

tobacco industry, and is the world's largest single facility for the manufacture of cigarette paper.

Requiring the same rigid measures of quality as the original Ecusta cigarette paper, today's variety of type capability is almost without end. Research and development are in continuous pursuit of innovations that offer advantages to customer and consumer. Many types are tailor-made to customer specifications. Still, the demand for close specification remains the same: uniform thickness less than 15/10,000 of an inch; elasticity, yet having strength enough for a strip a little more than an inch wide to withstand an eight-pound weight; the ability to impart no taste, yet capable of having the tobacco rate controlled to burn at the same rate as the tobacco it wraps; and resistance to moisture. In addition to cigarette paper, which is shipped in bobbins, reams and booklets, Ecusta's tobacco industry products include cigarette filters, tipping papers, plug wrap, and endless belts.

The Endless Belt operation was moved to Pisgah Forest from New York City along with the converting operations which preceded the Ecusta Paper Corporation. Endless belts are textile specialties used by the tobacco industry in operation of cigarette-making machines, and are made to extremely close tolerances. Other uses have been for calculators and similar equipment. Their making requires dexterity and exactness, qualities which were found easily among those persons employed for the work at Pisgah Forest.

The 1970's have seen major changes in Ecusta's handling of flax, its principal raw material. An overall expansion of Ecusta's flax pulp processing and manufacturing equipment was completed in 1976, undertaken in anticipation of increasing needs of both domestic and foreign markets for the tobacco industry products. It was the second large flax investment of this decade, following establish-

ment of Ecusta's Fibre Operations in the upper mid-West for purchasing and processing flax straw.

Ecusta purchased the flax procurement portion of Archer-Daniels-Midland's field organization and established headquarters at Watertown, South Dakota, to buy the agricultural waste generated in the Dakotas, Minnesota and Southern Canada, by the flax seed industry. A processing plant was constructed at Rauville near Watertown where the flax is decorticated to remove the woody portion of the stalk, preparatory to shipment to Pisgah Forest. As with the Film Division plant in Indiana, the flax operations in the mid-West are accountable to Pisgah Forest, headquarters of the Ecusta Paper and Film Group as well as headquarters of the two operating components.

The Group has been realigned to effect a closer knit organization. Two new vice presidencies were created in the reorganization which centralized at Group level a number of functions to serve both divisions, in place of what had

been separate divisional functions.

It is appropriate that the operating units at Pisgah Forest, source of an annual payroll in excess of \$40,000,000, should have a strong industrial relations commitment administered through the Employee and Community Relations Department. Among the department's diverse responsibilities, that of labor relations has taken on a new dimension since organization of the bargaining unit by Local 1971, United Paperworkers International Union (AFL-CIO). The Union built its large Union Hall on land west of the plants in 1973.

Another responsibility is that of a well rounded medical program administered by a staff of physicians and nurses. The staff has occupied the modern Medical Center since its opening in 1951.

It is a matter of policy that safety and safe practices are considered a permanent operating principle. Each division has its safety personnel and committees, and there is a Group director of safety and loss prevention. The group

facilities have been widely applauded for their safety achievements through public recognition and coveted awards; in addition to Ecusta's setting two new world records for paper mills. Internally, the success of the safety program has been attributed to the fine spirit of cooperation by all employees and efforts of the Company-Union Safety Committee.

Through the years there has been a strong bond between Olin's industrial complex at Pisgah Forest and the communities. It was the late Mr. Straus's promise that local people would make up the work force as much as possible. Today, in tangible fulfillment of that promise, over two-thirds of Olin's 2,800 employees at Pisgah Forest are residents of Transylvania County. Henderson County has most of the other employees as residents, followed by Buncombe County. Small numbers live in Haywood County and other surrounding counties.



*The decortication plant is located in Watertown, South Dakota. At this plant, the woody portion of the flax stalk is removed in preparation for shipment to Pisgah Forest where cigarette and specialty papers are made. Note the bales of flax in the background. In the off season, the plant-fibre operation employs approximately 200 people while as many as 600, during the months of April through November, are employed.*