

In the fall, brooder houses were cleaned under high pressure with water and creosol. The brooder houses were moved by truck to the next year's location. No range was used more often than every third year to insure that the chicks would develop stamina and vitality on healthy ground. Chicks were moved to the ranges between the ages of 3 to 8 weeks.

Professional Associations: International Baby Chick Association, Poultry Association of Indiana, Poultry and Egg National Board.

Sideline endeavors: Cattle, hogs and sheep were raised for a little added income on the rotated ranges.

1952

Hobart went to South Korea with 216,000 hatching eggs for rehabilitation of their poultry industry following the Korean War. CB sent three different batches of eggs (a batch each of three weeks) to Korea to be used in the incubator sent by Petersime. Hobart stayed several weeks to assure that the eggs were hatched properly, distributed, and started. The agreement was for the farmers in this project to share the chickens with neighboring farmers once they were hatched thus establishing a developmental poultry program for the Korean farmer. The Heifer Project Organization in a working relationship with the USA Government and the Korean Government sponsored the trip.

July 16----"Big Day at Creighton Farm". A grand celebration was offered to the community for the laying of the cornerstone of CB's 50th building. Don W. Lyon, general manager of the Poultry and Egg National Board, was on hand.

More than 1000 customers and friends of CB attended the day's activities, barbecue and tours of the farm. Following a 2000-pound chicken barbeque, the Beaver Valley Sweethearts and WLS radio stars, Homer and Jethro provided the entertainment. A gas brooder was given as the door prize. Hobart then spoke regarding the "egg lift" to Korea.

1953

The Profit Sharing Plan was developed to provide an incentive for hard work in order for the employees *and* the company to benefit from the profits. The individual's share of the profit, set aside for distribution each year, depended on the length of employment and one's hourly wages.

1954

New Grain Elevator. At this time, CB was purchasing an average of 3000 tons of feed a year from the Northern Indiana Co-op. Association. Since feed was now the primary cost in producing eggs for CB, it was necessary to build an elevator.

Gale recalled walking with Hobart and Mr. Bontrager, an Amish preacher and builder, to the spot along the railroad where the feed mill was to be built. Hobart stressed that the mill needed to utilize gravity for the free-flowing capability of the grain in the bins. He added that CB wanted bulk bins rather than the customary bag bins and Mr. Bontrager said he could build a mill like that. When asked how big the mill was to be, Hobart said, "I'm not sure. We are buying over 3000 tons of feed per year now and I suppose we need 10,000 tons per year potential with room for expansion." This was the end of the conversation and Gale remembered being astounded by the quoted figures. Further, there was no contract and the blueprint consisted of mere scratches on a piece of paper.

The next week some 20 Amish gentlemen arrived with hammers and saws. Due to religious reasons, only one man operated the power saw and other power equipment.

It took nearly 4 months to build the modern wood, steel covered structure. The elevator was designed for bulk handling with an elevator 109 feet high. A 2-ton mixer was installed and storage for 50,000 bushel of grain was established. Additional equipment included dryers, a pelleting machine, a molasses mixer and a fat mixer.

As a one-man operation, the first ton of feed was mixed in October 1954. The feed consisted of concentrate and corn. Three years later the 10,000-ton capacity was reached with only minor modification. In another 4 years, the mill manufactured 30,000 tons annually. (Gale Creighton, April, 1948)

During the slow periods of the year, the elevator took on several outside jobs. CB made broiler pellets and also bagged for Swift and Company; CB custom dried and shelled popcorn for a local distributor plus mixed cattle mineral for Corn King Mineral Company.

Ear corn from CBS' fields was the first to be brought to the elevator. Then shell corn from the fields was delivered. Shell corn was picked in a 'circus train' arrangement where a 2-row mounted picker pulled a sheller and behind that was pulled a wagon to load the shell corn. (Eddie Creighton, 1999)

National Flu Epidemic----and CB supplied one-fifth of the fertile eggs for the national campaign. Pitman-Moore laboratories in Zionsville, Indianapolis was among the top six vaccine suppliers in the nation and had been contracted to produce the flu vaccine. They needed 10-day-old embryos (live chick embryos) and a lot of them quickly! Pitman-Moore inoculated the embryos with a live virus and in

a few days harvested the serum to inoculate the American citizen. --- John Frederick accepted this challenge for CB from a Pitman-Moore attorney.

CB became the principle supplier for Pitman-Moore. They immediately set their own hatchery to capacity, rented two local hatcheries and started purchasing fertile eggs from numerous farms across the Midwest. Pitman-Moore preferred white-shelled eggs, but CB at times had to send brown eggs also. The eggs were incubated 10 days and then transferred to special trays and rushed to Indianapolis in insulated trucks. CB sent a semi load a day---5 days a week. CB employed anyone who would work in order to meet this goal because the procedures kept CB busy 24 hours a day for several months. The Asiatic Flu vaccine program commenced in May and ran until Dec. 15, 1954.

Most years hence, CB has participated in the fertile egg program in various capacities.

CB began irrigating crops. Irrigation pipe was laid and water from the Tippecanoe River was pumped onto fields. Pipe was carried across fields after about 2 inches of irrigated water had fallen. In time a trailer carried the pipe for placement but knocked down a row of corn in the process. The corn was retrieved and fed to the livestock creating very expensive feed! (Eddie Creighton, 1999)

1956

The CB LEGHORN CROSS was introduced to the market. The 27,745 birds were tested in the 'strain testing and crossing' programs before the development of the CB Leghorn Cross was possible. The Creighton strain of White Leghorns was a profit maker for CB. Mortality averaged less than 1% per month with no culling. According to the directory of U.S.--ROP breeders, CB had more U.S. Register of Merit and U.S. Register of Merit Honor Roll sires and dams than any other breeder in the country.

'The new strain has a little more broodiness than we like, but this is not too serious. We hope to correct it.' (CB catalog, 1956)

Breeding philosophy: "Each year we want to produce a chick which is better than the best chick we had last year. It's a simple bit of philosophy, but it can only come true through a constant and intensive breeding research program such as ours." (CB Catalog, 1956)

1957

CREIGHTON BROTHERS

WARSAW 2, INDIANA

PHONE AM 7-5951

CB dropped its own genetic work and became a franchise hatchery of the well-known genetic firm--Heisdorf & Nelson.

There were still about 200 primary breeders in the country. It was anticipated that this field was going to become highly competitive and specialized requiring a considerable outlay of capital and research. Of course, this is what happened and H&N became the primary breeder.

H&N supplied the day old male line along with the day old female line. CB purchased these chicks, raised them to maturity and then mated these 2 lines to produce the commercial chicks for sale and for egg production. CB Leghorn Cross averaged 85% hatchability for the season.

CB continued working with breeder flocks by working with H&N in Kirkland, Washington. CB leased many of its facilities for research/breeding purposes and, therefore, became an associate hatchery.

Associate hatcheries throughout the world now produced CB Leghorn Cross from the parent stock developed at CB.

CBs' Sales Managers flew from coast to coast as part of the sales-service program with the primary intention of attending to the poultry farmer's concerns. CB proclaimed in its 1957 brochure, "Your success is our success. If you've got a poultry problem, we'll help you solve it!"

1958

CB sold Anhydrous Ammonia. CB was applying ammonia behind the mole board plows and as local farmers became interested CB began selling anhydrous tanks and mounting them on their tractors. CB sold Anhydrous Ammonia for over 10 years.

'Peep,Peeps'. It was reported that this office looked like any other city office building, but you could hear 'peep, peeps' upon entering the front door since the hatchery was downstairs. (Christian Science Monitor).

1959

A new Hatchery. H&N leased the building for ten years and then CB moved its Hatchery into the space. CB purchased 6 new incubators and 3 new hatchers permitting CB to then hatch 36,000 pullets a week.

Construction of the layer house changed for the first time since 1925. CB built their first cement block layer house, 70' x 240' with a 10 ft. feed room at the end, to hold 12,000 chickens. The nests, 3 or 4 rows high, ran through the center of the building with a 4' walkway between them. The farm manager pushed a cart down the walkway and gathered the eggs from the back of the nests.

The floors and siding were concrete where the roof was galvanized steel. The house was sealed inside using marine plywood with moisture barrier and fiberglass bat insulation. Automatic forced ventilation gave 6 cu. ft. of air movement per bird per minute maximizing comfort in hot weather. Litter was removed at one end.

The four new houses on the farm were placed in a cluster using only one hydraulic system for the operation of the litter-removing equipment. Efficiency was achieved with no need for roads to other units; the bulk tanks were close so picking up eggs, supervising labor or trade between houses was achieved easily.

The chief advantage of the new house was the reduced labor. An automatic feeding unit per side, 2 to the house, 3 feeders high, was sufficient to care for approximately 7500 birds. The drawback was the number of floor eggs because some nests were located in a dark area along the aisle and some birds did not move across the roosting area to nest.

1960

WARSAW, INDIANA

Phone: Amherst 7-3101

Labor in layer houses was continual. Twenty men were required to work on Sundays and Christmas.

Brooders. The 200,000--250,000 chicks were brooded in groups of five houses on four different farms. CB used the former 30' x 210' wooden 'laying' buildings making it possible to isolate every brood of chicken. One group of five houses provided enough pullets for one unit of CBs' laying houses. CB brooded 6000 chicks per house. Each house had a feed room in the center that allowed 3000 chicks on each side of the house. On each farm, all the brooder houses were filled at one time and then emptied at one time which aided disease control. CBs' brooding operation was successful in that mortality losses were held to 5-6 percent up to six months of age.

The birds were vaccinated after 3 days and before the 7th with

New- castle and bronchitis water vaccine. At 4 weeks, the birds were vaccinated again with the Newcastle water vaccine. CB followed an unrestricted diet program for the birds.

The grain elevator produced an average of 40 tons of feed a day. They operated 6 days a week. The elevator received its first major modification.

A used International tractor and Kroger trailer were purchased to deliver frozen products to Pennsylvania. The trailer was equipped with an L.P. tank for the reefer and it didn't last long enough to make the trip!

The Chisel plow significantly altered plowing techniques and prevented wind and water erosion. The Chisel plow replaced the moldboard plow and now 'trash' was left on the ground to prevent erosion. CB sold about 20 Chisel plows to area/farmers.

1964

The new layer buildings utilized 'rollaway-type' nests and one person cared for two buildings and 16,000 chickens. The nests were mounted on the outside walls and in the middle of the buildings. The eggs rolled onto a covered track in the front of the nest and automatically went to a gathering room. There the eggs were hand gathered, put onto flats, stacked onto rolling racks and taken to the egg processing plant.

The 6000-turkey venture was sort of an experiment utilizing range and range shelters plus other equipment no longer in use for chickens. This venture proved successful enough to continue. CB raised 10,000 turkeys a year and never lost money in the turkey business but the return on the investment was not as good as what was gained in the egg business. Also, CB was not accustomed to the risks involved with turkeys and CB dropped the turkey segment of the business in 1970.

Turkeys and Marek's Disease (MD) Research. CB developed its own MD vaccine with Dr. Joe Ostendorf, a poultry veterinarian from Milford, Indiana. Dr. Ostendorf took tissue samples from CB turkeys and sent it to the U.S.D.A. laboratory in Michigan to their turkey herpes virus in order to run tests. In return, U.S.D.A. lab supplied Dr. Ostendorf with a purified 'seed virus'. Then Dr. Ostendorf, with the assistance of two virologists from Purdue University, was able to make HVT, the Marek's Disease vaccine for CB. CBs' use of this 'homemade' vaccine provided two benefits: the first was a field trial for the U.S.D.A. and second, CB

successfully vaccinated for MD two years prior to any commercial vaccine becoming available.

1965 40 YEARS

**CB, a Limited Partnership, had 150 employees.
Crystal Lake, a Limited Partnership, had 50 employees.**

35 partners.

2300 acres. The farms were within a five-mile radius of the office.

1.5 million White Leghorn layers.

Ten select customers producing 15,000-25,000 layer capacity were under contract with CB--truly a "win-win" situation and a true partnership with community farmers. CB, in a cooperative effort, assisted area farmers in becoming an egg producer. The 10-plus flock owners had the option to utilize as many of the CB supervisory services as they needed. CB provided the infrastructure to set them up in production.

The 'producer program' peaked in the early 1970's at about 750,000 birds. Eventually nineteen customer/producers were part of this program but the producer program declined due to the increasing risk that CB was taking for themselves and for the farmers. As these farmers retired CB replaced these 'producer' houses with larger houses of their own on their own property.

CB operated a U.S.D.A. monitored shell egg processing plant with weekly processing equaling 12,500 cases. About one-third of the eggs went into CBs' own Grade A and AA cartons or in cartons supplied by their buyers. The rest was packed loose for wholesale buyers. Most of the eggs were sold in Indiana, Ohio, and western Pennsylvania. Besides serving chain stores and dairies, CB had a sizable business at Notre Dame and Purdue Universities.

CB entered the Egg Product Industry due to necessity and the foresight to remain 'current' in the egg industry.

CB entered the Egg Product Industry with a hand mixer! CB had more 'under-grade' eggs than ever before due to expansion over the years yet it was believed that CB could put those 'under-grades' to good use by turning them into a liquid egg product. In essence, the current buyer of 'under-grade' eggs wasn't paying CB what they were worth. Initially, the eggs were mixed, packaged by hand, and sold to bakeries.

Breeding Stock: 100,000 H&N "Nick Chick" Breeders. CB participated in the U.S. Sanitation monitored program for breeding stock.

Hatchery. The current annual capacity equaled 6,000,000 pullet chicks. AMCHICK sexers with a consistent 99.5% accuracy rate sexed all chicks. All pullet chicks were vaccinated for Marek's disease.

Grain Elevator. The elevator produced more than 100 tons of mixed feed each working day. Most ingredients arrived at the elevator's freight siding in large gondola or 'Big John' rail cars. Even the trace minerals and vitamin concentrates came in bulk. The elevator crew utilized two 6-ton bulk delivery trucks and one 12-ton truck. An 18-ton bulk truck was on order.

Construction. CB settled on a standard 70 x 360 foot slatted floor chicken house that accommodated 25,000 layers. It had windows, was well insulated, supplied forced ventilation and could be used either for growing or laying birds. In the laying house, complete automation was provided including an egg collection system.

Employee Relations. Each employee received 3 dozen eggs weekly. The employees worked 9-hour days, 5 to 6 days a week. They received 2 weeks annual vacation after working with CB for 5 years. The average profit for those in profit sharing was \$1000.

Hobart and Russell drew a weekly salary of \$100.00 a week. The checks were made out to the wives but reported on the boys' taxes. It was always done this way.

Reasons for CBs' success: "They (Creighton Brothers) believe in giving full value for the dollar received. Their formula has been to expand gradually as they could afford to expand. There has been no plunging into debt to ride the crest of an economic wave. They believe in developing a sound program and sticking with it. For instance, they believe that the all in—all out program of layer management is the safest and soundest from every angle. As a result, their program is geared to fill a laying house and then to empty it on schedule." (Everybody's Poultry Magazine, September, 1965)

1968

Crystal Lake Egg Producing Plant, Inc. officially began by selling 1 million pounds of liquid egg and marketing a 'value-added' product. CB entered the egg breaking industry when it was transitioning into a viable one. Initially, they were partners with Badger Farms; Badger Farms managed the plant and marketed the liquid egg product while CB provided the money to build the plant and furnished the eggs. The partner ran out of money in 2 years and CB became responsible for the operation.

The egg-breaking industry received its real start during WWII. Then powdered eggs were necessary to feed the service men and women. The industry continued with a steady evolution of new and better products.

Shell Egg Processing Plant. The egg grader was moved upstairs in the Grading Plant and the dock area at the west end was enclosed. The new Diamond grader graded 70 cases per hour.

1970

CB serviced nearly 90 supermarkets and dairies between Fort Wayne, Indianapolis and Chicago.

*"Over 40 Years in the Egg Business,
Why not put our experience to work for you.*

We Offer:

*H&N started pullets grown in our own
facilities under one management program.
All in all out flocks.*

*Baby Chicks
Poultry Feeds
Poultry Equipment
Grade AA Table Eggs
Frozen Eggs
Anhydrous Ammonia"*

1971

The Crystal Lake Egg-Breaking plant building was completed. Seventeen employees started this operation. The total pounds of liquid egg produced were 2,494,553 at a cost of .0528 cent per pound including transportation cost.

The Egg Products Inspection Act was passed stipulating that USDA officials must inspect egg-breaking companies pasteurizing eggs. The small hand-breaking operations were put out of business and the industry took on a progressive stance.

1974

CB solved shipping container cleanliness problems and the cost- loss of wire and corrugated fibre egg crates by shifting to plastic, saving 50% in the first-year. Cost reductions came from the continued use of the nearly indestructible plastic crates. Each of the 'nestegg' crates held 15 one-dozen cartons of eggs and could be stacked in any standard display case without unloading the eggs---a labor savings. Also, retailers in the grocery stores could stamp each egg carton through the large apertures in the plastic crates.

CB charged the retailer for each crate delivered and credited them for each one returned.

The first cage-layer house held 43,864 birds. Conveyors brought the eggs from this house to its sister house where the eggs from both houses were automatically placed on flats by a 'farm packer'.

CB lost over 200,000 birds and 4 new chicken houses in a tornado. CB believed they had their chicken houses aligned in a way that a tornado would not follow! A brooder and a layer house, two buildings on contract and 2 producer houses were hit. Destruction ranged from roofs blown off to total destruction. Birds were moved all over Indiana and Michigan; crates and trucks were borrowed from anyone who could loan them.

1975 50 YEARS

10,000 Egg Producers in the United States.

3300 acres.

250,000 layers.

Partnership. The partnership consisted of Hobart and Russell Creighton, their wives, children and grandchildren plus John Frederick. Within the partnership, John Frederick was General Manager; Gale Creighton was Manager of the Feed Mill and related operations; Eddie Creighton was Manager of the Farming Operations and Financial Affairs.

Crops. CB planted 2,800 acres of corn and 500 acres of soybeans. The balance, for customer feed, was purchased from local farmers. Valley irrigation was used in some of the fields. When soil conditions were

too wet for wheeled equipment for fertilizing, spraying was done by helicopter or plane.

Layer production. All of the eggs in the laying houses were packed automatically or semi-automatically into plastic filler flats and placed by hand onto wooden pallets---25 cases (30 dozen per case) of eggs per pallet. The filler flats were stacked six or seven high in four layers with 1/2 inch plywood between each layer.

Breeders. The H&N breeder flocks were maintained on three farms with about 25,000 breeders per farm.

Brooding. All of the chicks were brooded on the floor except for those at the new cage-rearing farm. About half of the houses had litter and the other half had slat floors over deep pits. Canopy-type gas brooders were used.

In January 1975, day-old pullets were placed in houses at the new pullet-rearing farm. It had two 60' x 276' houses equipped with triple deck Keenco starter/grow cages, automated and heated by hot water systems. Each house had it's own standby generator. This was the first time that pullets were caged.

Hatchery. The hatchery had a 500,000-egg capacity and the capabilities to hatch 60,000 pullet chicks a week. One fourth to one third of the pullet chicks were sold as H&N day-old chicks.

For the first time CB bought eggs from 5 independent producers on a grade yield basis. All producers lived within a 7-mile radius.

Grain Elevator. The mill was updated with a 5-ton mixer, additional corn storage bins and improved drying facilities. CB could mix 85,000 ton of feed per year and inventory 25 ingredients. The grain dryers had the capacity of drying 1500 bushels of 25% moisture corn an hour.

CB produced only a portion of corn for their replacement pullets and layers. Corn was purchased for additional needs and for the feed they sold. The CB elevator crew delivered about 1160 tons of bulk feed per week

Shell Egg Processing Plant. The plant housed a grader that was capable of running 345,600 eggs per 8-hr. day. About 85% of the eggs were sold in cartons.

Crystal Lake Egg Products, Inc. produced 3,600,516 pounds at a cost of .1041 per pound including transportation costs.

CL was the first in the United States to produce an excess of 5,000,000 pounds of egg products for sale to the baking and processed food industries. Three egg-breaking machines, breaking 50 cases of

eggs per hour and capable of separating the yolks from the whites, were in operation.

Eggs came to the plant from producers in western Indiana and Michigan. The big volume product was frozen eggs. In addition, the plant produced whites, yolks, and salted yolks. A small volume of scramble egg mix was put into one-gallon cartons and sold to institutions, restaurants, hospitals, etc.

CB was the first in the country to put liquid eggs in a bag that could be frozen and/or cooked. This project started with Cryovac who had developed the film material and believed it had several uses.

In CBs' conference room it was decided to try liquid eggs in bags and Cook County Hospital in Chicago agreed to try the product. The hospital covered several blocks and had difficulty serving hot food throughout the hospital when it had been prepared in the lower level of one of their buildings. The hospital discovered they could cook the eggs in the bag and the eggs would remain at serving temperature for over an hour---long enough to get the patients served a hot meal! CB began selling eggs in a bag!

Construction. A new 120,000-bird layer farm was built with two 57' x 472' laying houses equipped with Triple "A" Line Keenco Feedsaver automated cage layer systems. One of the houses included a cooler and an egg handling room that was equipped with a Diamond 80 case per hour ' packer'.

Duck Farm. CB grew 750,000 ducks per year for Maple Leaf Farms, Inc. Some of the older laying houses were used for raising the ducks. Ducklings were started at day old and raised to market age---six to seven weeks. (Kosciusko County is the number two duck-producing county in the U.S.)

Hog Farm produced 3,600 market hogs. CB raised swine breeding stock for Allied Mills.

Cattle Farm had 750 cows and heifers. This was not a pure bred herd; angus females were mated with Simmental bulls. Then the females from this cross were mated with Charolais bulls. The progeny from this second cross were either sold as calves or fed out and marketed as fat cattle.

"The egg business is our place to make money"

John Frederick

The Poultry Tribune gave tribute to Creighton Brothers' 50 years in the egg business. The story of CB was one of growth, progress and service.

John Frederick added that "the backbone of our business is egg production and it has been that way for the past 50 years. We continue to look at alternatives but we always get back to the fact that the egg business is our place to make money."

CB reported that over the years that they had worked with commercial companies, Purdue University and the US. Dept of Agriculture on any number of special and research projects in order to stay in the mainstream of new technology and improved standards. CB had worked with Merek, Elanco, American Scientific Laboratory in feeding and vaccine work. They cooperated with the USDA Poultry Disease Lab. at East Lansing, Michigan by field testing the turkey herpes virus Merek vaccine. (Poultry Tribune, April, 1975)

1976

Hobart Creighton died December 8, 1976. His wife, Esther, and the children Barbara Jean, Josephine Adelaide, William Edward, and Martha Louise, survived him.

CB tested a Diamond Automation grader for 18 months under tight security.

1979

CB employees were faithful. CB employed a little over 100 employees and of them: 11 had between 25 & 40 years of service; 14 had between 15 and 22 years of service; and 43 had between 10 and 14 years of service-----68 employees had been with CB a minimum of 10 years!

Working hours were long and eggs were a 'perk'. The Crystal Lake Plant employees worked 40 hours from 8 a.m. to 5 p.m., Monday - Friday. All other employees were on a 54-hour work-week from 7 a.m. to 5 p.m., six days per week, Monday through Saturday.

Each employee was part of the Profit Sharing Plan. CB determined the total amount of profit to be shared and 40% of this was divided among employees according to the time spent with CB, while the remaining 60% was divided in proportion to wages earned.

"It is Creightons' policy to give each employee, each week he/she works, 3 dozen eggs from our processing room." (Policy Manual)

1980

130 Employees.

650,000 layers.

8,600 acres. Corn yield per acre was 87.6 bushels.

Layers. The largest laying house held 160,000 birds and the smallest housed 120,000 layers. Each house required one man and an assistant to handle the daily routine.

Hatchery. Approximately 1 1/2 million pullets were hatched. CB retained about 600,000 for their own replacement efforts.

Crystal Lake Egg Breaking Plant produced 8,785,968 pounds at a cost of .1061 including transportation costs. They switched from filling 8 lb. cartons to 5 lb. cartons to fulfill market requests of homogenized frozen eggs and were continuing to process the acclaimed 4 and 8 lb. Cryovac bags. Frozen separate yolks and whites were processed in 30 lb. containers. The 3 largest customers for all frozen egg products were Armour, Bit O'Gold and Campbell Soup.

March 1980---The new Shell Egg Grading Plant, adjoining the Crystal Lake Egg Breaking plant, opened. It was 150' by 250' and was the most efficient in the Midwest. The two new Diamond egg washer and grader machines doubled CBs' previous production capacity. Each produced 150 cases per hour. A full-time U.S.D.A. inspector was in the plant.

May 1980---Community Egg Breakfast. CB and Lake City Bank served 1300 guests scrambled eggs from the unique bags filled with whole egg and cooked in hot water.

Hog production. CB owned their breeding stock for the first time. CB sold 4,045 fat hogs, 86 sows, 21 boars, and 173 feeder pigs.

New employee benefit. CB began paying the cost of employee tuition in Adult Education classes with the provision that passing grades were earned. Employees participated in CBs' major insurance plans, a retirement pension program, the Profit Sharing plan, paid vacations and both Unemployment and Workmen's Compensation. Each year CB sponsored 3 special events for employees: the Christmas Party with Santa Claus, the Summer Picnic, and the February-Profit Sharing Dinner.

The brooding farms, Russell and Mulberry, were phased out due to inefficiency. Both were built in the 1930's.

1981

Grain Elevator. More storage was added to handle about 1 million bushels of grain.

Breeders. The PG2 Bird was introduced to customers. PG2 was a new strain developed by H&N. CB started with 25,000 baby chicks in a ratio of 10 females to each male and housed them in volume.

Shell Egg Processing Plant. The plant produced 1,800 30-dozen cases of eggs daily after 1½ years of operation.

1982

April 21, 1982-----The first "CHICKEN SCOOP". Eddie Creighton, General Manager, kept employees and partners better informed about CBs' activities by writing a newsletter.

CB distributed for H&N then Pfizer and now Tatum. CB began distributing for H&N in the 1950's. H&N went from private ownership to being owned by Pfizer and now Tatum in Dawsonville, Georgia. CB continued the successful relationship with H&N and Tatum farms.

Construction. The largest layer house ever built at CB was operational in late summer. The house was 628' x 66'.

Best crop yield ever. Soybeans averaged 40 bushels an acre; corn averaged 126½ bushels per acre.

Shell Egg Processing Plant--New Records! Over 110,000 cases of eggs were processed during the months of November and December.

Hatchery. The 2,000,000 pullets were hatched, the most since 1975!

1983

Egg prices were the highest in history!

CB produced, processed and delivered more eggs than ever!

Crops. CB planted 2,577 acres of corn, 65 acres of soybeans and 272 acres of wheat. Corn yield averaged 83.5 bushels per acre.

Crystal Lake Egg Breaking Plant. Production averaged about 1,000,000 pounds of liquid egg per month. Freezing capacity was added to the plant.

Grain Elevator. The second scale and a new grinder were added.

1984

Egg Prices fluctuated 60 cents this year.

Los Angeles Summer Olympians ate CBS' Crystal Lake scrambled eggs for Breakfast!

Avian Flu hit the Poultry Industry requiring the eradication of the whole flock by the U.S. Dept. of Agriculture if detected.

The Indiana Board of Animal Health proclaimed: "All live poultry, their hatching eggs and the used coops, containers, flats or other accessories and the vehicles or means of conveyances used in the handling of live poultry or their hatching eggs, originating or in transit through the quarantined area in the states of New Jersey or Pennsylvania are hereby prohibited from entry into or transportation through the state of Indiana." Also, any Indiana vehicle given permission to enter a quarantined state was disinfected prior to returning to the state.

CBS' requirement of employees was: "GOOD SANITATION, GOOD MANAGEMENT AND GOOD JUDGMENT". Also, employees were required to eliminate unnecessary movement between chicken houses. They were not to move in or out of the different houses in clothing or boots that might carry the disease. Visitors, including family and friends were required to have a permit signed at the office prior to entering any area. The CB flocks avoided the Avian Flu.

Crystal Lake Egg Breaking Plant. The plant ran 23% more volume during the first five months than the first five months of 1983. Two #104 Seymour Breakers were installed each having about 1/3 more capacity than the machines they replaced.

Shell Egg Processing Plant. A Diamond 8200 grading system was installed to improve efficiency.

First large cage house conversion. The large house was converted from slats to cages and filled with 138,000 chicks thereby beginning the trend to update the brooding facilities.

Crops. A MF2745 2-wheel drive, 140 hp tractor made the Spring planting easier.

Hog Production. A new gestation and nursery building was constructed.

John Frederick, General Manager, retired in January. John remained on the Board of Directors in an advisory capacity. He stayed abreast of the activities of each of the farm's operations because he made regular visits to the sites.

Eddie Creighton became General Manager; Gale Creighton continued as Manager of the Feed Mill operations.

**1985
60 YEARS**

Creighton Brothers

Indiana ranked No. 2 in egg production.

Sixty-one companies, each with 1 million or more layers, controlled 56 percent of the national flock. There were 1,725 companies in the US with flocks larger than 10,000. (Poultry Tribune, Dec. 1985)

"Creighton Brothers is the state's leading marketer of fresh shell eggs, liquid and frozen egg products with distribution in every state except Hawaii. . . No where will you witness such a sanitary, cost efficient operation as you will at Creighton Brothers, Warsaw, Indiana." ("The Hoosier Farmer", 1985)

**Employees: 190
Layers: 1,100,000**

The dust bowl and drought sent Indiana's soil to Oklahoma!

Avian flu remained a concern and employees were still required to seek visiting passes from anyone they did not recognize in any aspect of CB operations.

Crystal Lake Egg Breaking Plant produced 14,589,552 pounds of liquid egg at a cost of .1033 cents per pound. Crystal Lake

processed 200 cases (30 dozen per case) per hour. The plant operated an 8-hour day, five days a week.

The eggs were then candled, washed in hot, soapy water with a series of soft nylon brushes, rinsed with clean water and followed by a chlorine rinse to kill bacteria before blowing them dry. After the eggs were washed and inspected they went to the cracking machine. From the cracking machine, the eggs were cooled to 40-55 degrees, mixed and pasteurized much like milk, only at a different temperature, and placed in a holding tank.

Processed whole eggs were packaged in plastic bags or cartons---five pounds in each. One bag could feed 20-30 people. The processed eggs went to flash freezing at 20 degrees below freezing. After flash frozen, the eggs were stored at 15 degrees below freezing.

The eggs-in-a-bag item accounted for 25% of sales to restaurants and organizations that used a lot of scrambled eggs. It was the handiest, most sanitary and economical way to mass serve this egg product.

Eighty percent of the egg products went to food service as whole, scrambled egg mix or cooked-in-bag egg products. Also available was a full line of no-salt eggs for the health care field. Egg whites were packed in 30-pound containers or a tank truck primarily for bakery trade. Crystal Lake products were certified Kosher.

The third Seymour #104 egg-breaking machine was installed in May. Each machine had a maximum capacity of breaking 80 cases per hour.

The main office equipment was updated. A Data-Point computer system was installed and the new data processing terminals located in the main accounting office and in the Crystal Lakes' office improved the accounting system and permitted more accurate flock control in the brooding and laying departments. Also, the improved production records aided in quicker and more informed decisions. The employees trained in California to understand the new system.

Also, an Egg News Network computer system operated in the Sales Manager's office which included a PC Jr. terminal fed by satellite and displayed all current egg trading within 21 seconds after a trade was made in the eastern United States. The grain and livestock markets were also available. One hundred units like this were in place throughout the nation.

Brooder Houses. The first large house conversion from slats to cages started last year and the new cage equipment continued to be installed in other large houses. The cages had a sloping top with a plastic curtain to shed the manure off the cage below.

The continual goal was to have a good pullet ready for the laying department at 18 weeks of age.

The Hatchery operation was at its peak producing 60,000 H&N pullet chicks per week. Most were used on CB laying farms and the others were sold to egg producers throughout the Midwest. Three new hatchers were installed replacing older ones. It was necessary to move walls and doors to make room for the new machines.

Grain elevator. The elevator took in 1,350,000 bushels of corn and mixed 71,000 tons of feed—the biggest year ever! An excess of 200 tons of feed per day was produced.

The 35-year old scale was overhauled. At the corn-receiving center, two overhead bins were removed so the roof could be raised to allow larger trucks to dump grain.

CB added 1-2% of an animal and vegetable fat blend to a complete feed ration to enhance the quality and nutritional value of the feed.

Crops. CB planted 4816 acres in corn and 270 acres in beans. Corn yield ran 94 bushels per acre.

CB had the largest cow-calf beef cattle operation in the State. CB had 1000 head. The calves were sold as feeders in the fall or fed on their own lots.

Hog operation. The farrow-to-finish operation marketed 8,000-9,000 fat hogs. A new hog house for breeding and gestation was completed this year.

Trucking. CBS' six Road Tractors delivered products throughout the Midwest.

1986

The American Flag now flew in front of the office day and night. The recommendation for the flag came from the Employee Committee that met occasionally with the General Manager.

L.T. Disease in Indiana. CB took the usual procedures for disease control when disease broke out in Union City, Indiana. Unnecessary

traffic between farms, the processing plant and the Crystal Lake Plant was prohibited. Family and visitors could not visit.

Crops. CB planted 4,320 acres of corn, 367 acres of wheat and 186 acres of soybeans.

Crystal Lake Egg Breaking Plant processed 1.6 millions pounds of product in October---the largest production record to date.

Shell egg processing plant processed 266,000,000 eggs—an egg for every person in the U.S.

Easter always makes a demand on the shell egg department. In March for one week, 17,065 cases were graded---a record number on one shift!

Hunting continued to be a privilege on CB farms. During hunting seasons, CB allows employees, family and friends to hunt on their farms with permission.

1987

According to "Successful Farming", CB ranked 150 of the 400 largest farms in the United States.

CB received the Industrial Achievement Award from the Warsaw Chamber of Commerce.

Shell Egg Processing and Crystal Lake Egg Products acquired new rules: *"Due to insurance, sanitation and general safety conditions, it is necessary to restrict the passage of non-business persons in the processing plant work areas. Effective August 1, 1987 persons permitted in the processing and cooler areas will be limited to employees and personnel on company business."* (Doug Hoffer, Vice President of Processing & Marketing)

Crystal Lake Egg Breaking Plant reached its capacity at times. Another compressor and a bank of evaporative condensers were installed to double the existing capacity in those areas. A new pasteurizer was installed which pasteurized 21,000 pounds of raw product per hour; another homogenizer was also added.

An inedible system was installed which used a Dutch Centrifuge to spin the remaining liquid from the shell. The liquid was sold in tankers to pet food companies.

Crops. CB planted 3,356 acres of corn, 246 acres of wheat and 162 acres of soybeans.

Hog Production. The Sevastapool operation was closed and the new Deaton Farm was completed. Pork produced equaled 2,006,214 pounds.

CB hosted the Indiana Cattleman's Association Field Day. Nearly 400 hundred people attended and toured CBs' livestock operation.

1988

Creighton Brothers' General Partnership became a Limited Partnership on 1-1-88. "A Family Farm since 1925"

Crystal Lake Egg Products, Inc. became Crystal Lake Limited Partnership on 1-1-88. "Breaking Eggs on Purpose"

***Egg market was tough! The average layer lost \$2.00.**

***Crop yields were cut in half due to the drought.**

***For each of the last 15 years, there has been a decline in egg consumption purchased at the retail store and an increase of consumption of eggs at the fast food restaurant.**

***1.5 million layers.**

Government School Lunch program. CB was one of several bidders acting through the Agricultural Marketing Service for this account. The bidding process was complicated yet CB became proficient and acquired the account. CB sold a million pounds of whole eggs in 5 lb. cartons to the lunch program.

Grain elevator. Several repairs were made during the summer when the tonnage dropped due to hot weather. (Chickens and livestock just don't eat as much!) A scalper was installed which removes foreign material from the feed as it comes from the mixer and before loading onto a bulk truck. A roller mill was added which gave a more uniform grind to corn and was more economical to operate than the existing hammermill. Also, a portion of two elevator 'mash legs' were replaced which raised feed and ground corn to the top of the elevator for distribution into bins.

Batching tonnage was done manually.

Crystal Lake Egg Breaking Plant and Waste. The waste-water control system sanctioned by the Indiana Department of Environmental Management became operational. The waste-water was

hauled away from the plant and spread on the fields. The next phase involved pumping waste-water through an under ground pipe to a special sprinkler in the field.

1989

Egg demand was increasing due to recent research stating that cholesterol levels in eggs were lower than previously reported!

Crystal Lake Egg Breaking Plant. Due to sales growth, a blast freezer was added to blast freeze 100,000 lbs. of product every 24 hours. A 120' x 150' dry storage building was erected. The old dry storage area was converted into a freezer.

Sales exceeded 2 million pounds during four of the last six months of the year!

Shell Egg Processing Plant. The plant set new records in November and December. In the 3 weeks prior to Christmas, the plant processed 1,416,390 dozens---another record! Hooray for cookies and pies!

The "AA" foam carton was changed to a pulp carton because several customers had expressed environmental concerns and requested the change.

Trucking. The fleet included 7 semi-tractors and 9 refrigerated trailers. Four of these trucks were used for long distances. Otherwise CB attempted to stay within a 250-mile radius so drivers could deliver a new load each day. Drivers averaged about 2000 miles a week. A full truck held 22 pallets or 800 cases of eggs; a loaded truck weighed 80,000 lbs.

The hatchery held an Open House to all employees on their way to the CB picnic because capacity had been doubled. The construction added nearly 8,000 square feet to the existing hatchery. Used incubating equipment, similar to what CB owned, was added. About 850,000 eggs were required to fill all the incubators and hatcher. CB could hatch 124,000 pullets a week.

The hatchery process had become fine-tuned in that the eggs were gathered at the farms and put into the cooler. The eggs were then brought to the Hatchery where they could be kept up to seven days in a cooler at 65 degrees. One day before they were to be placed in the incubator, the eggs were set in an 85-degree room. The eggs were then put into trays and placed in the incubator for 18 days when they were placed into the hatcher for 3 days. After the chicks hatched, they

were counted and put into 'chick boxes', 100 per box. The chicks were sexed, vaccinated and ready to go to the growing farm at one-day old.

The Grain Elevator took in about 2 million bushels of grain. CB harvested about 500,000 bushels. They purchased nearly 14,500 ton of soybean meal. After the oil had been removed from the soybeans at the processors, CB purchased a portion in the form of soybean meal. This was the primary source of protein in all poultry, hog and cattle feed. CB grew about 1/4 of its needed corn.

Research. According to the Chilson Report, CB ranked 2nd in the Midwest region and 4th in the U.S. on the pullet index. Rankings were based on data kept on body weights, uniformity and total costs of raising the pullet. Data was generated from four houses.

A layer house was involved in a special feed nutrient density evaluation test. The house had a split feed distribution approach where one-half of the house was fed one feed and the other side a different feed. Data was collected by individual lines (56) on mortality and production, feed consumption, egg shell quality and egg grade out quality. Another study evaluated 'ethacal', an additive, which was reported to improve feed efficiency, shell quality and mortality. Lastly the safety and effectiveness effects were assessed using a new A.E. Vaccine.

CB partially funded 2 projects conducted at Purdue University. The projects focused on a compound called Lovastatin, which when added to the feed of chickens, reduced the egg cholesterol content by about 15% without any drug being transferred to the egg. The cost was not practical in a commercial setting, however, CB stayed involved in the high interest areas of the egg industry with its in-house research.

1990

May was declared National Egg Month to remind consumers and food service operators about eggs during the traditional 'after Easter slump'.

There were 1,077 Egg Producers in the United States.

***4800 acres in crops with corn averaging 126 bushels per acre and soybeans averaging 51 bushels per acre.**

***Egg room produced 18,957,960 dozen eggs.**

***Layers produced 27,947,503 dozen eggs.**

- * **Breeders produced 1,653,255 dozen eggs.**
- * **Hatchery –chicks hatched for CB and for sale: 4,624,372.**
- * **Grain Elevator mixed 88,670 tons of feed.**
- * **Hogs gained 2,513,084 pounds.**

Shell Egg Processing. The fresh egg processing plant received 24,643,437 dozen eggs. 15,349,800 dozen eggs were processed and packaged in cartons and trays for consumption and sent to retail outlets or to food service distributors. The balance was either sold as farm run or broken for frozen egg products.

Candling or quality inspection of eggs remained a critical aspect of egg processing. A candler trains at least six months and is tested by the U.S.D.A. inspector to be qualified. Prior to advanced technology, the farmer and his wife would sit by candle light at night examining inside each egg.

Crystal Lake L.P. produced 23,620,095 pounds (frozen division). A refrigeration control system was installed to reduce electricity expense. (The cost of energy was nearly one cent per pound of product produced, costing CB an excess of \$200,000.00 per year in utilities.) The system had a programmable micro-processor which monitored and controlled the refrigeration system. The reduction of plant electrical consumption was about 15%.

The American Egg Board promoted the egg industry on its website, www.aeb.org, and Crystal Lake Egg Breaking Plant was a link under 'processed egg products'.

Breeders. CB maintained 4 breeder farms and each housed 25,000 White Leghorn breeders.

Layer capacity was 1½ million layers with complexes at four locations. The largest house was 7 cage rows wide with each cage row 600 feet long. This house had 33,488 cages. Feed and water were available to chickens at all times and was managed electronically. The eggs rolled onto a conveyor belt and were taken to the gathering rooms where the packer machines placed the eggs onto flats. The flats were stacked on pallets and taken daily to the processing plant. An average of 300 cases of eggs was gathered from each house 7 days a week.

CB layers averaged, over the past five years, slightly less than ¼ lb. of feed per day.

Brooding. The largest brooding capacity was 450 feet long, 70 feet wide and housed up to 155,040 started pullets.

Vaccination of 150,000 chickens was done by 'air'. Vaccinating for New Castle and Bronchitis diseases was done by 'air' since these were respiratory diseases. An appropriate amount of vaccine was mixed

with distilled water from CBs' own 'still' and poured through a filter into the vaccine container on the Dyna-Fogger. The fogger was turned on and the exhaust fans were turned off to maximize the spray contact with the birds. The process took 15 to 25 minutes depending on the number of birds to vaccinate.

A CB breeder replacement pullet was vaccinated 14 times beginning at the hatchery at one day old and progressing until the last day in the brooding house. The vaccinations came in the form of injections, spray, drinking water and eye drops.

Grain Elevator. The elevator averaged mixing 300 tons of feed a day. CB continued to add fat to feed and in order to continue that process a 15,000 gallon insulated storage tank was installed. The fat was heated to 125 degrees and sprayed directly onto the ingredients as they were mixed in the mixer. (CB used 1 tank truck per week of fat.) This addition complimented an automated mixing facility.

Hatchery. The new 'transfer' machine was installed and it increased the speed and reduced the stress to the embryo when picking up eggs and placing them in the hatching pans. In the past, the eggs were manually put into the hatching pans.

Three more incubators and 2 hatchers expanded the capacity to 1.2 million more chicks a year or 7 million chicks per year total. Strong chick demand and custom hatch agreement had spurred the expansion.

Any malfunction in electricity, temperature, or ventilation activated the alarm system hooked to the hatchery supervisor's home telephones.

Research. CB participated in the National Poultry Improvement Plan where it worked with the U.S.D.A. regarding the Salmonella Enteritidis bacteria. The focus of the N.P.I.P.'s sanitation program (in which CB participated) was to regularly test all breeder and multiplier flocks through blood samples and environmental samples.

Work week. The work week varied from department to department due to the nature of the job description. Three to seven days comprised one's work week. (Policy Manual)

1991

- *90 Partners.
- *150 employees at Creighton Brothers, LP.
- *50 employees at Crystal Lake, LP.
- *6000 acres of crops.
- *Crystal Lake Farms: 19.5 million dozens of eggs broken.
- *1.5 million layers.
- *500-head-cow-calf operation.
- *500-sow farrow-to-finish operation.
- *Grain elevator filled a fraction of CBS' feed needs.

The Creightons: A study in staying power. Nine Out of 10 Egg Producers Have Failed Since 1975. **So What Makes the Creightons Survivors?**

The Creightons have banked much of their success on vertical integration, controlling every step of the production of their pasteurized liquid eggs from the chicken feed to the egg-cracking plant. Eddie Creighton, General Manager, added, "Everything we have today is derived from profits in farming. There's no rich uncle, no outside investments."

Their layer operation is unique in the industry: following the founder's tradition, the Creightons have a breeder flock, a hatchery and every phase of the business straight through to marketing.

Company growth has been slow and steady through the years despite the nose-dive of consumption of shell eggs since 1945 taking its toll on egg-producers. (In 1945, Americans ate 402 eggs per capita and by 1989 that figure was 235.) The new broken and processed egg products along with the nation's increased health consciousness, recently increased egg consumption. Creighton Brothers, committed to being a significant producer of eggs, adopted the technology early to meet these needs and now leads in liquid egg products. They are now one of the 60 U.S. producers with more than a million layers who had to hang tough in the bad times like 1988 when the average layer lost \$2. ("Top Producer", 1991)

Shell Egg Processing Plant was hit by lightning. Five computers, the refrigeration control system, and the public address system were damaged.

The styrofoam and plastic wastes were now recycled at a plant in Fort Wayne, IN.

The Diamond 8200 grading machine was installed and graded 200 cases of eggs per hour or 30 eggs per second.

The Crystal Lake Egg Breaking Plant continued to expand. The new pasteurizer processed 25,000 lbs. per hour with the capability to update to 30,000 lbs. It also provided for the addition of 10% Salted Yolk which CB could not do previously. Then 3 existing tanks were moved and 3 larger tanks were installed. A second steam generator was installed giving the capacity of 8,368,750 BTU's per hour. Also, 2 new silo tanks, 6000 and 8000 gallons, were installed to hold the final pasteurized egg products.

Employees trained in Kansas on the actual control panel that was then delivered back to CB.

The 'Clean in Place' computer-controlled-systems included one cleaning operation for the raw product piping and tanks and the second cleaning system for the pasteurized product piping and tanks. This system allowed for simultaneous cleaning of the raw and pasteurized equipment while keeping the cleaning solutions separate. As a result, the hours of the cleaning crew were reduced.

The Grain Elevator was updated significantly and additional mixing capacity gained. Weighing capabilities became more accurate and the Grain Elevator now automatically batched tonnage by computer improving labor and equipment efficiency. The operator punched in the formula number, the amount of tonnage needed and the tank where it was to go. Most formulas contained 10 to 12 ingredients of which 2 or 3 would be liquid. The weights within a normal 5-ton batch formula would vary from 7,000 lbs to 7 oz. The weighing was done with precision.

Once the ingredients were weighed they dropped into the mixer for 4 minutes, then into a surge bin auger that dropped into a leg that elevated the feed to the top of the mill for distribution into one of 16 load out bins. While this process took place, other batches could be formulated and processed.

Hatchery. CBs' 85,000 chick capacity trailer was hauling regularly.

Disease Awareness. CB enforced further restrictions. Clothing, shoes and vehicles were disinfected when going between buildings. Boot and coveralls were worn at breeder farms.

Mycoplasma Synoviae, MS, has been reported world wide and could infect birds of all ages. Constant 'biosecurity' vigilance was critical.

Layers. Two new cement laying-houses were completed and each was 90 feet wide with a 420 feet cage row length. Each house held 150,000 pullets. Cages were nine rows wide and five cage levels high. The cooler in this house was bigger than in previous designs making easier access to it. The packer processed 150 cases an hour and each of the feed bins held 50 tons.

1992

CB became part owner in "Good News Products, Inc." and announced the introduction of Good News™ eggs. These eggs came from hens fed a unique diet that was low in saturated fats. These eggs contained 220 mg of Omega-3's while regular large eggs contained 50 mg; they were naturally 50% lower in saturated fat. Good News™ eggs contained the same amount of dietary cholesterol as regular eggs, 215 mg. Research continued on this nutrient.

'Round Barn Farm' Hog Complex was established. The complex included a Breeding/Gestation building, a Nursery, Farrowing and Finishing buildings. Runways connected the buildings; one going into the operation needed to shower and put on farm clothes to eliminate the transmission of disease.

Breeders. CB vaccinated its breeders for the first time for Salmonella enteritidis (SE). Biomune developed and was licensed to sell the vaccine. Now the major breeders of White Leghorns were encouraged to use the product by the egg industry.

The vaccine was designed to stimulate the hen's own immune system to prevent SE from invading internal organs and gaining access to the reproductive tract. Also, it was to aid in the reduction of colonization of the digestive tract by SE, thus reducing shell contamination and invasion of the egg by SE.

Environmental Issues. Paper from all departments went to a tub grinder, which shredded 3 to 4 tons of paper an hour. The shredded paper was used as cattle bedding.

1993

In the U.S., 33 companies break shell egg to liquid.
Crystal Lake Farms ranks # 15.

* **1.8 million layers.**

* **Crystal Lake Farms---22.5 million dozen broken eggs.**

Crystal Lake Egg Breaking Plant. CB announced they were the first to utilize the 'nutritional facts' labeling. The Food and Drug Administration passed new labeling laws in an attempt to make nutrition information uniform for all food products.

Shell Egg Breaking Plant. CB began using an 'upscale' egg case for customers in Chicago and Detroit for loose pack shell eggs and it was the only package for food service that promoted 'Creighton Brothers' with brand identification.

Trucking. CB owned its own truck fleet to insure timely delivery.

Crops. CB planted 3,784.5 acres of corn, 2,116.90 acres of soybeans and 311 acres of wheat.

1994

The American Heart Association increased its recommended number of eggs allowed in the weekly diet.

Russell Creighton died June 2, 1994. His children survived him and they were Gale Owen, Dorothy Elaine, Evelyn Jane, Marilyn Jean, Robert Russell and David Allen.

Gale Creighton, Russell's son, retired after 40 + years. Gale managed the Ohio Farm until 1952. He then worked between the office and hatchery taking chick orders, taking 'off' chicks and sometimes delivering them. In 1954, he became Manager of the Grain Elevator.

Shell Egg Processing Plant. The plant expanded and remodeled with a new dry storage building plus an additional washing, grading, and a 'check detector' machine. The new equipment allowed the automatic printing of grade, size, plant identification and expiration date on the side of the egg cases. There was over a 2 year wait to get the machine. Egg processing now extended into the evening shifts.

Crystal Lake Egg Breaking Plant. This plant expanded with a new 300 h.p. ammonia compressor and a new cooling tower. Also a new packaging machine automatically dispensed liquid egg into pre-formed bags and re-sealed the bags cutting labor by 60%. Customers had been demanding the pasteurized liquid egg in a 'bag-in-box' container. The two 20 lb. bags were boxed.

Crystal Lake Egg Breaking Plant also established its own Quality Assurance department. The purpose of the department was to insure a wholesome product that met the company and customers specifications. This assurance included proper egg solids, proper pH levels, bacteria counts, proper packaging and extensive record keeping.

Grain elevator. The elevator produced an average of 2,250 tons of feed each week. The main ingredients included: 350 tons Soy Bean Oil Meal, 120 tons Meat Scraps, 50 tons Wheat Middlings, 140 tons Lime Stone, 25 tons Oyster Shell and 52,000 bushels Corn.

Hog production--lowest market since 1979. The boar stud facility for artificial insemination was operational.

1995 70 YEARS

Creighton Brothers L.P.

Crystal Lake L.P.

Crystal Lake Egg Breaking Plant:

-CB and CL were awarded the first

"Joe Michaels, Vendor of the Year Award" from Elias Big Boy.

-'Grandpa's Choice' was the current specialty branded shell eggs produced at CB. Hens that were free to roam under one roof produced these eggs.

-Hard Cooked Eggs were the new item of egg products. The first eggs were cooked, peeled and then packaged 15 dozen in a pail. They were covered with a natural solution which when kept under refrigeration, gave the eggs a shelf life of 7 weeks. "Dry pack" pouches of hard cooked eggs were also introduced. CL had already been packing frozen whole eggs for the government's 'School Lunch' program.

Hatchery. The hatchery had 33 'setters', 16 'hatchers', and could hatch 11,440,000 pullet chicks per year.

Layers. CB operated 18 laying houses----a capacity of 2,103,000 layers.

Brooding. The bulk of brooding was done in the 6 cage houses and the 2 slat-floor buildings. Capacity was 860,000 birds.

Grain Elevator. The elevator stored about 50 different ingredients and produced more than 60 different feed formulas for CBs' animals.

Hogs. CB produced 7.5 million pounds of pork annually.

Crops. Corn production was 650,000 bushels, soybean production was 60,000 bushels, and wheat production was 22,000 bushels.

The annual CB picnic was held on June 17th at Etna Green Heritage Park.

"Bring your lawn chairs and picnic blankets for this year's old fashion Hog Roast!! The Hog Roast includes: Corn-on-the-cob, Macaroni Salad, Baked Beans with Ham, Pickles, Bread & Butter PLUS...Our very own home grown hogs.-----Games & Fun for the whole Family-----Raffle Drawings for Gas Grill and 2 Amusement Park Tickets-----See you there!"

1996

Creighton Brothers' Limited Partnership became an LLC on 8-15-96. The Board of Directors recommended and it was approved to create three limited liability companies---entities providing the liability of a corporation but which would obtain the tax benefits of a partnership. First, a limited liability company, "CB Farms LLC", was formed to be owned by the existing partners of Creighton Brothers L.P. and Crystal Lake L.P.. CB Farms LLC owns 99% of the interests of two new subsidiary limited liability companies, Creighton Brothers LLC and Crystal Lake LLC, which would operate the same business of Creighton Brothers L.P. and Crystal Lake L.P., respectively. The subsidiary limited liability companies each own 1% of the other subsidiary limited liability company.

The Frozen Foodservice Egg Division of Boldt Farms was purchased including taking over their customer base adding a "co-pack" division to the hard cooked business. The satellite office is in Crystal Lake, Illinois. The following products were added: pre-cooked omelet's & patties, diced eggs, cholesterol free egg product and Long Eggs™. Crystal Lake now had a 'full-line' of egg products that were sold coast-to-coast.

Grain elevator. The corn-sheller that had been in existence since the building of the elevator was upgraded.----- Corn was \$5.00 a bushel at times.

1997

CBs' total cost of raising a chicken was \$2.04. In our region the average cost was \$2.10. CB created a 6-cent advantage over their competitors.

Layers. The 19th layer house was completed and housed with 250,000 birds. One man cared for this house.

Crystal Lake Egg Breaking Plant. CL added the 5th egg breaking machine and a 12,000-gallon storage tank.

The Crystal Lake Co-Pack department added more products to the growing trend of products ready for 'use' rather than having to thaw the product prior to use.

Shell Egg Processing. After many delays the Diamond Systems grader, grading 400 cases per hour, was installed. Originally, this

grader was to be installed in 1994 at the time of remodeling. This one machine ran slightly fewer cases than the two graders it replaced.

Hatchery. Eight million pullet (female) chicks were hatched—the largest record ever! This year CB became a 'custom hatch' facility for 13 different breeds and sent them nation-wide.

Grain Elevator. The grain receiving area added a second pit arranging for shorter lines during peak harvest; soybeans were priced at \$9.00, the highest since 1988.

Hog Production. A gilt preparation building at the Round Barn Farm was added.----- Indiana ranked 6th in U.S. Pork Production.

First 'Ag Awareness Day' was sponsored by the Purdue University Cooperative Extension Service for Kosciusko County for Warsaw 4th graders to learn about the county's agricultural activities. CB participated and presented in detail the life of a chicken and the different ways shell and 'value added' eggs are packaged. The program has been repeated annually.

CBS' Softball Team won their division—Division 4 league play at the CCAC. CB has sponsored a baseball or softball team for over 40 years.

1998

Creighton Brothers & Crystal Lake Egg Products

P.O. Box 1058, Warsaw, Indiana 46581-1058

Phone: 219-267-3101 FAX 219-267-6446

E-Mail Address: cb_cl@kconline.com

Indiana was the 4th leading egg producing state in the U.S.

Land was now a precious commodity for the poultry farmer. New facilities could not be constructed without permits from the state confirming that the farmer could show cause and availability to dispose of waste. Purchasing land was difficult and this very issue halted much of the expansion of egg producers across the nation. As a result, the industry became more stable with less fluctuation that had been evident in the past due to surpluses. Today expansion occurs but on a regulated basis.

Eddie Creighton, Hobart's son, retired in December. Eddie began early at Creighton Brothers doing a variety of jobs. He managed the Crop program and became General Manager in 1982.

Crystal Lake Egg Breaking Plant. CL introduced a 2-pound container of 'extended shelf life' liquid egg product---similar to the 2 20-pound bags in a box liquid egg product.

Crystal Lake installed an automatic dirt detector. The video imagery was computer analyzed to detect dirty eggs as slight as stains, pin-hole checks and shell voids. Candling or inspection of eggs took place at the rate of 3 1/3 dozen per second.

Layer house construction was fast and different. The crew poured and leveled 900 yards of concrete in about 10 hours. Four concrete trucks, side by side, unloaded the length of the floor all at once. (Typically the floor took multiple days to complete.) Also, the concrete walls were poured in sections and lifted by crane into place. This replaced the concrete block construction that took longer to build and had to be done twice if a high wind caught it just right.

Four employees retired this year contributing a total of 142 years of service. Their average service was 35 1/2 years.

This year five employees and their spouses were given trips to Las Vegas for their 20 or 40 continuous years of employment.

CB/CL Day at the Indiana State Fair in the Indiana State Poultry Association's food booth. CB has volunteered over 50 years to serve in some capacity with the Egg or Poultry Associations at the State Fair.

CB was a member of the Midwest Grocers Foundation Scholarship Program and this foundation offered 30 scholarships this year.

Hog Operation. The hog market hit a low and CB saw prices at 15 cents/pound. CBs' hogs cut very well and still gave \$4 to \$6 over the established market price. Also, CBs' sow herd produced well permitting large marketing numbers.

Crops. Harvesting was completed at noon on November, Friday the 13th!

Employee Appreciation Dinner:

Shrine Building at the Fairgrounds
Dinner at 7:00 pm
Employee Awards, 401(k) &
1997 Farm Review will follow.
Comida de la Apreciacion del Empleado
Jueves, el 19 de Febrero de 1998
7:00 pm
"Shrine" Edificio a la recinto ferial
Por empleados y su esposo o us amigo

1999

CB contributed to The American Egg Board 1% of the amount the AEB spent to promote the industry making CB responsible for 1% of the national egg production!

In 1998, the American Egg Board spent over 17 million dollars on advertising, Food-service, Nutrition, Consumer Education, State Support plus Industry and Market Development. The purpose of the spending was an effort to carry out programs to increase markets for eggs, their products and spent fowl products through research, education and promotion.

Americans were given permission to eat more eggs! In 1945, per capita egg consumption was 402 eggs and in 1991 it was 233.5. The steady decline was due to life style changes with more women working (i.e., cooking less) and the health concerns promoted by the American Medical and American Heart Associations. Since 1991, per capita egg consumption has gradually climbed and in 1998 consumption was 245.0. Follow-up and more refined research regarding the nutrition of the egg has put the egg back into favor. Accordingly, the American Egg Board launched an aggressive media campaign the past several years to generate awareness of the research and that 'an egg a day' does not raise the risk of coronary heart disease.

Harvard University reported in the Journal of American Medical Association in April, 1999 that "...no overall positive association existed between egg consumption and risk of coronary heart disease and stroke".

Ron Truex became General Manager. Ron has 29 years with CB in Sales and as Operations Manager. He was a member of the American Egg Board for 14 years, the last two as Chairman. He presented an Easter egg to President Clinton as the AEB President in 1995 and 1996.

Layers. CB produced 51,047,985 dozen eggs; housed 1,359,861 pullets and sold 884,958 spent hens.

The new layer house was filled in six days moving 41,000 birds a day.

Crystal Lake Egg Breaking Plant. CL produced 14% more product in 1999 than in 1998 for the period of June through November. The total pounds produced in 1999:

Frozen Division:	40,946,001
Hard Cooked Division	1,531,799
Co-Pack Egg Division (pounds sold)	1,215,465

CL expanded again adding a 15,000 square foot building for a holding freezer, processing equipment and four shipping docks.

Crystal Lake, LLC, is linked to the American Egg Board's website. Crystal Lake, processor and distributor, is identified along with its frozen and refrigerated products for national distribution.

Breeding/ Genetic Performance. The genetic strain of pullet CB produced changed this year:

1998---	
H&N	682,388
HyLine W-36	423,262
HyLine W-77	<u>281,055</u>
Total	1,386,705

1999---	
H&N	0
HyLine W-36	249,889
HyLine W-77	426,253
HyLine W-98	577,375
Bovans	<u>287,527</u>
Total	1,541,044

The HyLine-98 birds were ready to lay at 16 weeks instead of 18 weeks requiring management adjustments to accommodate the earlier performance.

Hatchery. The hatchery produced 4,444,503 chicks. The industry is changing and so is CB's hatchery. CB no longer hatches for H&N; the fertile egg program was diminished, too.

The Breeder Industry has consolidated more than any other aspect of the egg industry and the larger companies are selling direct. The average franchise hatchery like CB finds the investment and salmonella issue creating too much risk to continue in the industry. CB stayed active longer than most because they served all of the major breeders.

Shell Egg Processing. The plant was reinsulated with refrigeration added to the cooler to meet the new national law requiring shell eggs to be refrigerated at 45 degrees F. from processor to consumer.

Grain elevator. Grain prices were below the 10-year averages. The elevator mixed 118,217 tons of feed. The conveying equipment that transfers corn to the holding bin for the grinders was replaced giving greater capacity.

Crops. Over 7000 acres were put into crops. Three combines comprised the harvesting fleet. One was ten years old but CB's commitment to excellent maintenance keeps it in the field. When a combine breaks down, the others can continue the operation preventing lost time and money waiting on repair.

Corn averaged 130 bushels per acre and soybeans averaged 44 bushels an acre.

Hog Operation. The Round Barn Farm hog production figures included selling 5,650,755 pounds while feeding 8,932 tons of feed to the breeding and growing herds.

The original Deaton hog farm was depopulated and part of it was leased to a firm that provided the pigs and feed while CB provided the facilities and labor. CB will determine if 'contract feeding' is a viable operation to continue.

Waste Management. There was value to chicken manure! Now CB spread about half of their produced manure on local farmer's ground. CB had always known that manure enhanced corn production and now the data substantiated past experience. Currently CBS' land is rich enough to not add nutrients for several years and that permits CB to market their waste product locally, supported by the statistics confirming the benefits.

Indiana Department of Environmental Management (IDEM) and CB. CB participated the past two years in IDEM's confined feeding technical work group charged with developing IDEM's rules for approval and operation of confined feeding facilities. Also, CB participated in the agricultural task force to develop Indiana's Non-point Source Assessment Report and Indiana's Non-point Source Water Pollution Management Program. The law required these documents and states must remain current.

CB has worked with the Indiana Commission of Farm Animal Care for ten years. CB remains involved in an advisory group to the State Veterinarian.

CB and Kosciusko County are in a joint venture in dissolving road kill. The project provided a pilot project to establish details and procedures regarding CBS' composting in the future.

Truck Fleet. CBS' two 'Road Tractors' are on the road every day close to the company. If additional tractors are needed away from the area, they are leased.

29th Annual Egg Breakfast. CB and Lake City Bank in Warsaw paid tribute to the poultry industry by inviting family, friends and customers to breakfast.

The World Egg Day-October 8,1999 debuted as a new celebration by the International Egg Commission. The day will now focus on the egg's many admirable attributes.

The original Hatchery building at the Pedigree Farm was torn down. In recent years it had been utilized as a garage/storage type building.

2000

75 YEARS

Creighton Brothers & Crystal Lake Egg Products

250 employees.

Over 6000 acres cultivated in crops.

Over 50 million dozens of shell eggs are marketed.

Over 45 million pounds of frozen liquid, hard cooked and pre-cooked egg products are marketed.

CB maintains a sow herd.

CB remains a family owned and vertically integrated poultry agri-egg business involved in all steps from laying an egg to producing a variety of end products. They also operate a 1000 sow herd---farrow to finish. The grain elevator supplies feed to the breeding, growing, laying and hog farms. CB consistently controls its own direction by producing its own genetic lines in terms of its multiplied breeder flocks. As always, the marketing efforts drive production.

CB continues to rest its success with good customer, employee and community relations. Also, CB continues to be the most efficient and cost effective producer of quality products in the industry.

"Y2K" concerns did not create computer or other problems at CB and CL. CB progressed into the millennium with minor difficulty.

The newest layer farm will be called the 'Wray Farm' for the first employee serving 50 continuous years! Lewis Wray will have served CB for 50 continuous years in 2001. CB traditionally names its farms by utilizing the original farm family's name or in honor of valuable CB employees.

WORDS OF WISDOM

1933, Hobart: 'No egg can contain anything that is not in the feed. It has been definitely proven that the amount of vitamins in the egg varies with the vitamin content of the feed used to produce the egg.

1936, Hobart and Russell: 'The market phase of the business has always been of primary concern to us. We have been producing market eggs right from the beginning of our poultry experience. Through prosperous times and adverse periods, our birds have yielded a nice profit on market eggs. . . As our business stands now, we have not only the responsibility of operating our production plant at a profit but we have the added responsibility of seeing that each of our customers likewise operates his business successfully.'

1950, Hobart and Russell: " We believe in quality. Top quality eggs net everyone a premium; top quality feed gives more eggs; top quality breeding stock makes us all more profit."

1950, Hobart and Russell: "Although we have many and diverse activities-----business and social---we are just 'home-folks'."

1956, Hobart and Russell: "We like to 'talk poultry'. We will welcome a visit from you most any time except Sundays. We'll be glad to chat with you, show you our farm, and will try to help you with any poultry problems you might have."

1956, Hobart and Russell: "We have a fine group of employees. It is largely their work and constant interest that makes it possible for us to produce high quality eggs and chicks. They are the folks who rear our replacement stock, gather eggs, hatch the chicks, carton eggs, and do the thousand and one jobs connected with our 100,000 layers. We are truly proud of them."

1974, Hobart Creighton: "When we went into the business, a lot of my friends asked me what I was trying to do. But there were not very many poultry men in the country then, so I recognized an opportunity to build a business in it." (Warsaw Times Union)

1974, Hobart Creighton: "We are fortunate to be located in the corn belt because we can produce our own feed and run circles around our Western competitors who have to buy it from someone else." (Warsaw Times Union)

1975, 50th Anniversary Booklet: "The company continues to be basically oriented to the egg business and most of the emphasis is directed to improving equipment, housing and personnel to keep costs of producing, processing and marketing in line so that our products can be sold competitively in the market place."

1975, John Frederick: "Farming is a profitable business. Frankly, I don't know why people don't make money. We are highly integrated. Everything we have is in some way related to the chicken business with the exception of our hog operation. You can blame workers for a lot of things, but if the business fails, it is the management's fault. Creighton management is very frugal in the way it lives and manages. I think this has a bearing on things". (Poultry Tribune)

1975, Eddie Creighton: " We have a very tight fiscal policy. We watch our accounts receivable. Whenever we have somebody who owes us money that we can't collect, we don't blame him, we blame ourselves. We don't get a person in debt if we don't know a good way to get him out of it. Our bad debt ratio is relatively low." (Poultry Tribune)

1975, John Frederick: "As long as you make money, you aren't going to have any problems within a partnership."

1975, John Frederick: "I think the accrual method of accounting is the way to keep books. If you run your business for income tax reasons, you are on the wrong track. We run a business to pay income tax. If you don't, then there is something wrong with your business."

1991, Eddie Creighton: "These are the people who hire me to run this business. That's something I don't dare forget. Just like the guy with a fast food service, you don't forget who your customers are. They're investors. I don't care if it's the local bank or my sister; you don't ignore either."

1991, Eddie Creighton: "The philosophy of the two brothers is still followed today---top quality products and top quality service all at the best possible price, and above all absolute integrity. The reputation we enjoy today is based on those same values."

1998, Gale Creighton: "Creighton Brothers never operated on a budget. Never. To this day we don't have a budget. We only buy what we need. In other words, if a farm comes up for sale and CB needs that farm or if it's time to build another chicken house, we build it. . . .We decide if we need it for the growth of the business. . . and need was tied into sales. In other words, if we were able to sell , (the potential market out there was to sell more eggs than we could produce), then we needed another chicken house."

1998, John Frederick: "Make it better; Make it more efficient; Have a better product---satisfy your customer-----that's been the goal of CB all of the time---have the best product for the customer you can have."

1999, John Frederick: "We (CB) have an excellent reputation regarding our customer service. We've got to keep it."

1999, Doug Hoffer: "What we do best is convert vegetable protein to animal protein and package it. . . We were production driven and now customer driven. We are still a commodity business in a lot of areas. From day one at Crystal Lake Farms, after we figured out what was going on, was that we were adding value! Eggs are one of the few things that you can add value without costing a fortune. Pork, beef, milk producers don't participate and benefit from adding value to the product."

GOALS

1991, Eddie Creighton: "Creighton Brothers' goal is to turn a nice profit for the owners." (Top Producer)

WORDS OF LOVE

1992, Russell Creighton: "Hobart, my brother, was trustworthy with (a) vision.-----I want to congratulate John Frederick for his part in making our business what it is today, and (the) many, many other(s) who have been a part of our business-----God has blessed us and Creighton Brother's business and I say this very sincerely with all humbleness, my thanks go to all who work for us now, and for those who have worked for us in the past."

1994, Gale Creighton: "I am very thankful for the teaching, instructions and guidance of my father and my Uncle Hobart during those early years of my life. Just this past week, I stooped over to pick up a penny off the office driveway parking lot. As I did this, the same as times before, I smiled and said 'thank you, Hobart.'" You see, he once told me to not ever become too proud, too complacent or too busy to stoop over and pick up a penny. Never, do I want that to happen to me!"

1998, Josephine Bodle: "My Dad worked real hard to build a good business and then give it away."

1998, Josephine Bodle: "Russell was a wonderful Sunday School teacher--Very caring---I was always happy to go."

1998, Josephine Bodle: "Dad and Russell worked very well together. They had a great deal of respect for each other. They loved each other."

1999, Eddie Creighton: "Russell accepted Dad in his style and did a good job."

MEMORIES

THE COMPANY SECRET: THE PRIZE CHICKEN WAS KILLED ACCIDENTALLY!

Hobart had just picked up the 'prize' CB layer from the RR Station. She had just won a major national egg-laying contest. Hobart put the chicken out to roam in his front yard wanting to give the chicken some freedom since she had been caged quite a bit. While Hobart and a truck driver were in discussion, the layer went under the truck close to the wheel, probably because she was looking for security since she wasn't used to being in the open. The driver pulled away and the chicken was killed.--John Frederick, 1999.

Only Hobart, Russell and John knew this story!!!! Gale and Eddie had not heard of it!!! CBs' best kept secret!!!!

John Frederick-----"When people think of Creighton Brothers, they think of John Frederick", CB's 50th Anniversary Brochure, 1965.

John Frederick----- "Hobart was setting much of the policy of CB and he would instruct John on what he wanted to see accomplished. It was John's responsibility to see that it was done. John was not only the General Manager, he was in charge of every department. He handled the work schedules of over 100 employees. He was at work at 7:00 AM. He delegated which employees went where and what they were to do. He handled the purchasing for the business--all departments; he handled sales; he signed checks; he hired all personnel; and took personal responsibility for going to the hatchery in the middle of the night every day of the year to check incubators for power failures. He was literally on duty for 25 hours a day for years and years. Vacation time was nonexistent for John. If he took a day off, it was a rare occasion. That was his lifestyle and he didn't deviate. In the early 1980's for most people, this would have been quite an adjustment, but

not for John.----John retired without much fanfare." (by Gale Creighton, April, 1998.)

Hobart Creighton-----" Hobart expected quality work from the employees. He expected an honest day's work and the employees would get paid accordingly. I can recall when one employee stole 10 gallons of gas from CB and was caught red-handed. He was convicted and spent jail time for this.-----Another time I recall Hobart driving his red convertible into the field with a case of cokes to offer the fellows a drink during the afternoon. The crew was baling hay in the summer; the work was hard and hot. It was dusty and dirty. Anyhow, he brought the fellows a case of coke and told them to line up and come through the line and he'd pass them out. One particular fellow went through the line twice! When he came through the second time, Hobart told him that he had been through before. The man denied it and Hobart fired him on the spot and told him that CB did not tolerate liars and cheats! ----The fellows respected him. Hobart would discipline severely, but at the same time he was honest and fair. He would tell the employee what he did wrong and he did not want the person to do it again and that there was nothing wrong with making a mistake once, but it was when you made the mistake twice that it was wrong. Hobart never left with a chip on his shoulder; he would come back the next day and greet the employee and usually have a compliment for them. He would seek out something the employee was doing right or correct so he could have a good word with him. Hobart was highly respected by all of the employees." (by Gale Creighton, April, 1998)

Prohibition was a 'hot' issue and Myrtle, the boy's Mother, was most opposed to smoke and drink. She was eager to remind Hobart of her concern while he was a government official. Nevertheless, Hobart always drank milk and it became a trademark for him among the political circles. (by Gale Creighton, April, 1998)

Russell Creighton----"Russell had a good memory---No one could prove him wrong! He would trick Hobart. He was the trickster!" (by John Frederich, July, 1998)

Hobart and Russell----"Hobart was in the office thinking up things to do; Russell liked being with the chickens." (by John Frederich, 1998)

ANCESTRY

('Ancestry' information is taken from written material that has no author. It is suspected that Hobart wrote the narrative.)

Creighton Brothers was established by the third generation of already successful family farmers in Kosciusko County. Accordingly, Hobart and Russell followed 2 generations of leadership exhibited in community, educational and religious affairs.

Great grandparents:

The boy's maternal Great Grandfather, Mr. John Wright, in 1836 entered 136 acres at the land office from which he later cleared and developed into a "fine farm". He became one of the "leading farmers and stockmen in this community, earning the reputation of an enterprising citizen". John Wright was described as influential and a most exemplary citizen who was industrious and economical. He was classed with the most successful farmers of Kosciusko County; he was also known for starting several "local societies" of the Baptist church in the area.

Grandparents:

Thomas J. Wright, maternal grandfather, began farming as a renter on his father's farm. He began with limited circumstances but "by energy and perseverance gradually surmounted the many obstacles by which he was beset and in due time found himself the possessor of sufficient means to make a payment on an 80 acre tract of land...." He eventually was classed "with the most enterprising and successful farmers and stock raisers in the community, owning property conservatively estimated to be worth over ten thousand dollars, every cent of which had been earned by his own efforts."

Grandpa, Thomas Wright, was not too proud to have his wife, Rebekah teach him because she had been formally trained as a teacher. She taught her husband to read, spell and write and then he became quite a spokesman in the community. Thomas Wright undoubtedly benefited from his wife's educational status and her appreciation of the world outside of the home. As well, the nearby Grandchildren overtly and covertly profited from her cultural appreciations.

Paternal Grandfather, Samuel Wesley Creighton, died when their father, William Creighton, was about 12 yrs. old. Their paternal

Grandmother, Margaret Ann, remarried 4 times outliving each. Even though she lived in the area their paternal Grandmother did not seem to play a significant part in their lives. She died when Russell was in high school.

BOYHOOD

'Boyhood' details are from Russell's dictation and narration.)

It was Russell's belief that his father, William, had \$65.00 when he married Myrtle in 1894. William and Myrtle Creighton eventually owned their farm that was located two miles south of Atwood, Indiana. The Tippecanoe River ran behind the home and Crystal Lake was nearby. They farmed for 36 years and retired in 1930 moving into Atwood.

Hobart and Russell were the oldest boys in the family of 6 children. Their siblings included Mildred, Marjorie, Charles and Kermit. Being the oldest meant they would be the principle assistants to their father on the farm. All of the children attended and graduated from high school.

The boys' parents, William and Myrtle, were zealous United Brethern church members. Their Father and maternal Grandfather had a respect for religion and were liberal in their financial support of the local church and in the moral reforms and movements of their day. Thus, the boys grew up in the local church and were instructed on the morals and values of the church, (i.e., trust, honesty, respect, abstinence of drink and smoke). Attending revival meetings and other church functions were common family activities.

Russell emphatically reports: " I never heard my father swear and he always made his children mind." Russell recalled "2 hard whippings with the leather lines of the harness from his Father"--He had lied about something, but related that he never lied again!!!!

In 1906 when Hobart and Russell were 10 and 4, their parents built a new log barn with a corncrib. Their father had logs hauled to their home to have them sawed into lumber for the new barn. Their father kept a buck sheep in a pen on the east side of the barn and a male hog with tusks in another rail pen. William told his son Russell

to never get in with the animals because they were cross. However, since Hobart was older, Hobart would get in with the buck sheep and the buck would 'take after' him. Hobart would run and beat the buck sheep to the fence making an impression on Russell.

In April 1907, the family home burned and the family was forced to sleep in the new barn! That same April, Grandfather Thomas Wright was killed when a tree he was cutting fell on him. A new home was built in 1907 and it had new shingles on the gable roof and a near-flat tin roof over the kitchen. There was a ladder on the outside of the house leading up to the flat tin roof. Myrtle dried her snits (sliced apples), sweet corn, etc., on the hot tin roof in the summer. The children slept upstairs with no heat in the winter. There was a wooden pump outside. Candles and lanterns were used for lighting. Hobart and Russell would help their father cut wood to keep wood for the cook stove and larger heating stove. And they had an outhouse!!!!!!

Gypsies, camping or traveling along the Tippecanoe River, were a common occurrence. The parents warned the children to be afraid of the Gypsies because they would steal the children and anything else! One time, they came to the house asking for money. Their mother didn't give them any and the gypsy left only after calling her "old skinny bones"! Another time, when Hobart was about 12 or 13 years old, the parents were in town when the Gypsies came and asked for water. Hobart let them inside the house and gave them a drink while Russell and a sister hid in a wooden barrel.

The children walked to Scott's School-- 8 grades in one room. Sometimes they skated to school on the ice and snow. They carried their lunch.

Maternal Grandmother Rebekah Wright gave the children a black water spaniel and they called her Roxie. Also, Grandmother Wright told stories about the Indians. She related a story where the Indians knocked down Grandpa Wright's fences and another story about the time an Indian came into her home when she was frying eggs and spit in the skillet of eggs just for spite! She added stories about Indians in covered wagons wanting to trade or sell items.

Russell raised tame rabbits until he had nearly 100 and then turned them loose in the fields.

The children hung their 'knee-length' stockings on Christmas Eve.; Santa always came sometime during the night.

The William Creighton farm had a large garden or 'truck patch' for marketing and personal use plus pasture with livestock to maintain. During the summer, the boys pulled and hoed weeds in the cornfield and the garden. The family always had several hives of bees and the honey boxes would have to be removed every summer.

Throughout the summer, Hobart and Russell loaded melons and vegetables into a wagon and drove the team of horses into Warsaw and retailed on the east side of the courthouse. Sometimes they would go up and down the streets shouting: "Watermelons- Sweet, Musk melons-Cheap,---- all you can eat for a nickel each!" Muskmelons were sold 3 for a dime and watermelons were sold for 30 cents each. Sales in one day would bring \$15-\$25.00. Strawberries were 10 cents a quart. They also sold raspberries, grapes, currants, gooseberries, sugar cane for molasses, and potatoes.

When summer chores were complete, the boys would go fishing or swimming in their 'birthday suits'!

In the fall, William buried cabbage, carrots, apples, etc., nearly 2' deep in the garden near the house. The hole in the ground was lined and also covered with straw nearly 2' high above the ground so nothing would freeze. They ate their own vegetables all winter.

During harvest William and the boys thrashed grain with other farmers in exchange for help when they needed to thrash. The grain was thrashed by a wood or coal fired engine that drove the machine to separate the grain wheat, oats, rye, and clover seed, from the straw or chaff. Each individual would pitch the bundles of grain on a wagon. Or, the 75 to 100 lb. jute bags would be filled and carried to the barn. Best of all was the noon meal. Each farm family provided the meal for the 10-12 thrashers.

In the fall, loads of apples were taken to the cider mill. The farm included an orchard with apple trees, peach, pear, plum, and wild cherry trees.

Hobart and Russell helped their father raise sheep, hogs, cattle, horses and chickens. The boys milked morning and evening. They butchered hogs in the winter and they also helped their Father drive the hogs to Atwood to be railed to Chicago. When the weather was snowy they used a bobsled to transport the hogs.

The primary cash crop was corn.

They also raised wheat, oats, rye and alfalfa for hay. Their father never owned a tractor and he always rented farmland from neighbors.

The boys were taught to plow with the horses. First, they would go to the pasture to get the horses, then curry and harness them. As well, cleaning the stables and barn was another chore of the boys.

In the winter, they used the horses to pull the bobsled onto Crystal Lake to load the sled with ice blocks for use in the family's icehouse. The ice would be insulated with sawdust and would keep through the next summer. One time, Hobart made a mistake and cut an ice cake exactly where he was standing and fell into the icy waters. It was below zero and his clothes froze stiff while he walked the 1/2 mile home.

The ice was used for homemade ice cream; it was also for use in the wooden ice chest in the kitchen.

Myrtle raised chickens. She would make chicken coops about 3'x3' and A-shaped for a setting hen and her baby chicks. She had an incubator that would hold 150 fertile eggs. Every spring she would set the incubator heating it by a coal oil lamp that would keep the temperature about 103 degrees. It was necessary to turn the eggs everyday. When the eggs hatched in 21 days she would feed them on newspapers with breadcrumbs and hard-boiled eggs for 3-4 days. Then they would be put with a setting hen in one of these homemade coops until they learned to stay with their mother hen.

In 1914, Hobart and his father, William, bought their first car, an Avorland for \$750.00. The family had it for 7 years and then purchased a Ford.

William retired about 1930 and moved into Atwood. William and Myrtle were still relatively young and in good health. For William retirement activities included sitting with the guys at the local gas station or barbershop. He was known for chewing his Mail Pouch tobacco there because Myrtle wouldn't allow him to chew in front of the children or grandchildren. He always carried winter green candy to cover the tobacco. He generously shared the candy with the grandchildren.

Russell recalled:

"I helped my father from the time I was 8 or 9 years of age. Picking pickles, cutting corn fodder and husking corn, plowing with horses and cultivation, pumping water for livestock, as we didn't have electricity until I was 25 years of age. Of a morning I would get the horses up from the field, curry and harness them, help with milking, took the cattle to pasture, sometimes 1 1/2 miles one way, two trips a day in the summer time, every morning and evening--near 7 miles a day walking just with the cattle alone, besides working in the daytime'. (1987)

"My father taught me how to make many things while I was quite young"

"Father would put me on one of his workhorse while he plowed in the field. I remember going to sleep and falling off to the ground and landing between 2 horses".

YOUNG ADULthood

HOBART. During the summers of 1912 and 1913 Hobart worked on the section gang of the Pennsylvania Railroad. Hobart graduated from Atwood High School in 1914. He then attended Winona College for 12 weeks that allowed him to teach the next fall at Scott School, a one-room schoolhouse. He taught 4 of his siblings including Russell.

In the summer of 1916, he sold encyclopedias in Illinois and ended up in the fields throughout the harvesting and thrashing season in Kansas. The next summer he worked at Western Electric during the day and studied bookkeeping at night allowing him to later teach bookkeeping on the high school level. Hobart then entered Indiana University and later taught in Oswego, resigning in December 1917 to join the Army where he was a Flying Cadet. He was discharged in November 1918. He returned to teaching and taught a total of ten terms. For about two years on the side, he held a contract with the Banker's Life Insurance Company in Iowa and sold insurance. (Biographical sketches that Hobart wrote in 1947 and 1948.)

Hobart served as the Atwood Evangelical United Brethern Church's Superintendent for many years. As Superintendent of the Sunday School, he presided over the announcements and meetings and the classes reported to the Superintendent. In essence, Hobart was in charge of the church's business.

RUSSELL. Russell, too, graduated from Atwood High School where he played basketball throughout high school. He attended Purdue University where he participated in the ROTC program.

Russell drove 8 children to school in his father's Model T Ford. His father furnished the gas (15 cents/gallon) and the Ford while Russell did the driving. The Trustee paid him \$1.50 per day for the 16 miles.

Russell was the class leader of the congregation at the Atwood EUB church. For 20 years on Thursday night Russell gave a lesson and conducted the prayer and testifying service. He was considered the core of the spiritual base of the church.

*Hobart taught Russell to ride a bicycle backwards. Russell sat on the handlebars with both hands on the grips, facing backwards and pedaling forward. Russell could do this for 55 years and the last time he rode backwards was in front of a schoolyard in Punta Gorda, Florida with the children watching.

*Russell never owned a bathing suit until he was 19 yrs. old!!!!

*1917 Russell worked for a \$1.00 a day shoveling gravel to be used on roads.

*Russell owned his first watch at 24yrs.---He had a furnace for the first time after he was married.

ITS NOT A COINCIDENCE!

** Even though Russell was 5 yrs. old and Hobart was 11 years old when their Grandfather Thomas Wright died, they were old enough to have observed that their father *and* grandfather were successful farmers. The maternal grandparents lived across the field so daily the boys were cognizant of the status, the leadership, the interaction that their family had in the community.

It is not a coincidence that Hobart and Russell aspired to a similar position.

**The parents and grandparents role-modeled cooperative efforts in making the family's livelihood successful.

The couples worked as a 'team' to be financially successful. The grandparents utilized Rebekah's educational background and expertise to prosper. William and Myrtle shared the responsibility of

the farming efforts. Myrtle, a strong personalitied lady, assisted in creating the financial livelihood for their family of origin.

It is not a coincidence that the wives of Hobart and Russell were significant partners in Creighton Brothers because the boys had at least 2 generations of experience where the wife exhibited a 'team' member role in the family farming operation. As a result, the wives' names were on the Creighton Brothers letterhead for years.

****The boys spent considerable amount of time in the Grandparent's home which was reported to be "beautiful and attractive" but which indicated the "presence of contentment and thrift". Thomas Wright was described as "believing in using the good things of this world and had lived so as to get from life the greatest amount of pleasure and profit possible". Also, the boys heard illustrious stories and observed their maternal Grandfather's professional approach to farming and his noted presence in the community.**

It is not a coincidence that Hobart and Russell utilized community resources to improve their farming skills in the way their Grandfather did. It is not a coincidence that they believed they could go for as much profit as possible because their Grandfather had already exhibited these rewards.

****The boys knew that their Grandfather assisted their father in starting his farm. When it was time William assisted Hobart and Russell to get started by selling them the pigs, the farm, etc, William's behavior indicated to the boys that he would and could empower his sons to success.**

It is not a coincidence that Hobart and Russell have empowered their offspring and extended offspring with financial resources.

****Church-attendance was valued. Hobart and Russell watched their Grandparents and their parents not only participate but also make efforts to expand the church's beliefs and efforts.**

It is not a coincidence that Hobart and Russell were church leaders.

**** The boys were engrained with the fact that one's family members were worthy of the hard work and support they required.**

It is not a coincidence that 'Creighton Brothers' is the name of the farm where the founders valued the family tie of brotherhood.

****The boys learned a variety of laboring skills from working on their father's farm. Hard manual labor was expected and learned. They had heard the stories of how their Great Grandfather started from**

nothing yet worked diligently to improve his lot in life. They watched their Grandfather work hard to develop a strong farm.

It is not a coincidence that hard work was an acceptable approach to 'getting ahead'.

**Chickens were always part of the family's farm. Myrtle, the boy's mother, raised a lot of chickens and Russell helped his mother build the cages, etc. The intricacies of hatching an egg were learned from their Mother.

It is not a coincidence that Hobart and Russell had an affinity for the inherent success in hatching eggs!

Sara Beth Cierfton Russell

They Made \$13,000 in Three Years

They Now Have Housing Capacity for 3600 Hens

AN IDEA, a hog house, and courage to venture into new fields brought success to the Creightons in the poultry world.

But let us leave success to see the dark side that preceded it, for the path leading to it is not rosy, but at the same time not thorny enough to be discouraging.

Ten years of teaching in rural, grade and high schools alternated somewhat with a year at the Indiana State University, a short term at Purdue, and some time in the army led to poultry, but not directly.

There was a 38-acre tract, part of the old Creighton homestead, waiting to be farmed, so Hobart, the elder of the two brothers with whom this article is concerned, decided to raise hogs. His father, now retired from farming, had done well with hogs; so it was logical for the son to build a 30 by 120 hog house and proceed. The younger Creighton, Russell, took active charge of the hog farm while Hobart, the elder, taught school to help finance it.

"When the bottom went out of the hog market I went with it," Hobart remarked in way of summing up the hog episode.

Staked All on Poultry

The boys stuck their heads together and decided to try poultry. Hobart was to continue teaching while Russell started poultry, and on that basis a partnership was formed. Hobart, who owned the farm, furnished that while Russell stuck his meager savings into it.

A survey of the situation revealed that the old hog house could readily be converted into a laying house. The farrowing pens were ripped out, dropping boards and roosts were installed and the house was made ready.

During the winter of 1924-25, three thousand White Leghorn chicks were ordered for spring delivery. At the same time, ten coal brooders were bought and set up in the hog house, for it was necessary to save, and anyway the house was not needed until the pullets were ready to go in for the winter.

Only 2,800 chicks arrived, however, on the set date; so only nine stoves were used. "All went well, especially well in view of our inexperience," declares the elder Creighton.

"It was tough sledding that summer.

By L. M. KLEVAY



Hobart Creighton

Russell Creighton

Coal cost money, feed cost money, and there was nothing coming in.

"A four-acre potato patch and good potato prices saved the day for us," Hobart reminisced. "We were lucky, for that was not planned," he added.

1,200 Pullets Housed

Twelve hundred pullets were put in the house for the winter. "We put in everything and kept all of them in all winter for we knew nothing about culling," Hobart admitted rather shamefacedly. But luck and foresight in making the chick purchase from a good man came to the rescue. In spite of the lack of culling the flock averaged 190.2 eggs per bird for the year.

This is a remarkable record for any flock, but for a flock of 1,200 uncultured pullets, it is simply marvelous. I saw the records, merely written on the wall of that house daily, not a good record system, but significant in its meaning, and I saw how these 1,200 birds laid in the neighborhood of 20,000 eggs each month of the year. Some months less; other months more, going as high as 22,000 in the spring.

"How did you do it?" I asked, and got the frank reply, "Don't know exactly. We mixed our own mash, putting in 20 per cent meat scraps, but in addition to that we fed all the skim milk they would take. Perhaps the milk did it."

House of Unique Style

The hog house proved so satisfactory that the following year another one just like it was built, and this year a third was added. Part of this year's crop of birds was raised in the new laying house, part in 12 by 12 portable brooder houses that were built the second year. The capacity of the farm now is 3,600 layers. More brooder houses will be built to raise chicks next spring.

Recognizing their lack of poultry training the young men settled down to learn more about it. Russell had spent a year at Purdue in the agricultural course and learned something about poultry, but now they both

study extension courses and all available poultry literature. One of them manages to get away to poultry conventions and short courses given at Purdue poultry department.

Splendid Chicago Market

Hobart seems to be the manager of business affairs. It was he who went to Chicago to find a market for the eggs. He seems to have found several, some wholesale, others grocery stores, that pay enough to make shipping more than worthwhile. Some of the eggs are shipped to New York through a cooperative egg shipping association of the county.

Any old market is not good enough for the Creightons. They study prices, demand, and conditions and dispose of their products wisely. Broilers and market hens are shipped wherever prices are best. Sometimes Chicago, sometimes Cleveland, then again home markets are used, but always the final net price determines where sales are made.

Poultry struck a popular chord in the Creightons. They like the work and are, therefore, making a go of it. Starting from practically scratch in 1925 they have grown to 3,600 hen capacity with an estimated investment of \$13,000. Successful? Yes! but they are looking forward to even greater achievements.

Rebuilt hog house on Creighton Brothers farm—
1200 capacity.

