



According to an item in *Scientific American* of November 1969 (p. 144), "Monopoly," the most successful of all proprietary board games, is derived from "The Landlord's Game," which was patented in 1904 by Lizzie J. Magie and was intended to teach Henry George's single tax theory.

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Someone in the (Ohio) State Tax Board of Appeals or the tax department has been pushing for higher assessments on vacant land. The new appraisals in my county raised the assessment on farm land by fifty percent or more. My new assessment is at about \$165 an acre on land valued conservatively at \$600. According to law it is supposed to be assessed at 40 percent of true value (\$240). But until last year the assessment was only \$97 an acre. My neighbor advertised his farm land for sale at \$900 an acre. This will explain why I say my estimate of \$600 an acre is conservative.

Although on paper things look good, underneath there is a definite uncertainty, and land prices may continue to edge upward. I think the situation is about at that stage which George once mentioned where we hear on one hand the cry of scarcity of land with very high prices, and on the other the lament that there is no market for land but a glut in the supply of vacant land.

At present farmers are not badly off. Prices of products are holding their own, although expenses keeping moving up. New equipment is fantastic in price. High interest has caused a backing off at the dealers' showrooms, but

supplies are building up. Feeding will expand, especially if very many farmers with off-farm jobs are laid off for any length of time. They will return to the feed lot if the lay-off gives them extra time. It will not take long, then, for an increase in livestock marketing to depress prices. Any such extensive lay-off would likely cause housewives to shop a little sharper, and that would supply the other side of a double squeeze on prices. Further inflation would be disastrous. It will be up to state and local governments to come to the rescue by correcting assessment practices and to the federal to help by requiring this for eligibility to receive federal grants.

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I would like to add to the excellent article "Association in Equality" in the April H.G.N., by Katherine D. Schlayer. I had the opportunity to visit the Lincoln Electric Company some 7 and 6 years ago, and made some study of their Lincoln Incentive Plan. We were contemplating installing an incentive plan in a manufacturing plant, and were studying other working plans.

On my last visit I was shown around the plant by the son of James Lincoln, and he allowed me to talk privately to individual workers. The men liked the plan. They knew they were getting the highest industrial wage in the world. They knew that they had no union, that for the 20,000 men employed in the plant there were 20,000 on the waiting list.

I inquired about the work pace; it was very good — each man was almost running his own little business. One man was tending two machines; while one was running, he was feeding the other. A year ago he was called in on a conference about buying new machines, and he, the machine operator, was sent on a trip to the machine man-

ufacturer. He came back, reported to management, and told them why he decided that the proposed machines were not any better than what he had. Management agreed and perhaps in a few years they will search again.

All the workers felt as if they were the owners of the plant—and they were treated that way. Each kept in training so to speak, for his job. He did not want to miss any time in sickness—not only because of his loss in pay, but also because of the loss to the whole team. I inquired about ulcers—the common result of production pressure on workers and on management—there was no record and no knowledge of ulcers.

This association in equality started in the morning at the company parking lot. In every American business "your" parking space is the object of jealous pride. At Lincoln the only reserved spaces are for visitors—all others, management and workers, the president and the sweep are treated as equal. First come, first to have space. No false pride. No jealousy.

The Lincoln Electric Company is a team practicing "Association in Equality."

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The National Council on Housing is now composed of fifteen large manufacturers of prefabricated units which can be stacked module on module for many stories. The council also includes builders of mobile homes which cost only half as much as conventional housing and require only a small amount of land in a park site.

After Secretary George Romney held a contest for housing in which 37 firms were the winners in "Operation

Breakthrough," several of their officers spoke to the New York Society of Security Analysts. When I asked how they would find locations in cities where people could live near jobs, shopping facilities, schools, museums and theaters, their only response was, "there is a lot of land out west, unused."

There is however another side to the modular building prospect. Richard Wierman, a former Redman Industries vice president now heading Lane-Wood's mobile home operation, is quoted in Barron's as saying, "the majority of people in modular housing aren't making money on it, and not because they aren't sharp, because they are. It's simply the basic economics, the cost of money and particularly the expense of site preparation—something we don't worry about in the trailer business." Although Lane-Wood announced its entry into "mod" housing as being imminent a year ago—today the firm says flatly "the time is not now."

It has been proved repeatedly that when a building in a slum area is rebuilt or when a modular home building is put up the land around it rises immediately and is sometimes doubled in asking price. As a result the one good building tends to be dragged down to the level of its surroundings, for the entire area can no longer be rebuilt owing to the high cost of land.

Mass production of modules for housing must be matched by a revision of the present method of taxing buildings high and location or site values low. The only way to make favorable city locations available for housing is to tax the site on its true location value and exempt buildings from taxes.

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