animals

Unfortunately, what success t
VDAC staff and other persons worki
with hog cholera had made was bei
endangered by a laxness of h
producers to vaccinate. Dr. W. L. Be
dix, State Veterinarian and Director
VDAC's Animal Health and Dair
Division, reported in June of 1960 th

State Veterinarian,
Dr. George B. Estes

ıly about 32 percent of the hogs in the .S. were currently vaccinated for iolera while the safety level was about) percent.

Dr. Bendix's concern was supported the substantial losses being recored. In 1961, on the eve of the national adication program that would evenally rid the country of hog cholera, nerican farmers annually were losing 5 million in closed foreign markets cause of the ban or restriction on the portation of pork from the United ates. That same year the nation's hog oducers could expect to lose $40 illion from this disease. Clearly, a ified assault on this disease was eded to stop these considerable sses.

Anticipating federal regulations that ere being developed for a national hog olera program, the 1962 General ssembly passed a law making it illegal buy, sell or administer live hog olera virus vaccines. In doing so, rginia joined 40 other states taking is important step toward entering the tional program. That year USDA cretary Orville Freeman appointed r. W. L. Bendix to the National Hog iolera Advisory Committee — the oup of industry representatives and imal health specialists that would lp prepare, review and recommend loption of needed program proposals r the national eradication program.

Virginia entered the national ogram in April of 1963 with the adopon of regulations requiring official ccination and identification of all eder and breeder swine sold at estock markets, and 21-day isolation out-of-state market imports. The st phrase of this cooperative program cluded the establishment of an imoved system for reporting outbreaks of cholera and strict enforcement of the garbage feeding law.

In 1963, 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 the state's 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.

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.

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, all infected premises would be quarantined.

Phase II required the appointment of a State Hog Cholera Eradication Committee representing all segments of the hog industry. The newly formed Virginia Pork Industry Commission agreed to serve in this capacity and was quick to place its support behind the eradication effort.

Virginia entered Phase III of the national program in July of 1966. This move, authorized by the 1966 General Assembly, would involve the destruction of infected swine herds and the payment of state-federal indemnity to owners whose animals were destroyed. Besides the procedures already underway, Phase III would provide direction for the handling and disposal of infected herds as well as procedures for paying indemnity.

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.

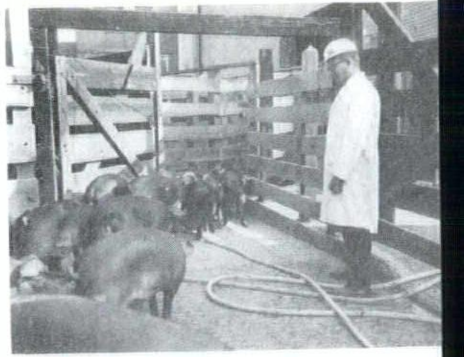
The three outbreaks reported in Virginia in the spring of 1969 were attributed to swine imported to the state from other states through stockyards or auction markets. By the spring of the next year, a limited general quarantine for all livestock markets in Virginia handling swine went into effect. The 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



Keeping alert to potential infectio[n] VDAC's Animal Health and Dairi[es] Division has been successful i[n] maintaining Virginia's hog cholera-fr[ee] status.

Division of Animal Health and Dairie[s] summed up the situation in a stateme[nt] he made as the then Assistant Direct[or] of AHD: "We have been unable to re[st] on our laurels. Early in March, a maj[or] outbreak of cholera erupted in Nor[th] Carolina, and on March 6, we issued [a] quarantine against the importation [of] North Carolina swine, . . . As t[he] situation worsened in North Carolin[a] we sent a task force of our employees [to] help bring the outbreak under control

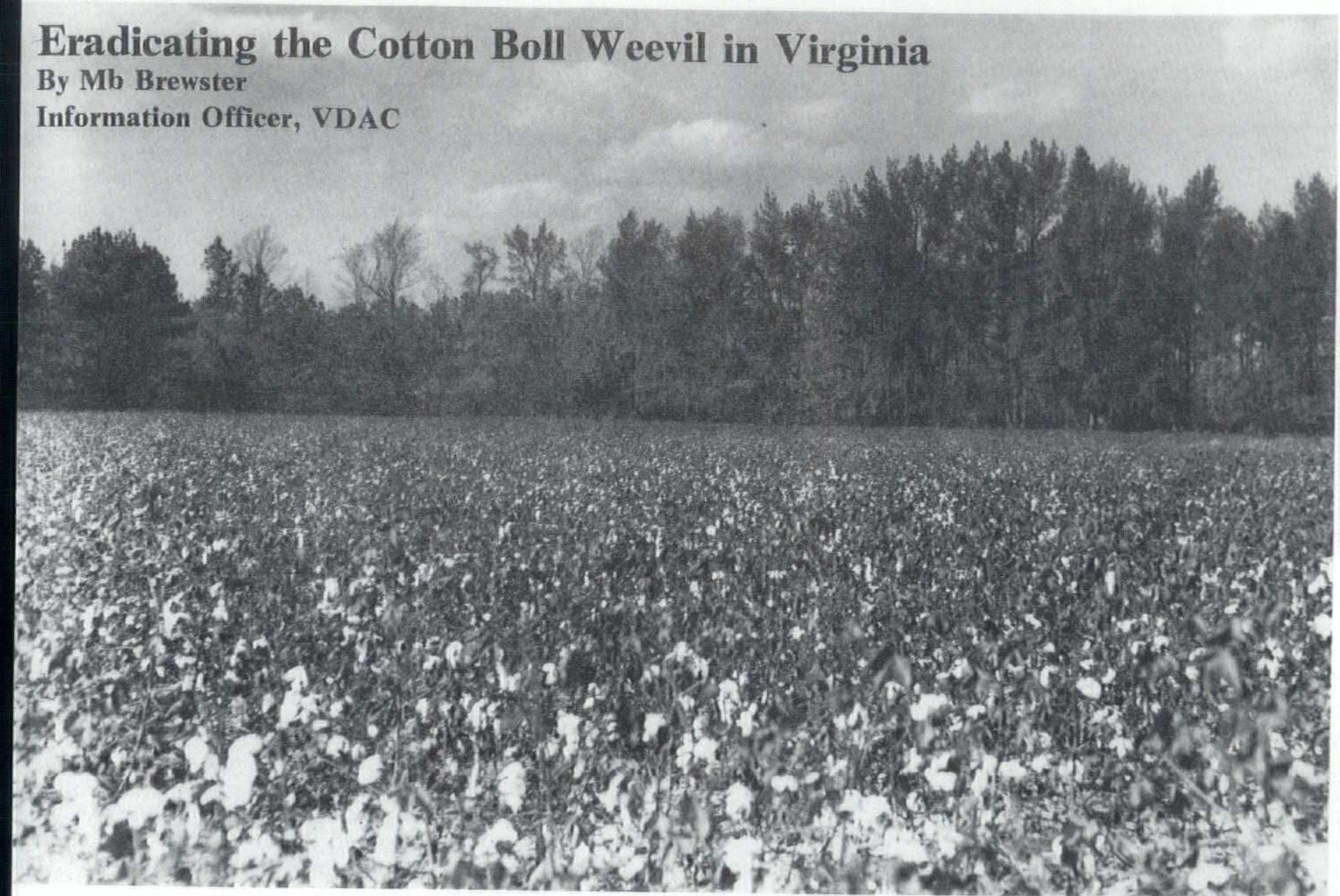
The following year Virginia had s[ix] confirmed cases of cholera and te[m]porarily lost its hog cholera-free stat[us]. But thanks to the procedures a[nd] reporting system set in motion duri[ng] previous program phases, Virginia w[as] able to thwart this outbreak and rega[in] certification. Constant vigilance a[nd] methodical procedures have ke[pt] VDAC's program going since 19[..] without a confirmed case of h[og] cholera.

When USDA Secretary Bob Bergla[nd] announced hog cholera-free ce[r]tification for the entire country t[his] January 31, Dr. George B. Estes and h[is] staff had good reason to be proud [of] this accomplishment. Even thou[gh] Virginia had achieved its goal six yea[rs] before, VDAC, USDA and indust[ry] personnel had worked very hard to ho[ld] the line against the disease. For ever[y]one present at the ceremony [in] Washington, D.C., it was a high poi[nt] in the history of disease control a[nd] eradication.

The task of keeping the state's a[nd] the nation's hog cholera-free status w[ill] be no mean job. Just as VDAC's wo[rk] to maintain its brucellosis-free a[nd] sheep scabies-free certificatio[n] requires a continuous alert to infecti[on], its work to maintain the hog chole[ra-] free status is a never-ending proce[ss]. But, then, it is worth the effort to ass[ure] that the disease that decimated U[S] hog populations for nearly 150 years [no] return to plague the swine industry.

Eradicating the Cotton Boll Weevil in Virginia

By Mb Brewster
Information Officer, VDAC



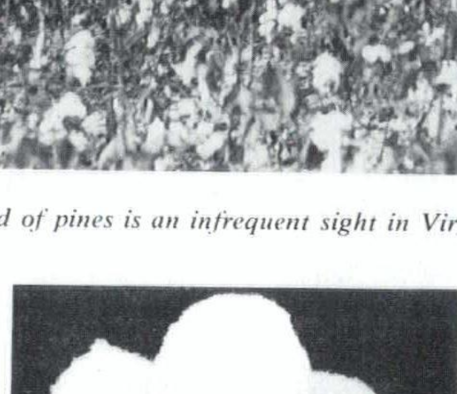
A field of cotton resting against a stand of pines is an infrequent sight in Virginia. At last count, there were only 1,000 oted acres of cotton within the state.

COTTON has been planted and tivated for its fiber for centuries. The est record of cotton textiles, which tes back about 5,000 years, was covered in the Indus River Valley of kistan. Peruvian excavations have earthed cotton cloth identified as ng at least 4,500 years old. Cotton rics have also been uncovered in the -historic ruins of Egyptian ilizations.

Cotton did not become a major factor America until nearly 300 years after Spanish conquests. Efforts were de to grow cotton in Virginia and the rolinas by the colonists shortly after y landed, but production expanded wly until varieties were discovered t were suited to the soil and climate North America.

The production of cotton was ginally confined to the Southeastern tes — Virginia, the Carolinas, orgia and Florida. During the 19th tury production expanded steadily, ving westward into Mississippi, kansas, Louisiana, Oklahoma and xas.

Along with the westward spread of ton and the expanding of production



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.

came 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. And 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 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 r duced. The U.S. Agricultural and Sta ilization and Conservation Service w include a statement of cost with the planting intentions survey so the farm ers will have all the necessary inform tion concerning the program.

W.H. Matheny, state entomologi with the Department, stated that this a very ambitious program. "This will a fully integrated pest control eff using chemicals, agronomic a biological methods such as steriliz boll weevils, sex pheromone or a tractant baited traps and early plant cotton catch crops plus defoliation harvest and stalk destruction. We a hoping for 100 percent eradication the time the third year evaluation tak place."

Again stressing the need to eradica the cotton boll weevil, Matheny e plained the drastic destruction caus by the insect. "There are a proximately 12 million acres of cott across the United States and the b weevil takes as its toll about ½ of t cotton during each growing season.

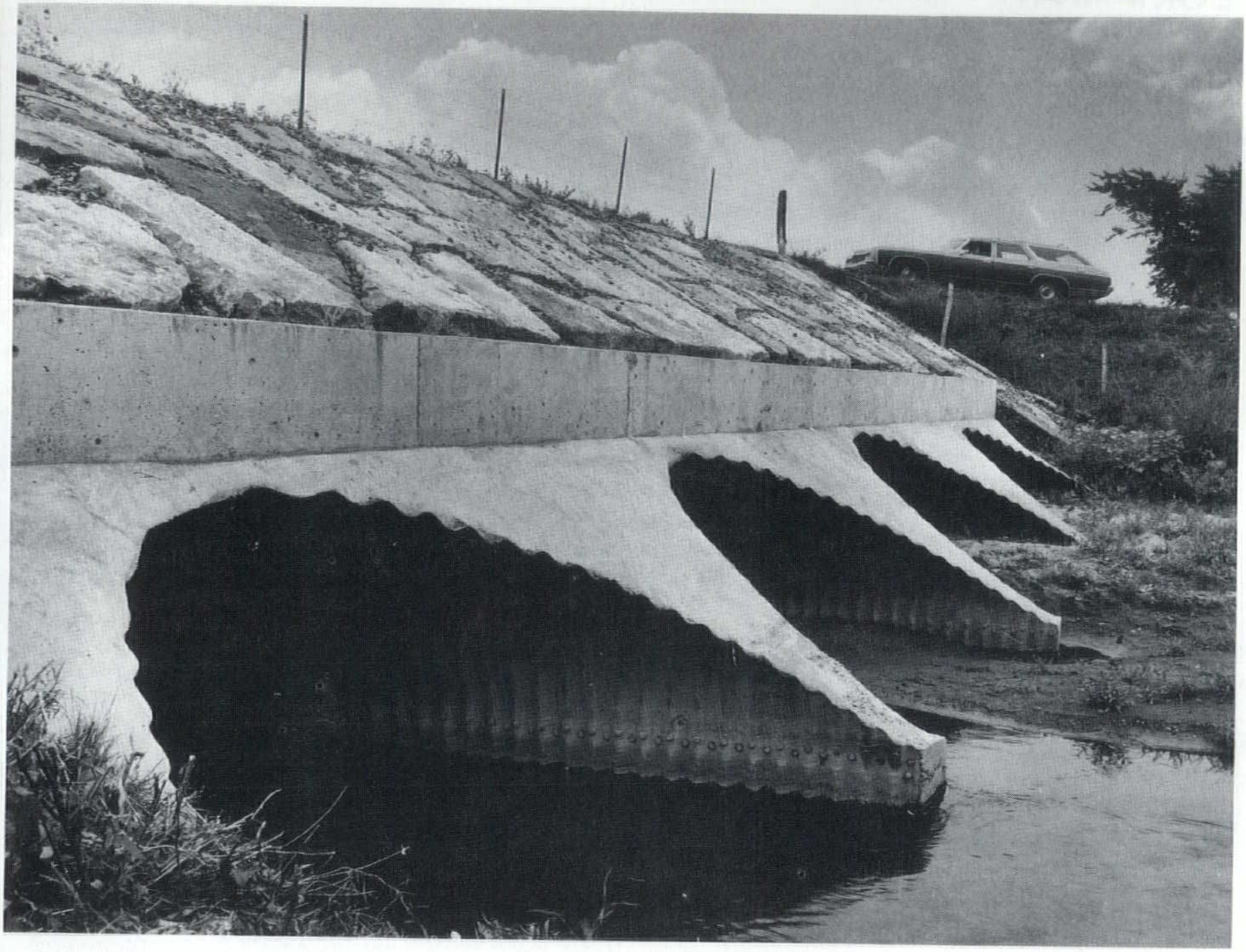
"Boll weevil control accounts for ⅓ all insecticides used on farm pest co trol in the U.S. yearly." In 192 Virginia had 1,000,000 acres of cott and with the onslaught of the b weevil the acreage has decreas markedly year by year to the prese figure of 1,000 commercial acr primarily in Greensville County.

The first year of the program beg this year, 1978, with the prelimina paper work and coordinati requirements currently being fulfille Actual operation will not beg however, until spring when the weev start to move about. Once the operati does start, the hope is for virtu eradication. During the summer th will be 15 aerial applications pesticides and defoliants over the cott producing areas.

The third year will bring southe North Carolina into the eradication fort and South Carolina. The sprayin will take place at weekly intervals times with one airplane being co tracted for each 2,000 acre block.

Optimism runs high among those volved in this cooperative effort. If t three year test proves successful, th the U.S. Department of Agricultu states and growers will begin the sa procedures in the major cott producing states to the south and w until the cotton boll weevil is inde eradicated. Another outcome of t program that is hoped for, is that on the boll weevil is non-existent Virginia and the United States, th Virginia growers might increase th acreage as the cost of producti decreases without the need for wee control.

Lane Structural Plate:



Good on budgets and good looking, too

When a stream crossing for a 54-in. interceptor sewer was needed in Saratoga County, N.Y., the County used Lane structural plate pipe arches to bridge the stream.

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VIRGINIA A.G.C. REVIEW

OFFICIAL SECTION VIRGINIA BRANCH A.G.C.

NEW STATE HEADQUARTERS BUILDING PURCHASED

• THE NEW State Headquarters building, at 2311 Westwood Avenue in Richmond, was built in 1961. It is a two-story, cinder block structure with brick veneer on the front. The four-zone gas heat and air conditioning system provides excellent climate control for the 3,900 net square feet of office space.

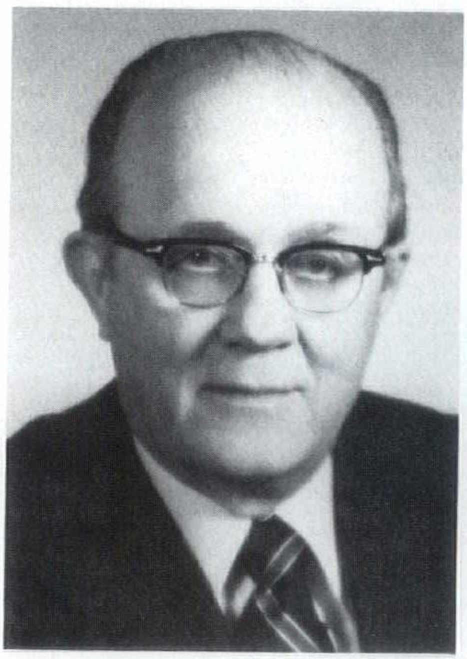
The AGC state headquarters will occupy the first floor and the second floor will provide rental income.

CONVENTION - 1978

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."

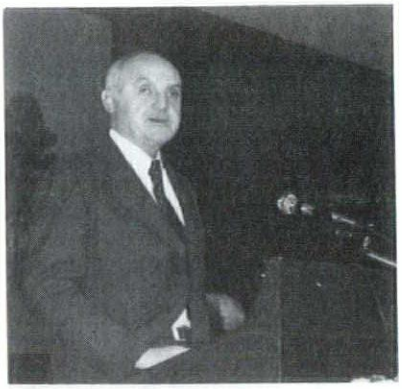
Among Dunville's credits mentioned are service to the Associated General Contractors of America as a National Director since 1975 and serving on the National Legislative Committee. He has been Chairman of Virginia Branch's Legislative Committee for eight years. He is currently a Regional Chairman of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

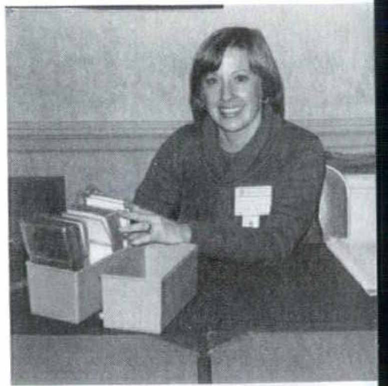
THE CONVENTION IN PICTURES

All Photographs by
Robert R. Gehres

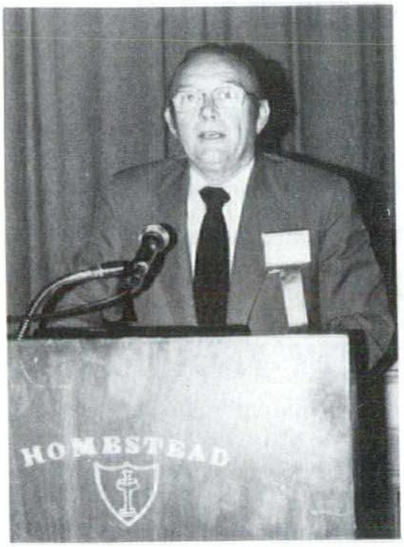


James Wheat. Chairman of the Board. Wheat First Securities. Richmond. addresses the convention attendees at the Mixed Luncheon.

The line of succession (l to r): 1978 President Harry G. Lee. Kjellstrom and Lee. Inc.. Richmond: 1977 President John E. Poindexter. Basic Contruction Co.. Newport News: and 1976 President Samuel L. Lionberger. S. Lewis Lionberger Co.. Roanoke.



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



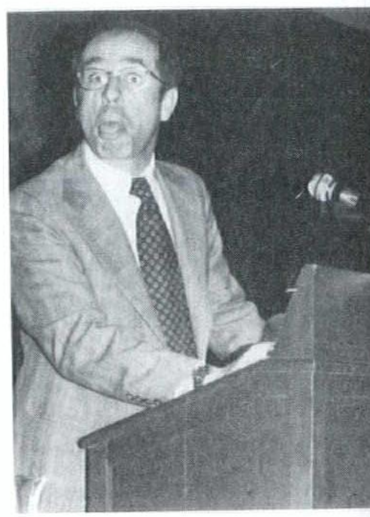
National AGC Vice President Paul N. Howard. Greensboro. N.C.. gives national report at the General Membership Meeting

Manley Creech. J. W. Creech. Inc.. Norfolk: Charlie Lambert and Alex Alexander. Alexander Building Construction. Inc.. Richmond. share a laugh during a relaxed moment.

Newly-elected Director and Ri mond District President. Harry Barker. Barker Construction Co.. Ri mond (left) has a few words w Virginia Branch Staff Member. Lou Schelter.

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

Col. Newman A. Howard. Jr.. Corps of Engineers. U. S. Army. Norfolk and Betty and Charlie Lambert relax together at the first night's Get Acquainted Party.



Humorist Joe Griffith gave a unusual start to the conventio Kick-Off Breakfast.

Lone Star Industries, Inc. exhibited the firm's products in an attractive display (left). At right, Sandy Frazier talks with arry Fayette and Dan Snell about American Mutual's Worker's Compensation Program.

Exhibit Booths Are a Big Plus at Convention

By Bob Gehres, Director of Services

ONE of the new features of the 26th nnual Convention of the Virginia ranch AGC was the exhibit area in the ominion Room, adjacent to the egistration Desk and Hospitality Area hich shared the room. Six booths were t up along with a display of the door izes and photographs of past con- ntions.

The crowds seemed to linger in the ominion Room as everyone took ad- ntage of the demonstrations, erature displays, information and free oeshines. Receipts from the exhibit aces will be used to fund the 1978-79 rginia Branch Construction Scholar- ips.

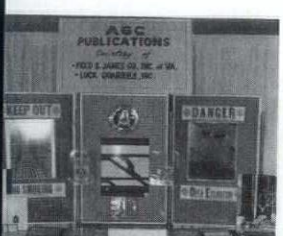
Howard Eales, Inc. and The Howard Foley Co. sponsored the shoeshine booth while Fred S. Jones & Co., Inc. of Virginia and Luck Quarries, Inc. donated the display for the AGC Publications Library. Everyone was happy to have well-shined shoes for the Banquet and most members saw for the first time a comprehensive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

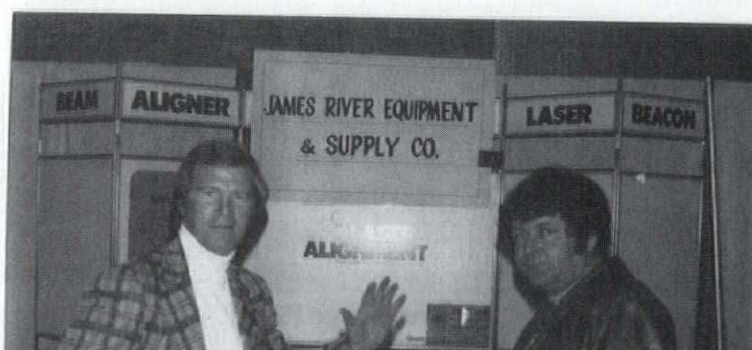
Lone Star Industries' attractive exhibit showed the products which they market. James River Equipment and Supply Co., continually ran demon- strations of the latest in laser equip- ment used throughout the construction industry. American Mutual not only manned a booth to explain their Workers' Compensation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

Finally, Dynasty World Travel par- ticipated 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 per- sonnel 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 Contruction Scholarship Fund. From the exhibitors' point of view, valuable contacts for future business were also made.

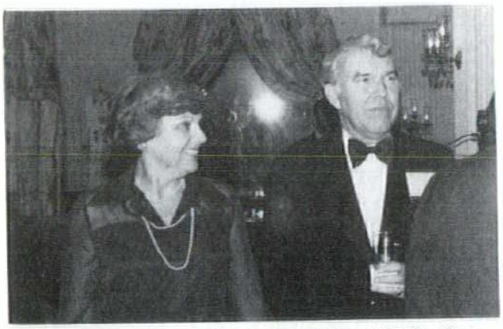
Left, Fred S. James Company and Luck Quarries sponsored a booth displaying the AGC Publications Library. Center, Pete hearer and Bill Locke explained the laser equipment displayed by James River Equipment and Supply Company. And, right, any members took advantage of the "Free Shoe Shine" booth located in the registration and exhibition area. Howard Eales, ic. and Howard P. Foley Company provided the service.





Committees Gear Up for Action in 1978

Charlie Lambert introduces the principal speaker at the Utility Meeting.



Mickey and Rex Smith, 1978 Convention Chairman, were on the receiving line at the President's Reception.

Dave Reed, John W. Hancock, Jr., Inc.; Ned Brown, John W. Daniel & Co., Inc., Danville; and L. A. "Bub" Lacy, L. A. Lacy, Inc., Charlottesville enjoy seeing each other again at the convention.

• 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 Colonal 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 overse wastewater treatment plant con struction. The details of the agreemen have not been announced, but it is ex pected they will cover only the Step II (construction) phase of EPA projects Efforts have been made to accelerat processing of change orders an progress has been made overall. Th long range projection is for a reductio in the amount of work supervised by th Corps.

Education Committee Introduces STP

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

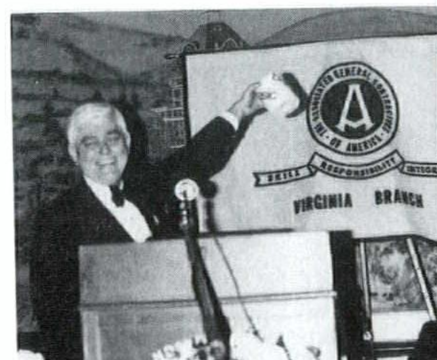
Briefly the Supervisory Trainin Program (STP) is an industr developed, industry tested, and locall delivered management developme system for the construction industr The program is intended to be used f training and upgrading of superviso personnel from the level of foreman t superintendent to the offic management level. A typical clas session was conducted with the a tending members assuming the role training participants.

STP was initiated at J. Sargea Reynolds Community College in Ric mond in February and will b scheduled again for this coming fal Plans are also being made to begin th program in the Western Virginia an Tidewater regions during the fall 1978.

Reflecting on the convention's e tensive committee activity, one memb stated, "If participation ensures su cess, 1978 should be a great year for th Virginia Branch AGC."

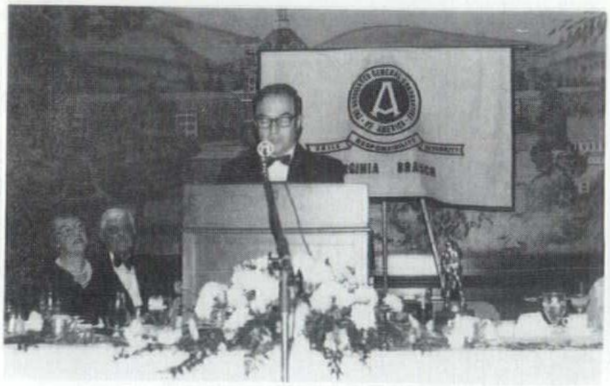
Staff members Lou Schelter, Richmond and Bob Heiderer, McLean, smile for the camera while telling each other old war stories.

Robert M. Dunville, Robert M. Dunville & Bros., Inc., Richmond and Alex Alexander chatted before the Banquet at the President's Reception.



John Poindexter shows one of t "gifts" received at the Banquet.

Outgoing President John Poindexter (left) passes e gavel to incoming President Harry Lee at the nnual Banquet at the Homestead.



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

1978 Virginia Branch AGC officers (l. to r.) Secretary-Treasurer — H. H. "Sandy" Frazier, Frazier Construction Co., Inc., Altavista; Second Vice President — Charles Lambert, R. D. Lambert & Sons, Inc., Chesapeake; First Vice President — F. Warren Martin, Edward van Laer, Inc., Charlottesville; and President — Harry G. Lee, Kjellstrom and Lee, Inc., Richmond.

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 Con-ruction Co., congratulates John Poindexter, etiring Virginia Branch AGC President.

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

hat Business of Yours
Vill 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.

FRANK M. BUTRICK

WE who own private businesses are rt of an extremely large minority. In U.S. there are approximately 12 llion businesses of one kind or other. Agricultural establishments, oprietorships, partnerships, cor- rations. Despite the fact that we own aller businesses ourselves, we tend to nk in terms of large business when think of business — General otors, DuPont, etc. Yet there are less an 20 thousand corporations whose ck is actively traded either on the big rkets or over the counter; 20 ousand publicly owned corporations. e remaining million-odd cor- rations in the U.S. are privately ned. So for practical purposes we can that 12 million businesses are vately owned.

Privately-owned business is nothing w. It is as ancient as mankind. One of few text books available on the nagement of the privately-owned siness is the Old Testament of the ble, wherein we can read about plan- ng and development of succession — d the problems — in the privately- ned tribe, the privately-owned flock, d even the privately-owned country. e would think that, like driving an tomobile and making love, anything t people have been doing that long would do naturally and well. Un- tunately that is not the case. The in- edible majority of we businessmen are busy running our business today that do not have time to think about norrow. We do not do long-term nning for a number of perfectly tural and human reasons.

First of all, we are not going to live ever and who wants to contemplate a rld 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 arith- metically 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 ex- perience 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 prac- tice, 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. Not very far from where I lived north of Detroit, is a man with a little manufac- turing 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 involved 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

> ***"For us, long-term planning is what we will do Monday of next week . . ."***

she got to where it was, it wasn't there! Instead, there was a big shopping center. 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 moving 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 pretty soon 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, unfortunately, even his quarter of a million dollars didn't quite outlast 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 personally. 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 h could track down, every banker an every supplier he could nail down. A told he is in hock by better than half million dollars. And he is going brok The only reason he did not go bankru was that his banks are going to ho him together until his assets get to wh he owes them. I asked him at lunch o day, "Does your wife understand t predicament you are in, because she driving another Mark IV, wheeli around 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 t whole world is her husband's oyst and soon the whole world will collap 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 o tions. In your business and mine the are only a few different ways we can for the long term. I am going to p those options on the blackboard, so can look at them, one at a time. Let take a quick look at the options whi you have in your business, and which have in mine. Like most of you, I ho piously that my son will adopt m career as his own and will join me this business. We are in the process putting together a separate busine venture which we hope our daught will become interested in. What are m chances of having all this succeed? A what are my options if it does not? Ju the same as yours — so let's take a lo at these options.

First, we can develop a nonrelat successor — a hired general manager list that first, not because it is the m popular, but because it is available all of us. We can always look across o employees and hopefully find somebo who has been earmarked for developi into a foreman and from a foreman t supervisor and from a supervisor to trusted manager. And maybe — ju maybe — he is good enough and hon enough that we can retire and have hi take over and run the place. Now lo tells us that this trusted employ should be younger than we are. I ha seen too many businessmen crying their beer because they developed good general manager and then retired before they did. So this trust neral manager should be about a neration younger than you.

Which brings us to number two — ny not develop a son or a daughter? ands down, the most popular of successors is the owner's son. But indentally, if you have a daughter, don't le her out. There are problems inlved between father and son. Prinpal among which is that they are tural rivals. 90% of the things you ve walloped and chewed out your son r through the years were the result of tempting to either please you or imess you. That is how he wrecked the mily car, that is how he got the girl in ouble, that is how he got thrown out of hool by his teachers. He was trying to press somebody and have his daddy y, "What a smart, brave boy I have." now, I have a son who does the same ngs. There is a natural rivalry beeen father and son and a natural

". . . I don't like to bother my wife with business."

ndency for each of them to show off to e other. This clutters up a business relionship. But there is no such rivalry tween father and daughter. The her expects nothing of his daughter a business sense. And she expects en less from him. And the upshot is at if you give the girl a chance and she interested, she will probably make a e general manager. So don't rule her t.

Nonetheless, people being people, we ink in terms of a son, or a son-in-law an alternate to a son. Sons-in-law ocsionally make very good general anagers. The problem, of course, is e daughter. She is not necessarily oking for a manager for your business ien she gets married. If she marries e right kind of guy, wonderful.

If we have no children — or they all lk 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 digs 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

". . . the most popular option of all is to do nothing and see what happens."

the business. I have found a number of businessmen who have very successfully done this. They got tired of having 30 employees and big sales volume and big overhead and big breakeven. So they trimmed the business back to the size of when they started. They keep one or two old employees, and a few old cronies of customers. Managed properly, this can be done very successfully. Not managed, and this is the usual course, it is a disaster. Because the man first cuts down his sales volume and then his overhead. With income cut first and expenses last, he runs out of cash and stays that way as long as he lives. The thing to do would be to dump the employees first, then pare the sales volume down to meet what capacity you have left.

But the most popular option of all is to do nothing and see what happens. And what happens is that the business and the man drift into senility together. Perhaps there is enough left for the son to pick up and rescue and perhaps there is not.

Most of you, like me, have worked for many years for what you have accomplished. And you probably intend to keep on working as long as your health holds up. We are much too busy to get sick, so we will probably last for a long time. When the time does come when you are not able to work anymore you should be able to sit back and put your feet up and let that business support you. You have supported it long enough. But this requires having somebody to run it for you. Unfortunately in developing somebody to run a business for us, we tend to do too much short-term thinking.

The father has a trusted general

manager who is three years young than he and he has a son 20 or 25 yea younger than he and between the two h assumes that there is going to b somebody capable of running it. But b the time the owner is 65 the truste general manager is ready for retireme so we begin to look at the son. Th general managers fade by the waysi because they weren't develope specifically for the long term. Most us have a right hand man but he is to old to be our successor — and we ne him now. He was hired for what could contribute now. He runs the cre or the shop, or whatever. But he is o right hand man, the guy we can't g along without. The guy we hate to ha go on vacation. We tell our wives, " anything ever happens to me, Old Joh can run the company for you, Honey, don't worry about it." But John w retire long before we do. By the time is 60 or 62 years old he will be worn o from trotting around trying to please and be our helper and so he will gone. And only the son will be left. A how many of us are doing a delibera job of developing our sons as the ne president? All too few.

It is natural for us to involve our s or son-in-law in the business. May you have a whole pack of relatives. is natural to involve these people in t business and it is equally natural assume that since the son is working f us eventually he will take over and r the place. So we discuss the busine with the boy. We complain about go ernment interference, government sta dards, government regulations, tax cash-flow problems, the help, t machinery, the bankers and a countants that don't understand o business anyway — and then you say your son, "And some day, Junior, this will be yours."

How many of us are developing a s as a manager of the business? All t many of your sons are out there runni a road crew, perhaps, or they are ru ning a machine, or they are doi estimating, but they see only one pha of the business. The son is in charge something — usually a departme and the father tells me that his son coming along fine, doing a great job. is going to take over and run the pla because he manages it when the fath is on vacation. But any moron can ru business for two weeks. The avera business will run by itself for a couple three years. Which is a good thi because it takes that long sometimes the son to find where the executiv washroom is.

Very few men do a deliberate job developing either their sons management trainees to actually r the business. You are going to have teach him how to do that. Now how

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u run your business? Is it a matter of ing out and getting contracts? Is it a atter of making sure you have em- oyees who show up to work most ys? Is it a matter of keeping the achinery running? Yes — it is all of ese. But it is more, too. Because once u pass technology, once you pass that rt which makes a contractor a con- actor, and a retailer a retailer then ur business begins to look like my siness.

Every business has three legs, just like stool. One is technology. That is what akes your business different from ine and both of our businesses dif- rent from a butcher shop. The second g is management of people. But nerally we entrepreneurs are not ally people oriented. Seldom do we do good job of managing our employees. e complain that you cannot hire good lp any more and ignore the fact that orking for us are people who could be veloped into good managers if we ok the time and energy to do it. In this

"Successors take years to develop management compe- tence."

ea, if our sons are college educated, ey could do a good job of employee anagement if we gave them a chance. nd the third leg of the stool is worse — it is the management of money. I t there aren't two men in the entire om, myself included, who are real os at financial management. We are busy doing other things. Now the an who is going to run the business ust know these three things. He must ow the business itself, how to manage ople, and how to manage financial pects. And unless your son knows ese three things then you have veloped an incompetent successor. ne of the greatest gambles you will er make is when time, nature, or your ctor have said, "It is now time to live Arizona or in Florida; so step back d have somebody else carry the bur- n." And you look at your son, or a n-relative management trainee, and nder if he is ready to take over, and ddenly you realize that you do not ow. I have met far too many sinessmen who retired to Florida and re forced to come back out of irement to fire their son or general nager and take over and rescue the siness.

f you are going to develop a son or mebody else to run the business, there only one way to do it and that is liberately. We have young employees whom we want to develop int management trainees, but we are afrai to tell them. They might get a swelle head and become prima donnas. So th problem with developing trainees is th we don't. They never know what we e pect because we do not tell them. But would urge you to have two or thr young people, at least a generatio younger than you, who are potenti future managers. Take them aside a say, "Look I think that since you c your hair back to human level and ha stopped acting like an idiot, that may you might have enought smarts to a tually be a businessman some day. Ho would you like to enter into a progra of learning how to run this business?"

If at age 35 you have to tell the gu "I'm afraid you couldn't quite cut it all right. So be it. But at least you ha somebody working for you who w smart and ambitious and was eager please you — or eager to show before you — and he (and you) had chance. The generation gap is e tremely real. Young employees do know how to win the boss's favor exce by fawning and by showing off. Oft that is a sign — look, I want attention have something here for you. Remer ber back to the years when you were employee working for somebody els Remember that the biggest proble you had was trying to find a boss sma enough to appreciate you? Do you ha people working for you today with t same problem? Do you have employe running equipment or doing pap work who wish you were smart enou to appreciate what they could do f you? So take another look at yo young employees and tap the good on as management trainees.

Sit down and draw up a list of t things a man should know how to before he can successfully run yo business. Make it a detailed list and y will be astonished at how many thin you don't know how to do either. Wh will tell you that 60% is passing. needs to know technology and you a up to your armpits in that already. B he also needs to know how to mana people and how to manage money. would suspect that you could teach h very little about employee manageme or productivity. But teach what you ca Find somebody else who can teach t rest. Expose them to trade shows. Se them off to seminars. Get them into t colleges at night. But see that they lea what they need to know. Eventua they will be ready; and what happe next? Well, what do we do with an a bitious son or management trainee, w is champing at the bit to take over a run something? I'll tell you what should not do. We should not say, " right, you must settle back now, a hold down your job and eventually t ole place will be yours." Because if force this man to continue on as our lper, he becomes over a period of a cade or so, a professional helper, pable of running nothing.

I have seen, and so have you, too any businesses where a son in his 50s ally took over, when dad died or ired, and the business started going wnhill immediately. That is because man of 50 or 55 is too old to take over a dynamic president. You have to rn them loose when they are young ough and when they have enough ne to make mistakes, learn the same y you did, correct, and go on from ere. So a part of long-term planning is owth planning. A man who says, "Me d my three sons are doing a fine job," asking for trouble. Because no siness is big enough for a man and ree sons. Unless those three sons' ergies are being put to work to make om for themselves. The business has start growing: New branches, new erations, new products, new services, quisition; grow in any way you want. it when the time comes and your son in his late 20s or early 30s and he is ady to pick up and run something, u better have something for him to n. If not, this carefully developed iit will rot on the tree. So don't en- ion your son or your management iinee being your helper. Helpers you n always hire.

Successors take years to develop to anagement competence. There is only e way that a man can prove his com- tency at running a business. And that by running a business. Long-term anning means developing people to n a business — and then finding mething for them to run. And that eans growth. Particularly if you have arge family, three or four sons, there no alternate. How can you jam three or four sons into one business? This one is going to be president, that one vice president, that boy chief bulldozer operator, and the fourth empties waste baskets? Even if the sons agree to this their wives won't. That business will dissolve into a blood bath.

Another part of long-term planning is deciding to whom we will leave control. Do we give control to our son? Do we give him stock? Do we leave it to the widow? How does control get passed from me to my successor? As long as you live hang on to 51%. Men have come to me and said, "By virtue of a program established through the years, I have given my son 58% of the stock in my company. He has turned out to be a crook. How do I get control back?" I bleed but I have to tell him, "Dad, you blew it. You cannot get control back once you have given it away."

> ***"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."***

This 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, have 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. By and large we 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 to. 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 relive all those years. God didn't put our lives together that way. So while you run

(Continued on page 48)

AGC SUPERVISORY TRAINING PROGRAM STARTS WITH A FULL CLASS

By Bob Gehres, Director of Services

VIRGINIA'S first comprehensive aining program for construction pervisors started on the evening of ebruary 13 at the J. Sargeant Reynolds ommunity College in Richmond. The upervisory Training Program - oreman opened with a full class of 25 articipants.

The Supervisory Training Programs TPs) were developed specifically for e improvement of construction supersors' effectiveness. From start-up to mpletion, even smaller construction ojects require close coordination nong many different kinds of workers, numberable on-the-site decisions, d daily adjustments in the use of ople and materials.

Those making the majority of these eryday judgments — the foremen, perintendents, and general superinndents — obviously have a great efct on the completion time and cost inlved in a project. Supervisors who are ell trained in leadership and otivation, decision-making, cost areness, planning and scheduling d all the various areas that affect oject costs can improve your firm's efiency and competitive edge.

Training to improve worker producity is a cost factor which the conactor can control. A small investment supervisory training can definitely y big dividends in giving you a comtitive advantage.

e Training Program Developed by Construction People for Construction People

Industry leaders have long felt the ed for training programs developed ecifically for the construction superor. Because of continuing requests m many different types of conctors, the Associated General Conctors of America, through the Conuction Education Committee unrtook the development of a comehensive program.

The course objectives and content re formulated by practicing conuction professionals and the format d 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 insure 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.

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

THE Valley District held their an-ıal Legislative Meeting on December 1977. Bob Moss, President, in-oduced Delegates Bonnie Paul and ete Giesen. The two delegates gave verviews and mentioned important pics to be brought before the General ssembly. Questions concerning the)% MBE requirements and retainage ere asked by those present.

New officers were elected: John P. hnston, J. S. Mathers, Inc., President; rry Bassler, Howard Shockey & Sons, ice President; Rupert W. Werner, erry Engineering Co., Secretary-reasurer.

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.

MEMBERS ENJOY TOURING ROME AND FLORENC

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, Salerna, 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.

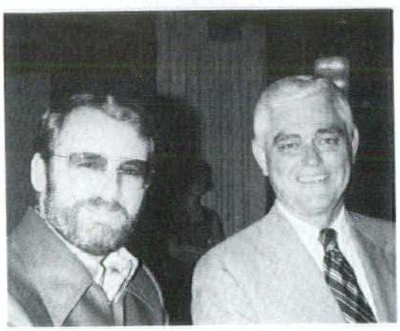
Many fond memories will linger. In Rome, the Coliseum, Trevi Fountain, St. Peter's Basilica, Vatican City — the traffic! In Florence, the beautiful Pont de Vecchio, Michelangelo Square and the unforgettable statue of David by Michelangelo.

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.

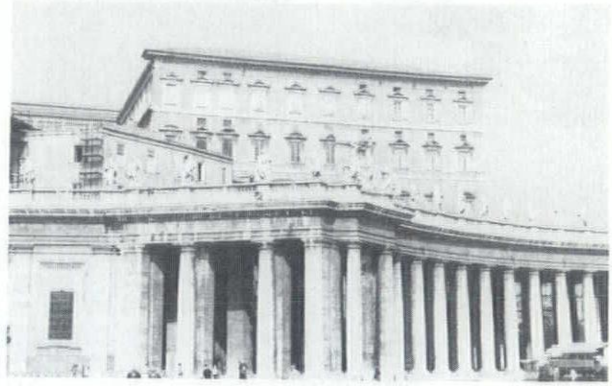
Shopping of course, is the biggest pastime for most of the ladies and for a surprising number of men as well. There were beautiful leather goods in Rome, gold and jewelry in Florence glass in Venice, just to mention a few of the good buys.

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 Poindexter (Basic Construction Co., Newport News). Right photo shows a view of one of Rome's most enduring structures, the Coliseum.



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) AGC group at the Vatican; (2) the atican; (3) Nickie Duckhardt and Mr. & rs. Ed Weddle (J. E. Weddle & Associates, c., Norfolk) in Rome traffic; (4) Left to ght. Dave Reed (John W. Hancock, Jr., lem); Jack Houck (John R. Houck Co., ichmond); and Ed Cothran (Cochran Conruction Co., Hampton); (5) Mr. & Mrs. harles K. Bush (Bristol Steel & Iron Works, c., Richmond); (6) Mr. & Mrs. John Daniel W. Daniel & Co., Inc., Danville) and xecutive Director J. F. Duckhardt; (7) the oliseum; and (8) Mr. & Mrs. Gene Thomas d Mr. & Mrs. James Woodruff (Eugene homas Construction Co., Alexandria).

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Shown clockwise starting lower left are: President John Poindexter taking pi tures in Rome; Skip and Carol Gelletly (The Gelletly Co., Inc., Charlottesvill Norris Jones (Walthall Construction Co., Colonial Heights), Mrs. John Wim (Smith-Wimer, Inc., Lynchburg) and John Poindexter, at the Coliseum; Tom Ru fin (Ruffin & Payne, Inc., Richmond); and Bob Van Divender (The Howard Foley Co., Richmond) and Henry Taylor (Taylor & Parrish, Inc., Richmond).

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 co struction.

After the visit to the building sites, w were taken to the office of the A.C.E. and greeted by their president, D Marcello Santoboni. The Italian grou hosted a reception for our members ar guests in an elegant room with some the most sumptuous food I ever at The Italian contractors entertain their American counterparts in fi style and discussed informally the co struction industry of the two countries

The ACER is similar in scope ar operation to the AGC. They t represent all members of the co tracting industry including buildi contractors, road builders, hon builders and subcontractors. They ha approximately 15,000 members in Ital

The tour proved a great success, bo 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 Ric mond provides four nights' accommodations, breakfast a dinner daily, cocktail parties and a private beach party wi round trip transportation from Richmond Baltimore/Washington International Airport and by Easte Airlines to Bermuda for $449.50 per person, double c cupancy.

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

Deep sea and reef fishing are available for charter, a shore fishing equipment can be rented. Sailboats with ski per, sail-yourself boats, motor boats and outboard mot boats are all available for hire.

For enjoying the clear Bermuda waters, with temperatur averaging 62° in fall, scuba diving, helmet diving a snorkeling can be arranged. Water skiing, horseback ridi and bowling are also available. Bicycling and touring horsedrawn carriage are famous features of life on the islan

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 C Ashland; W. Warren Martin, Edward van Laer, In Charlottesville; Joseph L. Rosenbaum, Roanoke Engineeri Sales Co., Inc., Richmond; Henry Taylor, Taylor & Parris Inc., Richmond; and Preston L. Walker, Preston L. Walk Electric Co., Inc., Fairfax.

MARTIN MARIETTA
Corporate Headquarters
Bethesda, Maryland

Presented by DANIEL CONSTRUCTION COMPANY

CHATELAIN, SAMPERTON AND CARCATERRA
ARCHITECT

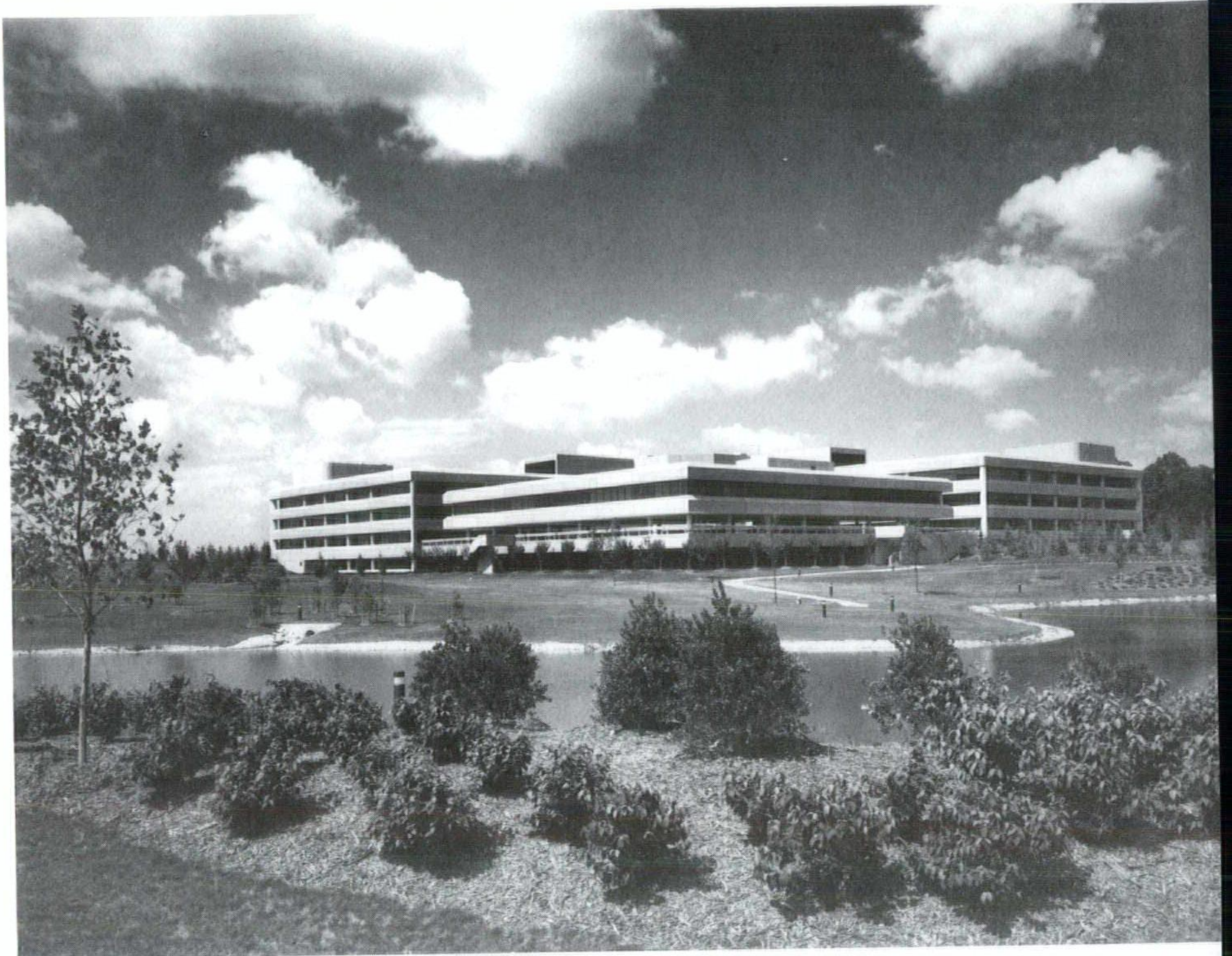
LAWRENCE S. WILLIAMS, INC.
PHOTOGRAPHY

MARTIN MARIETTA, one of the ion's major diversified corporations l a leading supplier of construction terials, recently moved into a new porate headquarters building in urban Bethesda, Maryland, 12 miles thwest of downtown Washington, C. The move brought the corporate dquarters staff and the executive ffs of Martin Marietta's Cement, gregates, Chemicals, Aluminum, l Aerospace companies together un- 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-



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, Fredrick, Maryland.

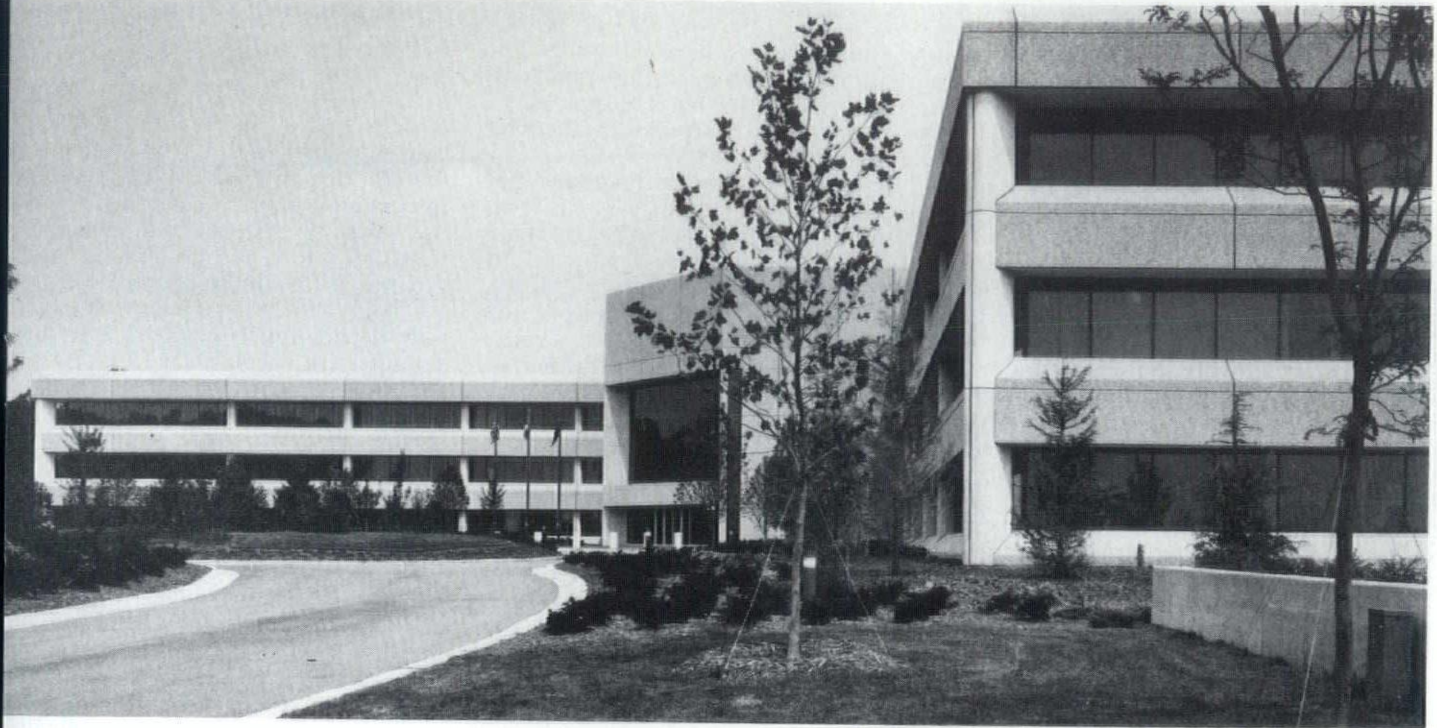
Subcontractor for precast concrete (panels, precast external columns) was Exposaic Industries, Fredericksburg.

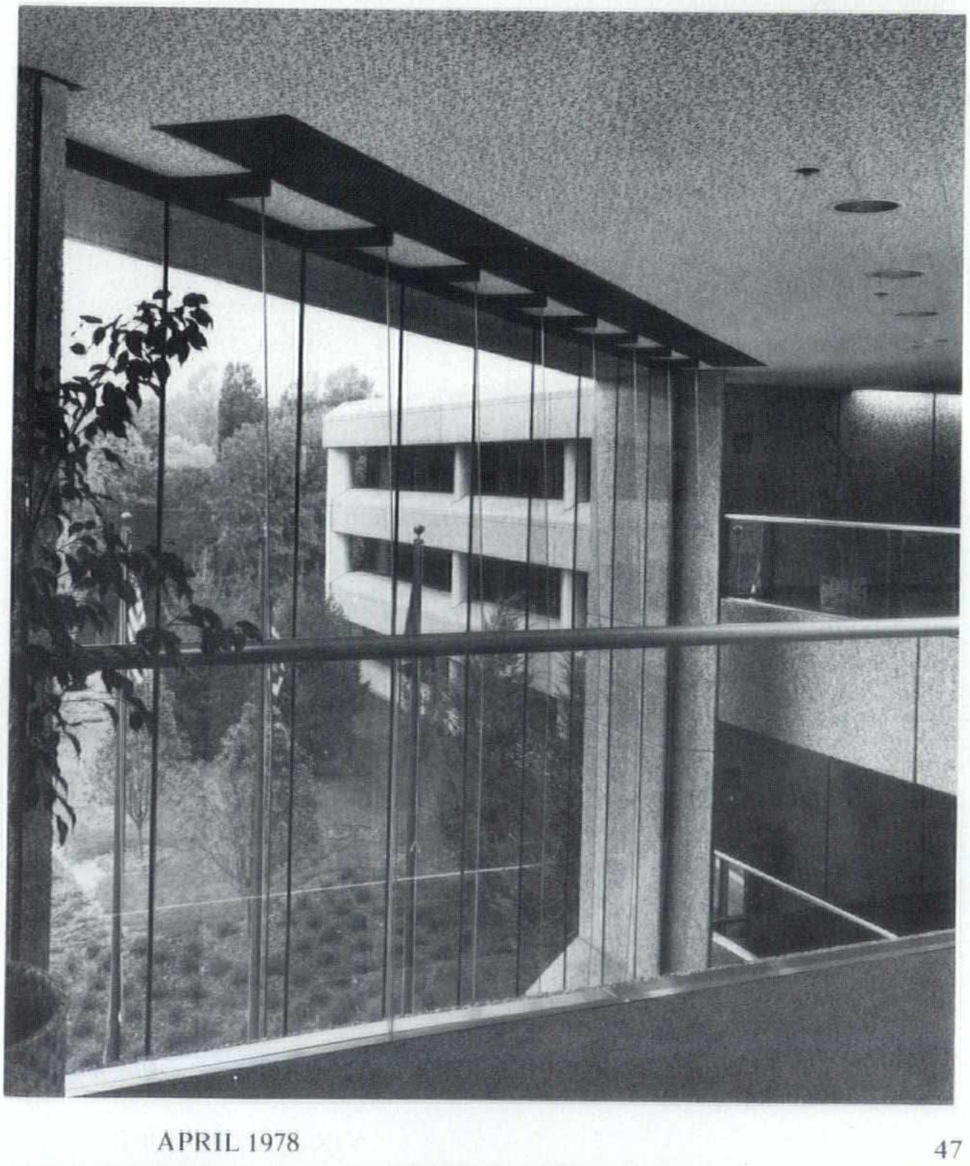
Cement for the building, 8,450 tons in all, was supplied by the Martinsburg, West Virginia, plant of Martin Marietta Cement.

OTHER SUBCONTRACTORS AND SUPPLIERS INCLUDE:

Marvaco, Inc., Washington, D. C., general grading & site work; N. Litterio & Co., Inc., Arlington, masonry & structural (glazed) tile; Southern Iron Works, Inc., Springfield, structu steel; H. H. Robertson C Washington, D. C., steel roof deck roof deck; Warren-Ehret-Linck C Rockville, Md., roofing; Hastings Pa ment Co., Inc., Lake Success, N. brick and stone courtyard paving; P Industries, Inc., Hyattsville, Md., w dows, window walls, glass & glazi weatherstripping & handrails; a Commercial Carpentry Corp., Potom Md., carpentry, paneling & millwork.

Also, Ballard & Associates, Inc., Fa fax, painting; Restoration, In Mechanicsville, waterproofing; T Bonitz All-Weather Crete Co., Gree boro, N.C., insulation (roof fi Clevenger Corp., Beltsville, M acoustical; John H. Hampshire, In Bladensburg, Md., lath & plaster; Pe Bratti Associates, Inc., Arlingt ceramic tile; Standard Industries, In Washington, D. C., resilient t Liphart Steel Co., Inc., Richmo miscellaneous metals, steel grati Crawford Door Sales Corp., Lort steel doors & bucks (roll-up metal g door); Truland Corporation, Arlingt





ghting fixtures & electrical work; Lim-
ch Company, Springfield, plumbing
tures, plumbing, air conditioning,
ating & ventilating; Reliance Electric
., Alexandria, elevator; and Webb
ilders Hardware, Inc., Fairfax, hard-
re supplier.

And, The Poole & Kent Corp., Silver
ring, Md., site utilities; Bethlehem
eel Corp., Bethlehem, Pa., all rebar &
cessories; Grinnell Fire Protection
stems Co., Inc., Providence, R.I., fire
otection system; The Fireline Corp.,
ltimore, Md., Halon system; Hudson
pply & Equipment Co., Washington,
C., integrated ceiling work;
eyerhaeuser Co., Plymouth, N.C.,
ish wood doors; Honeywell, Inc.,
inneapolis, Minn., building
tomation; Contee Sand & Gravel Co.,
c., Laurel, Md., paving; and Car-
tland Co., Bethesda, Md., in-
llation of all carpet.

Others were: City Steel Door Corp.,
llow metal doors; Ruslander & Sons,
c., kitchen equipment; and Chapel
lley Landscaping Co., landscaping &
igation.

FARMING . . . *(From page 8)*

hog 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 full production for many crop farmers in Virginia. In the meantime through 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.

That Business Of Yours . . .

(From page 33)

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

I firmly believe as a businessman th there is not much in this life that yo cannot have if you decide exactly wh you want. You are then smart enough decide how to get from A to B. If yo decide what you really want from yo life, for yourself and your children an your business, then your successio planning and estate planning will tak care of themselves as you go along. An I suspect that as you look 20 yea ahead you will find that certain pictur arise in your mind. You want a lovin understanding relationship with yo wife; you want your sons and daughte near you and doing things which yo understand so you can share their live And you would like to have your gran children around you so you can on again see the world through a child eyes. All parents want these things but you and I, as business owners, ha a unique opportunity. We can use o businesses, and planned family co tinuity not only to hold the busine together but to hold our fami together. And that, my friends, I belie is well worth working for. Thank you.

FIRST FEDERAL SAVINGS AND LOAN OF MARTINSVILLE, VIRGINIA

Presented by STANLEY W. BOWLES CORPORATION

CONRAD M. KNIGHT
ARCHITECT

SOWERS, RODES & WHITESCARVER
Consulting Engineer

MARTINSVILLE OFFICE SUPPLY
Interiors

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

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

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

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

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

The heating system is a high velocity duct system using hot ter 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 Schlueter Electric Co., Inc., lighting fixtures & electrical work.

Others were: Carolina Steel Corp., Greensboro, N.C., steel, steel roof deck., steel grating, steel doors & bucks & handrails, Cast-A-Stone Products Co., Raleigh, N.C., stone work; Roanoke Engineering Sales, Richmond windows; Seager Waterproofing, Inc., Greensboro, N. C., waterproofing; J. W. Squire Co., Inc., Danville, resilient tile & acoustical; Snow Lumber Co., High Point, N.C., millwork; Southern Elevator Co., Inc., Greensboro, N.C., elevator; and Graves-Humphries, Inc., Roanoke, hardware supplier.

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