NEWS BULLETIN OF THE MOLES
AN ASSOCIATION OF MEN ENGAGED IN HEAVY CONSTRUCTION
HOLING THROUGH

APRIL, 1975

Francis A. Vitolo Moles' President For 1975-76

Officers and Trustees Elected

FRANCIS A. VITOLO, President of Corbetta Construction Company, Inc., has been elected President of The Moles for the 1975/76 year. He will be installed at The Moles' Annual Business Meeting and Dinner on May 7, 1975 which will be held at The New York Hilton at Rockefeller Center, New York City.

Frank heads the slate as nominated by the Nominating Committee chaired by Reuben Samuels and G. R. Gray, Vice Chairman, they were assisted by Gerard Carty, John Custer, Jack Murphy and Rudi vanLeeuwen.

Other Officers and Trustees to be installed are: First Vice President, Henry F. LeMieux, Raymond International Inc.; Second Vice President, Daniel M. Lazar, Cayuga Construction Corp.; Treasurer, Norman A. Nadel, MacLean Grove & Co., Inc.; Secretary, Philip S. Miller, Mohawk Constructors, Inc.; Sergeant-at-Arms, M. Harry Wartur, Delma Engineering. Trustees elected to serve for a three year period which commences May 1, 1975 are: Salvatore V. DeSimone, Mueser, Rutledge, Wentworth & Johnston; James W. Jenkins, J. W. Jenkins, Inc.; Robert C. Koch, J. Rich Steers Inc.; and Dudley Saunders, Slattery Associates, Inc.

Frank was born in Great Notch, New Jersey on May 5, 1916. He attended grade and high school in New York City and graduated from New York

(Continued on Next Page)

FRANCIS A. VITOLO

(Continued from Page 1)

New York University in 1938 where he earned a Bachelor of Engineering Degree.

Two years later he joined Corbetta Construction and started as office engineer on the Gowanus Expressway elevated approaches to New York City. In 1942 he worked as Project Engineer on Army and Navy Ammunition Depots which were built by Corbetta in Nebraska and Oklahoma.

In 1943 he joined the United States Navy as an Officer in the Navy Civil Engineering Corps and after his discharge as Lieutenant SG in 1946, he returned to Corbetta Construction.

He served as Chief Estimator and was elected to Vice President and Director in 1952 and was made President of the firm in 1962.

Frank is identified with some of Corbetta's major projects including Van Wyck Expressway, Long Island Expressway Viaduct, Fall River Bridge, Argonne National Laboratory, New York City Terminal Market, Marine and Aviation Pier 57, Holland-American Pier in North River, Pier 6 and Moore-McCormack Pier in East River, Fordham University Building at Lincoln Center, Columbia University of International Affairs, New Pan American Terminal Building at Kennedy and the Pan American Maintenance Complex at Kennedy. Frank also played a major role for Corbetta in the Joint Venture with Walsh Construction on the huge Albany Mall Platform & Meeting Center contract.

Frank and his wife, Marian were residents of Crestwood, New York for 25 years but recently moved to Mamaroneck, New York. They have five children and three grandchildren.

Elected to membership in 1962 he has had experience in the management of The Moles since 1965 having first served as a member of the Membership Committee, Chairman of the Publicity Committee, Trustee, Vice Chairman and Chairman of the Award Committee, Second Vice President and First Vice President.

24 CREATE VACANCIES with EMERITUS MEMBERSHIP

Twenty-Four of The Moles' senior members were elected to "Member Emeitus Status" over this past year.

It has been realized that the maintenance of the vigor and enthusiasm of The Moles requires the continuous interjection of younger members into the activities of the Association and several years ago a plan was sought to accomplish this within the limitations of the membership. The plan which was decided upon and made a part of the By-Laws was "Members Emeritus" whereby a senior member, whose application for Member Emeritus Status is approved provides an opening in the active membership role for a new member.

The Member Emeritus remains on the mailing list and retains all the privileges of an active member except voting, holding office and the right to purchase guest tickets for the Award Dinner and Clambake. He may purchase one ticket for his own use to all The Moles' functions and his name is listed in the roster with the designation "Member Emeritus." He gains the further advantage of being relieved from payment of Annual Dues.

Those members who were voted by the Executive Committee this past year to receive this designation in alphabetical order were: George Benisch, Slattery Contracting; Martin W. Boll, Richmond Screw Anchor; William H. Bruce, Jr., Parsons, Brinckerhoff, Quade & Douglas; Ralph Buscell, Charter Member, Delano C. Cannon, Perini Corporation; Fred Driscoll, Sr., George F. Driscoll Co.; Henry Druding, Port Authority of New York & New Jersey; Maj. Gen. Charles M. Duke, U.S.A. (ret.) NAD COE; William E. Dunn, Associated General Contractors of America; Fred Fehlhaber, Fehlhaber Corporation; Christopher J. Foster, Sr., Christopher J. Foster Consulting Engineers; Alfred Hedefine, Parsons, Brinckerhoff, Quade & Douglas; Robert R. Helen, Raymond International Inc.; Winston E. Hickey, McNamara Engineering Ltd.; Vernon N. Holderman, V. N. Holderman Co.; Louis S. Joseph, Horn Construction Co.; John C. King, Master Builders; John Kringel, Lone Star Industries; Charles E. McGraw, Utah International; Andrew C. Paton, Metcalf & Eddy; Carroll C. Petersen, American Bridge Division of U. S. Steel; James Slattery, Slattery Contracting; John J. Walsh, Walsh Construction Company; S. J. Winterberg, Fehlhaber Corporation.

MOLES ELECT 34 NEW MEMBERS

At the Executive Committee meeting held on April 1st, thirty four new members were elected effective May 1st. In alphabetical order they are: William L. Acker, Acker Drill Co.; Glen H. Ballowe, The Volpe Construction Co.; Robert J. Brungraber, Professor and Chairman of Civil Engineering at Bucknell University; Edmund M. Burke, Mueser, Rutledge, Wentworth & Johnston; Ralph E. Chilton, Dunbar & Sullivan Dredging Co.; John Chow, J. Rich Steers Inc.; Martin M. Cooper, A. A. Mathews Inc.; Hugh E. Cronin, Morrison-Knudsen Company, Inc.; Joseph D. D'Annunzio, D'Annunzio Brothers, Inc.; Joseph A. DiCarolis, Schiavone Construction Company, Inc.; William T. Dyckman, Parsons, Brinckerhoff, Quade & Douglas; James F. Finn, Howard, Needles, Tammen & Bergendoff; Christopher J. Foster, Jr., Christopher J. Foster, Inc.; James H. Graves, American Structures Inc.; David G. Hammond, Daniel, Mann, Johnson and Mendenhall; John F. Hoban, The Port Authority of N. Y. & N. J.; Robert B. Howard, Dravo Corporation; John E. Hughes, Atlas Powder Company; Alfred A. Johnsen, Perini Corporation; William E. Kruse, Falco Construction Corporation; James L. Mann, S. J. Groves & Sons Company; Thomas J. McCambley, D. W. Winkelman Co.; Jack R. McKinney, McKinney Drilling Company; Boyd C. Paulson, Utah International; Edward S. Plotkin, MacLean Grove & Company Inc.; Edward B. Poole, The Hallen Construction Co., Inc.; Harold E. Rein, Frederic R. Harris, Inc.; George W. Saul, Bechtel Corporation; Richard B. Schwyn, Walsh Construction Company; Michael A. Scovotti, Delma Engineering Corp.; Paul N. Stoms, Lone Star Industries; James C. Wharton, Jr., Spencer, White & Prentis, Inc.; Duncan M. Wood, Jr., Underpinning & Foundation Constructors; Donald J. Zeier, S. A. Healy Company.

MOLES . . . here and there

ARTHUR J. FOX, JR., will be presented with the 1975 "Silver Shovel" Award at a Dinner Dance on May 3rd. The Award is given by the Subcontractors' Trade Association; and is the sixth in STA's history. Fox, editor of Engineering News-Record and president-elect of the American Society of Civil Engineers, has been chosen for his *"leadership in fostering the highest standards of professionalism and integrity, as well as technological progress, in the construction industry . . . not only during his long and distinguished editorial career, but through his service to professional institutions in the construction field"*.

CHARLES STILLMAN will receive the Professional Engineers in Construction Award on April 26th at the division's first Annual Dinner Dance in Newark. PEC is a Practice Division of the New Jersey Society of Professional Engineers formed *"to strengthen the professional bonds linking engineers in all fields of construction, to increase the public's understanding and appreciation of their importance, to establish and maintain high professional standards of competence and ethical conduct, and to encourage participation in community affairs"*.

ALFRED C. MAEVIS was appointed to the post of Assistant Postmaster General for the Real Estate and Buildings Department, U. S. Postal Service on January 20th. As such, Mr. Maevis heads one of the government's largest civilian construction programs, involving design and construction of improved postal facilities for customers and employees. The Postal Service has, since July of '71, committed capital funds in excess of $2 billion for the program.

• LARRY HICKEY was appointed Exexutive Director of The Cement League by its Board of Directors early this year.

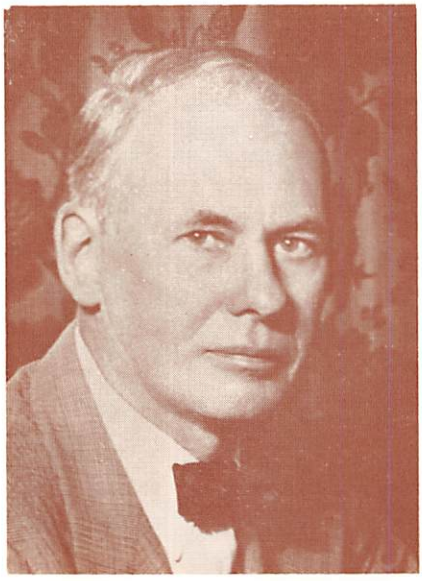
• STUDENTS' DAY huge success. Full report with photos by Marty Ostergaard next issue.

• FRED DRISCOLL, JR., has been Chairman of the Impartial Jurisdictional Disputes Board For The Construction Industry in Washington, D.C., since the 1st of this year.

• The Atlas Powder Company moved its corporate headquarters to Dallas, Texas, on March 15th of this year.

In 1941, BOB MAYO and the late HAROLD RICHARDSON, Mole Memmer and Editor of "Construction Methods" published a 475 page book entitled "Practical Tunnel Driving". At the time, the two attempted to describe all equipment and methods then known for driving tunnels. The book, Bob indicates, became the standard text for the industry for the next 20 years. — Now with the approval of McGraw Hill and the Richardson family, Mayo has revised the book to show new equipment and methods currently in use. Bob Mayo is a "charter member" of The Moles and a P.E.

• • • A Moment of Silence • • •



EUGENE L. MACDONALD died on February 1, 1975. He was 84.

Mr. Macdonald was a former Chairman of the Board and senior partner of Parsons, Brinckerhoff, Hall & Macdonald. Under Mr. Macdonald's direction, which ended with his retirement in 1956, the firm, now known as Parsons, Brinckerhoff, Quade & Douglas, became one of the largest consulting engineering firms in the United States.

Born in San Francisco, he was raised in Montclair, New Jersey and attended the Massachusetts Institute of Technology, graduating in 1914.

After his graduation from M.I.T., he held engineering positions with the American Bridge Company and United States Steel Corporation. Enlisting as a sergeant with the 11th Engineers in 1917 he served in two engineering regiments engaged in railroad work in France, rising to the rank of captain. Returning home in 1919, Mr. Macdonald provided engineering services to the Florida State Road Department, the Ford Motor Company and the Canadian Bridge Company. In the late 1920s he joined the firm of Waddell & Hardesty in New York where he worked on contract plans for the New York Port Authority projects over the Arthur Kill, for Outer-Bridge Crossing and for the Goethals Bridge.

In 1932 he joined the firm of Parsons, Klapp, Brinckerhoff and Douglas where during the depression years, he led the firm's engineering efforts in the design

(Continued on Page 5)

RALPH M. PARSONS, after a long illness, died on December 20, 1974 in San Marino, California where he lived. He was 78.

Mr. Parsons was the 1972 recipient of The Moles' Non-Member Award; and an Honorary Member since that time.

Born at Springs of East Hampton Town near Montauk Point on Long Island he learned to tinker with machinery at an early age and his ingenuity proven then, brought him to the great success he was to achieve in his later life.

Mr. Parsons founded The Ralph M. Parsons Co., an international design-construction firm headquartered in Pasadena, California. He held the title of founder-chairman of the company from April 1974 until his death and served as board chairman and chief executive officer prior to that since forming the company in 1944. The company ranked among the leading design firms performing design and construction on some of the world's largest petroleum refineries and chemical plants and were pioneers in space vehicle launch facilities and nuclear powerplants.

Mr. Parsons received an Honorary Doctor of Engineering Degree from Pratt Institute in 1957; and from Harvey Mudd College in 1971. He received the Golden Beavers Award for Engineering in 1963 and M.I.T. dedicated the Ralph M. Parsons Laboratory for Water Resources and Hydrodynamics in 1970.

He is survived by his wife, Kathryn.

GEORGE H. LANGENFELDER died suddenly at home in Kingsville, Maryland on November 29, 1974. He was 70.

Mr. Langenfelder was born and raised in Baltimore County. He had been in the contracting business for the past fifty years and was President of C. J. Langenfelder & Son, Inc., one of the largest heavy construction firms on the east coast.

The Company was actively engaged in the construction of the Baltimore-Washington International Airport, Dulles International Airport, Baltimore Harbor Tunnel Thruway, the Chesapeake Bay Bridges and Mangla Dam in West Pakistan. Presently the Langenfelder Company is engaged in heavy construction work throughout the United States as well as in the construction and maintenance work at various plants of the United States Steel Corporation and Bethlehem Steel Corporation.

Mr. Langenfelder was also President of Rockville Crushed Stone, Inc., of Rockville, Maryland; Chairman of the Board of John F. Scott Company of Pittsburgh, Pennsylvania; and a member of the Board of Directors of The Equitable Trust Company. He was a member of the Zion Evangelical Lutheran Church.

An avid golfer he was a member of the Baltimore Country Club, Hillendale Country Club, Sparrows Point Country Club and LaGorce Country Club in Miami, Fla.

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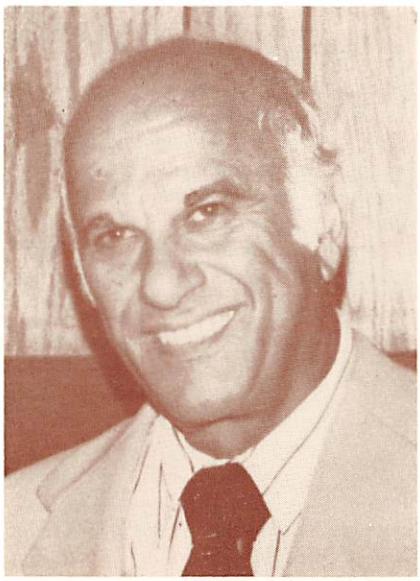

EDMUND M. KOWKABANY died on January 6, 1975 at his home in Franklin Lakes, New Jersey. He was 55.

Mr. Kowkabany was President of Burns and Roe Construction Corporation and Vice President of the parent company, Burns and Roe, Inc.

Born in Brooklyn, New York, he began his engineering and construction career more than 33 years ago following mechanical engineering studies at Polytechnic Institute of Brooklyn and a course in business administration at John Hopkins University.

Beginning as a mechanical designer at Burns and Roe, he advanced to positions of increasing responsibility. In 1945 he was transferred to the construction division as construction superintendent. It was in this field that his driving personality and his ability to make quick and accurate decisions won him the recognition that was to mark his career.

Mr. Kowkabany's work took him to construction sites throughout the world. In 1964 a crisis at the U. S. Naval Base in Guantanamo Bay, Cuba resulted in one of the greatest challenges he was to have in his lifetime. When the fresh water supply to the Guantanamo Base was suddenly cut off, the Navy responded by a decision to dismantle a seawater desalination plant in San Diego and enlarge and reconstruct it at the Cuban Base. Mr. Kowkahany was given the responsibility for a crash program and in less than 12 months following

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GRAZIANO, ZARA died in Florida on February 16, 1975. He was 72.

Born in Avellino, Italy, he came to this country and in his youth started in construction.

He was the founder of Zara Contracting Company of Hicksville, New York, general contractors performing heavy construction projects for New York State and Nassau County as well as private enterprise.

The firm, in existence for over fifty years, has been a leading contender for much of the construction bid on Long Island. Heavy excavations, foundations, sewer work, bridges, airports and other heavy construction contracts have been completed under his direction.

Mr. Zara became a member of The Moles in 1955.

He is survived by his wife, Frances· a son, Samuel; a daughter, Rosalie Cascardi; a brother; a sister and six grandchildren.

MACDONALD

(Continued from Page 4)

and supervision of major bridge projects. The firm also took an important part in the engineering development and management for the 1939 New York World's Fair and during the war years, contributed to large wartime projects for both the Army and the Navy. He became a partner in 1939.

Mr. Macdonald became a member of The Moles in 1943 and some time after his retirement he became a member emeritus. He took an active part in alumni affairs at M.I.T.; and engineering education activities at Princeton.

He leaves his wife, Mary; two daughters; Jean M. Lewicke, and Ann M. Adams; a brother; four grandchildren and four great-grandchildren.

KOWKABANY

the initial negotiations, the plant was in operation, providing fresh water and electrical power to 10,000 naval and civilian personnel.

Mr. Kowkabany held Professional Engineering licenses in many states. He was recently named a director of the National Water Supply Improvement Association.

Surviving are his wife, Evelyn; two sons, Edmund and Stephen; a daughter, Sandra DiVita; father, Massoud and a sister, Linda Al-Tawil.

RAY V. JOHNSON died of leukemia on November 20, 1974. He was 75. The leukemia was diagnosed a year prior to his death but he remained to the end in good spirits, keen and mentally alert.

Mr. Johnson was President of Winston Bros. Company, Constructors and Engineers of Minneapolis, Minnesota.

He was born in Minneapolis, Minnesota and graduated from the University of Minnesota with a Civil Engineering Degree in 1924. He immediately went into heavy construction work. In 1932 he went to work for Winston Bros., as engineer and then general superintendent on tunnel work in California. He became President of the firm in 1959. Many major projects, dams, tunnels, sewers, sub-aqueous highway crossings, power plants, and industrial plants were completed, either alone or in joint venture by the firm under his direction.

Surviving are his wife, Vivian and daughter Patricia.

JERE H. SULLIVAN died on January 2, 1975 in Brunswick, Georgia. He was 79.

Mr. Sullivan was a retired vice president of the George A. Fuller Company.

An engineering graduate of the University of Maryland, he joined Fuller in 1923 and was, until his retirement in 1962, involved in the supervision of major construction projects for that company. Some of those projects were: The United Nations Building and the Union Carbide Building in New York City and during World War II, the Naval Station in Quonset Point, Rhode Island, the Argentia, Newfoundland base and bases in Iceland, Scotland and Ireland.

Mr. Sullivan became a member of The Moles in 1943 and after retirement became a member emeritus.

He leaves his wife, LaNore; a son Jere H.; three daughters, Julia Maguire Martha Jane Gerold and Patricia O'Sullivan; a sister; and seven grandchildren.

LANGENFELDER

(Continued from Page 4)

Surviving are his wife, Anne; four daughters, Norma Jean Helms, Betty Ann Johnson, Rita Mae Waters, and Georgia Lee Linthicum; two sisters; and 11 grandchildren, all of Baltimore County, Maryland.

AWARD DINNER

"The biggest and the best yet". This is what The Moles' President, Charlie Richardson said about the Thirty-fifth Annual Award Dinner, held at The New York Hilton in New York City on January 29th.

Nearly fourteen hundred men in every phase of the construction industry were present to congratulate the 1975 recipients, H.B. "Pat" Zachry and William H. Mueser.

For the benefit of those who were not fortunate enough to be present and for the many members who have asked about reprints of various speeches made that evening, we present the program in it's entirety in this issue of "Holing Through".

President, Charles A. Richardson called the meeting to order after the singing of the Star Spangled Banner, "Gentlemen, recipients of The Moles' Award for 1975, honored guests, fellow Moles, friends and their guests — it is a great honor for me to preside over this ceremony to honor for the 35th time two of our peers who have been nominated by our great Awards Committee. It is a real pleasure on behalf of all you Moles to welcome our guests of the Moles and to welcome our guest speaker and the recipients of the construction industry's most coveted award, for "outstanding achievement in construction", H. B. "Pat" Zachry and our own Bill Mueser.

We are indeed fortunate and honored in having with us this evening as our guest spéaker the Chairman of the Board of Hercules Incorporated, a world-wide diversified chemical company, well known to most of us. Your program tells you all about Jack Martin. how he graduated from Georgia Tech in 1934, but I know a little bit more than some of you. I had a great friend named Joe Kelleher, who passed away in 1972 and Joe Kelleher always told me that he hired Jack Martin. Joe was designated by Hercules to visit all the colleges across the country and to pick out one graduate for Hercules to employ in their dynamite business. Jack Martin, as you know, is an Explosive Engineer. It was Joe Kelleher who picked Jack Martin.

He certainly had foresight in picking a man of Jack's caliber. I can remember in the late 50's hearing Jack address a group of the Perini folks in Florida. telling us all about how we were going to lift rockets from launching pads by liquid propellents to start them on their trip into outer space. During the past 40 years, Jack has helped to move his Company ahead into the most sophisticated lines of chemical production. Jack started his career in dynamite sales and production which brought him close to we construction people.

His success in management hasn't changed him a bit. He is still one of us. He is the kind of a gentleman who brightens up a room when he enters, even a room as big as this. I am very happy at this time to introduce our great friend, Jack Martin.

JOHN M. MARTIN

Charlie, members of the Moles, distinguished guests, I am delighted to be here tonight and I've sat out there on that side of the microphone long enough to know the time factor so I just want to reassure you all that I am aware of how it sounds from the other side of the mike. I heard a reference recently to Senator Humphry who is not known for his brevity, you know, and when he was running for the Presidency, someone on the program committee one afternoon or one evening, told him he only had 15 minutes for his speech, and he said, my God, man, the last time I spoke for only 15 minutes I said hello to my mother.

Lou Perini used to have a wonderful story about a time factor I always liked, about a little overmatched prize fighter who wasn't much good and was thrown in with a real tiger one night who proceeded to batter him all over the ring for three rounds, and finally dropped him near his own corner blurry eyed. He had just enough consciousness to look up and see his manager yelling at him, and his manager was saying *"Don't get up till eight, don't get up till eight"*, and the follow said, *"That's alright with me, what time is it now?"*

Well I know what time it is now, and I want to spend a few minutes sharing with you this evening some thoughts on a rather unusual subject called "Sidestepping Miopia". Webster defines this as a condition in which one has difficulty in seeing distant objects, (and not flying saucers, Charlie) and which most of us just call plain near sightedness. In a real life sense, a condition very similar to miopia can result from a multitude of immediate day to day problems to obscure the longer range prospect. In our private and professional lives, all of us have more than enough daily challenges to absorb our attention here and now. Certainly, in the industrial world, where many of us work, it's a here-and-now situation. The bottom line is totalled every month, of every quarter and every year. Historically we can cite, at least, one well known economic theory springing from miopia. The classic Molthusean Doctrine of the inevitability of population growth exceeding food supply, appeared logical and valid in its own time, but totally ignored the technological advancement, especially in the field of agricultural chemicals. Yet it was developed by Thomas Molthus only 150 years ago at a time when the industrial revolution was well under way and new inventions and advancements in science and technology were becoming commonplace. He failed completely to make allowances for new discoveries, new production techniques or the sort of entrepreneural resourcefulness that averted his predicted disaster.

One basic necessity in correcting this form of miopia and sharpening our focus on the future, is to carefully examine our basic strength, and one of our proven strengths is the nature of our institutions and the character of our people, our ability to respond effectively to today's challenges, a greatly accelerated pace of life, booming populations, economic upheavals and political crises. As James Ramsey Ullman, a noted mountain climber once said, "Challenge is the core and main spring of all human activity." If there is an ocean, we cross it, if there is a disease, we cure it, if there is a wrong, we right it, if there is a record we break it, and finally if there is a mountain we climb it, and this is sort of the essence of the famed C. B. Construction Battallion's motto of "Can do". It was more than a slogan, it was a hall mark and a basic commitment of an outstanding group of men.

A hundred years ago, our whole tempo of life was much slower and there was a general confidence that our system left alone would find its proper destiny, much like a horse finding its way home to the barn, the classic "laissez-faire" process. This crystal balling of that era was rather uninspired, except for a visionary like Jules Verne, but then that wasn't science said his contemporaries just unmitigated fanasy. If we leave out religious events we can identify at least four major watersheds in mankind's history. First, the invention of the wheel, the mechanisms that do virtually all of man's work, the heart of them. Second, was the primitive beginnings of the agricultural revolution of perhaps 10,000 years ago which signaled the transition from man's nomadic, precarious life of hunting on a day to day existence basis and formed the basis for the development of an orderly, economic system. Third, was Guttenberg's famous printing press, which allowed the recording, shar-

ing and widespread dissemination of knowledge, and finally the industrial revolution which began about 200 years ago and, of course is still going on. It's pervasive transformation will likely be viewed by future historians as the most significant watershed of all, and yet in the midst of these historic advancements, and perhaps even because of them, we are witnessing today an age of doomsday predictors. Perhaps it started with Rachel Carson's provocative and controversial "Silent Spring", you remember her "all out" rather indiscriminate onslaught against the use of chemical agents, additivese, constituents and finished products in virtually every form.

I heard a story not long ago about a fellow who had been frightened by this argument to become an organic food fanatic. He was telling a friend one day that he didn't touch a thing, he didn't eat anything that had ever been exposed to chemical fertilizers, to sprays, to pesticides, insecticides or any other kind of chemical treatment, preservative or additive of any sort, and his friend said, "*gee, that's quite impressive, that's great*". He said, "*how do you feel?*" and the fellow said. "*hungry.*"

This prediction of Miss Carson's was followed by the Population Bomb, the Closing Circle, the Technological Society and Alvin Tofer's Future Shock, among many others, each of which implied or forecast the possibly disastrous end to the nation and the world. The computer has been brought into the doomsday saga by the Club of Rome Report and who can argue with a computer unless of course, we remind ourselves of Tom Watson's famous dictum of "Garbage in and garbage out." The London Economist recently had this cogent comment on one of their gloomier predictions: "If the Club of Rome had rightly forecast Britain's present quantum of travel, industry and urban work force exponentically forward from 1850, it would have proven that this plague ridden and industrially maimed nation must long since have disappeared beneath several hundred feet of horse manure." These computerized, purely statistical trends can be really tricky. I heard of a comment by Margaret Meade, the noted anthropologist not long ago who, following a lecture, was asked by one of her audience if she subscribed to the theory that successive generations of Americans would become taller and larger in stature by virtue of better diet and health and one thing and another. She said, "no, she did not agree with it". He was a little surprised, he said "why?" He said, "the statistics from WWI compared to the GI's in WWII show that they are about an inch and a half or two inches taller if you extrapolate that to the year 2,000 we will have another inch or so of height, so how can you argue against that conclusion that I mentioned"? Well, she said, "I can argue against it this way. If you extend the curve backwards for 2,000 years you had to assume that Jesus Christ was 6 inches tall, she said I just don't believe it".

Of course, I have always liked the Air Force rationale for having a man up there in a plane or a rocket instead of just a black box. They got a pretty interesting way of justifying it. They say man is still the only non-linear computer weighing less than 200 lbs. that can be cheaply mass produced by relatively unskilled labor. But today we can pick from a wide range of choices of ultimate calamity, asfixiation, famine, thirst, overcrowding, disease, exhaustion of resources; energy depletion or worldwide insect inundation. These are attributed to any or all of the following: technology run amuck, greedy businessmen, an economic system with the wrong values, the weather — the latter somehow suggesting that even the Almighty is against us.

Recently the Richmond Corporation printed a very interesting public service ad of not so great moments in the past to remind us that we have seen tough times before and that in the face of adversity we have come through stronger than ever. Perhaps some of you remember, cronologically, some of these less than highlights were in 1607, the first winter in Jamestown, over half of the colonists died and a few years later most of the remaining survivors died. 1775 the Revolutionary War lasted 5 years. We lost every battle but the last one. The panics of 1819, 1837, 1857, the Civil War, in which more Americans perished than in any other past or present. The panics of 1873, 1893, and 1907. The World War of 1917, 1918. In the midst of that war an epidemic of flu that killed almost 550,000 Americans, one out of every 200 people in the Nation at the time. 1929, nobody needs to tell us about that year. 1933 the closing of the banks, 1941 to '45 a worldwide conflagration in which upwards of 100 million people perished. The problems since '45 are familiar to us all, including the current energy crisis, which is giving the doomsday cult all manner of new fodder.

Certainly, the energy crunch looms as one of the major problems of our times and equally certainly the solution will not be simple or quick, but let us review for a moment the frequently cited and well know to all of you, and yet encouraging factors within our own national jurisdiction, subject to no Arab or Opec threat of adverse action. First, we have the largest proven coal reserves on earth that can be mined directly, tapped in place for extraction of energy and possible hydrocarbon feedstock for the chemical industry or converted to liquid hydrocarbons for fuel and chemical application. Two, we have proven petroleum reserves, the base of our present supply of some 80% of our current requirements, plus existing reserves recoverable to some presently unknown government extent, by greatly intensified secondary and terciary recovery systems, plus the potentia of geological promissing but to date ue-explored offshore areas, specially off the Atlantic Coast. Third, our oil reserves that are estimated to be of the order of 1 to 2 trillion barrels and so far outside the range or on the borderline of feasible economic recovery. Fourth, we have nuclear fission type boiling water power generators and in the not too distant future, the breeder reactor types, plus longer range fission process generators that direct sources of electrical power and thermal energy. Fifth, and finally, the combination of solar, geothermal, tidal and other miscellaneous energy sources. There is obviously nothing startling or new in the preceding catalogue of potentials and alternativese to our presently increasingly vulnerable sources of energy. The only purpose in such a recitation is to stress the fact that we do have a broad range of natural resource potentials to work on to meet our future requirements.

There has been considerable concern over the economic aspects of our energy problems, the unprecedented cost of achieving self sufficiency, of developing the required technological breakthroughs. An interesting and pertinent commentary on this factor was given in a recent speech by Walter Wriston, Chairman of the Board of the First National City Bank before the Business Advisory Council, in which he said, "The rate of capital formation, to which economists give so much attention, is a secondary factor. Someone must plan and devise the equipment, a conceptual, theoretical and analytical task, before it can be installed and used. The basic factor in an economy's development must be the rate of brain formation. The rate at which a country produces people with imagination and vision, education and theoretical and analytical skills." He went on to say "the capital

(Continued on Page 8)

AWARD DINNER

(Continued from Page 7)

problems of the 70's and 80's can be divided into two categories, money capital and intellectual capital". Where technology has been advanced and where productivity has been relatively high, capital investment has grown rapidly. Superior intellectual capital has always attracted the necessary financial capital over time because it produces a sufficiently attractive real rate of return."

What we obviously need now is an intensive, sustained, broad scale national effort to achieve the technological breakthroughs required to demonstrate economic feasibility of one or more of our basic energy resources. One step in this direction is the recent formation of a broad alliance of more than a hundred prominent Americans, calling themselves the Citizens for a Strong Energy Program, designed to help move public opinion, the Ford Administration and the Democratic majority in Congress, towards a hard conclusion that the time for serious decisions has arrived. Peter G. Peterson, one of the organizers of this citizens' group was as Secretary of Commerce the first high American official to call public attention to the scale of the financial strains that oil imports would put on this country, strains that we are just beginning to realize. Recent full-page statements by this alliance in major metropolitan newspapers, called on the President and Congress to move swiftly to achieve three broad general goals. One, to reduce our domestic oil consumption by 1 million barrels a day by July 4, 1976. Two, to set up an emergency stand-by program to deal with any future embargoes, and three to increase domestic energy supplies by establishing major research programs in both nuclear and non-nuclear forms of energy.

Diplomats are making progress and putting together a mutual protection society among the importing countries. Here at home, at a time of unusual political sensitivity, public support for rigorous conservation and an aggressive coordinated alternative energy development program is beginning to emerge. The Citizens' Alliance statement quoting Secretary of State Henry Kissinger said, "A generation ago the Western World faced an historic crisis, the breakdown of international order in the wake of world war, threatened by economic chaos and political upheaval. The nations of the West built a system of security relations in cooperative institutions that have nourished our safety, our prosperity and our freedom ever since. A moment of grave crisis was transformed into an act of lasting creativity. We face another such moment today. The stakes are as high as they were 25 years ago, the challenge to our courage and our will is as profound and our opportunities are as great. What will be our response?" Concluding, the Alliance Statement declares, "We support an energy program that requires sacrifices from all of us. To the American people, to much of the world, these sacrifices are bearable, the alternative is not."

Today we live in a world which, is being revolutionized by science and technology. A world, which in the industrially developed areas, sheer muscle power, whether animal or human, which represented a maximum physical energy potential to men for centuries, no longer restricts our progress. This raises the ultimate question about the comparable development of man himself. The basic consideration and concern of us all, whatever our role in life, in government, management, labor, citizens all. General Omar Bradley once had an interesting statement of the case in its more somber terms, he said *"Ours is a world of nuclear giants and ethical infants. We know more about war than we know about peace. More about killing than we know about living. We have grasped the mystery of the atom and rejected the Sermon on the Mount."* With considerably more hope, the famed Supreme Court Justice Oliver Wendell Holmes summed up his conclusions in more inspiring terms when he said, *"I think it probable that civilization somehow will last as long as I care to look ahead, perhaps with smaller numbers, perhaps also to greatness and splendor by science. I think it not improbable that man, like the grub that prepares a chamber for the winged thing it has never seen but is to be, that man may have cosmic destinies he does not understand — and so beyond the vision of battling races and an impoverished earth, I catch a dreaming glimpse of peace."*

And, the other, more hopeful extreme, we have William Faulkner's ringing declaration in his Nobel Prize acceptance speech in Stockholm in 1950. *"I decline to accept the end of man. I believe that man will not merely endure, he will prevail. He is immortal not because he alone among creatures has an inexhaustable voice, but because he has a soul, a spirit, capable of compassion and sacrifice and endurance."*

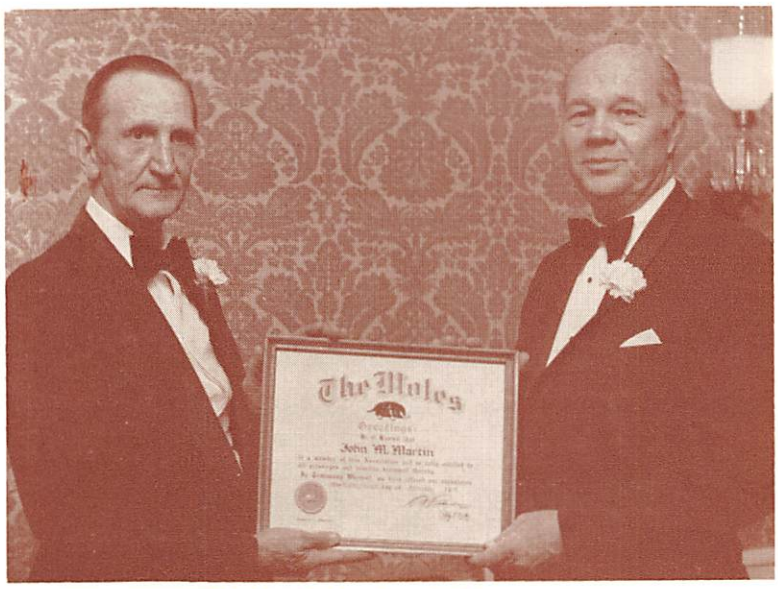
And finally, among these divergent expressions I would like to leave with you the thought expressed by Edwin Markhaw in his little verse called "Man Making". He says, *"We are all blind until we see that in the human plan nothing is worth the making if it does not make the man. Why build these cities glorious if man unbuilded goes? In vain we build the world unless the builder also grows."*

Thank you very much for having me here tonight.

CHARLES A. RICHARDSON

Great, great, Jack, I want to thank you for the best speech this organization has received to my knowledge. It

WELCOME ABOARD



Charles Richardson (left) presents
Honorary Membership to John M. Martin

is now my great pleasure to present to you an Honorary Membership in our organization. We hope that this means as much to you as it does to us to have you as a member. We hope that we will still see you here real often. Thank you very much Jack, and again congratulations on a great speech. Let's hear it.

The Moles Award Committee has been chaired this year by one Dan Lazar. Dan received the Member Award in 1972, as you all know; he needs no introduction. Being a native of New York, founder and head of the Cayuga Construction Company, past President of the General Contractors Association. Dan, it is your privilege and duty to take over this meeting for the presentation of The Moles' Awards. Thank you.

DANIEL M. LAZAR

Thank you Charlie. We have an example here of building two men, Jack, that you are going to be very proud of, and it is the privilege of, I as Chairman, of the Award Committee, to present the two presenters that are going to give it (in a nice way) to the non-member and member Moles' Award winners.

We are very proud of our selection this year, and I think Charlie you are very proud of our selection this year too, and particularly for those who don't know this selection takes place starting in June and goes on through October in a series of meetings of the membership of the Moles Award Committee of about 60, in which we have 7 or 8 candidates for each category and we really mull it over pretty well, and we think we came up with an excellent selection.

To introduce our member award winner, Bill Mueser, Sal V. De Simone will do the introduction. He has accepted the Awards Committee's invitation to present this Member Award. During World War II, Sal interrupted his education at City College of New York to serve our country as a Lieutenant in the Infantry. In 1948, he received his Engineering Degree, joined the firm that is today, Mueser, Rutledge, Wentworth and Johnston, and continued his graduate studies in Soil Mechanics at Columbia University for the next five years. Now, 26 years later, Sal is still working for the same firm. However, now for the past 10 years he has been a *partner*. Sal has been a partner in charge of major assignments in the foundation field, including supervision as well as design for such jobs as the Mall for the State of New York in Albany, The Prudential Life Insurance Company complex in Newark and the Irving Trust Company Wall Street Building in New York City. And importantly, Sal has been sought out by many contractors to act as their foundation consultant for structural design and expert advice on sticky job problems. Tonight, Sal is the Moles choice to introduce the man whom he has served well for 26 years as apprentice, as assistant and partner, and a happy relationship highlighted by mutual respect and great success, gentlemen, the Moles' Treasurer Sal DeSimone.

OLD ACQUAINTANCES

Peter Corradi (right) presents Award to H. B. "Pat" Zachry

SALVATORE V. DESIMONE

Charlie Richardson, Dan Lazar, fellow Moles and distinguished guests. It's a real pleasure for me to have this opportunity of introducing Bill Mueser and to present to him on your behalf the Moles' Member Award for "*outstanding achievement in construction.*"

To attempt to introduce Bill, a Mole for many years to other Moles, who are already his friends and admirers, presents a unique situation. When I started thinking about how I might accomplish this, I decided not to tell you about what he accomplished during the 52 years of his professional life, but a few of my observations, which I believe reveal very clearly why he is being honored tonight.

His original decision to become an engineer was a natural one, since his father was an engineer and pioneered in the design of concrete bridges, but his decision was based on much more than following in his father's footsteps because Bill has a fundamental love for his profession, which has caused him to give himself unsparingly to his work.

He joined the firm 52 years ago and today, as the Senior Partner, he is still active on a full time basis. That fact alone gives a good idea about his love and dedication to his work. His two sons, Bill Jr. and Bob, who are sitting on the dais, are also civil engineers. Bill Jr. is working in heavy construction on the West Coast, and Bob as the Deputy Chief Engineer of the Pennsylvania Highway Department.

Bill Mueser is called a construction man's engineer and for very good reasons. Many times over the years I have seen him put aside what he was doing to answer an emergency call from a project in a far off place. He likes nothing better than to help solve a construction problem and has never been afraid to get his shoes dirty in the process. Once he is presented with a problem, he uses his great store of engineering "know-how" and practical experience, to focus on the basic causes of the problem, and then proceed to develop a practical construction man's approach to the solution. This rare combination of talent has caused him to be in great demand as a consultant to many segments of this industry.

There is one aspect of Bill's personality that I should like to touch on. I call it integrity, but some people, especially those who have held an opposing viewpoint in a discussion with Bill, might call it by a variety of other names. This quality is usually evident when Bill's opinion is requested. When this

(Continued on Page 10)

Award Dinner

(Continued from Page 9)

happens, he collects all available facts, makes an objective analysis, and when he has decided the merits of the case, he states his views in easy to understand terms. (I see that some people have already translated that comment.) I was going to translate it for you, that can be translated as "*bluntly*" sometimes.

This approach can only be successful when used by a truly independent person who is interesected in making an objective judgement regardless of the consequences. This approach may possibly be considered out of date by some who have learned that you should never commit yourself because there is always the possibility that you may be proven wrong. Well, if this industry had operated in the past on that basis, it could never have accomplished what it has and developed the many rugged individualists who have been honored with Moles' Awards in the past, among whom Bill Mueser belongs.

Bill, it's a real pleasure for me to present to you this award on behalf of all Moles everywhere in recognition of your dedication to the profession and your many accomplishments in the construction industry. Let me read the inscription on this award: "*The Moles Award for outstanding achievement in construction, presented this 29th day of January 1975 to William H. Mueser, a member of the Moles, in recognition of his brilliant career, spanning one half century as a Consulting Engineer to the construction industry, planning, designing and supervising construction of complex foundations and structures, truly a construction man's engineer.*" Congratulations, you're on your own now.

WILLIAM H. MUESER:

"I've always been on my own, Sal — Thanks, Sal. I'm lost for words. I feel very highly complimented. While I feel sincerely honored by this occasion, this is a compliment to our firm and I mean it very sincerely. The Moles is a heavy construction industry. By heavy construction I mean work that is done below the grade level, below the water level and earth dams and masonry dams which ultimately become up to water level too. It's a real serious business. Its changes has many influencing elements. Most of us have a civil engineering training, but every job, every one, bar none is different and no two jobs alike. You got multiple interests heading the group, you got multiple situations financially, you got multiple practices, you got soil problems below the surface, you got ground water situations, there are no two jobs alike, and I say — for instance on the subway, people think that what you do for one area is applicable to another, there are no 200 feet on the subway that are identical.

What I would like to do is indulge on your time to illustrate what I am saying. I got three illustrations before me, and the first one has to do with a building, and I arbitrarily picked (to illustrate the point) the Federal Reserve Bank in New York, which is down between Nassau and William Street and Liberty Street, which was, foundationwise, installed by pneumatic caissons in 1921, just before I came to the firm. (I came with them in '23.) That was the way it was done at that time, those walls were 8 feet thick in a five story basement. Across the street on Liberty Street in the 50's, we put the Chase Manhattan Bank; the Chase Manhattan has not five stories below grade it has six. The walls are 5' thick.

We ran into a problem at the corner of Liberty and William Street where the hardpan did not go to rock, chemical grouting was used and we solved the problem. We didn't have to resort to sand hogs.

Now, conversely, take another situation, let me just illustrate what I am saying, I am going to pick on a bridge job. The Trans-Bay Bridge in California, in San Francisco, which you all know about, is quite a monumental structure and we were involved in a consulting capacity, but on areas adjacent to Hierba Buena Island, there was a lot of soft, gooky stuff, below 40, 50, 60 feet of water, and you couldn't ordinarily sink a caisson there and get down to a bearing before you started to sink into the sub-grade, so as a result of this study, a dome-type caisson was developed, which meant that the caisson was built in a dry dock, built a certain height, build cylinders and domes on the compressed air, float it out to the sight located, anchorede and then as the caisson was built up the domes were elevated and extended till ultimately we had the deepest bridge sphere, 242 feet below the water level.

Now, during this same period, and the reason I am mentioning the Bridge is on the Oakland Estuary, which many of you have been over, I am sure, there is a terrific fill. Mr. Moran, who was the founder of our firm in 1910, invented the sand pile. (This may be news to some of you folks.) In 1928 it was patented. Its first application was on a dollar paid by the State of California to Moran, and Jim Porter, whom many of you know and who is not with us any more, was assigned to this same drain situation, and you all know what sand drains have done today.

Now, conversely, going to another extreme, many of you know that we have been in the dry dock design work for the Navy and one job that I am particularly proud of is the one that is in Bremerton, Dry Dock No. 6, it's the deepest dock that I know of and I think it still is. It's 61 feet from the surface to the floor of the dock. This

PROUD MOMENT

Salvatore V. DeSimone (right) presents Award to William H. Mueser

dock is in sand and gravel and it has some clay, and we were ablee to create a seal in the clays, and by doing so we were able to reduce the floor of that dock to 7 feet. Now, that may not sound like much to you fellows, but by holding it to seven feet and pumping what we estimated originally at 12 to 15,000 g.p.m., and it actually it's come down to around 6 to 8,000 thanks to the contractors driving your sheeting, surrounding the cutoff, so as to get a complete cutoff. Now, that dock, when we negotiated that contract with the Navy, it was on the Navy's estimate of a 32/31½ million dollar job. By cutting it down, the slab in the bottom was 7 feet thick, and some of the contractors that were involved in this job are here in this room, they bid in 1958 $22 million, saving the Government about $9 million. That was 1958, 1962, in that range. In 1970, we were asked to make a study for a similar dock in an off-shore island, and I said we would do it but we would have to have some borings. We made the borings and instead of finding a good type bottom, we found coral rock, it's good bearing but leaks like hell, and the result was that instead of having a 7 foot thick slab at the bottom of this dock, it was 40 feet, and in 1970, which was about 10-12 years after the first one, you have to take that into account, our estimate for the job instead of $22 million was $117 million, and we recommended against this being constructed.

Now, what I am coming to is simply, you got to be inventive, you have to have new ideas and this is in the foundation, in the sub-structure work, and this is what makes fun. You can't live on the past, you got to live on the future.

I got one other thing to say, and only one, and that is I am getting along in years, I must say that I have enjoyed my work and my association with past and present partners, everyone of them, but when you get old you begin to find that — (some of you may agree with me, some may not) — you begin to find that you are slipping and some of you fellows have heard this story, but I am going to repeat it for the rest of you. There are four signs of getting old in my estimation. *One, you forget names, two, you forget faces, three, you forget to close your zipper and four, you forget to open it.*

DAN LAZAR

Thank you Bill Mueser, and all I can say is *that will be the day!* Our next privilege is to introduce the introducer for the Non-Member Award. Admiral Peter Corradi is going to make the Non-Member Award to Pat Zachry.

Pat Zachry and Pete Corradi, both now are located in Texas; have enjoyed a warm business relationship that started back in the Pacific 25 years ago and continued right down to the present time. Peter Corradi received his engineering education at New York University and worked in the New York area until World War II, when he received the Commission as Lieutenant in the Civil Engineer Corps. He was assigned to the C.B.'s and campaigned in the Pacific, receiving the Bronze Star Medal with a Combat "V". After the war, Pete continued in the Bureau of Yards and Docks, achieving the position of Chief of the Bureau in 1965. In recognition of his leadership he was awarded the distinguished Service Medal by the President of the United States in 1965. Pete's appointment as Chief of Budocks was unique, since this post is rarely filled by a non-Academy officer.

In 1966, he received an honorary Doctor of Science Degree from New York University, his Alma Mata. After retirement from the Navy, Pete started his third career when he joined Gibbs & Hill, where he was President in 1967 to 1969. Presently, as we know, he is Chairman of the Board of Raymond International, headquartered in Houston, Texas. Admiral Corradi is a past National President of the Society of Military Engineers, has served in many capacities in The Moles and was its President in 1972. Gentlemen, Pete Corradi.

R. ADM. PETER CORRADI

I have known and admired Pat Zachry for many years, and in trying to prepare myself for this evening, I ran through some material I had about his career, and the more I read, the more overwhelmed I was at the enormity of the task of trying to present to you in just a minute or so what this man has accomplished in a long and fruitful lifetime, so I would like to commend to you the digest of his biography that is included in your program.

There are a lot of facts in it and I'll embellish on just a few of them. As you read that, there are certain things that stand out about Pat Zachry's career, his character, and his enterprise. The bare fact is stated that he started in business in 1924, but just think about that, he couldn't have been more than 24 years old, maybe 25, just fresh out of school; he was enterprising enough to get into a highly competitive industry, if you will, business, at that young age, and not only to get into it, but to succeed in it. I asked him about that and he said, he had a job when he got out of Texas A. & M. as an engineer, and he was given the assignment of designing a small highway bridge. Having designed it, he resigned his job as an engineer and bid the job, bit it successfully and built it and that launched his construction career.

From that time through a whole galaxy of construction achievements, his industry, his integrity, his innovative techniques enlarged his activities, his scope of activity, and created a company that has now become worldwide, and some monuments have been erected to some of these attributes of his.

One that comes most readily to mind and I think it's mentioned in the program, is his innovation with modular construction. That's a cold word too but think of what modular construction means to Pat Zachry. He didn't just build concrete elements that someone else put together or that were added to by someone else, he built structures completely in a factory, in an off-site plant. He built complete rooms for a multi-story hotel, not just the structural framework, not just the wiring, not just the plumbing, but complete, with the carpeting, the woodwork, the plumbing fixtures, even the furniture, and I recall Cecil Morris telling me one time that one of their problems was with pilferage. People were stealing the color T.V. sets out of these rooms, as they were being installed.

The hemisphere was a real challenge to Pat Zachry. It started as a rather grand project, he was its Chairman, it came upon financial times, but it was typical of this man that he didn't just retreat to his Chairmanship but he took charge as General Manager and ran it, and ran it successfully.

The next thing that struck me in reading his biographical sketch in the program was the other element that comes through and that's service, service to our industry, to his community and to our country. Pat Zachry was elected National President of the A.G.C. in 1939, think of it, that's a long time ago, he could have served his year as President, served thereafter on a couple of committees and gracefully retired in limbo, but he has continued to serve the A.G.C. to this day, he has continued to serve this industry to this day and it reminds me of what I tell my friends who are not Moles about why we have this award. I tell them that The Moles is an association of top-heavy construction men, and once a year we get together and we try to pick someone

(Continued on Page 12)

Award Dinner

(Continued from Page 11)

who was not one of our members, who epitomizes what we think of as a top-heavy construction man, and I think Pat Zachry fits that description. It gives me a great deal of pleasure and it's a privilege for me to present in your behalf this award to H. B. "Pat" Zachry. I would like to read it. *"The Moles Award for outstanding achievement in construction, presented this 29th day of January 1975, to H. B. "Pat" Zachry in recognition of his illustrious fifty year career as a General Contractor during which he constructed many major public, industrial and military projects and contributed important innovations for the advancement of construction performance."*

H. B. ZACHRY

Very simply, very gratefully I say thank you. True thanks can be manifested only in work performed, in deeds recorded, hopefully over the years ahead. I may thus confirm mine. Moles are builders, men of ability, brought up through the process of rugged individualism, given with a blessing, a certain amount of wisdom that comes with hard experience over many years. Moles have the ability to give an effective aid to our nation in a time of need, and that time is now.

We are in a depression, its possible consequences to our nation are many. Loss of our position in the sun, a defeat economically that could be as damnable and as complete as a military defeat The emergence of our nation as a welfare state, socialism, communism. The procedure for this and the result thereof has been recorded by history. The chapter on Great Britain in England has been written in our life time.

We have heard and examined President Ford's State of the Union message. We have heard and examined Speaker Albert's alternative thereto. Likewise the pronouncement of other politicians, the labor leaders and many articles written by others thereon. Regardless of merits and differences, the interplay of power, the apparent end result will be huge new deficits with all its consequences. This simultaneous existence of inflation and recession is not some inexplicable paradox or accident, the first in its later stages always brings on the second, and so often ends in the nation's end.

But the clamor for Government created jobs, public service and others due to unemployment, will rise loud and clear. Many will be fooled by the cry *"We need something quick"* and the philosophy that you can cure anything by throwing money at it. These cries will be listened to and granted. *What do we do?* May I suggest we very quickly prepare for this, that we design, then strongly urge our Administration toward a new approach. That from business: that we request our banker friends to join us and through them bring in desired companies from industry and thus field a real team.

Briefly outlined, let's take the dollars our Government appropriates for public service jobs, or other types, and there will be many such appropriations in the not too distant future, compute the number of workers to be involved therein, the areas selected and the allocation of labor to each one of these areas. Then determine the type of project most worthy, that from private industry or that from municipality. Power plants, industrial plants, all kind of needed, worthy improvements, for which in either event, private or municipal, a mini bond issue will be provided by the awarding authority. Labor will be drawn from a pool, accepted only after tests, trained, mixed with some of our old hands, terminated upon failure to perform. No ad valorem or income taxes to be levied on these projects until the equity certificates mentioned further on are paid.

The engineers in this organization heading professional groups to donate their personal time. Add no overhead or profit for their organization's service. The contractors to do likewise. Equity certificates with no present taxable value to be issued each for the items that they have donated, overhead and profit. All machinery, materials and supplies to be similarly sold to the project by the manufacturers, and the balance remaining between their normal cost and the actual price at which they are sold to these projects, be evidenced by equity certificates.

The banks and their investment affiliates to market the mini bonds, provide interim money at X% plus this equity certificate.

Last but not least in importance, the labor cost provided by the Government will be returned to the U.S. Treasury by the earnings from these projects. A project thus conceived and built could initially require less than ½ the normal dollars that a project would require. It could double the number of men employed than would otherwise be employed by a direct grant of money for working employees in public service jobs. They would affect no present income to the city, these new projects would affect no present income, no taxes, no ad valorem, no income, they would affect no income to the cities, the state or nation, no present income to these, and they would leave an earning investment rather than an inflation producing charge-off.

Now this is an idea, this may serve to create within your mind a stimulus for something that might be even better, but to sit and wait and criticize is not the part and parcel of a Mole.

Surely embodied in us is the old American spirit of free enterprise. The courage, the will to work, the will to sacrifice, the will to fight to the bitter end against all who would seek to undermine our nation. I ask you for the present, let these thoughts carry entwined in them my thanks to you for the honor bestowed this evening.

CHARLES A. RICHARDSON

An excellent speech Pat Zachry. I want to again congratulate our principal speaker and our two Award winners and to thank you all for coming.

Unfortunately, there were several Moles who were unable to be here and have sent their regrets. Time does not permit reading their names. One special mention from our Honorary Life President, Mr. Mole himself, Ralph Atwater, who I know is with us in spirit and sends his regards to all of you. I am sure you will all join me in a wish for his wellbeing and a vote of thanks for his continued interest and his help and guidance to all us Moles.

This, I have been informed is one of our largest parties. I am not prejudiced, but I think the speeches have been the best. I want you to all join me in thanking our Executive Secretary Arline Gallagher and her Assistant for another very successful Award Dinner.

JULES R. BREUCHAUD died on December 22, 1974 in Florida.

Mr. Breuchaud was President of Underpinning & Foundation Company until his retirement in 1959 and served for fifty years as a member of the Board and an Officer.

Mr. Breuchaud was a Trustee and Chairman of The Moles' Finance Committee during the years 1950 through 1952. He was elected a "member emeritus" in 1960.