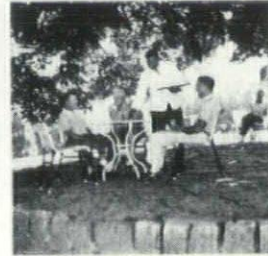
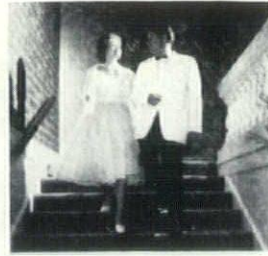
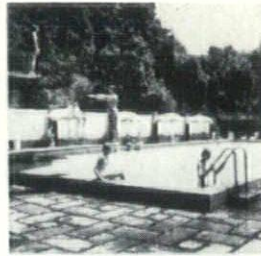
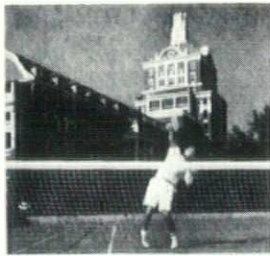
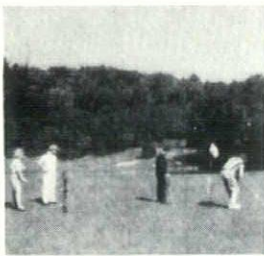


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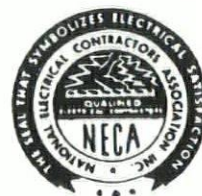
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November 1980

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Executive Editor

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Associate Editor

GUY FRIDDELL
Our
Roving Observer

IN THIS ISSUE

Guy Friddell—*Our Roving Observer* 6

THE VIRGINIA AGC REVIEW

New Series of Seminars Scheduled 9

Virginia Hams Star Again 9

AGC Urges Personal, Immediate Attention to MBE Problems 11

Mid-Year Board Meeting—Pictorial 12

Annual Convention Agenda 14

Convention Personalities 16

District News

Northern Virginia Contractors and Subcontractors Meet 19

Central District Indoor Picnic Follows Golf Outing 20

Southwest District Meeting 21

Piedmont District Hears About "Cash Flow" 22

"If Cash Flow is a Problem"—Talk by G. McNeir Tilman 23

Roanoke District Fall Meeting and Golf Outing 24

Peninsula District Hears CPAs 24

"Inflation: How Come and How Long?"—Talk by Dr. Walter Varvel.. 25

KAYHOE CONSTRUCTION CORPORATION

Second Church of Christ Scientists 28

JACK BAYS, INC.

Radiation Systems, Inc., Corporate Headquarters 31

JOHN W. DANIEL & COMPANY, INC.

Register Publishing Company Headquarters 33

HUDGINS CONSTRUCTION CO., INC.

VEPCO East Richmond District Headquarters 37

For The Record 39

Index to Advertisers 42

ON OUR COVER is a corner of the nursery in the Second Church of Christ Scientist presented by Kayhoe Construction Corp. on page 28 of this issue. Graphics were the work of Ms. Fran Gayle. (Cover photography by Huffman Studio)

NOVEMBER 1980

Virginia Record is an independent publication cooperating with all organizations that have for their objectives the welfare and development of Virginia. While this publication carries authoritative articles and features on statewide and local industries, business, governmental and civic organizations they are in no other respect responsible for the contents hereof.

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to tell the Virginia Story



Guy Friddell our Roving Observer

'... all you need to do is try.'

SOMEWHERE during any interview I ask the subject what persons have most influenced his or her life. The answer, almost always, touches on a parent, the person's spouse, or an inspiring teacher; but the other day James W. Rouse, pioneering developer, surprised me.

"I think it has to—I don't know that—I think a part of it—" he began, and then, collecting his thoughts, said:

"I remember I had a very bad year in my life. My mother died in February. I was 16 in April and graduated from high school that June. My father died in August and the mortgage was foreclosed on our house in October. I can remember thinking at the time, 'This is tough, but this is good for me.' It always has stuck with me. I knew somehow that I was going through a period that was strengthening."

Rouse has changed the face of contemporary America, first by introducing the enclosed, self-contained shopping mall. The Rouse Company built four such malls before any other developer caught the trend. Now, of course, a thousand enclosed malls have mushroomed coast to coast.

Then, having taken business to the suburbs, Rouse turned and began to draw shoppers back downtown with such creations—or maybe re-creations is the better word—as the Faneuil Hall Marketplace in Boston and Market Street East in Philadelphia.

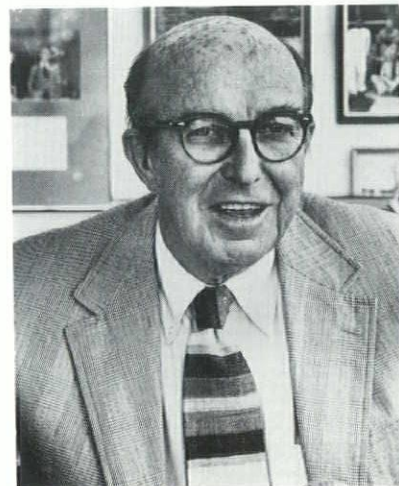
We were seated in the American Cafe in Baltimore's Harborplace, the most recent of his successful ventures. The finishing touch on 17 years of urban redevelopment in downtown Baltimore, Harborplace consists of two long, rectangular, light and airy pavilions fronting the city's inner harbor.

The two pavilions, covering 150,000 square feet, contain 150 tenants with wares ranging from freshly shucked oysters at a bar to restaurants with terraces overlooking the busy inner harbor, and a variety of shops displaying all kinds of goods.

Rouse wouldn't try to classify the architecture of two buildings, designed by Benjamin Thompson, except to note the architect's success in making them attractive through a sense of lightness and openness, compatible with the animated waterfront scene. They look like they belong on the waterfront, almost wharf-like, he said.

Indeed, my question had been whether the buildings, as has been true in some other Rouse projects, were shells of older abandoned structures that had been renovated.

For this type of activity, Rouse said, the best architecture is that which is least conspicuous. If the buildings are playing their proper roles, then people talk about what's going on in them without much reference to the structures themselves. The activities, not the buildings are important.



James W. Rouse

I told the architect that I'd never heard anybody talk about the great architecture of these buildings," Rouse mused. "Therefore, I said, it's great architecture."

City and federal funds financed the preparation of the site, but private investment provided more than \$25 million in construction costs. From the day it opened last July 2 Harborplace has drawn throngs throughout every day of the week. I never found a slack moment during my three tours at different times and days. Many persons come to stroll and window-shop and stop now and then to buy an inch-and-a-half high macaroon or a bowl of Mexican chili or simply to sit on the bench along the water and watch what is happening on land or at sea. In either direction, the view is diverting.

Five days after Harborplace opened, police estimated that 2.5 million had visited it. Rouse estimates that 25 million will sample its offerings during the first year.

Another key question is to ask a person his appointments. Among four setbacks, Rouse cited first the failure to attract a major department store to downtown Norfolk in the early 1960s. His company had proposed a layout similar to Philadelphia's Market Street East.

"I've wanted to do a tally sometime on our failures," he said, "and one of the biggest is Norfolk. That's one that hangs on me specially. I just feel that's a gigantic frustration because I was as convinced today as I was 17 years ago that a major retail center with at least two department stores in downtown Norfolk would be a smashing success. I'm also convinced one day it's going to happen."

Rouse Company, at the request of the Norfolk City Council, has done a feasibility study on the prospect of developing a major market facility along Norfolk's downtown waterfront. Whether at company or some other or Rouse himself undertakes such a project, it seems a prime opportunity.

Norfolk has tended to take its waterfront for granted, just as Richmond did not begin to



Shown above and at the bottom of this page, two views of Baltimore's Harborplace.

appreciate the advantages of the James River until recently. Consciousness of such natural blessings seem to dawn upon cities periodically.

Once upon a time, indeed, Norfolk boasted a city market with all such amenities that now occur in the revitalized areas of American cities. In the thrust for urban renewal Norfolk wiped out its market. Roanoke, however, is an example of a Virginia city that held onto its market and lately has begun to enhance that facility.

Rouse is in a position to comprehend nature's bounty. Growing up as he did in a large family in a small town on Maryland's Eastern Shore.

"We had a very optimistic household with much misfortune," he said.

His mother, a school teacher as a young woman, was hard-working, industrious. His

father, a creative lawyer turned salesman, brought canned goods from canneries along the shore and sold them to wholesalers—a business that went into a decline with the advent of national grocery chains.

Young Rouse, after one year at the University of Hawaii and another at the University of Virginia, came to Baltimore to attend law school at night.

"The Depression had really set in that year," he said. "Thanks to the NRA, I got a job parking cars in a garage. The salary was \$13.50 for 54 hours a week. It was a marvelous experience to grow up in that Depression. For a young man it was just a wonderful opportunity. You really had to struggle. I look at young people today not with any derision but with a feeling of sorrow for them. They grow up in a world where they feel they have a right to things. They don't understand the struggle.

"You have no right to win. You have the responsibility to do your best. Winning is never guaranteed, and it is not a right. One of the corrupting influences among people in American life is the misconception that they have the right to win. It's a disabling personal and corporate philosophy.

"All you have is the obligation to do your best, think your best, work your best, and if you're as diligent, faithful, hopeful, and optimistic as possible, then the failure, if it occurs, doesn't matter. It's no failure; it's simply an experience. And so you go on."

Underlying that belief is deep religious convictions. During those years of struggle, Rouse had a date with a young woman to attend Brown Memorial Presbyterian Church in Baltimore. The pastor, Guthrie Spears, preached that Sunday on why people should go to church.

"I didn't miss a Sunday for 18 months thereafter," Rouse said. "I became a member of that church and an elder. For 30 years it was an enormously important factor in my life."

In recent years, another pastor, Gordon Cosby, and the Church of the Savior in Washington



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D.C. have become equally influential. Cosby's and the Church of the Savior in Washington's slums, tries to rehabilitate lives as well as rebuild the dilapidated tenements in the nation's capital.

Out of his work with Cosby, a native of Lynchburg, Rouse also has fashioned a personal outlook that man "is God's instrument in the ongoing process of creation."

In that view, said Rouse, a person sees himself "Most properly as co-creator with God in all

that he does in life—in the physical environment, the building of institutions, and in relationships with other people.

"That's a very purposeful and emancipatory theology. Life becomes so simple in the terms. All you need to do is be sure you've got the message, and if you don't believe you have to succeed, all you need to do is try."

Rouse retired recently as chief executive officer of the company he founded, but he seemed to be as zestful about the future as he was a young man parking cars in the St. Paul Street garage.

"The briefcase that I take home at night larger than it ever was," he said.

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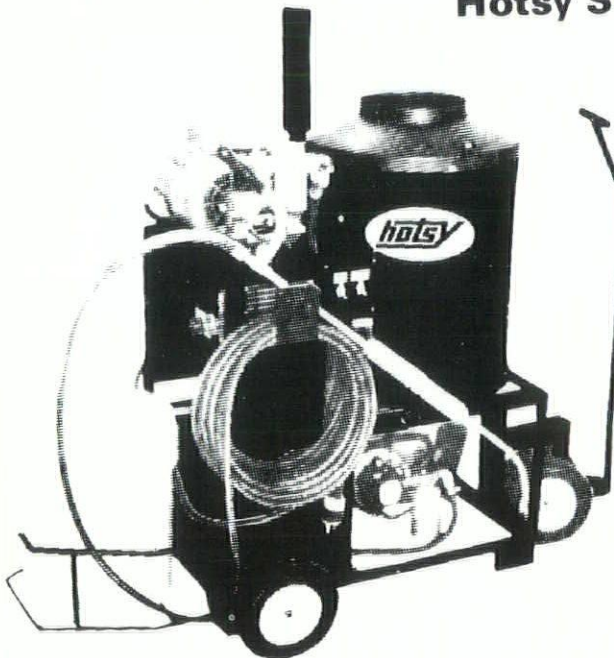
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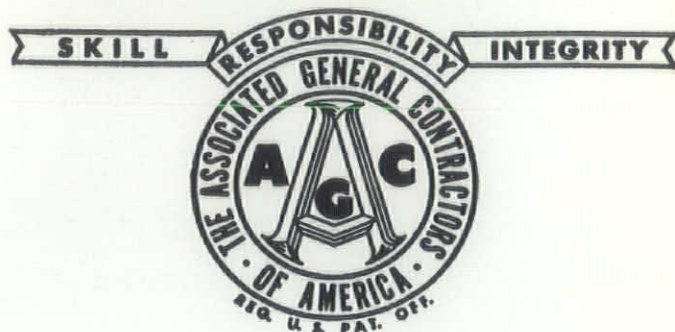
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Supervisory Development—Part I (Required)
February 24-25 1981, Williamsburg

Financial Planning for Contractors (Elective)
March 25, 1981, Charlottesville

Supervisory Development—Part II (Required)
April 21-22, 1981, Williamsburg

Cost Reduction Techniques (Required)
September 15-16, 1981, Richmond

Time Management (Elective)
October 21, 1981, Charlottesville

Project Network Scheduling (Required)
November 10-11, 1981, Williamsburg

FOUR VIRGINIA HAMS STAR AGAIN AT THE 'ACTION AUCTION'

Each year at the AGC of America Mid-Year Board Meeting, an "Action Auction" is held to benefit the AGC Education and Research Foundation. AGC chapters and some individuals from across the country donate valuable merchandise to be auctioned.

It is an entertainment feature and enjoyable evening for all as high bids are made on everything from metal sculpture to a weekend in Acapulco to antiques to Virginia's four Smithfield hams.

Each year, our donated hams have been snapped up at nearly four times their value with the promise that the hams will be shipped to any four addresses of the buyers' choice as gifts, or together for their own use. This year a Smithfield Cookbook, put out by the Smithfield Junior Women's Club, will be an additional gift.

At the "Action Auction" held in Phoenix, AZ this year, the AGC Education and Research Foundation benefited to the tune of \$950.00 from some real Virginia ham aficionados.



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AGC Urges Personal, Immediate Attention to Construction's MBE Problems

The Associated General Contractors of America (AGC) has called on Douglas Costle, administrator of the Environmental Protection Agency, to take personal action to correct the many problems that have made the agency's Minority Business Enterprise (MBE) program ineffective for minority businesses and burdensome and unfair for non-minority contractors responsible for complying with it.

"EPA has made a conscious decision to sacrifice the construction procurement system in an effort to show high numerical results in its MBE program," AGC Executive Director Hubert Beatty's letter to Costle states, asking that the administrator "become immediately and personally involved in the solutions to this problem."

Mr. Beatty also charged that EPA officials "in a position to make practical decisions" are unaware of: "what is involved in putting together a competitive bid; the ripple effect that results in the construction economy when a general contractor and as few as twenty-five subcontractors submit their bids on a single job and then find themselves in the position of having to maintain firm prices on a competitively bid contract for as long as 90 days while EPA plays ring-around-the-rosy in deciding the lowest responsive and responsible bidder; the ripple economic effect of tying up as few as twenty-five taxpaying business enterprises who are then juggled for 90 days, not knowing whether they should direct their initiatives toward productive endeavors; ongoing overhead in a commercial enterprise; what it takes to have a commercial enterprise meet a payroll."

Although AGC believes the national EPA MBE policy itself lacks statutory authority and is likely to initiate legal action against the policy, the letter points out that many of the practical difficulties with the program are caused away from Washington, D.C., in the ten EPA regional offices. These regions are authorized to set their own goals for MBE participation in EPA's construction grants program. The regions, AGC says, are setting unrealistic "goals" and, when the goals are not met, arbitrarily delaying the contract award procedure for months while the autonomous regional officials scrutinize contractors' "positive efforts" to meet the "goal." AGC told Costle that this practice on the part of the EPA regions is contrary to statutory authority and the competitive bidding system, and is causing a negative economic ripple that affects general contractors, MBE subcontractors, construction owners and users, and U.S. taxpayers

who fund EPA's construction grants program and have a right to expect contracts to be awarded to the lowest responsible bidder.

A federal judge recently reached the same conclusions in his decision on a lawsuit brought against EPA by the city of Rochester, Minnesota, the low bidder on an EPA-assisted project for that city, and two MBE firms who had planned to subcontract with the low bidder. The judge found that the EPA regional administrator, who had tried to force the city to rebid the project because he said the EPA-approved bid specifications needed "clarification," was guilty of an "abuse of discretion" by failing to consider the economic repercussions of his action. The judge

also found that the administrator was trying to promulgate, without authority, a new regulation that would make "positive effort" even more difficult for contractors to demonstrate.

Although EPA's national headquarters did, in June, warn one of its regions that a proposed change in the regional MBE program would "violate fundamental construction grants procurement policies," the problems continue and AGC believes that administrator Costle himself needs to take action to curb the excesses of the regional bureaucracy and redirect the program toward its stated purpose of helping minority contractors. The association asked for a face-to-face meeting at Costle's earliest opportunity.



Hubert Beatty, President of Associated General Contractors of America.

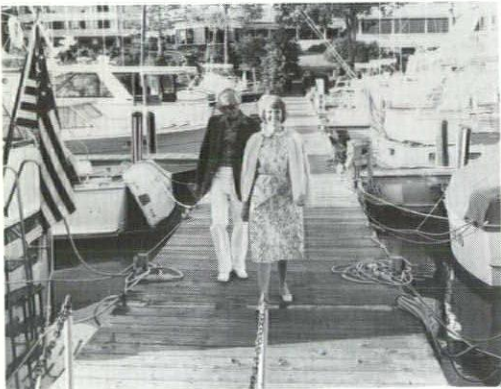
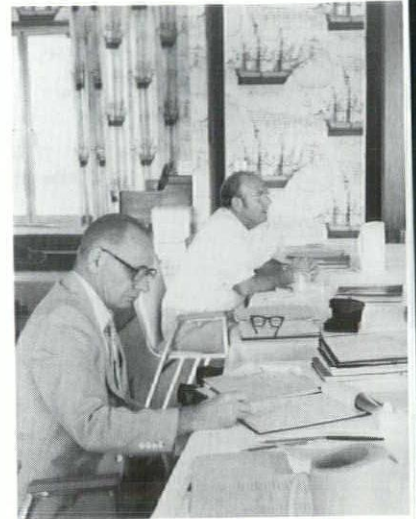
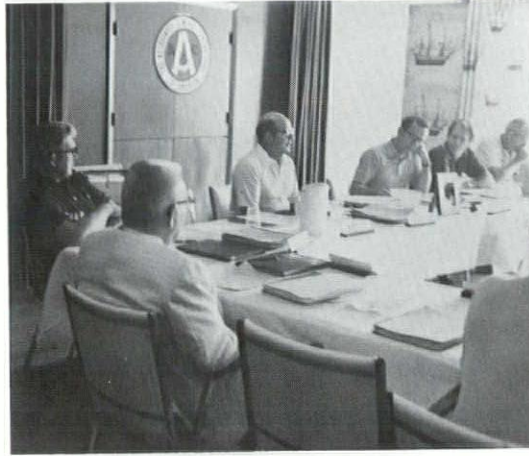
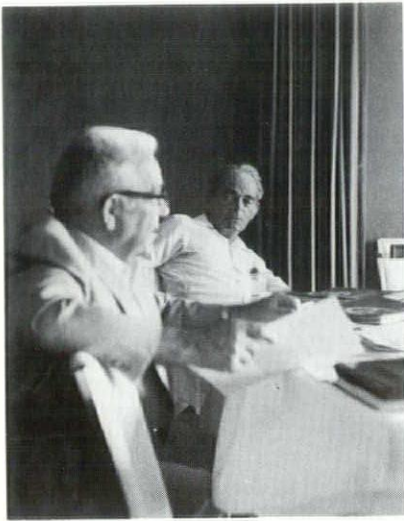


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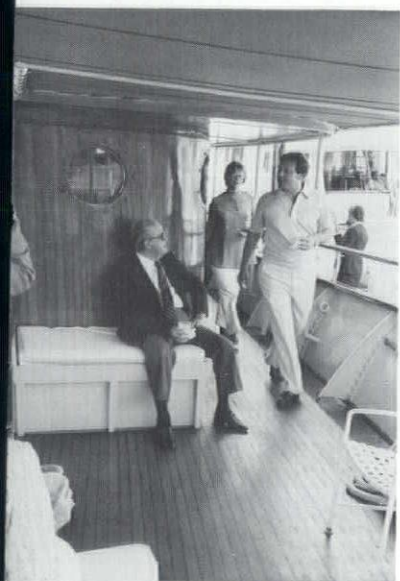
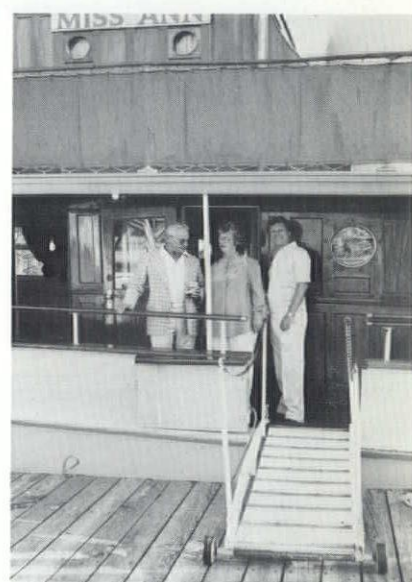
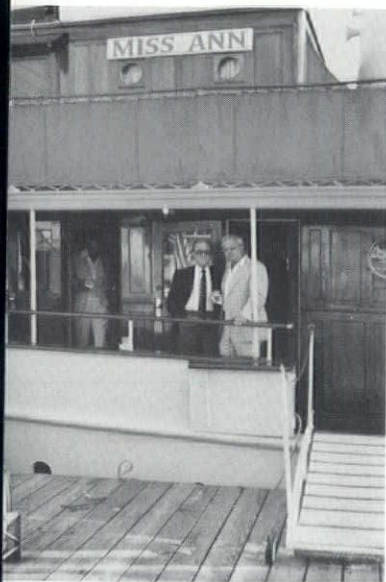
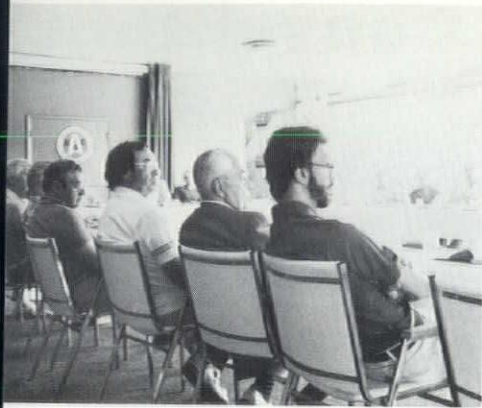
Mid-Year Board Meeting



Photos on this page—(L-R)—Top row: Aaron J. Conner/A.J. Conner Gen. Contr., Inc., Roanoke, and Jack Bays/Jack Bays, Inc., McLean tending to business; Jim Duckhardt/Executive Director, AGC of Virginia reports to the Board; and Lou Schelter/Assistant Executive Director, AGC of Va. and Paul Howard/Paul N. Howard Co., Greensboro, NC hard at work. Second row: Lois and Gene Thomas/Eugene Thomas Constr. Co., Inc., Alexandria, making strolling on the dock look like fun; Preston Walker/Preston L. Walker Electric Co., Fairfax, and Sally Monroe, wife of Walter Monroe/Bank of Fairfax enjoy refreshments and boat ride; and Ila Mae Cothran, wife of Ed Cothran Sr. and Karen Cothran wife of Ed Cothran Jr./J. H. Cothran, Inc., Altavista share the spotlight with Sarah Pietsch wife of Charles F. Pietsch, Jr./Manson & Utley, Inc., Charlottesville.

Photos on facing page—(L-R)—Top Row: Representing part of the hard-working AGC of Va. Board of Directors are (right to left in photo) Ellis Tusing/Ellis M. Tusing Co., Harrisonburg, Tommy Tomlinson/Q. M. Tomlinson, Inc., Roanoke, Preston L. Walker/Preston L. Walker Electric Co., Fairfax, and Alex Alexander/Alexander Building Constr., Inc., Richmond; Paul Howard/Past President National AGC is ready, as usual, to participate in AGC affairs; and Jackie Johnson/National Employees Benefit Trust, Atlanta GA shares her ideas with AGC members. Center row: Bob Dunville/Robt. M. Dunville & Bros., Inc., Richmond, and Bob Kersey/Commercial Builders, Inc., Norfolk, share a few thoughts; A view of the swimming pool (in background) at the Tides Inn is a sample of the lovely landscape; and Bob Kersey/Commercial Builders, Inc., Norfolk, and Donna and Manley Creech/J. W. Creech, Inc., Gen. Contr., Va. Beach, board "Miss Ann" in preparation for reception. Bottom row: Bob Dunville/Robt. M. Dunville & Bros., Inc. greet Donna and Manley Creech/J. W. Creech, Inc. Gen. Contr., Va. Beach; Charles T. Lambert/R. D. Lambert & Son, Chesapeake, and President of the AGC of Va., about to demonstrate another of his talents; and Les Hudgins/Hudgins Const. Co., Newport News and Alex Alexander/Alexander Building Const. Richmond, proudly pose as "Tennis Champs."

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AGC of Virginia Annual Convention

The Homestead, Hot Springs

January 22-24, 1981

AGENDA

Thursday, January 22, 1981

10:00 am - Noon	Board of Director's Meeting	Parlors B, C, D
1:30 pm - 3:30 pm	Committee Meetings	Parlors B, C, D, E
6:00 pm - 7:00 pm	President's Reception	Crystal Room
9:00 pm - 10:00 pm	New Comers Party	Dominion Room
10:00 pm - Midnite	Dancing	Homestead Club

Friday, January 23, 1981

7:45 am - 8:00 am	Bloody Marys	Conference Center West
8:00 am - 9:30 am	Kick-Off Breakfast Speaker—Dr. Carl Winter	Conference Center West
9:30 am - 10:00 am	Mechanic's Lien Laws Discussion Moderator—Gerald I. Katz Wickwire Peterson & Gavin, P.C.	Conference Center East
10:00 am - Noon	Construction Law Seminar Moderator—Jack B. Bays Jack Bays, Inc. Speakers— Robert Gammon Lewis Mitchell & Moore —James J. Tansey Walstad Kasimer Tansey & Ittig —Jon Wickwire Wickwire Peterson & Gavin, P.C.	Conference Center East
10:30 am - Noon	Financial Seminar for Ladies w/coffee Speaker—Ms. Pat Richter	Dominion Room
12:30 pm - 2:30 pm	Awards Luncheon Speaker Jeanne Swanner Robertson Drawing for Door Prizes Certificates to Past Directors Certificates to Associate Div. Chairmen Construction Man of Year Award Membership Development Award(s)	Conference Center West
2:30 pm - 4:00 pm	Exhibit Fair w/refreshments Prizes, Music, etc.	Conference Center Lobby
2:30 pm - 4:00 pm	Card Party Hostess—Ila Mae Cothran	Tower Lounge
2:30 pm - 4:00 pm	Committee Meetings	Parlors B, C, D, E
9:00 pm - Midnite	Dixieland Concert & Dance Jerry Fisher w/costumes—"Roaring 20s" Charleston Dance Contest	Commonwealth Room

Saturday, January 24, 1981		
8:00 am - 9:30 am	Associate Division Breakfast Speaker—Kenneth N. Johnson President, ASA of Va. Riggins Co., Inc., Hampton	Parlors B, C, D, E
9:30 am - 10:30 am	General Membership Meeting Report of Officers & Staff Election of Board Members General Business	Conference Center East
10:30 am - 11:00 am	Report of National AGC Speakers—Ival R. Cianchette President AGC of America Cianbro Corp., Pittsfield, MA and Richard C. Creighton Ass't Executive Director AGC of America, Washington, DC	Conference Center East
10:30 am - 11:30 am	Ladies Physical Fitness Program w/refreshments	Dominion Room
11:00 am - Noon	Banking Forum Speaker— Charles E. Hall, III Sr. Vice President, UVB Real Estate/Contracting Div. Richmond Panel —Alex Alexander Alexander Building Const., Inc. Richmond —Henry Taylor Taylor & Parrish, Inc. Richmond —Fred Weisensale Liphart Steel Co., Inc. Richmond Moderator—S. A. Modisett Conquest, Moncure & Dunn, Inc. Richmond	Conference Center East
2:00 pm - 3:00 pm	Fashion Show w/refreshments	Crystal Room
6:30 pm - 7:30 pm	Associate Division Cocktail Party	Conference Center Lobby
7:30 pm - 9:00 pm	Banquet (Black Tie preferred) Presiding—C. T. Lambert Incoming President's Remarks— H. H. Frazier Investiture of Officers— Ival R. Cianchette	Conference Center West
9:30 pm - 12:30 am	Show and Dancing w/Bo Thorpe & Generation II	Conference Center West

Convention Personalities



Kick-Off Breakfast

Noted lecturer for General Motors Corporation will speak at the Kick-Off Breakfast, Friday morning, January 23, 1981.

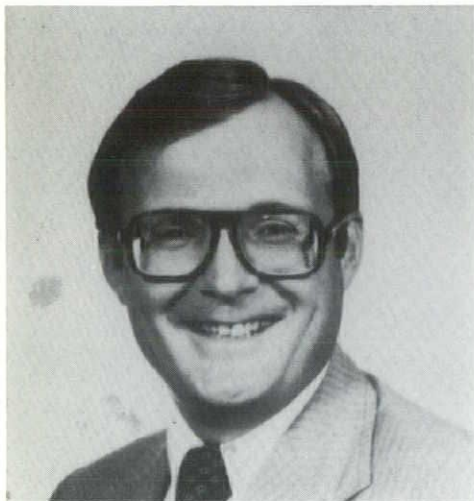
DR. CARL S. WINTERS—From Radio City Theatre in New York; to the Cow Palace in San Francisco; from Chicago to Cairo, Egypt; from London to Leopoldville; Dr. Carl S. Winters travels a quarter of a million miles each year and speaks to more than one-half million people. He has achieved an international reputation as one of America's foremost inspirational speakers and humorists.

He speaks from a rich background of experiences—former Crime Commissioner in Michigan, Skid-Row Chairman in Chicago, Radio Minister for 24 years, Pastor of one of America's great churches for 20 years. Dr. Winters is able

to delight and enlighten, instruct and inspire his audiences.

Dr. Winters has given the keynote address for more than 2800 State, National and International conventions on four continents in the past few years. He has the rare faculty of combining humor and philosophy. He makes you Laugh and he makes you Think. He gives you something definitely worthwhile, and he makes Sparkle.

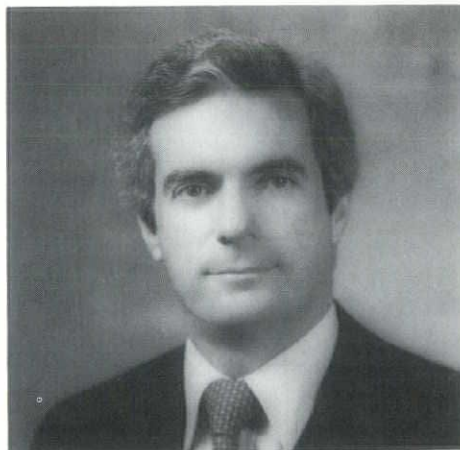
"Create Your Own Tomorrow" will be his theme when he speaks to the AGC Convention Kick-Off Breakfast, as he urges members to use all their assets to best advantage.



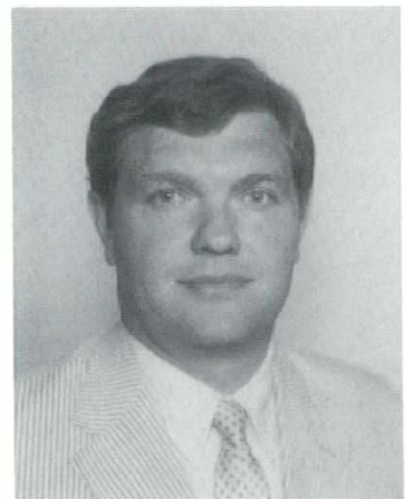
JON M. WICKWIRE, a principal in Wickwire, Peterson & Gavin of Washington, DC and Vienna, is a specialist in public contract law and co-author of many books, articles, and materials on the subject. His latest book is *Government Contracts: A Primer of Cost Adjustment and Price Recovery*.

Construction Law Seminar

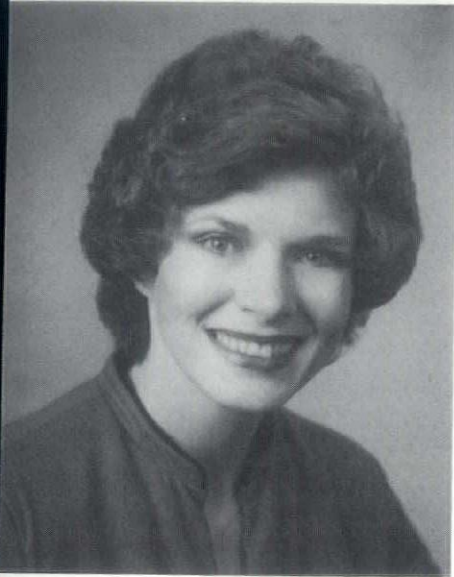
Three experts in the field will teach, discuss, and answer questions at 10:00 on Friday, January 23, 1981. Jack Bays is Moderator.



JAMES J. TANSEY, partner in the Washington, DC and Virginia law firm Walstad Kasimer Tansey & Ittig, lectures and has published articles on a variety of construction topics. He has been a frequent contributor of Management Memos to the AGC Bulletin.



WILLIAM H. GAMMON, partner, Lewis, Mitchell & Moore, Vienna, has co-authored *Subcontracting* and *International Subcontracting*, books proven valuable to Virginia's contracting industry, and is a frequent lecturer.



Awards Luncheon

"A gal that makes talking tall, talking funny," will be the featured speaker at Noon, Friday, January 23.

JEANNE SWANNER ROBERTSON, a former Miss Carolina, at 6'2" was the tallest ever to compete in the Miss America contest and the tallest ever to lose! But she has far more than good looks, she's a gifted humorist and entertainer who is much sought after. In fact, the AGC/Va waited in line for two years to have Jeanne do what she does best, turn her personal experiences into a stand-up comedy routine that leaves her audience laughing... and thinking about her message long after.

Last year, Jeanne was the first female keynote speaker of the prestigious National Speakers Association Convention, obviously experts on what makes an effective presentation. Now she's even more popular across country.

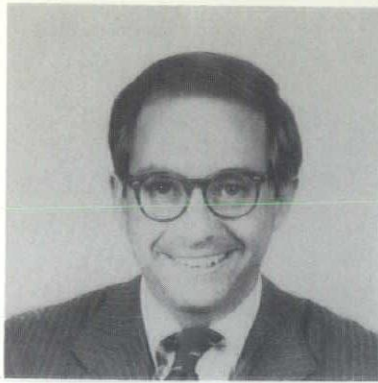
Among her assets as listed on promotional material are:

- Speaks two languages fluently: English and Southern (has trouble with English);
- Voted Miss Congeniality (usually the girl considered *least likely* to win Miss America);
- Played ukelele and sang original songs in the talent competition (finished 49th out of 50—but was *much better* than the girl who played the comb).

And, she's a wife, mother, former phys. ed teacher/basketball coach—an all 'round (all tall) All American!

OTHER LADIES' FEATURES will be a style show, using AGC ladies as models on Saturday morning, and the ever-popular card party. The AGC men are, of course, welcome to attend any of these meetings. At least to that extent AGC supports equal rights!

to tell the Virginia Story



Mechanic's Lien Law Discussion

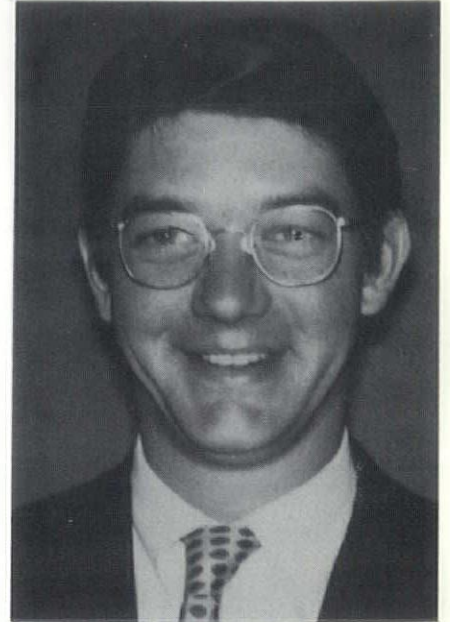
GERALD I. KATZ of Wickwire Peterson & Gavin, P.C. will moderate the discussion on the New Mechanic's Lien Laws at 9:30 am on Friday, January 23.

Banking Seminar

CHARLES E. HALL, III, Senior Vice President, United Virginia Bank, will be the central personality in the Banking Seminar's program, modeled after a "Meet the Press" program. "Chip" Hall will make his presentation and then be questioned by a panel of AGC personalities including Sam Modisett (Conquest, Moncure & Dunn, Inc., Richmond) as moderator, and Alex Alexander (Alexander Building Construction, Inc., Richmond), Henry Taylor (Taylor & Parrish, Inc., Richmond), and Fred Weisensale (Liphart Steel Company, Inc., Richmond) as panelists.

"Chip" Hall is a graduate of Hampden-Sydney College and the Wharton School of Finance and Commerce Graduate School, University of Pennsylvania. He was formerly a Vice President of Capital Savings & Loan Association and had been in Commercial Construction Financing with First and Merchants National Bank.

He has been a popular speaker before many construction organizations in Virginia and North Carolina.



Ladies' Program

Advice for the AGC ladies on financial planning and management will be given on Friday, January 23, when the topic is "Women and Money."

PATRICIA R. RICHTER has spent many years of teaching, writing, and research in the field of money management. She has an M. Ed. from Temple University with undergraduate concentration in economics. At present she is affiliated with a firm in Wilmington, Delaware, where she has developed workable techniques that aid women in learning to manage their personal finances in a practical, simple, business-like manner.

She conducts classes and seminars in several states in Personal Financial Management for Women and serves as consultant in the field of finance at a Pennsylvania institute. In addition to a private financial consulting service, she is a secretary-treasurer and business manager of a professional corporation and has been actively involved in real estate development, estate and pension planning, and tax analysis.



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Northern Virginia Contractors and Subcontractors Meet

In another first for Northern Virginia, a joint meeting was held between the Northern District, AGC of Virginia, and the Metropolitan Subcontractors Association. AGC of Virginia President Charles Lambert presented a very lucid account of the construction industry in Virginia today to the 180 contractors and subcontractors in attendance. A panel discussion followed. The moderator was James Tansey of Walstad Kasimer Tansey & Ittig, Vienna. AGC members on the

panel were Past President Harold Miller (Miller Brothers of Arlington, Bailey's Crossroads) AGC of Virginia President Charles Lambert, and District President Jack Downey (Buildex Design, Alexandria).

Areas of mutual interest and areas of concern on Subcontractor Agreement Forms were discussed. The meeting ended amiably with the promise of meeting annually to create continuing good relations between the groups.

DOWNEY SUPPORTS CONTRACTOR INTEREST ON NATIONAL TELEVISION

President of Northern District, Jack Downey, (Buildex Design, Alexandria) appeared on NBC network television on three evenings, presenting a contrasting editorial opinion supporting pending changes in OSHA legislation.

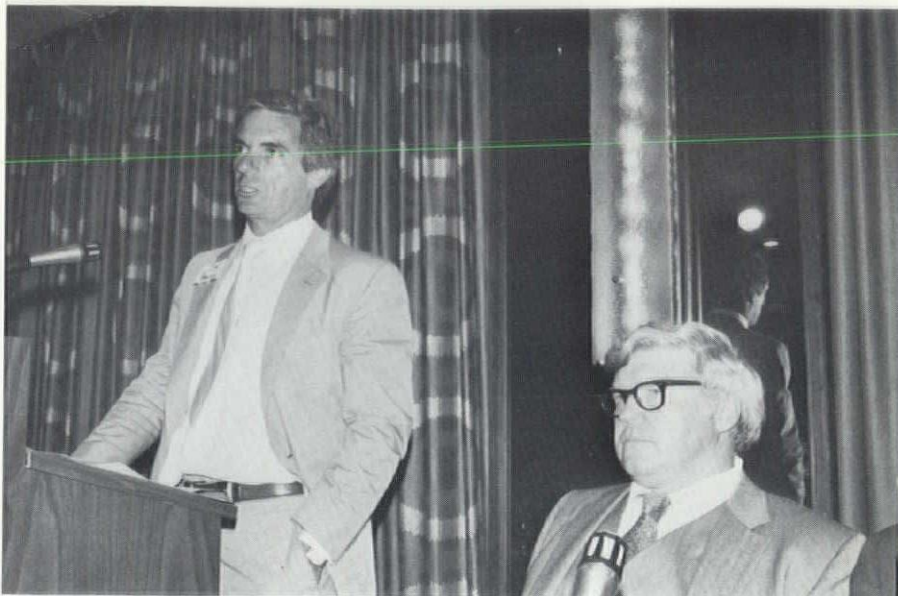
A copy of Downey's remarks follows:

"There is proposed legislation in Congress to direct OSHA to reduce the extensive number of reports and inspections required of the small construction contractor. The AGC of Virginia has taken the position that this legislation

should be supported. It would reduce the OSHA inspection effort and permit them time to promote safety education and conduct research into the causes of construction accidents. Channel 4 TV has taken the position that this legislation should be defeated because, in their opinion, it could destroy the incentive for small construction firms to act in a safe and responsible manner. We disagree completely with Channel 4's reasoning. This proposed legislation would enhance safety, and that is supposed to be the objective of OSHA."



Shown seated left to right are: Jack Downey, President Northern District AGC; Bob Heiderer, District Director Northern Region AGC; Charles Lambert, President, AGC of Va.; Harold Miller, Panelist; and Jack Bays, panelist.



James J. Tansey of Walstad Kasimer Tansey & Ittig was moderator for the program. Seated is Jack Downey, Buildex Design, Inc., Alexandria, and President of Northern Virginia AGC.



Jim Duckhardt, Executive Director AGC of Va. and Preston L. Walker of Preston L. Walker Electric Co., Fairfax, enjoy their meal.

Indoor Picnic Enjoyed by Central District Following Golf Outing



The group had a good time at the picnic.



Michael J. Stone, Coleman-Adams Construction, Inc., Forest, and President of Central District AGC, with Jo Thompson, wife of Jim Thompson of the same company.



Marshall Ebert, Alexander Newton & McGraw, Inc., Past AGC Member Archie Sisson and Bill Greene of Lightweight Block Co., Inc., Lynchburg.



Lynchburg Ready-Mix Concrete Co. executives Billy Hodges, President Jim Kiger, Sec./Treas.; and Bob O'Brien, Vice President were joined by Raine Pettyjohn (R) of Cooperative Construction Co. All are from Lynchburg.

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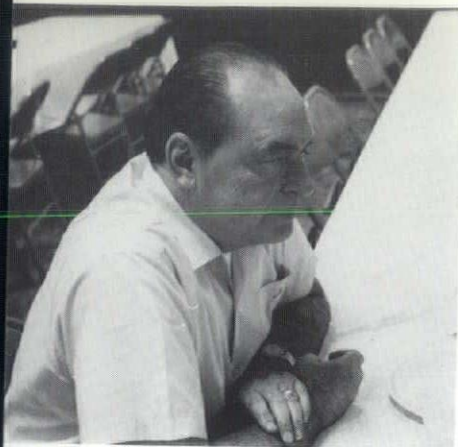
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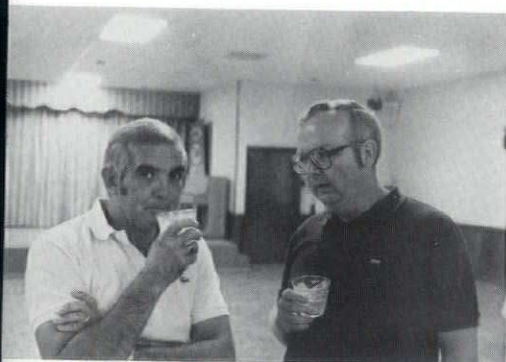
Sam Gay, Jr., President of S. R. Gay & Co., Inc., Lynchburg.



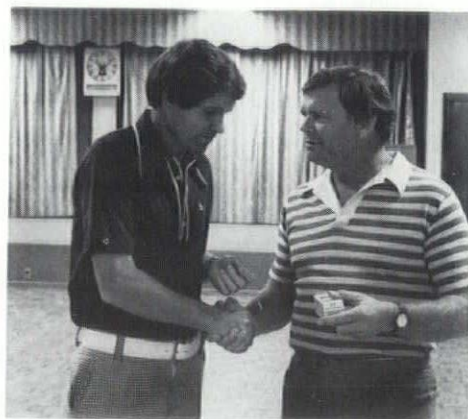
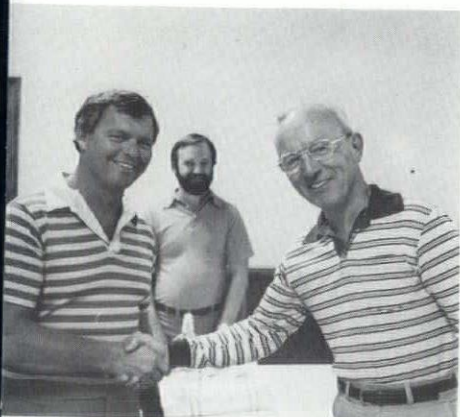
Tom Manley, Vice President of Bat Masonry Co., Inc., Lynchburg (L) and Bob Wall of Southern Air, Inc., Lynchburg.



Bill Mullins of Lone Star Industries, Inc. and Mike Stone of Coleman-Adams Construction, Inc., Forest.



Shown in the photo at left are: Bobby Mays, Jr., Vice President of Campbell-Payne, Lynchburg and Jim Kiger, Sec./Treas. of Lynchburg Ready Mix, Lynchburg. And, in the photo at right are Anne and Sonny Showalter of F. L. Showalter, Inc., Lynchburg.



Golf Prizes were presented by Bill Mullins of Lone Star Industries to: (left) George Costan, Southern Air, Inc.—4th place Low Gross Score; (center) Neville Rowland, Southern Air, Inc.—3rd Place Low Gross Score; and (right) Marshall Ebert, Alexander, Newton & McGraw—2nd place Low Gross Score. No photo was available of Dave Stinnette who placed 1st in Low Gross Score.

Southwest District Meeting

After an afternoon golf tournament on September 25, Southwest District members, their wives and guests enjoyed an evening at the Wytheville Country Club. President John Jones of Pendleton Construction Corp. presided over the evenings activities. Following a delicious steak dinner, Chairman of the golf tournament, Joe Stone of Pendleton Construction Corp. awarded the prizes: Low Gross—Tom Eley, James Insurance Agency; Low Net—Fred Beamer, Pendleton Construction Corp.; Nearest to Hole—Ron Ready, H.S. Williams Co., Inc.

Executive Director Jim Duckhardt discussed the 1981 AGC of Virginia convention with special emphasis on the features that would interest the ladies.

to tell the Virginia Story

NOVEMBER 1980



E. M. "Jack" Martin, Jr. of E. M. Martin, Inc., Charlottesville, and President of Piedmont District AGC of Virginia talks with "Macky" Tilman of National Bank & Trust Company of Charlottesville who was the speaker at the Piedmont meeting.

Piedmont District Hears About 'Cash Flow'

Piedmont District met at the Farmington Country Club in September to hear G. McNeir Tilman, Manager of the National Bank and Trust Company, Charlottesville, talk on problems of cash flow in the construction industry and other businesses and how to deal with them. Text of his talk is on the next page.

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'IF CASH FLOW IS A PROBLEM ...'

Talk given by G. McNeir Tilman before Piedmont District members in September. Tilman is Manager of National Bank and Trust Company, Charlottesville.

As the operations of a company go on day by day month by month, they use cash to be received and cash to be disbursed. Moreover these receipts and disbursements will not always be steady. Large cash outflows will occur at times, such as when income taxes are due or a major investment must be paid for. Large cash inflows may occur when a major item of construction is paid for.

The first purpose of planning cash flow is to insure that the cash balance in any situation never reduce cash balances to zero or below some acceptable minimum. A second purpose of planning cash flow is to identify when cash balances are excessive and would be lying idle, unproductive and should be invested elsewhere.

Although there is a relationship between them, cash flows are not the same as profit. Profit is an accounting concept designed to measure the overall performance of the company. In contrast, cash flows are not a measure of a company's performance. To illustrate take two opposite extremes: A young profitable company sinking as many funds as it can into a new venture, and an old unprofitable company going into bankruptcy. The results in terms of cash flow are likely to be the same—declining cash balances. A company can show a nice profit and a net cash outflow in the same month. Profit is a nebulous item, cash is not. Either a company has it or not. And a lack of cash is critical. A company can sustain losses for a time without suffering permanent damage, but a company that has no cash or assets readily converted to cash is insolvent and in imminent danger of bankruptcy, no matter what the profit picture.

Cash flow planning is essentially short term. All the assets that make up working capital are short term, in that they normally turn over several times a year. And the purpose of cash flow planning is to identify temporary cash shortages or surpluses and to deal with them. Few companies undertake cash flow planning for more than a year in advance. Of course in the case of construction companies where projects may take 18 months to complete, it may be advisable to do so.

Since cash flow planning is concerned with fluctuations in cash balances, the interval of time used for planning is a more important consideration than the length of the whole planning period. Most financial managers precast their cash in-flows and out-flows over a one month period and then repeat the procedure for the other months of the planning period. A one month period has the advantage of coinciding with the accounting period of most companies and probably with their official period for collecting receivables as well. There are other factors which may affect our choice of a planning interval as well:

- Size of cash flows—Large cash balances may need daily cash management.
- Executive Time available for cash flow planning and cash management.
- Predictability of the size of cash flow and outflows.
- Predictability of the timing of cash flows.

Once the planning interval has been determined, the actual planning can begin.

The first step is to forecast expected cash receipts during each planning interval such as:

- a) Cash sales receipts
- b) Cash receipt from collection of receivables
- c) Cash from sale of fixed assets
- d) etc.

The second step is to forecast cash disbursements during the same period such as:

- a) Salaries
- b) Labor payroll
- c) Payment for supplies
- d) etc.

Having forecast the cash inflows and disbursements you can now figure out your period cash flow by adding cash inflows to your beginning monthly balance and subtracting your cash outflows for a cash balance at the end of the month. You must now begin the mental process of visualizing a set of events that will make your forecast happen by determining how you will invest excess cash or cover cash shortages. The incorporation of the results of these decisions into your cash flow forecast, produces a plan. Your remaining responsibility is to insure, that this plan is put into effect and mirrored by actual results.



G.
McNEIR
TILMAN

As pointed out previously when cash shortages occur the manager needs to decide how to cover them. It should be pointed out that you are not limited to short term borrowing only. You can also:

- 1) delay purchases or payments until a later period
- 2) decide to reduce or eliminate certain expenditures
- 3) sell marketable securities or other assets
- 4) accelerate collection of accounts receivable
- 5) use trade credit
- 6) stretch accounts payable
- 7) liberalize credit to increase sales
- 8) sell commercial paper

It should be remembered that every management decision affects cash flow.

Commercial banks are probably the first source that comes to mind when we speak of short term credit and the area I would like to look at. Short term credit is particularly important to the smaller company. Every company needs to understand that the availability of the funds is more important than the actual borrowing.

A quick look shows us that banks lending to smaller companies take considerably more risk than a supplier extending trade to the same customer. But in spite of the high exposure to risk for a comparatively low return, banks are continuously looking for ways to remain a flexible source of short and intermediate term funds for business and can offer funds for business operations through:

- Term loans
- Lines of Credit
- Perma-cash loans
- Master notes

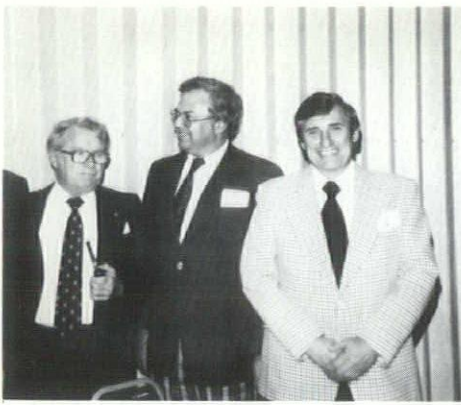
Finally, it is important for you as businessmen to understand that if you believe your company may need to borrow funds in the future, to begin working with your bank before the actual loan application by:

- a) developing personal contacts with the bank officers
- b) keeping the bank informed about your operations
- c) sending the bank copies of all accounting statements
- d) maintaining an adequate level of demand deposits

When the time comes to request a loan, the application should be supported by:

- a) full details about what the funds are required for and how they will be used.
- b) the most up to date accounting reports available.
- c) some evidence of contingency planning.

Remember the problem with debt is the size of the payment not the size of the loan. Cash flow is the life blood of a business: without proper cash flow, the firm will die.

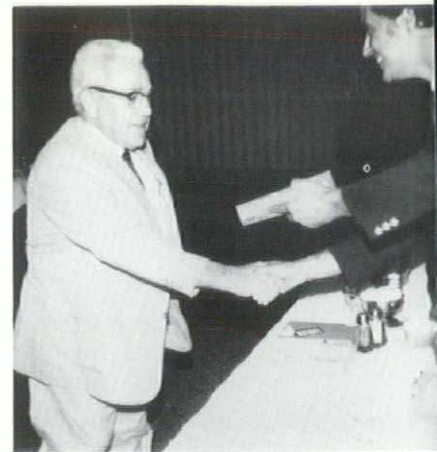


Left to right in photo are, Bay Reed—Building Inspector, Roanoke City; Sam Lionberger, President, Roanoke District AGC of Virginia; and Skip Ninninger—Building Inspector, Roanoke County.

Roanoke District Fall Meeting and Golf Outing

Roanoke District members enjoyed their fall golf outing and meeting held recently in Roanoke. Country Side Golf Course was the site of the golfing and the dinner meeting was held at the Holiday Inn.

Building inspectors from the City of Roanoke, Roanoke County, and the city of Salem discussed building permit procedures with a good exchange of questions and answers following.



Arron Conner receives award for High Score in the Roanoke District Golf Outing.

Peninsula District Hears CPAs

Peninsula District's September gathering featured helpful and interesting information presented by two representatives of the firm of Waldbaum, Rockower and Company, Certified Public Accountants, Philadelphia, Pennsylvania. Stanley Halber spoke on "How to Handle an IRS Audit." He referred to the IRS Handbook for its revenue agents and the specific guidelines it contains to assist in the examination of taxpayers engaged in the construction and real estate business. Items dealt with in these guidelines included:

- Developing Background Information;
- Method of Accounting;
- Expensing Capital Items;
- Income; and
- Cost and Expenses.

In his talk on "Fringe Benefit Plans," Lawrence Bowen mentioned that fringe benefits offer excellent tax-savings opportunities for corporate employees, especially executive employees. He then listed ten of the major benefits available in addition to the usual pension and profit-sharing plans. They are as follows:

- 1—Deferred Compensation Contracts—

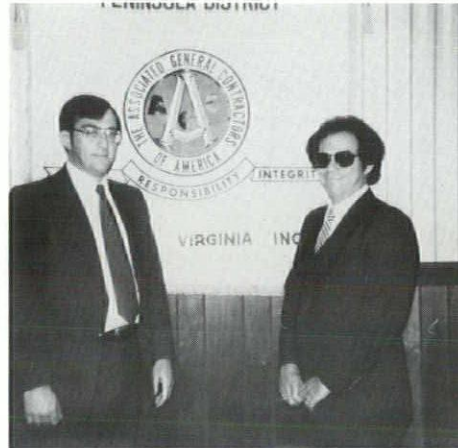
The company defers part of an employee's compensation until some time in the future on the assumption that the employee will be in a lower tax bracket at that time. The employee is not taxed until the compensation is received; the company does not receive the deduction until the employee is paid.

- 2—Nonqualified Stock Options—

Nonqualified means not qualified under the voluminous statutes governing qualified plans. Tax treatment by the employee varies depending on whether or not there is a fair market value at the time the option is granted. The corporation receives the deduction at the same time and in the same amount as the employee's recognition of ordinary income.

- 3—Phantom Stock Plans—

An employee is credited on the company's books with owning shares of stock, dividends, stock splits, etc., but does not actually buy the stock. At a future date, the



Speakers at the Peninsula District meeting in September were (l-r) Lawrence Bowen and Stanley Halbert of the firm of Waldbaum, Rockower and Company, Certified Public Accountants.

employee is paid the value in his account in cash or stock or both. The employee is not taxed until payment is received and the corporation does not have a deduction until that time.

- 4—Performance Share Awards—

An employee is rewarded with shares of stock in the corporation if s/he achieves certain goals within a specified time. The employee is taxed in the year the shares are received and the corporation takes the deduction at the same time.

- 5—Employee Stock Ownership Plans (ESOPs)—

A type of retirement plan which invests in the employer-company's stock. Tax treatment is similar to a regular defined-contribution or defined-benefit plan where the employee is taxed when distribution is received and the company takes the deduction when the contribution to the plan is made.

- 6—Medical Reimbursement Plan—

A plan designed to reimburse employees

for medical costs not covered by medical insurance. The employee is not taxed on the reimbursement.

- 7—Group-Term Life Insurance—

A company can carry group-term life insurance up to \$50,000 for each employee plus \$2,000 for each dependent of a covered employee with no tax cost to the employee.

- 8—Split-Dollar Life Insurance—

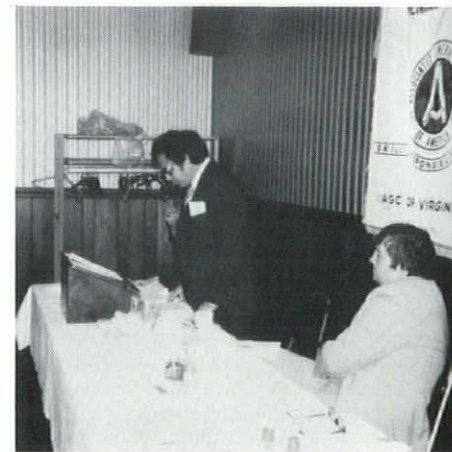
If an employee has a life insurance policy with cash surrender value, the company pays the portion of the premium which is equal to the increase in cash surrender value. At death, the company collects the cash surrender value and the beneficiary receives the balance of the proceeds.

- 9—Financial Planning—

Payment by the employer of costs for tax financial, and estate planning for the employee.

- 10—Educational Assistance—

An employee will not generally be taxed on the value of the educational benefits and courses need not be job-related.



Hugh Riley, President, Peninsula District, AGC of Virginia (seated) listens attentively as Stanley Halbert talks on "How to Handle an IRS Audit."

'INFLATION: HOW COME AND HOW LONG?'

I would like to visit with you this evening and discuss some developments in the U.S. economy. I thought I would share my views on how we got where we are today, explain some important Federal Reserve monetary policy actions over recent months, and examine how these actions affect current economic conditions and the outlook.

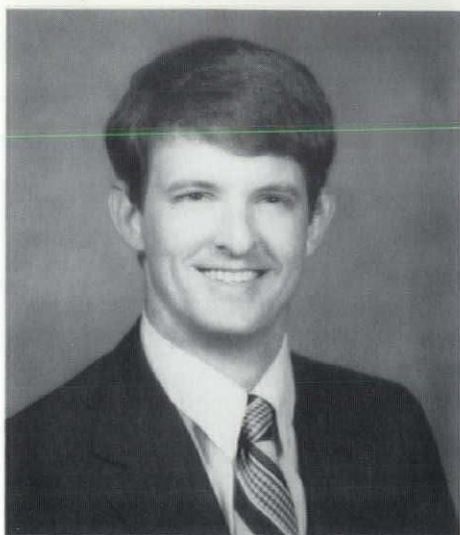
There can be little debate that the most troublesome feature of our economy over the last ten to fifteen years has been inflation. What causes inflation? Basically, total spending (aggregate demand) has grown at a faster rate than physical output, or our capacity to produce. Historically, output has grown at about a three percent annual rate (after adjusting for inflation). If total spending increased at the same rate, there would be little upward pressure on prices and we would have near full employment of resources. For various reasons, however, beginning with the "guns and butter" policy of the mid-1960s, spending began to rise faster than physical output. Rising Federal government expenditures and deficits played a big role in this imbalance. The Federal Reserve "monetized" a large portion of the resulting federal debt, resulting in vast quantities of new money being released into circulation. State and local government spending climbed at a rapid pace and consumer and business spending took off. Also contributing to inflation, cost pressures in the labor markets, in the face of reduced growth in productivity, pushed unit labor costs up. Finally, a rising regulatory burden on business added to costs and reduced productivity. Labor productivity (output per hour) actually declined in 1979 and early 1980.

So, we have been hit from both the demand and supply sides—with the result being an accelerating inflation. To fight inflation, the Federal Reserve would periodically take actions to slow the rate of growth in spending. Unfortunately, however, we would typically begin this effort after the cows were already out of the barn. By allowing the federal funds rate (the rate at which banks lend excess reserves to each other) to rise only gradually, the Fed would try to bring the growth in the money supply under better control. As the economy continued to pick up steam, other market rates would also rise. Following this gradual approach, demand for funds usually remained so strong that neither growth in the money supply nor inflation was brought under control. Eventually, the Fed would be forced to take more drastic anti-inflationary steps.

The only thing that seemed to cool off inflation appeared to be a recession. This was especially evident following the 1974-75 recession. Once a recession began, it was back to business as usual. Fiscal policy turned very expansionary and excess demand pressures would begin to build again, setting the stage for a resurgence of inflation. During each of the last few business cycles, inflation has bottomed out at a higher level. The current situation is the worst of all. We cannot continue on this path.

The recession we presently find ourselves in has been forecast by economists for nearly two years. It has been delayed, however, by strong inflationary forces. These were:

A. Large rates of increase in government spending, involving deficits of unprece-



Dr. Walter Varvel, Research Officer, Federal Reserve Bank of Richmond, spoke to the Peninsula District, Associated General Contractors of Virginia, earlier this year on the economic outlook for the nation. Since his subject is of vital interest to all of us, we present his remarks at this time.

Varvel is a native Texan who studied for his undergraduate and doctoral degrees in economics at Texas A & M.

He has been with the Federal Reserve Bank in Richmond since 1974, and has served as Staff Economist and as Assistant to Henry Wallich, member of the Board of Governors of the Federal Reserve System.

dented magnitudes during the late stages of a recovery.

B. Money growth throughout 1978 and most of 1979 in excess of the ranges desired by the monetary authorities.

C. Continued strength in consumer spending that was not supported by underlying increases in disposable income. Consumers financed purchases by borrowing heavily, reducing their savings to historical lows, and using equity from their homes.

As a result of strong demand pressures, the Consumer Price Index rose 13.3 percent in 1979 and has increased at a 17 percent annual rate so far in 1980. According to the GNP deflator measure of price change, inflation is running at a 10 percent annual rate.

On October 6, 1979, the Federal Reserve took a major step, in my view, in gaining control of the money supply and growth in credit. At that time, the Fed made a change in its operating procedures and announced it would directly target bank reserves in an effort to gain control of growth in the monetary aggregates. The previous operating target, the federal funds rate, was set free to virtually seek its own level. This represents an important technical change—one that holds much promise in fighting inflation in the future.

Interest Rates Skyrocket

Inflationary expectations early in 1980, international turmoil, and the government spending outlook led to skyrocketing interest rates. The new Federal Reserve policy strategy permitted the rapid interest rate increases to take place. At the same time, growth in the money supply slowed dramatically (even declining in April). As a consequence, money growth is now at or

below the desired ranges announced for this year.

A continued deterioration in consumers' income positions, high interest rates, and the credit controls instituted in mid-March appear to have finally induced consumers to stop spending and retrench. Consumer borrowing and spending has fallen off rapidly, especially for auto purchases and home sales. Since neither of these categories are covered by the controls, more fundamental economic forces seem to be at work. The recession is reducing the demand for loans for both consumers and business.

Since Personal Consumption Expenditures make up two-thirds of total national income, we can expect a significant fall in output when the second quarter gross national product figures are announced. The weakness in consumer spending that is so apparent is spreading to other sectors of the economy. Industrial production has been cut back sharply, with more reductions to come. So far the cuts have been especially severe for motor vehicles and construction supplies. Consequently, the April unemployment rate rose rapidly to 7.0 percent from 6.2 percent in March.

Construction Starts Plunge

Housing starts in April continued their plunge to a one million unit annual rate. Residential construction activity is more than forty percent below its pace a year earlier. Nonresidential Construction fell in both February and March but remained at a higher level than during the fourth quarter of 1979. Spending on capital equipment has remained relatively strong with nondefense capital goods orders (the key indicator in this sector) about six percent higher in the first quarter than in the previous quarter. Recent surveys of planned plant and equipment spending suggest very little (if any) growth in plant and equipment outlays in 1980, after adjusting for inflation. Recently, we've seen instances of businesses cutting back on their construction plans in the face of the weakening economy.

How deep the recession actually goes and how long it lasts will depend a great deal on how large an inventory over-hang develops and how severe production cutbacks will be to reduce those inventories. If consumer spending falls sharply for a prolonged period, inventory problems can develop quickly. We've heard a lot about the "lean" inventory levels that presently exist. This is usually cited as a major reason to expect a milder recession than we experienced in 1974-75. I have a feeling this thinking might receive a severe testing in coming months.

There is Good News

Now for the good news. Interest rates are falling rapidly. The prime business lending rate at commercial banks has fallen from a 20 percent peak to around 16 percent. Treasury bill rates have come from a high of 16 percent to around 9 percent. The commercial paper rate, which peaked at 17 1/4 percent, is now below 10 percent, and mortgage rates are falling. Business loans at banks have fallen off sharply due to the spread in rates that has developed between the Prime and commercial paper rates.

Also, I think we're due to see some improvement in the inflation figures. The Producer Price Index increased at a 6 percent annual rate in

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April after averaging 18 percent in January, February, and March. We are cautiously optimistic that this will begin to show up in lower consumer prices in coming months.

What's the reason for these improvements? Basically, the recession is cooling demand pressures, and growth in the money supply has been reduced dramatically. The basic money supply is actually fallen since the first of the year and fell at a 14 percent annual rate in April alone. The result is that money growth is now running at well below the 4 to 6 1/2 percent range the Federal Reserve set for this year.

Under the new operating procedures established in October (1979), the Fed is trying to supply bank reserves at a sufficient rate to hit the mid-point of its money targets. The inflow of new bank reserves had led to the rapid fall in the federal funds rate and this has contributed to the fall in other market rates. As I mentioned, money growth remains below our targets. If it remains weak, I would expect further, perhaps substantial, drops in market interest rates.

Inaccurate Assessment

Disturbingly, many are interpreting present Federal Reserve actions as an easing of monetary policy. I think this is a totally inaccurate assessment. The Fed is trying to implement a more stable monetary policy than existed in the past in the hopes it will lead to a non-inflationary environment. We're trying to end the "stop-go policies" of the past. We're trying to achieve credibility in monetary policy through hitting our announced money supply targets.

Well, in my mind some basic questions remain concerning the long run economic outlook. First, will government fiscal and monetary policy-makers reverse themselves once again and step on the gas as the economy plunges? If they do, we will find ourselves in a familiar cycle once again, this time, starting at a base inflation rate of 8 to 10 percent. I hope and pray that the answer to this question is no. Secondly, what are our chances of lasting success against inflation? I am optimistic about the answer to this question. Monetary policy, however, cannot realistically achieve low inflation alone. It will

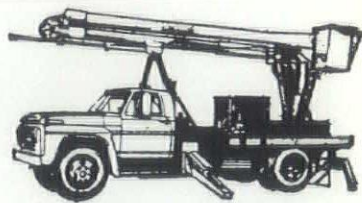
require assistance in other important policy areas. These are:

1. We must have restraint in government spending. Government presently benefits from inflation and is absorbing an increasing share of national output.
2. A major change in tax policy is required to encourage saving and investment in plant and equipment. We must improve the capital stock that our labor is working with to improve productivity and improve our competitiveness in world markets.
3. We must lighten the regulatory burden that limits production gains.
4. A sensible energy policy that encourages domestic production of alternative energy supplies is necessary. Our increasing reliance on foreign energy sources is not surprising when present policy subsidizes imports and penalizes domestic production.

Progress will not come overnight. If we can make significant advances in these areas, however, the 1980s can be a much healthier decade in which to do business.

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The beautiful wooded corner site for the church on River Road, just west of Parham, was called for an informal building in a natural setting. The membership liked the ambience of nineteenth century St. Mary's Church, Episcopal, further west on River Road, and the new church was designed on a contemporary concept of the carpenter's gothic style of St. Mary's. Set on a brick foundation, the exterior walls are of rough sawn plywood with battens, painted with heavy-bodied white stain; the roof is covered with hand split cedar shakes; and the prefabricated metal steeple is painted to match the walls.

The church is located well back from River Road to minimize traffic noise and to take full advantage of the trees and sloping terrain. For visibility to passing traffic, the building parallels the road. The driveways and parking areas are finished with brown gravel and were routed to save as many trees as possible, and to avoid the appearance of large open paved areas. While the grounds around the building have been carefully landscaped to enhance the natural surroundings, the other areas have been allowed to remain undisturbed. Large windows make the sky, the woods and the landscaping visible and bring to the interior a sense of unity of building and site.

The one story plan is conceived basically as two wings—Sunday School and Church Auditorium—connected by an area containing foyers.

Founded 1878



s, office, rest rooms and infants' room. The Auditorium, extending west, seats 125 and is oriented to avoid glare and to allow the winter sun to come in during the morning service. The steeply pitched ceiling with exposed wood trusses follows the roof line. It extends over a small organ loft and adjunctive spaces below, increasing the size of the room. The exceptionally clear acoustics result from this size and from the heavy, laminated drywall walls and ceilings. The carpet and upholstered pews are the only sound absorbing materials in the room and stabilize the quality of sound independently of the size of the congregation.

The Sunday School room, seating approximately 55 at small tables, catches the morning sun through large sliding glass doors opening eastward onto a future outdoor area for classes. In the remainder of the building, the walls are laminated drywall, the floors carpeted and the ceiling suspended acoustic tile.

The building is heated and cooled with three, one-ton capacity heat pumps, zoned according to various uses of the building. There are also operable window sash in all spaces as well as a large fan to draw air through the Auditorium. Orientation, maximum insulation, ventilation and flexibility of equipment provide opportunities for energy efficient operations.

The Christian Science Church services are conducted by two Readers elected from and by the membership, and consist of selections read from the Bible and correlative passages from Science and Health with Key to The Scriptures, written by the Founder of Christian Science, Mary Baker Eddy. Having used rented quarters in the West End Community Center for 10 years from the founding of this Branch Church, the membership had thought and prayed about its new building long and carefully enough to be sure of their directions and goals. Their wishes for a friendly, welcoming church building as a background for their services appear fulfilled in this building.

Kayhoe Construction Corp. of Richmond, the general contractor, also handled carpentry and concrete.

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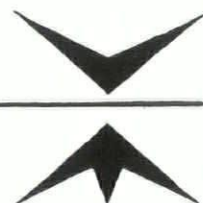
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Construction is complete on the new corporate headquarters and manufacturing facility for Radiation Systems, Inc. The new pre-engineered Butler Building System will provide the additional space needed to house their growing microwave antennae design and fabricating operations. The 86,000 square foot facility is located in Sterling, Virginia on a 16 acre site near Dulles International Airport. Ground was broken in March 1979 and Radiation Systems, Inc. had relocated their entire operations by late March of this year.

Jack Bays, Inc., of McLean, was the general contractor and handled the steel erection, carpentry, and insulation. Architects on the project were Salditt, Lipp and Halbing, Ltd., Architects and Engineers, located in Vienna, Virginia.

The 20,000 square foot office portion was customized to fulfill Radiation Systems' particular needs. The offices' exterior non load-bearing walls were covered with an applied aggregate, giving the building a dark brown textured appearance. Butler's MR-24® double lock standing seam panels were incorporated into the roof system.

The manufacturing section of the complex, 66,000 square feet in area, has an exterior wall

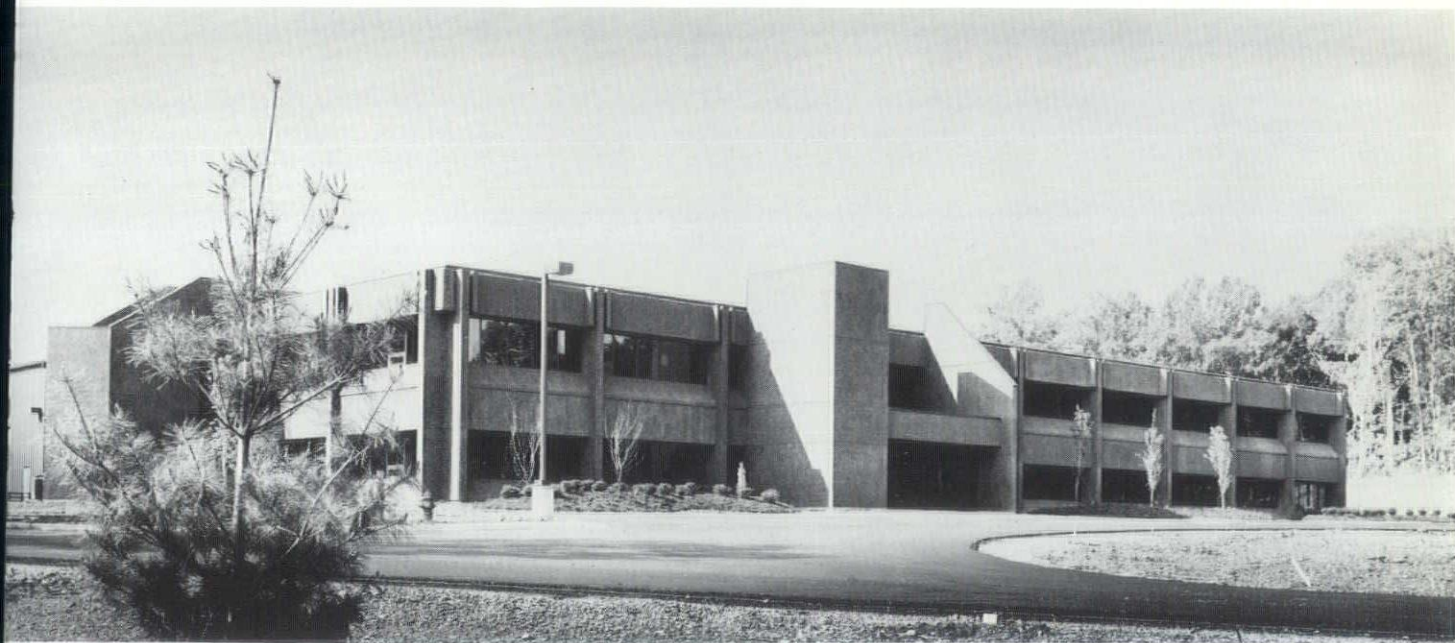
system constructed of bronze colored, galvanized, ribbed steel panels. The roof system was also constructed using similar ribbed panels.

The new facility takes up approximately 11 of the 16 existing acres, leaving five for further expansion in the future.

Subcontractors & Suppliers

John Driggs Co., Inc., Capitol Heights, MD, excavating; Good Concrete Construction Co., Inc., Fairfax, foundations & concrete; Donald M. Blue Construction Co., Inc., Fairfax, masonry; Butler Mfg. Co., Kansas City, MO, steel & roofing; Woodbridge Glass Co., Inc., Woodbridge, windows & glazing; Bryan & Associates, Inc., Edmonston, MD, painting; and Standard Art, Marble & Tile Co., Inc., Landover, MD, structural (glazed) tile and ceramic tile.

Also, John H. Hampshire, Inc., Bladensburg, MD, acoustical & finestone; Arlington Woodworking & Lumber, McLean, millwork; The Ceco Corp., Bladensburg, MD, steel doors & bucks & hardware supplier; L. T. Bowden, Inc., Vienna, lighting fixtures & electrical work; B. C. Mechanical, Inc., McLean, plumbing fixtures & plumbing; Asmar Co., Inc., Vienna, air conditioning, heating & ventilating; and United Sprinkler Co., Inc., Alexandria, sprinkler system.



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In the southside Virginia city of Danville the daily news is compiled, edited and published, morning and afternoon, by the Register Publishing Company and such has been the case since 1899 when the company was founded by Rorer A. James. The principal differences between then and now are the number of copies printed for each addition, the many changes in methods used and the facilities which house the operation.

The publisher, Mrs. E. Stuart James Grant, who is the granddaughter of the founder, has devoted much of her time in continuing the progressive attitude of the publishing company and has presided over the modernization of methods used, including the transition from letterpress to offset production. The Register and The Bee were among the first Virginia newspapers with the capacity to receive and reproduce news on a computer-to-computer basis.

The latest addition to the complex layout is their new headquarters building which was conceived and designed by the architectural firm of Calvert, Lewis & Smith of Danville. Being located in the historic Tobacco Warehouse district, the structure incorporates unique architectural traits common to the District's buildings, including the use of more than 150,000 Old Virginia oversize red brick to harmonize with those used in the turn-of-the-century buildings in the area.

The decision to build was reached early in 1979, John W. Daniel & Company, Inc. was employed by the owner to be the general contractor and the first concrete was placed on June 8. In spite of a large section of site rock which had to be excavated in the basement, within 30 days the elevator casing holes had been drilled, power lines relocated, tower crane set in place, foundation walls precast and set



*Architect's
Rendering*



Main Lobby

and piers placed so that the structural steel erection could start on July 7. The accelerated construction schedule was maintained throughout the term of the job due, in large part, to the superior cooperation of the owner, the architect, the contractor, subcontractors and the city officials involved. The cooperative efforts of all

parties were most evident when quick decisions were needed and achieved; when delivery problems threatened and changes had to be made when a nationally advertised manufacturer could not produce due to an unannounced plant shut-down for renovation; and by the architect taking the contractor into his confidence to solve

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Newsroom

what could be done in the most efficient manner and timing without compromising the job.

The fine example of teamwork resulted in a three story multi-use structure comprised of offices, conference rooms, work area, composing rooms, photographic labs and darkrooms, etc., with portions of the building designed for future growth and expansion. The mechanical systems provide heat and cooling, of course, and also humidification with infinite control which is so important in the printing industry. The electrical system is designed for the specific owner's needs, featuring floor system header duct, fixtures utilizing flexible conduit to facilitate re-arranging light patterns, uninterrupted power supply for the computerized news receivers and preparation for future emergency generating capabilities. The interior layout of the building features a movable partition system which will permit virtually unlimited usage of the space on all floors and maximum efficiency is possible.

The climax of this entire operation took place on February 9, 1980 when moving day arrived. The owner organized the moving operation so that nearly 60 tons of equipment were moved more than a mile during an all-day snow storm! The highly sensitive and sophisticated electronic equipment and the components of the newsroom computer system added much excitement to the moving operation but it was carried out with precision and the newspaper was back in business at its new "stand" without missing a single issue!!

John W. Daniel & Co., Inc. of Danville, the general contractor also handled excavating, foundations, masonry, carpentry, plastic laminated parts, waterproofing, weatherstripping and millwork.

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Buckner Steel Erection Svce., Inc., Chapel Hill, NC and H. H. Robertson & Co. (Q-System), Richmond, steel floor deck; Alden Metals, Greensboro, NC, roof deck; Helms Roofing Corp., Martinsville, roofing & insulation; Mustain Glass Co., window walls & glazing; Cooper Painting Contractors, painting & vinyl wall finish; and A & H Contractors, Inc., Roanoke, Thermo-Stud wall insulation & drywall;

Also, J. W. Squire Co., Inc., acoustical & sheet vinyl floors; Ross Cruz Tile Co., ceramic tile & primitive tile; Carolina Steel Corp., Greensboro, NC, steel grating; Virginia Metal Industries, Inc., Orange, steel doors & bucks, hardware supplier (Russwin) & movable partitions; Jarrett Welding Co., handrails; Wise-Hundley Electric Co., Inc., lighting fixtures & electrical work; Prillaman & Pace, Inc., Martinsville, plumbing fixtures, plumbing, air conditioning, heating & ventilating; and U.S. Elevator Co., Westbrook Div., hardware supplier.

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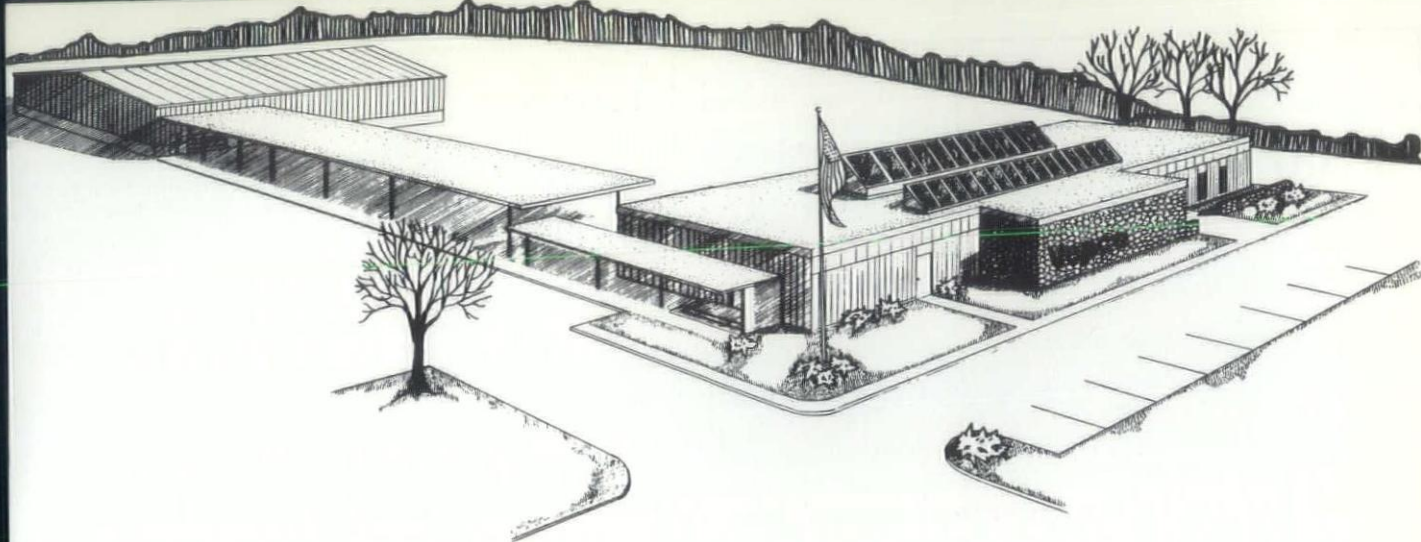
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cooperation with VEPCO's T & D Engineering Department

Virginia Electric and Power Company has opened a new district office in the East Richmond area, at 4226 Charles City Road in Henrico County.

The office building makes extensive use of an innovative heating and cooling system, including solar energy. The energy management system incorporates solar collectors, heat pumps, and energy storage devices. A new concept was developed using 64 solar collectors, which were used to heat air which in turn heats 20,000 gallons of water. This system uses an off peak

water heater as back up system used only at off peak demand periods.

"The system reduces peak electric demand," said Frazier. "It stores energy during off-peak hours (weekends and between 9 p.m. and 9 a.m. during the week) to be used during daytime periods of higher demand."

The building's operation will be monitored and recorded. The resulting data will then be compared with similar structures in Chesapeake and Springfield which use conventional heating and cooling systems. This project, part of Vep-

co's research, development and demonstration program, is designed to reduce electrical demand and energy consumption about 10 percent. This will reduce energy costs by about \$10,000 each year.

The building is heated and cooled by heat pumps, with help from the 740 square feet of solar collectors on the roof. Energy is stored in the form of hot or cold water in three 10,000 gallon tanks at night. During the day, the energy is used to heat or cool the building, reducing peak demand. The system's display panel is



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located in the lobby, where customers can view its operation.

The major electrical components of the system will operate only during off-peak hours. The solar collectors, however, will operate during daytime hours independent of the electrical systems.

This office was built by the Hudgins Construction Company, Inc. of Newport News. Hankins

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and Anderson, Inc. of Richmond, designed heating and cooling system based on a cond developed by Vepco's architectural and mar ing services departments.

The new district will serve approxima 46,000 customers in Richmond's east side portions of Henrico, Hanover, New Kent, Cha City and King William Counties. These cus mers were formerly served by Vepco's R mond District Office on West Broad Street.

James R. Frazier Jr., East Richmond Dist manager said, "We look forward to provid better service with greater convenience at a central location."

Approximately 162 employees will work this new district office.

Hudgins Construction Co., Inc. of Newp News, the general contractor, also hand excavating, foundations and carpentry.

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(Richmond firms unless noted)

Lone Star Industries, Inc., supplied concre Capital Masonry Corp., masonry; Virginia Ste Inc., Hampton, steel; Pascoe Steel Corp., Colu bus, GA, pre-engineered building structure; C tledge Construction Co., Inc., erection of p engineered structure; John R. Houck Co., r deck; N. W. Martin & Bros., Inc., roofing, waterproofing; Coronado Stone, Frederic burg, stone work; Binswanger Glass Co., In windows; Moncrief-Lenoir, Houston, TX, w panels & flashing; The Dages Co., porcela enamel panels—complete; and J. S. Archer C Inc., overhead doors & flagpole.

Also, Black & Todd Paint Co., painting; Ro noke Engineering Sales Co., Inc., folding doo Virginia Metal Industries, Inc., Orange, movab metal partitions; Business Equipment & Sy tems Co., drive-in window; Santana Industrie Sandston, metal toilet partitions & toilet acce sories; Fendley Floor & Ceiling Co., carpeting complete; C. B. Smith Co., acoustical ceilin Anchor Fence Co., Norfolk, complete fencin Oliva & Lazzuri, Inc., quarry & marble tile; a Mega Contractors, Inc., paving & stone.

And, Cates Building Specialties, Inc., doc boards & bumpers; Newbridge Construction Co Mechanicsville, drywall—hang & finish; C. Hea den Landscaping, fine grade & seed; Quali Window Products Co., Newport News, veneti blinds & curtain rods; The Ceco Corp., ste doors & bucks; Sylvania, Reidsville, NC an Controller I, Carthage, MO, lighting fixtures; V C. Lang & Son, Inc., Beaverdam, electrical wor Catlett-Johnson Corp., plumbing (Eljer fixtures air conditioning, heating & ventilating; an Howlett Hardware, Colonial Heights, hardwa supplier.

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Trail Club Offers Book on 'Shenandoah Vestiges'

Folk history buffs and those interested in Americana will want to know about *Shenandoah Vestiges: What the Mountain People Left Behind*, by Carolyn and Jack Reeder.

This new book grew out of the authors' hobby searching for abandoned homesites and outbuildings in Shenandoah National Park. It is filled with captioned photographs of what is left of the mountain homes, rusted tools and utensils, gravestones, and trailside evidence of the people who once lived in the Park area.

The Reeder's earlier book, *Shenandoah Heritage: The Story of the People Before the Park*, is based on historical records and photographs from the 1930s. In contrast, their new book uses only what can be found in the Park today to reconstruct the mountain people's way of life.

"Our research for *Shenandoah Vestiges* involved identifying the artifacts and buildings we had photographed and finding out their use," the couple explained. "The really time-consuming part of the project, though, was locating the places."

Shenandoah Vestiges: What the Mountain People Left Behind may be ordered from the Potomac Appalachian Trail Club, 1718 N Street, W., Washington, D.C. 20036 for \$4.50 postpaid.

Alexandria Pays Tribute to Scots During Yule Season

Alexandria, Virginia—the historic port city founded by Scottish merchants in 1794—begins its celebration of the holiday season on December 6 with the Tenth Annual Scottish Christmas Walk.

Pipers, Blackshire horses, Scottish deerbuds, drummers, classic cars and Santa in his sleigh will parade through the historic district, past the 18th century homes of sea captains and patriots.

Until New Year's Eve, when Alexandrians again observe their Scottish heritage with the traditional Hogmanay (Old Year's Night) Ceremony at the Carlyle House, the City's historic properties—decked in ornaments of the period—will feature concerts, caroling, candlelight tours and other festivities.

Gadsby's Tavern, the Boyhood Home of Robert E. Lee, Lee-Fendall House and Carlyle House will

present a Christmas Candlelight Tour on December 19 and 20. Costumed docents will guide visitors through the furnished rooms of each property. A holiday Wassail bowl, Christmas storytelling, 18th century games, caroling and chamber music will be featured each evening.

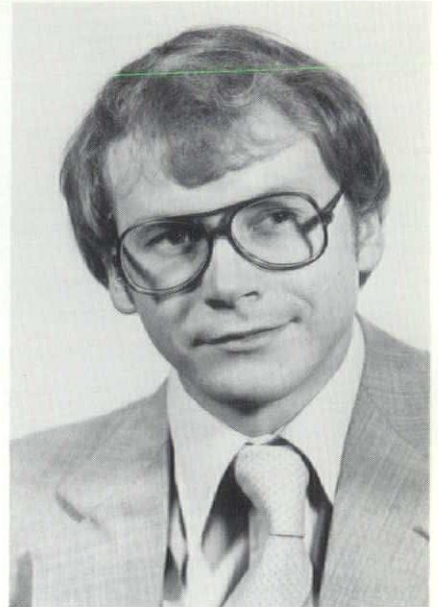
On December 11 the City's official Christmas tree will be lighted at Market Square, 301 King St. where Christmas concerts will be heard each day at noon from December 9 through 18.

The George Washington Bicentennial Center, formerly the 19th century Lyceum, will hold Christmas concerts and a holiday program for children in December. A craft exhibit of toys, utensils and furniture will be presented by the Virginia Mountain Crafts Guild throughout the month. Members of the Guild will demonstrate spinning, weaving and woodworking on December 6 and 7. The Center's gift shop, which features Colonial reproductions, will be stocked with special items for the season.

The Carlyle House, where General Braddock and five British governors proposed the Stamp Act, will present a Scottish New Year's celebration on December 31, when the City of Alexandria Pipes and Drums perform the "first footing" ritual. The tradition calls for the first dark-haired person who crosses the threshold at midnight to bring food, drink and fuel for the fire to the host of the home. With the words "Lang may your lum reek" (Long may your chimney smoke) the home is blessed for the New Year. During the season, a yule log will burn on the front lawn of the great stone mansion, built in 1752 by Scotsman John Carlyle.

Scottish music and country dancing will be featured at Gadsby's Tavern Museum on December 6 in conjunction with the Alexandria Y's Scottish Christmas Walk. The Tavern—once the center of the flourishing seaport town—provided food and lodging for George Washington, Thomas Jefferson and the Marquis de LaFayette. Today it is a restored museum open for public tours.

For information about the City's fourteen museum properties, shopping, lodging, restaurants, antique shops, exhibits and other special events, write to the Alexandria Tourist Council, 221 King St. in Alexandria, VA 22314 or call (703) 549-0205. The Tourist Council provides maps of the City and free parking passes (for on-street parking in metered zones) to out-of-city visitors and makes special arrangements for group tours. A thirteen-minute orientation film is shown twice a day. The Tourist Council is housed in the Ramsay House Visitors Center and is open from 10 to 5 daily. Ramsay House, the oldest home in Alexandria, was built in 1724 by Scottish city founder William Ramsay. It is located in the heart of the Old Town historic district.



Armco Building Systems Names Ryan Manager of Richmond Territory

• Peter S. Ryan was recently named district dealer sales manager in the newly created Richmond, sales territory of Armco Building Systems. Mr. Ryan is responsible for sales and promotion of Armco dealerships in that area.

Armco Building Systems manufactures metal building systems and markets them through building dealerships across the country. These dealerships provide full service in the planning and construction of buildings for industrial, institutional, and commercial applications.

A billion dollar industry in 1979, metal building sales are expected to pass the billion dollar mark again in 1980. Advantages offered by an Armco metal building include lower design expenses, shortened construction times, lower initial cost and energy efficiency.

Mr. Ryan joined Armco Building Systems in May 1977, after graduating with a building construction degree from VPI & SU. He began sales training last May and was recently on assignment with Eastern Region.

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Carols by Candlelight At Woodlawn Plantation

• Christmas carolers and a harpist will entertain visitors to historic Woodlawn Plantation on Friday, December 5, and Saturday, December 13, from 7 until 9 p.m., and on Sundays, December 7 and 14, from 3 until 6 p.m.

The mansion of Nelly Custis, ward of George Washington, and her husband, Lawrence Lewis, will be the setting for re-enacting Yuletide customs of long ago against a background of 19th century holiday decorations. The dining table will be laden with a festive Christmas banquet.

Admissions are \$3.00 for adults and \$1.50 for children through age 15.

Woodlawn Plantation, located 3 miles west of Mount Vernon on U.S. #1, is a property of the National Trust for Historic Preservation. For further information, call (703) 557-7881.

Mail Order Firm Locates in Charlottesville

• Blue Angel, Inc., a subsidiary of the West German firm Zweitausendeins Versand Dienst GmbH, in Frankfurt, will open a specialty mail

order operation in Charlottesville, according to Mr. Bertel Schmitt, President. The company will sell phonograph records and books.

According to Mr. Schmitt, Blue Angel, Inc., which is a Virginia corporation, will lease approximately 5600 square feet of warehouse and office space on Allied Street in Charlottesville from Allied Realty Corporation.

Blue Angel, Inc., is to be operational by February 1, 1981, and Mr. Schmitt reports the company expects to employ initially between 10 and 15 people. After five years company officials anticipate a substantial increase in sales volume and approximately 70 employees.

Mr. Schmitt and Lutz Reinecke, President of the parent company, were assisted in the selection activity by the Greater Charlottesville Area Development Corporation, the Charlottesville/Albemarle Chamber of Commerce, and the Richmond and Brussels, Belgium offices of the Virginia Division of Industrial Development.

Italian Firm Selects Hanover Site

• Bondioli & Pavesi, Inc., a subsidiary of Bondioli & Pavesi, S.p.A. of Suzzara, Italy is building a warehousing, distribution, and light manufacturing facility near Ashland. Bondioli & Pavesi, S.p.A. is the world's second largest manufacturer of agricultural Power Take Off (PTO) drive shafts and has subsidiaries in other countries.

The company's Virginia facility will be located in the Hanover Industrial Air Park. The 8,300 sq. ft. building is being constructed on an acre tract of land. It began operation in August of this year.

Bondioli & Pavesi, Inc. will import, distribute, assemble and manufacture PTO drive shafts and gear boxes for agricultural machines at the new location. They will be distributed throughout North America. Initial employment should be five.

The company looked at many Atlantic Seaboard locations before selecting Virginia as the site of the new facility. Virginia's excellent port system, especially its container capability, and transportation system were important factors in the decision to come here according to Carl Zeigler, Vice President of the company.

The Metropolitan Economic Development Council in Richmond and the Virginia Division of Industrial Development assisted the firm in the location search.

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Rides in an old-fashioned horse-drawn carriage highlight the Tenth Annual Christmas Candlelight Tour on Dec. 7. Costumed hostesses, carolers and musicians will welcome visitors along candlelit pathways to Fredericksburg's most elegant private homes, decorated for the season. Holiday refreshments will be served.

George Washington Guest at Annual Candlelight Tour

George Washington will "return" to his hometown for a family Christmas celebration at his mother's home on Sunday, Dec. 7.

As a highlight of the Tenth Annual Christmas Candlelight Tour, members of the Washington family will gather at the Mary Washington house, one of nine homes on the tour. Actors in period costume will portray Washington family members in a series of living history sketches.

Those celebrating a traditional Christmas of the post-Revolutionary era will include George Washington; his mother, Mary Washington; his sister, Betty Washington Lewis and her children; and other close relatives and friends.

The Candlelight Tour offers visitors a chance to see some of Fredericksburg's most elegant homes decorated in the traditional manner with fresh greens and fruit, wreaths, handmade ornaments, and candlelight. Strolling carolers and musicians, holiday refreshments, costumed

hostesses and carriage rides add to the holiday mood.

Another historic building on this year's tour is the James Monroe Law Office and Memorial Library, which houses original White House furnishings, including the desk on which President Monroe signed the Monroe Doctrine. Other attractions include a children's playhouse with antique toys and dolls.

The tour will take place from 2 to 8 p.m. Tickets are \$6 for adults and \$3 for students and children. It is sponsored by the Historic Fredericksburg Foundation, Inc., a nonprofit group dedicated to preservation of the historic District. The group will also offer for sale a new cookbook of favorite recipes from past tours, and instructions for holiday decorations.

Advance tickets are available from the Historic Fredericksburg Museum, 623 Caroline St., Fredericksburg, VA, 22401, (703) 371-4504, or the Fredericksburg Visitor Center, 706 Caroline St., Fredericksburg, VA, 22401, (703) 373-1776.

Tickets for groups of 25 or more with advance reservations are \$5 per person. Special bus tour hours are noon to 2 p.m.

Further information is available from the Visitor Center, (703) 373-1776 or Mrs. David Swisher, (703) 373-3810.

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Index to Advertisers

—A—


Able Equipment Co., Inc. 26
Ames & Webb, Inc. 41
Arlington Woodworking & Lumber 26

—B—

Bank of Clarke County 18
Barker Construction Co., Inc. 40
Jack Bays, Inc. 10
Beavers & Cecil Contractors, Inc. 38
H. Beckstoffer's Sons, Inc. 30
The Belden Brick Co. 44
Donald M. Blue Construction, Inc. 30
Paul L. Booze, Inc. 18
W. W. Boxley & Co. 32
Brook Hill Construction
Corp. of Virginia 41
Brunswick Box Co., Inc. 20
Bryan & Associates, Inc. 32
Builder Floor of Virginia, Inc. 42

—C—

Capital Masonry Corp. 27
Cardinal Stone Co. 41
Cartledge Construction Co., Inc. 38
Chesapeake Masonry Corp. 20
John D. Clayborne, Inc. 27
Communications, Inc. 36
J. H. Cothran Co., Inc. 22



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Willard L. Council Roofing, Inc. 39
Ross Cruz Tile Co. 32

—D—

John W. Daniel & Co., Inc. 32
The Danville Lumber and Mfg. Co. 10
Davis & Stephenson, Inc. 43
John Driggs Co., Inc. 18
Robert M. Dunville & Brothers, Inc. 3

—E—

J. B. Eurell Co. 10
Salem M. Eways, Inc. 8

—F—

Fire & Safety Equipment Co. 18
Francavilla Building Co. 10
Frazier Construction Co. 36
French's Market 8
T.F. Frick Co., Inc. 27
Froehling & Robertson, Inc. 38
Richard J. Funk Builder, Inc. 38

—G—

Good Concrete
Construction Co., Inc. 30
P. C. Goodloe & Son 22
Gray Lumber Co. 18
Gull Corporation 32

—H—

Hammond Brothers, Inc. 26
John H. Hampshire, Inc. 36
Harris Heating & Plumbing Co., Inc. 38
L. C. Heath Roofing, Inc. 4
J. T. Hirst & Co., Inc. 43
The Homestead 2
A. P. Hubbard Wholesale
Lumber Corp. 43

—J—

Wiley N. Jackson Co. 8
Jarrett Welding Co. 32

—K—

Kayhoe Construction Corp. 30
Kjellstrom & Lee, Inc. 26

—L—

R. D. Lambert & Son, Inc. 4
Lemmon Transport Co., Inc. 30
S. Lewis Lionberger Co. 18
Liphart Steel Co., Inc. 26
Lowe & Nelson Plumbing
& Heating Corp. 42
Lynchburg Steel & Specialty Co. 20

—M—

Robert R. Marquis, Inc.
Martin Bros. Contractors, Inc.
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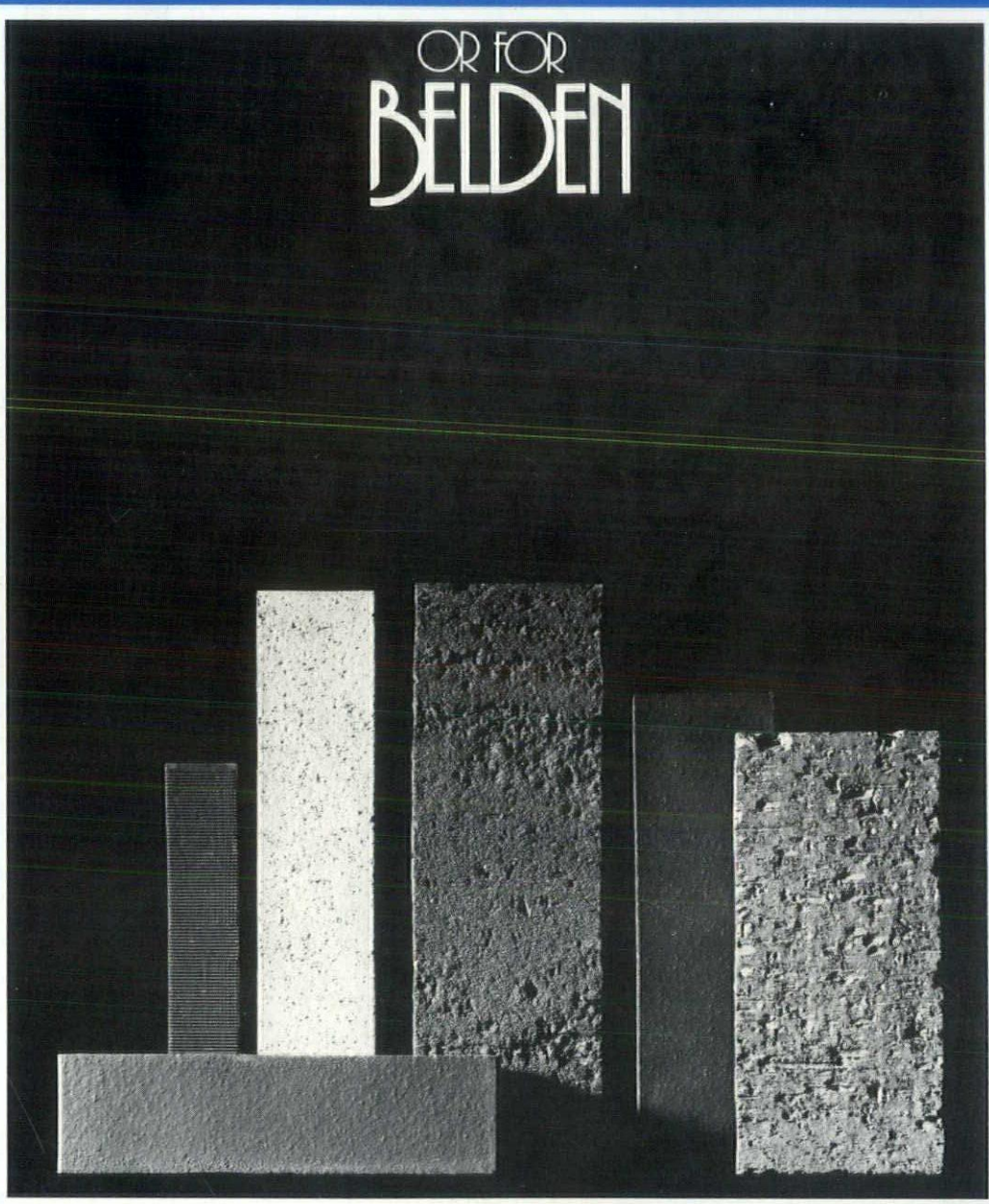


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