

KODAK PARK

50 YEARS AGO



a boy's-eye-view
of 1904

BY
A WHITMAN CRITTENDEN

KODAK PARK FIFTY YEARS AGO

a "boy's eye view" of 1904

by A. Whitman Crittenden

This story is respectfully dedicated to the memory of Mr. George Eastman and the real pioneers of those first 25 years from 1880 on, who struggled through long hours to "plow the ground and plant the seeds" that we later folks could enjoy the fruits of their labors.



(A. W. C. in 1905)

This "boy's eye view" is not intended to glorify the "Good Old Days", but rather to show the plant, the people and conditions that existed at that time.

Most of this article is written from memory, and facts are verified wherever possible, but if errors have crept in, it is hoped that they will be called to the attention of the writer.

When known, the original date of employment is shown next to the names in parenthesis, thus: "F. H. Boyer (1889)"

Most of these photographs were taken in 1904 and 1905, although those taken a few years earlier or later, depict conditions as they appeared in 1904.

The oval pictures of persons shown were taken from group photographs of 1899 and 1902.



KODAK PARK FIFTY YEARS AGO

KODAK PARK never was a strange place to me. My brother, William T. Crittenden, started to work here in 1899, and I recall that on occasions when he left home in the morning without his lunch, or had to work overtime, my mother would send me to the plant with his "sandwiches." Even then Kodak Park looked immense to me and very fascinating.

Three days after my 14th birthday, I graduated from Grammar School and of necessity got a job in a paper box factory on Commercial Street in July. After working there for six weeks, I learned that a messenger was needed at the Park. I will now relate what happened on that eventful day, August 30, 1904:

Shortly after lunch I went to the Board of Health office in the City Hall, and after a physical examination I obtained a working permit, or "Employment Certificate."

I took a Lake Avenue trolley car to the Ridge Road. (Only cars marked "Charlotte" ran to the Park and beyond) and walked down the cinder path past several houses on the west side of the street, including the residence of Mr. Best which was located where Bldg. 29 now stands,

Department of Health, City of Rochester, N. Y.
 No. 4651
EMPLOYMENT CERTIFICATE
Manufacturing Establishments
 Rochester, N. Y. Aug 30 1904

The Department of Health of Rochester, N. Y.,
 hereby certifies

That William T. Crittenden
 is a resident of the City of Rochester, N. Y., and has been examined by the
 Department of Health and found qualified for employment in any manufacturing establishment
 in this city under an license, and further certifies that the person named by section
 6 of the Labor Law promulgated by the laws of 1899 as amended by chapter 116 of the
 laws of 1903, is not a person prohibited by law from employment in such establishment.

Name William T. Crittenden
 Residence 85 1/2 Ridge Road
 Date of birth Aug 14 1890
 Color of hair Brown
 Height 5 ft 10 in
 Weight 170 lb
 Physical marks

W. T. Crittenden
 Director of Health



and through the winding path past beautiful flower beds, shrubs and trees to the first small edition of



Bldg. 26, the Office.

This building was only about 100 feet square, two stories high and erected two years previous.

Inside the front door was a window marked "Information" and to the left a small office with a sign on the closed door reading: "Mr. Eastman."

I decided to go straight ahead, and was met at the window by Miss Ida Manning (who later married Paul C. Wulf, one of the bookkeepers.)



I told Miss Manning I was looking for a job, and she called Mr. Archibald W. Scofield, who I learned was the Office Manager, Head Bookkeeper, Cashier, had charge of the payroll, and hired the help.

Mr. Eastman



Mr. Scofield

Mr. Scofield took me into the "inner sanctum" and over a long counter took down my "pedigree" on a small card, and after a friendly chat, offered me a position at \$1.50 a week more than my present "salary" as a sort of messenger, office boy, and clerk for Charles N. Baldwin, who occupied a small office marked "Purchasing Agent,"

although L. D. Short, the Purchasing Agent, and his staff had moved to the State St. office several months before. Mr. Baldwin was attempting to organize a Central Receiving Dept., together with the routing of all Purchase, Shop, and works orders through that office. Mr. Scofield explained at this point that it would be necessary for me to obtain a complete knowledge of all buildings, departments and foremen on the plant before actually starting to work in Baldwin's office, so he called William D. Weyraugh (1903) who was the official Mail Boy, and instructed him to "show me the works."



Mr. Short

Bill, who made a complete delivery and collection of all the Kodak mail every hour took me on his next trip, and he surely did an excellent job of showing me around.

In later years I had some experience guiding visitors, so I will now attempt to describe the 1904 plant as it appeared to me in accordance with this rather un-official map on page 4.

Although numbers were assigned to all buildings erected, they were not placed on the structures until several years later, and some were called by their original names such as: North Film, (Bldg. 12), South Emulsion, (B-3), Collodian or Platino (B-7), North Emulsion, (B-14), Old Baryta (B-16), South Film, (B-12), Dope Addition, (B-19).

Our first stop was the original Bldg. 12, now entirely replaced. Just inside the N.W. door was the small office of the Film Spooling Dept., and the Superintendent, Bernard H. Meyering (1885). On the ground floor we passed through the heavy blue duck curtains, and into a production dark room. This was the Pasting Room in charge of George J. Fallesen (1895), father of G. E. Fallesen now in Bldg. 59, and over in one corner was the Kodoid Room with Mrs. Ordway, the forelady, where cut film was pressed on pieces of special card board by machine to make Kodoid Plates. We passed through a light-lock into daylight to the Boxing and Shipping Room in the east end of the building in charge of Charles M. Parry. We went to the second floor, and back into the dark, and into the room where the Film Packs were made under the direction of Arthur L. Tenny (1901), then into Film Slitting Room in charge of George J. Gray, and then on to the next room to the south known as the Film Spooling, where Robert Woodruff was the foreman, but soon to be succeeded by William Connors (1895), the author of the first KP suggestion, who held this job until his retirement some 40 years later. In a small "light" room that could be darkened, Elon Durfy operated a power cutting machine for square cutting of film and packing supplies. In a room on the north side of the building was Charles Graves with a supply of clean towels which he

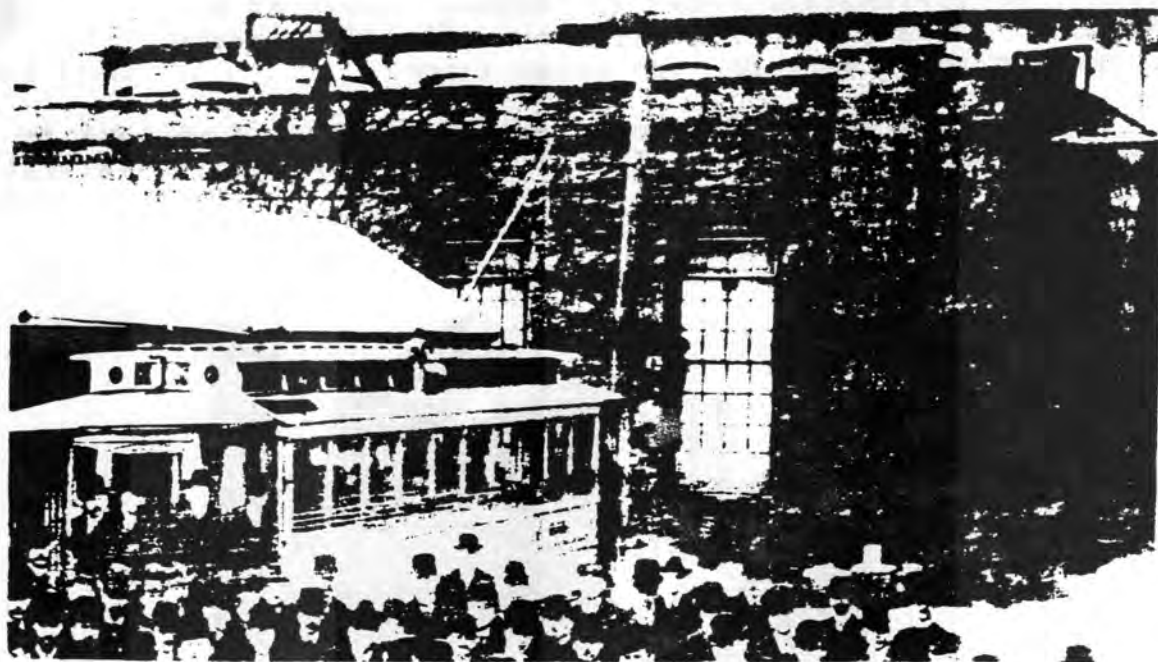


Mr. Meyering

received daily from a City laundry, and distributed on regular trips to the various departments with a mammoth two-wheeled hand truck. This department boasted of a large freight elevator, operated by hand, using real muscle power.

Around the SW corner from Bldg. 12 were 2 frame sheds (not numbered). This was called the Flash Powder Dept., supervised by either Frank X. Hauser (1899) or Robert W. Cook (1899). Production of highly inflammable and explosive powder took place here. This material was for flash lights for night photography long before the days of flash bulbs. Several disastrous fires occurred here and at other locations of this hazardous powder plant.

A single track spur from the Lake Avenue street car tracks curved around the trees and shrubs past the powder sheds and came to an end at a small shed used for the storing of raw glass for the manufacture of dry plates. This shed was called Bldg. 23 and was also used at the close of day as a waiting platform for the street cars (2 and sometimes 3). A sign posted here read: "Last car for ladies only." This shed stood close to the south wall of Bldg. 3, where Bldg. 30-C loading platform would be located 50 years later.



Our next stop was the original Bldg. 3. Although much smaller than the present building, it stood on the exact location, and some of the original foundation stones were saved upon orders of Mr. Eastman in 1912 in an attempt not to destroy the vines of ivy when this building was remodeled for the Research Laboratory.

The Superintendent of Bldg. 3 was Simon V. Haus (1888). The Velox, Bromide, Azo and other paper emulsions were made here and transported in single jar lots by George Weis on a small 2 wheel push cart, the same as the city street cleaners used, to the coating room in Bldg. 2, also in charge of Mr. Haus, who later became the head of the Kodak Limited plant at Harrow, England.



Mr. Haus

A few steps to the west and unattached to Bldg. 3 stood Bldg. 4, the same outside walls that stand in 1954; this building had only two floors. This is the Kodak Park Laboratory, and also the "Superintendents' Proving Ground," and the birthplace of the Superintendents' Lunch Club. Many of the Kodak key men received their first training as chemists in this building, including Messrs. Lovejoy, Hutchison, McMaster, Haste, Sulzer, Bent, Welles, George Tozier and others. To the right of the entrance on the north side of the building (which still exists) was a room practically the same size as the present Camera Club display room, with a large table and 12 chairs, enough to seat all the superintendents (they had no assistants at that time). Across the hall on the left, where the present "loan room" is located was the Lunch Club kitchen presided over by Mrs. Vosburgh, an excellent cook. In the rear was the Laboratory in charge of Albert F. Sulzer, (later, General Manager) affectionately known as "Brome," assisted by other chemists and helpers. (Various other laboratory and testing rooms were on the second floor).



Mr. Sulzer

Passing the Lumber Shed on the west of Bldg. 4 we came to Bldg. 16, the "Skyscraper." This 3 story building, the tallest on



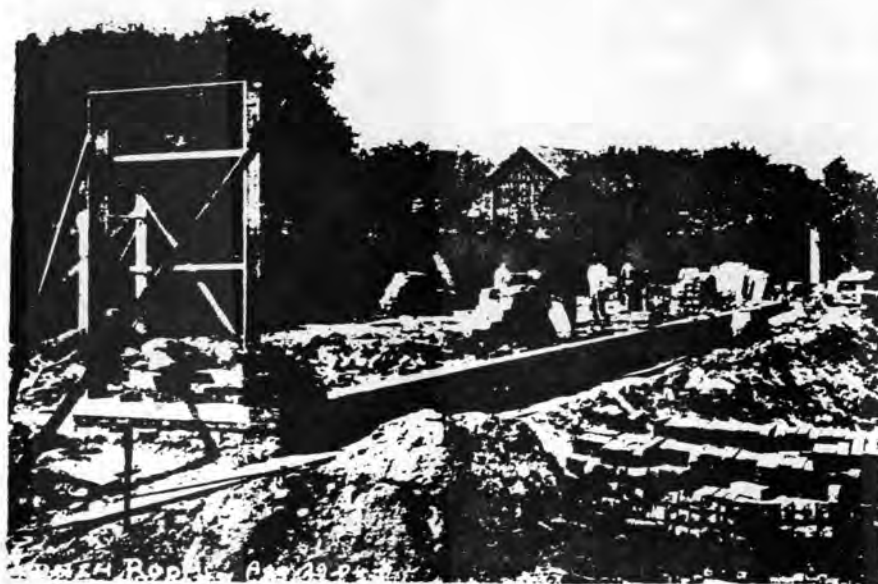
Water Cooler for Refrigerating Machines

Building for Manufacture of Film Spools, Kodak Park Works.

the plant, was originally built for Baryta Coating, but at this time housed the Reel Mfg. Dept. in charge of Robert Wignall, father of Fred H. Wignall, later Supt. of the Paper Box Dept., and the Reel Gauging, where Wheeler Maynard (1898) was the foreman. Other miscellaneous manufacturing included paraffin coated developing trays, and the Developing Apron Room in charge of Sherman J. Pierce. One of the few electric-powered elevators with the same motor remained in this building until it was razed in 1953.

Glancing out the window to the west we saw a large pond of water--this was the K.P. Reservoir, built with the original buildings around 1890 by man power and horse drawn scoops to be used for storing water for certain manufacturing purposes. This was the year (1904) that the Rochester & Lake Ontario Water Co. started their operations in Monroe County, and erected the first pumping station at the north end of Dewey Avenue on Lake Ontario. The mains had not reached the K.P. area as yet, and the neighbors were still using well water, including our own emulsion buildings, but through co-operation with the City of Rochester, we had the good, clean Hemlock water in all our buildings for drinking purposes.

As we glanced slightly to the left and on the narrow strip between the reservoir and a high board fence we saw some of A. Friederichs & Sons workmen, in charge of Henry Stevens, laying up brick walls for our first lunch room, and one of the first cafeterias in Rochester. This building you will note is almost hand made. There was no cellar, and no electricity was installed



as it was not expected to be used after dark. It was planned to open this building in the spring (1905) serving meals at noon hour

only, to men on the ground floor and women on the second. Mrs. A. J. Bevier had been appointed to supervise the cafeteria-- (she was temporarily using Mr. Eastman's private office to stamp the silverware.)

Next we walked through the rear door of the Park's first building, No. 1--the Power and Construction Building. The first room was the Carpenter Shop in charge of Edward J. Doyle (1892). The next section to the east was devoted to the Machine shop where Jack Gouse was

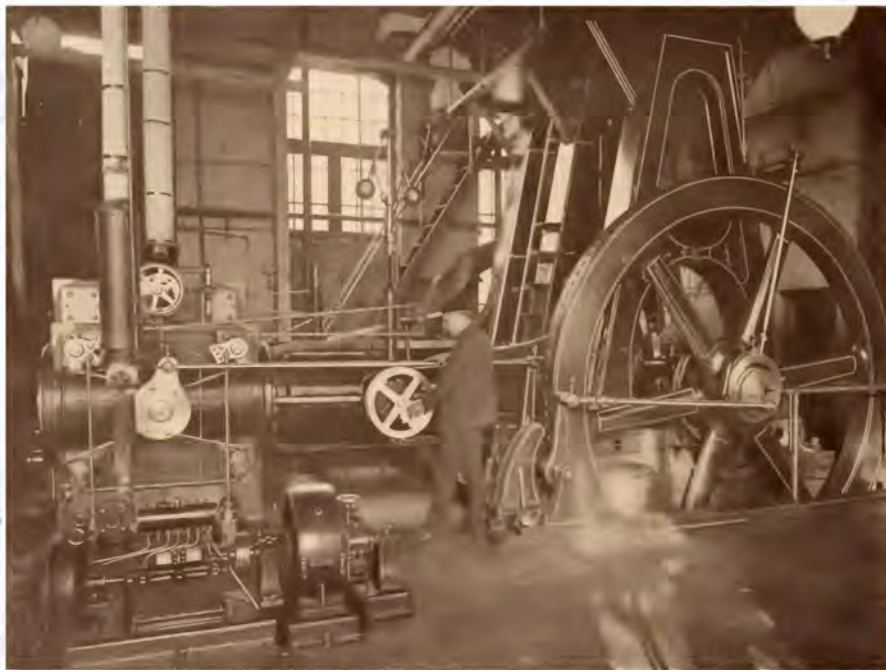


Mr. Doyle



Mr. Gouse

the foreman. In another corner was the pipe-fitting shop--this and a small shed near the reservoir was in charge of Robert Wright. Mr. Wright later became a partner of the well-known plumbing concern, Wright & Alexander. In the next room was one of the show places of the plant--the Engine Room



One of the Refrigerating Machines, Kodak Park Works.

with its dynamos, refrigeration machines, pumps, etc. with all the highly polished brass pipes and fittings. In the fall the large ornamental rubber plants that adorned the front entrance of Building 26 were moved to this spacious location away from the wintry winds. It is said that years before, many plants were kept in this room for the winter, and that Mr. Eastman's mother would

care for them when "Mr. George" was making his periodic visits to the plant. In the S. E. corner of the room we saw a tall man in soiled, greasy work clothes coming down a spiral staircase from the boiler loft. This was Henry F. Jones (1891) the chief engineer. He was in charge of all power operations and his brother Frank (1895) was one of his assistants. Frank could always be seen morning, noon and night, watch in one hand, and whistle chain in the other, at the window by the east entrance calling the Kodak people to and from their duties.



Mr. Jones

The following Tuesday morning (Sept. 4, 1904) Henry was rushed in a horse-drawn ambulance to a Rochester hospital following a severe scald from live steam. Henry recovered rapidly and soon returned to serve many useful years in the Power Plant.

Our next stop was the Boiler Room. Five boilers, I believe, were along the south wall and coal piles and bins to the north. These boilers were strictly non-automatic--(no stokers or conveyors and all coal and ashes were handled by shovels and wheelbarrows and even household ash cans were used.



Glancing out the door, one could see three horse-drawn wagons unloading the daily supply of coal. One of my duties later was to telephone every afternoon to the Yates Coal Co., in the Wilder Building and place the order for the following day of from 25 to 50 tons. The wagon in this photo is resting on a scale platform, the scales being in the west hall of Bldg. 26, and occasionally, in the absence of the gate tender, it became one of my duties to weigh each and every coal wagon.

The man on the left (excuse his back) viewing the brick pavement repairs is Fred A. Cole, Superintendent of Power and Construction.

We retraced our steps through the building and ascended to the second floor where we found the one and only Construction Stock Room in charge of Walter Manning (brother of Ida at the Information Window) soon to be replaced by Sam Mathison. This was long before the days of Gottschalk, Clarence Coons, Charles Kendall, Tom Frost, Louis McManus and many others of the later Stores Dept. Staffs.

Across the hall was the Millwright Shop where Linden Steelsmith (1891) was the foreman--(he was later Alderman of the Tenth Ward), and the Electric Shop in charge of Thomas McCallion (1891) whose son and daughter were later employed here, as well as his son-in-law, Fred Reed, who was to become an Asst. Superintendent of the Film Emulsion Division. Tom was assisted by Myron Bacon (1899) who specialized in telephone work and who spent many years here, then went to the Research Laboratory until his retirement to be re-employed by the D.P.I. for many more years during World War II.



Mr. McCallion



Mr. Steelsmith

We crossed the road to the north to Bldg. 5 which had sort of a brick "arm-chair" entrance at the east end similar to the one that has graced the front of Bldg. 4 for over a half century. To the right was the office of a very stern looking gentleman with dark hair, moustache and very sharp eyes. This was William G. Stuber (1894), the Superintendent of the Plate Coating and Packing Depts., located in the center and west ends of the building and the Emulsion Department in Bldg. 14. Mr. Stuber, years later became President of the Company, then, Chairman of the Board of Directors.



Mr. Barton

Proceeding to the west through the packing room we met Herbert D. Barton the foreman and on through the shipping room to meet George H. Cannan who was in charge. The Coating Room was in the rear and the Wash Room was in Bldg. 6, later to be connected to the main building. This production work was under the direction of Henry E. VanHoesen (1890).



Mr. Stuber

Upstairs we entered a new department devoted to the making of paper boxes for all the Packing Departments on the plant. In a balcony on the south end was located the office of Fred H. Wignall (1904), the foreman. This elevated location afforded an excellent



Mr. VanHoesen



Making Boxes for Photographic Papers, Kodak Park.

view of all these machine operations. Also on this floor was a room where sample prints were made for the Sales Department. This was called the Nepera Print Dept. and was in charge of H. E. Niles.

Although this was a two story building a sort of pent-house wooden structure had been erected on the roof of Bldg. 5. This was called the Testing Department where all film tests were made--also employee's roll film was developed free of charge. G. Fred Knittel (1900) was the foreman, and one of his assistants was Paul O. Bahr (1904).

We left by the west door, passed Bldg. 6 on the right to Bldg. 25. This was the Baryta Coating Department. Reinhold S. Becker (1897) was the Superintendent in charge--a tall fine looking man with a pleasant German accent. He was one of the smooth face bosses of the day. The foreman in charge was William



Mr. Becker

Although this long building bore the sign "No Admittance except to Employees of this Department," we could see through the open door of the Superintendent's office to the coating room and were fascinated by these fast moving machines applying the smooth baryta coating to the raw paper which travelled in high festoons

to the north end of the building to the "turn-around" and return to the huge calender machines where it was re-wound to be sent to the Paper Emulsion Department. This operation which was similar to the sensitized coating was done in daylight and was an impressive sight.

Since we were forbidden to pass through Bldg. 25, we retraced our steps and circled around to the west side and found a small frame shed where the scrap film was sorted and chopped in preparation for the recovery of silver. This work was done under the direction of Foreman F. Fowler, whose son years later became a prominent lawyer and District Attorney in Rochester.

We left the Scrap Shed and walked along the high board fence to the north and arrived at the Chemical Plant--at that time it resembled a separate plant entirely surrounded by another high fence, with a closed and locked gate. We were admitted through to a small frame building at the entrance, known as Bldg. 11. This was the Chemical Plant Office and Laboratory, and the headquarters of the Superintendent in charge-- James H. Hastel (1897) who later became the Plant Manager. Although we had no access to this plant, we were able to observe quite a bit from this office. A horse drawn wagon bearing the name "American Express Company" with a heavily armed driver drew up to the closed gate and was readily admitted. This was one of the few "outside" vehicles to be allowed through this gate. It carried the periodic supply of silver bullion for Bldg. 10 and was received for personally by the Foreman of the Silver Nitrate Dept., Albert R. Vick (1898). This building also housed the Chemical Plant's Power Dept. and they were proud of their steel smoke stack and shrill whistle that blew only at 7, 11, their own shift changing times.



Rear View of the Acid Plant, Kodak Park Works.

Just north of Bldg. 10 was Bldg. 8 the Cotton Washing Dept. This department was in charge of Robert M. Adams (1895), who had left the Company temporarily and had been replaced by Walter D. Marshall (1898) (who later became assistant to Manager J. H. Haste). Mr. Adams returned to Kodak Park later and helped organize the first Receiving Department and later became Superintendent of the Yard Department.



Mr. Adams

Across the road to the east was Bldg. 9, the Cotton Nitrating Department where Robert W. Cook (1899) was the Foreman. These two buildings were close to the same high board fence, with Hanford Landing Road on the other (north) side. This was a public highway leading from

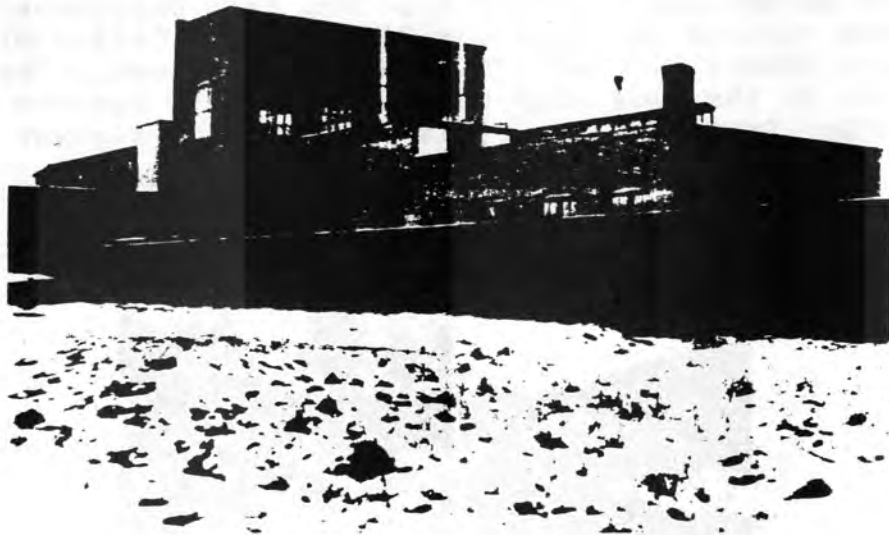


(Path running north across
"Orchard" to Hanford Landing Road)

the foot of the Genesee River bank to the Ridge Road. This thoroughfare was said to be older than many sections of Rochester, and at this time there was no thought of any Kodak buildings beyond this fence.

As we left the Chemical Plant and walked along the north side of the "orchard," and over the Chemical Plant fence, we saw two buildings under construction at the left - Bldg. 17 - the Nitric Acid Dept., and at the right the Sulphuric Acid Dept. - Bldg. 18 - when completed these two departments were in charge of George H. Tozie (1902).

We crossed the immense orchard, which later became known as the "Scrap Yard," the forerunner of the Salvage Dept., and still



(Acid Plant under construction north of "Scrap Yard")

later the site of a new modern power plant to be erected in 1907 with two 366 ft. chimneys, the tallest in America at the time. To the left was the site of the future Bldg. 34.

Bldg. 14 was our next stop. We went through the door at the S.W. corner and entered the North Emulsion Department, where the Plate and Film Emulsions were processed. We saw how the gelatine (foreign made) was hoisted to the second floor by hand using a rope tackle-block. As most of the operations here were done in dark rooms and it was a "secret" department, we saw none of these operations.

In the next room was a tall friendly appearing man, Charles F. Hutchison (1899), busy at a standing (book-keeper's) desk. Later he became Superintendent of the Film Emulsion Department, General Superintendent of the Film Emulsion and Plate Departments and finally Comptroller of same.



Mr. Hutchison

Next we arrived at Bldg. 7--a long narrow frame structure to the east with a large glass-enclosed vestibule. As we entered

we met a rather distinguished looking gentleman who resembled a portrait of an old time family doctor with not only heavy black moustache but a full beard and side-whiskers to match. This was Eugene M. Dow, the Superintendent of the Platino Dept. Mr. Dow I understand was an old time photographer before coming to Kodak in 1895. He was busily engaged with printing frames by these open windows, making test prints in the bright sunlight of the various types of photographic papers made in the building such as Platino, F.P.

Mr. Dow (Ferro-Prussiate) and Commercial Blue Print for the Draughting Room as this was before the days of the Photo-stat type of papers. Other platinum types of paper and the first mounting tissue and imitation leather were made under his supervision. The foreman of this department was Fred Russell (1897) whose son Fred worked here years later in Bldg. 3 and 59.



The Dope Building, Kodak Park, Where the Materials for the Transparent Film Base are Mixed and Clarified.

We crossed the road to the east past a large oval shaped flower bed to Bldg. 13, the Dope Dept. This was a "semi-secret" department, but our guide proudly displayed a pass key at the entrance and as we approached the desk of the foreman Richard Kemp (1892) we viewed one of the bright spots of Kodak Park with its shining copper tanks, brass piping in the upper balcony and on the ground floor, the batteries of revolving white wooden drums containing the nitrated cotton and solvents to be known for generations as "Dope."



Mr. Kemp



Looking West Between Bldg. 2 and Bldg. 13.

We left the Dope Dept. and went next door to the building adjoining to the north, which was #19, called the Dope Addition. We entered the west door and opened the door to the left to a small office where at his desk we met the Superintendent of this, the Roll Coating Department, who was Perley S. Wilcox (1898) who soon became the Assistant Manager of Kodak Park. Years later he moved to Kingsport, Tennessee, where he started organizing the Immense Tennessee Eastman Plant and became its first Manager and later became Chairman of the Board of Directors of Eastman Kodak Company. In this same office



Mr. Wilcox

with a large window to the north viewing a beautiful 300 ft. lawn, were two draughting tables--one occupied by Lee (Pop) Morse and the other by Frank A. Haddleton (1897). Mr. Haddleton served the Company 50 years before his retirement.

Upon leaving the Superintendent's office, we stopped at a closed door to the left and rang the doorbell for admittance; the door was opened slightly by the foreman himself, a very stern man with red hair, moustache and beard, but we were not admitted. We tried to peek over his shoulder to get a glimpse of the immense white-enameled coating machines, but we never did--this was another secret spot of Kodak Park. These machines which we did not see were the first "drum system" operating 24 hours a day, 7 days a week; they had recently replaced the 50 ft. plate-glass table system.

We circled to the north side of the building and past the Distilling Department in charge of Clayton D. McKibbin (1898) assisted by Al. Martens, where the vapors from the Roll Coating machines were recovered, and into the next room where J. M. Wheeler took care of the absorption refrigeration machines; this was called the Roll Power.

We next approached the S. W. corner of the longest building on the plant, No. 20, that was sometimes called Film 3. It was the home of the Film Emulsion Coating. We found the door locked, but after pushing a button near the window, we heard a click at the electric latch and being recognized by someone at an inner desk (probably the Foreman, Herbert R. Williamson) we were admitted as far as the office. Behind a roll-top desk we saw a very stern, important-acting man whom we were told was Harry Le B. Gray (1899) the superintendent of this department as well as the Dope and Black Paper Departments. This building, over 300 ft. long, housed 2 loop coating machines, the first to be installed on the plant but we did not see them.



Mr. Gray

As we approached the stairs near the door, we saw two men laboring with a hand-operated dumb-waiter type of elevator, hoisting 2 large earthenware jars of emulsion to the second floor. We learned that this department was known as Film Three Finishing (later to be known as the Film Emulsion Melting), the foreman was Filtz H. Boyer (1889) who later became Superintendent of the Film Emulsion Department (succeeding Mr. Charles Hutchison), and who just before his death in 1939 was the first person to be awarded a special gold medal for 50 years of service.



Mr. Boyer

We retraced our steps toward the "archway," a landmark that would remain for many decades, entered the NE door and proceeded to the south into Bldg. 5A, the Black Paper Coating Dept. in charge of Michael J. Culhane (1896). We saw more "daylight" machines which coated, calendered and printed the black paper taken to the second floor to the Winding Room in charge of William T. Dagge (1898) to be slit to proper widths for protection of the sensitized film.

This was long before days of "duplex," (red and black) and the special pan, green and yellow color and other types to be inaugurated later.

Down the hall a way was a one-man department where Wallace Hard (1896) not only prepared the gelatine sizing for the Black Paper Coatings, but made photographic paste which was incased in foil tubes for the amateur trade. Years later he became a Foreman in the Powder & Solution Department.

We crossed the hall and entered Bldg. 2 and proceeded along the east side into what was called the Velox Department. Here we found the shipping and packing room and a small office with Edward Flynn (1899) as Foreman (later Superintendent) assisted by John Stephenson both of whom had recently moved to Rochester from Yonkers, N. Y. where they had been employed by the Nepera Chemical Company which was purchased by Kodak a few years previous. We learned that Mr. Stephenson, or Barney as he was affectionately called, brought along his new-born son Harold, who, later became employed in this same department, and served the Company for over 40 years. We passed through to the "dark room." The amber-lighted room resembled a miniature fairyland with the old style hooded electric lamps like Japanese lanterns. This was quite a contrast to the dim red light we saw in Bldg. 12. We could actually see operations in this room--girls busily engaged in sorting and packing photographic papers known as Bromide, Azo, Dexko, Velox, etc. One of these same girls, Katherine Gerling (1900) would still be employed in this department 55 years later, and would hold the record as senior employee of Kodak Park at the time of this writing. We also saw men operating power cutting machines. Here we met William Zimmerli who remained in this department for over 30 years, and upon death of his brother, took over his business as the Zimmerli Business Furniture Corp.

After leaving the Velox Packing, we retraced our steps along the north side of this building and we saw a small Gordon printing press and close by a man setting type by hand, William H. Carroll. This was the origin of the Kodak Park Printing Department. We next entered a small room in charge of Frank Richards - we were told this was where the Solio emulsion was made. We were surprised to see operations under white lights, but we learned that Solio papers were printed by sunlight. Some of the old timers in the Solio group were Chas. Albright (1891) Fred Anderson (1894) and Abe Crittenden (1891), (no relation to the writer). While in this room, we learned that there was gold (chloride) in this emulsion. We also saw a large barrel of grain alcohol and learned that this was received periodically from the Rochester Distillery on Lake Avenue where Judge Motors is now located.

Our next stop was the Solio Packing and we found seated at a high "foreman's desk" George W. Howell Sr. (1891). Mr. Howell was a quiet, soft spoken person, who later became the Superintendent of the Envelope, Carton and Printing Departments. Among the men working for



Mr. Howell



Mr. Hoffman

Mr. Howell were Geo Henderson (1903), my own brother Will (1899) and John Hoffman (1884) who was years later transferred to the Canadian Kodak Co., where he served many years.

We descended by another spiral stairway to the ground floor and found the Solio Coating Department in charge of George White (1899) which extended the entire length of the building on the north side, with the Velox Coating on the south side. The Velox Coating was in charge of Harry H. Tozier (1899), another "Nepera" man, who later became Superintendent of this and the Emulsion Department and then went to Toronto to be Assistant Manager of the Canadian Kodak Company plant.



Mr. White



Mr. Tozier

E. O. Budd (1890) one of the assistants later took charge of the coating rooms.



Mr. Budd

We left Bldg. 2 through the center door on the west end and passed through the "archway" turned left and returned to "home base" of Bldg. 26. We entered the N. W. door into a long wide hall and to the right we saw two time clocks, one for the men and one for the women. On the left wall was a special clock for the shift workers. All of the 1000 employees of the plant except those in Bldg. 12 registered in and out in the hallway. Also, on this wall was a window at each end and one at the center, opening into the office. The first was the Cashier's office where Mr. Scofield was located. The center was the Order Dept. in charge of Charles Benner and the south window opened into "Baldwin's office" where the writer was to be located for the next three years. All three of these windows on Saturdays were used for pay booths where all employees were paid off weekly in cash.

We entered the office proper through the center door into a passageway between one of these small offices having a long counter with a swinging gate in the center--this opened into the Accounting Section where there were three old style high bookkeepers' desks, and the following bookkeepers and assistants perched on high stools: Edward J. O'Grady, Armond A. Maurer, Thomas J. Meagher (1902), Paul C. Wulf (1903), Arthur E. Weyraugh (1903), Frank Nagel, William Rodda and a few others. The Order Dept., aside from handling all product orders from the State Street Office, also had charge of mail and messenger service. This staff included Sam H. Paine, Clifford J. Coffey, William Cornwall and Bill Weyraugh. Aside from

carrying mail, and running errands on the Plant and to the City they had other duties such as tending gates, weighing coal, guiding visitors, etc.

At this time a loud buzzer sounded near the pendulum clock on the wall. I was told that this is a signal from the Manager's Office that a messenger is needed, and I should answer the call. I climbed the stairs and rather timidly approached the front office on the right side, and I was greeted by a big man with a very kind face, sitting at an immense roll-top desk. Before telling what his errand was, he smilingly asked, "What, a new boy?" He then asked my name, and after a few remarks he made me feel right at home. This was Frank W. Lovejoy. Twenty-five years later when he was General Manager, I met him uptown and he still called me by name, to my astonishment, and after mentioning his remarkable memory, he replied, "Well, didn't we work together at the Park years ago?" Mr. Lovejoy always was a Big man to me in more ways than one--and a kindly one!



Mr. Lovejoy



Later we explored the rest of the second floor of Bldg. 26, and found in the front office on the north side, the desk of Fred A. Cole the Superintendent of the Construction and Power Departments, and his assistant, Claude E. VanHouten (1891).



Mr. Cole

Mr. VanHouten

The large room to the west with the northern exposure skylights was the draughting room, with F. A. Flfield in charge, assisted by



Draughting Room, Kodak Park Works.

Arthur Marsielje (1902), Harry L. Bruner (1901), Percy Bryan, a Mr. Grothier, Mr. Moses and others. At the extreme west end was a huge vault where all the drawings and blue-prints of the plant were kept, directly below this on the ground floor was a similar vault where accounting, payroll records and petty cash were stored.

On the south side we found two small offices of the Nepera Sales staff from State Street in charge of J. S. Cummings. In a small room in the S.W. corner was a one-position telephone switchboard with a capacity of 100 lines in charge of Blanche Ruth assisted by Edith Mierke who later married George Gelder, one of the drivers of the first K.P. auto trucks.

This switchboard was the battery-type and all ringing both from the board and from the phones was done by hand generators; a few of the offices had the new style desk phones, but throughout the factory the wall or rural-type telephone prevailed.

We left Bldg. 26 by the west door and came down the outside iron stairs that resembled a fire escape, very much impressed with what I had seen and the people I had met. Following is a sort of over-all picture of the general conditions of the day:



A Bit of the Shrubbery, Kodak Park.

The Grounds - Outside of the fenced property east of Bldg. 12, 26 and 2 from the "Best" property along Lake Avenue (the Boulevard) to the Hanford Landing Road, we saw well-kept lawns, trimmed hedges, beautiful flower beds, bushes, many trees, and most of the buildings were covered with ivy. Inside the plant proper wherever possible

were more lawns, flower beds and some trees. We also saw ivy climbing the walls of the buildings and the 100 ft. smoke stack along Bldg. 1.

The roads around the plant were mostly dark Macadam and brick with many cinder paths. Mr. Eastman preferred these subdued tones rather than the harsh white of concrete pavements and cement sidewalks.



Looking Toward the Boulevard From Kodak Park Office.

(This photo (about 1906) showing wide cement sidewalk, laid during Mr. Eastman's absence abroad, and was later removed.)

The improved roads were kept clean by men with brooms and two-wheeled carts sometimes augmented by a two-wheeled horse drawn cart similar to those used at the time in the cemeteries. The dusty roads both inside and outside the plant were well sprinkled in the summer by horse-drawn sprinkling wagons, and in the winter, horse-drawn snow plows operated day and night throughout the plant and on many of the roads outside, as we were still located in the Town of Greece. Very little public road work was done outside the City of Rochester. Quite often during the winter months during the "slack periods" before schedules were so carefully planned, production workers had to take their turn with snow shovels, etc.

Protection

Plant protection was practiced on the plant at this time in a limited manner which consisted mostly of fences connecting the outside buildings. An iron fence extended from the center of Bldg. 26 to Bldg. 12 with a double or "wagon" gate padlocked across the road. Another iron fence covered with honeysuckle extended north to Bldg. 2 with a single locked pedestrian gate. The rest of the plant was enclosed with wooden fences about 8 ft. high neatly painted a russet color. One double gate was located south of Bldg. 12 for the street cars to enter in the late afternoon, another double gate for wagons across the road still farther south past the "Emerich" house to Ridge Road. Another pedestrian gate was located north of Bldg. 7 for convenience of employees living in the Hanford Landing Road section.

The main gate at Bldg. 26 was tended by one of the office boys during his spare time, being summoned by a call bell in the rear of the office. Other gates were opened and closed when necessary except during noon hour and at starting and quitting time when they remained open. All gates were closed, locked and barred at night also by one of the messengers. During the night trick workers were admitted only by pass at the small gate north of Bldg. 26 by an employee of the Power Dept.

The night protection of the plant consisted of hourly rounds of all the buildings seven days a week by two night watchmen, Hamilton J. Doane, who years later became the first foreman in charge of a Protection Group. He was assisted by Richard Dowe. At this time each man patrolled half of the plant, recording their trips through the buildings on magneto type call boxes. There was no telephone operator on duty at night--outside lines were "plugged through" direct to the Power House, Roll Coating, and Chemical Plant, the only departments operating after regular working hours.

Fire Protection - It was several years later before full-time, or paid firefighters were utilized on the plant, although an efficient volunteer force had been active for several years under the direction of the Chief Engineer and assistants. These men were called from their work during the day, or from their homes at night, by one long blast from the Power House whistle in Bldg. 1 followed by a series of short blasts denoting which of the 5 districts of the plant the fire was located. Alarms were either telephoned to the Power House, or given by a "runner." The volunteers responded with hand-drawn hose carts, ladder wagons, and chemical tanks and manned the conveniently located hose houses throughout the plant. In case of a very serious fire, the Rochester Fire Companies could be summoned by using the City fire box #524 at the Power House, but at that time it is said it would cost the Kodak Company \$100 every time this box was "pulled."

Transportation - Even in these early days transportation was a big problem. Most of our raw materials came from out of town. The raw photographic paper and gelatine came from foreign lands. Our nearest freight terminal was at the Kent Street yards or at Barnard's Crossing 1 1/2 miles north on muddy Dewey Avenue extension, so Kodak, through the Purchasing Department at State Street, contracted with a Rochester carting company to make deliveries from the uptown freight house to the Park with horse drawn wagons. In the meantime the Company was seeking permission to use the private road through Holy Sepulchre Cemetery for a shorter route from "Barnard's" through Lake Avenue. A few years later we had a vision of our own Kodak Park switch from the Charlotte branch of the New York Central.

Around the turn of the century, Chester E. Lay who operated a livery stable and carting business on Glendale Park near the river was engaged to supply teams and men for the carting inside the plant. This was many years before Kodak purchased their first automobile truck (1909) and "Chet" furnished as many as 25 teams a day and continued this work on a limited basis for over a score of years.

Chester E. Lay, his teams and men played a very important part in the transportation picture of Kodak Park in the early days. Not only did they do all of the moving and carting around the plant, plowed the snow, sprinkled the streets; they were always available, day or night, for any emergency such as taking ill and injured to their homes or to the doctor in horse-drawn buggy or cutter, usually driven by "Chet" himself. In case of severe snow storms when street cars could not operate, bobsleighs would be provided to take the workers up Lake Avenue, over "Burke's Hill" on to their homes. In later years when we had our own railroad on the plant, his teams would move freight cars, hoist "nitro" in the Chemical Plant and furnish the motive power for the mowers on our vast lawns. We must not forget the rest of the Lay family. Brother Charlie also drove one of Chet's teams for years. Frank had a one-horse light pick-up wagon which daily made the rounds of Rochester merchants for small articles needed at the Park, that could not afford to make deliveries "out in the sticks." Seward later gave up "teaming" for a steadier job at the Park and later became foreman of the "Yard Gang." Brother Sam started right in at the Park in 1892 and later moved to Toronto where he spent many years with Canadian Kodak Co.

One of "Chet's" chores after the advent of the Dining Hall in 1905 was the disposal of garbage from the kitchen, and years after when horse-drawn trucking was outmoded by the automobile, and he was in semi-retirement "out the Ridge," he could be seen at the back door of old Bldg. 28 carting away the scraps for his pigs on the farm.

Automobiles were very scarce 50 years ago. Probably the only one driven to the plant was Mr. Eastman's. The only auto-truck was one from Stecher Lithographic Co. making periodic deliveries of film cartons to Bldg. 12. Many of the employees rode bicycles, and plenty of "bike-racks" and sheds were available throughout the plant. As mentioned earlier in our "trip," street-cars carried most of the folks to work for a five cent fare with free transfer.

Dining Facilities

In 1904 there were practically no dining facilities on the Plant, although ground was broken in August for the first Dining Hall.

Previous to this time employees living beyond walking distance either carried their lunch or visited nearby eating places at noon, such as Mike Miller's Lunch Car or Laufer's Hotel on Lake Avenue or possible Rosenberg's Boarding House on the Hanford Landing Road (the present Yard Dept. Office - A-15) or other nearby private homes where noon-hour meals were served.

One enterprising Rochester concern known as the Luncheon Company prepared box lunches consisting of sandwiches, cake and fruit and were delivered to the main office gate every morning by a horse-drawn wagon, and sold for the nominal price of 15¢.

In the early spring of the next year the first section of Bldg. 28 was opened to the employees for noon-hour meals only.



Women's Dining Room, Kodak Park. The Men's Dining Room on Lower Floor is Similar to This.

Employee Benefits

Although Kodak wages were as good or better than the average place of employment in Rochester 50 years ago, very few if any of the recognized benefits that we enjoy today were in practice at that time.

Overtime was paid at the straight hourly rate and time and a half was paid for Sundays and holidays, except Christmas which was paid double-time. Trick workers had a slightly higher weekly rate than day workers, but were paid no shift differential, nor received any premium pay for Sunday work providing they had one other day off during the seven day period. Trick workers worked 6 - 8 hour days and day workers worked 6 - 9 hour days in winter, but from May 1st to Nov. 1st they worked 9 5/6 hours for 5 days and 4 5/6 hours on Saturday.

The "no loss and no overtime" privilege was enjoyed by Bldg. 26 office workers and Superintendents, possibly some Laboratory workers with a vacation allowance of one week after six months employment or two weeks after one year of continuous service. All production workers and other supervisors were on the hourly basis and punched a time clock 4 times a day.

This was before the days of Workmen's Compensation and although there was no sick benefit plan it is known that Management, in a quiet way, made cash payments for time lost on account of accidents and severe illness in certain worthy cases.

There was no Wage Dividend plan adopted until 8 years later (July 1912) but Mr. Eastman had paid a cash bonus to all employees upon the formation of the plant in England 5 years before, and there was some speculation whether this idea might be repeated.

At this time there was no system of production planning, and due to the seasonal variations in demands it was necessary to "lay off" help during the slack times, and also "farm out" some production workers for maintenance jobs about the plant.

Pensions, Group Life Insurance, Savings and Home Financing plans were unheard of at this time, but the Suggestion System, one of the first in this Country, had been started years before, and was now quite active.

Ball playing was allowed, (or overlooked) on the front lawn, or in one of the nearby orchards, until someone accidentally got hit with a batted ball. Aside from this there were no recreational activities until the KPAA was organized in 1910, although Mr. Eastman personally arranged to have the Doessenbach String Quintet play in the Girls Dining Room at noon hours occasionally during the winter months.

While thumbing through these pages, a few errors and omissions were noted:

Page 2 - North Film building should be Bldg. 2.

Page 6 - The names of J. Q. Collin and William FitzPatrick should appear among the South Emulsion group. They were former "Nepera" men. William Jr. is now with the Film Emulsion Division. Perry Wright was also a member of the Laboratory staff in Bldg. 4.

Page 10 - Among the new faces in Bldg. 5 were E. N. Brewer, Charles F. Seyfried, Arthur Allen, and several girls from the newly acquired Stanley Dry Plate plant of Newton, Mass. Mr. Brewer later became Superintendent of the Plate Dept., and Mr. Seyfried was later Foreman of the Receiving Dept., He is now with one of the city's leading hardware concerns.



(A. W. C. in 1955)

Page 11 - Another member of the Testing Dept. staff, and later with the Paper Sensitizing was Edward Hoefen. His son Willard is now with Manufacturing Experiments in Bldg. 14.

Page 12 - One of Mr. Fowler's assistants was Harry Sprague the father of Oscar V. Sprague, Superintendent of the Utilities Dept. of the E.C.M & U. Division.

Page 17 - The red haired foreman of the Roll Coating Dept., was Dan Marshall, whose son Walter of the Chemical Plant was mentioned on page 13. Several members of the Marshall family have been employed on the plant during the past years. The 50 ft. coating tables were actually laid out in four sections, covering a 200 ft. span.

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The writer is very grateful to the many persons, both active and retired for their encouragement, advice and verification of facts for this story - also for the loan of plant pictures of long ago, and for the shower of kind letters of commendation received since the publication.