

NEWS BULLETIN

AN ASSOCIATION OF MEN



OF THE MOLES

ENGAGED IN HEAVY CONSTRUCTION

**HOLING**

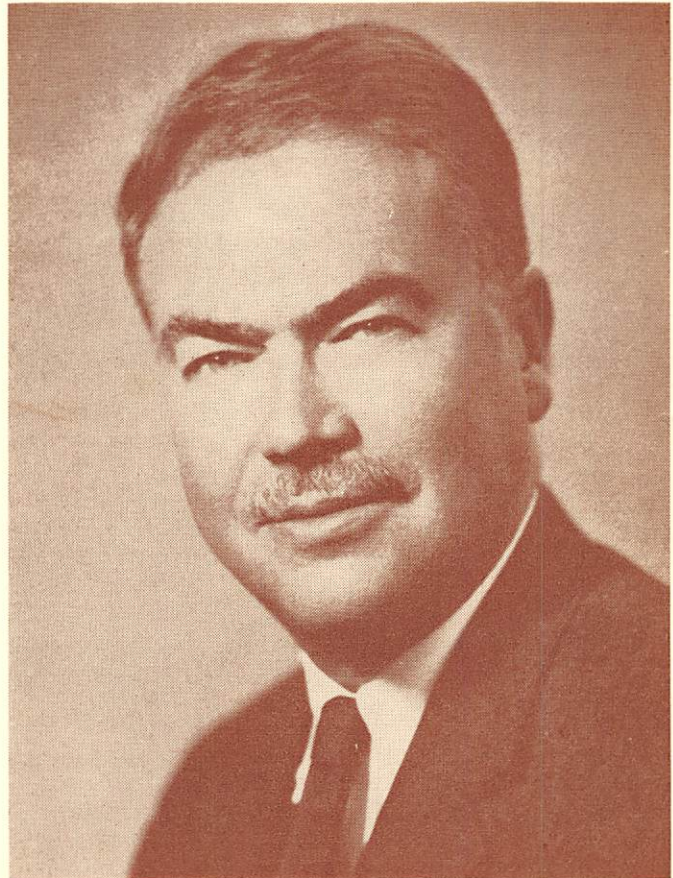
**THROUGH**

ROOM 50 • FLOOR I-M • THE BILTMORE • NEW YORK, N. Y. 10017

APRIL, 1967

## Robert Crimmins Moles' President For 1967

### *Officers and Trustees Elected*



**R**OBERT CRIMMINS, President of the Thomas Crimmins Contracting Company and a resident of Darien, Connecticut has been elected President of The Moles.

Crimmins is a much revered name in The Moles' annals. Bob's father, Thomas Crimmins, who received the 1947 Member Award, was beloved and respected by all New York construction men as President of the Thomas Crimmins Contracting Company. Bob's cousin, A. Holmes Crimmins, The Moles' President in 1955 and recipient of the 1966 Member Award, presently Chairman of the Board of the Thomas Crimmins Contracting Company has been since the 1940's one of The Moles' most active members and ardent supporters.

Bob, together with other officers, will be installed at the association's annual dinner meeting on Wednesday evening, May 3rd at The Biltmore Hotel in New York City.

The other officers are First Vice President, Howard Gould of Smoke Rise, Butler, New Jersey, Vice President and Director of Spencer, White & Prentis, Inc.; Second Vice President, Frank H. Peavey of Noroton, Connecticut, Manager - South and Central American District, Morrison-Knudsen Co., Inc.; Treasurer, Arnold Thurber of Staten Island, New York, Vice President and Chief Engineer of J. Rich Steers, Inc.; Secretary, Fred L. Doolittle of Rye, New York, President of Penn-Dixie Cement Corp.; and

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## Robert Crimmins

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Sergeant-at-Arms, Hal W. Hunt of Flushing, New York, Editor of Civil Engineering, A.S.C.E.

Elected as Trustees to serve three year terms are: Louis F. Booth of The Port of New York Authority; William A. Durkin of Walsh Construction Company; George A. Fox of Grow Construction Co., Inc.; and Francis A. Vitolo of Corbetta Construction Company, Inc. Elected as Trustee for a one year term, replacing Mr. Peavey, is Edward J. Quirin of Frederic R. Harris, Inc.

Robert Crimmins is following the traditions of his family who have been constructing foundations in and around New York City since 1848. He graduated from Harvard in 1938 and from the Columbia University School of Engineering in 1942.

During World War II he served for five years with the United States Army Combat Engineers, three and one-half years of which was spent in the Pacific area. He was discharged in 1945 with the rank of Captain and resumed his place in the Crimmins organization as Secretary.

During his thirty years in construction Bob has had experience in all phases of the construction of large buildings, as field engineer, superintendent and project manager, estimating, engineering and negotiations for contracts.

The Crimmins Company has executed the foundation contracts for most of the major post war office buildings in New York City, including approximately seventy underpinning jobs. In addition, all of the Park Avenue office buildings erected directly over the Grand Central Terminal and track area as well as the Pennsylvania Station redevelopment which included all necessary underpinning, shoring and support and maintenance of railroad structures and tracks were performed by this firm.

Major foundation projects in the past five years include: Shea Stadium, Pan-Am Building, Bankers Trust Building, 90 Park Avenue, United Nations Delegates Building and Intake Structure, C.B.S. Headquarters, Home Insurance Building, 110 Wall Street, Redevelopment of Penn Station, 245 Park Avenue, 140 Broadway, Julliard School/Lincoln Center, Far East Section of the Prudential Center at Boston, One Oliver Plaza in Pittsburgh and the National Airlines Terminal at John F. Kennedy Airport.

Bob is a registered Professional Engineer in New York and Connecticut.

## MEMBERS EMERITUS

President Boschen wrote personal letters to a number of senior members, thought to be retired from business but still retaining their active membership, with the result that an unusually large number of members became MEMBERS EMERITUS this past year. Mr. Boschen wrote: —

*“One of the most serious problems faced by The Moles today is our inability to act on the long line of worthy, qualified, and active construction men waiting patiently for a vacancy in our membership rolls. The stature of The Moles organization increases each year and we are embarrassed at the rich supply of candidates we cannot even consider because of the lack of vacancies.*

*In an effort to find a solution for this problem. I have requested our staff to make a survey of the association's roster in order to compile a list of our senior members who perhaps are not now as actively engaged in heavy construction as they were a few years ago.*

*I am writing this personal letter to each of those members to inform them that it is possible for them to become a member emeritus, retaining practically all of the privileges of an active*

*member, while at the same time enabling us to fill their active vacancy with a new member.”*

Excerpts from letters received from members requesting emeritus status: —

RONALD C. BALDWIN — “My affiliation with Ingersoll-Rand Company is currently through a subsidiary, Loggers & Contractors Machinery Company, operating in California and Oregon. My residence is in the Bay area, making active participation in Mole affairs difficult. My prime concern, however, is my understanding that my membership precludes additional membership by qualified Ingersoll-Rand personnel able to participate and actively contribute to current affairs. Mr. J. A. Wiendl, Vice President of Ingersoll-Rand Company, eminently qualified by long experience in heavy construction is desirous of membership. He would be sponsored by prominent Mole members. I do hope to continue my association with this distinguished group, however, under the circumstances, I wish to modify my membership status to whatever extent is necessary for consideration of Mr. Wiendl's membership.”

ROBERT P. BAYARD — “Received your letter and wish to advise I'll be willing to accept Emeritus Status in our very precious Moles organization if this action on the part of some of our older members will permit the entrance of some talented young candidates.”

D. J. CARROLL COPPS — “Inasmuch as I am no longer actively engaged in heavy construction and there are applicants who are active in this business and who would make excellent members I would like to make room for one such individual.”

CHESTER S. CRAWFORD — “My valued associate, Frank Loughman, has already written you about his own membership in The Moles and also informing you of the upcoming application for membership for Mr. Edward M. McDonough. I wish to apply for membership emeritus and my request is contingent upon Mr. McDonough's application being favorably acted upon, for I understand that your rules permit but one active member per company.”

FRANK E. CUDWORTH — “This is a good way to start the new year. I think this is a fine idea to get in new blood, I'm all for it. I am now 88 but hope to attend more meetings.”

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### CRIMMINS (Cont'd)

Since joining The Moles in 1950, Mr. Crimmins has served as a Trustee, Secretary, First and Second Vice President and on several Standing and Special Committees.

He has been a member of the Representative Town Meeting in Darien since its inception and has been most active in civic affairs in his community.

He has recently been elected a Director of the Metropolitan Section of the American Society of Civil Engineers, having formerly served as Chairman of the Foundation & Soils Mechanics Group. Some of his other activities include: Arbitrator of the American Arbitration Association, Past President of the Harvard Engineering Society, member of Columbia Engineering Council and Governor of the Noroton Yacht Club.

Bob and his family are ardent sailing enthusiasts. They sail out of the Noroton Yacht Club. Bob is the skipper and his wife, Vi, the crew of their “ensign” his two elder daughters, Sally and Annie sail a “lightning” and the youngest, Susie, can be seen skippering a “blue jay.”

## Members Emeritus

(Continued from Page 2)

RUSSELL L. ELLINGSEN - "With the many wonderful friendships resulting from over twenty years of membership in The Moles, I am naturally interested in my son Robert's recommendation for membership. I have retired from business activities and I would like to be considered for Member Emeritus Status at such time as my son Robert is considered for membership."

DAVID S. FINE - "As I am now travelling extensively and am not very active in my work I would kindly ask you to submit this letter to the Executive Committee requesting change in my membership from active to emeritus. I am making this request with the intention that there will be no lessening of my interest or attendance in The Moles and with the continued desire to serve the organization."

LEO F. FORREST - "In answer to your letter I am one of your senior members who would like to apply for Member Emeritus. I have enjoyed my years of membership in The Moles and you can rest assured that the organization will have my continued interest."

HERBERT GILES - "I am a charter member of The Moles and am retiring on April 1st from Harold Dessau, Inc., and would like to become a Member Emeritus."

JOHN H. GILL - letter from his son Robert, stated that his father was retired from Walsh Construction Co., and requested Emeritus Status.

JAMES A. LEE - "I have been a member of The Moles more than twenty-five years and have enjoyed every minute of the time I have been a member and have the highest respect for the organization, for what it stands and for all its members whom I hold in high regard. Inasmuch as I am retiring effective June 30, 1966 from the Marquette organization, and would like to name an active successor, and go emeritus."

FRANK M. LOUGHMAN - "Having been a member of The Moles for over 25 years and being retired from The Whitehall Cement Manufacturing Co., on the first of the year, it is my desire to become a member emeritus. I trust my request will be acted upon favorably, as The Moles organization has meant much in my life."

JAMES A. MacALARNEY - "It is kindly requested that I be permitted to

resign as an active member providing that coincidentally I be elected a Member Emeritus. I have derived much pleasure as a member of The Moles and have been very proud to be a member. Please be assured of my help and support of the organization in the future."

ENOCH R. NEEDLES - "I agree with the purpose and the spirit of your letter. Therefore, I request that I be permitted to resign as an active member of The Moles and that coincidentally I may be elected to become a Member Emeritus."

NEIL O'LEARY - "Now that I am no longer active in the heavy construction industry, I would like to request that my Mole membership be transferred to an Emeritus Status. If this in any way limits my attendance at the Members Dinners or the Clambake, please advise. My reason for transfer is to make room for younger and more active members."

RAY F. PAPE - "For several years I have not resided in the New York area and consequently am not able to be fully active in all the activities of The Moles. I request in light of this that I be permitted to resign as an active Mole member providing that coincidentally I am elected to be a Member Emeritus."

ELLIS E. PAUL - "About a year ago upon advice from my doctor, I retired from active management of the firm in which I was senior partner, altho I retain the position of Consultant and a member of the Advisory Board. Unfortunately I cannot attend the regular meeting of The Moles since I must spend the winter in Arizona. In fairness to those who are active and those who could take an active part in The Moles organization, I request that I be permitted to resign as an active member providing that coincidentally I am elected to be a Member Emeritus under the provisions of the By-Laws. I have greatly enjoyed the honor and the privilege of being a member of our fine organization and deeply regret that for reasons of health, I cannot continue to participate actively in the field of engineering and construction in which I spent some forty-five years."

JAMES PINNELL - "I fully understand the problem faced by The Moles in coping with the long list of candidates and too few vacancies. This problem can be helped if we oldsters, who are inactive make way for new members. I wish to take this opportunity to express my appreciation for the pri-

vilige of membership in The Moles and the association it afforded. May The Moles continue its good work in the future as it has in the past."

CARLTON S. PROCTOR - "Because since my retirement I have not found it feasible to attend any Moles functions, I have most reluctantly decided that I should make room for an aspirant to active association by being transferred to emeritus status. This request is motivated by the fact that I am and plan to continue to spend at least two-thirds of my time away from home, plus considerations of unsatisfactory health. I am tremendously proud and deeply conscious of the many honors and offices by which The Moles have honored me, its many past associations and warm friendships will always be a source of sincere gratitude and fondest memories."

JOSEPH M. SCHEININ - "I realize that we have a problem regarding membership in The Moles. Therefore, I wish to help and accept your offer to become a Member Emeritus as explained in your letter."

VINCENT B. SMITH - "At the end of February I shall close my active career as an editor and Washington correspondent for Construction Methods and Engineering News-Record. In light of that event, I ask the Executive Committee to accept my resignation and to consider my request for admission to Emeritus Status on the Roster of The Moles."

JOHN W. TORPEY - "I am no longer affiliated with Michael J. Torpey, Inc., and as a matter of fact am not engaged in heavy construction at the present time. I request the Executive Committee consider my resignation as an active member of The Moles and elect me Member Emeritus."

JAMES G. WALKER - "I plan to retire in March 1967 and probably will move out of the state. I would like to resign as an active member and be elected to Member Emeritus."

RICHARD WIGGINS - "I have been a member of The Moles since 1943. Recently I have not been able to be as active as I would like to be. I am at the present time doing some private consulting work and am traveling a good deal. I understand the problems faced by the organization and in an effort to create a vacancy for a worthy new member, I request that the Executive Committee accept my resignation and elect me a Member Emeritus at their next scheduled meeting."

## MOLES ELECT 31 NEW MEMBERS

At the Executive Committee Meeting held on April 4th, 31 new members were elected to membership in The Moles effective May 1st. In alphabetical order they are: William D. Alexander – Seelye Stevenson Value & Knecht, Frank D. Cooney – County Asphalt Corp., Peter Corradi – Gibbs & Hill, Inc., Salvatore DeSimone – Mueser, Rutledge, Wentworth & Johnston, Robert Dickey, III – Dravo Corporation, Robert Ellingsen – Foley Brothers, Inc., Kenneth Felsburg – The Arthur A. Johnson Corporation, William Gingerich – Allen N. Spooner & Son, Inc., Gerald Gray – S. J. Groves & Sons Company, Arthur Henriksen – Frederick Snare Corporation, Arthur J. Hrbek – Burns & Roe, Inc., Martin S. Kapp – The Port of New York Authority, John Kiely – Bechtel Corporation, Jack Lawenda – Bell Eastern Corp., William V. Lawson – George A. Fuller Company, Henry Le Mieux – Raymond International, Inc., Samuel Mathis – Standard Oil of New Jersey, Edward M. McDonough – Whitehall Cement Manufacturing Company, John McGonagle – Marquette Cement Manufacturing Co., David McGrath – Engineering News-Record, C. E. Mergentime – Raymond International, Inc., Richard J. O'Sullivan – Poirier & McLane Corporation, Eugene J. Peltier – Sverdrup & Parcel & Associates, Inc., William C. Perkins – Morrison-Knudsen Company, Inc., Carroll C. Petersen – U.S. Steel Corporation, American Bridge Division, Charles Pretsch – Slattery Contracting Company, Inc., Joseph Ryan – Ryan Ready Mixed Concrete Corp., Guy V. Sperry – Utah Construction & Mining Co., J. A. Wiendl – Ingersoll Rand Company, Arve S. Wikstrom – A. S. Wikstrom, Inc., and Charles F. Woods – Raymond International, Inc.



### Committee on Elections

Chairman, Philip F. Brueck of the Election Committee, assisted by Reuben Samuels and Frank Zimmator, met at The Moles' office on April 4th to canvas the ballots cast by the members for the 1967/68 Officers and Trustees. 372 ballots, which had remained unopened, were verified, opened and counted for each office and trusteeship to be filled. The results of the canvas is revealed on page 1 and 2 of this issue of *Holing Through*.

## EDUCATION ACTIVITIES

### Summer Employment Program

The Moles have been assisting in arranging summer vacation employment for civil engineering students who desire to work in construction. (July and November 1966 issues of *Holing Through*.)

If your firm has an employment opportunity available for the summer period (June 1st to Sept. 1st approximately) we will be happy to match your requirements with qualified undergraduate students who desire to gain construction experience.

For each request received at The Moles' office from an employer, several young men who are attending a nearby college and who are well recommended by their Department Heads will be notified to make an appointment for an interview.

Reports of last year's program were very satisfactory and we found that both employer and student were benefited by the occasion to team up.

So, if you want to help yourself and at the same time help a civil engineering student get into heavy construction let us know if your company can hire a student for the summer.

Remember! The best qualified students will be committed to another employer if you wait too long.

### H. C. BOSCHEN DECORATED IN LIBERIA

On a recent tour which included Liberia and two other African nations, H. C. Boschén and other executives were decorated with medals by Liberian President W. V. S. Tubman for the company's exemplary work on the Mt. Coffee hydroelectric project (a joint venture sponsored by Raymond International with Utah Construction & Mining Co., participating) and other construction projects performed in Liberia over the past twenty years. President Tubman said, "God created the earth, and from the dust he created man, but it wasn't until Raymond Company came to Liberia that man changed the earth here." At the dedication ceremonies he called the dam "an accomplishment that shall remain a testimonial to the close friendly ties and relationship between the government and people of the United States and the government and people of Liberia." Mole member, William Denny was presented with an order of the Star of Africa in New York, not being present in Monrovia.

### Students' Day – April 21st

Once again The Moles will host nearly 300 civil engineering students from eighteen eastern colleges as they get a first-hand look at one of today's great construction undertakings. Students' Kits containing technical data about the project and "hard hats" are the order of the day.

Chairman of the Education Committee, Stanley M. Dore, announced that Louis Booth is assisting the Committee in arranging a visit to the World Trade Center under construction by The Port of New York Authority. Students will observe demolition of existing old buildings, relocation of utilities and the initial construction steps starting with a cellular steel sheet cofferdam of a land fill project in the adjoining Hudson River. Foundations for the buildings of this complex occupying eight square blocks of Manhattan's lower West Side will be carried to bedrock and built within an enclosure formed by the "slurry trench" method not hitherto used in the New York area.

The tour is being made possible by the cooperation of The Port of New York Authority, the contractor performing the sub-structure work, West Street Associates (a joint venture consisting of Slattery Contracting Company, Inc., Gull Contracting Co., Inc., Poirier & McLane Corp., Spencer, White & Prentiss, Inc. and Tully & DiNapoli, Inc.) Horn, Spearin (a joint venture consisting of Horn Construction Co., and Spearin, Preston & Burrows, Inc.) doing the demolition of the piers and construction of the cofferdams, and Icanda, Ltd., who are constructing the slurry filled trench around the perimeter of the project.

Along with members of the Education Committee, key personnel from the contractors and The Port of New York Authority are to act as guides during the briefing session before the inspection tour and the general discussion period which will follow lunch.

*We want to thank those contractors who have so generously contributed the "hard hats" for the occasion.*



# MOLES . . . here and there



- HON ROBERT MOSES, Chairman of The Triborough Bridge and Tunnel Authority was honored on February 2nd as the Construction Man of the Year at the 10th Annual New York Construction Industry Boy Scouts of America Lunch-O-Ree held at the Americana Hotel. Mr. Moses received the Good Scout Award "In recognition of his many contributions to the construction industry, to society, to boyhood and to man in general."
- It's been noted that EDWARD E. WHITE along with other members of the UNESCO Advisory Committee of Experts for Abu Simbel, whose concern was to select a program best suited to save the 3200 year old temples on the Nile River in the Nubian desert which will soon be engulfed by the great artificial lake of the Aswan High Dam encountered many unique problems in preserving the delicate, yet immense sandstone temples, containing irreplaceable sculpture and fine paintings. Since time was at a premium to escape the advancing water, the project was truly a remarkable adventure in international cooperation.
- JOHN H. MATHIS has been elected Chairman of the Board of Lone Star Cement Corp. Mr. Mathis served as President of that company since 1961.
- JIMMIE LOVELL, has been honored with an Award of Merit from the County of Los Angeles. The citation presented in Los Angeles was "in recognition of his outstanding contribution to the American Free Enterprise System and particularly his service to the construction industry and to Pepperdine College."
- At the Annual Meeting of the Building Trades Employers' Association held on January 12th, FRED J. DRISCOLL, JR., was elected President of the Building Contractors' and Mason Builders' Association.
- Congratulations and good luck to AL MAEVIS. Al has been appointed Deputy Chief Engineer of New York City Transit Authority and is currently acting Chief Engineer of that agency.
- FRANK LOUGHMAN has recently joined the sales staff of National Portland Cement Company in White Plains, New York. Good Luck Frank!
- Congratulations to G. ROBERT COMPTON, JR., on his election as President of M. K. T. Corporation of Dover, New Jersey.
- ALLEN D. FISCHBACH was recently elected Vice Chairman, Chief Executive Officer and Chairman of the Executive Committee of Fischbach & Moore, Inc. Mr. Fischbach served as President of the company since 1956.
- MEL LEMMERHIRT is now Manager with ALLEN CULLION as Assistant Manager of the Atlantic Division of Great Lakes Dredge & Dock Co. SAM STICKLE, Vice President has been transferred to their general office in Chicago, Ill., while BOB JACKSON becomes Manager of the Baltimore office.
- When GUS WERNER appeared at the Award Dinner on January 25th, he had the best wishes of his many Mole friends who were glad to see him. It was apparent that Gus is making progress toward recovery although he was returning to the Burke's Foundation in White Plains for more therapy treatments.
- DAN BROCK of Woodbridge, Connecticut, reports he is now engaged in Construction Management Consulting. He will be specializing in business management, systems, procedures and claims for contractors and engineers and other technical problems relating to construction.
- It's been noted that JOE DIAMOND has moved his office from 605 Third Avenue and has merged with a group forming the law firm of Blumberg, Singer, Ross, Diamond & Gordon, handling construction and business matters at 245 Park Avenue. Joe will be delighted if his old Mole friends drop by to say hello.
- GENE MORAN, JR., recently underwent a routine operation from which he is recuperating nicely. Incidentally, congratulations are in order to GENE and to EDDIE JOHNSON for their long tenure of service in the Moran organization, forty years for GENE and thirty-five years for EDDIE.
- MOSES HORNSTEIN has been busy attending the sessions of the New York State Constitutional Convention. Moe was elected a delegate last fall.
- HARRY IMMERMANN will be missed at the May Dinner Meeting but we wish him Godspeed on his trip to Taipei to visit his daughter who is employed there on airport work for Vietnam. HARRY and Mrs. Immerman are flying to Japan enroute to Taipei and then on to Hong Kong, Bangkok, Hawaii and home.
- HAL HUNT, editor Civil Engineering is the author of an article which appears in the latest issue of Civil Engineering and deserves the attention of all engineers and contractors. In it Hal gives the results of an exhaustive study of examples of structural design and unique construction featured in the buildings which make up EXPO '67.
- STAN DORE, Chief Engineer, Board of Water Supply, has been invited to speak at Manhattan College, A. S. C. E. Student Chapter Annual Dinner Meeting on April 25th. The subject he has been requested to cover is, the challenges and obligations of an engineer to his community.
- All The Moles extend their hands of friendship to JIM SALMON during these trying days following the death of Mrs. Salmon who passed away on April 8th in Miami, Florida. Service and interment were held on Long Island. Jim reports that he is fully recovered from a pulmonary ailment for which he spent fifteen days in the hospital; and he expects to come north for the summer again this year.
- JACK WALSH is Chairman of the Building Trades 1967 campaign for the American Red Cross in the Greater New York area.
- FRANK H. PEAVEY, Manager, South & Central American District, received the M-K service emblem on February 10th in recognition of his thirty-five years of service with the Morrison-Knudsen Company.
- EUGENE E. HULT formerly Executive Director of school buildings for the Board of Education of the City of New York recently appointed by Mayor Lindsay as Public Works Commissioner for New York City becomes our adversary on August 8th as he leads the Public Works team against The Moles at the annual softball game at The Moles' Clambake.



## AWARD DINNER

This description of The Moles 1967 Award Dinner, held on January 25th, has been prepared for the enjoyment of those members unable to attend.

The entire ballroom floor of The Waldorf-Astoria was utilized for the dinner and receptions. The general reception before dinner was held in the Astor Gallery and Jade Room on the east side and the honor guests were accommodated in the West Foyer; cocktails and hors d'oeuvres were served.

The red, white and blue color scheme which predominated throughout the entire ballroom was a sight to behold. On the stage was the traditional V shaped dais where twenty-eight honor guests were seated.

At 7 p.m., dinner was served consisting of fresh fruit cup, lobster bisque, prime ribs of beef, stringbeans, carrots, coffee and cherries jubilee.

After coffee and dessert and a fifteen minute recess, President Henry C. Boschen gavelled for order and announced the National Anthem.

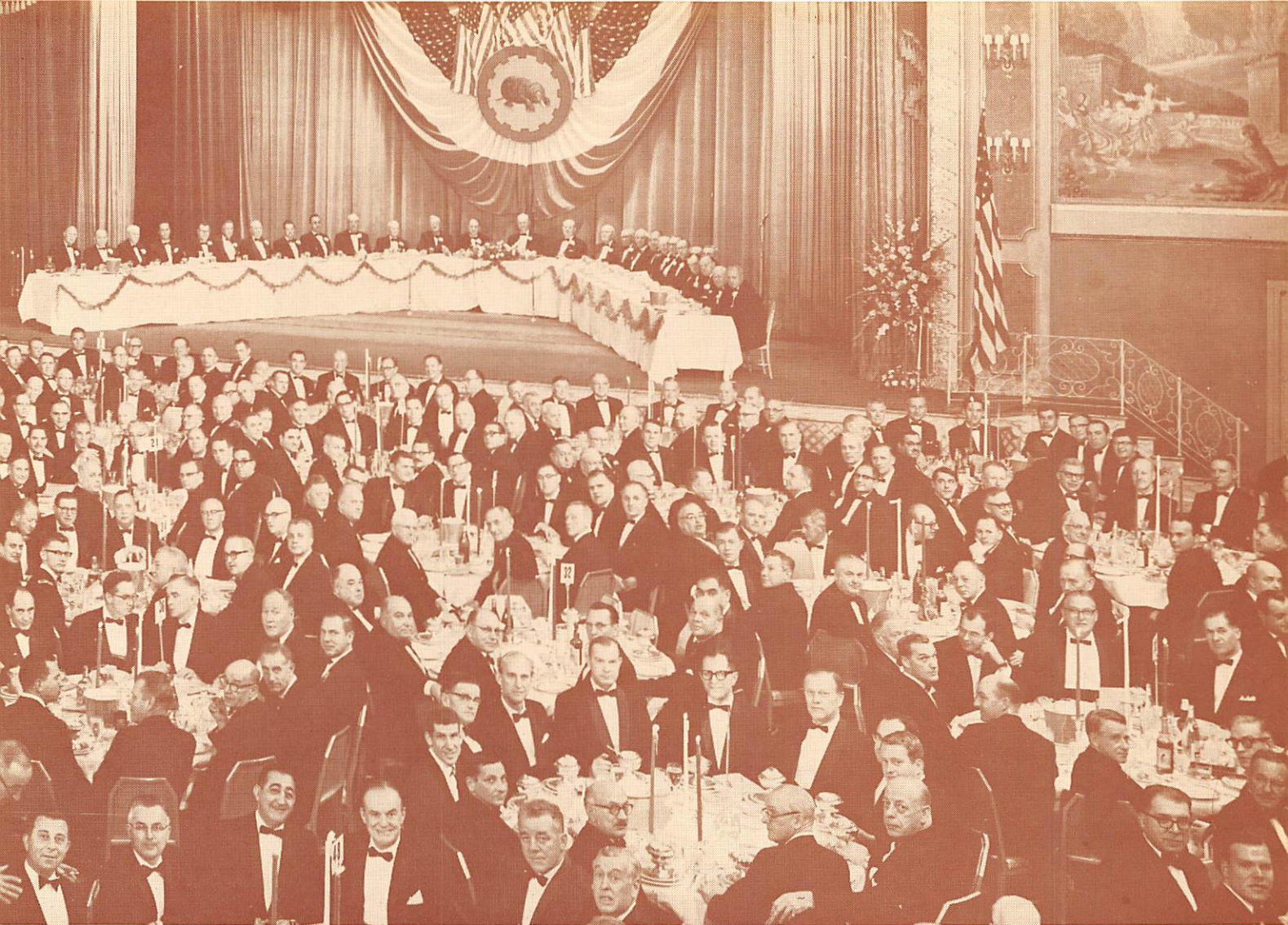
After welcoming over eleven hundred Moles and guests to the 27th Annual Moles' Award Dinner Ceremonies, President Boschen related a humorous tale; then plunged into the seriousness of the evening. He explained that The Moles is an unusual organization consisting of representative members of the American Heavy Construction Industry together with its associated skills and that this group of dedicated and fiercely competitive personalities perpetuates the record of performance which the industry has long cherished. He went on to say "Whenever the unusual, the difficult, the seemingly overwhelming project presents itself, our industry stands ready to assume its obligation to see it done in a timely and workmanlike manner. The growth of our country and to a lesser extent, the free world is ample testimony to our industry's performance. In time of emergency, our industry has always shouldered its burden providing the tools and facilities needed by our nation. This is borne out today when our industry stands shoulder to shoulder with the armed services in the Far East. Today, we are in an

*ever-expanding world and many fields of endeavor that we have already opened should not lull us into a sense of complacency as today's gigantic international, political developments unfold, even larger fields of endeavor will undoubtedly beckon to us in the future."* Mr. Boschen continued, "I am sure there will be those among us who have the vision to properly apply their skills to these nascent opportunities. We are all indeed proud to be a part of this great industry and it is the purpose of this occasion to honor two of its outstanding sons, Barney Diamond and our own Warren Black."

In introducing the speaker of the evening, William Blackie, Board Chairman of Caterpillar Tractor Co., President Boschen presented him as a person who has a long record of close association with our industry, a man who has been a stimulating influence contributing to his company's development and production of some of our most fundamental tools.

Mr. Blackie prefaced his address with a touch of humor and immediately

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## Excerpts From Address By William Blackie

Throughout this strife-ridden world there is today one great yearning — one great hope: *peace*. But hanging over all is the knowledge that men are fighting and dying — for what? For peace! The objective of war is peace. It must be! War in itself can never be an end. It can only be a means; but toward what, if it is not something which ends in peaceful enjoyment of the result achieved — by the side which is not the loser?

The objective of war by those who start it is to achieve peace by ultimately reestablishing it under a different set of conditions than those theretofore prevailing — conditions which they deem better — for *their* purpose. Historically, the causes of aggression are usually described by the aggressors as need for security or for expansion of living space, and by the attacked as lust for power or greed for possession. But whatever they may be, the ascribed causes can

usually be resolved into attempts by the aggressor to impose his will upon the attacked; while the attacked seeks to preserve his own right to live and act in accordance with his own will.

Now there exists in the world today a body of thought which professes that *it* is the enlightened protagonist of a superior way of life — one which should be imposed upon those who do not choose to accept it voluntarily. Its concentration occurs in a number of countries where the governing power has been seized by those protagonists, though not necessarily held by the will of the majority. These are the communist countries — among which there are two of present major significance, Soviet Russia and Communist China. And it is from either or both of these two sources that directly or indirectly can be traced most of the major trials and tribulations which have beset worldwide international relations since the end of World War II.

The schism between Soviet Russia and Red China is based on a charge by the Chinese that in changing its ways Soviet Russia, in common with most of the

other communist countries of Eastern Europe, is departing from classical Marxist-Leninist doctrine and moving toward Western-style capitalism, while at the same time it is espousing the idea of peaceful coexistence with that capitalism. The “crime” is called revisionism — presumably because that is just what it is: a revision of earlier ideas about ways and means of best developing “the greatest good of the greatest number.”

Among others, the changes being proposed or adopted involve movement toward some of the most basic elements of free enterprise capitalism. Thus the influence of a freer market place as expressed in more flexible pricing would be given recognition as a necessary functional mechanism having the purpose and effect of more closely reconciling supply with demand — production with consumption. This was an objective which the central planners sought, but they bogged down in an unmanageable morass of bureaucratic paper and statistics which, even if it could have been handled and interpreted, would still not have put shoes on the feet or clothes

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## Award Dinner

(Continued from Page 6)

thereafter, not a sound was heard in the room while he spoke, except for occasional thunderous applause. Excerpts from William Blackie's speech are reprinted on pages 7, 9 and 12.

At the conclusion of his address, President Boschen welcomed Mr. Blackie to The Moles and presented him with his Honorary Membership Certificate.

W. J. "Joe" Green as Chairman of the Award Committee presided over the presentation ceremonies and explained that the Award Committee, a group of hard-headed construction people who evaluate the problems at hand, had evaluated and found the two people chosen to receive The Moles' Award for '67 to be the equal of the best the industry has ever produced. Joe introduced S. Everett Hunkin, Mole member, long time friend of Warren Black and a successful contractor in his own right who presented the Member Award to Warren Black.

Everett explained he had first heard of Warren Black in 1939 after the award of the Shasta Dam contract. He said he heard the oldtimers comment about a young Lochinvar engineer from the east who had made a fine impression during the bid reconciliation. He said, he learned in the ensuing years, that Warren had been everything they said about him. "He has been a 'one-man-band' in my estimation." Everett concluded that Warren was receiving his master's degree for personal integrity and excellence in the craftsmanship of his chosen profession and presented Warren Black with his citation which read: "The Moles Award for outstanding achievement in construction presented this 25th day of January 1967 to C. Warren Black in recognition of his professional accomplishments during one-half century devoted to heavy construction, excelling as an administrator, engineer and contractor."

In accepting this Award, Warren acknowledged he had been lucky all his life sometimes being in the right place at the right time but mainly being fortunate enough to become associated with the right kind of people. Mr. Black explained that his luck, as he put it, in the construction business started nearly fifty years ago when he was hired by the company now headed by George Ferris and Hank Boschen. Warren reminisced about the World War I days with Raymond, when men like Max Upson, H. R. Smith and Bill McMenimen were willing to give some

responsibility and wise counsel to a kid "fresh out of school." Warren went on good humoredly to say that nearly fifty years later as a Mole he finds himself reporting to Boss Mole, Hank Boschen. He said his second stroke of luck occurred when he was offered the job with one of the companies which formed The Arundel Corporation and he's thankful to his contemporaries; Jim Salmon, Jack Reilly, L. E. Dixon, Roland Foley, Ed Staunton and all the others who share in his pride that another generation of dedicated people have now taken over the reins and are carrying on in the same traditions. Mr. Black said, "I had the privilege of growing up in the greatest industry in the world — and to witnessing its tremendous developments in methods and equipment. There is no industry where men work harder, accept more challenges and underwrite more risks to average such slim profits." This was met by wild and thunderous applause by The Moles and their guests.

Joe Green introduced Ralph DeSimone, Mole member, past Member Award recipient and friend and admirer of Barney Diamond to present the Non-Member Award to Mr. Diamond.

Mr. DeSimone said, "to have accomplished what Barney did in a highly competitive field, required a dedicated man, having the earnestness without which no man is able to do really great things. One cannot help but have admiration for someone who has done so much with distinction and dignity and earned the respect of all who have come in contact with him." The citation which Ralph presented to Mr. Diamond read: "The Moles' Award for Outstanding Achievement in Construction presented this 25th day of January 1967 to Bernard F. Diamond saluting a contractor's contractor whose imaginative foresight, ingenuity and unflagging determination places him among America's foremost constructors."

Barney Diamond in accepting his Award thanked Mr. DeSimone and the Award Committee and possibly will go on record for making the shortest acceptance speech recorded in Moles' history. Joe Green presented him with an Honorary Membership Certificate and welcomed him to "the greatest bunch of construction men anywhere." The Moles.

Before concluding the ceremonies, Mr. Boschen called attention to the fact that Ralph Atwater, The Moles' Honorary Life President, was not able to attend the festivities, as he was about to enter the hospital for some treatments to correct a health problem which

## YEARBOOK OF CONSTRUCTION

From Los Angeles, Editor, Bill Youngs, announces that the format of America's Builders is to be changed from a magazine to an annual hard cover Yearbook of Construction. It will continue to be published by Pepperdine College as a service to the construction industry and it is to be supported by advertising and subscriptions. Histories of outstanding companies representing each phase of the industry; heavy construction, buildings, mechanical and electrical, will be presented as well as features on construction societies, financial and economic reviews and descriptions of current outstanding projects.

The first issue is scheduled to appear during June 1967. A committee for honorees is to assist the editorial staff in choosing the companies to appear in the Yearbook and to be honored each year. At present this committee includes: Henry C. Boschen — 1966/67 President of The Moles and President of Raymond International, Inc., J. P. (Pat) Gibbons — 1966/67 President of The Beavers and President of Gibbons & Reed, Robert L. Horovitz — 1966/67 President of the National Association of Plumbing-Heating-Cooling Contractors, Inc., and President of Republic Plumbing and Heating, Richard Osborn 1966/67 President of the National Electrical Contractors Association, Inc., and President of Osborn Electric Company, A. S. Vinnell, President of Vinnell Corporation, J. L. McLaughlin, Chairman, McLaughlin-Incorporated and Ed. H. Honnen, President of Ed H. Honnen Construction Company.

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### AWARD DINNER (Continued)

had recently developed. Mr. Boschen relayed Mr. Atwater's best wishes to all and concluded that while Ralph could not be present: "his heart as you all know, is always here with The Moles."

The singing of Auld Lang Syne was the signal that the formal ceremonies were over but that the Honor Guest Reception line which was already forming in the Astor Gallery was the beginning of another reception at which The Moles and their guests could greet and visit with the distinguished guests of the evening.



## Excerpts from Address by William Blackie

(Continued from Page 7)

upon the backs of people who did not choose to buy them because they did not like the fit, the style, the quality or the price. In many cases there appears to have been an obsession with quotas so unrelated to needs that a considerable proportion of production went into obsolescent inventories. And even where there was economic intelligence in the introduction of new products there was serious lack of knowledge or decision about when to discontinue old ones. There were simply too many unknowable and interdependent variables for planners, anywhere, to anticipate the contingencies or evaluate the probabilities.

Profit would be determined as a means of measuring the efficiency of an enterprise and would be employed as an incentive for promoting higher productivity and greater cost effectiveness. This incentive would operate in two ways: one applicable to the enterprise as a whole, the other to its managers and employees – who are called workers. Part of the total profit would be retained for the expansion or security of the enterprise, as through capital additions and modernization. (Let there be no doubt that this is a management incentive.) The other part of the profit would go to the managers and workers as bonuses (almost like profit-sharing dividends) which, in certain instances, could supplement basic salaries and wages by as much as 20%. There would be a limitation upon the amount of such bonuses designed under some kind of formula to ensure that wage costs do not increase faster than productivity. Nevertheless, resort to any material incentive is a notable departure from the classical Marxist credo that the profit motive is both evil and unnecessary. It means that profits and return on investment would supplant the fulfillment of quantitative quotas as the standard of performance.

Wages would be “de-leveled.” Under the egalitarian Stalinist system, professionals and both skilled and unskilled workers within each profession, trade or industry received about the same pay and did so without regard to how well or how badly they performed. There was also little spread between the compensation of the manager and worker. The effect was deadening. Now the stimulus or penalty of relative personal reward and status is to be brought into the system – a surely significant departure from a creed which held “from each ac-

ording to his *ability*, to each according to his *need*.”

As will be observed, these changes could not achieve their purpose without another capitalistic element: competition. If the efficient are to be rewarded and the laggards are not, then the former must establish their supremacy over the latter. In industry, the final test of this occurs at the point of sale, i.e., of customer purchase. So goods and services will vie for the favor of the user, and he, accordingly, will have a choice among competing alternatives. This, in turn, is already encouraging an idea that the time has come when communist “entrepreneurs” should be resorting to that most despicable device of the capitalists: advertising.

Listening to Soviet officials in Moscow two years ago, I was told that these changes need cause no surprise in capitalist circles. Lenin, it was said, had always advocated the adoption of whatever methods produced the best results even though this might require departure from what theretofore had been considered communist doctrine. As opposed to our concept of free enterprise based upon private property, the one and only basic tenet of the new economics, communist style, is now said to lie in state ownership of the means of production and distribution. When pursuing this particular matter further in the East European countries two months ago, I was given a subtle modification. Ownership of the means of production and distribution, I was told, is to rest in the hands of *society*, with management by the state. To work for another — a private employer — is deemed to be a subjugation to degrading, undignified, unprincipled exploitation. Working for society — for all of the people — is held to be an uplifting, dignified, highly principled duty — an honorable obligation and even a privilege. This sharpens the point of the hackneyed story of the communist who, when asked to distinguish between the two systems, replied that “capitalism is the exploitation of man by man and communism is just the opposite.”

The whole idea of communism state lies entirely in a body of theory which defies all human experience. In one place or another and at one time or another, it has been tried — and it has always failed. On the other hand, our theories of capitalism were not conceived in advance of trial and test. They are the derived principles of a long economic pragmatism which has proved their worth.

A viable economic system is not a matter of theory or faith; it is one of

empirical results. It is an instrument for a purpose — to be shaped and perfected in the course of its use until it becomes the most appropriate tool for that purpose. Ours is the best — not because it is ours, but because it has produced better results than any other. And it is the best because it has also achieved its success with a minimum of infringement upon that one precious virtue which transcends all other considerations, freedom of the individual.

So it cannot be presumed that all the reforms will come into being quickly — or even at all. On the other hand it can be assumed that if they are given a fair trial those changes which move in the direction of our established practices are more likely to succeed than the abortive theories they would supersede. And should they succeed, the further erosion of communist faith would surely create more doubt about the validity of other aspects of what had theretofore been treated as immutable dogma.

In all of these circumstances we, the United States, are surely faced with both the need and the opportunity for a reexamination of postulates — for a farsighted reconsideration of national policies and objectives. To proceed without responsible recognition of what is going on now as contrasted with the conditions prevailing only a few years ago would be to ignore the march of history. Soviet Europe has been de-Stalinizing itself; we often seem to be harboring hate of the past more than hope for the future.

And there is hope for the future — if we who, by the random fate of history, are the leaders of the world accept our obligation to lead.

First, I suggest that our objective should be, as I think it is, not the killing of communists but instead a lighting of the way toward a reform of communism — by the voluntary decision of the communists themselves. Men are not “converted” by force of arms or even by punishment. True conversion can only come from within whether the subject be individual man or that body of men recognized as a state. But — and more by tangible evidence than oral suasion — the way toward conversion can be shown by the demonstration of better alternatives. It is the very nature of man that he must live on the basis of choice among competing and sometimes conflicting alternatives; and to maximum extent possible within the mores or conventions of his society that choice should be a matter of his own personal decision. This is the very es-

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## . . . A Moment of Silence . . .



EDMUND A. PRENTIS died of a heart ailment on Sunday, March 12, 1967. He was 83.

Mr. Prentis, a native of New York City, graduated from Columbia School of Mines in 1906 with the degree of mining engineer. After college he worked in Latin America and was a Navy ensign in World War I.

One of the founders of the firm of Spencer, White & Prentis, Inc., he was Chief Engineer and Secretary until his retirement in 1954.

Ted Prentis was noted for his work in the foundation field as a scientific student of sub-surface conditions and an active foundation and sub-surface engineer and constructor. Working with his associate, the late Lazarus White, he developed the theory of the bulb of pressure in pile installation, was co-inventor of the Pretest System of underpinning, developed the streamlining of cofferdams and originated many of the underpinning and foundation practices in use today.

Notable among the projects on which Mr. Prentis worked were: construction of the new foundation for the White House, several subway sections in New York City, a water tunnel under the Hudson River, several dams and locks across the Mississippi River, three great naval dry docks, the highways in Persia to supply the Russian Army fighting at Stalingrad and the construction of T-2 tankers during World War II for the Maritime Commission.

(Continued Page 12, Col. 2)



WILLIAM C. MATTISON died on November 28, 1966. Elected an Honorary Member of The Moles on September 6th last year, he endeared himself to all who knew him.

Mr. Mattison, appointed in January of last year by Mayor Lindsay to the post of Commissioner of Public Works, City of New York, was stricken with a heart attack immediately after giving an address at a dinner of The Associated General Contractors of America, N. Y. State Chapter, at The Waldorf-Astoria.

Commissioner Mattison was born in Brooklyn, New York; graduated from the New York University School of Law in 1942; and admitted to the New York Bar in April 1943. In 1944 he graduated from the U.S. Navy School of Oriental Languages, University of Colorado where he took an advanced course in spoken and written Japanese. During World War II the Commissioner served as a lieutenant in the United States Navy. Shortly after the atomic bomb was dropped on Nagasaki he spent two months living in the ruins of that city, translating for medical-scientific teams.

A partner in the law firm of Corner, Finn, Froeb & Charles of Brooklyn, New York, engaging in general practice he had specialized in problems of engineering and construction.

He was secretary and a former governor of the Downtown Athletic Club and had for several years served as Dinner Chairman of the Committee for the Heisman Award which is generally considered to be the nation's outstanding inter-collegiate football award.



WILLIAM G. ARMSTRONG, retired Senior Vice President of The Arundel Corporation, died on December 8, 1966, after a long heart illness.

Born on May 24, 1906 in Sharpsburg, Pa.; he earned a civil engineering degree at the University of Pennsylvania.

During thirty-four years with The Arundel Corporation, Mr. Armstrong worked on many major projects including extensive dredging in Baltimore harbor, excavation of the Harbor Tunnel cavity, land reclamation in Florida and dredging work on naval facilities in the West Indies during World War II. He was elected Vice President in charge of the dredging division in 1943, responsible for work along the entire Atlantic seaboard; and was made a Senior Vice President in 1955. He retired in 1964.

A member of The Moles since 1955, he also belonged to the Society of American Military Engineers, and the American Society of Civil Engineers.

He is survived by his wife, Grace G. Armstrong; a daughter, Grace M. Armstrong; a sister, Mrs. Clarence C. Colbert, and his mother, Mrs. Douglas W. Armstrong.

MATTISON (Continued)

Shortly before his death Mr. Mattison had been named to head a task force to devise ways to cut the administrative red tape monster which is involved in the construction of city projects.

He is survived by his wife, Amy and seven children.

## . . . A Moment of Silence . . .



FRANCIS G. CAREY died on December 22, 1966. He was a native of Connecticut; born June 22, 1899 and received his engineering education at Tufts College and the University of Maine.

Frank was Field Engineer on the Radio City Music Hall and other Radio City Buildings and was employed by Aronberg-Fried; James Stewart & Co.; George A. Fuller Co.; and Iron & Reynolds. During the early part of World War II he was project Co-ordinator on the Camp Blanding, Florida construction for Starrett Brothers and Eken. After the war he joined the Metropolitan Life Insurance Co., as Construction Supervisor; and later with Burns & Roe, Inc., he supervised the United Aircraft work at Hartford and on the Sikorsky Aircraft work at Bridgeport, Connecticut.

He joined the Port of New York Authority in 1949 as Resident Engineer on the construction of the 40th Street Bus Terminal. From 1953 to 1958 he directed all construction at International and LaGuardia Airports. He returned to the Bus Terminal at 40th Street as Senior Resident Engineer in charge of the Authority's expansion which added the top level and the overhead parking floors.

Frank became a member of The Moles in 1952; served on committees; and in 1964 served as Sergeant-at-Arms. He is survived by his wife, Hilda; daughter, Elin Anderwald and two sons, Frank, Jr. and Brian F.



HORACE S. EVANS died on November 4, 1966 while vacationing in San Diego, California with his wife, Maurine. He had been a member of The Moles since 1950.

Mr. Evans was born on March 30, 1903 at Salt Lake City, Utah; graduated from the University of Utah in 1925; and was employed in mining and allied work during summer vacations and after graduation by The Nevada Consolidated Copper Company.

Entering the field of journalism in 1927, he became assistant city editor for the Binghamton Press.

As a result of his authoritative news coverage of the torrential rainfalls in New York State, Mr. Evans was appointed Technical Advisor in 1936 when the Commission for Flood Control was formed. From Technical Advisor he advanced to Executive Director and then to Executive Director, Flood Control in the New York State Dept. of Public Works. His work was exemplary and he was awarded the Army Engineer's outstanding civilian service citation in 1959.

In 1949 he was presented with a medal and decoration by the King of Sweden for his service to the State's Swedish Pioneer Centennial observance. He also served as executive secretary of the Governor's committee on Water and Land resources; and on the advisory sub-committee and bill-drafting legislative committee on interstate natural resources and irrigation. He was Vice President of the National Rivers and Harbor Congress and a representative

(Continued Page 12, Col. 2)



MAX C. HARRISON died on November 19th at White Sulphur Springs, West Virginia where he had been vacationing briefly.

Mr. Harrison was born on February 1, 1905; and was a native of Pennsylvania; and a graduate of Pennsylvania State University. The Harrison residence was at Pittsburgh but the family enjoyed their summers in an eighteen room colonial home near Louisville.

As President of Harrison Construction Company of Pennsylvania and Tennessee he was outstanding as a master of heavy excavation and construction. The firm was responsible for the building of the huge ALCOA North plant, moving 3,200,000 cubic yards of earth in the process; cut off a mountaintop, 40% solid rock, for the building of an airport at Charleston, West Virginia. Under the guidance of Mr. Harrison, the firm constructed many dams, tunnels and highways in their region.

Max Harrison became a member of The Moles in 1950 and in 1961 was elected a Member Emeritus by the Executive Committee. He was a member of Theodore Roosevelt Lodge No. 697 F.&A.M., the Pennsylvania Consistory, Syria Temple and the Royal Order of Jesters, Court No. 2. An active civic leader, Mr. Harrison served as a delegate to two Republican National conventions; and a borough councilman for a number of years.

He was a former President of the Pittsburgh Opera; a Trustee of the Wallace Memorial United Presbyterian

(Continued Page 12, Col. 2)

## A Moment of Silence

BENJAMIN H. ELLIS, Charter Member of The Moles, died on January 17, 1967.

Born July 31, 1897, was registered as a professional engineer in the States of New York, New Jersey, Massachusetts and Pennsylvania and as a professional engineer, a mechanical engineer and an electrical engineer in the State of West Virginia. He was a Fellow in The American Society of Civil Engineers and a member of the American Society of Mechanical Engineers. A master of self-study, he taught himself to read and speak Chinese.

From 1928 to 1931 he worked on the Mid Eastern Tunnel under Newtown Creek. From 1932 until World War II he was employed by the Dravo Corporation in charge of all their equipment; this work was primarily river work and power plants including the Galipolis Dam and Lock Project. In 1942, employed as Chief Mechanical Engineer with Gahagan Construction Corporation he supervised their work on dredges and barges; and also worked on foundations for the Mystic River Bridge. He went to work for the Thomas Crimmins Contracting Company in 1953 and became one of their most valued and trusted engineers. While in Crimmins employ he worked on many of their important projects including: 74th St. T. A. Power Plant, E. 73rd St. Incinerator, Underwater Bridge Pier Repair - New Haven, Conn., Kent Avenue T.A. Power Plant, Western Electric Building, Chase Manhattan Subway Entrance and Dam Repair, Lake Carnegie, Princeton, New Jersey. As project engineer and superintendent for the foundations of Shea Stadium and the Pennsylvania Station, Madison Square Garden, Ben was invaluable.

A member of The Moles since 1938, he served as Sergeant-at-Arms in 1962.

He is survived by two daughters and two grandsons.

*The staff regrets that no photo of Mr. Ellis was available for publication.*

PRENTIS (Continued from Page 10)

For his scientific attainments, he was elected to Sigma Xi and Tau Beta Pi, honorary engineering fraternities, and for his original efforts in the engineering field, Columbia University awarded him the degree of Doctor of Science in 1956. He was a former President of the American Standards Society and was awarded Columbia's Egelston medal for achievement in engineering and its Hamilton medal for contributions to his alma mater. He was a Past President of the Columbia University Engineering Alumni Association and a trustee of the University. He was an honorary trustee and patron of the New York Historical Society, a member of the University Club, Columbia University Club, The American Society of Mining Engineers and The American Society of Civil Engineers. He became a member of The Moles in 1941 and received the Member Award for "outstanding achievement in construction" in 1942, served as a Trustee and on various committees of The Moles during his years as a member.

He is survived by his widow, Daisy Pruden Prentis, a son, Edmund Astley Prentis, III, his sister and four grandchildren.

EVANS (Continued from Page 11)

of the Superintendent of Public Works on water resources.

Mr. Evans was a member of the Master's Lodge No. 5, F.&A.M. of Albany Court, Royal Order of Jesters, All Bodies of the Scottish and York Rites, The Shrine, past director of the Albany Court Grand Representative, and Grand National Lodge of Masons. In 1961 he received the highest honor attainable, when he was crowned a thirty-third degree Mason.

He is survived by his wife, Maurine and a son, John.

HARRISON (Continued from Page 11)

Church; and a member of the Board and Chairman of the Highways Committee of the Associated General Contractors of America.

He is survived by his wife, Helen Rigg Harrison; a daughter, Mrs. Evalyn Milledge; two sons, Eric Jay Harrison and David Clark Harrison, three sisters and three grandchildren.

## Excerpts from Address by William Blackie

(Continued from Page 9)

sence of freedom. To make his selection intelligently, there must, however, be adequate knowledge and understanding of the alternatives.

Everywhere in the world today communism, as a political or an economic system - and occasionally as both - is on the retreat. It is being defeated in some countries, repudiated in others, and in Europe, it is receding of its own volition. The causes for this turn of events lie in the paucity of what communism has to offer, in its restrictions of personal freedom, in its denial of human motivations, and - perhaps more than any other single factor - in its *failure*. One of the major causes of communist reform is undoubtedly the increasing evidence of capitalist success and the growing knowledge of this among the communists. The idea that the capitalist countries are more successful *because they are capitalist* is penetrating through the rusting iron curtain. If this be so, the major contribution which we might make to the peace of the world need not necessarily be the deterrent of armed strength; it could be industrial strength as demonstrated by the quality and quantity of the benefits brought to our society by the wise employment and continuing development of our still evolving capitalism.

Nothing in these remarks conflicts with what we have to do at this time in Vietnam: win by achieving an honorable termination of the hostilities on terms which will offer the prospect of something more than another truce between wars. For the time being, positions and emotions on both sides of the Atlantic regarding these hostilities will have the effect of retarding movement toward peaceful engagement in Europe. But sight should not be lost of the larger objective: an enduring *world peace*. We seek to find means of abolishing war - hot and cold. The goal may never be attainable, but how will we ever know if we do not try everything in our power to make it possible.

In the words of Winston Churchill, let the moral of our leadership then be

In War:	Resolution
In Victory:	Magnanimity
In Peace:	Goodwill