

C A M B R I D G E

1020635

TO: M. DiBenedictis
FROM: E. M. Hagerman
CC: J. R. Becker, Jr.
W. R. Hanlon
MSDS File

DATE: November 17, 1977
SUBJECT: Visit to Swift in
Baltimore - 11/7/77

I met with Gene Kelly, the Plant Manager of Swift's Baltimore facility, on Monday, November 7, 1977. We talked for approximately two hours, but were unable to tour the plant due to the poor weather. This particular plant was built in the 1890's and makes Travelers Rest look great!

The following subjects were discussed:

1. The Baltimore plant was formerly owned and operated by V-C Fertilizer. Swift bought the facility from Mobil in 1969. They recently sold the land and building, but have it leased until 1980. The Baltimore plant services four warehouses (one in Somerville, Mass.) in the Northeast. When it comes time to move, Gene feels they will relocate to a more central location for their territory, probably New Jersey. He mentioned that they have looked at the former Federal plant in Cranbury, New Jersey. He asked me if they had vermiculite handling facilities at the Cranbury location. Seems that Gene would like to continue with vermiculite anyway!
2. As for the present Baltimore facility, Gene indicated that the Swift management is constantly suprised at the quantity and quality of material produced in the old building. He quoted the "bottom line" of this plant at \$350,000. The only item left to be depreciated is his company pick-up!
3. Gene is extremely happy with the product quality and service out of Kearney for the past few years. They use vermiculite in two products, Golden Vigoro, which sells for about \$250.00/ton and Green Growth, which sells for over \$300.00/ton. Because of their storage and production schedules, he likes to order in 5 car lots.
4. I presented Gene with the MSDS for Kearney Ag #4 and the Kearney white paper. He was glad to receive the information, but was not overly concerned with OSHA. He tries to avoid unloading vermiculite or running formaldehyde when being inspected by OSHA or the EPA. Any citations would be forwarded to the Swift Regional Office.

1020636

5. On the recent regionalization of the Swift organization, Gene remarked that it has both its advantages and disadvantages. Money matters have been simplified (getting raises approved, etc.), but there is more control exercised over the plant.
6. Swift is currently marketing small packages of vermiculite. Gene believes Organic Compost may be private labeling for them. He also mentioned that Swift has been seriously considering the acquisition of Organic Compost. They purchased Playtex last year and it has netted them \$35 million in its first year.
7. Both Gene and Roy Stahling (Assistant Plant Manager) asked about Harry Dixon. They both have a high opinion of Harry and I was happy to report that I had recently seen Harry and he was doing well.
8. In addition to those matters described above, Gene talked freely of his personal life - family, health, etc. Gene has had five brain operations since 1970 and has been a candidate for open heart surgery. Though he looks healthy and robust, his health is still not good. Both he and Roy have been with Swift for 30 years.

All in all, I felt the meeting went well. Gene and Roy seemed appreciative of the time taken to meet with them.



E. M. Hagerman

EMH:dpm

15162246