

NEWS BULLETIN

AN ASSOCIATION OF MEN



OF THE MOLES

ENGAGED IN HEAVY CONSTRUCTION

HOLING

THROUGH

APRIL, 1978

Milton A. Hendrickson elected President

MILTON A. HENDRICKSON, President of Hendrickson Bros., Inc., Valley Stream, New York, has been elected to serve as The Moles' fortieth President. Mr. Hendrickson will receive the gavel from retiring President, Daniel M. Lazar, at the Annual Business Meeting & Dinner to be held on Wednesday evening May 3rd at The New York Hilton Hotel.

Other Officers elected are: First Vice President, G. R. (Bud) Gray, Vice President and Area Manager for S. J. Groves & Sons Company; Second Vice President, David B. Perini, President and Chief Executive Officer of Perini Corporation; Treasurer, Dudley A. Saunders, Senior Vice President of Slattery Associates; Secretary, John C. Custer, Vice President of Mason & Hanger-Silas Mason Company, Inc.; and Sergeant-at-Arms, Dan S. Brock, Construction Consultant.

Trustees elected to serve three year terms are: John A. Allison, President and Chief Executive Officer of Horn Construction Company; Melvin E. Lemmerhirt, Vice President, Great Lakes Dredge & Dock Company; and Jack Walle, Project Manager, Thomas Crimmins Contracting Company.

Born in 1915, Milton went to work for his father and two uncles during summers when he was old enough to carry a pail and use a shovel. After graduating from Central High School in Valley Stream in 1933 he was employed full time, first as rodman then various positions including equipment operator, master mechanic, job superintendent, etc., culminating with his election to the Presidency of the firm in 1953.

During the period from September 1942 through September 1945, he served in the United States Air Force and rose to the rank of Captain, flying 30 combat missions.

Hendrickson Bros., incorporated by Milton's father, Arthur and two uncles, Frank and Freeman in 1922, taking over the original business which his grandfather had begun, has grown and is numbered among the prominent contracting firms in the USA. Milton through his leadership has contributed to the firm's growth from a local grading and drainage contractor to the present sophisticated complex of super-highway construction, asphalt plants, docks and other structures.

Milton has worked for the betterment of contractors and engineers through professional and trade associations such as the Associated General Contractors of America and the General Contractors Association of New York. He is a Past President of the New York State Chapter of the Associated General Contractors of America; the New York City Post of the Society of American Military Engineers; New York State Bituminous Concrete



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Moles Elect 30 New Members

At the Executive Committee meeting held on April 4th, thirty new members were elected effective May 1st.

In alphabetical order they are: Anthony A. Albicocco, Slattery Associates, Inc.; Stuart H. Bartholomew, Fruin-Colnon Corporation; Joginder S. Bhole, Horn Construction Company, Inc.; James J. Brady, Gates & Fox Company, Inc.; Carl E. Buckley, Jarvis, Pilz, Buckley & Treacy; Robert R. Buckley, Buckley & Company, Inc.; Harold G. Carlevato, E.I. du Pont de Nemours & Company; Theodore J. Civetta, Sr., John Civetta & Sons, Inc.; Edward O. Davis, Frapaul Construction Company, Inc.; Anthony C. DeGeorge, Alpha Portland Cement Company; John F. Donohoe, Moretrench American Corporation; John J. Dougherty, Jr., Associated Pile & Fitting Corporation; Andrew J. Ely, Walsh Construction Company; Victor B. Hallberg, L. G. Defelice, Inc.; Eugene N. Helms, C. J. Langenfelder & Sons, Inc.; Robert E. Huie, Perini Corporation; Dov Kaminitzky, Feld, Kaminitzky & Cohen; Francis X. Knott, The Arundel Corporation; Sherwood E. Liles, III, Tidewater Construction Corporation; James E. Mahon, Walsh Construction Company; A. R. Marschall, The George Hyman Construc-

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MILTON A. HENDRICKSON

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Producers Association and the Nassau-Suffolk Contractors' Association.

He gives unstintingly of his time to civic and charitable endeavors and has been the recipient of the Humanitarian Award by the American Cancer Society (Nassau Chapter 1970); the Citizen of the Year Award by the New York State Society of Professional Engineers (Nassau Chapter 1974) "as a leader of numerous professional, business, civic and philanthropic organizations . . . known to many members as a man of the utmost integrity"; the Theodore Roosevelt Award by Mercy Hospital (1976) "for outstanding service to the progress and development of the community hospitals".

In a special section of *Newsday* (1974) he was included as one of "The 50 Who Really Run Long Island". In a *New York Times* special section (1976) he was one of eight included as "Voices That Are Heard — The Men Who Make It Happen"; and again in *Newsday* (Jan. 1978) he was included in "The 50 Who Run Long Island".



GEORGE H. ATKINSON succumbed to a heart attack on February 13, 1978 at his home in Hillsborough, California. He was 72.

Mr. Atkinson at the time of his death was Chairman of the Board and Chief Executive Officer of Guy F. Atkinson Company an international construction firm which he founded with his father the late Guy F. Atkinson, in 1926.

Born on April 10, 1905 at Colorado Springs, Colorado, Mr. Atkinson received his education at Willamette University and at Stanford University from which he graduated "magna cum laude" in 1926 with an A.B. Degree in Economics and as a member of Phi Beta Kappa.

As Chief Executive of Guy F. Atkinson Company and as Managing Partner of joint ventures with other companies, he headed numerous internationally acclaimed construction projects, including the first section of Grand Coulee Dam and a series of other major dams on the Columbia River, the Roosevelt Naval Base and the \$525 million Mangla Dam in West Pakistan. Under his guidance the Company also expanded into other facets of Industry: ship repair and conversions, and manufacturing of pumps, valves, and a wide variety of other industrial components.

Well known for his civic and religious endeavors, he was an active and influential layman in the Methodist Church for many years, including over thirty years as a member of its principal governing body, the General Conference. His work included service on the national General Board of Missions, leadership of a committee to integrate a black jurisdiction into the main body of the church and strong participation in the California-

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LOU R. CRANDALL died on February 13, 1978 at Columbia-Presbyterian Medical Center. He was 84.

Mr. Crandall, retired President and Board Chairman of the George A. Fuller Company directed work on major buildings and heavy construction projects across the nation. The United States Supreme Court Building in Washington and Lever House, the Seagram Building, the Corning Glass Building, Time-Life Building and the Union Carbide Building in Manhattan were among some of the notable structures he has been credited with. During World War II, Fuller teamed with Merritt-Chapman & Scott in building the huge Naval Air Station at Quonset Point, R.I., and the Advance Base at Davisville, R.I., a base at Argentina, Newfoundland, a massive installation in Iceland, and extensive strategic bases in North Ireland and Scotland. Keeping pace with the space age, Mr. Crandall expanded the company's heavy construction activities to include missile research and launching facilities. The more important of these projects were: at Cape Kennedy, launching facilities for the Minute Man and the Saturn Moon Shot rockets; at Great Falls, Montana, a complex for Minute Man missiles; at Wichita, Kansas, a complex for Titan II missiles; at Cheyenne, Wyoming, a complex for Atlas I missiles; and at Edwards Air Force Base, sled and stand for testing rocket engines.

Born in Sylvania, Ohio, he graduated in 1927 with a B.S. Degree in Engineering at the University of Michigan. He served in the Army in World War I and joined the Fuller Company on his return, becoming a Vice President in 1925. He was President from 1928 to 1957, retiring as Chairman in 1966.

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Forty Years for The Moles

THE MOLES became a name and a going organization in the spring of 1937. In the fall of 1936 a few contractor's men, who had worked together for New York and New Jersey Construction Co. on underground and waterfront construction 20 years before met for a reunion. Out of this grew the idea of the need for an association of "The New York and New Jersey Contractor's Men"; this was promptly expanded to include other construction or engineering workers.

Informal meetings of an enthusiastic few followed. Harry Leeuw, Al Sielke and Alex Stagg were active in this group. On May 13, 1937 the name MOLES was suggested and acclaimed for "An Association of Men Engaged in Heavy Construction." Harry Leeuw became the first president.

A membership drive was started. Those who have recently waited for three years to be admitted to membership will be interested to know that if a \$5 bill was exposed, it was snatched and the person was promptly named a MOLE.

The first dinner as THE MOLES was held January 15, 1938 with 51 attending. By June there were 100 members. At about this time Ray Spooner and Ralph Atwater became active and were soon the leaders. In August the first clambake was held — at Karatsonyi's at Glenwood Landing, north of Roslyn, with a full excursion-boat load of attendees.

Ralph Atwater took over to organize a "frolic" at the Biltmore Hotel attended by 500 of the top people in construction, engineering and industry. Al Sielke became president. *Holing Through* was started to provide information to the members and for a promotion piece.

Ralph Atwater was on his way to becoming "Mr. MOLE." A few technical type meetings were tried. It was quickly concluded that acquaintance and interchange of ideas could best be accomplished by informal gatherings.

Meeting for Fun and Fellowship

A summer Clambake became a tradition; a few gatherings were held at Karatsonyi's; then there was a move to the New York Athletic Club at Travers Island, next to a New Jersey location and then to the Colonial Hill on Long Island. But it always is a great time with upwards of 1,000 enjoying the sun and fellowship of a full day and evening. A feature for many years was a softball game between THE MOLES and a team from the New York City Department of Public Works. This activity generated a lot of interest and fun.

For several years two Members Only meetings have been held: an Annual Meeting in May where new members are received and officers are installed; and a fall meeting where education for construction is featured and educators are guests.

To recognize Outstanding Achievement in Heavy Construction THE MOLES Award was initiated in 1941 to honor a member of THE MOLES and a non-member. *HOLING THROUGH* commented:


"A Moles award is generally regarded as the highest honor a construction man can receive. A Moles award enjoys the distinction in the construction industry comparable to that of a Pulitzer Prize in the fields of literature, the drama and journalism"—

The first to receive the Award was MOLES member John S. MacDonald, chief engineer of Walsh Construction Co. for "his enterprise, courage and resourcefulness in construction, notably in building of the Queens Midtown Tunnel." MacDonald had worked for Patrick McGovern on subways and tunnels before joining Walsh.

Robert Moses was the first non-member recipient, for "his vision, planning and accomplishment of the superb system of

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The MOLES

AN ORGANIZATION OF MEN  ENGAGED IN HEAVY CONSTRUCTION

Confers

LIFE MEMBERSHIP

upon

Frank G. Zimmator

in recognition of

FORTY YEARS


of



dedicated service to the Industry

and

loyal membership in this organization

May 1, 1978

Attest: 
President

 
Secretary

A Message from Ralph Atwater

My Life Membership Certificate will always be a reminder of my pleasant years and good times as a MOLE. I have selected a space on my living room wall to hang it.

In the past ten years I have been confined to my home with a heart condition and impaired blood circulation. During the thirty years prior to my confinement, my primary interest was THE MOLES. It has been torture not to be able to enjoy the friendship and good fellowship of The Mole's Meetings and Dinners. I have endeavored to maintain my active interest by correspondence and frequent telephone conversations with Mrs. Gallagher.

I congratulate The Mole Members who are receiving their Life Membership Certificates. I wish I could meet each one of them; shake their hand; and exchange memories. Speaking of memories, I have one I'd like to share with you. It was a note on a card I received from Frank Zimmator last Christmas. Frank was referring to our first Clambake and he wrote, "We sailed from Pier #1 on the good ship 'Favorite' to a delightful spot on the North Shore of Long Island. As I remember it, the old ship must have been sixty or seventy years old and it grunted and groaned all the way to the landing. What a Bake it was! There will never be another one like it! The food was excellent, lots of it all day and the price was reasonable. You couldn't get all that today for a hundred dollars a ticket. I sure value all the wonderful memories and they are such a precious treasure to me as are all the thoughts of Alex Stagg, Harry Leeuw, Ray Spooner, Al Warwick, Alex Lyle, Jack MacDonald, Eddie Mahoney, Arthur Johnson, Ralph Atwater and so many others. What a 'line-up' of 'nice' people."

I say to the present day Moles — "what a line-up of nice people you all are."

FORTY YEARS

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recreational areas, parkways, bridges and highways of Greater New York."

The value of this award for accomplishment in construction is highlighted by being copied by other organizations. The fact that only two persons are recognized each year adds to its prestige. A long line of truly outstanding men in engineering and construction have enhanced the Award and brought honor to THE MOLES.

MOLES Resist Expansion

Success brought suggestions for "chapters" of The MOLES elsewhere. Several requests were from groups of interested constructors, which had partly organized. Wisely, Ralph Atwater and others resisted this expansion, preferring the closer control of a single group.

On the West Coast, dam builders developed the *Beavers* into an activity similar to THE MOLES. The two are cooperative, rather than competitive — to the benefit of both. It is quite probable that maintaining single status has added to the prestige of THE MOLES and its members over the forty years the organization has been growing.

Recognition for Long Time MOLES

A substantial number of those who joined THE MOLES forty years ago still are members. Some have taken Member Emeritus status — primarily to open the limited membership to interested and active younger constructors.

The entire Moles membership salutes these long time MOLES and wishes them well for the future.

RALPH W. ATWATER, Founder Member, Honorary Life President, affectionately referred to as "Mr. Mole" was born June 12, 1891 in Somerville, Mass. Graduating from Tufts in 1913 he embarked on a career in construction. His first job was as a carpenter's helper on a section of the Boston subway. His next job was with Stone & Webster and later with Merritt-Chapman & Scott. In the late thirties, he acquired his own dredging business. Ralph is credited with initiating the original "Clambake" in 1938 and the first Award Dinner in 1941. He served as 1st Vice President, Secretary-Treasurer, Chairman Award Committee and Chairman Program Committee during the period of 1939/49. After the death of Executive Secretary, Irene Lizotte in 1955 Ralph assumed the duties

of Operating Manager and continued until the appointment of Mrs. Gallagher as Executive Secretary in 1964.

AARON BURROS, Member Emeritus, affiliated with Fehlhaber Pile Co., Inc. (firm later changed to Fehlhaber Corporation) until his retirement. A few of the projects Mr. Burros recalls were: the Grand Coulee Dam, the foundations for the first section of the West Side Highway from Canal Street to 23rd Street, the Bronx side of the Throggs Neck Bridge anchorages, and most recently one of the foundation contracts for the Albany Mall complex. For The Moles he served on the Finance Committee during the early years.

RALPH R. BUSCELL, Charter Member, Member Emeritus, affiliated with Poirier MacLane, Corbetta Construction and other important contractors before his recent retirement. During the period from 1957/1960 Sailor Buscell was superintendent for Corbetta's marine work in Spain.

BRUNI P. de SISTI, Charter Member, Member Emeritus, worked on subway construction for the Carleton Company in New York City. Later he joined American Cyanamid. He was affiliated with Anaconda Copper, Amman & Whitney and Parsons-Jurden before his retirement in the late '60s.

HARRY GARNEY, Member Emeritus, affiliated with the Carleton Company, Arthur A. Johnson Company, Merritt-Chapman & Scott Company and others.

HERBERT GILES, Charter Member, Member Emeritus served on the Program Committee for The Moles in his early years and as Sergeant-at-Arms in 1961. He was a Sales Executive for Harold Dessau supplying industrial tools and power equipment to the heavy construction industry.

WILLIAM W. HANLY, JR., Charter Member, Member Emeritus was a Sales Executive for the Koppers Company until his retirement. For The Moles, Bill served as Trustee, Chairman of the Membership Committee and Secretary during the period from 1940 through 1948.

HAL W. HUNT is Chief Engineer of Associated Pile & Fitting Corp. of Clifton, New Jersey, principal supplier of accessories for piling. He has worked with contractors, consulting engineers and public agencies in both field and office. During the 1940's he was construc-

tion editor of Engineering News-Record, leaving that to work on pile foundations and then the American bases in Spain. On return from Spain he was editor of Civil Engineering for eleven years. For The Moles, Hal was a Trustee, Chairman of the Publicity Committee and editor of *Holing Through* in the 1940's: Sergeant-at-Arms in 1967 and a continuing contributor to Moles activities.

ARTHUR E. KRUEGER, Charter Member, Member Emeritus retired in 1969 after some fifty years handling dynamite for construction. Art has worked in and around the Metropolitan area for prominent contractors as blasting foreman on construction of: utility plants, subways, tunnels, underground conduits, piers, sewers, foundations, highways, etc. (See letter from Art on page 5)

JAMES A. LEE, Member Emeritus was a Sales Executive for the North American Cement Company later Marquette Cement Mfg. Co. Jim served as Sergeant-at-Arms for The Moles during 1963.

DANIEL W. LENAHAN, Member Emeritus is a graduate of Columbia University. A Professional Engineer he served Liberty Mutual Insurance Company from their Atlanta office until retirement in 1969. Dan's specialty was safety engineering including work on compressed air tunnels.

EDWARD J. MAHONEY, Charter Member, Member Emeritus, owner of Mahoney-Clarke Inc., supplier of contractors' equipment and heavy hardware to the industry until his retirement. Eddie served as Sergeant-at-Arms during the period from 1942 through 1949. He was Chairman Publicity Committee during 1943/44 and served on the Membership Committee from 1953 to 1965. In 1973, the Executive Committee appointed him Honorary Life Sergeant-at-Arms in recognition of his many years of service and friendship to the construction industry.

JAMES B. MARTIN, Charter Member, Member Emeritus, earned his civil engineering degree at Manhattan College. He worked on subway tunnels and marine construction but was widely known as Director of Labor Relations for the General Contractors Association of New York. He retired in 1968 after over thirty years in that post. For The Moles he served on several committees and was Sergeant-at-Arms in 1954.

JOHN C. MAXWELL, Member Emeritus, was in charge of the alteration and repair work on the Statue of Liberty at the time he became a member of The Moles. Later he worked for George Fuller in Argentia, Newfoundland. He served in the U.S. Corps of Engineers and upon discharge went with Thomas Crimmins Contracting. Later he moved to Las Vegas and became an Officer and Director with Carter & Schneider Construction. He is currently doing Management Consultant work.

ROBERT S. MAYO, Charter Member, formed the Mayo Tunnel & Mine Equipment Co., in 1936 and developed a worldwide business in tunneling equipment. Author and co-author of numerous articles, papers, and books he is well known and respected among tunnel men throughout the world. Active on many committees throughout the industry, for The Moles he served as Sergeant-at-Arms in 1959.

MICHAEL J. MORRIS, Charter Member, Member Emeritus was with G.A.M. Construction Corp. when he became a member of The Moles. He later worked for Johns-Manville and H. J. Williams.

PORTER C. MURPHY, Member Emeritus was affiliated with the Carleton Company on subway construction for many years. He worked for Foley Brothers & Spencer, White & Prentis and later went with the Dept. of Hospitals, Engineering Division.

R. E. SAVAGE, Member Emeritus, was Sales Executive for Northwest Engineering Company, manufacturers of shovels, cranes and draglines supplying the heavy construction industry. Mr. Savage served as Sergeant-at-Arms during 1956.

ALBERT V. SIELKE, Founder Member, was born July 9, 1894. A graduate of Columbia University, Mr. Sielke, was a Consulting Engineer from 1921 until his recent retirement. His work included all types and classes of structures, subways, dams, bridges, retaining walls, docks, sea bulkheads, marine and subaqueous work, buildings, industrial plants, foundation and underpinning problems, railroad work, land reclamation, park treatments etc. Mr. Sielke served as Treasurer of The Moles during 1938 and became the Association's second President in 1939 succeeding Harry Leeuw.

RAY N. SPOONER, Charter Member, Member Emeritus, a graduate of Columbia University joined his brother and father in Allen N. Spooner and Sons in 1914. The firm's work included projects throughout the New York harbor waters from bulkheads and piers which were the mainstay of the business to a tunnel under the Passaic River. One of the youngest men to ever be President of the General Contractors Association of New York, Ray Spooner served The Moles in various roles; was President in 1940; and Member Award Recipient in 1951.

H. AUSTIN VAN NAME, Charter Member, Member Emeritus owner H. A. Van Name Engineering Co., specializing in the design and fabrication of steel products, iron and steel castings to supply the heavy construction industry. He served as committee member and in 1960 was Sergeant-at-Arms of The Moles.

ALFRED N. WARWICK, Charter Member, Member Emeritus, a New York Building Contractor specializing in industrial building construction. Al served in many capacities for The Moles including President in 1946. He is credited with much of the promotional ideas which made the early dinners and Clambakes attractive to the membership. A "History of The Moles" published in 1965 states, "*not only did he suggest the ideas, but he furnished the energy, time and money to put them into effect*". A licensed pilot Al Warwick dedicated a great deal of his time and energies to promoting aviation education.

FRANK G. ZIMMATOR was affiliated with Ingersoll-Rand in their construction division from 1929 until his retirement. Prior to 1929 after attending Villanova College, he was connected with contractors in Pennsylvania and New York engaged mostly in heavy rock excavation. While with I-R he covered many large rock excavation jobs among which were: the Lincoln Tunnel and approaches, Sixth and Eighth Avenue Subways, Midtown and Battery Tunnels, Delaware Aqueduct, St. Lawrence Seaway, Niagara Falls Power Development Projects, the entire length of the New York Thruway, and numerous foundation projects in the Metropolitan area. In the early days of The Moles, Zip played right field on The Moles' softball team. He served on the Finance Committee and was Sergeant-at-Arms during 1968.

Letter from Art Krueger

Most men plan their careers, others just drift into theirs. I was born into mine — the handling and use of explosives in blasting operations — therefore I must start at the very beginning. It goes back to before my time, when a paternal great uncle named Dittmar emigrated to the United States. He was a chemist with an aim to manufacture and sell the, then newly invented, nitroglycerine dynamite. Prior to that time, black powder was the only blasting agent known. His early venture was fraught with reverses. The first carload blew up in Massachusetts, the blasters of those days were averse to dynamite because of their unfamiliarity with it, and their fear of handling it. There were also lawsuits and litigation over patent rights. This all took its toll. Mr. Dittmar's health failed and he passed away. His wife, whom I knew in my childhood as our Tanta Marea, was a persevering woman. Although left with five small children to raise, she was determined that dynamite would become a success. In time, as men became experienced, fears were dropped and the business flourished. A plant was erected at Baychester, N. Y. in the vicinity of where Co-Op City now stands. My father, along with his brothers and sisters, when mere children, worked there, wrapping and dipping the cartridges. Business became nation-wide. It was finally sold to the Dupont people. They continued to manufacture under the Dittmar formula and gave the Dittmars the right to continue trade with contractors in New York and nearby areas. Upon many occasions, my father who continued to work for his aunt, would make a far-off delivery up to Connecticut. He would hitch up a horse and carriage. Mother and we would go along for the ride. I, age 2, and my sister, age 3, would be perched atop 50 lb cases of dynamite which were hidden under horse blankets. As a boy I was often put to work unloading and stacking the stuff. It is no wonder why, upon reaching the lawful age, I started using it. After so doing for fifty years or so, I retired in 1969. I can honestly say I enjoyed my work, always found pride and pleasure in a job well done, and met a lot of wonderful people along the way.

AWARD DINNER

Past President Howard Gould wrote to the Executive Secretary, "It was the best ever! I don't know how I can say that each year and mean it; but it's true with me . . . that's just the way I feel. Congratulations to you and the participants for a good job." Howard expressed the feelings of most everyone. Each year they seem to get better and better.

Twelve hundred Mole members and guests gathered to honor Joe McNabb and Jim McClary at The Moles' annual Award Dinner held on January 25, 1978. For the benefit of those who for one reason or another could not make it we reprint the Program here in Holing Through.

PRESIDENT DANIEL M. LAZAR — "Gentlemen of the dais, fellow Moles and their guests: Welcome. Before we make tonight's awards, I would like to remind you of an important fact. Tonight the Moles are 40 years old. It's founders, in 1938, a small group of men met in the Great Northern Hotel here in New York City to found a fraternal organization of heavy construction men. At the time they were engaged in tunnel, subway and sewer construction, and fittingly named this new association The Moles. At our May business meeting we will have 40 year awards presented at that time.

Over a period of 40 years we have become a national organization with members from all parts of the United States. Several thousand heavy construction men, leaders of the industry, have served this organization faithfully and enthusiastically. And along with their fellow members have fulfilled its spirit and purpose to more closely knit those engaged in heavy construction, to the end that the public interest may be better served and that youth may be encouraged to participate in our industry. The number 40, in early literature signifies fulfillment and accomplishment. We can be satisfied with our past 40, and at the same time look forward to continued fulfillment and accomplishment for 40 more to come.

We, The Moles, salute the Founders and all those who have given of their time to make this association the outstanding one it is today. And especially we pay tribute to Ralph Atwater, Mr. Mole, Honorary Life President, who dedicated himself to The Moles for so many years and must be proud of the fruits of his work.

And now, it is my great privilege to introduce our principal speaker of the evening, Mr. Irving Shapiro, Chairman and Chief Executive Officer of the du Pont Company. It is plain, from the biog-

raphy contained in your program, that his services as an individual are in great demand and that he responds liberally by serving charities, educational institutions, business councils — both domestic and foreign — and plays an outstanding part in inter-relationship between business and government. Mr. Shapiro holds one of the most important corporate positions in the country. He has shown his leadership in business circles as Vice Chairman of the Business Council and Chairman of the Business Round Table, and is no stranger to The White House. He has been credited by The New York Times with a workable solution of the very knotty and very sensitive Arab boycott of American firms doing work in Israel. Our speaker shares with us the concern for the future of the construction industry in which his company plays such an important role. He will speak to us on the subject of government regulation of industry. Mr. Shapiro, please meet the world's greatest bunch of construction, hard-working and courageous men. Fellow Moles, please meet Mr. Shapiro."

MR. IRVING S. SHAPIRO: "Thank you very much, Dan. Distinguished Honorees, Gentlemen, it's been a great pleasure for me to have an opportunity to meet so many Moles tonight, even a few Beavers. And just as importantly I've had a chance to meet all my competitors tonight.

As Dan said I want to say a few things about an area that affects all of us, and that's our government. And one

way to start is by telling you that at dinner tonight some of my companions on the dais got to talking to me about the eminent qualities of engineers and construction leaders. And they wound up and they said, Irv, whatever you do, never vote for the head of a construction company as President of the United States. I didn't pursue it and I was afraid to ask whether it made any sense to vote for a peanut farmer. Gentlemen, the chemical and heavy construction industries share a faith in innovation and in man's ability to solve seemingly insoluble problems. We work with hazards on a daily basis and are acutely aware of the need to build safety into everything we do.

While I suspect that most of us are optimists at heart, I also suspect that we share a concern about America's future. We worry that the qualities which built our nation and to which you pay tribute tonight through the Moles' award — qualities such as individual initiative, resourcefulness, responsibility and risk taking — may become relics of a by-gone day.

One reason for this concern is the increasingly restrictive presence of government in our business and personal lives. It is this presence, manifested through increasing government regulation, that I want to talk about this evening. I do this because a recent survey identified government regulations as the biggest problem facing today's top executives, and because I believe progress in this area is necessary and possible.



Irving S. Shapiro receives Honorary Member Certificate from President Daniel M. Lazar.

We have already seen that a great deal can be accomplished when business people work together, collecting the facts and presenting their case effectively to those in government and elsewhere. Many groups could be cited in this regard. One is The Business Roundtable, which has made its presence felt on a wide range of issues. There's no better example than construction costs and wage inflation, an area where a Roundtable committee has continued the work begun by its predecessor group — the Construction Users Anti-Inflation Roundtable.

This committee has been a great source of shared information on such nitty-gritty subjects as contract writing, special agreements and the effects of regularly scheduled overtime. It has also encouraged the creation of some 55 local user groups which are helping make construction users more knowledgeable about construction labor relations and are helping to contain escalating labor costs.

But one of the committee's most important contributions has been an indirect one. That is the formation by contractor associations of a single-voice organization to speak for the construction industry on matters of labor relations. It took bi-monthly meetings of key contractors sponsored by the committee over a period of nearly three years to do it, but earlier this month the National Construction Employers Council held its first meeting.

It is expected that this umbrella group will flourish on the same principle as the Business Roundtable: Senior executives will commit substantial amounts of their own time to its activities. We expect that NCEC will make important contributions to the construction industry by working in such areas as the elimination of restrictive work practices which reduce productivity and fuel inflation.

Construction, of course, is only one area of Business Roundtable activity. We're involved in many areas that cut across lines of business, areas such as energy and taxation. Again, we can point to progress, an example being the now generally accepted fact that America needs to encourage the additional accumulation of investment dollars.

There is even some evidence that our message on excessive government regulation is getting through. Many senior Administration officials have joined business leaders in decrying the present system. The Congress has rejected common situs picketing, pulled back from creation of a new consumer agency and modified some environmental deadlines.

And yet, despite all the condemnations and the fact that the climate seems right for change, the regulatory system

stands basically unchanged. Let's face it. Regulatory reform remains an obvious, and unmet, need.

Government regulation continues to be irrational, wasteful and occasionally nonsensical, and the construction industry, contributing roughly 10 percent to America's GNP, can provide a full share of examples to prove that.

What else but irrational can you call a system in which 15 different posters and documents must be displayed around a Federal aid highway project site before work can begin?

What else but wasteful can you call a system which often requires a contractor using Federal dollars to pay wages far in excess of the market level, with the helpless taxpayer picking up the tab?

What else but nonsensical can you call a system in which permit follows permit, hearing follows hearing, review follows review, impact statement follows impact statement, delay follows delay and unjustifiable costs follows everything? And in which the same individuals — having learned how to use the courts to achieve their own ends — can erect essentially the same procedural blocks to halt progress at every turn?

As a boy I was impressed by the Twelve Labors of Hercules. I realize now that Hercules was never really tested because he never had to construct a chemical plant in the 1970's. Du Pont is currently engaged in such a task on the Gulf Coast of Mississippi in which 31 Federal, state and local government permits are required. The state government has been cooperative and the local community on the whole seems happy to welcome us.

But still we face inordinate delays, largely because a group of 11 people — many of whom don't reside in Mississippi — are challenging some permits in court. And they're not just suing Du Pont. In some cases they're suing the U.S. Environmental Protection Agency, the state's air and water pollution control commission and the Army Corps of Engineers.

It seems clear in such instances that the supposed purpose of regulation — to protect the public — has been subverted. The law is being used not to resolve disputes but to invite them; and to give the minority not just its day in court, but months and years in court. And all the while the majority's interests (as defined by the majority) go unfulfilled.

Who's the real loser? Du Pont, of course, but also the people of the community involved, who will have to wait years to get the jobs and the payroll that accompany the new facility.

Lots of companies have stories like this to tell. That's the problem. But how are we going to extricate ourselves from

this mess? Why is it that this regulatory system, which so obviously needs to be more temperate, constantly becomes more difficult and more destructive?

One reason may be that we have thus far failed to sell people on the connection between government regulation and their own individual daily lives. Only gradually are people becoming aware of the fact that they are the ones who pay for the excesses of government, sometimes in dollars and sometimes by doing without the jobs or technological breakthroughs that would otherwise be theirs.

As we have done in other areas, we need once again to collect the facts and present a persuasive case to the American people. When the connection is more fully understood, the pressure for regulatory reform will increase.

Toward this end I'm pleased to report that The Business Roundtable is about to launch a major study of the costs of government regulation. This data will supplement the work done by individual companies and should allow a more rational economic assessment of regulatory alternatives. I am also hopeful that it will generate additional analysis which will cast further light on this issue.

Another reason for our lack of progress to date may be that positions have become polarized and both sides have underestimated the potential for agreement. Government and business sometimes assume adversary positions by reflex when their interests are in reality very similar. In the case of regulation, we may have failed to capitalize on a potential consensus that exists just below the surface.

Consider the statements by high government officials — starting with the President himself whose interest in regulatory reform I believe to be genuine — and read the public opinion polls. There appear to be major areas of potential agreement around which a consensus on regulatory reform might be built. The chances for meaningful reform may be better than we think.

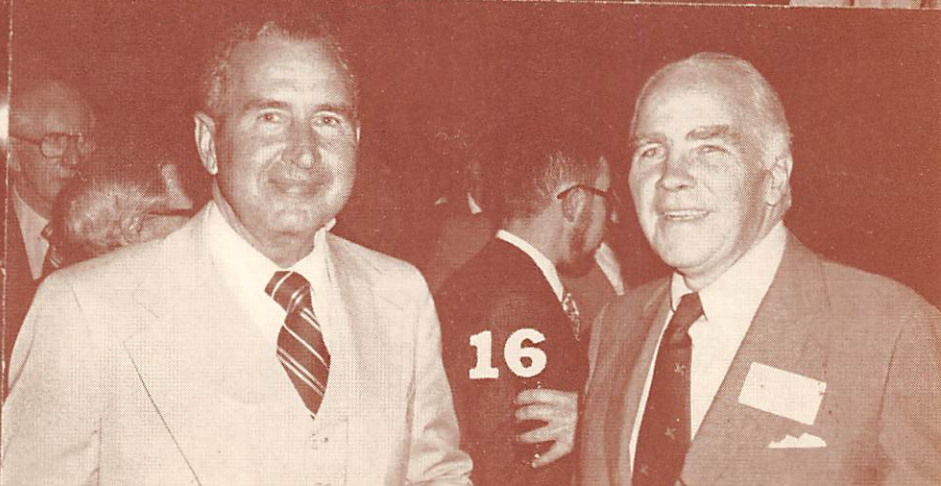
In my view, a consensus might include the following elements:

We can all agree, to start, that effective regulation is essential in our complex society. As appealing as it may be, we cannot retreat to time when government tended only to national defense and the mails.

Second, we need a regulatory system based upon principles of common sense. Common sense suggests that our investment decisions must be balanced against valid goals, that costs as well as benefits must be taken into account. It suggests that we avoid basing policy on absolutes which simply don't hold up in

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AWARD DINNER

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the real world. There's no better example than the Pollyanna exercise to create a zero-risk society when common sense tells us that we can't eliminate every bit of risk from every undertaking.

Next, we should be able to agree that regulatory procedures are needed that cause the least possible interference with other legitimate goals. In this regard the emphasis on private market approaches offered by several senior officials of the Carter Administration is encouraging.

Where the free market approach is not workable or appropriate — and it sometimes isn't in this context — we should set goals rather than detailed procedures and allow companies to determine the best way to achieve the desired objective. In most cases, even if the implementation is difficult, such an approach would stimulate creative solutions and minimize the need for ever larger and more powerful Federal agencies.

My fourth point is that even with more common sense and a greater emphasis on free market approaches, we need fundamental changes in the regulatory process itself. In striving to meet legitimate unmet needs, government has often acted in haste, with unrealistic deadlines and insufficient appreciation of the ultimate costs and other effects. To repair the damage this approach has often created, we need a review mechanism that periodically identifies unreasonable regulation and allows us to change direction when necessary. Such a mechanism should shift the burden of proof on the continuing need for regulation from business to the government agencies.

Various suggestions have been put forth as to how this might be done. We might adopt sunset laws under which groups of regulations, or even regulatory agencies, expire after a stated period of time. We might borrow the approach of zero-based budgeting and require that every regulation be reexamined according to a timetable. But whatever the vehicle, we need some system to reassess our regulatory process from time to time and make changes that experience tells us are required.

Fifth and finally, we need to increase accountability. Regulatory bureaucracies have too often taken on lives of their own, with regulation becoming the end product rather than the vehicle to reach an agreed-upon social goal.

In our attempts to insulate regulatory bodies from so-called special interests, we have insulated them from public accountability. Today some of them are



James D. McClary receives The Moles' 1978 Member Award from Nello L. Teer.

not clearly responsible to anybody. Many agencies are staffed by advocates of narrow points of view rather than advocates of the public interest, which should be the only relevant yardstick.

A democracy cannot condone a system in which the servants of the people have become the masters. The government structure must be adapted to require the head of a regulatory agency to be responsible in the same way as cabinet officers are accountable.

This concept is perhaps the most difficult part of our consensus to achieve, not so much because people take issue with it as because those who have been operating without accountability can be expected to resist.

Nonetheless, it should be possible to fashion a program of fair and effective regulatory reform around an acknowledgment of the regulatory need and the principles of common sense, minimal government interference, periodic review and accountability.

I believe the problem of excessive regulation is solvable. We *can* relegate this system of irrational, wasteful and nonsensical regulation to the museum, where it belongs. What's needed is to make the American people aware of the ways runaway regulation is affecting them and to make government and business aware that a consensus is within our grasp.

Business leaders and business organizations can do themselves and the public a favor by gathering the facts and hammering away at this problem until the

logjam on regulatory reform is broken. In a sense gentlemen — you hold the key to progress in this area in your own hands."

PRESIDENT LAZAR: "Mr. Shapiro, you've always been a member of this industry but now you're an honorary member of the Moles and we welcome you.

And now we get down to the awards. It's my pleasure to introduce the Chairman of the Awards Committee, Dave Perini, a contractor with a new look in our industry. Open, approachable, reasonable, plus the old fashioned qualities of total involvement. Dave's responsibilities as president of his company take in their domestic work from coast to coast, from Sausalito to Framingham, as well as from a farflung international scene. The bigger they are the harder they have to scramble.

For his many professional activities in our industry and for his leadership in Charitable work, I refer you to tonight's program. Dave grew up with The Moles in his background. His father, the legendary Lou, who founded the Perini Corporation, received a member award in 1957. And in 1974 Dave made the presentation to Charlie Richardson, his close associate. Although it is plain to me that Dave works three shifts, seven days a week, he performed his duties as Chairman of the Awards Committee faithfully and with distinction as evidenced by our two outstanding award winners tonight. Gentlemen, our Chairman of the Awards Committee, Dave Perini."



H. Edgar Lore presents The Moles' 1978 Non Member Award to Joe B. McNabb.

DAVID B. PERINI: "Dan, thank you very much for those very kind words. First, I'd like to say what a privilege it's been for me to serve the Moles this year as Chairman of the Awards Committee. And I think the Award Committee itself deserves special praise for nominating for the Award winners this year, two of the outstanding leaders of our industry. And to introduce the individual who will present the member award to James D. McClary, we have with us Nello L. Teer, President of the Nello L. Teer Company of Durham, North Carolina.

Nello has long been an outstanding and tireless contributor to progress in the construction industry. Serving in many capacities, including two terms as president of the American Roadbuilders Association, Chairman of the World Council of International Road Federation, and Nello is a past-president of the Associated General Contractors of America. His other services to the national AGC would fill a whole page.

Among Nello's many civic, social and charitable endeavors, he has received the American Roadbuilders Association award for making the greatest contribution to the highway program in 1962, he was presented with an honorary degree, Doctor of Science, at North Carolina State University in 1968, and in 1973 the Construction Writer's Association's Silver Hard Hat Award for extensive service to the construction industry. In 1974 Nello received an engineering News Record Award for men who made their marks in construction during that

year.

I'm very pleased and proud to introduce to The Moles, Nello L. Teer."

NELLO L. TEER: "Thank you, David. Honored Guests, Members of The Moles, Friends of the construction industry: It is my special privilege to present to you the recipient of the Moles Member Award Mr. James D. McClary, less formally known around the world of construction as Jim. This distinguished construction executive has done it all. From timekeeping at 16 to Board Chairman at 54.

The program for the evening found at your place briefly describes his many accomplishments. I urge that you preserve it and carefully study this biographical material. You will find it most interesting.

Most of you are well aware of Jim's dedicated service to the construction industry and his reputation as a forthright speaker; one who has constructively criticized both management and labor for their shortcomings. His many speeches in support of democracy and the free enterprise system have been particularly effective and have won for him an honorary Doctor of Law Degree as well as the prestigious Valley Forge George Washington Medal of Honor.

Jim has been tireless and effective in representing our industry as President of AGC, serving on its most important committees. His organization of the AGC legislative committee and its action network has proved its effectiveness in many congressional areas. Most notably

with its surprising effects, to some at least, of victory in the common situs legislation.

Somuch, however, for these well known and well deserved honors. There's another side to this unusual man, a side not publicized but one that proves him to be unique in our time. Jim is a christian, a patriot, both compassionate and generous, a loving husband and an understanding father. He is a perfectionist. These attributes you would have expected. Little known though are the unselfish sacrifices he has made for the less privileged and the leadership he has given to improving the health and educational opportunities of his city and state. Jim's greatest success, however, was convincing Mary Jane Munger, a Nebraska beauty, to become his wife.

Janie, as she is known, world wide to one and all, is an integral and important part of the McClary team. An insight to this devoted, compassionate couple is a deep love and devotion to children. Without children of their own they legally adopted a boy and a girl, John and Pam. Additionally, they brought into their home four boys and one girl to live with them as older children, provided for them, educated them through college, and helped them to become fine, productive citizens. Three graduated with engineering degrees, one with a degree in education, and one with a degree in education and physics. Interestingly, only one works for M-K.

From this group Jim and Janie can lay claim to 13 grandchildren; John and Pam are not yet married. So we assume the loving influence of this remarkable couple will continue to expand. What a wonderful legacy and memorial to this happy marriage.

Jim is a devoted and life-long employee of M-K. It should be noted that The Moles have previously recognized three very distinguished and talented M-K executives, awarding their non-member awards in 1947 to Harry Morrison, to Jack Bonney in 1958, and Lyman Wilbur in 1974. A truly remarkable corporate achievement.

Heritage though was not considered by your selection committee. Our winners are chosen on the basis of individual merit and achievement. Our member recipient met and exceeded this demanding criteria. Jim's accomplishments are many, as your program will attest. But most importantly he is a complete man. On his own he has reached the peaks while never seeking personal recognition or claim. He is truly deserving of the high honor of this distinguished award.

Fellow Moles, I'm proud to present the Member Award to your and my good friend, James D. McClary."

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AWARD DINNER

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JAMES D. McCLARY: "President Dan, members of The Moles, my Fellow Awardee, Honored Guests and Moles:

One of the most rewarding accomplishments we can achieve as we go through life is the acquiring of good friends. As it is with many things, the oldest ones tend to be the best. Like good Scotch or good Bourbon, I suppose it is because they've been tested through time and become stronger by the testing. I've just had the extreme pleasure of being presented for this award by one of the dearest acquisitions of my long and possibly chequered career. Nello, I deeply appreciate your thoughtful commentary. Knowing me, as I think I do, I'm certain the task was not an easy one. I know that you were charged with the responsibility of finding something nice to say. No presenter is going to stand before this or any other august group and say he is there for the purpose of presenting this no good bum with an award. Even though the awardee may very well be a no good bum.

John Donne, an essayist in the 18th century, said: "No man is an island entire of itself." This I believe. I am whatever I am because I am the product of the influences upon me of those with whom I have been fortunate to be associated. My family, my friends, my colleagues, classmates, teachers, ministers, and even my enemies, of which — hopefully — there are a few. And only a few.

Someone else said that behind every successful man stands a good woman, and an amazed mother-in-law. Certainly the first part is true in my case, but not the last part. I had the honor to have a very great mother-in-law. However, without the help, counsel, criticism, guidance and understanding of my wife Janie, I would not have gained whatever modicum of success I am alleged to have achieved. If this were not a stag affair, she would be here to share this honor as she has been with me through 39 years of both good times and bad.

Now, I may be simpleminded or even stupid. But if I had it all to do over, I would still want to be a part of our industry. It's not just a profession or an avocation; it's a unique way of life. And to my notion we're all privileged to be involved in it, in one way or another.

Tell me, where else could you start with such a motley crew and end up with an essemblage of such fine dedicated people as we have here tonight.

I'm proud to say that I'm a construction man, and more importantly have some of you agree with me.

In closing, I want to congratulate the Awards Committee on its excellent choice of Joe McNabb for the non-member award. He is a great guy, a good construction man, and a ferocious competitor.

Now, I'm not so sure about its choice for the Member Award. But as long as it was probably going to make a mistake anyway, I'll be forever grateful, that as the cards were turned mine came up. I've said many times, humble I may be, modest I'm not. This is a prestigious award. It's a little frightening to have one's name included in the roll of the fine men who have been accorded this distinction. In addition to feeling most privileged, I'm tickled to death to accept it. Thank you Moles, one and all.

DAVID PERINI: To present the Non-Member Award to Joe B. McNabb, we have with us H. Edgar Lore, Vice Chairman and Chief Administrative Officer and Director of Dravo. Throughout his 41-year career with Dravo, which began upon his graduation from Lehigh, Ed has been a doer and a performer, not only at Dravo but for our industry. He's past president of the National Constructors' Association and for the last year has been Chairman of the Executive Committee of the Contractor's Mutual Association. He is Chairman of the Contractor's Advisory Committee of the Business Round Table. Over the last 12 months his efforts have been directed towards the formation of the National Construction Employer's Council, the NCEC, which will be a single voice at the national level to deal with labor relations matters in our industry. The NCEC, founded on January 5th, has as members national construction associations whose members employ organized labor. Ed has been named temporary chairman of this organization.

Ed is a member of the American Iron & Steel Institute, the American Mining Congress, the American Society of Mining, Metallurgy, and Petroleum Engineers, and is past president of that organization out on the West Coast, I think it's called the Beavers.

Ed is exemplary of the man who not satisfied with the status quo pursues excellence and growth for himself and his industry."

H. EDGAR LORE: "Thank you very much, Dave. President Dan, Mr. Irv Shapiro — sounds like a little conspiracy here but I know he's a lawyer — and I assure you that we did not get together and talk about our common project which is NCEC.

Seriously, the honorees, Fellow Moles, and your Guests: It's a great pleasure

tonight to present to Joe McNabb the 1978 Moles' Non-Member Award. I've known Joe well for many, many years, as a competitor, as a joint venturer, and as a friend. Someone once defined a friend as one who knows all about you and still likes you. And I think with Joe and me this cuts both ways.

Before I say something about Joe, I would like to take a moment to talk about his company. I'm sure he won't mind sharing a little bit of this evening with the company he serves as president, the Guy F. Atkinson Company. From the beginning, Mr. Guy F. Atkinson, whom I knew only in the twilight of his career, established the standards of integrity, ability, competitiveness, honor, respect and love for individuals, that has characterized the Atkinson organization over the years. Those standards, combined with enlightened and courageous leadership, have helped make it a stand-out success in our risky industry.

Like Nello I'm not going to detail all Joe's vital statistics, nor the impressive lists of his accomplishments. They and Joe are known even to we East Coasters.

When I think of this man I think of Mangla Dam. It was started 16 years ago in 1962, it was the largest fixed-price construction job ever awarded up to that time. Bid at \$354 million it was finally closed out at \$525 million. Figuring inflation and dollar devaluation alone, it would go for many, many times that today. Would any combination of contractors be willing today to risk a multi-billion dollar hard money job in Pakistan?

The first power was generated in a little over five years from ground-breaking. Aswan was started by the Russians a year earlier and completed a year later. Mangla was a triumph for the free enterprise system in more ways than one. Of course, a complete community was built; 395 American style homes, an 86-bed hospital, a fully accredited school, a supermarket stocked with American food, a fine restaurant, and knowing Joe, an 18 hole golf course. Ninety million — get this — 90 million bricks went in to this community, all of them hand made. The peak employment was 13,000 Pakistanians, and 525 Americans. Every skilled and semi-skilled Pakistanian had to be trained. Fifty thousand went through this training. Today, throughout the world, Joe's Mangla alumnae are constructing, 675 alone in Saudi Arabia for Atkinson.

The man we honor tonight was the boss of this magnificent project. He brought it in under budget a year ahead of schedule, despite the India-Pakistan War. His performance at Mangla was entirely in character.

Gentlemen, I am honored to present our award to an International contractor and a great-American, Joe B. McNabb."

JOE B. McNABB: "Mr. Lore took some of the steam out of my speech, but we will ad lib where he put in some items in which he and I were not in direct communication with what each other was going to say. And it's just as much a surprise to me at what he said as it probably was to him. I'd like to thank you very much, Ed, for making this introduction to The Moles and their guests. As you and I both know that George Atkinson, Chairman of our Board, would have liked nothing better than to perform this function, that you so graciously accepted. But due to some recent illness he felt it best not to make the trip at this time.

Moles' President Mr. Lazar, Officers of the Moles, Members and Guests, Mr. Shapiro, and by good friend Jim McClary; I'm being honored here this evening by an organization which has as its members the finest construction people in the world. I would like the Award Committee, the Trustees, and the Standing Committees to especially know how grateful I am to have been selected by them to receive this prestigious award. When Dave Perini and Dan Lazar called me one evening last October that the Moles had selected me to receive a Non-Member Award for outstanding achievement in construction. I really remained in a state of shock for about two days. And in discussing it with Mrs. McNabb that evening I think the words I might have used was unbelievable — how could it happen?

I've always been a very strong believer, and said so on many occasions — this will be another one — that man was put on this earth for special purposes and given an opportunity he should try to do his best to carry out this mandate. I also like to feel that construction people are kind of a special breed, whether it be building the Ark, Solomon's temple, the pyramids, dams and powerplants, bridges and highways, and yes, tunnels and shafts, that we leave behind a product which is pretty difficult to match by any other means or by other people. I have devoted nearly 40 years of my life to construction, some phase or another. After serving four years on the Aircraft Carrier USS Saratoga in the early 1930's the last three of which the ship was under the command of Captain Halsey who later became known as Admiral Bull Halsey, I decided that anything would be better than that. He was a great captain, I can tell you.

It could be that one of the better things that happened to me was when I

applied for a job with the present company for which I work, the Guy F. Atkinson Company. It was on the Alaska barge terminal in 1942, a place called Excursion in Alaska, and if anyone's ever been there, it's no excursion. And little did I know when I applied that some of the experience, what short experience I'd had at that time, in both hydraulics and sanitary engineering was what they were looking for. And I signed on during the War for that period.

Obviously, this scroll that's behind me here, and the bronze plaque, do have my name on them. And this is the way the award is presented. But I'd like this group to know that I did not get here by myself. All along the way workmen were my teachers, whether they be drillers or miners or divers, whatever they were, catskinners. And yes, even the WPA worker in the State of Utah back in the late Thirties digging trenches by hand in three feet of frozen ground. They all contributed to the process of my arriving at this pinnacle this evening.

Ed Lore touched on the Mangla Dam project which I had the pleasure of managing. Lots of good people over there. The peak of operations we placed 3 1/2 million yards of embankment each month in a seven zone dam. And as Ed mentioned, we started it a year later than Aswan Dam, built by the Russians — and we put power on the line over a year earlier than they did, notwithstanding, as he said, a war between India and Pakistan at a most crucial point of construction, diverting the river. The success of this project, in my opinion, can be directly attributable to the free enterprise system that we all cherish; and which each day we see being eroded by more and more and more government interference. And Mr. Shapiro mentioned that very creditably.

I've had the good fortune to work during the past 36 years for the Guy F. Atkinson Company where my training and experience included every type and phase of construction. People all along the way contributed materially to my training and in teaching me construction and the business associated with contracting. Although a list of people who made this contribution would be very lengthy, I would say that the two at the top of the list would be the late Mr. Guy F. Atkinson and the present chairman of our board, George H. Atkinson. They were both past recipients of this momentous award.

On behalf of all the unnamed people of our company and the two mentioned, I accept this personal award for out-



GEORGE SCHUSTER died at his home in Sarasota, Florida on February 8, 1978. He was 78.

Born in Germany he lived in West Englewood, New Jersey until his retirement seven years ago when he moved to Sarasota.

Mr. Schuster was a Vice President of Cayuga Construction Corporation; and one of the firm's founders.

Some of the major projects Mr. Schuster was responsible for during his long construction career were: portions of the New York City subway system, the New Jersey Turnpike, Connecticut Turnpike and during World War II U.S. airbase in Cuba.

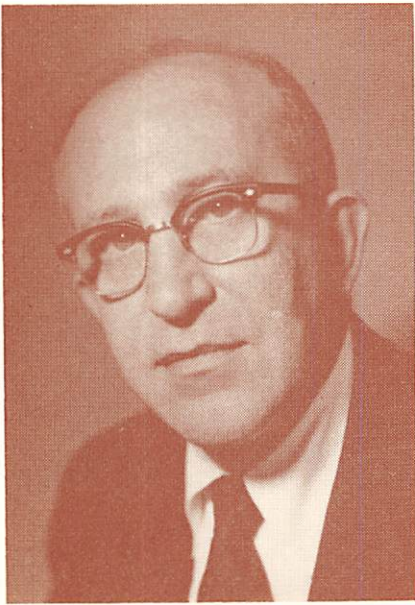
He received his 25 year certificate from The Moles in November 1972.

Mr. Schuster is survived by his wife, Minerva; three daughters, Marlene Schuster, Mrs. Gertrude Thacter, Mrs. Constance LaVine; a son, George; and five grandchildren.

standing achievement in construction which carries with it a tremendous pride on my part, and a like amount of humbleness.

I thank you for this evening, being permitted to spend it with you. It was a beautiful evening for me.

As I start winding down a 40-year career in construction I can think of many things I might have done differently, but not being in construction would not be on the list. I've been blessed by having a wonderful wife in a joint venture partnership for 41 years, and she too shares in this achievement with me. Thanks to all Moles and to their Guests. Thank you very much and God Bless you all."



GERARD M. GAUSSA succumbed to a heart attack on January 7, 1978.

Mr. Gaussa earned his Civil Engineering Degree from Manhattan College in 1927 and immediately found work in the construction field. For twenty-nine years of his 50-year-career he was employed by Johnson, Drake & Piper executing contracts for bridges, highways and other phases of heavy construction. He was Manager of that firm's foreign work in Africa for the Army Engineers and in the Middle East which involved every type of construction including hospitals, airports, ordinance, repair depots, salvage of scuttled ships, rebuilding of a marine repair base and oil storage depots. After World War II he was Chairman of a joint venture performing dam construction in Ohio and later was in charge of the New York Metropolitan area on State Highway construction for the firm.

When he resigned his Officership in JDP in 1963 he formed a Construction Consultant firm and supervised construction loans all over the United States for several prominent banks; and for Insurance Companies working on Bond Defaults.

Mr. Gaussa was a Professional Engineer; a fellow of the American Society of Civil Engineers and an Arbitrator of the American Arbitration Association. He was a member of The Moles for over twenty-five years.



RADM. ALEXANDER C. HUSBAND, CEC, U.S.N. (Ret.) died on January 23, 1978 at a hospital in Middlesex, Conn. He was 63.

Born in Troy, New York, on March 27, 1914 Admiral (Ace) Husband's education included U.S. Naval Academy, Annapolis Md.; Rensselaer Polytechnic Institute, Troy, N.Y.; and Harvard Business School. After graduating from the U.S. Naval Academy in 1935 receiving a Bachelor of Science Degree he served for two years aboard the USS Raleigh before being assigned to Rensselaer Polytechnic Institute for graduate study. He earned his Masters Degree in Civil Engineering in 1940 from Rensselaer and transferred to the Navy Civil Engineer Corps.

When the United States entered World War II, Admiral Husband was a Lieutenant, serving as Public Works Officer at the Boston Navy Yard. Early in '43 he became Public Works Officer at the Naval Air Station in Brunswick, Maine. In 1944 Admiral Husband, then a Commander, completed training for a Seabee assignment and reported as Officer in Charge of the 128th Naval Construction Battalion. He led in the assault on Okinawa and was awarded the Bronze Star Medal with Combat "V" for meritorious service in directing the construction of the pontoon causeway piers despite adverse weather and enemy air attacks.

After World War II he served in engineering construction and public works assignments in the Pacific; at Key West, Florida; Adak, Alaska; and Boston, Massachusetts. In July 1963 he was promoted to the rank of Rear Admiral and soon after became Deputy Chief of the Bureau of Yards & Docks and the Navy

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CLANCY M. O'DELL died on January 3, 1978 after a long illness. He was 68.

Mr. O'Dell, a veteran of over forty years as a "tunnel builder" gained his first underground experience in the once great mining center of Cripple Creek, Colorado. He had since supervised work for many prominent Mole-affiliated companies; and in 1961 formed his own company which was awarded for Canyon Tunnel job, a power tunnel and link in San Francisco's Hetch Hetchy water supply system in California's Sierra Nevada. He was noted for his supervision of the West Delaware Tunnel a joint venture contract for driving forty miles of 13' diameter concrete-lined tunnel for the New York City Board of Water Supply. The project employed for the first time on a major scale the burnhole technique of using two 5 inch relief holes in addition to regular drill holes. This technique so improved breakage and increased the length of rounds pulled, that progress on the tunnel was stepped up by 50%.

Clancy O'Dell won awards for 5.3 million man hours of tunnel work without a permanent disability or fatality. He is credited with the world's record for progress in a tunnel on a single heading (tunnel face being excavated).

The following quote is an excerpt of a tribute from his widow, Marika O'Dell which sums up the life of one of the "greats" in the construction industry: "Clancy O'Dell was a fighting man . . . he went out as a lion, fighting to the last moment. He was a giant of a man and left his mark. His name was highly respected in the heavy construction industry and his name will remain a legend. His imagination and foresight saved millions of dollars for the American taxpayer."

MOLES ELECT 30 NEW MEMBERS

Continued from Page 2

tion Company; John R. McKinney, II, McKinney Drilling Company; John A. McWhorter, King & King Chartered; Daniel F. Meyer, Morrison-Knudsen Company, Inc.; William H. Mueser, Jr., Smith-Rice Company; Remy P. Papp, J. Rich Steers, Inc.; Robert A. Rubin, Max E. Greenberg, Trayman, Harris, Cantor, Reiss & Blasky; Leon J. Vincent, MacLean-Grove & Company, Inc.; C. Richard Walter, Hazen and Sawyer; Alfred G. Ward, Thomas Crimmins Contracting Company.

FATHER GANNON DEAD AT 85

The Reverend Father Robert I. Gannon, S.J. died on March 12, 1978. He was 85.

Father Gannon was Speaker of the Evening at the 1961 Award Dinner. Although he had an outstanding history as clergyman, teacher, school administrator and public servant in many fields, he is probably best known as the President of Fordham University (1936-49).

ATKINSON

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Nevada Methodist Foundation. On a local level, he took particular satisfaction in regular Sunday teaching of high school youth at the Burlingame Methodist Church for that thirty-year period.

The construction industry twice honored him with its highest awards: The Moles' Award for Outstanding Achievement in Construction in 1966 and the Golden Beaver Award in 1965. He was a national director of the Associated General Contractors and a member of its Consulting Constructor's Council of America. He was also a Past President of the California chapter of the AGC.

He is survived by his wife, Lavina; four children, Duane, Ray, Earl and Lois; a sister, Mrs. Elizabeth Whitsett; and a brother, Donald W.

IT'S TRAVERS ISLAND FOR THE 1978 CLAMBAKE

Through the efforts of a "special committee" composed of MILTON HENDRICKSON, JACK WALLE, JIM BREEN, DICK REDMOND and NICK DiMENNA, The Moles are happy to advise that the annual Clambake for 1978 will be held on MONDAY, AUGUST 7TH at TRAVERS' ISLAND, Pelham, New York.

Full details will appear in July Holing Through.

• EDWARD COHEN, managing partner of the consulting engineering firm of Ammann & Whitney, New York City, has been elected President of The Concrete Industry Board of New York.

HUSBAND

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Civil Engineer Corps. He was awarded the Legion of Merit in recognition of the outstanding leadership he provided while in these positions when the Bureau assumed responsibility for facilities maintenance and utilities operations throughout the worldwide Navy Shore Establishment. Other medals and decorations which he received are: American Defense Service Medal; American Campaign Medal; Asiatic-Pacific Campaign Medal with star; World War II Victory Medal; Navy Occupation Service Medal, Asia Clasp; National Defense Service Medal with star; and the Philippine Liberation Ribbon. Admiral Husband was sworn in as Chief of the Bureau of Yards and Docks and Chief of the Navy Civil Engineer Corps in 1965. The Bureau became the Naval Facilities Engineering Command in May 1966. As Commander of NAVFAC he directed the billion dollar military construction effort in Vietnam.

When he retired from the Navy in 1969, Admiral Husband joined Consolidated Edison Company of New York as Vice President for construction. In 1972 he left Con Ed to work as a consultant.

STILL ANOTHER HONOR FOR MOSES

ROBERT MOSES, Honorary Member, first non-member recipient of The Moles' outstanding achievement award has received the National Recognition Award of the Freedoms Foundation at Valley Forge, Pennsylvania. The citation given to Mr. Moses, 88, calls him "*the greatest builder in American history . . . His career — characterized by devotion to his trade, tenacious individualism, and commitment to urban improvement — has yielded a multiplicity of works which have bettered the quality of life for the citizens of his state and brought enjoyment to millions of people worldwide*".

CAPT. HENRY J. FITZPATRICK, CEC, USN (Ret.) died in January. He was 72.

A civil engineering graduate of Tufts University in 1928, he devoted his entire career to the construction industry. First as field engineer and superintendent on various projects for Fred T. Ley Co. and later in the Civil Engineering Corps of the United States Navy. When elected to The Moles in 1957 he was Deputy Director of the Atlantic Division Bureau of Yards & Docks. After retirement from the Navy he was a Consultant for C. A. Maguire in Boston and in 1973 became a Member Emeritus.

CRANDALL

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His alma mater awarded him an Honorary Degree of Doctor of Engineering and he had an Honorary Science Doctorate from Duquesne University. In 1965 he received The Moles Award for Outstanding Achievement in Construction.

Mr. Crandall is survived by his wife, Mary Marguerite; a son, Dr. John L. Crandall; a daughter, Mrs. William V. Lawson and four grandchildren.

• CHARLES B. MOLINEAUX, JR., has become associated with the firm of Gadsby & Hannah as a resident member in their New York office.

Ten Create Vacancies

The following members were elected to emeritus status this past year by the Executive Committee and therefore have created vacancies for new members.

EDWARD W. FOLEY, Jr., E. W. Foley, Inc., a member of The Moles since 1943 was with the Army Engineers during the war years serving in the India-China Theatre. After the war he worked on the Brooklyn Battery Tunnel Approach. Since then, toll road bridges, other bridges and utility tunnels.

THOMAS C. GILL, Moretrench American Corporation has been an active member since 1949. He has been with Moretrench since 1929 on the dewatering of construction projects throughout the United States, Canada, England, Iran, Puerto Rico, Cuba and Mexico.

ARTHUR J. GOLD was an Officer of Underpinning & Foundation Co., until his recent retirement. Originally with I. B. Miller Contracting Corp., in charge of piling, excavation and foundation projects. He has been a member of The Moles since 1962.

JOHN J. MALONEY, Jr., E. I. duPont de Nemours & Company, has recently been assigned to take over F. M. "Mac" Raffo's job with that firm. Mac retired the end of December. Jack will be concentrating his efforts toward the coal and metal mining industries for Dupont.

ANDREW J. MARCHIANO recently retired from Alpha Portland Cement Company and has moved to Florida.

DONALD B. MCKINLEY retired as Vice President of Spencer, White & Prentiss in 1975 after some 40 years with the firm. Don has been an active member of The Moles since 1950.

THOMAS J. O'SHEA, Burns & Roe, Inc., has been a member of The Moles since 1959. Originally Tom was with The Foundation Company and worked on compressed air caissons and power plant construction.

JAMES H. RECK serviced many prominent construction projects as a representative for the Insurance Company of North America. He has been a member since 1961.

RICHARD A. TOWER retired as Vice President and Director of J. Rich Steers, Inc., recently. He worked summers from 1929 for the firm and joined the organization on a permanent basis in 1934 after graduating from college. He has been an active member of The Moles since 1950.

JOSEPH F. WATKINS has been a member of The Moles since 1957. He has worked as Project Engineer and General Superintendent for many Mole affiliated firms over the years.

TWO MOLES ELECTED TO NATIONAL ACADEMY

WILLIAM D. ALEXANDER and WILLIAM H. MUESER have recently been elected to The National Academy of Engineering. The academy is a private Washington based organization for the encouragement of engineering research and the undertaking of technological studies for the Federal Government. Election to the academy honors those who have made important contributions to engineering theory or who have demonstrated unusual accomplishments in developing fields of technology.

• A recent seminar on Installation of Driven Piles was sponsored by the Construction Group of the Met Section, American Society of Civil Engineers. Among those presenting comments were several Mole members, namely, EDMUND BURKE "Timber Piles Still are Important" — STAN MERJAN "Composite Enlarged Base and Precast Concrete Piles" — ED WHITE "Problems and Solutions New York Pile Foundations" — BILL KRUSE "Equitable Payment for Problem Foundations".

TWO MOLES RECEIVE BEAVERS AWARDS

GORDON H. BALL received the Golden Beaver Award for Management and F. M. "MAC" RAFFO the Service-Supply Award at the Beavers' 23rd Annual Award Dinner held on January 19 at the Century Plaza Hotel in Los Angeles.

ANOTHER MOLES' STUDENT AWARDEE HIRED

1977 Student Award Recipient, EMILIO GUARINO, Jr., from New Jersey Institute of Technology has been hired to commence work after graduation this June with Horn Construction Company.

• M. HARRY WARTUR has become associated with Frederic R. Harris, Inc., as Construction Specialist and Cost Estimator, located in their Lake Success office on Long Island.

Annual Fall Members' Dinner

Marty Ostergaard's collage of photos on page 8 and 9 signify the conviviality of those who attended the annual Fall Members' Dinner last November when The Moles were hosts to seventeen faculty and student award recipients

1. 1977 Student Award Recipients present at November Dinner, left to right: John Kreiger — SUNY at Delhi, Aaron Blagrove — Hofstra University, Frank Pancoast — Bucknell University, Patrick Muldoon — CCNY, Emilo Guarino — New Jersey Institute of Technology, Andrew Piccolo — Columbia University, Douglas Coppi — Princeton University; 2. John Kreiger, Walter Bray and Dudley Saunders; 3. Dan Lazar and Steve Greenfield; 4. Engineering faculty present at November Dinner, left to right: Donald Butler — Rutgers, James Orbison — Bucknell, Walter P. Saukin — Manhattan, Norris Stubbs — Columbia, Albert Griswold — Polytechnic Institute of New York, Melvin Long — Fairleigh Dickinson, John Liebig — Le-

high, Walter Bray — SUNY at Delhi, Ed Dauenheimer — New Jersey Institute of Technology, Ronald Alvarez — Hofstra; 5. Jim Lilly addresses Student Engineers and Faculty at Education Committee Meeting; 6. Ed Plotkin, Sal DeSimone, John Chow and (SAR) Pat Muldoon of CCNY.; 7. Tom Doyle (Lou Coakley in background) and Dick Pikul from Union College.; 8. Lou Coakley admires 25 year certificate presented by President Dan Lazar.; 9. Jack Allison and Milton Hendrickson; 10. Jim Lilly, Bill Goodman, and Norman Nadel.; 11. Bill Sheehan and Harry Druding; 12. Frank Zimmator and Jack Walle; 13. Walter Saukin — Manhattan College and John Custer; 14. Andrew Piccolo (SAR) John Custer in background, Bob Brungraber and Tony Crimmins.; 15. Twenty-five year members at November Dinner: Howard Gould, Al Maevis, Henry Wasung, Lou Coakley, Bill Bruce and Phil Rutledge.; 16. Chuck Edgar and Bill Mahood.