

But there is always a problem with the winter work, gentlemen. "What happens if somewhere along the line we don't start this job until January 1? What happens with the cost of the winter protection?"

"Well, I don't think you need it but maybe you had better figure something for it."

So now you do this and it might come to taking a contract or \$300,000. And bear in mind when I quote a figure for the winter work it has no relation to the total cost. You will find and we have found that it has very seldom run over 1 percent of the total job cost but relative to the masonry, of course depending on whether it is a concrete frame, steel frame or load-bearing structure, the cost of winter protection or summer protection or rain protection will vary, because the enclosure is similar.

"Well, it will cost you \$40,000." Now, the man might have \$50,000. I don't know. I don't say this facetiously. This is the way these things happen. "I will take care of the winter protection. Don't figure the winter protection, I will take care of it."

Fine. You negotiate a contract on that basis, black and white. The man is responsible for the winter protection. Now, I, the masonry contractor who bears the burden of putting up the protection structure, have nothing. As predicted, the job runs 3 or 4 months late and we make a winter start or perhaps we started just before the winter broke and the winter comes on. What do you do? Are you going to button up the job with \$100,000 worth of material maybe stored at the site, \$60,000 worth of equipment there, crews there, overhead already in action?

Now the people you are dealing with may say, "He will go with this job because he has already gotten underway, has the material on the site," and it might have been a job that you couldn't get paid for material stored on the site. If you could get 90 percent of the material stored on the site you won't worry. Actually there is no return to you yet on this job and you might have \$150,000 or \$200,000 tied up in the job. Are you going to let it lay there until next April? He is hoping that you are not going to. Therefore you are going to pick up the cost of the winter protection and move through it and everybody is free and clear except the masonry contractor.

It is no joke. This happens time after time. Our members throughout the country are faced with this whether in the North, the South, or the Central Plains. This happens. How do you cure this? Let's find a way of overcoming this seasonality of construction on a national level. How do you do this?

Then you get everybody that is involved in the industry. You need a concerted and joint effort to do it. Everybody is concerned here, the Portland Cement Association, they want to sell cement and want to sell it 12 months a year. The Structural Clay Products Institute wants to sell their products and sell them 12 months a year. We want to work 12 months a year as contractors.

Labor, both the helpers and mechanics, want to work 12 months a year. We put them all together and get the job done.

This is why we concluded that in order to combat this situation it wouldn't do us one bit of good if we came up with all the answers to seasonality of construction if we do not overcome the situation where I gave you what I thought was a complete example of who was going