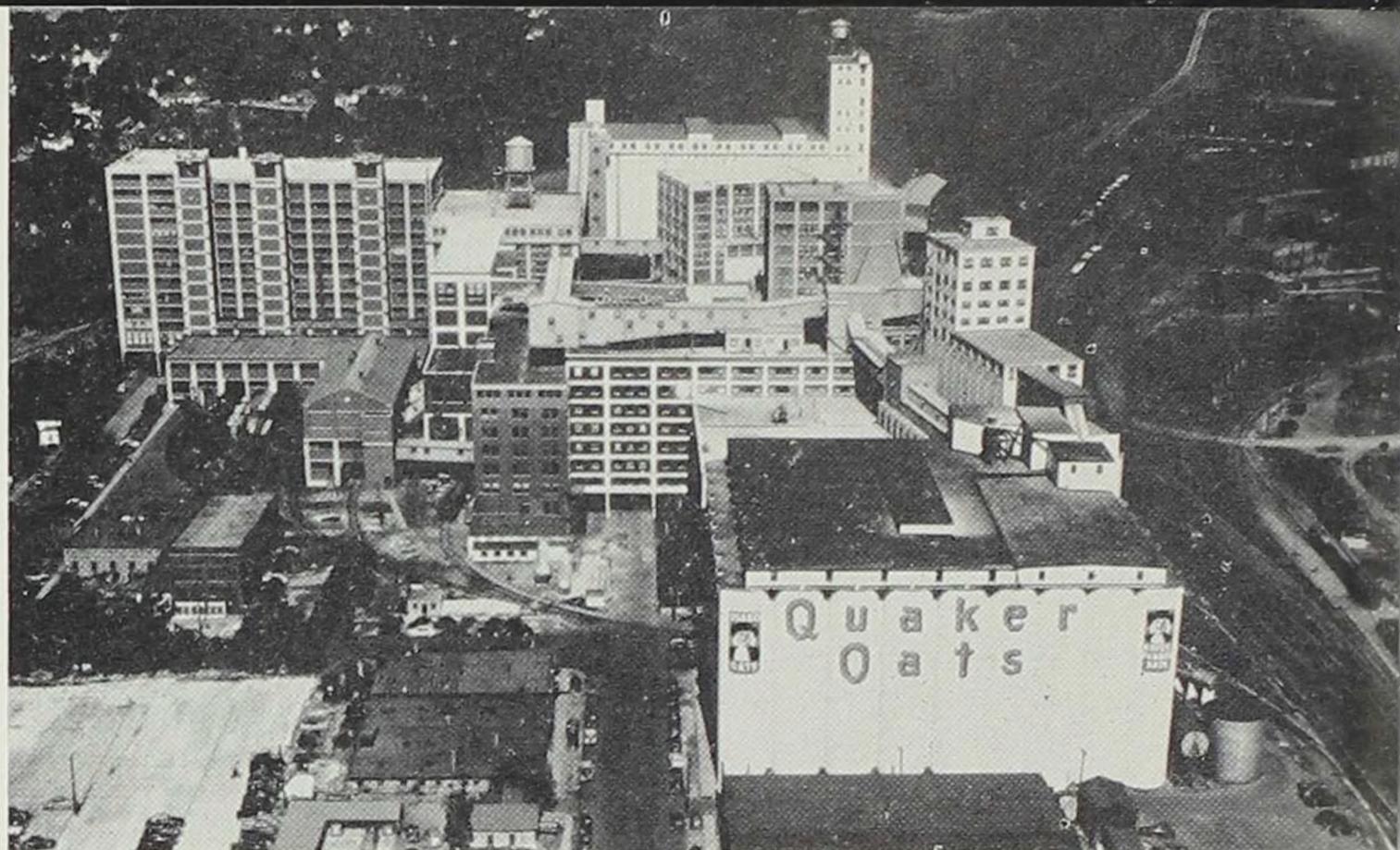


IOWA INDUSTRIES: Farm-centered industries

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II. Meat products	241
III. Farm machinery and equipment	247

Rath Packing Company, Waterloo



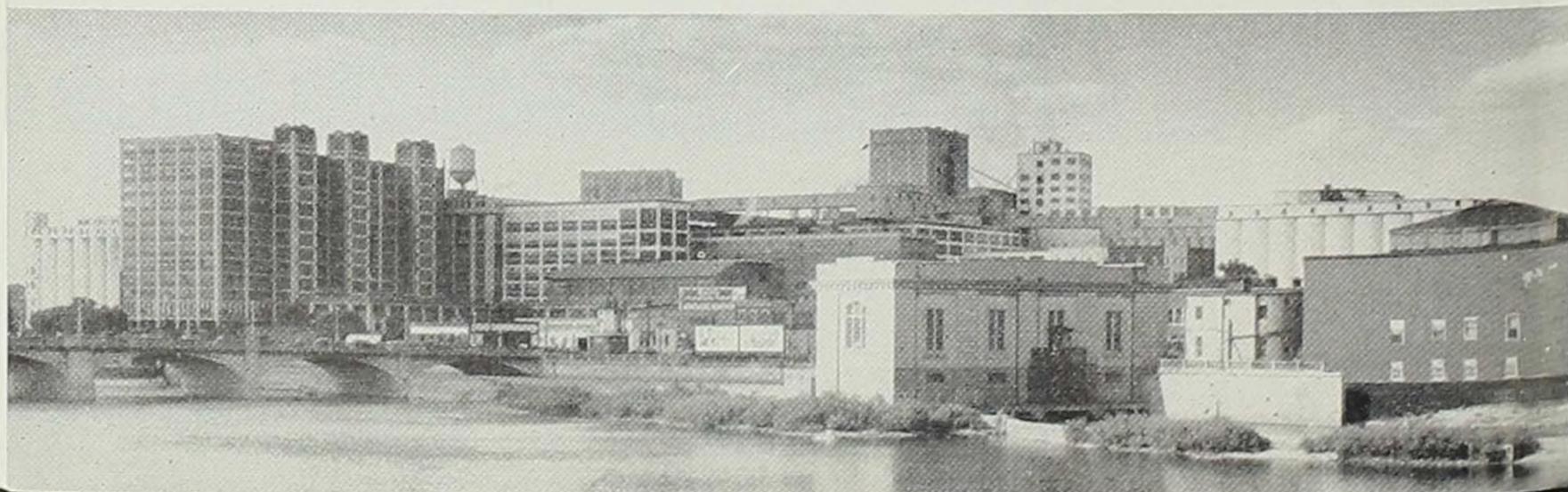


THE QUAKER OATS COMPANY: Chicago

The great Cedar Rapids plant of Quaker Oats, with its 85 acres of floor space, 1,275 employees, and \$4,000,000 annual payroll, is the world's largest single-unit cereal plant. The chairman of the company's board of directors is John Stuart, son of Robert Stuart, one of the founders in 1873 of the North Star Oatmeal Mills of Cedar Rapids, the forerunner of the present plant. Today's plant handles annually over 30,000,000 bushels of grain. Its seven huge elevators have a capacity of 10,000,000 bushels, constituting the world's largest industrial grain storage units. In addition fifty company-owned elevators are scattered throughout Iowa. It would require a farm four miles wide stretching east and west across Iowa to provide the annual grain needs of the Cedar Rapids plant. Each day there is an incoming and outgoing flow of 250 freight cars. The annual package output if laid end to end would girdle the globe. The plant has a daily capacity of 600,000 packages of rolled oats, 70,000 of cornmeal, 130,000 of Quaker's Puffed cereals, not to mention its other products. It is estimated that some Quaker Oats products are on the shelves of over 75 per cent of America's pantries.

ABOVE: a land view of the plant. BELOW: the plant as seen from the Cedar River.

Courtesy Cedar Rapids Chamber of Commerce

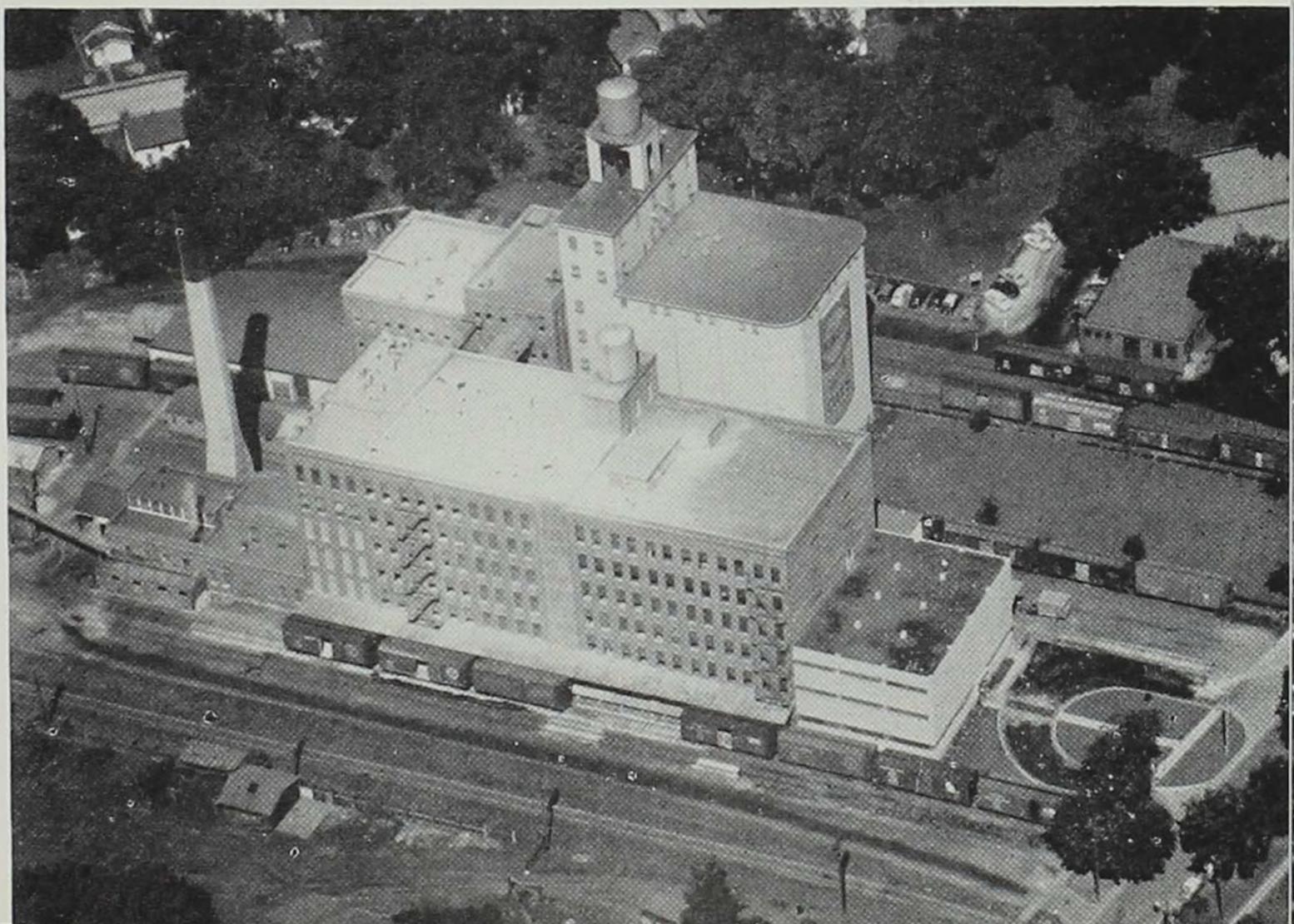


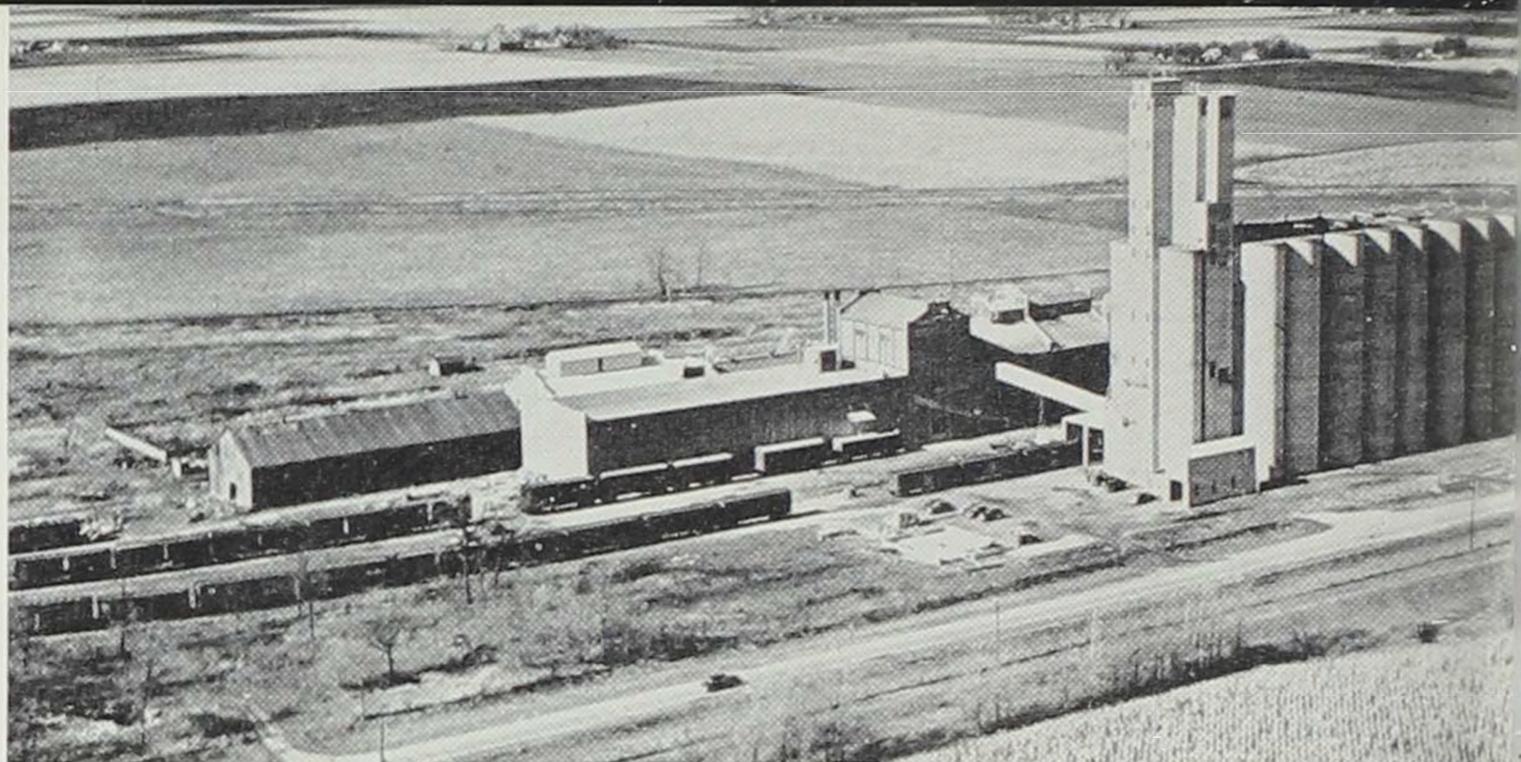


NATIONAL OATS COMPANY: Cedar Rapids

In 1906 the Corno Mills Company of East St. Louis entered the rolled oats business and in a few years purchased the Pawnee Cereal Mill at Cedar Rapids where it shortly concentrated its cereal operations. In 1922 the Cedar Rapids mill was the first to successfully produce quick cooking oatmeal. With the marketing of its "3-Minute Oats" the National Oats Company, as it had been renamed, became the nation's second largest producer of rolled oats. Seven years ago the company entered the lucrative popcorn business and is now the leading producer of that product. In 1955 the company took over the Popcorn Growers and Distributors of Wall Lake, Iowa. With a total of 410 employees, the company now does an annual business of \$12,000,000. James L. Cooper is its president.

ABOVE: some of National Oats' products. BELOW: the Cedar Rapids plant.



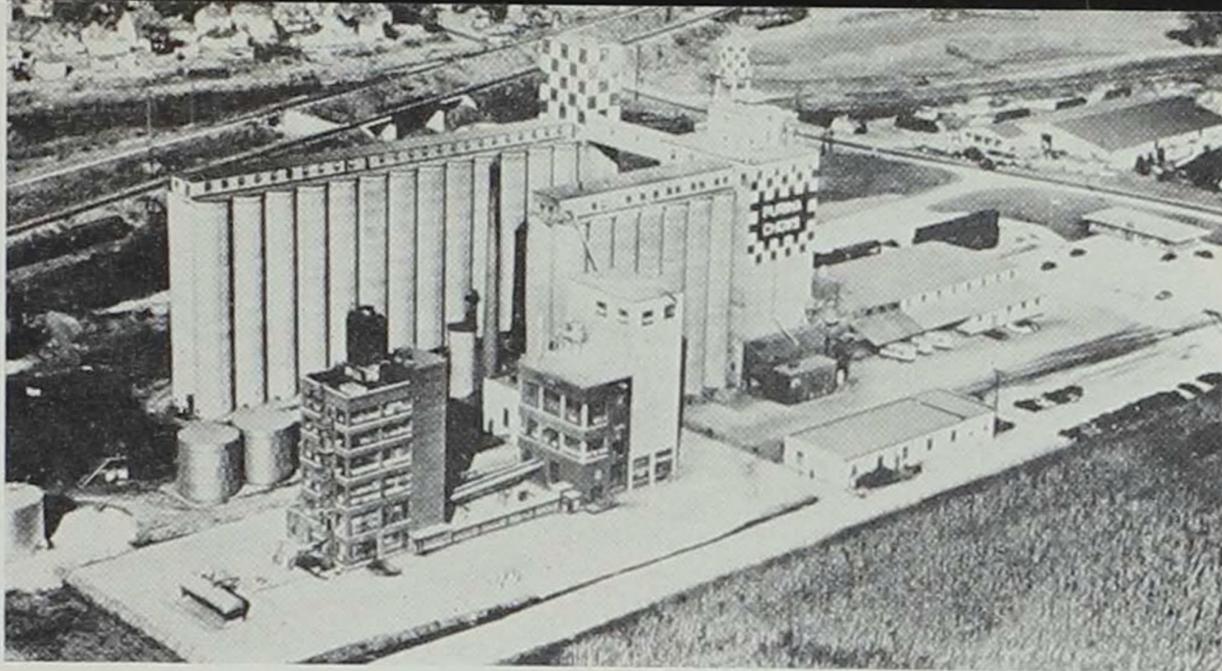


**GENERAL MILLS, INCORPORATED:
Minneapolis**

Within less than fifteen years General Mills has acquired five plants in Iowa, employing 503 workers in 1955 with an average monthly payroll of \$164,000. In 1942 General Mills purchased the Purity Oats Company at Keokuk, continuing to make the oat cereal which first appeared in 1906. At the Special Commodities plant in Keokuk, opened in 1944, new uses have been found for wheat starch. In 1945 a soybean processing plant was opened at Belmond, where, in 1955, was added a modern, electronic-controlled Larro Feed mill. This General Mills division in 1955 also opened at Indianola the Larro Feed Research Farm, previously located outside Detroit.

ABOVE: Larro Feed mill, Belmond. RIGHT: an electronic-controlled operation at Larro Feed mill. BELOW: Purity Oats plant, Keokuk.



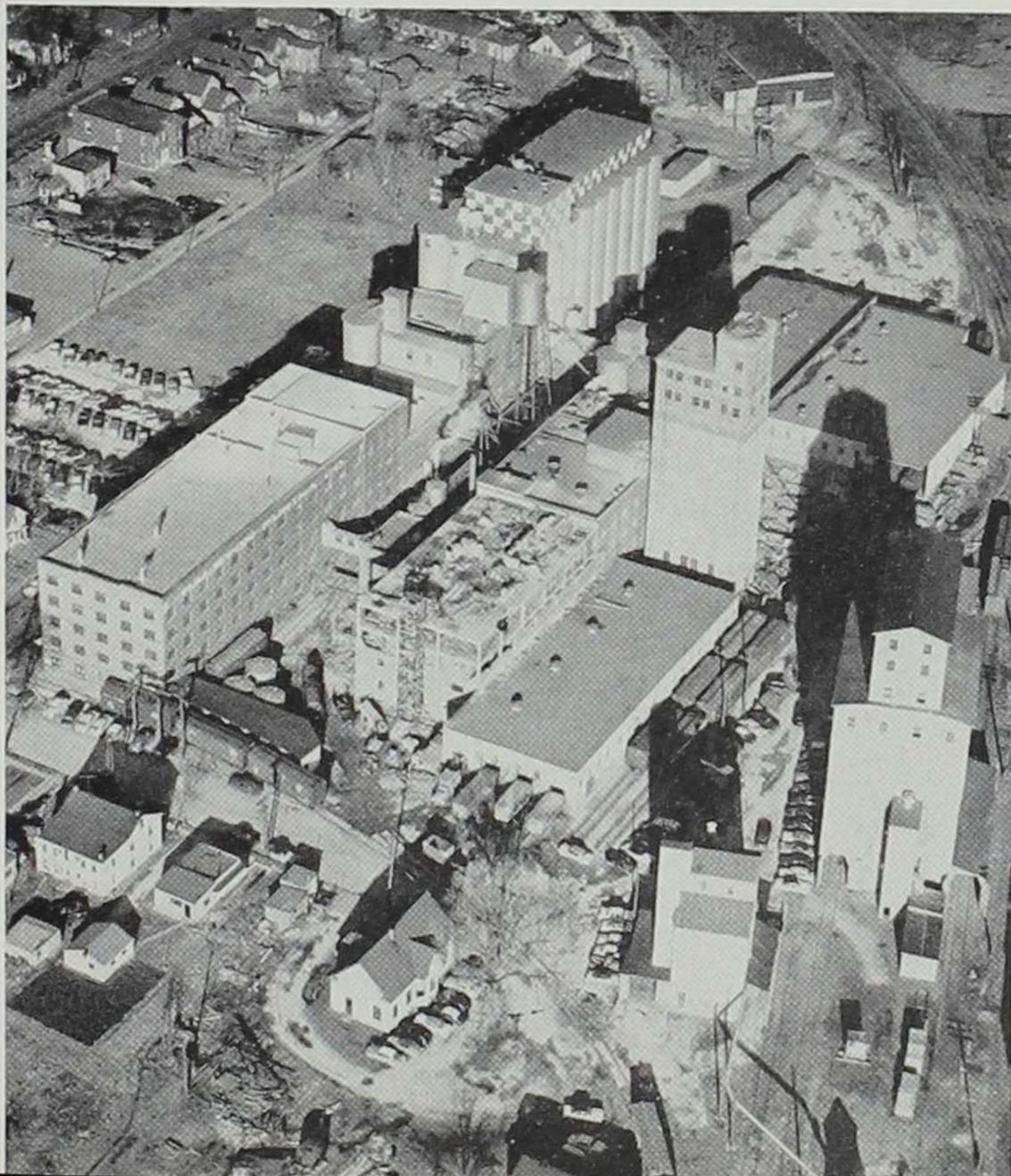


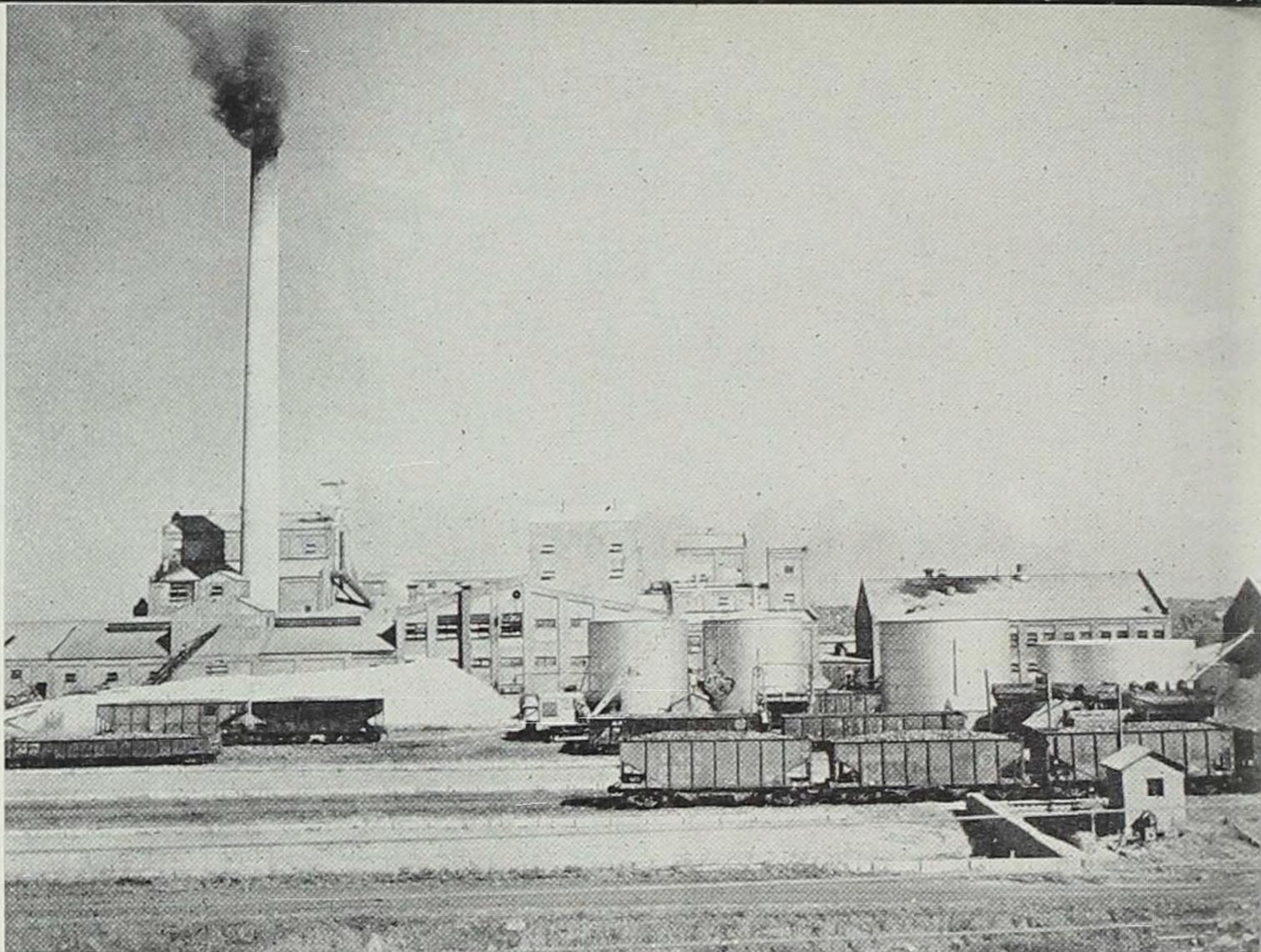
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RALSTON PURINA COMPANY: St. Louis

Ralston Purina, the country's largest producer of commercial mixed animal and poultry feeds, has three plants in Iowa. The oldest is that at Davenport, purchased in 1927. It employs 232 people in its production of Purina Chows for livestock and poultry, and Ralston cereal. A second unit at Iowa Falls, built in 1942, employs 139 workers, and consists of a Purina Chow mill and a soybean processing plant. A third plant is under construction at Sioux City which will employ about fifty persons and manufacture a full line of Purina Chows.

ABOVE: the Iowa Falls plant. BELOW: the Davenport plant.

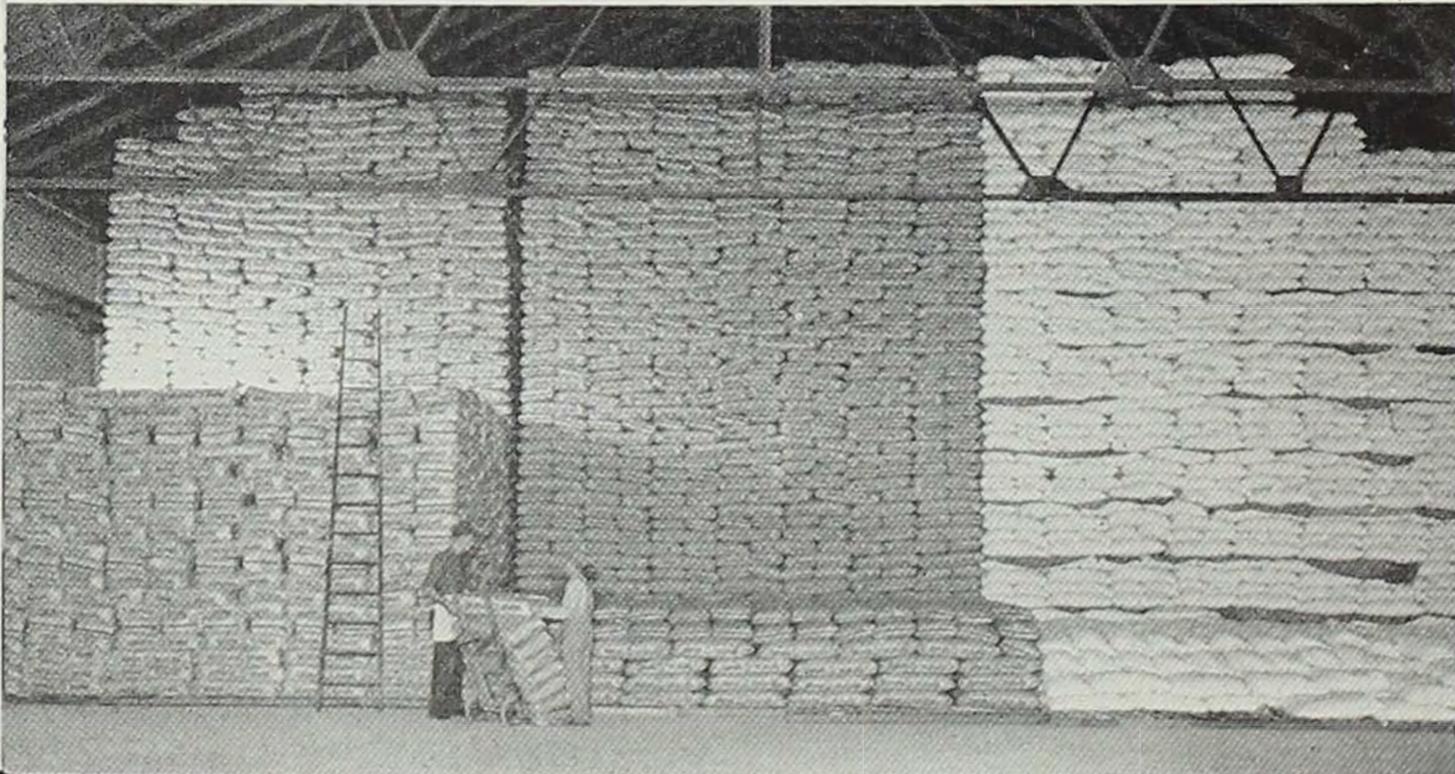


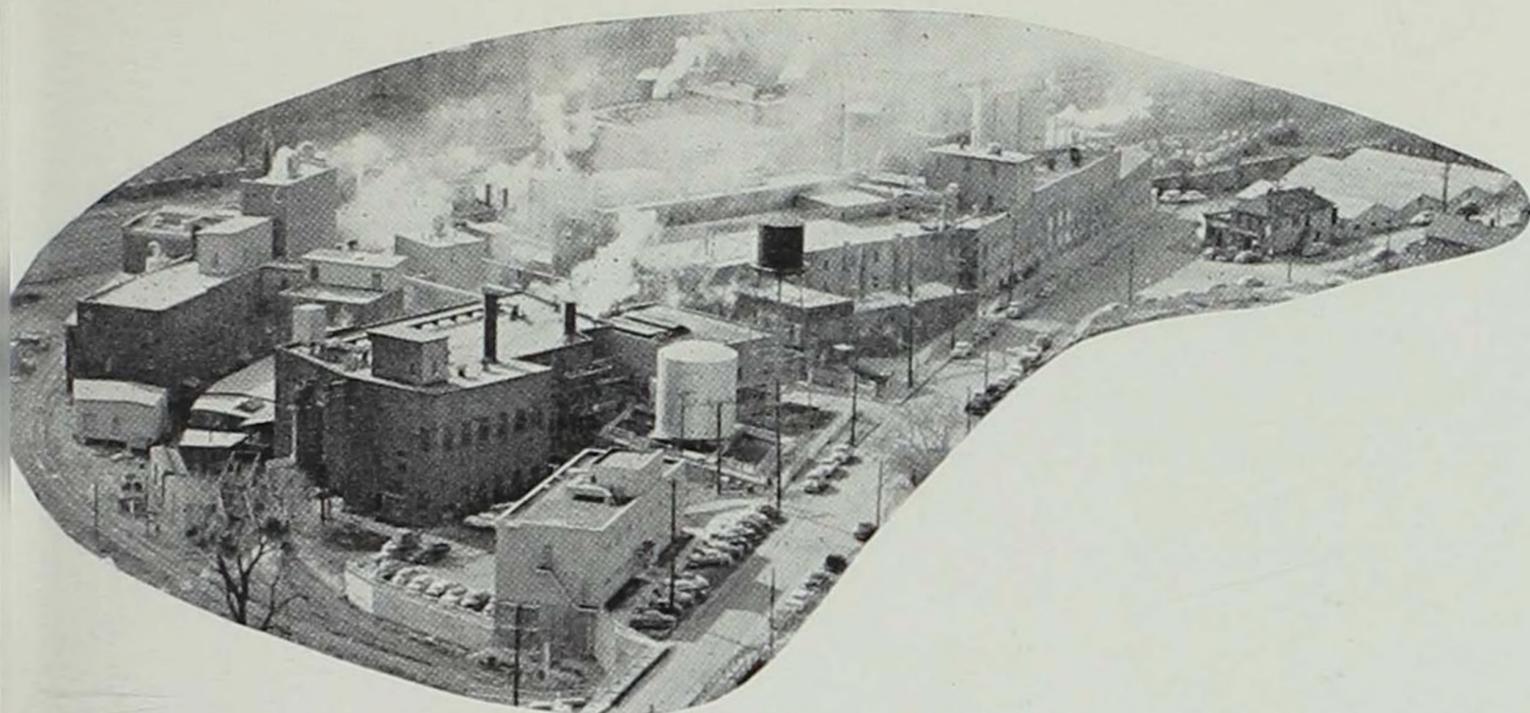


AMERICAN CRYSTAL SUGAR COMPANY: Denver

American Crystal Sugar, third largest American beet sugar producer, has one plant in Mason City, the only one of its kind in Iowa. Built in 1917 by the Northern Sugar Company the plant was acquired by its present owners in 1925. During most of the year the plant employs only 50 to 70 men, but when the sugar beets have been harvested in September, the plant operates 24 hours a day, seven days a week for as many as 100 days, the number of workers then increasing to as high as 470 with a payroll of as much as \$160,000 a month. During this "sugar campaign" from 150,000 to 200,000 tons of sugar beets go through the mill. Some are grown on farms in the Mason City area, most come from the Dakotas. In addition to certain by-products, the plant produces some 45,000,000 pounds of sugar annually, enough sugar to sweeten almost $3\frac{1}{2}$ billion cups of coffee. The value of the plant's product in the peak year of 1951 was \$3,994,998.

ABOVE: the Mason City plant. BELOW: warehouse bulging with beet sugar.



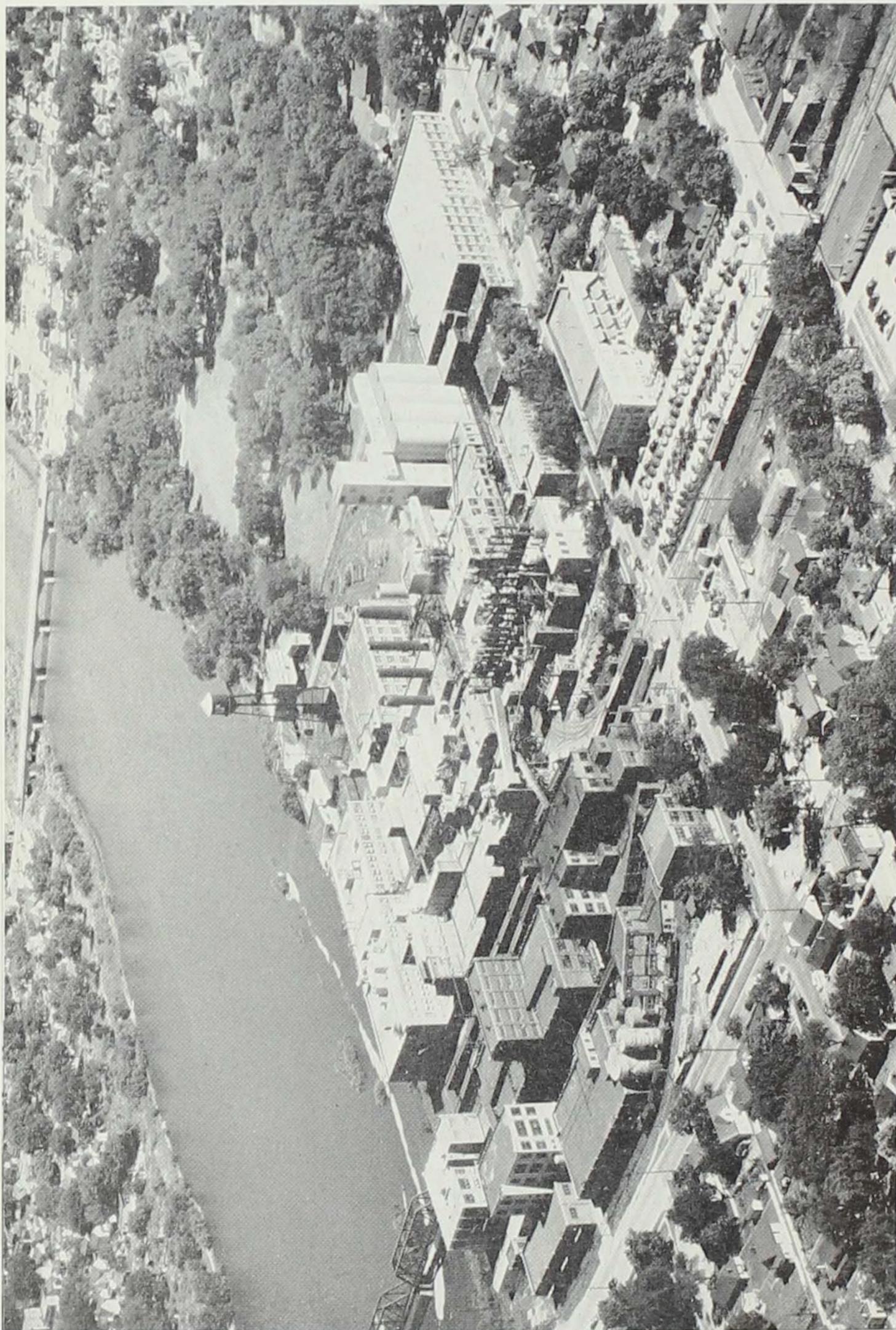


THE HUBINGER COMPANY: Keokuk

During the 1870's, J. C. Hubinger developed a home-made laundry starch out of corn starch that became so popular that in 1881 he induced his three brothers to join him in forming a company to produce and sell his Elastic Starch, as he called it. The firm prospered, and, to assure a steady supply of corn starch, it began its own milling operations in Keokuk. In 1955 the Hubinger Company employed 555 workers at its plant in Keokuk which occupies twenty acres and is valued at \$5,600,000. The monthly payroll averaged \$265,000. In addition to corn starch the firm produces corn syrup, corn sugar, corn gluten feed, corn gluten meal, corn oil cake meal, and crude corn oil. The total value of these products in 1955 was \$22,000,000. From a family concern the company has developed into a publicly owned corporation with 957 shareholders owning stock worth \$6,200,000. Robert S. Fisher is chairman of the board, Roy L. Krueger is president.

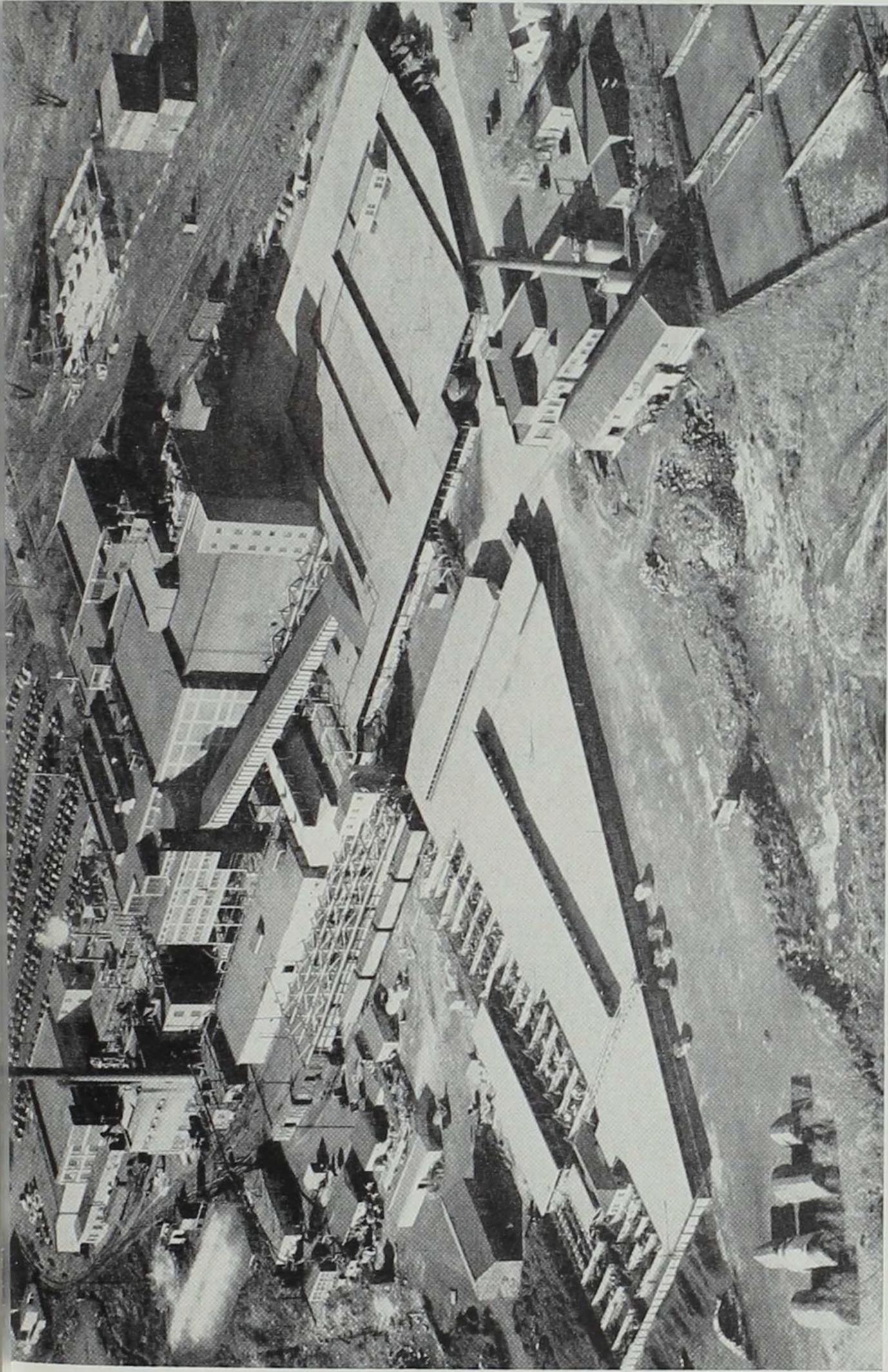
ABOVE: the Keokuk plant. LEFT: J. C. Hubinger. BELOW: the evolution of the Elastic Starch package.



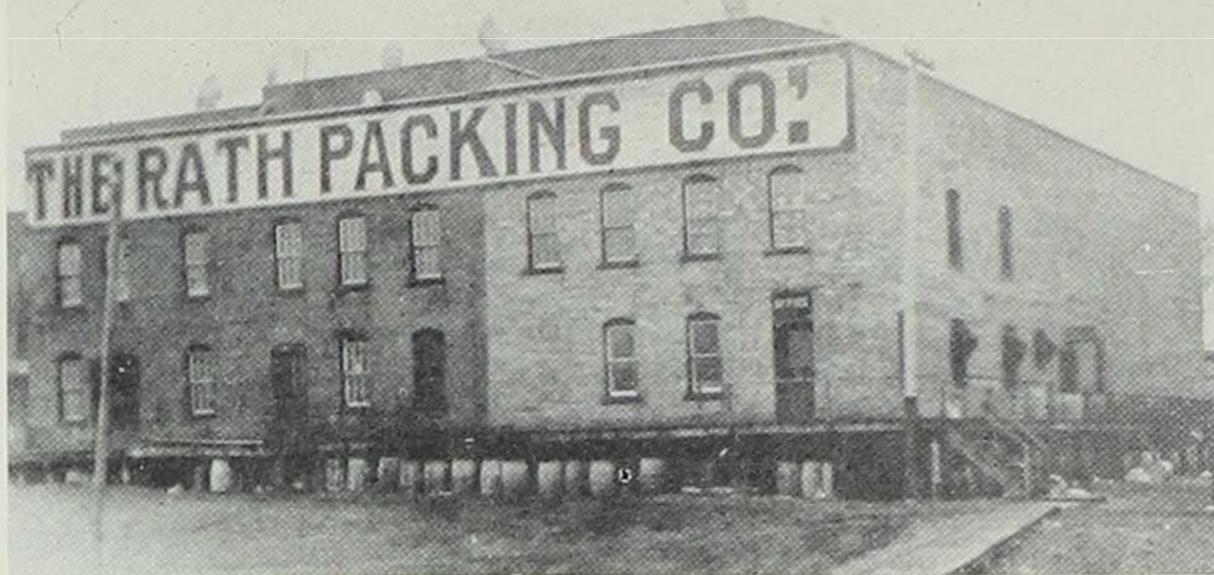


PENICK AND FORD, LTD., INCORPORATED: New York

The Cedar Rapids plant (shown above) is the largest of Penick & Ford's six American production units. In 1955 it employed 1,300 of the total of 1,600 workers engaged by the company. The annual Cedar Rapids payroll was \$5,239,000. This contrasts with the 500 employees and \$600,000 payroll when the company was organized in 1920. The chief products of the 20-acre, 42-building plant are corn starch, corn syrup, corn sugar, and corn oil. Penick & Ford doing ten per cent of the country's corn refining. Each day the plant uses more corn than the average Iowa farmer can grow in a year on a 700-acre tract of land. It also uses daily more water than is used by all of Cedar Rapids, 375 tons of coal, 12 tons of chemicals.

**SWIFT AND COMPANY: Chicago**

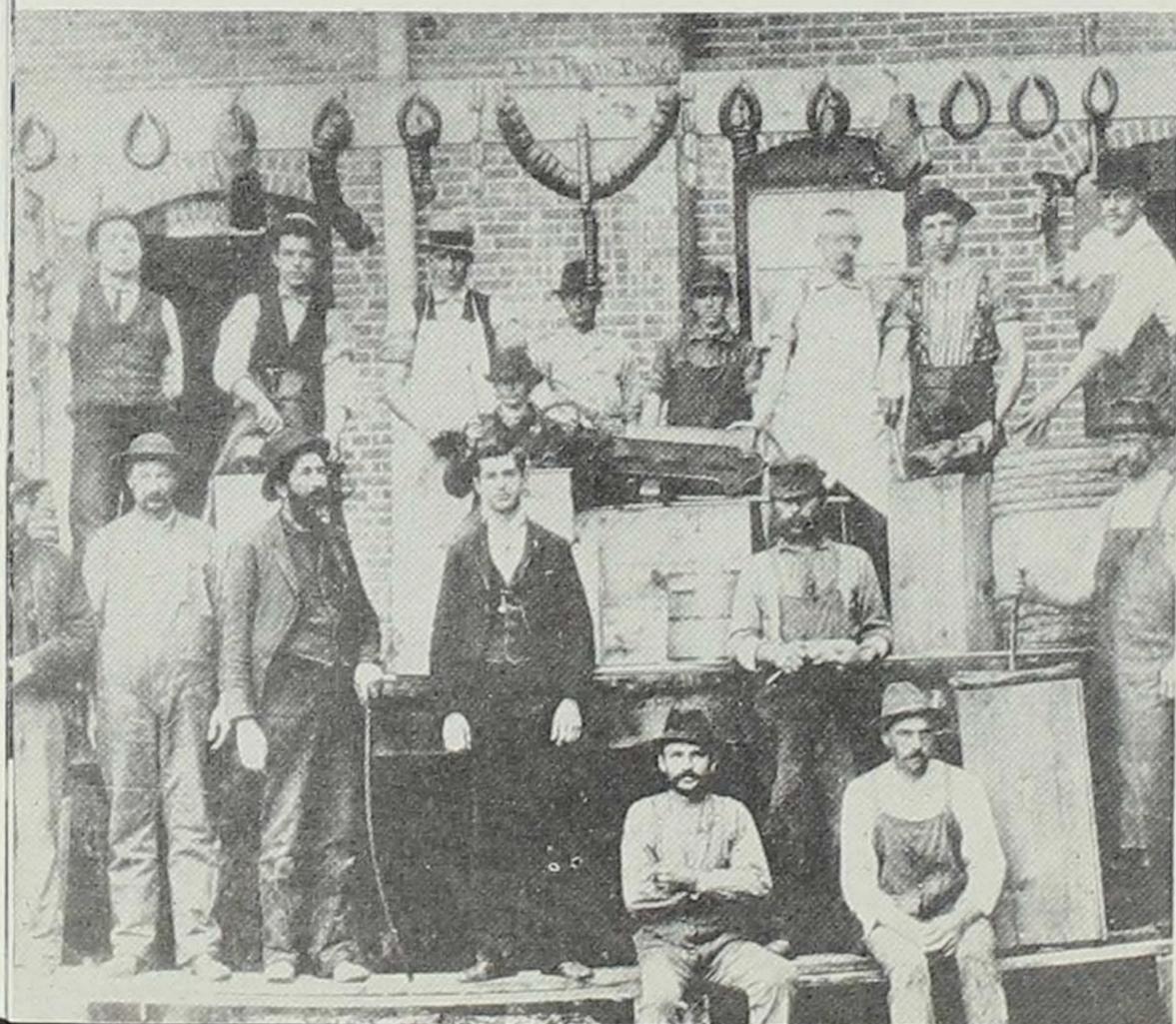
The world's largest processor of meats, Swift operates twenty different plants in Iowa, including four meat packing plants at Des Moines, Sioux City, Perry, and Marshalltown, nine dairy and poultry plants, a turkey dressing plant, an ice cream plant, a hatchery, a plant food factory, a soybean oil mill, a livestock feed mill, and one sales unit. These units employ over 5,000 workers and have an over-all expenditure of nearly \$200,000,000. More than 1,800 of the company's 65,000 shareholders live in Iowa. Pictured above is the plant of the Iowa Packing Company of Des Moines, since 1925 a subsidiary of Swift. It employs almost 1,300 persons, has an annual payroll of \$5,000,000, and daily ships out 35 carloads of meat and by-products.

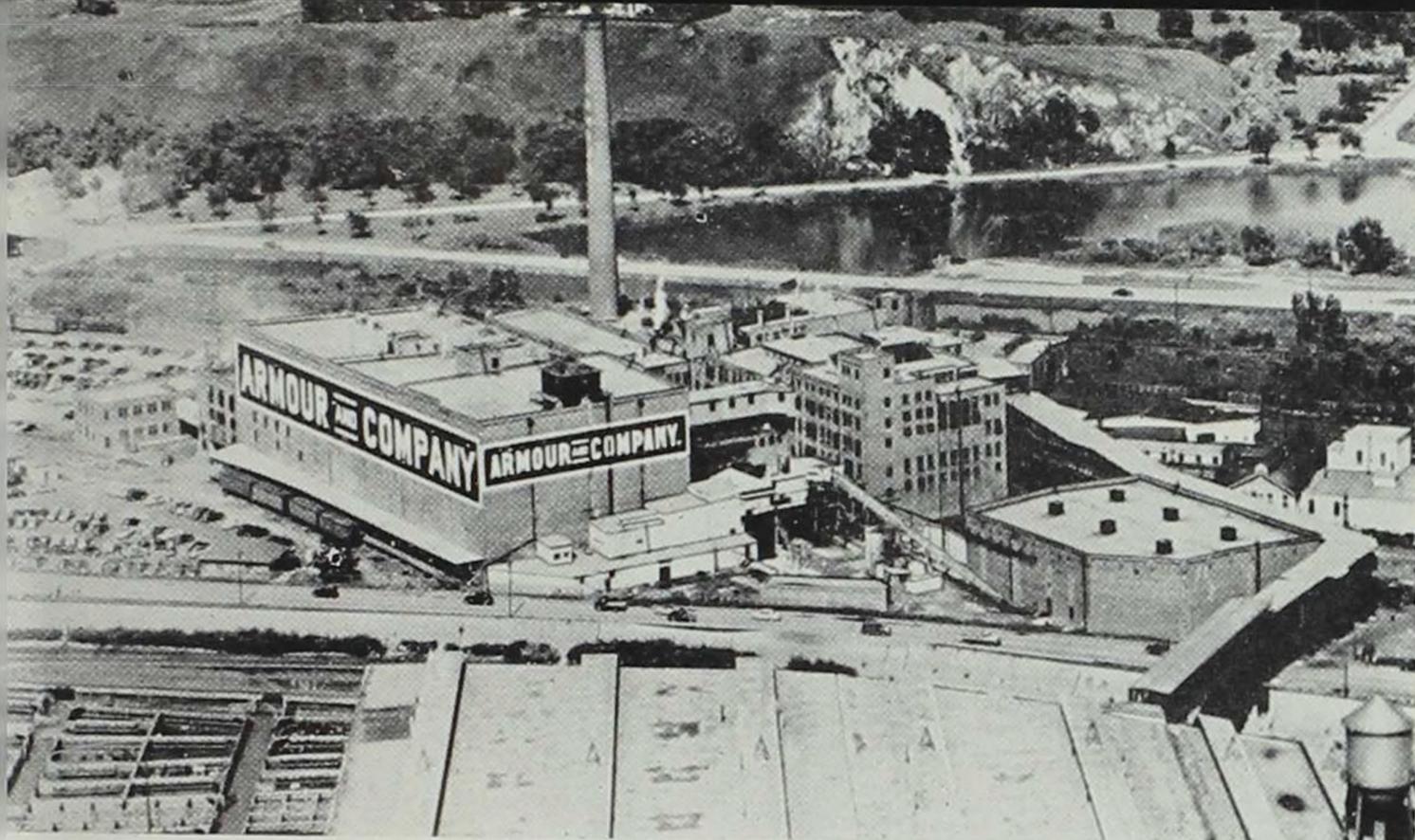


RATH PACKING COMPANY: Waterloo

Two cousins, E. F. and John W. Rath, founded the Rath Company in 1891. Starting with an investment of \$25,000, a force of 18 workers, and a business of \$101,000 the firm has grown until it now employs 8,200 with a monthly payroll of \$3,160,000. Some 4,800 stockholders own \$9,000,000 worth of common stock. In the peak year of 1954 the vast 40-acre Waterloo plant, valued at \$25,000,000, turned out meat products with a total value of \$273,000,000. Over 500 Rath salesmen call on some 40,000 customers in the United States and abroad. Chairman of the board is Howard H. Rath, son of co-founder John W. Rath. A. D. Donnell is president.

ABOVE: Rath plant in 1901. RIGHT (top): E. F. Rath; (bottom): J. W. Rath. BELOW: workers in early days.

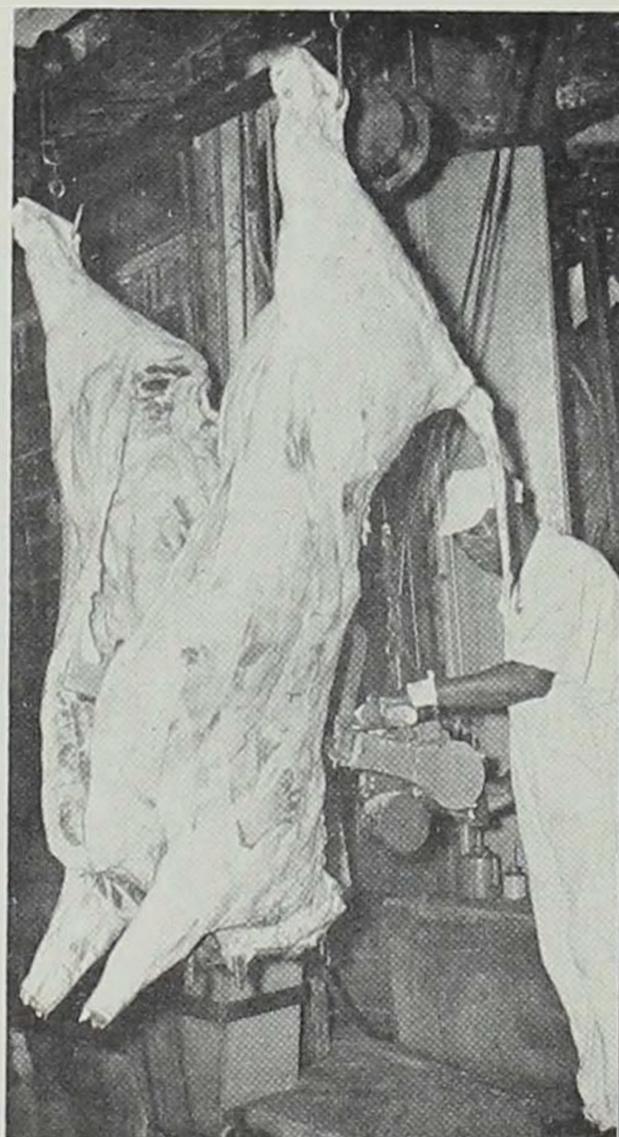


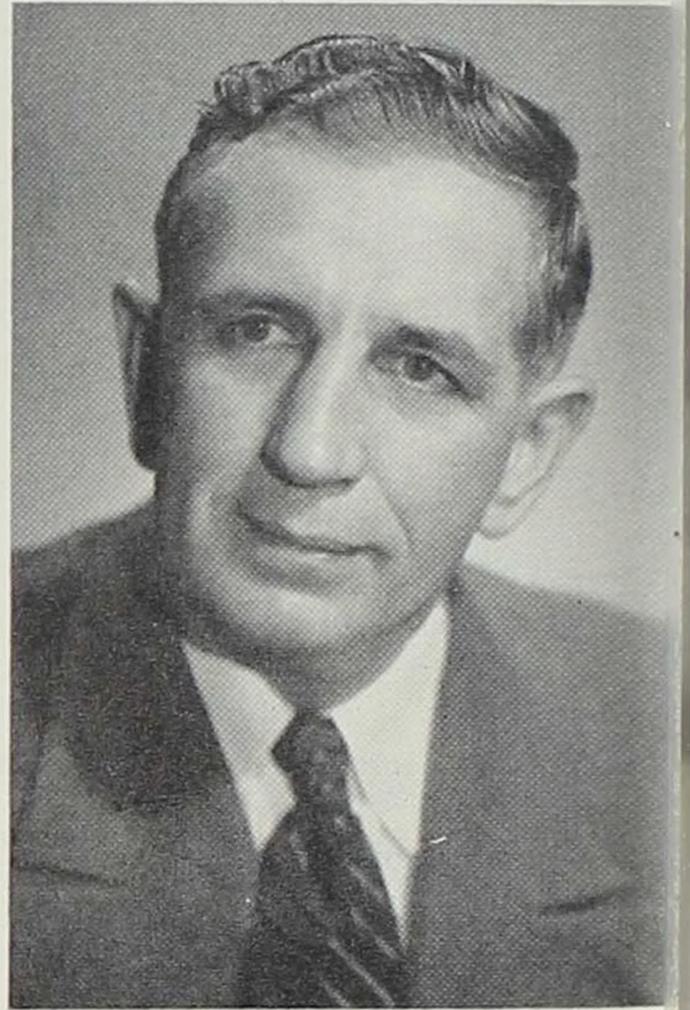
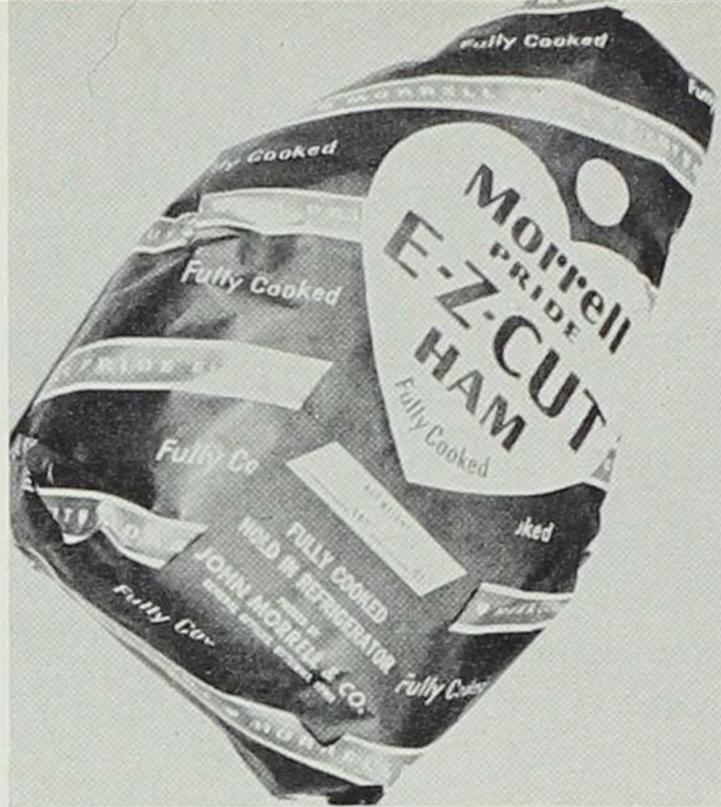


ARMOUR AND COMPANY: Chicago

Armour, world's second largest meat packer, has two plants in Iowa. Its Sioux City plant, first established in 1901, employs approximately 2,000 workers. In contrast with Sioux City's first meat packing plant, operated by James E. Booge nearly a century ago, which slaughtered and dressed 12 hogs a day, the modern Armour plant has a capacity of 4,800 hogs, 880 cattle, and 1,800 sheep per day. In 1935 the Jacob E. Decker & Sons meat packing plant of Mason City became a division of Armour. This plant kills about 50,000 cattle and a million hogs annually, and with 1,500 employees is Mason City's biggest industry.

ABOVE: Sioux City plant. BELOW (left): preparing frankfurters; (right): cutting a steer down the backbone (both pictures at Sioux City plant).

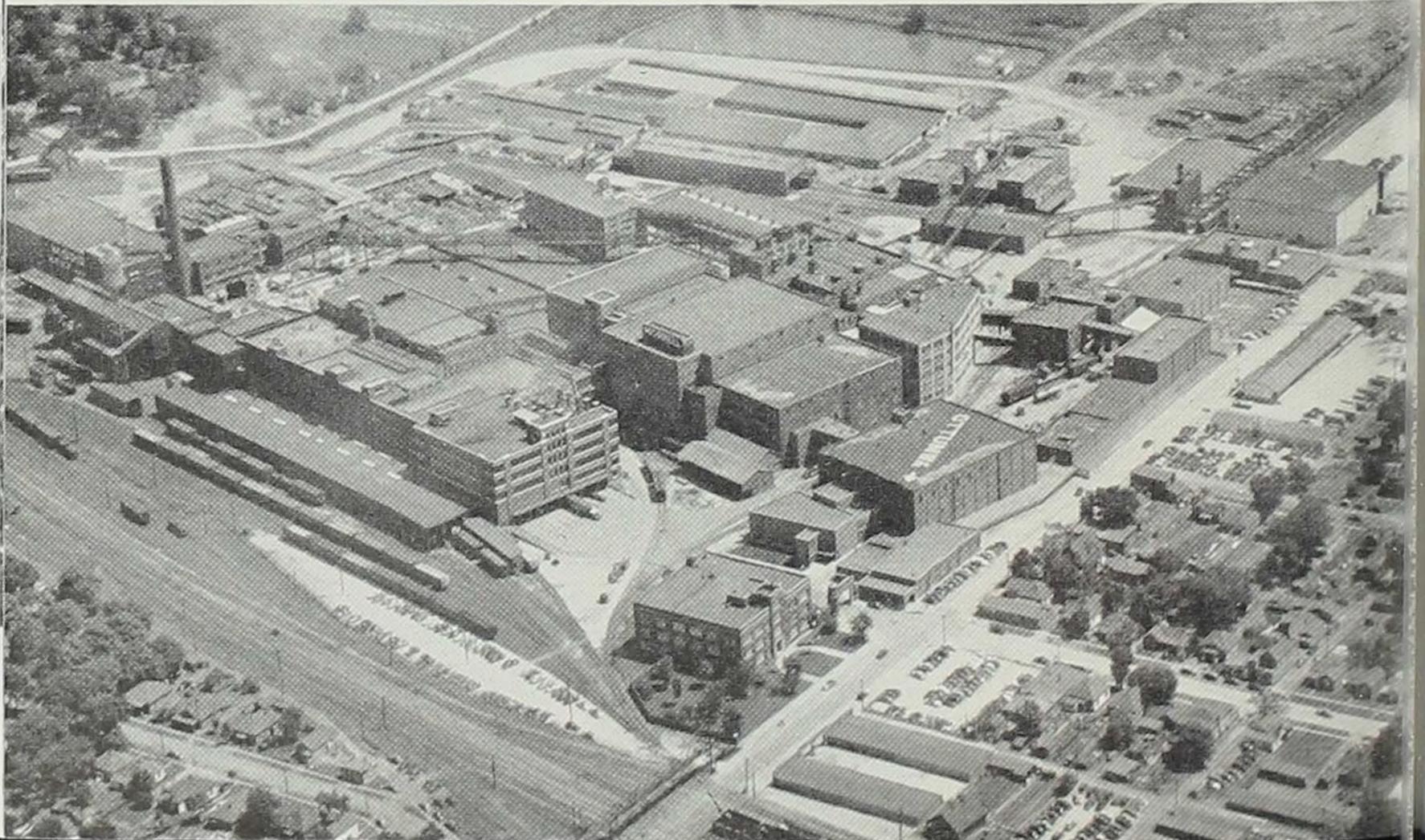


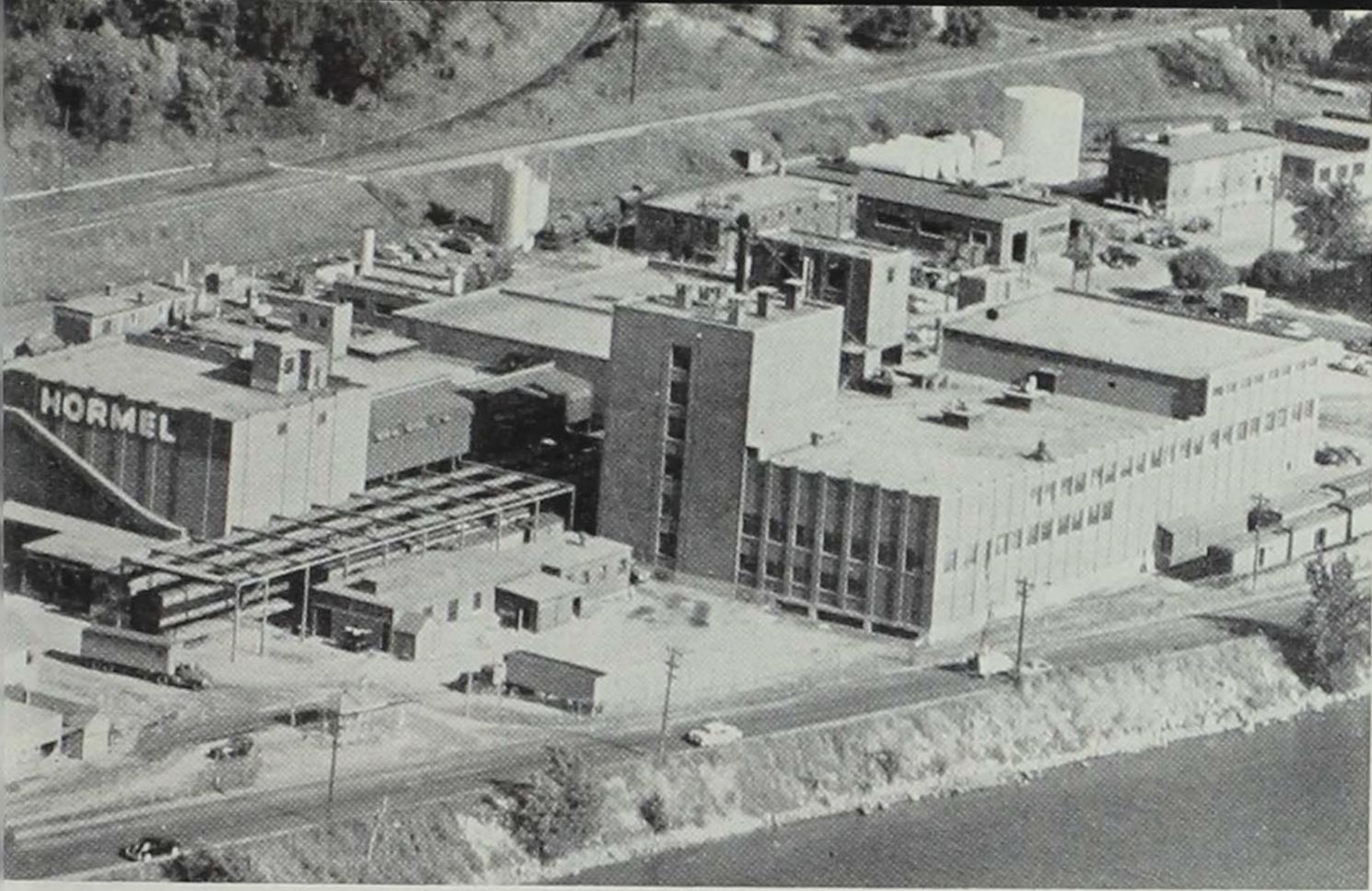


**JOHN MORRELL AND COMPANY:
Chicago**

Founded in England in 1827, Morrell first began operations in Ottumwa in 1877. Today this plant, together with the one at Sioux Falls, remains the center of the company's meat packing operations. Some 3,935 workers were employed in the Ottumwa plant in 1955, with an additional 225 at the recently acquired Hill Packing Company at Estherville. The Morrell payroll to its Iowa employees in 1955 totaled \$19,150,000. The combined slaughter of the two plants was nearly two million head, and on a live weight basis the animals weighed about 650,000,000 pounds. George M. Foster of Ottumwa, descendant of the founders of the company, is chairman of the board. W. W. McCallum is president.

ABOVE (left): a Morrell product; (right): President McCallum. BELOW: the Ottumwa plant.



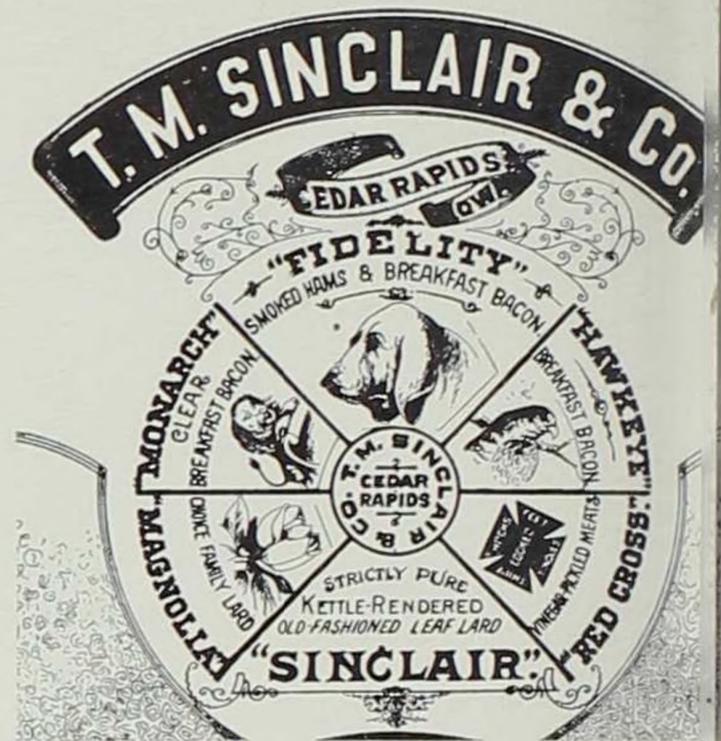
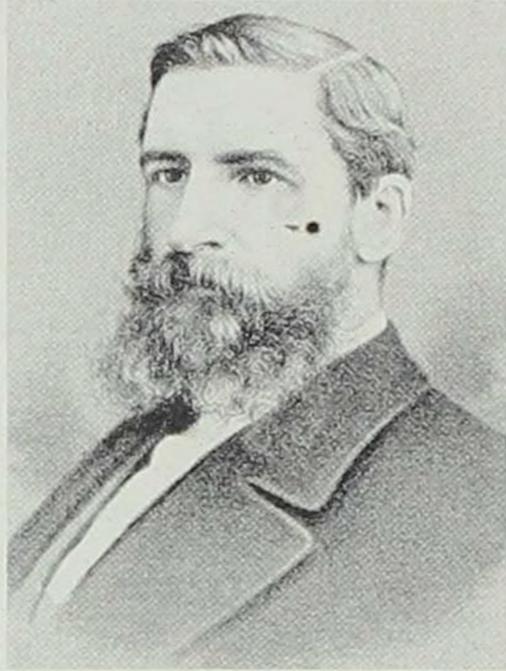


GEORGE A. HORMEL AND COMPANY: Austin, Minn.

The Fort Dodge plant of the Tobin Packing Company was purchased by Hormel in 1953. Located in one of the best hog producing areas in the country, the Fort Dodge plant is devoted to production of pork for such famous Hormel products as SPAM. Occupying some 12-and-a-half acres of land, the plant employed 1,023 workers in 1955, with a monthly payroll of \$425,779. Hormel has no other plants in Iowa.

ABOVE: the Fort Dodge plant. BELOW: some Hormel products.



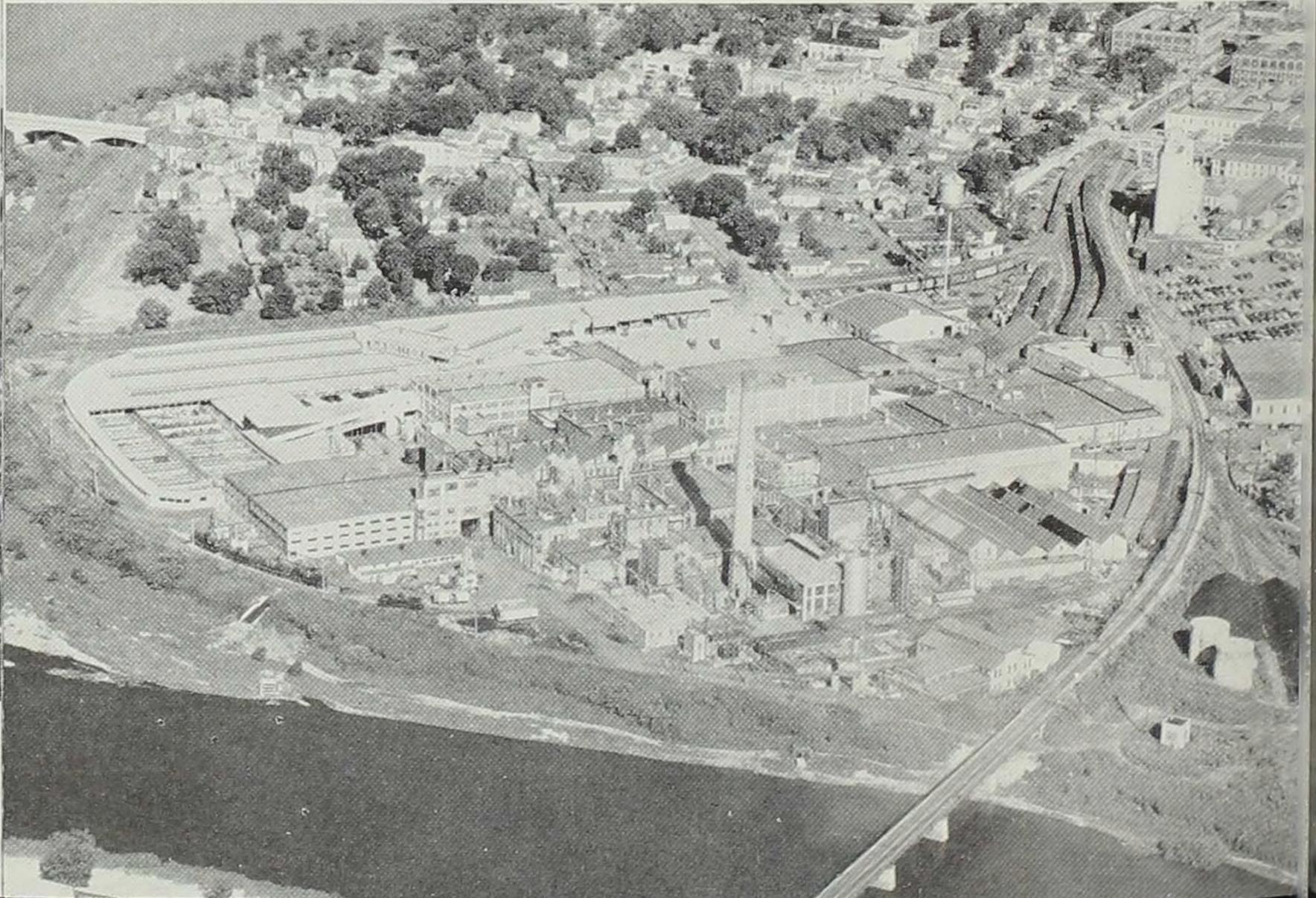


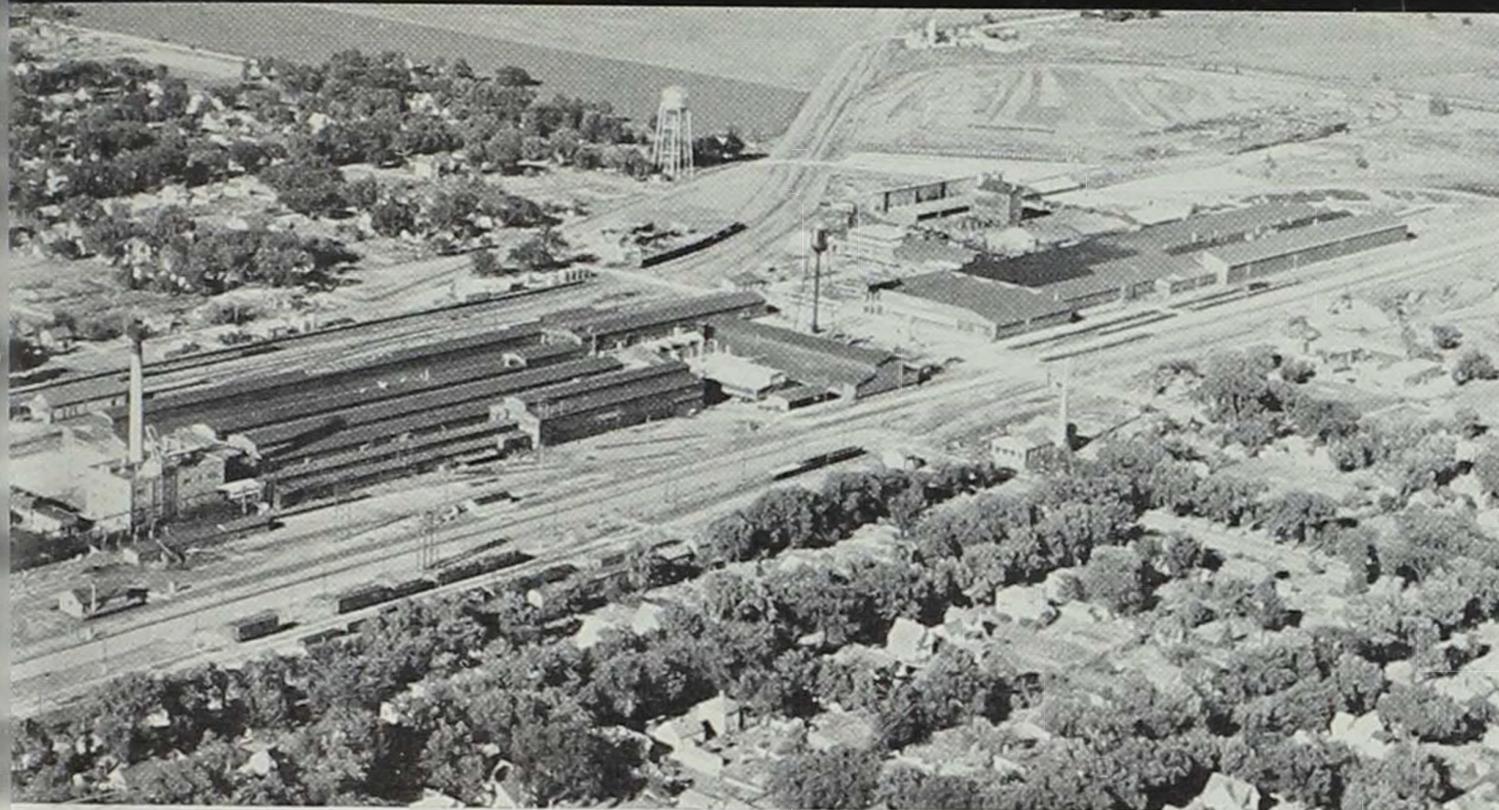
WILSON AND COMPANY: Chicago

After a visit to Cedar Rapids in 1870 David Blakely advised his friend, T. M. Sinclair, a New York meat packer, that the Iowa town would be an excellent location for a pork-packing plant. Upon investigation, Sinclair agreed and in 1871 the firm of T. M. Sinclair and Company was established, quickly becoming Cedar Rapids' leading industry of that period. The firm continued in operation after Sinclair's death in 1881, but as time went on the need was felt for a national marketing system. In 1913, therefore, the company became affiliated with what is now Wilson and Company. The latter took over complete control of the plant in 1930. Wilson, the third largest domestic meat producer, is presently expanding and modernizing the Cedar Rapids plant which employs over 2,600 workers.

ABOVE (left): T. M. Sinclair; (right): an early Sinclair ad. BELOW: Wilson's present-day Cedar Rapids plant.

Courtesy Cedar Rapids Chamber of Commerce

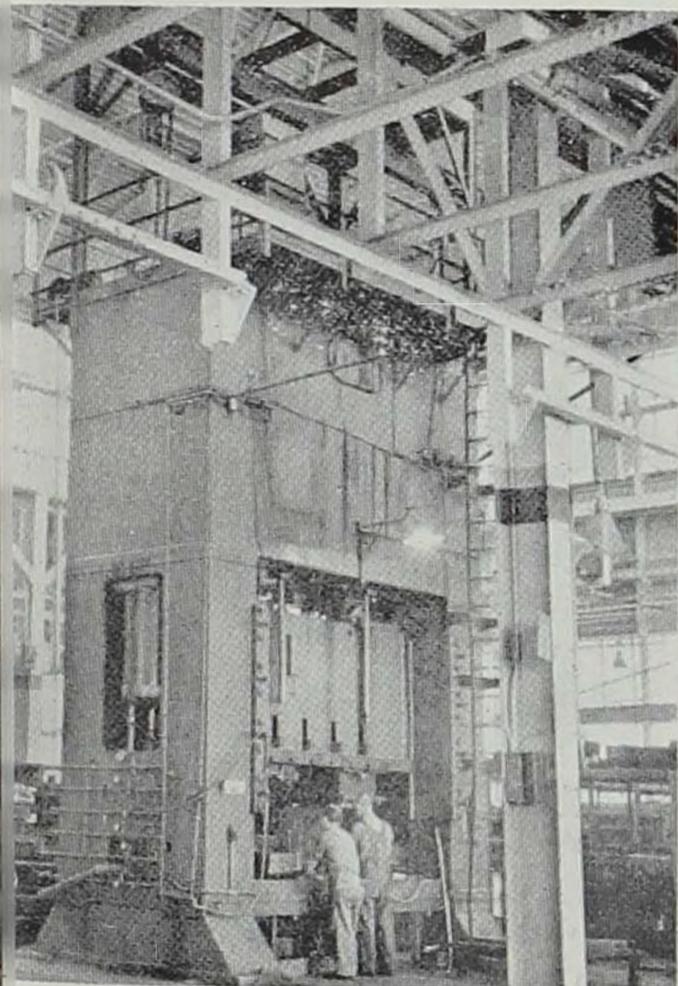


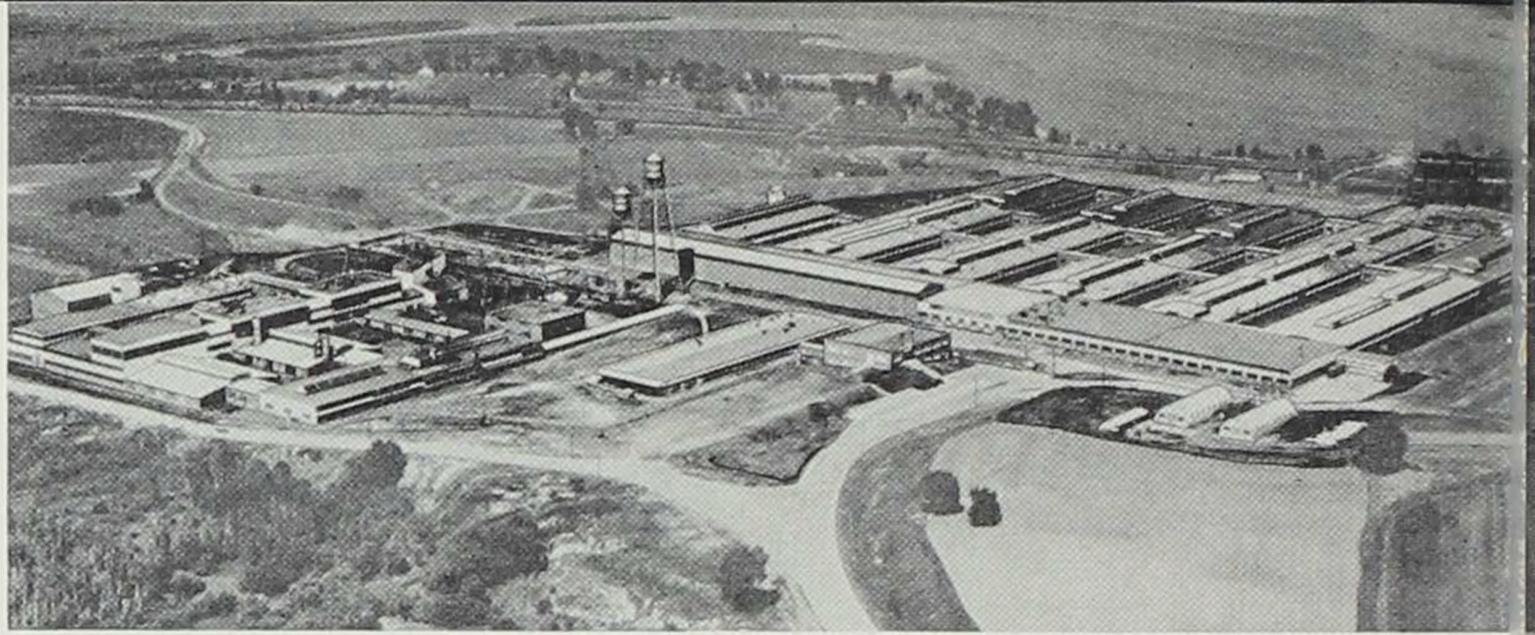


THE OLIVER CORPORATION: Chicago

In 1900 Charles Hart and Charles Parr came to Charles City and began building internal combustion traction engines. The first of these, completed in the winter of 1900-1901, was bought by a Mason City farmer who proved that it was practical for farm use. The following year the Hart-Parr Company produced 15 of the tractors, and the firm steadily prospered. In 1929 Hart-Parr merged with three other agricultural equipment manufacturers to form what is now the Oliver Corporation, the fourth largest producer of farm equipment. The Charles City plant, which originally employed six men and had an approximate monthly payroll of \$750, in 1955 employed 1,800 with a monthly payroll of about \$600,000. The plant, occupying 66 acres, produces wheel-type agricultural and industrial tractors.

ABOVE: Charles City plant. LEFT: large press at plant. BELOW: Oliver tractor.

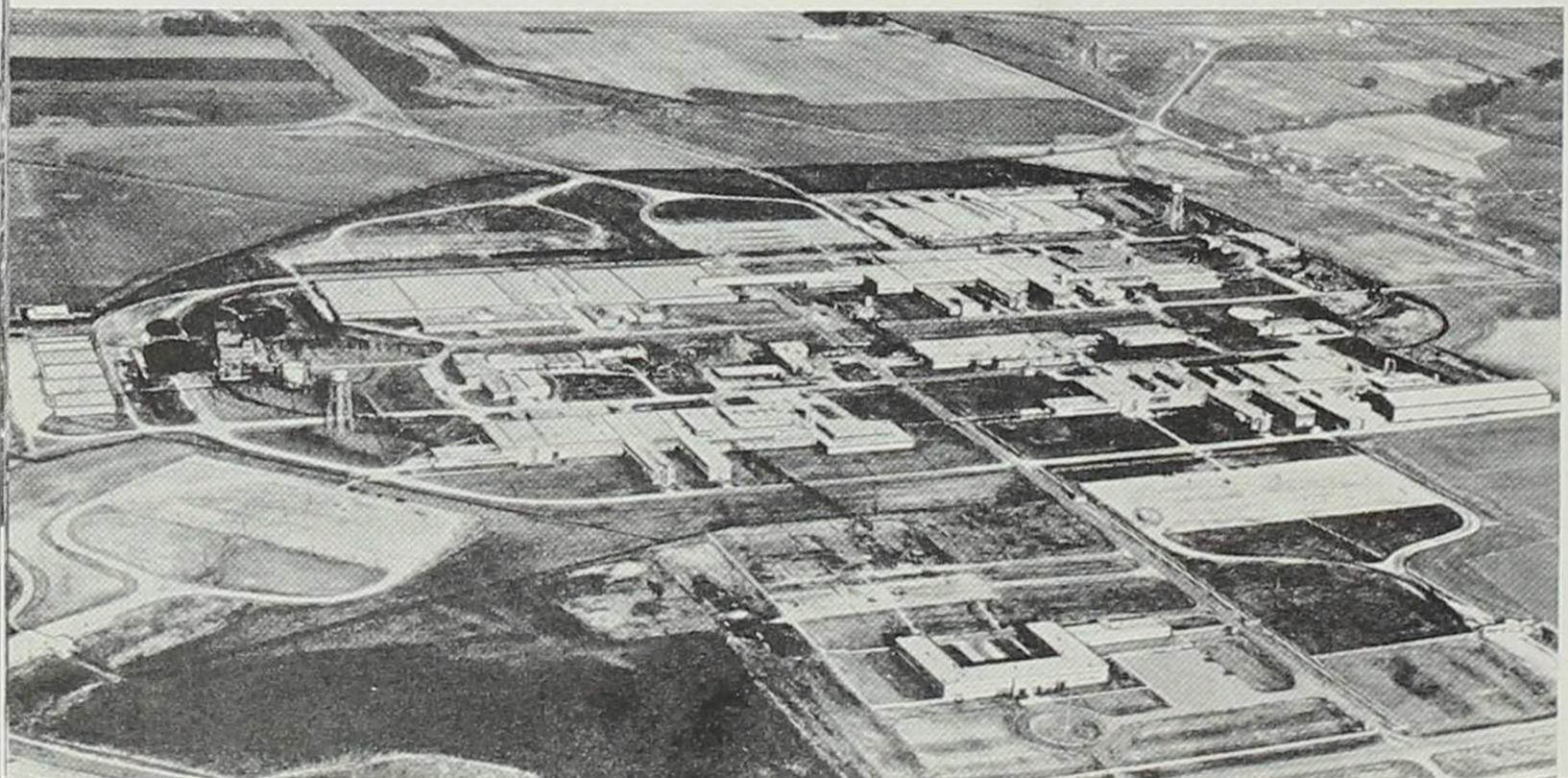
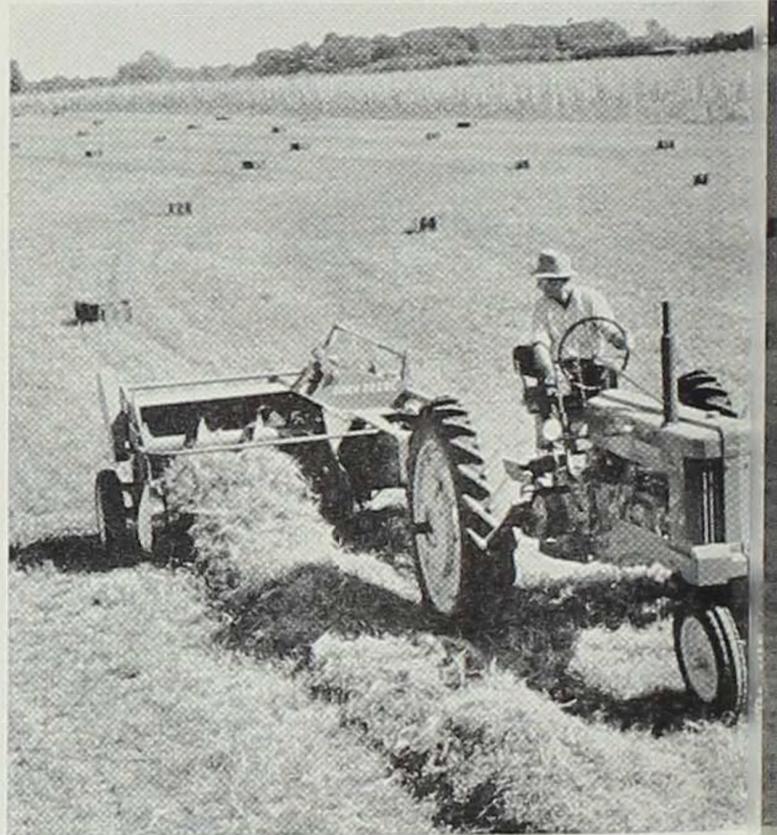


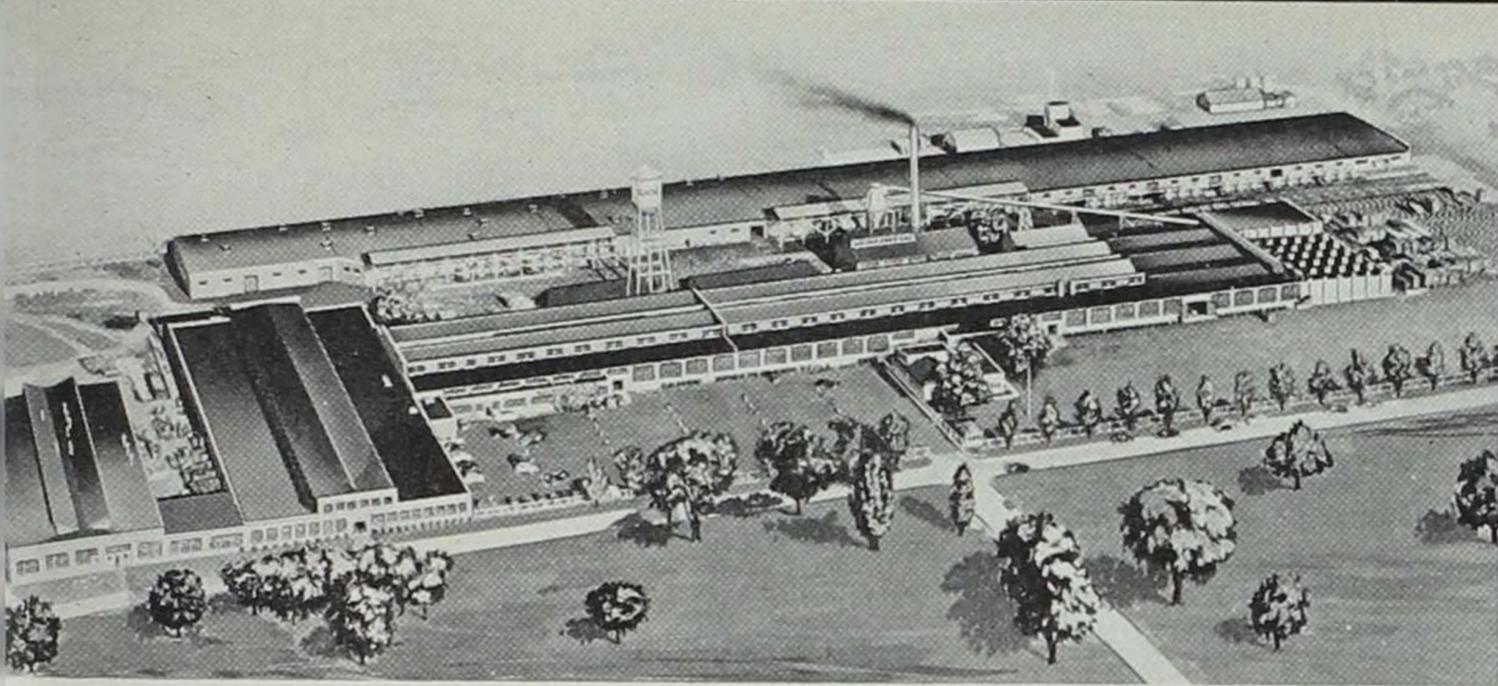


DEERE AND COMPANY: Moline

Deere, the second largest manufacturer of a complete line of farm equipment in the country, has four of its 14 plants in Iowa. With a total of about 9,500 employees in these plants Deere is Iowa's largest industrial employer. The largest of the four is the huge John Deere Tractor Works in Waterloo. Originally the Waterloo Gasoline Engine Plant until Deere purchased it in 1918, it has grown into the largest single-unit tractor factory in the world, employing around 6,000, and producing all of Deere's large-wheeled tractors. In 1947 the new Dubuque Tractor Works began producing Deere's new line of small tractors. The oldest Deere plant in Iowa is its Ottumwa Works which dates from 1900 when it was a part of the Dain Manufacturing Company. It makes hay balers, side-delivery rakes, forage choppers, and other equipment. In 1947 Deere got its fourth Iowa plant, buying the government-owned Des Moines ordnance plant. It now produces corn and cotton pickers, among other equipment.

ABOVE: Dubuque plant. RIGHT: Ottumwa plant hay baler. BELOW: Des Moines plant.





J. I. CASE COMPANY: Racine

J. I. Case, the country's fifth largest farm equipment manufacturer, first entered the Iowa industrial picture in 1937 when it purchased a former furniture factory in Burlington. Here it produces Model "A" and Model "F-2" combines and portable farm elevators. In 1955 the plant employed close to 400 workers. Case's other Iowa plant, at Bettendorf, was acquired in 1947. This plant was hit by a spectacular \$600,000 fire in 1952. Its 1,700 employees produce several types of combines, an automatic self-tying pickup hay baler, harvesters, and corn pickers. In November, 1956, Burlington operations will be transferred to the Bettendorf plant.



ABOVE: Burlington plant. LEFT: Case products in action. BELOW: products of Burlington plant being shipped out by Mississippi River barge.

