

# Virginia RECORD

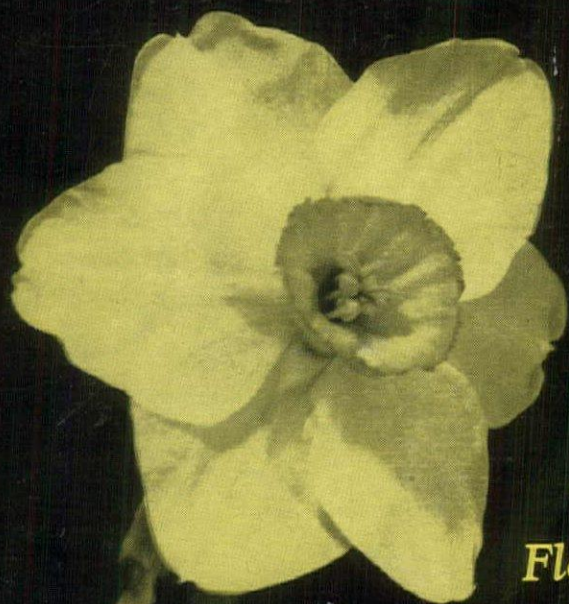


APRIL 1958

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## AGRIBUSINESS IN VIRGINIA



*Flowers—Agribusiness, too!*

FIFTH ANNUAL VIRGINIA AGRICULTURAL EDITION

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ORANGE  
AREA PROFILE

Page 21

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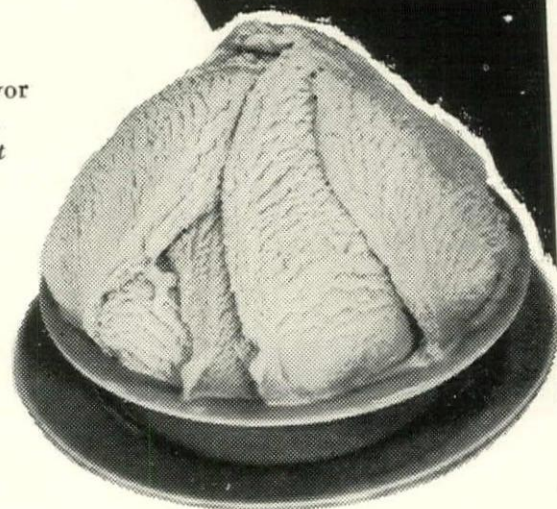
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VOLUME LXXX

APRIL 1958

NUMBER THREE

## Know Your Virginians in the Nation's History: JAMES MONROE - Part II

(The March issue began a two-part editorial by Clifford Dowdey on the occasion of the James Monroe Bicentennial. The article ended in discussing Monroe's social background—often called "plain" because his immediate family did not belong in the great ruling families of the day. It was pointed out that Monroe came of substantial people and that no recorded facts ever indicated his awareness of struggle with a social handicap.)

JAMES MONROE's maternal grandfather was a successful "undertaker in architecture"—a term, having no association with embalming dead people (the undertaking profession as such had not been introduced in Virginia), which meant loosely the owner's representative in the construction of a house or building. It would be close to our contracting architect, the professional man responsible for a structure meeting the owner's specification. His name was James Jones, and an indication of his general status can be found in his children.

His son Joseph, a lawyer, became a Judge of the Virginia General Court, a member of the powerful Committee of Safety and a member of the Continental Congress, and he was an intimate of George Washington. Though his home bore no heraldic associations, he was a man of means and influence; his letters show him to be learned, astute, and worldly wise; and young James Monroe—if not exactly fortune's darling—was certainly favored by fortune in having such an uncle as his mentor and guide.

Judge Jones' sister, Monroe's mother, was said to be one of the best educated women of her day (this, when Jefferson's Randolph mother signed her name with an X) and probably had

more ambition for her son than if she had inherited acres instead of learning. It is interesting to speculate on the possibility of Miss Jones meeting her future husband, Spence Monroe, through the professional world of her father.

Spence Monroe, a somewhat shadowy figure, began his working life as a "carpenter," and perhaps these beginnings as an artisan had something to do with history's appellation of "plain." But these designations of the 18th Century carried nothing of the specific status of our day. As in our time everyone working for a bank, from janitor to president, is said to be "with the bank," so a carpenter could be anything from a skilled laborer to a building contractor. The Cary architects of Williamsburg, for instance, were listed as carpenters.

At some time in his youth, Spence Monroe apprenticed himself to a "joyner"—the class of men who produced the magnificent interiors of the Colonial houses. They were benchworkers in contrast to field workers, highly trained craftsmen who created the mouldings, the staircases and arches, and frequently joyner and architect were synonymous. As doctors and lawyers usually learned their professions by apprenticing themselves to established practitioners, so Monroe's father followed the custom in apprenticing himself to an architect. But while the poorly trained doctors of that day could, as the saying goes, "bury their mistakes," the architect could not; and judging by the monuments of 18th century architecture in Virginia, the successful architects set a standard of high talent.

(Continued on page 34)

to tell the Virginia Story

APRIL 1958

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## COVER NOTE

Flowers, pretty as a picture, are well represented in the Virginia Agribusiness picture, too, where daffodils alone account for roughly half million dollars of the annual agriculture volume. VIRGINIA AGRIBUSINESS, the theme of this Fifth Annual Agricultural Edition, is indeed "Big Business" and for subject delineation please see Commissioner of Agriculture Parke C. Brinkley's article—which leads off a group of AGRIBUSINESS articles by agriculture authorities and leaders in this issue. We'd like also to mention the guest editorial done especially for this issue by Dr. Paul Sanders, the distinguished editor of *The Southern Planter*.

## VIRGINIA'S \$2,000,000,000 STEPCHILD

by JOHN H. WESSELLS, JR.

WITH ALL THE TALK about fewer farms and farmers and of industrial expansion it is easy these days to slip into the fallacy that agriculture — after all — is something we needn't bother our heads about any more.

But let's look at the record here in Virginia.

In 1955—the latest figure available—the Virginia Department of Labor and Industry tabulates the total capital investment of Virginia manufacturing industries in land, buildings, machinery and equipment at a little under \$850,000,000.

In the same year, Virginia farmers had invested in the same items over \$2,000,000,000; over a billion and a half dollars in land and buildings alone.

(Continued on page 33)

PAGE FIVE

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# DANGERS OF OVER INDUSTRIALIZATION

by DR. PAUL D. SANDERS

Editor, *The Southern Planter*

VIRGINIA'S all-out effort to attract industry is commendable. Industry doesn't arrive, it's always ushered in. Unless the Commonwealth goes for industry, it won't come.

Virginia must have more industry to provide jobs for our exploding population and grind out the goods and services required for our rapidly rising level of living.



Dr. Sanders

We are rearing in many farming communities today four boys and girls for each one that will be needed in the highly mechanized agriculture of tomorrow.

These displaced young people must have an opportunity to earn a living if they are to stay in their native State.

For the 50 years prior to 1930, Virginia lost more than one-third of the natural increase in population because of out-of-State migration. Some of our most vigorous and dynamic young people moved to other states in quest of opportunity. In the 20-year period 1930-50, Virginia's rate of population growth was 60 per cent greater than the national average due largely to Federal jobs available in the State. Certainly, no one would look to this source to employ young Virginians of tomorrow.

To be realistic, Virginia must have a greatly expanded industrial base to buttress the tax structure required to finance the services demanded by modern society of State and local government. If Virginia is to keep pace with her sister states of the South much more revenue must be raised to finance broader programs of agricultural research, education and public health. Our agriculture must be recast, workers must be trained for the trades and professions, and all must have robust health.

## A Word of Warning

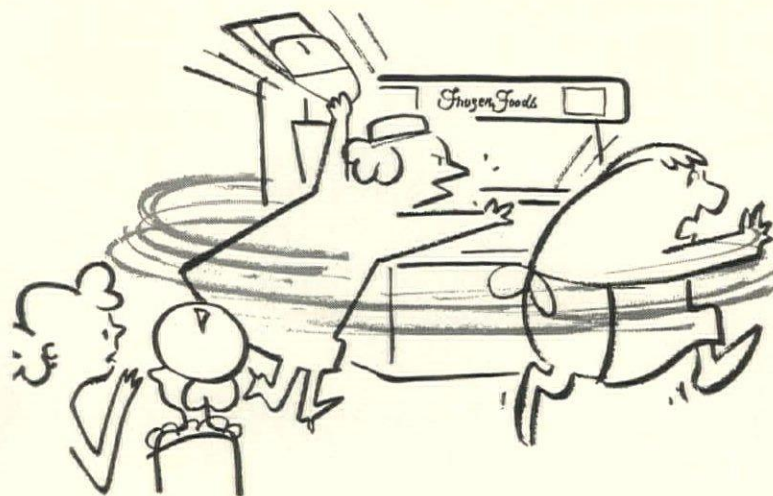
But in our bid for industry, a bit of caution against over-industrialization may be in order. Virginia is not going to gain all happiness and all satisfaction by becoming a carbon copy of the industrial North with congested cities, social frictions and unemployment problems. Things are not always what

they seem; "skim milk often masquerades as cream."

Virginia has been most fortunate in the types of industry that have moved into the State. We need more plants like them. Let's continue to be selective, attempting always to scatter industry into small towns and villages

throughout the State; tap the rich reservoir of under-employed labor in the surrounding countryside. This will tend to keep a large and prosperous population in the hinterlands and preserve the rural heritage upon which Virginia and the nation grew great.

(Continued on page 44)



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# AGRIBUSINESS

## *The Business of Agriculture*

by



PARKE C. BRINKLEY

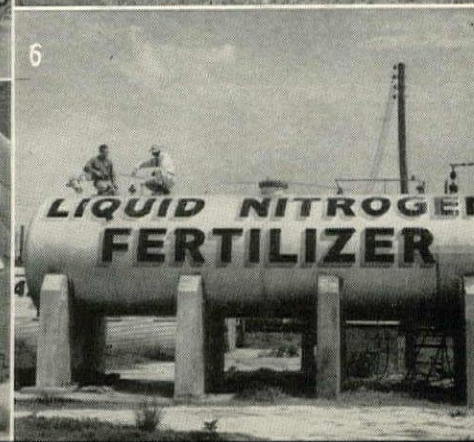
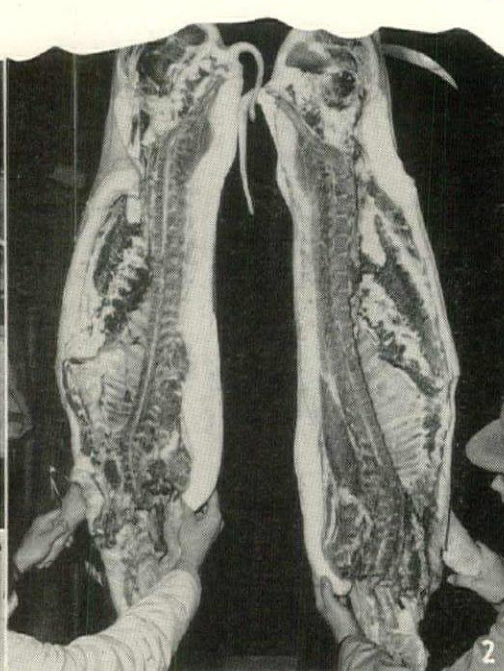
*Virginia  
Commissioner  
of Agriculture*

AGRICULTURE was a word used by our forefathers to define a very self-sufficient and independent occupation and way of life. The farmer bought almost nothing in the way of production supplies and sold what little surplus he had direct to the consumer. Today the word agribusiness describes the very complex, interdependent group of industries that provide for the nation the same service that agriculture gave it in their day.

Agribusiness is composed of three separate parts. The first being that group of industries which furnishes the farmer with trucks, tractors, pipe line milkers, fertilizer, packages, and the thousand other production supplies the farmer uses to produce a crop. The second is the actual job of producing on the farm. The third is that group of industries engaged in the buying, processing, transporting, storing and selling the farmers' raw products to the ultimate consumer.

Now let us go back to how we have developed from agriculture to agribusiness.

If a farmer from ancient Rome could have been brought back to life and placed on a Virginia farm 170 years ago he would have understood every farming practice and every piece of farming equipment that we were using. There had been that little progress in farming for some 2,000 years.



So agricultural progress really started about 170 years ago when Eli Whitney invented the cotton gin. This was followed 40 years later when about 1830 John Deere started making the steel moleboard plow in Illinois, and Cyrus McCormick in the Shenandoah Valley of Virginia built the first reaper.

Both of these stimulated the production of farm crops, as well as the use of these crops in industry. These first machines also stimulated the development of other farm equipment. The plow stimulated the development of the disc and the drag and the cultivator. The reaper stimulated the development of the drill, and the threshing machine, and the binder.

From these crude, early beginnings, agricultural progress and related industrial development literally snowballed. You remember how you used to make a snowman, starting with just a snowball you could pack in two hands. But the more you rolled the snowball in the snow, the faster it got bigger, until for the last few rolls, you could hardly handle it.

So it was and is with progress in agriculture. The more progress we made, the faster we made progress.

Of course, the greatest thing that ever happened to the American farmer was putting the internal combustion engine on wheels, giving us tractors, trucks and automobiles, which have

meant so much in our ability to produce, and in our ability to provide a higher standard of living for ourselves.

I think that is enough to say about the progress in machinery and equipment, because we are all so familiar with it. Let's go back to the very beginning now, and take a look at another important phase in the development of farm progress, the progress in the field of scientific agriculture.

The General Assembly of Virginia first took notice of scientific agriculture in the year 1841 when it created the State Board of Agriculture. The Federal Congress did the same thing 21 years later when in 1862 it provided for the establishment of the United States Department of Agriculture.

At first, things went along pretty slowly in the field of scientific agricultural development and as a result the Federal Congress in 1862 passed the Morrill Act which encouraged the establishment of land grant colleges, and in a few years a land grant college was established in every state in the union.

This moved science along some, but not nearly fast enough, and 25 years later, in 1887 the Federal Congress passed the Hatch Act, which provided assistance to the states in establishing agricultural experiment stations within the land grant colleges.

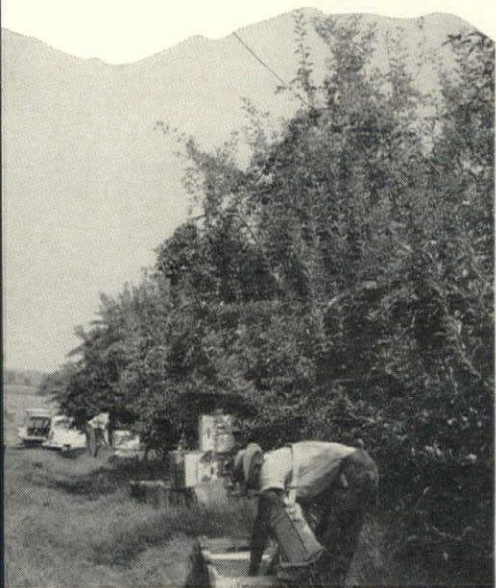
These experiment stations developed

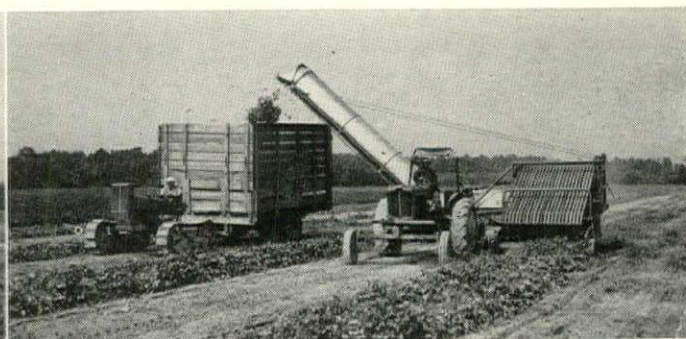
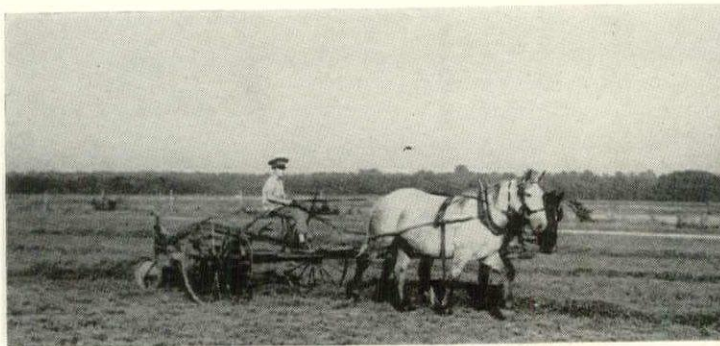
1. *Maid service for consumers is part of agribusiness.*
2. *The long, lean hog sells best on today's market.*
3. *Harvesting some farm crops is a job for outside labor.*
4. *Modern farm foods must be stored until consumed.*
5. *Disease protection starts in the hatchery.*
6. *Fertilizer for agriculture may come in tanks.*
7. *Packaging apples today requires expensive machinery.*
8. *Up-to-date market information is an essential farm tool.*
9. *Bulk feeding eliminates bags but requires close regulation.*
10. *Livestock auctions have brought the market to the farmer.*
11. *Irrigation equipment costs, but it saves the crop.*

a lot of information, but there was still no way of getting this information out into the hands of the farm people so that they could use it.

So in 1914 the Smith-Lever Act was passed in the Federal Congress, providing for the establishment of the Extension Service, our great county agent system. Then 3 years later in 1917 the passage of the Smith-Hughes Act, provided for the teaching of vocational agriculture in the rural high schools of the country.

These county agents and vocational





Thirty years ago horse power was farm power. Machines replace muscles in today's truck crop harvests.

agriculture teachers were poorly accepted at first, and I well remember when the county agent or the vocational agriculture teacher was a "book farmer" in the minds of many farmers and that if you followed his teachings you would go broke sure. But that has passed, and now county agents and vocational agriculture teachers are really business consultants to the farmers. Without them we would hardly know how to conduct our business.

Let's go back again to the very beginning and look at another phase of agricultural development and see how that has worked.

A nation can progress no faster than the efficiency of its farmers increases. A man's first responsibility to his family, or a community's first responsibility to its people is to provide them with food, clothing and shelter. Only after the efficiency of the farmer has increased to the point that a man can produce enough food, clothing and shelter for his family and have left over in surplus is the community able to release some of its people to provide the other services and goods which go to make up our standard of living.

No nation has ever produced as efficient group of farmers as has the United States, and therefore, we have been able to release so many people to do other things. This is the principal reason why we are here in America with about 6% of the world's land area and about 6% of the people in the world, possess more than 40% of all of the material things that go to make up a high standard of living.

Let's go back and look at the progress of the nation and how it has been able to release farmers to do other things . . . to enter other professions.

In 1800, 75% of all of the people in the United States were farmers. Only 25% of them could work at other professions. We were making progress, however, and by 1850, 50% of the jobs in the country were held by farmers and 50% of the gross national product was in farm commodities.

I often hear it said today that agriculture is becoming less important because only 12% of our people are farmers. It is true that only 12% of our people are listed statistically as farmers, but for each man on the farm there are two other people in agribusiness, one supplying the farmer with production supplies, and another taking the farmers' raw products and delivering them to the consumer.

So though only 12% of the people are farmers, 37% of all the jobs and 40% of the gross national product are in the field of agribusiness. So agriculture hasn't lessened much in importance in the last 100 years. It has just changed its appearance.

Let me give you a couple of personal illustrations: When my father started farming in my native county of

compost down the rows. That was all the fertilizer he used.

Now I know my father was a farmer when he was hauling out this swamp mud and making compost piles, and I say that the man who is in the fertilizer business today—whether he owns a phosphate mine in Florida or a manufacturing plant in Norfolk—or is a dealer with a warehouse out in the hinterlands of Virginia, is just as much a farmer as my father was when he was hauling out swamp mud to make compost piles.

When I started farming 20 years ago I didn't have a tractor. I used mules exclusively. They were the power units on my farm. The fuel for those power units was corn and hay. Now I know that I was a farmer when I was raising corn and hay for fuel for the power units of that day. I say that the man who is in the gasoline business—whether he owns an oil well in Texas or a refinery on the Gulf Coast or a tanker to bring it around to Norfolk or whether he is a wholesaler or a retail distributor of gasoline—is just as much a farmer as I was when I was raising corn and hay to feed the mules, which were the power units of that day.

I am reminded of an old country store character in my county. He used to go out and sit around the country store every night after supper and visit with the other farmers who came in from around the community.

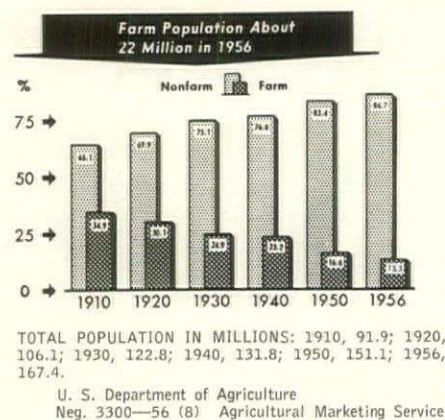
One night one of them said to him: "Uncle Willie, how old are you?"

He said, "I am 84 years old."  
"Well, Uncle Willie, you have seen a lot of changes in your day," the man said.

Uncle Willie said: "Yes, I have, and I tell you something else . . . I have been opposed to every damn one of them."

Well—like Uncle Willie and a good many other people, I have been opposed to some of the recent changes in agriculture. I thought, for instance, the feed companies were doing the farmers a great disservice in contract

### 13 Percent of People Live on Farms—



Nansemond, he didn't use any fertilizer. Instead he would go into the swamp in the summer when it was dry and haul out swamp mud, and put it in a long pile along the edge of the field. Then he would clear out the stables and put the manure on top of this pile, and then he would take some good top soil and put on top of that. He would turn this pile two or three times during the winter to mix it. He called it a compost pile. Then in the spring when he had opened up his furrows, he would go in and drill this

growing of broilers. I thought they were taking away a lot of the farmer's independence and were making him a hired hand of industry.

I served for several years on the Board of a country bank, an independent bank, but it lacked a whole lot of being independent. I was also vice president of a peanut cleaning and shelling company one time, and while we were an independent company, if it hadn't been for the contractual arrangement we had with other segments of the trade, the contractual arrangement we had with banks and other people, we wouldn't have been in business very long. We weren't as independent as we liked to think we were.

Almost every farm in Virginia used to produce broilers. The farmer kept his own laying flock, hatched his own eggs, raised his own chickens on feed that he had produced, largely on the farm, and sold the birds to the consumer alive. She then took them home and had them dressed and cleaned in her own kitchen, or on her own back porch. In 1935, we produced 3½ million of these broilers in Virginia. This was agriculture.

Today agribusiness in Virginia is producing 60 million broilers a year, and supplying them to the housewife, cut-up and ready to drop into the frying pan, at the same price per pound that we used to furnish her live chickens.

Today big commercial hatcheries operated by highly trained technicians using the finest equipment available, get the highest possible rate of hatch from hatching eggs that are produced under a contractual arrangement by a farmer from a highly bred flock of producing hens.

The broiler grower is often under a contractual arrangement with the hatchery or feed dealer and secures his supply of chicks, the finest that can be bought, in large quantities and at regular intervals. The farmer who used to grow broilers on the feed that he produced on his own farm, today under a contractual arrangement with the feed companies, purchases all of his feed, which is the very finest quality that money can buy, and that science knows how to formulate, and on a prescription rather than a blending basis.

The maids that the housewife used to pay to dress these chickens on her back porch and in her kitchen, are now employed in big modern processing plants that have the latest equipment, and the maid who used to dress one

(Continued on page 32)

to tell the Virginia Story

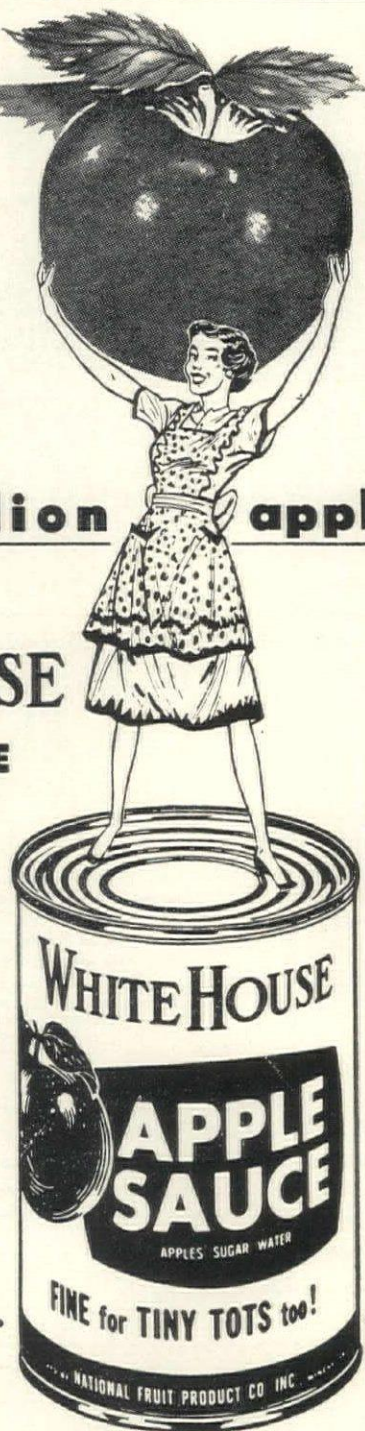
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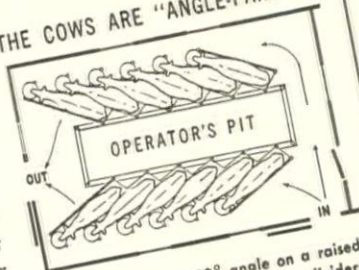
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APRIL 1958



## AGRIBUSINESS—

### A Problem In Understanding

by A. GRANT MOFFETT

*Master, Richmond Agriculture Grange*

**A**GRICULTURE is in the midst of a revolution. This revolution has come about like all revolutions through the pressure of the times.

In the case of agriculture, the pressure has been economic. As the industrial revolution came into being before it, the agricultural revolution cuts across all economic endeavor, across every type of farming enterprise. Also, like the industrial revolution, it forces social, political and perhaps even religious change.

Only history will tell what phases of this revolution were good or bad. All that farmers and their associated industries can do as this revolution gathers momentum is to recognize it as a fact of life, and make their individual adjustments to it.

And there is little time to make these adjustments. Profound changes occur every day. What was good, sound farming practice yesterday is today the road to insolvency.

In this situation, the greatest need of agriculture in all its phases is to understand what is happening, to see the big picture, to examine what has happened in the past and attempt to chart some course through the unknown waters ahead.

In an effort to make some contribution to this understanding, the Richmond Agricultural Grange is devoting an entire year's program to this most important subject of our time. In twelve monthly meetings, twelve speakers representing every phase of this revolution are to address Grange meetings, giving their view and that of their particular group concerned to what the Richmond Agriculture Grange hopes will be a fuller understanding of this upheaval.

Thus far, two of these speakers have made their contribution, one from a great Virginia public utility, one from the United States Department of Agriculture. Here, in the words of these men, are their sidelights.

#### Quotations by Special Speakers to the Richmond Agricultural Grange

1. **Mr. Robert N. Fricke, Director, Research Section, Area Development Department, Virginia Electric & Power Company, Richmond, Virginia.** "The need for agribusiness in Virginia is a primary activity that necessitates the coordinated efforts of us all—agriculture, local industry, utilities—and most important—the acceptance by our citizens.

"There is a great need for better understanding, for the mutually supporting relationships between agriculture and business. Often times the extent of this interdependence is commonly overlooked. This relationship details the basic technical, economic and human aspects between these two primary segments of our economy, as well as to the related supplying, processing and distributing industries, all of which by necessity must effectively serve the needs of our fast-growing population.

"We are, in reality, engaged in two drastic changes at the same time—the industrial movement—and the first stages of a marketing phase—which may have an even more lasting effect on our future development.

"The balancing of our economy achieved by blending a diversity of agriculture with industry has increased—and will continue to increase—the per capita income and Virginia's general prosperity; will provide employment for local peoples; create additional wealth; broaden the tax base and thus make additional funds available for desired services. The inferences from a marketing standpoint of this growth are obvious. We are becoming our own customer."

2. **Dr. O. J. Scoville, Head, Farm Efficiency Section, Farm Economics Research Division, Agricultural Research Service, USDA.** "Farming is an important business, but is only a part of the total economic enterprise that provides our food and clothing. All of the activities involved in producing, processing, and marketing farm products make up the agribusiness sector. About 40% of all of our workers are engaged in agribusiness.

Only a little more than a fourth of these work on farms. The rest are employed in making flour or baking bread, making cigarettes, producing, selling,

*(Continued on page 42)*

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Virginia Superior Domino by Super Superior 3rd; T. T. Reality 17th by Real Prince 36th; Advance A. Domino 12th by the 2nd; TR Royal Mixer by H. Proud Mixer; and TRZato Heir 367 by TRZato Heir. A few herd bull prospects for sale at this time.

*Visitors Always Welcome*



## FARM EFFICIENCY— The Watchwords of Agribusiness

by ROY B. DAVIS, JR.

*President of Virginia Farm Bureau Federation*

THE AGRICULTURAL REVOLUTION which is now going on in America has brought about numerous changes in agriculture. The development of what we call Agribusiness has led to the development of industries to supply the American farmers with the machinery and products he needs for production, and industries which take the products of the American farm and process them for use by the consumer.

In this development the American farmer is emerging as a production specialist, a manufacturer who uses for his plant the soils, water, air and sunlight, of this earth, applies the plant food, multiplies the effectiveness of his labor with machinery, and produces the food and fiber necessary for the sustenance of our ever-growing population. Advances in technologies have been used by the American farmer to develop the most efficient agricultural plant on the face of the earth. This technologic revolution has increased the efficiency of the American farmer to the point that now every farm worker can support himself and 20 other people, when, by comparison, in 1900, each farm worker could support himself and only five other people.

In my opinion, the increases in the efficiency of American farms have made possible the rapid expansion of industry and led to the urbanization of our country. By freeing men and women from the necessity of producing the food and fiber they need for their maintenance, the American farmer has allowed more people to become doctors, lawyers, teachers, manufacturers and workers in industry. The fact that an ever-increasing majority of our population have been free to develop and provide the products which add to the living standards of our people has given us the highest living standard on earth. This fact has been well stated by a former president of the Indiana Farm Bureau when he said that the living standards of a nation are inversely proportional to the number of people required to feed and clothe it.

It is also significant to note that three-fourths of this gain in efficiency has taken place since 1940 and is continuing at a very rapid rate. In addition to being a production specialist, the American farmer owns and operates the nation's largest industry—an industry which in 1957 was valued at more than \$175 billion. On a per farm basis this value now stands at \$27,000, or more than four times as much on a per farm basis as in 1940.

There are those who would have us believe that American agriculture is not so important any more. If we analyze this feeling, we must conclude that it is based on a concept of there is strength in numbers. The number of people working on farms has decreased substantially in the last few years. In 1940, 10 million farm workers were required to feed and clothe our population of 143 million people. Now, just 18 years later, with a population increase of 30 million, 7½ million farm workers are feeding and clothing our nation with an over-abundance of almost every agricultural product. If we analyze the feeling that agriculture is not so important any more from an economic sense, we must conclude that persons who have such a feeling belong to that hardy band of individuals who have decided that they no longer need to eat. As President Eisenhower said of American agriculture as he paraphrased a statement made earlier by Sir Winston Churchill with regard to the RAF—"Never before in history have so many owed so much to so few." Today 88% of our population depend on 12% for their food and fiber. A big portion of goods moving into the hands of our consumers comes from our fields and forests. It has been reported that 65% of the new national wealth created each year comes from our farms and forests, with 20% of railroad carloadings being agricultural products.

Public relations problems facing American agriculture are many and varied. American farmers need to exercise every means at their disposal to keep the factors in our economic system affecting agriculture in their proper perspective. There are many who place the blame for price increases in food and clothing on

*(Continued on page 40)*



*"That factory is our farm's best friend"*

## *Dairy uses telephone* **"CALL COLLECT"** *plan* *to speed servicing of storage equipment*



If a customer's electric cabinet filled with dairy products has a mechanical failure, immediate servicing is important both to the supplying dairy and to the customer. Telephone reporting of breakdowns reduces product losses and keeps sales moving.

A dairy in Virginia for many years has used the telephone "Call Collect" plan to speed repairs to customers' electric storage equipment which the dairy maintains. If a failure occurs, the customer calls the dairy's service department collect, and a repairman is dispatched at once. Savings are substantial.

The telephone "Call Collect" plan has proved profitable and timesaving to many other businesses. One of our representatives will be glad to show you how you profitably can use this and many other business telephone services. A call to our business office is all that's needed.



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# DISTRIBUTING THE PRODUCTS OF AGRIBUSINESS

by WILBUR M. GAUNT, JR.

*Managing Director, Virginia Chain Store Council*

**"T**HE FARMER has increased his productivity to the point where it has put a strain on the processor to find more ways to sell these products."

This statement by Seth T. Shaw, Administrative Branch, Safeway Stores, Inc., Washington, gets at the root of the development of agribusiness as it affects the food distributor. Just as the farm supplier has put the mass production techniques of industry to work to free the farmer of many of his chores, so the food distribution industry has applied the mass distribution techniques of industry to the job of marketing the farmer's products.

Inevitably, this has meant more of a spread between what the farmer gets for his products and what the consumer pays for them. In order to get consumers to buy more foods, whole new industries had to be created, and old marketing patterns changed until they were unrecognizable.

Fifty years ago, farmers by and large took their products to town on the weekend and sold them from the curbstone or to small individual retailers.

Today, the same job involves assembling many farmers' goods in volume at country points, transportation to processing and packaging centers, huge storages, many of them refrigerated, more transportation to retail wholesale warehouses, still more transportation to retailers, prepackaging and refrigerated display in the store, and a whole science of food display and supermarket shelf arrangement.

In the retail food store, it has meant that flour, once sold in a few sizes of sack, or in the barrel, is now sold in packages of from one pound to 48 pounds and as bread, cake, cake mixes, pie mixes, brown and serve rolls, and many other ways. The same is true of almost every other food item.

But food distributors not only have the pressure of agribusiness to contend with. A tremendous population shift to the city has put more and more Mrs. Consumers in an urban dwelling with good roads and good automobiles. She has responded by demanding near-by markets, accessible by auto, and designed for one-stop food shopping, and by demanding foods which cut down her time in the kitchen.

This pressure from farmer and consumer sides has forced the development of bigger retail stores with more shelf space to handle thousands of different items and thousands of dollars worth of equipment to store and display them.

Retail food stores have become fewer and bigger—just like farms only more so. From 1933 until 1955, the average size of a retail food chain store has increased 10 times, from about 1,200 square feet to about 12,000 square feet. The number of food chain store units on the other hand has decreased from 45,000 to 22,000.

To keep these huge store units supplied, retailers have had to set up an entire new system of food purchasing and distribution. Mrs. Consumer wants her produce and meat items on the supermarket shelf whether they are in season or not, and so food stores in Richmond must be supplied with farm products from all over the nation and many other parts of the world.

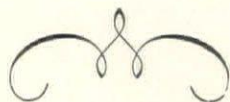
But even this is not enough. Each of these items must have built-in "maid service." Mrs. Consumer wants her product trimmed and bagged and cooled or frozen ready for the saucepan. She wants her meats cut into servings and wrapped and refrigerated. She wants her oven items ready for the oven, with no fuss and no muss at home.

Yet for all this growth and change—or perhaps because of it—Mrs. Consumer's best buy is her food. In our grandfather's day, food took up about 50% of the average family's disposable income—with Mrs. Consumer doing most of the work of preparation.

Today, food items take only about 25% of the average family's disposable income, with most of the kitchen work done by someone in the food distribution system.

But this vast distribution mechanism depends on one man—the farmer. He

*(Continued on page 33)*



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- Laird's Nurseries was established in 1939 by David E. Laird, the present owner. At this time, the nursery consisted of a total of about twenty acres of land, situated five miles west of the city limits on Broad Street Road, or U. S. Route 250. Within two years, the original land was all planted in growing nursery stock and another tract of land, containing 225 acres, was added to the nursery. This tract of land connects with the original twenty acres and fronts on Hungary Road. Now, with greatly increased facilities, the nursery plantings were rapidly expanded until approximately 125 acres were planted by 1947. During the period 1947-1952, two smaller tracts of land, on Francistown Road, were acquired, adding seventy acres to the nursery holdings. Also, more of the original land was cleared and a 11-acre lake was added. Since 1952, a sixty-acre tract of land, situated on Sadler Road, has been added to the nursery proper and mostly planted in young nursery stock. About forty acres of nursery stock is now growing on rented property. In 1953, Laird's purchased the entire stock of Hood's Nursery on Route 2, adding some fifty acres to the total of nursery stock.
- At the present time, the nursery proper consists of 375 acres, with the total acreage of growing nursery stock well over 300. This large acreage enables Laird's to always supply fresh, locally grown nursery stock of the finest quality, as well as maintain the widest variety of plants to be offered in this section of the State.
- Recognizing the need for better and more complete service, Laird's opened Richmond's first complete Garden Supply Center in the Fall of 1952, on Broad Street Road, at the location of the original nursery. The Garden Shop specializes in good healthy nursery stock locally grown, dug and processed by nurserymen of long experience. Also, a complete line of garden tools and equipment as well as grass seed, fertilizer, peatmoss, insecticides, and many other essential supplies, is available at all times. In season, all types of perennial and annual bedding plants, and a wide variety of choice Holland bulbs are available.
- A trip to Laird's Garden Center at any season of the year will be well worth the time.
- The landscape department of Laird's Nurseries offers a complete advisory and planning service for the development of new plantings or renovation of old ones. Competent advice is available from expert landscape men familiar with all phases of landscape development.
- Finally, Laird's is growing and expanding services each year and is well equipped to adequately serve the needs of any home owner desiring to create an attractive setting for his home.

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# FACTORY-TO-FARM COMMUNICATIONS

## A Problem of Agribusiness

by JAMES E. CALLAWAY

*Director of Sales Promotion,*

*Lindsey-Robinson Co.*

**S**UPPLYING THE NATION'S FARMS is a big business. Farmers buy 16 billion dollars' worth of supplies and sell 32 billion dollars in products. Although feed represents only \$3 billion, the feed industry is the ninth largest in the nation. It didn't get that big because we sat in a rocking chair and did nothing. It got that way because we offered farmers, the producers of livestock and poultry, a way to do their job *better* and at *lower cost*.

It wasn't easy—a lot of farmers believed (and some still do believe) that feed manufacturers were just after their money . . . that a feed man only wanted to sell a few bags of feed and then disappear. How to overcome that attitude was an early problem of the young feed industry as recently as 20 years ago.

In fact, factory-to-farm communications is one of the biggest problems from the supplier's standpoint to come out of the rapid development of agribusiness. If suppliers and farmers are to work together in the future of agribusiness . . . and they must work together . . . each must realize his dependence on the other.

Feed companies realized this interdependence early in the development of today's poultry enterprises. They saw that regular supplies of meat, milk and eggs were necessary to preserve markets for these products, or both farmers and feed companies would suffer.

But it was not so easy for farmers, with small, individual operations and larger per-unit margins of profit to realize that his long-term economic livelihood depended on continued production in fat months and lean. Yet convinced he must be if the entire industry was to grow and prosper.

My company and other feed companies tackled this job in two ways. The first way was by constantly working for better feeds that would enable the farmer to produce better meat, milk and eggs at lower feed costs. The second way was to give the farmer service at every point in his operation, bringing him the latest results of research and the latest techniques of management to enable him to cut costs still further.

One of the techniques used by feed companies was demonstration of the advantages of using modern feeds—the economic advantages to farmers. Feed companies used testimonial advertising and endorsements from professional agricultural workers to do this. These professional workers also conducted their own research work which served to establish an impartial background to the nation's feed manufacturers.

As one result, more and more farmers now realize that a feed manufacturer can stay in business only as long as he can help the producer of meat, milk and eggs produce them at a profit.

But, another problem has come up. With the transition of local farms from a way of life to a business, these farms are becoming more and more specialized. As they become more specialized, they need assistance in know-how, in financing, in marketing and in the supply of many products they formerly produced themselves. The more demanding and critical the specialization becomes, the more need there is for outside services.

My company does not finance production of meat, milk and eggs . . . directly. Some feed companies do. We work through a system of franchised Fair-Acre Dealers. We do offer financing to our dealers when it's justified, and the dealers can offer financing to their farm customers. But because we prosper as our dealers prosper, we are concerned with the problem, too.

What are we doing about this problem? Individuals within the industry are planting stories in farm publications which point out that the idea of contract farming is not new, that it is an entirely logical outgrowth of the revolution in agriculture, that it is an accepted part of many other businesses, and stressing the fact that farming is a business, and should be operated as a business.

My company, knowing that farmers are more inclined to believe the professional agricultural workers and ag colleges than they are to believe feed sales-

*(Continued on page 38)*

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*The four Greens who bring the news to Orange County. First Row: James W. Green, editor and publisher for 27 years and Miss Lillian Green who keeps the office wheels going. Second row: Duff Green, news editor and the photographer for many pictures used in this article, and Angus Green, business manager.*

**S**EVEN YEARS AGO I attended a meeting of the Orange County Board of Supervisors. From this meeting developed a series of articles telling the story of this progressive county and its forward looking citizens (see May, 1952 issue). Since then, Orange County has solidified its position industrially and is currently in the market for more industry to augment its present economy.

Orange County is the center of a rich agricultural region which provides about 50% of the area's economy. The remainder is derived from a number of large industries which settled in Orange because of its strategic location and its excellent transportation and have remained to prosper for the same reason. Labor-management relations are generally very satisfactory . . . with only one serious work stoppage in the past five years.

Both incorporated towns and the County of Orange have active planning commissions working toward its development. Citizens are anxious to expand the county industrial base and diversify its economy and existing industries would welcome non-competitive industrial growth. Recent public and private meetings on zoning have brought out interesting plans which, in conjunction with a recent survey, show that the county has some of the finest sites for industrial expansion in the state.

Naturally, the best land for such development is located adjacent to railroads and, fortunately, Orange has both the Southern and the Chesapeake and Ohio Railway main lines running through the central and western regions of the county. The county is criss-crossed by three U. S. and three state highways and the railroads serve both of its incorporated towns—Orange, the county seat, and Gordonsville.

Thus it can readily be seen that Orange County is ideally situated to serve new and expanding business seeking a place to locate. In addition to the above, Virginia Trailways operates seven buses daily through Orange and four through Gordonsville to Washington and points south with daily bus service from Fredericksburg through Orange to Charlottesville. The Town of Orange is only 25 miles to the Charlottesville Airport; Gordonsville is 19 miles away.

Let us look at other important factors involved in the development of any

to tell the Virginia Story

# ORANGE AREA PROFILE

by  
JULIA GWIN



*The Orange County Board of Supervisors goes over the welfare budget with Welfare Director, Mrs. Ruth Potts. Seated left to right are, W. M. Yager, Barboursville District; Alfred Burruss, Taylor District; R. Monroe Waugh, Gordon District; and Richard Sanford, Madison District. Mr. Waugh has been a member of the Board since 1941, its chairman since 1947.*



*Members of the Orange County School Board are, (left to right), Mrs. Eleanor G. Brown, Deputy Clerk; Mr. C. J. M. Kyle, Division Superintendent; Mr. C. A. Utz, Chairman; Mr. B. H. Hudson, Mrs. Maude Hansbrough, and Mrs. Flora Reid.*



*President Madison Inn, opening April 13, is completely remodeled, including air conditioning and swimming pool.*

region. Orange County's boundaries extend into three major river basins—the Rappahannock, the York and the James. The Rapidan, which forms within the county boundary, is a tributary of the Rappahannock and its volume of flow is normally good. Thus it can be seen that the county has an adequate supply of water for industrial needs even though storage reservoirs are necessary for any large amounts of water. There is an estimated 250,000 gallons of water daily available for expansion in the town of Orange and 120,000 in Gordonsville.

Orange has a first class post office; Gordonsville a second class post office. Both towns have adequate police forces augmented by a sheriff and a deputy who furnish county protection with the help of three state troopers. All towns have efficient and cooperating volunteer fire departments.

The Gordonsville Community Hospital with 40 beds, is the county's only hospital. Operated by Dr. H. C. McCoy it renders an invaluable service to the community. For other needs, the Orange County Rescue Squad, one of the best equipped in the state, with equipment valued at \$35,000, is on standby duty 24 hours a day. During the month of February, for example, they responded to 26 calls. Manned by

24 volunteers the Squad is the pride of Orange County.

An important asset in any community is its banks. The county has three—two in Orange and one in Gordonsville. Of these the National Bank of Orange is the oldest, having been established in 1892. As of March 4, 1958, its total assets amounted to \$7,480,277.69—an increase of over two million dollars since 1952. The Citizens National Bank has total resources of \$8,823,414.11 and is in its 54th year of service to the community. Youngest bank is the Gordonsville National Bank which was established in 1912. This progressive country bank has total assets of \$1,849,783.97.

Industrial development in Orange County started about 1920 when the West Virginia Timber Company built a saw mill and lumber plant at the edge of town. From this small beginning has grown the present Kentucky Flooring Company of Virginia. Much of its progress has been accomplished under the direction of Claiborne Carter, vice-president, treasurer and general manager of the company. They have a large modern plant which turns out the finest grade of hardwood flooring. Several of the lumber sheds erected by the parent company are still maintained and in use today. Kentucky

Flooring Company of Virginia has a capacity of 60,000 square feet of flooring each day and use approximately 1,500,000 feet of rough lumber each month with a dry kiln capacity sufficient to dry this amount satisfactorily. Since 1938 the company has increased this production from about 15,000 square feet per day. The plant is located in the Town of Orange and the lumber yard covers about 25 acres. The property is owned by the company. Kentucky Flooring Company uses local forest products and employs some 160 persons in all their manufacturing operations . . . making a sizeable contribution to the economic welfare of Orange county. Officers of the company are, in addition to Mr. Carter, L. A. Clarke, president, and A. Stuart Robertson, secretary.

Six years ago Virginia Metal Products, Inc., was the second largest industry in the county. Today they top the list with nearly one-fifth of a million square feet of manufacturing, office and storage area and a total employment of approximately 870, over 600 being in the Orange plant and offices. Field sales and office personnel number approximately 65, with an average of 200 installation employees in the field. VMP maintains sales offices and company sales agencies in 70 major American cities.

Among company officials are Fred I. Courtney, president; Nicholas C. Gianakos, vice president in charge of sales and Thomas E. Lee, vice president in charge of manufacturing. Divisional general managers are Joseph A. Hebrance, (Engineering); Mark Andrews, (Sales); and Charles G. Wayne, (Installation).

The major product of this multi-million dollar company is movable steel partitions widely used in office buildings, schools, etc. The Partition Division has established VMP as the second largest manufacturer of movable steel partitions in the world. The Mobilwall installation in the Clinical Center, National Institute of Health, Bethesda, Maryland, is the largest installation of movable steel partitions ever erected.

The most recent product development is Glamourwall—a colorful, highly decorative partition type which will make use of building materials, steel, aluminum, plastics, fabric and glass. The past five years have seen many product developments and product improvements in the entire VMP line.

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SINCE 1909

ORANGE

VIRGINIA

# The National Bank of Gordonsville

*Complete Financial Service*

GORDONSVILLE, VIRGINIA

*Member*

FEDERAL INSURANCE DEPOSIT CORPORATION

VMP product line, the entire physical plant facilities are now being reorganized. This is being carried out without a halt in the full production schedule.

On February 16, 1958, VMP acquired the Metlwal Division of Ward Industries Corporation, Syracuse, New York. This new VMP division will continue to produce a lower price movable steel partition line. VMP executives assigned to the Metlwal Division are Donald Healy, division treasurer and Karl H. Miller, engineering and manufacturing coordinator.

When you stop to view the progress of this company which now ranks first in the world in its particular products, you have a fair picture of what this means to Orange County economy. With substantial production increases, development of new products, expanded sales activities and the highest sales record in history, VMP—like other large industries in the area—looks forward to continued growth and expansion, partners in progress with Orange County.

For example, look at the new, modern Orange Stockyards on Route 15 just south of Orange . . . the finest in the state. Located on 28 acres and almost three times as large as the old one, the front of the building is of cinder-block and cement. Included are a restaurant, four rest rooms, a buyer's and a ladies' lounge, a sales arena with four tiers of theatre-like seats. Above this is a large hardwood floored mezzanine which is being used locally for benefit dances. The entire building is heated.

To the rear, and opening into the sales ring are the pens. Plenty of unloading platforms with two scales eliminates a long line of trucks thus speeding up unloading. This market serves about 12 surrounding counties, handling all kinds of livestock, the greatest source of Orange County farm income. Orange Stockyards sells over \$3,000,000 worth of livestock annually. This market draws buyers not only from all over Virginia but the entire eastern seaboard and even from Michigan, Indiana and Ohio. Many are packer buyers representing such brand names as Swift, Kingan, Esskay, etc. Officers of the company are Leo Ownby, president; D. W. Burrus, vice president; C. B. DeBarr, secretary-treasurer and C. W. Kube, manager.

Thirty years ago Orange County poultry business was only a minor item for farmers. Today it means an annual return of almost three quarters of a million dollars to the County. Four hatcheries operate in this area of which Coiner's Hatchery, owned and

to tell the Virginia Story

# THE ORANGE REVIEW

The NEWSpaper of Orange County

FOR 27 YEARS

ORANGE

VIRGINIA

## MERCHANTS GROCERY COMPANY

Inc.

*Wholesale Grocers*

PLEEZ-ING FOOD PRODUCTS

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ORANGE, VA.

## Scott Chevrolet Sales, Inc.

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## Scott Feed & Seed Company

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**THE DAIRY CHEF Says:**

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**SPEND LESS . . . .**

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## STEGALL MILLING COMPANY

MARSHVILLE, NORTH CAROLINA

G. BRUCE STEGALL

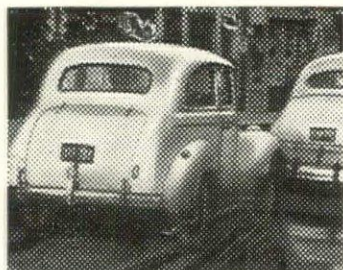
TOM E. STEGALL

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APPOMATTOX, VA.

Skidding is a tip-off that you are probably driving too fast for road conditions. Good tire treads and reduced speed help prevent skidding accidents on wet roads.

operated by L. L. Coiner, in Gordonsville, has the largest broiler hatchery. Opening in January 1937 with one machine and a capacity of 23,000 eggs they now have a total capacity of 420,000 every three weeks. Ninety-nine per cent of these chicks are sold in a radius of 60 miles of the hatchery which buys its eggs from about 100 flocks in a radius of 30 miles. The Coiner Hatchery, specializing in the Vantress and White Rockcross, produces about 2½ million chicks per year.

Other hatcheries are Trails End, Hylton and Heatwole Hatchery of Orange, Inc. This latter, a unit of the Harrisonburg outfit of the same name, was opened about seven years ago and has proved a worthy addition to the county's economic picture. Five years ago they had an egg capacity of 276,000 every three weeks; today the capacity is 342,000. The hatchery is locally managed by W. S. Miller.

Various other smaller industries are located in the county such as the Vernon Manufacturing Company which was built in 1940. Since then two buildings have been added by these weavers of velvets, plushes and pile fabrics. There is the Darnell Manufacturing Company, owned and operated by Orange native Robert L. Darnell, which manufactures electrically welded vinyl advertising specialties such as insurance folders, pocket secretaries, key cases and wallets for all types of businesses. In 1942 the Clark Manufacturing Company started ordinance work in Orange for the government. In 1955 they switched to making ferules for quilling bobbins for textile manufacturers in New England. They also manufacture decorative knobs for southern furniture manufacturers. Charles Redmon is president, L. W. Anderson, vice president and Letcher Willis, secretary-treasurer.

Also among small industries is the Orange Knitting Mills, chartered in 1939 to manufacture Virginia Reel hosiery. But like most progressive industries they have consistently worked to better their business and become an asset to Orange County. Several years ago they increased floor space almost 100 per cent and added new equipment to handle new ideas. About two years ago they launched Reel Fit stretch panties for children, teens and adults plus a garter panty. Present output on these garments is approximately 20,000 dozen panties monthly. Four months ago they developed a stretch liner for men's bathing suits. If present plans go through this liner will go into production and be used by several big name manufacturers in

1959 bathing suit lines. Oscar E. Merkel, founder and president, is one of the oldest active manufacturers of women's hosiery in America. He is assisted by two sons-in-law, Zed W. Chewning, Jr., vice president, and Samuel J. Patton, secretary-treasurer.

Orange is a distribution center for five adjoining counties as evidenced by operations of two wholesale grocers, two feed and fertilizer distributors and five farm machinery dealers. In 1955 the wholesale country trade amounted to \$2,250,000.00. The Merchants Grocery Company, started in 1937, and their Pleez-ing Brand Products have enjoyed a considerable growth in sales since that date. Peoples Grocery Company, established in 1920 by immediate past mayor of Orange, J. Hayward Gillum, covers about nine counties with three salesmen for his Fairfax Hall Foods. Mr. Gillum was Mayor of Orange for eight years. His pet hobby was a new town hall for Orange and he saw this realized before ill health forced his retirement in 1957.

Orange County is expecting a major boost to its economy through the addition of the new plant of the Roanoke-Webster Brick Company which started operations in January near Somerset to manufacture building brick of all kinds and sizes. Initial operation produced half a million bricks a week but the plant is so designed that additional kilns can be built to produce 2 million bricks a week. Establishment of this plant followed three years of planning and investigation and covered a 100-mile route before the proper soil for brick making was discovered.

Also contributing to this boost will be the Transcontinental Gas Company which has established a station in the county and expects to be supplying gas by August 1958 to the region. This distribution will be through the newly organized Central Virginia Gas Co. Not only will Orange profit by Transco business but the acquisition of natural gas should prove attractive to new industry.

Contributing to the value of any community from every standpoint is its school situation, and Orange County is particularly proud of its schools. In 1950 a long range and comprehensive school improvement program was approved by the people. Under this program three schools have been completed in the past six years and one is under construction now. They are Orange County High School, a million dollar plant, and Lightfoot and Prospect Heights Elementary Schools (colored). With the completion of Union-

ville Elementary School, Orange County will have provided good housing for its school children.

A careful revamping of curriculum by a 10-member steering committee has been one of the more important achievements of the Orange County School Board. Special attention was focused on aids to teaching which would provide the opportunity for each student to prepare himself well for his field. Thirteen fields were selected, each one of which has several sub-divisions thus making for broad diversification of studies and related activities (approximately 56 subjects are covered in four educational tracks: college preparation, scientific or liberal arts, general education and vocational education).

Other major advances in the Orange County school system have been the reduction in the number of pupils in the class room thus making for a more effective teaching-learning situation through the reduction of teacher load; development of the 12-year school program; and county ownership of the school transportation system with a considerable saving to taxpayers.

Although the school system still needs many things, it can safely be said that Orange is well on its way in developing a school program second to none in the State. C. J. M. Kyle is superintendent of county schools.

Another industry which has done all right in Orange is the American Silk Mills, the county's second largest, which employs about 600 people in the weaving of rayon, silk and nylon. Throughout their 29 years they have continuously operated three shifts six days a week without a shutdown or loss of time of any kind. Adolph Goiser is the plant manager.

Other things which contribute to making Orange a good place for industry are radio station WJMA now in its thirteenth year of service to the area; the Orange Review, one of the better country weeklies, which celebrated 27 years under the ownership of the present editor and publisher, James W. Green in March; 366 free public parking spaces with more on the planning board; and nearby Woodberry Forest School which has for 69 years been sending graduates in large quantities to the country's best universities, a number of them having become Rhodes Scholars.

There are industries like the Piedmont Knitting Co. in Gordonsville and Goodwin Brothers Lumber Co. in Mine Run, a locally owned and operated business which furnishes employment to

some 100 people. For the past six years they have reforested several hundred acres in this area every year. There are a number of outstanding Jersey farms in Orange County such as Andrewsia where registered pure-bred Jerseys are bred for longevity of production. The Orange Creamery manufactures about 500 tons of butter annually for the local market. Feed and flour manufacturers in the county include Rapidan Milling Company, established in 1792, and the Rockland Milling Company.

All of this is in an atmosphere of historic graciousness, of lovely old homes rubbing shoulders with a host of wide-awake civic organizations and two active Chambers of Commerce. "Events and names not to be forgotten by those who value what has entered into the making of the fabric of American life and institutions are the heritage of Orange." But the future is something she is making for herself and Orange is on the march to build a secure and solid future based upon a sound and ever increasing industrial economy. Orange offers much to business and the door is open for development and expansion to the right kind of industry.

## **The Citizens National Bank**

**NEW MARKET, VIRGINIA**

Member F. D. I. C.

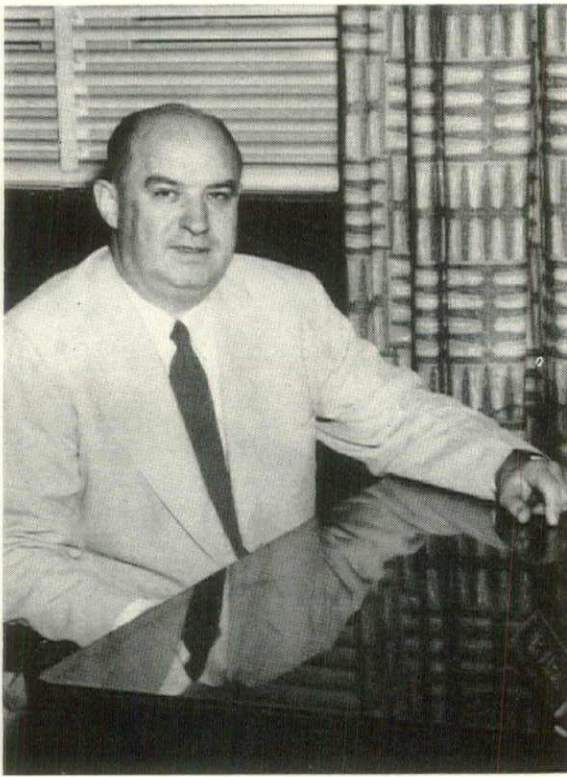
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## **R. E. NAUMAN**

**SENORA, VA.**



**Shucked  
Oysters**



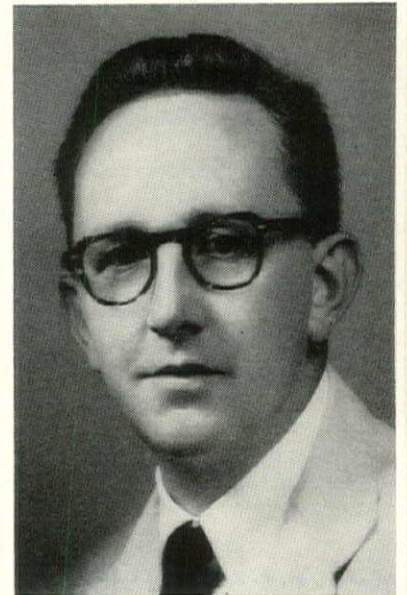
**WILLIAM MONROE EARLY, JR.**, a native of Roanoke County and now president of National Bank of Orange, is married to the former Katherine Harvey Cutter of Salem, Va.; is an Episcopalian and a Mason. He came from the Bank of Salem to Orange in 1946 as executive vice president of the National Bank of Orange. The list of his civic activities and the organizations he has served reads like a Blue Book of accomplishment. He has held important posts in both the state and American Bankers Associations. He has been active for 15 years in the Virginia Bankers Association; was its president in 1952-53. He is presently chairman of the Orange County Tuberculosis Association; Chairman of the Board, Central Gas Company; and member Board of Directors of Peoples Grocery Company, Orange County Chamber of Commerce and the Orange County Industrial Commission.

While this issue was on the press, the news was received of the untimely passing of Mr. Early.



**N. C. BAILEY**, Chairman of the Board of the Citizens Bank, served 20 years on the Town Council of Orange and was in the Virginia General Assembly for 14 years. Married to the former Martha Florence Garrett, the couple has seven children.

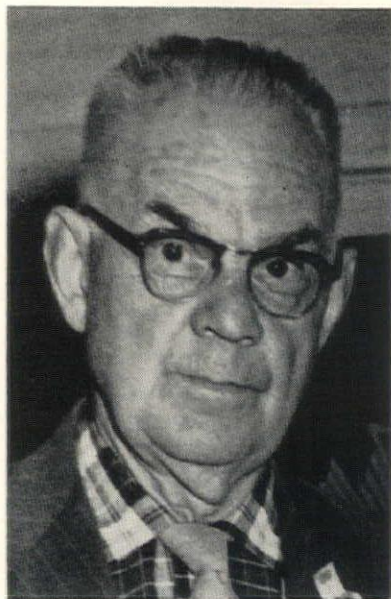
**S. PAGE HIGGINBOTHAM** Commonwealth's Attorney for Orange County for the past 14 years, is a native of Amherst County and a direct descendant of Captain (later a Colonel in the Revolutionary War) James Higginbotham—one of three Amherst men who organized and marched a company of volunteers to Williamsburg following the "liberty or death" speech of Patrick Henry. This was the first act of armed resistance to British authority in the Virginia Colony. (Mr. Higginbotham graduated in 1936 at nineteen from the University of Virginia and taught for a year in the Orange County Public Schools. He received his law degree in 1940.) He is attorney for the League of Virginia Counties and the Town of Orange. Married to the former Mary Moore of Tennessee they have one son, eleven, and live on a farm where they raise beef cattle.



**THOMAS EARL LEE** has been newly appointed vice president in charge of manufacturing at Virginia Metal Products, Inc., according to an announcement by Fred I. Courtney, president of the company.

Mr. Lee is a native of Orange County, and immediately after finishing his schooling went to work in 1937 for Snead & Co., the present company's predecessor. He has occupied various positions in production at the plant, the most recent being Factory Manager. The veteran VMP'er is married to the former Miss Gertrude Young and they have three daughters, Susan, Selena Gertrude and Tommie Page. He is a member of Masonic Independent Lodge No. 138 and the Orange County Chamber of Commerce.

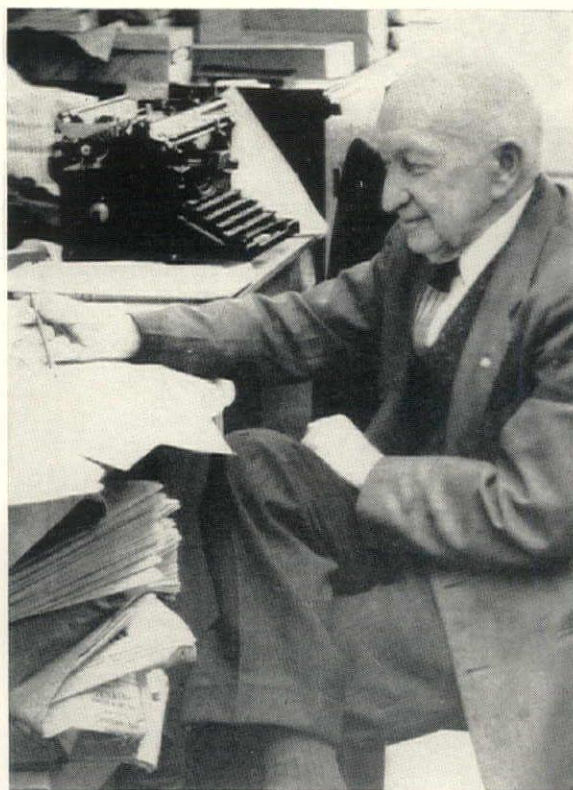
# IN THE NEWS—



L. M. ACREE, Mayor of Gordonsville, was the second fire chief of the Gordonsville Fire Department, a job he held for over 30 years.



JUDGE O. B. OMOHUNDRO, executive vice-president of the National Bank of Gordonsville, has been Judge of the County Court and the Juvenile and Domestic Relations Court since 1946. He was mayor of Gordonsville 1939-51. He is a Baptist and a Mason. Married to former Lois Michie, they have 2 children.



G. W. PEYTON, National Secretary American Peony Society and the foremost authority in the country on peonies, has prepared the Orange County budget for the last 20 years.



R. C. SLAUGHTER, president of the Citizen's National Bank, is a native of Orange. He was instrumental in financing some of the county's outstanding industries—The American Silk Mills, Virginia Metal Products, Orange Livestock Market, Orange Knitting Mills, Vernon Manufacturing Company and the Kentucky Flooring Company. He organized the Citizens National Bank in 1904 and has been its president for the last 17 years. Married to the former Lucy Layne of Orange, they have 3 children and 4 grandchildren. He is a Mason, and has been a member of the Episcopal Church for 40 years.



Recently elected F. J. A. COLVIN is the youngest mayor in the history of Orange.



HOWARD F. KNOELL is Orange's efficient Town Manager.

## OFFICIALS OF THE TOWN OF ORANGE

“WOLF! WOLF!”

The quotation is taken from a familiar fable of Aesop. It is used because it seems to us applicable to the anguished cries of certain politicians, industrialists, business men, labor leaders, columnists, and newscasters regarding the present condition of the economy of the United States and Virginia.

For reasons best known to themselves they try to persuade everybody with whom they can make contact, through the use of every publicity medium available, that the world is about to be thrown into an economic condition similar to the one prevailing in the thirties.

It is difficult to understand their position after a careful analysis of actual conditions. Before we give heed to the opinion of these “prophets of gloom” and dive into the deep end of a pool of despair let us take a quick look around us and see what is here.

In the first place most Americans now live on a higher standard than any which can be remembered by the oldest citizen, or read about in the history books, and this with less physical effort on the individual's part.

There is no lack of basic supplies. There is an abundance of gadgets. Housing facilities, with the exception of some slum areas in rural sections and in the towns and large cities, particularly the latter, are better than they have ever been and building is still going on. The food supply is plentiful. The stock market, usually taken as one of the accurate barometers of business and economic weather has been operating up to now at a reasonably comfortable level based on a firm foundation of investment by the American Citizen, that remarkable person, who is often producer, consumer and company stockholder all in one.

Consumer demand is in fair condition. In some parts of the country, particularly in our own Virginia it has been described as good by competent authorities on the subject.

On the other hand it is true that there is now a somewhat larger percentage of unemployment in the country or rather in limited areas thereof than there has been in the immediate past years. The national figures on it for the middle of February, the latest date for which they are available at this writing, show that of the 67,160,000 persons in our labor forces 5,200,000 or just over six per cent were unemployed. In Virginia the latest figures were for the end of January. Here we

# VIRGINIA BUSINESS REVIEW

by

ROSEWELL PAGE, JR.



have a civilian labor supply of 1,386,000 of whom approximately 80,000, or about five per cent were not working at that time. These percentages are not large enough to cause undue alarm, when the season of the year and weather conditions prevailing are taken into consideration.

This is not to say, of course, that they are not of great moment to those who make up the percentage of unemployed and understandably so. But for the nation as a whole five or six per cent unemployment may not be too far from normal. It is most certainly no reason to panic.

Remembering the weather (it is still snowing even in Virginia in mid March) we may be encouraged from the fact that when the spring sun shines through for a reasonable length of time business will improve and employment will rise again.

This is a great and powerful country with men running every department of it who are capable. They are now fully aware of the situation and are prepared to carry on for the benefit of all concerned.

The above statement is not meant to apply particularly to political leadership however able that may be, but rather to the American Citizens who run the business of the country from which we all derive our income.

It is here to be especially noted and given thanks for by every American family: THE COUNTRY IS NOT FIGHTING A WAR! We have no unnatural prosperity which comes from the life blood of our sons and daughters shed on fields of battle to be used, as it were, for a shot in the arm to bolster the strength of an ailing economy.

We have growing the largest number of children in many an age. These

must be fed, clothed, housed, educated and furnished with “all things needful for their bodily sustenance” and supplied with every service, physical, spiritual, and intellectual needed by 20th century man.

This means the use of more units of power, more machine tools, more machines, more crops and livestock, more transportation, more communication systems, more entertainment, more services, more homes, more schools, more churches, more office buildings and industrial plants, more highways, in short, more of everything used by people. Who is to produce these things but the American people?

We stand at the threshold of the atomic age. No man can predict the final result of atomic energy's impact upon society. But this we know! It means growth and probably growth on all fronts.

This therefore is no time to paralyze the thinking and actions of our people by preaching fear of coming economic disaster. It is no time to slow down production or to withdraw money from circulation. The disastrous result of this sort of course of action is engraved forever upon the minds and hearts of those old enough to remember the depression of the thirties. It is not a happy memory!

This is the time for bold planning on the part of American business and professional men and for brilliant execution of the plans. It is a time for wise investment and hard work. It is a time to elect and reelect good and efficient men to public office at all levels and demand of them that they will keep guard over governmental expenditures, get rid of unnecessary government services and regimentation, both forever costly and unprofitable. Thus taxes will be made less burdensome and investment money bolder. Our people will then be encouraged to develop new methods for producing more things for man's use.

We who believe in the future of America and the glory of Virginia must put into action programs well directed to increase business so that our ever increasing population will have employment. This will not be done if we listen to those who are afraid.

An American, great in the eyes of many, sensed the proper spirit for us all—“The only thing we have to fear is fear itself!” And General Lee once gave this final order to a young courier, “Go and take no counsel of your fears!”

It is to the wisdom of these men that America and Virginia ought now to

give heed rather than to the words of men who are either vicious or cowardly.

The enemies of America seek to destroy us from within. A good way to do it is to talk about a depression long enough and loud enough to frighten our people into bringing one about.

If one should come again we would be "sitting ducks" for the communists, their propaganda or their guns or both.

We cannot lose time listening to men unworthy to be our leaders. The work to keep us strong and fit is here to be done. The good life is here for the taking if we but reach out our hands to grasp and hold on to it while we live.

"The wicked flee when no man pursueth, but the righteous are bold as a lion."—Proverbs



The Virginia Department of Agriculture has announced promotions for several of its members in recent weeks. Earl V. Coville of Ellerson, assistant director of the department's Division of Markets, has taken the new position of Agency Fiscal Director for the entire department where he will have charge of personnel and finances.

Moving into Coville's former position is Hollis Shomo, widely known throughout Virginia and the Eastern Seaboard as Poultry Supervisor for the division. Cecil R. Rogers of Luray will now head up the egg grading, law enforcement, poultry grading and grading of dairy products division. W. Gordon Tucker of Richmond has taken charge of poultry standardization including flock testing and hatchery inspection. S. G. Sutton of Richmond is liaison man between the two poultry branches.

Coville, born in Crozet, has been with the Division of Markets since 1929 when he started as clerk in the Richmond inspection office.

Hollis Shomo, a native of Harrisonburg, came with the Division of Markets in 1928. He was educated in Harrisonburg Public Schools and at Cornell University. He serves as a director of the Virginia State Poultry Federation.

Some 35 leaders of Virginia's growing egg industry met in Harrisonburg on April 8 to formally organize the Virginia Egg Council which has been functioning on a committee basis under sponsorship of the Virginia State Poultry Federation for the past three years.

John S. Hill, of Culpeper, was elected first president of the new organization to be affiliated with the State Poultry Federation. R. J. Krueger,

Roanoke, was named vice president; E. B. Kaylor, Harrisonburg, was elected secretary and Garland Benton, Richmond, was chosen as treasurer. The following were elected to the nine-member Board of Directors: W. G. Gouldman, Colonial Beach; Lloyd Herald, Norfolk; W. R. Shaffer, Maertown; Mark Logan, Bridgewater, and Roland Coles, Bent Mountain. The constitution also calls for three ex-officio board members, one each to be appointed by the Virginia Department of Agriculture, Virginia Polytechnic Institute and the State Poultry Federation.

At the Board of Directors meeting of the Chesapeake and Potomac Telephone Company of Virginia held on February 3, J. B. Morrison was re-elected president; J. Rhodes Mitchell, vice president; W. J. McManus, vice president; R. W. Michie, vice president; E. L. Florance, secretary and treasurer; and H. C. Anderson, Jr., vice president and general counsel. The Board also authorized an expenditure of \$223,650 for the expansion and improvement of telephone service in the company's territory. Over \$5,000,000 has been approved so far this year for both plant and central offices.

In South Boston G. J. Hunt and Sons, men's clothiers there for 39 years, has been sold to Fuller's of South Boston. The two stores will be consolidated later this year.

The First National Bank of Bassett announces the recent promotion of J. B. Dillon from cashier to executive vice-president. The First National has for more than 50 years handled the account

of the Bassett furniture industry and other Henry County businesses and industries.

The directors of American Viscose Corporation, at their regular April meeting, declared a dividend of 50 cents per share on the common stock, payable May 1, 1958, to stockholders of record at the close of business April 16, 1958.

Frank H. Nott, scrap metal dealer in Richmond, will open a branch operation on part of a 7½ acre tract that formerly housed Diamond Black Leaf Company's nicotine extraction plant. Nott Investment Corp. has bought the entire tract just south of the Richmond City limits between Osborne Turnpike and the James River for \$115,000 from Diamond Alkali Co., parent concern of Diamond Black Leaf.

American Tobacco Company recently reported record net income of \$57,094,650 for 1957, a gain of 10 per cent over 1956. The 1957 profit was equal to \$8.28 a common share compared with earnings of \$51,688,800 or \$4.75 a share the year before. Net sales for 1957 also set a record at \$1,098,093,000 against \$1,091,206,000 in 1956. The company's products include Lucky Strike, Pall Mall, and Hit Parade cigarettes.

Union Bag-Camp Paper Corporation has recently arranged a \$30 million loan with the Equitable Life Assurance Society to help finance the \$20,000,000 plus expansion of the Franklin plant and new construction in Atlanta. The corporation's capital outlay last year was about \$35 million of which

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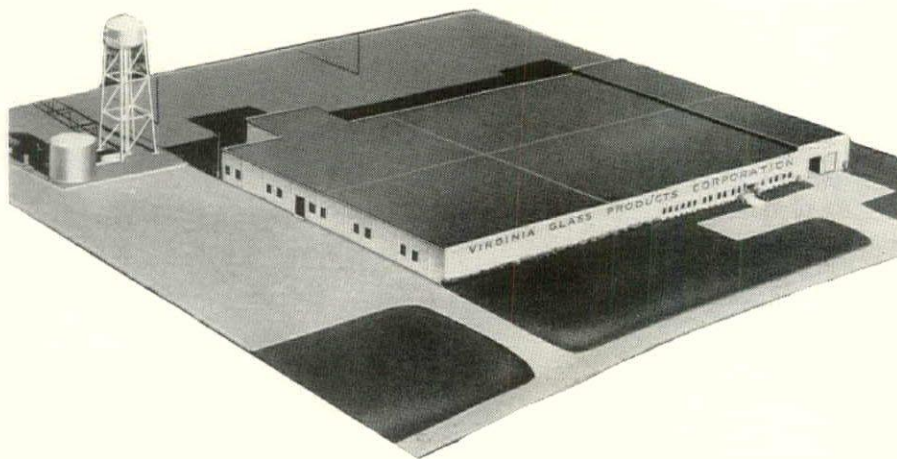
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*The new one million dollar Virginia Glass Products Corporation plant where the company is manufacturing tempered glass.*

over \$26 million was spent for equipment replacements and improvements. The rest was utilized on woodlands.

A & G Electric Company of Weber City has been named exclusive full line dealer for RCA products in Scott County according to an announcement by the McClung Appliance Company of Knoxville, Tenn.

Foote Mineral Company, according to the **Scott County News**, reports that net profits and sales volume in 1957 were by a slight margin the highest in the company's history. Sales were \$24,895,561 in 1957 compared to \$24,708,247. Net earnings were about 3% up, \$2,302,224 in '57 compared to \$2,243,358 in the previous year and the sales volume in January and February of 1958 betters the same months a year ago.

Virginia Glass Products Corporation of Martinsville, which manufactures

tempered glass under the trade name "TEMPAR-GLAS," has just completed a new plant at a cost of over \$1,000,000 and built a box factory for crating glass. William C. Beeler, president, is quoted as saying: "the new plant employs the most modern manufacturing equipment for producing the finest quality heat-strengthened precision-tempered glass." Cabell Eanes, Inc., of Richmond has been appointed advertising agency for the company according to a recent announcement by Cabell Eanes' president, Daniel J. Korman.

According to T. Earl Fulp, president of Richmond Dairy Equipment, 110 S. Jefferson Street, Richmond, Virginia, a blitz is hitting the milk production business with much the same kind of impact it experienced some years back when hand milking, horse and wagon delivery of milk in cans was put out of the running by machine milking, tank truck delivery of milk.

This blitz came to America from far away New Zealand where it developed in the mind of a young farmer named Ron Sharp of Gordonton in that country. He was looking for methods to save labor, speed up production and thereby cut costs to increase his profits in the dairy business. He came up with something he called the Herringbone System of milk production for use on modern dairy farms.

In the fall of 1956 Don E. Golay, an American citizen and president of the Farm Feeder Company which manufactures Chore-Boy milking systems, made a trip around the world to study dairy methods. In New Zealand he came upon Sharp's Herringbone System of group milking and was deeply impressed because he found that by using this system one man can milk from 50 to 60 cows per hour.

The Herringbone System of milking is based on four principles (1) angle "parking," (2) scientific "packing," (3) batch or group handling, and (4) elevation. Herringbone is a happy word to describe the system as the cows are placed at an angle in the milking parlor just as are the bones in the backbone of a herring.

The complete milk production plant consists of a milking parlor and milk room, herringbone stalls and feeders, a pipeline milking system which includes a device for measuring quantities.

The parlor itself consists of a central narrow pit between two walkways for the cows. The vacuum and milk pipes run above the center of the pit with one milker unit for each pair of cows. Each walkway is 30 inches above the pit, has its own entrance and exit door controlled by ropes from the pit. The cows stand in even numbers (a one man unit being either six or eight) on each side of the operator's pit at a 30° angle on a raised area with heads out. There are no dividers or gates between the cows so they can move in groups almost as fast as a single cow does. They soon learn the routine and may be handled in either single or double rows.

The first cow to enter the elevated area from the holding pen outside the parlor proceeds to the end of the space where she is stopped by a gate at the 30° angle mentioned. In order to get at the feed manger which is set outside the space she naturally turns so her head is outside and away from the operation space. Her rear end is thus automatically toward the operation alley. Behind the cow is a zig-zag space 8 ft. 3 in. from her nose which acts as positioner as well as splash shield. The others coming in urge and nudge the first into proper position as they seek to reach their manger. Thus the "pack" is formed.

The "packing" comes from the fact that cows are not placed side by side but belly to hip. Each cow's head is 2 ft. 7 in. behind the preceding cow which brings the concave curve of one against the convex curve of the hips of the next in a nesting action. Space is saved and therefore many cows can be placed comfortably in small space.

The feeding mechanism is an auger type attached to the front feed manger and operated from the operator's alley behind the cow.

Each turn of the auger releases two pounds of feed so the attendant can accurately measure each cow's feed according to the individual's requirement.

The cows being parked at an angle,

## Augusta Military Academy

"The Friendly School." Distinguished ROTC school in Shenandoah Valley. Jr. & Sr. Divisions. Boys 8-20. Accredited; graduates in leading colleges. All sports—pool, gym. 1400 acres. Family owned since 1742. Rate \$1250. Catalog.

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FT. DEFIANCE, VA.

Founded 1742 as Augusta Academy;  
Changed to Augusta Military  
Academy, 1857

and compactly and comfortably packed, the udder is in the most convenient position at the right height for washing and attaching the milker cups. The operator is not more than three feet from an udder at any time. Walking is reduced to a minimum and the operator can handle more units than he can with any other type milker.

The operator attaches the milker units to the cows in one row. By the time the last one is attached, the first one is milked out so the cups can be removed to the row on the opposite side. When all the cows in one row are milked they are released and another group takes their place.

The milker units are part of a Chore-Boy pipeline milker and some of the speed of milking, saving much time, is due to the automatic conveying of the milk through glass and stainless steel into the cans in the milk room or into the bulk milk tank.

Under the Herringbone System cattle soon become accustomed to the fast routine, responding quickly to this type of handling. They become quiet and content, readily producing their maximum quantity. Cleanliness is assured since water under pressure is available to wash away any droppings at once. With Herringbone one man can handle three times as many cows in the same length of time as he can with other types and in modern dairying, time is the equivalent of money.

The Virginia Department of Agriculture is the control agency of dairying in Virginia. Commissioner of Agriculture Parke C. Brinkley, with his usual progressive attitude, is presently studying the Herringbone System of dairying. Dr. W. L. Bendix, Director of the Animal and Dairy Industry Division of the department, has representatives of his division in areas where the system is now at work. They are examining it with an eye to adapting it to Virginia conditions should the dairymen of the Commonwealth seek its advantages.

## NAMES IN THE NEWS

Larry Gould former Richmond newsman has been named city editor of the **Roanoke Times** newspaper. . . . **Harold G. Robertson**, president of the Colonial-American National Bank in Roanoke, announces the opening of the bank's Franklin Road Branch on Saint Patrick's Day, March 17. **Donald M. Frantz**, assistant cashier, manages the new branch. . . . **Warren Wright**, of Marion, Virginia, member of Virginia's Alcoholic Beverage Control Board recently became president of

the National Alcoholic Beverage Control Association succeeding **Ralph A. Gallagher** of the State of Maine in that office. . . . **A. Neal Boggs**, Esso



A. T. Sanders

Standard Oil Company industrial sales representative in Norton, Va., has been appointed chairman of the Oil Information Committee for that area. This appointment was made by **A. T. Sanders**, recently named Virginia Oil Information Committee Chairman, and a member of Esso's division staff at Richmond. Boggs's area will include Tazewell, Buchanan, Russell, Wise, Dickenson, Scott and Lee Counties. . . . **Lewis Gruber**, president of P. Lorillard Co., makers of Kent and Old Gold Cigarettes, disclosed recently that the company boosted its earnings in 1957, 154 per cent. Its profits rose to \$11,484,512 or \$3.78 a share from the previous year's \$4,519,758 or \$1.34 a share. Sales increased 44%. . . . **W. E. Hoyt, Jr.** has been named research director for Thalheimer Brothers, Inc. in Richmond. Mr. Hoyt was director of branch store research and development and manager of budget and expense control. **Walter Fisher**, controller, will now handle budget and expense control. . . . **Archie F. Parrish** (Archie's Lobster House), Roanoke, won the Virginia Restaurant Association Award for his efforts to promote the restaurant business in Virginia. . . . **Greg Taylor** formerly a Roanoke newspaper reporter has been named managing editor for the Salem Times-Register. **Kermit Salyer**, owner and publisher of the paper, announced Taylor's appointment to succeed **David F. Thornton**. . . . **Stuart T. Saunders**, executive vice president of Norfolk and Western Railway, has been elected to succeed **R. H. Smith** as president, effective April 1st. Mr. Smith will continue as a member of the Railway's Board of Directors. Also at Norfolk and Western, **Jack P. Fishwick** of Salem has been named vice president.

. . . **A. Jack Jessee** was reelected General Manager, Secretary & Treasurer of the Shen-Valley Meat Packers Coop at the organization's eighth annual meeting held at Timberville recently. With Jessee were elected the following: **R. S. Graves**, of Syria, Virginia, president; **George B. Holtzman** of Mt. Jackson, vice president; and **A. T. Lassiter**, assistant secretary. . . . **A. W. Livesay** of Franklin was recently named to the Board of Directors of the Franklin

Chamber of Commerce to represent the retail division. He succeeds former president **William S. Peebles, Jr.** who now lives in Manassas. . . . The election of **Fred I. Courtney** as president of Virginia Metal Products, Inc., has been announced by **William C. MacMillen, Jr.**, Virginia Metal Product's board chairman and president of Chesapeake Industries, Inc. Virginia Metal Products is a wholly-owned subsidiary of Chesapeake, a diversified, industrial management company. . . . The State Highway Department reported that **John M. Townes, Jr.** has been appointed to take over the position of right-of-way contact engineer from **S. F. Stephens** who is now in the newly created position of high construction control engineer. . . . A joint statement made by **Richard Weininger**, chairman of Ward Industries Corporation and **William C. MacMullen**, president of Chesapeake Industries, Inc., announces that Virginia Metal Products, Inc., Orange, Va., wholly-owned subsidiary of Chesapeake, has acquired the Metalwal Division of Ward Industries Corporation. . . . **James J.**



James J. Jacobs

**Jacobs** has been named General Commercial Manager of the C&P, succeeding **W. C. Bowles** who has been appointed an assistant vice president of the Chesapeake and Potomac Telephone Company with headquarters in Washington. . . . **Lee Firebaugh, Jr.**, formerly of Natural Bridge, has been named Franklin County's Outstanding Man of the Year by the Rocky Mount Junior Chamber of Commerce. Mr. Firebaugh is security chief of the Thompson Products Plant at Rocky Mount. . . . **M. D. (Red) Newman**, director of member relations and agriculture of the Virginia State Chamber of Commerce, joined Cabell Eanes, Inc., Richmond advertising agency, as account executive on April 1. Newman also will head up the new business effort of the Richmond firm which is located at 509 West Grace Street.

As we go to press a further note regarding the twin demons, recession and unemployment, is called to our attention by **J. R. Vann**, president of the American Bank and Trust Company. He points out an article in the April 3rd edition of the *Suffolk News-Herald* which gives an interesting slant from their area. Employment is on the up-grade there with nearly 200 fewer compensation claims during the month of

March than in February. J. O. T. Brown, Suffolk manager for the State Employment Service, says that the decrease is probably due to the re-opening of a Suffolk manufacturing plant which, in full production, employs from 200 to 300 workers. Thus, unemployment down and a plant re-opened are harbingers of an upswing in Suffolk.

## AGRIBUSINESS

*(Continued from page 11)*

chicken an hour can now dress literally 100 an hour with this new equipment. The housewife is still paying her for doing this particular job, but paying her to do it in a processing plant rather than to do it in her kitchen.

As a result of this and similar developments in other food products, the average American housewife today spends 1½ hours a day in preparing and cooking the 3 meals for her family, instead of the 5½ hours it took just 20 years ago. The farmer who used to take live birds to market and sell them to the consumer is now paying the big supermarkets to sell these chickens to the housewife, but instead of selling a very few an hour the super market is selling literally hundreds an hour.

Today we have a lot fewer growers of broilers in Virginia—most farms have no broilers at all on them—but those that do have a lot of them, the growers are big. Is this good? Definitely. Why? Simply because all of us, including the broiler grower, realize that the job must be done by those who can do it best and cheapest.

Twenty years ago it took the farmer 15 to 16 weeks to grow a 3 pound broiler. Today he can do it in 8 weeks. Twenty years ago it took over 4 pounds of feed to make 1 pound of broiler meat. Today it takes less than 3 pounds of feed to make 1 pound of broiler.

This sort of thing is taking place in other fields of farming today.

Many beef cattle farmers who used to keep a herd of brood cows, raise the calves, then graze out the steers and heifers, today keep a much larger herd of brood cows, but sell all of their calves in the fall as feeder calves in organized sales where many farmers come together and pool their calves, grade them into uniform lots and sell them at big organized, well advertised sales, that are capable of drawing into

the one sale many buyers from surrounding states.

Many farmers who used to keep their own herds of brood sows, raise their own pigs and feed them out to market weights, today have changed their operation, and through a contractual arrangement with another farmer who specializes in the production of feeder pigs, they secure regular uniform lots of feeder pigs at given intervals, and specialize in the feeding of these hogs to market weight. As a result of this they are able to do a much more efficient job in their particular field, and are able to feed out a lot more hogs, resulting in more profit for all concerned.

We can be like Uncle Willie and be opposed to all of these changes, and we can be independent . . . but if you really want to get ahead in this business of farming . . . really want to make a decent living . . . then we have to be realistic. We have to realize we are in a new era and that there is a very important interdependence between the farmer, the supplier of production supplies and the people who are handling our raw products and getting someone to consume it.

A farmer can still use swamp mud and make compost for fertilizer if he chooses, but I know that he will be a lot smarter than that and go to the fertilizer manufacturer who is in the business and get commercial fertilizer. He can also use mules and grow his own corn and hay for fuel. I also know he will use tractors and buy gasoline or fuel oil from people who are in the business of manufacturing and supplying fuel.

I also think we will depend less and less on government markets and depend more and more in the days ahead on contractual arrangements with other people in this field of agribusiness.

We in the State Department of Agriculture are probably more conscious of this interdependence than most other people, because not only do we have the responsibility of rendering a great deal of marketing service to farmers but also to people in processing and manufacturing businesses, who take the farmers' raw products and put them into usable form.

We work with the people who transport these products and store them, the people who promote and advertise them, with the wholesalers and with the retailers. It is also our responsibility to regulate in the field of agribusiness.

We enforce 49 different laws, many of them dealing with the manufacturing or processing or distributing of production supplies going to the farmer or food supplies going to the consumer. We have the responsibility of protecting the farmer and the consumer, and of protecting the honest and careful business against careless or fraudulent competition.

So we feel that we have a double responsibility; first, we have to protect the consumer, and then we have to do it in such a way that businesses can profit and progress. So being right in the middle of this field of agribusiness and seeing it on every hand every day, I think it is only natural that we are a little more conscious of this interdependence.

Is agribusiness good? Has it been good for the nation? Has it been good for the farmer? The answer is an unqualified yes.

What are some of the results?

One of the most notable is that an hour's industrial wages today in the United States will buy more food and better food than it has ever bought anywhere in the world at any time.

Agribusiness has been responsible for what I consider one of the mid-century miracles, the production efficiency of our farmer. In the last 18 years the farmer has been able to increase his efficiency from a point where he could feed himself and 11 other people to the point that he can feed himself and 20 other people, working shorter hours too. Saying it another way—farm efficiency has increased almost 100% in 18 years' time.

Am I damning the family farm? Absolutely not. Farming is a type of business in which each meal should be a meeting of the Board of Directors. The family type farm is here to stay, and that is good.

Am I going all out for corporation farming? Absolutely not. Big farming, yes. Specialized farming, yes. Farms organized on a corporate basis, rather than an individual ownership, in some cases, yes. In many instances it is the only way in which the farm that is big enough to be the efficient business that it has to be in the years ahead will be able to be held together from generation to generation. This is just as true in farming as it is in other businesses.

My message might be summed up this way. Competition is tough now, but it is going to be tougher. Farming is a business now, but it is going to be more of a business tomorrow. There is a great deal of interdependence between

the three phases of agribusiness, but there is going to be more interdependence tomorrow. There are some contractual arrangements now, there will be a lot more contractual arrangements tomorrow.

Some of this progress is going to change some people and some operations. It may hurt some people, but mostly it will be good. And with these changes will come a bigger and a brighter and a better tomorrow for farming, for agribusiness, and for the nation as a whole.

### Distributing Products

(Continued from page 16)

must supply the raw materials without which an entire industry would collapse. So food distributors large and small do their best to keep food supplies flowing smoothly and to carry the word from Mrs. Consumer back to the farm, so that the farmer will plant the right varieties and pack them properly for the market place.

The Virginia Chain Store Council has taken the initiative in this direction, with marketing conferences with producers to talk over mutual problems.

Has this meant that giant food chains have swallowed the small independent grocer? Not at all. Just as the efficient family farmer has held his own in the revolution on the farm, the small food retailer has maintained himself and even advanced, where he kept in step with the times.

For instance, in 1933, food chains made 38% of all retail food sales through stores. In 1955, they made 39% of all sales. In 1957, out of 2,508 chain food companies, only 106 had more than 26 stores—and the smallest chains of two and three stores were gaining faster in numbers than the big chains.

### \$2,000,000,000 Stepchild

(Continued from page 5)

It has truly been said that you could take all our industrial plants in Virginia, put them in one of our smaller counties, and still have room left over to farm. But farm land takes up 57% of all Virginia's land area, including national and state parks, mountains and swamps.

Of Virginia's 1,300,000 citizens who work, 250,000—nearly one in five—is actively engaged in producing food and fiber on the farm, as many as are engaged in all manufacturing.

It's true, as any farmer knows, that farm income doesn't make too impres-

to tell the Virginia Story

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CANNED TOMATOES

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MASON, L. B. MASON, L. A. ASHTON, JR., W. D. WILLIAMS.

sive a figure—about \$600,000,000 gross last year out of total Virginia income of over \$6,000,000,000.

But all these figures take the narrow view of agriculture as the process of turning soil and water and sunshine and fertilizer into crops and livestock.

But today, agriculture extends much further. Where would the fertilizer manufacturer in Virginia be without the farmer, and vice-versa? Or the feed manufacturer the man who sells farm machinery or gasoline or the man who hauls or processes or wholesales or stores or retails food products?

For every man on the farm in agriculture today there are two other men in other segments of the same endeavor, one supplying the farmer with goods and services and another handling his products and moving them on to the consumer.

This is agribusiness. Take it away and you have lost half Virginia's working force, nearly two-thirds of her land, and over a third of her income.

And you would still be in debt to the farmer. It is a well-established and liberally-illustrated law of economics that no nation can progress faster than the efficiency of its farmers, for only when men are released from providing the necessities of life can an economy begin producing the things that make for a better standard of living.



### JAMES MONROE

*(Continued from page 5)*

At all events, Spence Monroe entered a competitive field whose professional men made one of the most dis-

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CHARLOTTESVILLE, VA.

tinctive and lasting contributions to the culture of the state, and married the daughter of a professional man who in the Old World would be called a Master Builder. Thus James Monroe, through his father and grandfather, was born into the proud clan of builders, and grew up amongst kinspeople who were quite literally the builders of Virginia, and of America.

They were ambitious people in a society that was still partly frontier, with all the expansiveness and opportunities characteristic of a community in the process of rapidly changing growth. Happily unaware of the labels that history would have for them, Monroe's family early started the boy on an education to fit him for a place among the colony's leaders. He went to Parson Campbell's famous school in Westmoreland County, walking miles through a virgin forest, with books under one arm and a rifle under the other. In his last year at the school, his companion on the long walks was John Marshall, slightly older but his fast friend.

Perhaps his long, lonely walks (before he was joined by young Marshall) developed Monroe's serious-mindedness and his gift for silence. The woods walks certainly developed his sinewy frame, as the tall man remained a raw-boned type, like a frontiersman. His eyes had the steady stillness of a frontiersman too, and he was a crack shot with any weapon. Most certainly Parson Campbell found in him the native material to be moulded according to the character of the school: with an education based on the solid grounding of Latin and mathematics, always the durable virtues of mankind were stressed—honor and honesty, self-discipline and self-reliance. When Monroe finished the school at sixteen, in his own person he exemplified the qualities of which Parson Campbell was proud, and he needed no old school tie to identify him as the product of the best in the Colony's school system.

He entered William and Mary in 1774, when the tumult that preceded the Revolution began to flare in the streets of Williamsburg. If James Monroe suffered bad timing for his place in history, few young men ever enjoyed better timing for their place in the events themselves. The founders of William and Mary had placed the college in the Capital, in order that the students—almost all of whom had grown up in isolated plantation communities—might be in a "cosmopolitan" atmosphere at the seat of government, commerce and urban fashion. Though it never occurred to the founders that

*to tell the Virginia Story*

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## GOODWIN BROTHERS LUMBER COMPANY

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their colonial capital would also be the seat of revolution, the scene of the overthrow of the British government, Monroe's student days were spent in the midst of riotous events that were to change the course of world history. This circumstance characterized a career in which he always sought and usually found himself at the center of

the crucial events in the building of a new nation.

He remained in the college two years, until he was 18 in 1776. Nothing significant is known about his life at William and Mary, but what was significant was his known activities in student militia companies and his early assumption of leadership. In the summer

of 1776, when the sporadic fighting in the North began to settle down in earnest and, with the Declaration of Independence, the Colonies finally accepted a state of war with the Mother Country, James Monroe was commissioned lieutenant in the 3rd Virginia Regiment of the Continental Line and marched off with his company to join Washington's forces.

In one of America's most epochal episodes, Washington's winternight crossing of the Delaware, the 18-year-old Virginia lieutenant led his platoon in a crucial charge of a gun battery which commanded a Trenton street. In falling wounded as the guns were silenced, young Monroe kept his first date with destiny by an action cited for its gallantry. The attention of the army's commander-in-chief, George Washington, had already been directed to his young fellow Virginian by Monroe's uncle, and from Trenton on Washington actively interested himself in the career of his friend's nephew.

Less than two years later, whilst but twenty years of age and in the period when he would have normally been graduating from college, Monroe felt that he had completed his apprenticeship in the world of affairs, and was restlessly eager to mount his own career. It was at this time that the future statesman impressively showed himself to be, in the full 18th century meaning, "a man of good sense."

It was a time when the army was idling in camp, and Monroe—as major and aide-de-camp of General Lord Stirling—was partaking of the high life

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BERRYVILLE, VIRGINIA

that His Lordship provided for his official family at his nearby estate. Thrown into intimate contact with influential men of fashion and lovely ladies, Monroe was offered avenues of advancement as well as an interlude of elegant pleasure that the most serious-minded young man would have savored—and his correspondence of the period showed him to be far from a sober-sides. But the theatre of war was shifting to the South and, showing a fine eye for the main course of destiny, Monroe (forsaking the easy opportunities and the beguiling luxuries) sought an assignment in the center of events.

Armed with the warm recommendations of Washington and Hamilton, Monroe returned to Williamsburg, and there came the turn in his career that tried the steel of the man. The war had thrown Virginia into a chaotic condition, and Monroe found it impossible to find action in the center of events. He was commissioned lieutenant-colonel of state militia but (though this discouraging fact little equates with the legends) Virginians who wanted to fight the enemy were hard to come by. There were Virginia regiments of good soldiers off with Washington and some stout individuals off in the Carolinas, but at home Monroe and other officers could muster no troops. It was a trying time for an ambitious young man seeking the path of destiny, and he did that hardest of all things—nothing. Caught in a calm, he stood still, and waited for the wind.

The wind came in the lanky form

◆

## The Northern Neck State Bank

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ROXBORO, N. C.

of sandy-haired Tom Jefferson, governor at thirty-six, the strong man of the state and the coming power of the new nation. He saw in, then, twenty-one-year-old Monroe a wiry build like his own—a war-hardened man built for energy and durability—with the steady eyes of serious purpose and the resolute face of a person who would not be diverted from that purpose. Indeed, Monroe's serious-mindedness would appeal of all people to Thomas Jefferson, who never told a joke in his life. Governor Jefferson appointed the war veteran his military aide and generously offered to instruct him in law (naturally with a new system which Jefferson had devised).

Shortly after the association began, the capital was moved to the new, raw "city" of Richmond, and Monroe seemed somewhat hesitant about leaving Williamsburg to cast his lot entirely with Jefferson. He wrote his practical uncle, Joseph Jones, for advice, and he was "sensible" enough to follow it. His mentor, accurately foreseeing Jefferson's future, advised his nephew, in effect, "to hitch his wagon to a star."

Having shown the strength of character to wait for the path of destiny to open, young Monroe had the wisdom to follow it when it opened and the ability to go all the way with it. The path took him twice to Richmond as governor, repeatedly to the capitals of

Europe as minister and commissioner, to Washington as secretary of state and of war, as president for two terms, and finally—along with a law practice in Fredericksburg—to reversing his family's profession of builders by himself having built the estate house in Loudoun County.

It is not likely that any facts will ever change the impressions created by the frequently false simplifications of history—such as Lincoln, The Great Emancipator—but, at least it can be hoped that Virginians will know their own people for what they were and not by the labels pasted on their memories by the arrangers of history for the purpose of convenience or special pleading.

*Clifford Dowdery*

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*Cashier*

## COMMUNICATIONS

*(Continued from page 19)*

man or a feed advertisement, has developed a round-a-bout method of getting farmers to accept our philosophy of the interdependence of all elements in agriculture. It has been given the title of "Agricultural Relations Program," which I have shortened to "Agrilations." One word . . . A-G-R-I-L-A-T-I-O-N-S.

Agrilations is simply a planned campaign of communication and information, directed at professional workers, ag colleges, ag professors, extension

## GRAFTON GARAGE

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workers, and vocational agriculture teachers.

We also have a program for communicating our ideas to farmers. It involves advertising from the company level in magazines, radio, newspaper and direct mail.

It also involves a Farm Service program that is unique in the feed business. In every area where Fair-Acre Feeds are sold, a Fair-Acre Farm Service Agent is stationed. He lives in the area he serves, and his only job is to help farmers who use our products feed more profitably. He is an agricultural college graduate, given intensive and extensive post-graduate work by our company. He is not a salesman, but rather a technically-trained advisor who makes regular calls on farm customers of our dealers to help them do a better job. Although he is paid by my company, he is a representative of the dealers in his area. He may serve two dealers, or six, depending upon the volume of business the dealers are doing. We have more farm service agents than we have salesmen.

And so by constantly working to improve our own product and by providing the farmer with services to make his job easier and more profitable, feed companies are attempting to solve this problem of factory-to-farm communications in order that suppliers and farmers may find ways to work together in the future of agribusiness. With this sort of relationship, we feel that both these segments of agriculture can meet whatever new changes the future will bring.



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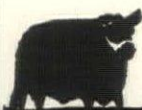
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## FARM EFFICIENCY

(Continued from page 14)

the doorstep of the American farmer. They should, however, realize that in the last 12 years, as our food bill was doubling, the farmer's share increased only  $\frac{1}{2}$  and the portion they were paying as a marketing bill went up approximately  $2\frac{1}{3}$  times. In 1945 the food bill of the American people was \$27 billion dollars, of which the farmer received \$12 $\frac{1}{2}$  billion and the food marketing agencies 14 $\frac{1}{2}$  billion. In 1957 farmer's share of a \$53 billion food bill has risen to \$19 billion and the food marketing bill to \$34 billion. This is intended as no reflection on the marketing agencies. In their efforts to move the products of our farms, they have had to develop many packaging and "built-in-maid-service" techniques to appeal to the American housewife. American agriculture must intensify its efforts to create among all segments of industry that farmers themselves are in many instances concerned with actions and activities of other segments of the industry, most segments of American agriculture are interdependently related to the other segments. As we have developed our production techniques we have also tended to develop into production specialists. The actions and activities of the feed grain farmer has a direct bearing on the producer of poultry and eggs, dairy products and meat.

In our public relations efforts, we need to create a fuller realization among all of our citizenry that our soil is a basic natural resource and may one day be a limiting factor in the further

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expansion of our living standards. It becomes us all to realize that we as the present occupants of the farms of the nation are merely tenants, and the well-being of our nation in the future will depend on our stewardship of that which is currently entrusted to us. Conservation of this natural resource is of utmost importance and must be accomplished by us as farmers and if necessary through the assistance supplied by all of our citizenry. Unfortunately no one is making land any more, and the future well-being of our nation will be determined by how well we preserve what we already have.

Every effort should constantly be made to keep government in agriculture in its proper light. Much of that which is now classed by many as agricultural subsidies are in their true sense programs which contribute to the health and welfare of our citizenry or have as their basic concept the expansion of aid to others in foreign countries. Agriculture should not be held accountable for those programs which have for their basic concept carrying

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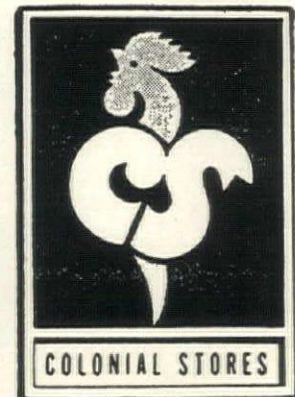
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out the responsibilities of all our people. Many of the funds being appropriated in agriculture's budget by government go to carrying out work in research and education programs which add to the efficiency of American agriculture and enable the consumer of farm products to get a better quality product at a lower relative cost. There is much that government has done, is doing and can do in the future to serve all of our people by contributing to agricultural programs but farmers should work tirelessly to prevent becoming dependent on government for its well-being.

### A Problem in Understanding

*(Continued from page 13)*

or repairing farm machinery, running supermarkets, making loans to farmers, weaving cloth or making suits or many other enterprises.

"To interpret the future of contract farming in the light of recent developments, it appears that this reorientation of the organization of agriculture is likely to continue to expand. Probably it will spread to additional kinds of livestock production under the leadership of the mixfeed industry or in some instances livestock processors. Farmers can also be expected to continue to integrate their production activities with processing and marketing functions in the distribution of farm supplies.

"Because contract farming provides a means for farmers to obtain additional capital at low financial risk,

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existing producers will be encouraged to expand size of business and new producers will be attracted to the industry. In fact, it may attract too many producers and overproduction may be a recurrent problem. This is particularly likely if the business partner to the agreement is a feed dealer interested in expanding the sale of feed.

"Contract farming will continue to encourage farmers to specialize in one important livestock enterprise in place of the diversified small enterprises now common on many general farms. With respect to broiler production, contract farming has probably helped individual producers to improve efficiency in use of labor and feed. A similar result may be expected with other classes of livestock. Up to now, contract farming has not altered the traditional independence of American farms or family labor, and this will probably continue to be the case. Production contracts between farmers and business firms may have a profound effect on the role of the family farm worker. In some instances they may change

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the tenure of the farmer almost to that of a share cropper or wage worker. Such a development probably would be accompanied by increased efforts of participating farmers to organize themselves into bargaining associations. Vertical integration through a co-operative organization, however, probably will bring about less change in the structure of individual farms in the status of farm workers.

"The expansion of contract farming is one of the most significant current developments in agriculture. It may contribute to the most efficient use of agricultural resources, but its ultimate effect on farm incomes and welfare of farm people remains to be seen."

### Dangers of Over Industrialization

*(Continued from page 7)*

These workers, accustomed to long hours of hard work with their hands, make the very finest type of industrial employee. They live on the family farm in the open country, work part-time in agriculture, and rear their children in safety and solace. The industrial income pouring into the farm family can breathe economic life into the rural community.

In periods of economic stress, these unemployed workers can find plenty to do on the farm. They can help other members of the family with farm chores rather than idle their time away in taverns and dens of inequity in big cities. The family can have gardens and flowers, and fish ponds. Much of

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the food and fun can be homegrown.

There is something about living in the open country, working with living things, that build character and fortitude in a people. The groves and vineyards were the Saviour's first temples. It was there He preached some of His most eloquent sermons, and drew His most impressive parables. Virginia should think twice before forcing all of her people to forsake the farm for jobs in a factory. Maybe the State could find something of richness by looking backward as well as forward.

Metropolitan areas across the nation are showing signs of economic stagnation. Traffic strangulation; spreading slums; bankrupt mass transportation systems; inadequate schools, parks, hospitals, water supplies and sewers; air pollution; the flight to unprepared suburbs; aggravated social frictions are symptoms of a developing situation of dramatic seriousness to the welfare of the American people. As slum clearance projects are completed in congested areas, others are spawned in the suburbs. Virginia should avoid these dire results.

Our agriculture can be greatly expanded. Two-thirds of the meat in the United States is produced West of the Mississippi River; two-thirds is consumed East of the Mississippi. The average cut of beef in this country travels 1,000 miles from the farm to the consumer's table! The little area from Washington, D. C., to Pittsburgh through New England consumes 65 per cent of the lamb and 40 per cent of the beef in the United States. The greatest

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meat market in the world, the Industrial East, lies within 24 freight hours of Virginia farms. Virginia hens produce only about two-thirds of the eggs consumed in the State. We are consuming much more meat than we produce in Virginia. We have a fabulous untapped market for meat, milk and poultry products right here at home. Our own people are not consuming enough of these animal products to meet even the minimum requirements for robust health and long life.

By shifting to an animal agriculture Virginia can capture this meat market. Any successful livestock enterprise must be built upon cheap feed. Grass is the cheapest feed for all sorts of animals and sod is the perfect cover for soil and water conservation. Sheep get 95 per cent of their feed from forage, beef cattle 85 per cent and dairy cows 65 per cent. With our long growing season, mild winters, and heavy rainfall, this is the greatest grass country on earth. But we need more research, education and financing to make the shift to grassland farming.

I do not want Virginia to become, "Main Street U. S. A. Extended," a State of concrete, steel and smoke stacks. Instead, I envision Virginia as a land of beauty and contentment; of prosperous farms and well-kept homes, with happy, cheerful children playing in fresh air and sunshine: of beautiful forests and crystal clear streams, where a proud rural citizenry can live well and remain powerful politically, and continue to give us strong men of vision and conservative government.

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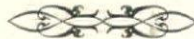
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