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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
SOMEBWHERE 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.
I told the architect that I'd never heard anybody talk about the great architecture of these buildings," Rouse mused. "Therefore, I said, 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, 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. Any persons come to stroll and window-shop and stop now and then to buy an inch-and-a-half 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 another 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 50s. His company had proposed a layout similar to Philadelphia's Market Street East.

"I've wanted to do a tally sometime on our lures," he said, "and one of the biggest is Norfolk. That's one that hangs on me specially. I just feel that that's a gigantic frustration because I was convinced today as I was 17 years ago that 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 aspect of developing a major market facility on Norfolk's downtown waterfront. Whether the company or some other one starts it, it seems a prime opportunity.

"Norfolk has tended to take its waterfront for granted, just as Richmond did not begin to 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 as now occur in the revitalized areas of American cities. In the erstwhile 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 it. 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, 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."

"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
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 emancipating theology. Life becomes so simple in 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 sees 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 is larger than it ever was," he said.
New Series of
Certified Construction Management Program Seminars
Scheduled for 1981

The Certified Construction Management Program, a joint cooperative venture of the Associated General Contractors of Virginia and Virginia Polytechnic Institute is entering its third year. More than 100 middle management personnel of member firms are participating, earning required and elective credits toward the certificate awarded on completion.

The courses for 1981 will be

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 afficionados.

To tell the Virginia Story

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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 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 dawdles-ring-around-the-rosy in deciding the lowest responsive and responsible bidder; the ripple economic effect of tying up as few as twenty-taxpaying business enterprises who are juggling 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.
Mid-Year Board Meeting


ides Inn, Irvington, in July

to tell the Virginia Story

NOVEMBER 1980
### Agenda

#### Thursday, January 22, 1981
- **10:00 am - Noon**: Board of Director’s Meeting  
  - Location: Parlors B, C, D
- **1:30 pm - 3:30 pm**: Committee Meetings  
  - Location: Parlors B, C, D, E
- **6:00 pm - 7:00 pm**: President’s Reception  
  - Location: Crystal Room
- **9:00 pm - 10:00 pm**: New Comers Party  
  - Location: Dominion Room
- **10:00 pm - Midnite**: Dancing  
  - Location: Homestead Club

#### Friday, January 23, 1981
- **7:45 am - 8:00 am**: Bloody Marys  
  - Location: Conference Center West
- **8:00 am - 9:30 am**: Kick-Off Breakfast  
  - Speaker: Dr. Carl Winter  
  - Location: Conference Center West
- **9:30 am - 10:00 am**: Mechanic’s Lien Laws Discussion  
  - Moderator: Gerald I. Katz  
  - Speaker: Wickwire Peterson & Gavin, P.C.  
  - Location: Conference Center East
- **10:00 am - Noon**: Construction Law Seminar  
  - Moderator: Jack B. Bays  
  - Speaker: Jack Bays, Inc.  
  - Location: Conference Center East
- **10:30 am - Noon**: Financial Seminar for Ladies w/coffee  
  - Speaker: Ms. Pat Richter  
  - Location: 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)  
  - Location: Conference Center West
- **2:30 pm - 4:00 pm**: Exhibit Fair w/refreshments  
  - Prizes, Music, etc.  
  - Location: Conference Center Lobby
- **2:30 pm - 4:00 pm**: Card Party  
  - Hostess: Ila Mae Cothran  
  - Location: Tower Lounge
- **2:30 pm - 4:00 pm**: Committee Meetings  
  - Location: Parlors B, C, D, E
- **9:00 pm - Midnite**: Dixieland Concert & Dance  
  - Speaker: Jerry Fisher  
  - W/costumes—“Roaring 20s”  
  - Charleston Dance Contest  
  - Location: Commonwealth Room
### Saturday, January 24, 1981

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

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.

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.

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, a book 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 physics teacher/basketball coach—an all 'round (all tall) All American!

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 Modissett (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.

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

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WAVERLY, VIRGINIA
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.

Indoor Picnic
Enjoyed by
Central District
Following
Golf Outing

One way to be sure it doesn’t rain on your picnic is to hold it indoors as the Central District did on September 4.

Following an afternoon golf tournament at Colonial Hills, Forest members and their ladies and guests gathered at the Elks Lodge in Lynchburg for a relaxed social evening and a traditional picnic with hot dogs, hamburgers, potato salad—all in air conditioned comfort.

Mike Stone, President of Central District, greeted members and introduced the chairman of the tourney Bill Mullins who awarded prizes to winners under the Calloway System as shown below. Top winner for low gross Dave Stinnette was unable to attend the picnic but received his award later.

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.

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.

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 evening's 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
Piedmont District Hears About ‘Cash Flow’

Piedmont District met at the Farmington Country Club in September to hear G. McNair 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.
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 actuitions 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 to 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 forecast 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.

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.

NOVEMBER 1980
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.

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-saving 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 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 equals 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.”
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 I got where we are today, explain some important Federal Reserve actions in 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 15 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 and 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 government expenditures and deficits played a big role in this imbalance. The Federal Reserve "moneystoked" 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. In addition, the Federal Reserve would periodically take action 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 support demand deposits) to rise sharply for a prolonged period, we are likely 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 checked.

To fight inflation, the Federal Reserve would periodically take action 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 support demand deposits) to rise sharply for a prolonged period, we are likely 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.

Today, growth in the money supply and growth in credit. At that time, the Fed made a change in its operating procedures and announced that it would directly target the money supply and growth in credit. Inflationary forces 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 released. They are likely to show a growth in 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 is expected to rise to 7.0 percent from 6.2 percent in March.

### Construction Starts Plunge

Housing starts in April continued to 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 they will (if anything) grow in 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 is expected to rise to 7.0 percent from 6.2 percent in March.

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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 has actually fallen since the first of the year and at a 14 percent annual rate in April alone. The result is that money growth is now running at all below the 4 to 6½ percent range the Federal Reserve set for this year.

Under the new operating procedures established in October (1979), the Fed is trying to apply bank reserves at a sufficient rate to hit the mid-point of its money targets. The inflow of low bank reserves had led to the rapid fall in the federal funds rate and this has contributed to a 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 statistically 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.
The beautiful wooded corner site for the church on River Road, just west of Parham called for an informal building in a natural setting. The membership liked the ambiance of the 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 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 advantage of the trees and sloping terrain. For visibility to passing traffic, the building parallels the road. The driveways and parking area 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 landscape 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 fo
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 deeply pitched ceiling with exposed wood beams follows the roof line. It extends over a large 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, five-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 its 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.

Subcontractors & Suppliers
(Richmond firms unless noted)
H. Beckstoffer’s Sons, Inc., exterior doors, frames, windows, cabinets & siding; Browning Steel Co., structural steel; Cates Building Specialties, toilet partitions; Campbellsville Industries, Inc., Campbellsville, KY, steeple; Cedar Roofs of Richmond, Inc. (now Wood Roofs, Inc.), roofing; E. S. Chappell & Son, Inc., caulking & weatherstripping; N. Chasen & Son, Inc., painting; Colonial Mechanical Corp., mechanical; and John DeGaetani, Inc., sheetrock.

Also, Hanover Fabricators, Ashland, trusses; Richmond Professional Termite & Pest Control Co., soil treatment; Virginia Acoustics Corp., acoustic ceiling, vinyl floors, base; Walker & Laberge of Richmond, glass & glazing; Lakeside Insulation Co., insulation; Pella Virginia, Inc., windows; B & T Electric Co., Inc. and Brook Hill Construction Corp. of Va., electrical; and Allied Masonry Corp., masonry.
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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 Helbing, 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

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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 1999 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...
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 se.
that 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, uninterruptible 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.

Subcontractors & Suppliers
(Danville firms unless noted)
Thompson's Ready-Mix, Inc., concrete; Montague-Betts Co., Inc., Lynchburg; steel; C. P. 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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NEW — EXCITING
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Salem, Virginia
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 Vepco'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...
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 and Anderson, Inc. of Richmond, designed heating and cooling system based on a concept developed by Vepco's architectural and marketing departments.

The new district will serve approximately 46,000 customers in Richmond's east side portions of Henrico, Hanover, New Kent, Charles City and King William Counties. These customers were formerly served by Vepco's Richmond District Office on West Broad Street. James R. Frazier Jr., East Richmond District manager said, "We look forward to providing better service with greater convenience at a central location."

Approximately 162 employees will work at this new district office.

Hudgins Construction Company, Inc. of Newport News, the general contractor, also handled excavating, foundations and carpentry.

Subcontractors & Suppliers

(Richmond firms unless noted)

Lone Star Industries, Inc., supplied concrete. Capital Masonry Corp., masonry; Virginia Steel Inc., Hampton; steel; Pasco Steel Corp., Columbus, GA, pre-engineered building structure; C. G. Construction Co., Inc., erection of preatched, stone work; Bisswanger Glass Co., In windows; Moncrief-Beatty, Houston, TX, water panels & flashing; The Dages Co., porcelain enamel panels—complete, and J. S. Archer Co., Inc., overhead doors & flagpole.

Also, Black & Todd Paint Co., painting; Reovance Engineering Sales Co., Inc., folding doors; Virginia Metal Industries, Inc., Orange, moveable metal partitions; Business Equipment & Systems Co., drive-in window; Santana Industries, Sandstone, metal toilet partitions & toilet accessories; Fendley Floor & Ceiling Co., carpeting complete; C. B. Smith Co., acoustical ceilings; Anchor Fence Co., Norfolk, complete fencing; Oliva & Lazzuri, Inc., quarry & marble tile; and Mega Contractors, Inc., paving & stone.

At, Cahill Building Specialties, Inc., doors & bumpers; Newbridge Construction Co., Mechanicsville, drywall—hang & finish; C. Hayden Landscaping, fine grade & seed; Quality Window Products Co., Newport News, vential blinds & curtain rods; The Caco Corp., steel doors & bucks; Sylvania, Reidsville, NC, lighting fixtures; V. C. Lang & Son, Inc., Beavardam, electrical work; Catlett-Johnson Corp., plumbing & air conditioning, heating & ventilating; and Howlett Hardware, Colonial Heights, hardware supplier.

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STAUNTON, VIRGINIA
ail 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 ancient structures 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 inhabited 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 newest work uses only what can be found in the Park today to reconstruct the mountain people's way of life.

"Our research for Shenandoah Vestiges included identifying the artifacts and buildings we'd photographed and finding out their use," the couple explained. "The really time-consuming part of the project, though, was locating the sites." Shenandoah Vestiges: What the Mountain People Left Behind may be ordered from the Park through the U.S. Mail Club, at 1550 King St., Alexandria, VA 22314, for $4.50 postpaid.

Alexandria Pays Tribute to Scots During Yule Season

Alexandria, Virginia—the historic port city funded by Scottish merchants in 1794—begins a celebration of the holiday season on December 6 in conjunction with the Alexandria Y's Scottish Christmas Walk. The event once was 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., 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-town visitors and makes special arrangements for group tours. A thirty-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 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.
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 6, 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-creating Yuletide customs of long ago against a backdrop 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, which is a Virginia corporation, will lease approximately 5600 square feet of warehouse and office space from Allied Realty Corporation.

Blue Angel, Inc., is to be operational about January 1, 1981, and Mr. Schmitt reports company expects to employ initially between 15 and 20 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 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 buying 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 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, 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 50.

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 location search.
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 home for a family Christmas celebration at his other'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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