

Video	Audio
FFB: TITLE: (white over black) This documentary is dedicated to the <i>hard working and loyal</i> employees of the Endicott-Johnson Corporation.	
Title: "Which Way EJ?" Part I: The Endicott-Johnson Corporation--(1880's to 1940's: A 50-man shop to 20,000)	MUSIC UP: Player piano//honky tonkish
VIDEO: JC/ENDICOTT ARCHES PIC: Big arch pic w/ sig's VIDEO: pan across signatures	VO: One of the first things one sees when entering Endicott or Johnson City is the Square Deal Arches over Main Street. In 1920, Endicott Johnson workers raised \$14,000 for each one??. Why is it that the local workforce's pride in the company was so great? Perhaps the people who worked and lived in the area can help us find out.
PIC: Adam Herceg PIC: Pan down Gpa,Bill,Rudy,GGMA portrait with kids barefoot	MUSIC UNDER VO: My great grandfather immigrated from Checko-Slovakia to Endicott in 1914? After making his start in EJ, he sent for his wife, as well as my grandfather and his two brothers in 1920. Commonly living with no shoes on their feet, they would soon be working and living in a community of what would be one of the largest shoe concerns in the world
Robble Ave House	VO: Like most who lived and worked in the area, my family came to this country for work and a new way of life. They moved to this house in Endicott on Robble Avenue to start their new life in America.
PIC: Capital Honors Labor billboard	VO: Like everyone who came to work for EJ mostly immigrants from Poland, Russia, Ireland, Chzeko-Slovakia, Italy, they were to experience one of the most unique working arrangements in the history of the industrial revolution.
Title: "Mr. Johnson, Plymouth Mass." PIC: birthplace house PIC: Factory fired from	VO: Born October 14, 1857 in Milford, Massachusetts, George F. Johnson worked since the age thirteen in several and typically horrid shoe and boot factories in the area. In 1881, he was thrown out of a factory in Hopkinton Mass for talking with an employee. MUSIC OUT
Title: John Massucci, Village of Endicott Historian INT: JOHN PIC: young George F	JOHN: Geo. F receieved a letter forwarded to him from his father, simply addressed Mr. Johnson, Plymouth, Mass. It was from Joseph Diment, superintendent, asking him to take a job in a treeing room at the Lester Brothers Factory in Binghamton, NY. George F. arrived in town with eight cents in his pocket, to interview for the job. When young 24 y.o. George showed, the men were hesitant in giving Geo. F the job after expecting his matured father. George F. pleaded to make a case for himself as a good manager. Aknowledging he was the son of the anticipated worker, George asked Diment "Give me a chance. You'll find that I can run a treeing room" His attempt was successful, and Geo. F. started as the foreman in the treeing room.
INT: JOHN PIC: Lestershire/Pioneer Factory PIC: Lestershire Map	JOHN: The Lester brothers began to see nearly instant cost savings as George rose up the ranks managing the company's workforce. George F recommended that Mr. Lester expand operations in rural areas. This would allow workers to have houses with yards and gardens. The company did see the benefits from the ideas of decentralization and deurbanization due to their expansion west into a town then named Lestershire.
PIC: YOUNG GEORGE F	VO: George's dream of an industrial democracy was beginning to come true, but not completely. Mr. Lester was selling land to employees at a profit.

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SAME PICTURE AS ABOVE	GEORGE F. VOICE: "The trouble with most employers is that they don't see far enough ahead. If they did, if they had real vision, they'd see that they would be better off paying good wages and helping their workers to lead normal, happy lives, owning their own homes and being a real part of the community. But the short sighted employers want to make quick money, and think they can get it by paying as little as possible, exploiting their workers and the people who buy their product."
SAME PICUTURE AS ABOVE	VO: Already George was stating his beliefs in hopes that one day, he might live up to truly fulfilling his desires for the working people.
INT: JOHN PIC: Early Henry B. Endicott PIC: YOUNG Geo F	JOHN: During the depression of the 1890's, Henry B. Endicott, savvy Boston businessman and leather supplier to the Lester Brothers, obtained controlling interest of Lester Boot Co. which owed Endicott more in stock than the company was worth. George expressed his desires to turn the company around. Under the advice of Mr. Lester, who could see George F's potential., Henry B. Endicott hesitantly assigned George F to run the entire business.
INT: JOHN PIC: Early George F	JOHN: In this experimental time, George F managed the business as though each employee was his friend and equal. He found that maintaining a close relationship with all his employees on an individual basis was not only the only ethical way to manage people, but key for winning their confidence to implement poilicies. One of the first changes George made was to put everyone on a piece-work system, which gave employees an incentive to work, and therefore increased production. His quest for efficiency was implemented into all operations in the business. He even rid two salesmen of their positions and went on the road selling shoes, talking to heads of companies, convincing them off the quality of craftsmanship and price advantages of his company's shoes.
PIC: Early HBE & GFJ	VO: In 1899, after reviewing the increased sales and decreased costs, Henry Endicott offerred Geo. F a raise. Geo F declined, but offered to buy half the business on an IOU to Mr. Endicott for \$150,000 at 6% interest payable quarterly. Endicott agreed, knowing that they both made a good deal. The result was called the Endicott-Johnson Company.
PIC: Jerry's early 1900's pics PIC: Endicott Terrace	VO: George F. could now start living his dream. With business solid and cost effective, he could govern by the golden rule, managing employees from their perspective. After convincing Henry Endicott of his plan, the expansion began. Headlines read "Model City of Endicott Will be Built Opposite Casino Park in the Town of Union--An Industrial Movement of the Stupendous Magnitude". EJ bought tremendous amounts of farmland to the west, and called it Endicott. He built factories and 75 homes on 15 acres for the workers on the south side o town known as Endicott Terrace in 1904. These homes were not the typical small company shantys of low quality and similiar appearance. They were six and seven room homes of individual design with lawns and space for gardens. The homes were sold at cost to employees for just over \$3000. Geo F saw the benefits of satisfied employees, business flourished with soaring production and sales, and EJ kept expanding

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<p>Pic: Tannery photos Pic: Sales, warehouse Pic: Early Geo W, C.Fred, Charley</p>	<p>VO: George F started not only integrating his workers with the company, but he integrated his industry to eliminate middle-man costs. In 1901? he bought the Weed Tannery in Binghamton, and began to perfect the art of tanning leather. He then moved on to build the Sole Leather, Calfskin, Sheepskin, pigskin, and Upper Leather tanneries, as well as the sales building and a large warehouse in NY to better fill orders. In addition, George F. started integrating his family members into the business. His son George W. started in the Tanneries. George F's brother C.Fred had been a help in many aspects, and later his son Charles F. Jr. started in the shipping department. With an integrated "hoof to foot" industry, and the support of integrated working partners and family, EJ was well on its way to tremendous success--and giving employees a square deal of it.</p>
<p>TITLE: CAPITALIST HUMANITARIAN PHILOSOPHIES</p>	<p>MUSIC: UP AND UNDER</p>
<p>Capital Honors Labor billboard, logos PICS: 8 Hr Wkday photos from parades, etc</p>	<p>VO: EJ's history wasn't just the building of an empire, it was the building of a lasting foundation of relationships, where Capital Honored Labor. George F recognized the importance of satisfied labor to cure the ills of industrial production. He knew most employees personally and visited facilities often. George F. always tried to provide the most for his employees. In October 1916 he sent out a memo that plainly announced "Starting Monday Endicott-Johnson employees will work an 8 hour day". Until then, they had worked 9 1/2 hour days when the industry standard was 11 hours. When word spread, employees gathered up their family and friends, got some clams, beer, and a band and proceeded to George's house. 25,000 people dropped by to thank George F. personally. The thanks were appreciated, but George F. also knew that people would "do more and better work in an 8 hour day and be of greater service to themselves, their families, the community, and humanity at large" He was right, and production reached a new high with the shorter hours.</p>
<p>Picture of HBE & GFJ near EJ store</p>	<p>VO: EJ finally incorporated in 1919 for 36 million dollars, of which Henry Endicott and George F. Johnson became worth over 10 million dollars each. Endicott decided to create a large estate for him and his family to enjoy. George F decided to give back to who made the success--his working partners. Within a year, Henry B. Endicott died, and George F. took over as President of the Endicott-Johnson Corporation. He was now free of the second guessing and hesitations that slowed his expansion, integration, and generosity of the past, thus making the triple cities a "miniature promise-land" Economically and Ethically.</p>
<p>FILM: Workers working</p>	<p>VO: By this time, EJ employed 13,000 workers and made 75,000 pairs of shoes a day. George knew that to be able to do what he wanted to do for the working man, he was going to have to make a profit, and did. But he also wanted to give them a square deal of the profits from the product they made. EJ paid their workers the highest rates in the shoemaking industry. But they could afford to. The country was in a sales economy now, and EJ promised a better shoe for less money. Their sales boomed in this practical era, and were the first to develop company-owned retail stores to combat the retailers that bought from middlemen.</p>
<p>PIC: George F. with worker</p>	<p>VO: And as production soared, George could not possibly keep up his face-to-face communications with his employees. He always did, however, maintain an open-door policy, where anyone could walk right into his office and be able to speak their mind without any fear.</p>

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<p>PIC: Geo F w/workers around him PIC: Worker's Review Cover PIC: Signature of George F</p>	<p>VO: George F. also had to develop his public speaking abilities. He commonly would address employees in a plant or outside in an open area. In addition, he developed a weekly internal communications magazine called the EJ Worker's Review. In it was stories of the company's improvements, benefits explanations, and coverage of events relevant to employees' lives. It was also a forum to discuss questions or problems. Letters were answered directly from the President himself.</p>
<p>PIC: EJ Page, 17,000 editors PIC: Piece work coupons lady</p>	<p>VO: In later years, George F. transformed the internal communications magazine into one to two full pages in the daily Binghamton newspaper. Known as the "EJ Page", now everyone in the triple cities knew the wonders George F was making with his working partners. George F. could afford to do this because he owned half of the newspaper, but later sold it to Congressman William Hill. Hill spun off "The Johnson City Publishing Company" from the Binghamton paper, and the company printed all of EJ's publications and piece-work coupons.</p>
<p>PIC: Early Geo. F</p>	<p>VO: In the early days, George had a lust for money and wealth. He then realized that he wasn't satisfied with wealth, but with its only justifiable use--the betterment of the human race. In realizing the importance of making profit, George F. never forgot the source, and always gave Labor a Square Deal.</p>
<p>FILM: Workers working</p>	<p>VO: He instantly initiated a shared surplus earnings program, putting employees to work for <i>themselves</i>. An initiative where employees <i>earned</i> a bonus at the end of the year. Whatever was leftover after paying the company's liabilities was split equally between labor and holders of common stock.</p>
<p>FILM: Workers working PIC: Geo. F/family shot</p>	<p>GEORGE F VOICE: "If there is any surplus, it is split 50-50 between the common stockholders (who have taken the financial risks) and the workers who have produced the results. There are no big profits, therefore, split among a few people. There are no families who divide the earnings."</p>
<p>VIDEO: Letters PIC: Men's scout factory</p>	<p>VO: Letters came in from every department expressing their gratitude . . . MISC VOICE: Our own Mr. "George F" We feel that words, mere words from us, are indeed inadequate, too empty, to express our sincere thanks and appreciation for the wonderful opportunities of sharing in the surplus profits. . Sincerely, The Men's Scout Stitching Room</p>
<p>PIC: Profit Sharing Check to Geo W PIC: George F. Day Pin Sept 1919</p>	<p>VO: George F. was a believer in spreading the wealth. "The Greatest Good for the Greatest Number" was his motto. Every employee received the same exact bonus, <i>including</i> the President and his son George W, the Vice President. At its highest, the bonus was \$245--which translated into almost five dollars a week. In fact, George F himself received less than 200 dollars because he worked 36 out of the 52 weeks that year. In September of 1919, employees congregated at Ideal Park and formed the first of what would be a tradition - a celebration named "George F. Day". At this event, Congressmen William Hill addressed the congregation about George F's philosophy on labor issues, citing an interesting story of a recent buy-out offer of \$45 million dollars, where Johnson stated to the offer makers. . .</p>

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<p>PIC: George F PIC: Working conditions - Roberson PIC: Better shoes on side of building-roberson PIC: George F</p>	<p>GEORGE F VOICE: Gentlemen, this is a great deal of money. It is more money than this business can pay returns on. Since we have been in business, we have tried to do two things. We have tried to give the greatest possible wage and the best working conditions to our fellow workers, and we have tried to put into the goods we make all the honest value that it is possible to put into them. If you put \$45,000,000 into this business, you will have to make the business pay dividends on that vast amount of money. It is possible to pay dividends on 45 million, but it can be done only by undoing all that we have spent a lifetime trying to do. I will not consider the proposition. I am going back to Johnson City and Endicott to try to make life easier and happier instead of harder for the boys and girls there.</p>
<p>Same as last pic from A</p>	<p>VO: Congressmen Hill also stated how George F was different from most industriasts by not taking advantage of his workers, but giving back to them and the community. George F's programs were now at full throttle. He was not only expanding facilities at an astounding rate, but he was funding the building of homes, medical clinics & hospitals, parks, public markets, churches, and more.</p>
<p>CFred & Eldridge at controls--Hooper Eldridge Standpipes Hose house old ambulances new ambulances Endicott FP Dept JC FP Dept Line up</p>	<p>VO: Knowing the importance of protecting all that he had worked to build up, George F commissioned his brother CFred to start what would be one of the most sophisticated Private Fire Brigades in the world. Chief James R. Eldridge later took over. Along with the Safety & Security Departments, the EJ Fire Prevention Department was integrated into the corporate culture. All factories were equipped with automatic sprinkler systems and inside standpipes. Large areas were seperated with fire doors. Hose houses and hydrants were located at strategic points outside the buildings. The department also shared responsibility with the village for putting out fires in worker's homes. In exchange, the village helped EJ Fire Prevention Department if any facility fire needed more help. Until 1943??, Fire Prevention was also in charge of the Ambulance squad that served the employees and their families. The old ambulances were converted for families to use as limousines for funeral processions. In 43??, the ambulances were placed under the control of Ideal Hospital. The fire prevention departments were located in Endicott and Johnson City totalling one hundred and fifteen full time employees.</p>
<p>PIC: Factories PIC: Training in factory --Hooper PIC: Resusitation staff--hooper PIC: Extinguishers PIC: Employees on fire escape or infront of buildings</p>	<p>VO: Even more important than the post-event loss control was in the department's responsibility of <i>prevention</i>. George F. knew the value of risk control and implemented it long before the mainstream. All EJ Facilities were built with approval from EJ's fire science experts. Each building was patrolled at night with hourly reports on alarm system tests and facility conditions. Fire Prevention employees were tested on their weekly training sessions about new techniques and facility updates. They were also trained in resuscitation. Extinguishers and first aid boxes were spread throughout the factories. EJ Employees were trained on what to do in an emergency. In fact, 70-90% of all EJ fires were extinguished by employees without having to even call the Fire Prevention Department. When there was an emergency, EJ workers were trained to know what to do. There were frequent fire drills to test the worker's responsibilities. Certain employees were designated to operate the first aid fire appliances, some sounded the alarms, and others directed co-workers out of the building. Losses from 1926-1930 were only three thousand dollars a year, much lower than any other manufacturing facility of this size.</p>

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PIC: George F	VO: George F. was a "golden rule capitalist" who felt that capital was an empty and brainless thing that couldn't live for a minute without labor. His attempt to make <i>the most of</i> instead of <i>the most out of</i> the business allowed him to give back in so many ways more than is, or could be, covered in the following minutes.
FFB: TITLE: Additional Benefits for Employees and Community. (Over image of "for you--oh no that's too much" sign EJ Worker Rev.mag)	MUSIC UP
PIC: WS OF EJ HOMES NEAR FACTORIES PIC: JOHNSONS AT CLAMBAKE PIC: EARLY PIC OF GEORGE F. HOME PIC: HBE's HOUSE (IBM CC?)	VO: He knew that his workforce family had families and that they needed food, shelter, safety, and a healthy lifestyle. EJ's homebuilding program that started in 1904 was satisfying a critical need. George F. built homes in town, surrounding the factories and believed in management living with labor in harmony. The Johnsons were invited to and attended many family parties and gatherings, mingling with everyone and enjoying their customs. George F. built his home in 1903 on Broad Street in downtown Endicott. He was enraged that Henry B. Endicott had built a house out of town on a seclusive hill. (IBM Country Club? check facts) In a letter to his daughter Lillian, George F. stated:
PIC: GEORGE F. JOHNSON	GEORGE F VOICE: "The people we don't love is the people we don't know. These are the ones who go to private schools when young--who live in "exclusive" homes and "exclusive" circles and don't mingle with their kind--the Human Family"
PIC: HARRY L. JOHNSON	VO: While EJ's expansion of factories occurred, the homebuilding program, headed by brother Harry L. Johnson, was hard pressed to keep up with the demand. Therefore, many people were being victimized by greedy landsharks in the area. When an employee and his family died in a fire of some old tennement, George felt responsible.
	GEORGE F VOICE: We have no right to build these plants until we build safe and comfortable homes. We were so eager to make profits in a complete plant that we forgot about the homes. But we are trying to make up for it now.
PIC: WS HOMES	VO: He immediately stepped up the homebuilding program. EJ started building garages on the plots first for families to live in, while their homes were being built. In April of 1923 in a letter to his brother C.Fred, George F. stated his idea
PIC: GARAGES PIC: WS HOME CONSTRUCTION FILM: WS HOME CONSTRUCTION	GEORGE F VOICE: This morning we have decided to build about a hundred small garages. We can build one about every day. Then we will rent these, for say two or three dollars a month, to families who are willing to live in them, rather than pay the big rent that the landlords propose to try to get. In this way we hope to stem the tide and relieve the situation. The plan is a good one, because then we can tell the fifty families who are waiting for the fifty new homes, that they can have these garages to live in, on the back of their lot, and occupy their houses early in the fall.

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<p>FILM: Homes VIDEO: ROBBLE AVE DRIVEBY VIDEO: BILL HERCEG'S HOUSE FILM: WILMA STREET PAN</p>	<p>VO: The houses that were built were of excellent quality. They were not the typical flimsy company shanty's popular of the era. They were roomy, solid houses, all of unique design, and are the same today. On a lot of 50 by 150 feet, with plenty of room for a garage and garden, homes were designed symmetrical for simplicity and economic efficiency. There were three basic architectural themes from which each individually designed home was based off of--the Bungalow, Foursquare, and Homestead. The siding was either clapboard, shingles, or stucco. These 4 to 8 room homes had full plumbing and wiring, and included large master bedrooms with walk-in closets, hardwood flooring, laundry chutes, pantries, and built-in bookshelves. Colors of the homes were green, white, grey, maroon, yellow, and brown. They were sold for 2500-3500 dollars originally. Over 4000 homes were built for employees. The house my family immigrated to was an EJ home, as was my grandfather's brother's home when he moved out and into this house which still stands at ??? Wilma Street in West Endicott. Built in 1933?, the house is still a solid structure. George F. commented to President Roosevelt</p>
<p>FILM: Homes</p>	<p>GEORGE F VOICE: The homes we've built in this valley are plenty good enough for you or me to live in. VO: The residents of the area are very proud of their EJ homes, the quality, and their endurance through the years</p>
	<p>INTS, DESCRIBING PAYMENTS/INTEREST, HOMES, ETC</p>
<p>PIC: LUMBERYARD FILM: PAINTING HOUSES FILM: SEWER LINES FILM: SIDEWALKS PIC: C.FRED VIDEO: MCKINLEY, ETC. FTB:</p>	<p>VO: Even the homebuilding process was as integrated as could be made. The paint used on the houses was made from a by-product of leather! With their own lumberyard and mechanical department, homes were built by workers that were paid as EJ employees, and were eligible for the same benefits as the regular EJ employee. EJ also built the town's water works, which also supplied the tanneries with the water it needed. They also built the majority of the early roads, sewers, sidewalks, and street lighting for Endicott. George F.'s brother C.Fred was responsible for the planning and naming of Endicott's streets--mostly named after past US presidents.</p>
<p>TITLE: "LIVE AND HELP LIVE"</p>	
<p>PIC: FARMER'S MARKET VIDEO: WS MARKET BLDG. PIC: PATTERSON W/ PRICES VIDEO: MOTTO CEMENTED OVER DISSOLVE TO PIC: MOTTO CARVED VIDEO: LABEL CEMENTED OVER DISSOLVE TO PIC: JOHN S. PATTERSON MARKET CU PIC: ENDICOTT FARMER'S MARKET PIC: 1941 bldg ded. or video of bldg FTB</p>	<p>Providing another basic need by protecting his workers from rising food prices of 1919's World war and price speculations George F. established Farmer's Markets. The John S. Patterson market in Johnson city still stands, serving the memory of many who were able to buy their produce for upto 35% cheaper than store prices. The multi-national conglomerate that currently owns EJ has cemented over the structure's carved slabs stating EJ's motto "Live and Help Live" and popular label "John S. Patterson Market". The Endicott Farmer's Market was torn down for the sight of IBM's 1941 Building, at the corner of McKinley Avenue and North Street. The markets ceased operation in the 1950's.</p>
	<p>int. about markets, fla oranges</p>
<p>PIC: EJ CO-OP STORE VIDEO: EJ WORKER'S COFFEE, MILK</p>	<p>EJ Worker's Co-op stores were also established to give employees a break on grocery items</p>
	<p>INT ABOUT BREAD/MILK</p>

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PIC: DINERS	In addition to provided public farmer's markets and co-op stores, EJ established a total of five factory-located worker's Diners. For 15 to 25 cents depending on the year, one could get a full meal. Many employees and area residents took advantage of this treat. It was not uncommon to serve upto 7000 meals collectively each day. The diners were opened to the needy free of charge during the depression, giving away over a quarter of a million free meals.
	INTs about diner
FILM: loyalty dinner, geo f speaking (BCfootage 9.25-, intercut with Phillips 1/2 9.20-w/sound)	VO: EJ also held loyalty and appreciation dinners for employees. George F. would speak, and employees knew they were hearing the truth as he would hook his left thumb in his breast pocket and emphasize points with a sweep or thrust of his right hand.
PIC: SOLE LEATHER W/ OFFICE PIC: BINGO CLINIC PIC: JC CLINIC PIC: ENDICOTT CLINIC	VO: Knowing that healthy employees were productive employees, George F. set up a medical clinic in the Sole Leather Tannery office in 1918 to treat industrial injuries. Realizing the benefits of healthy employees, a comprehensive medical plan was extended to all employees free of charge--a first of its kind. Clinics were setup in Binghamton, Johnson City, and Endicott. George F. encouraged employees to use the services before getting ill, a preventitve medicine philosophy and predecessor to the HMO.
PICS: MEDICAL DEPT TREATING PATIENTS	GEORGE F QUOTE: Don't wait until you are sick. If you do not feel just right-if you have a slight injury-go to the medical department, with quick, intelligent service, answering the slightest need, prevents illness. They want you to do it. A long spell of sickness means and awful expense.
	int. medical/hospitals, givers gussie, receivers-ma,gma, etc
PIC: MEDICAL PERSONNEL PIC: WILSON, NURSE'S HOME PIC: BINGO GEN. NURSE'S HOME PIC: IDEAL, NURSE'S HOME VIDEO: IDEAL & NURSE'S HOME	VO: With a staff of over 100 medical personnel, services were comprehensive-including pre/post natal. What couldn't be handled at the clinics were sent to area hospitals, which the Johnson's were pivotal in creating. In 1927 George F. purchased Wilson Memorial hospital. C.Fred built the 200,000 dollar nurse's dormitory for Wilson in memory of his wife. Mrs. George F. donated 100,000 dollars to build a nurse's dormitory for Binghamton General Hospital. George F. built Ideal Hospital in Endicott. Mrs. George F. donated 125,000 dollars to build a dormitory for nurses who worked there. Both still sit on the hill overlooking the valley of opportunity as it was known.
	GEORGE F. QUOTE: Illness comes to all, and the best way to treat it, is by free Hospitalization of the very best possible quality, giving each the best opportunity to recover their health, and take their place in the world, upright or both feet, ready for work.
PIC: Nurse w/baby	VO: In addition, all EJ workers' babies born were covered by EJ
	INT: ej baby stuff--gold coins, \$10 deposit, postnatal clinics
PIC: WAGNER FARM PIC: SARANAC LAKE REST	VO: Every employee and his family were covered for life. EJ also established a TB clinic at Wagner Farm and a convelescant home at Saranac Lake.
PIC: Misc med service	VO: There was also a sick relief fund set up for employees. Workers paid 25 cents a week to belong to the Sick Relief Association. If they were too sick to work, employees received \$12 a week.

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PIC: George W	VO: During the depression in 1931, the medical benefits program was approaching one million dollars. At that time, EJ, under direction of George F's son George W., 5% had to be deducted from all wages and salaries to help pay for the medical that was always paid for by profits. The following year profits increased, and EJ repaid the 5% deduction back to its employees.
PIC: Misc. medical	VO: Retirement ages and pensions were never a standardized. Each case was handled <u>individually</u> . When a person who worked at EJ a long time could no longer work, the amount that person needed to get by, if any, was given to them for a pension. Widowed families were also given as much as they needed as long as they needed.
	VO: George F. was a man of great vigor. He believed in the benefits of exercise and was a great lover of sports.
	sandy int. george's private room, exercize equip, etc.
PIC: GEORGE, GEO W, CHARLEY BASEBALL PICS PICS: EJ teams PICS: JOHNSON FIELD PIC: GEO F & BABE PIC: GEO F & BABE, GEHRIG PIC: GEO F & GEHRIG, DIMAGGIO PIC: GEO F AND MOUNTAIN LANDIS	VO: George and his family particularly loved Baseball. Two men from the company were taken from the bench to manage factory baseball teams. Games were limited to five innings, so as not to tire out employees. They played at Johnson Field, built by C.Fred in 1913. The field was equipped with lights for night games. George F. even owned the Binghamton Triplets Ball Club for a while. The triplets were a minor league team and farm team for the New York Yankees. George F. would buy out the entire stadium and hold "EJ nights" for all employees to come watch the game for free. Many celebrities graced the audiences at Johnson field for exhibition games, including Babe Ruth, Lou Gehrig, and Joe DiMaggio. George later sold the ball team because he did not want to be known as an owner of men that were used as commodities. George F. was very close friends with Commissioner of Baseball, Judge Kenesaw "Mountain" Landis. George F and his family with Commissioner Landis would cover the World Series circuit on special trains which also carried the competing teams to cities throughout the country.
PIC: CASINO PARK W/ENTRANCE PIC: IDEAL GROUNDS WS PIC: POOL CONSTRUCTION PIC: Pavilion w/refreshements sign	VO: Another way that George ensured the health of his employees was to provide athletic facilities and recreation areas. The most popular was Ideal Park, which previously was the site of an unkept, profitmaking area named Casino Park. EJ spent over \$250,000 modernizing the park for all to enjoy free of charge. It was considered the best parks in the country. The only thing you had to pay for was if you wanted refreshments. One of the most facinating features was the large in the ground pool. It's million gallons of water were changed daily. Built in 1920, it became an attraction that everyone frequented.
	int/pools

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<p>PIC: IDEAL RACE TRACK LETTERS PAN FROM STADIUM ROOF</p> <p>PIC: PAN FROM AUDIENCE TO HORSES</p> <p>PIC: STABLES, CU OF HORSES</p> <p>PIC: WS IDEAL PARK</p> <p>PIC: CAROUSEL</p> <p>PIC: FLOODED TRACK</p> <p>PIC: PAVILION</p> <p>FILM: ROLLERSKATING</p> <p>PIC: BOXING AT PAVILION</p> <p>PIC: BANDSTANDS, PEOPLE ON LAWN</p> <p>PIC: BOATHOUSE</p>	<p>VO: During the twenties people enjoyed the horse races that were held at the Ideal Race Track, a stop on the Orange county circuit. EJ maintained an excellent horse stable facility. The 36 acre park had vast picnic grounds, covered picnic areas, four tennis courts, a baseball diamond that was also used as a football field in the fall, and a Carousel--another favorite. The track was flooded in the winter for ice skating. The old Casino building was used as a roller-rink and a house for shows and many other activities like boxing matches that drew large crowds. Max Schmelling?? It also had two bandstands, where, on Sunday nights, the EJ Workers band and chorus performed company pride songs and the old faves--a special treat, especially before the era of radio. All major celebrations of the area were held there, most of the celebrations paid for by EJ for all to enjoy. One such celebration was the Labor Day celebrations. The park was located along the Susquehanna River and had a boat house where many shoved off to enjoy a peaceful ride along her waters.</p> <p>dept leagues ejaa</p>
	Interviews on A
PIC: GEO W. PARK	VO: George W. Johnson park built in 1927, is located on Oak Hill Avenue in Endicott's North side, is home to a park with its own carousel, bandstand, in-ground pool, wading pool, ????
PIC: DEDICATION PICTURE	int. Geo W park dedication/rededication, harvey expl.
<p>PIC: WEST ENDICOTT</p> <p>VIDEO: FIRE HOUSE</p>	VO: West Endicott had its own park, located on Page Avenue. It had its own carousel as well--the major attraction. EJ also gave West Endicott a one hundred thousand dollar community center, which is now the West Endicott Fire Station.
<p>PIC: WS CFJ PARK</p> <p>PIC: CAROUSEL</p> <p>PIC: CFJ WS W/POOL</p> <p>PIC: CU OUT OF GROUND POOL</p> <p>PIC: WS OUT OF GROUND POOL</p> <p>PIC: PAVILION</p>	VO: Johnson City was no stranger to recreation either. At the cite of a complex of factory's sits CFJ Park built in 1926. It too, has a carousel. A large in-ground pool was the first major attraction. It was later replaced in 1927 with the largest one of the largest out-of-ground pools in the country. The pool had one and a half million gallons of water from artesian wells, filtered and heated to a constant temperature of 72 degrees. What really made the park unique was the CFJ Pavilion. Friday and Saturday nights EJ would bring in the best big bands from the era--and could be enjoyed for just a dollar. That <i>entire</i> dollar, without any expense deductions, went to the Broome County Humane Society. The pavilion also housed amatuer boxing matches.
	int--JC Pavilion nights
<p>VIDEO: tennis courts zoom out to baseball field</p> <p>VIDEO: carousel zoom out to statue</p>	VO: In Binghamton, George F. paid one hundred thousand dollars for land and donated it in 1921 for the construction of Recreation Park. He also installed a carousel, and gave fifty thousand dollars to help complete the park.
<p>PIC: Golf clubhouse,</p> <p>PIC: Roberson b/w negative of course</p> <p>PIC: partner's all</p>	VO: George F. also built The En-Joie golf course in 1923. It cost just a quarter to play all day. It was built flat so that the tired worker could relax playing golf, and not chipping out of hazzards and walking up steep hills.

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PIC: Eldridge and CFred pigging out PIC: Sunshine boys-hooper	VO: Even the fire prevention department had its fair share of fun as well. As cohesive and closely knit group who spent much time together, they all enjoyed each other's company. They were even hosts and role models for 52 children from New York City were housed at the Endicott and Johnson City stations for two weeks. The Fresh Air Children, as they were known, played in the parks and spent time in the area's wealth of recreation facilities. Before leaving for their homes in New York City, each child received a new pair of shoes from George F.
PIC: EAST BRANCH FILM: CASINO TEAR DOWN PIC: WEST BRANCH PIC: EJAA BOWLING ALLEY	VO: And if all these activities weren't enough, EJ under Charles F. Johnson Jr., later built two <i>recreation centers</i> --one in Johnson City and one in Endicott. Endicott's replaced the old Casino building that was Ideal Park's Pavilion. The centers, costing a million a piece, housed a bowling alley, rollerskating rink, basketball courts, ????. It was later the spot where the famous retirement dinners occurred.
	INT: rec centers
PIC: George F.	GEORGE F. QUOTE: My own idea is that these things which are done for the benefit of the Help, like Swimming pools, etc., which affect the morale of the people, and indirectly, the profits of the Company, should be done by the Corporation, for the good of the business, so that all might share in the cost, as all share in the benefits.
PIC: Your home library cu of sign	VO: And on top of all this physical recreation, there was mental recreation with the area's libraries
same pic as above	GEORGE F QUOTE: Get any books you want, now and always, and send the bill to me."
PIC: YOUR HOME LIBRARY PIC: Bundy Home PIC: early bundy, itr, IBM bldgs PIC: Hillside construction photo PIC: Traveling library vehicle PIC: People at booth of A	VO: The area's libraries were established by George F. In 1916, he bought a large home on Main Street in Johnson City. He had it converted to a library and community center, with a dining room and a full kitchen. In 1918, EJ purchased Bundy's family home in Endicott, and did the same. The Bundy family, of Bundy Time Recording, was joined with International Time Recording, which eventually became IBM. In 1920 George F. built another library with a community center called Hillside Center, on Endicott's north side. And for all others who couldn't make it to the library, a traveling library was put into service. The village picked up the tab for the libraries after 1925.
	VO: In addition to the the libraries, the George F. Johnson school was built in West Endicott. The school was built for three hundred thousand dollars and given by George F. to the school district in 1924. Harry L, George W., and Charles F. Johnson Jr. schools were just named after the Johnsons, without financial contribution??
PIC: CHURCHES PIC: George F. with people burning mortgages VIDEO: SARAH JANE VIDEO: ST. JOE'S	VO: Most of the triple cities' churches were supported by George F. If a church was already built, he would pay off the mortgages and have a mortgage burning party. Others he built, or paid a majority of the construction expenses. George F and CFred built the Sarah Jane Johnson United Methodist Church in 1927, in memory of their mother. St. Joseph's Catholic Church in Endicott's North side, is one of the area's many beautiful churches
	INT's St. Joes--frank f, bernie h

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<p>VIDEO: POST 80 VIDEO: POST 82 VIDEO: POST 429 PIC: War mem ded, dissolve to VIDEO: War mem w/fire station</p>	<p>The area's three American Legion posts were also built by George F in the twenties. Post 80 in Binghamton, Post 82 in Endicott, and Post 429 in Johnson City, which still stand today. Costs totalled three hundred-fifty thousand dollars. Also paying respect to those who lost their lives in World War one, George F. erected a monument that still stands today</p>
<p>PICS: parades FILM: parades</p>	<p>George F. successfully made a happy family climate for all, both in and out of shop. It was made public with parades in the area. In May when George F. would come back from spending winters in Florida, workers would organize May-Day parades to show their enthusiasm and gratitude.</p>
	<p>INT: happy family, gma bro/sis, etc, fran parties, cried when left</p>
<p>INT: (SAL #3 11.33.00)</p>	<p>happy family</p>
<p>PIC: Ideal Park PIC: Shipping room PIC: Hides coming in PIC: Paracord PIC: Tire piles PIC: De-coring</p>	<p>VO: George F. knew he needed more than healthy and happy employees have success. Considering that all of the benefits mentioned were paid for by two and a quarter cents added to each pair of shoes, obviously EJ was making a lot of shoes. They were making a workingman's shoe for a workingman's dollar. Their motto was "Better Shoes For Less Money", and they were. George's manufacturing integration from "hoof to foot" was most appreciated when cost savings were considered. Even the rubber heels, and later soles were used in shoe production--were made by EJ. EJ had its own rubber mill, where it bought rubber stock and made it into heels and soles. George F. had the idea of having a rubber reclamation plant where acres of old tires would be used for making new rubber for shoes--one of the first companies to use post-consumer waste for production of new goods.</p>
<p>FILM: workers PIC: George F. partners all PIC: George W. partners all FILM: Workers</p>	<p>VO: Production and jobs were highly secure. The spending boom of the twenties created wealth everywhere. George F. became chairmain of the board and presidency was then occupied by his son George W. in 1930. George W. had the luxury of being able to continue on with his father's programs. And as time wore on during the depression, one thing was different in the triple cities. EJ did not lay off one single worker. It was able to do this by reducing each workers' hours. Again, the greatest good for the greatest number rang true. Back then George W and George F chose this option because they realized that with no jobs, there's no consumers--something that corporations of today still don't understand.</p>
	<p>INT; depression working, diners, free shoes, etc.</p>
<p>PIC: OLD George F PIC: George W PIC: Charley FILMS: pans across factories</p>	<p>VO: Things picked up in the post-depression years, and seemed as though they would forever. George F. resigned from chairman of the board in 1937 due to health reasons. George W. took his place as chairman and cousin Charles F. Johnson Jr. stepped in as president. With EJ producing 175,000?? pairs a shoe: a day with 20,000 employees in over thirty facilities stretching from Owego to Binghamton, things appeared to be okay and straight on course. The second world war would even further boost EJ's manufacturing, with the need for military boots.</p>

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PIC: Parading ousting of unions, nlr, usbw, f&lu	A curious thing occurred during these excellent years. The AFL and CIO were gaining popularity in all manufacturing industries despite their red reputation. And in most industries the unions were a good thing that gave the working class rights that were denied by their employers. But the EJ employee had everything they needed. Nevertheless, the union organizers were relentless in their attempts to unionize EJ.
TITLE: Gerald Zahavi Author, Tanners & shoemakers of EJ 1890-1950	Zahavi: context--treatments of and benefits to the workers bred a negotiated loyalty, loyalty documents unions not successful, Geo F's health deterioration, prayer services, NLRB election-celebration, vote out of all unions,
FILM: Loyalty dinner footage	VO: Some feel that loyalty was not only bred through the good of EJ, but requested of workers in return
	Zahavi Polf--loyalty pledge documents, Pinkerton spies, built churches--sermons were anti-red
	VO: But the threat and limited penetration of unions into EJ was discouraging to the Johnsons. The fact that they had tried so hard, maybe even too hard, to cure the social ills of the industrial revolution and keep wages higher was perhaps too much to take, when the unions got into one of the Tanneries. It was a final blow for George F. to see his industrial democracy challenged.
VIDEO: SANDY	INT: sandy -- radio/heart attack story
VIDEO: GEORGE F DEATH HEADLINE	VO: When George F. Johnson passed away on December 14 th , 1948, over 10,000 people entered George F's home to pay their last respects to the one man who made their life worth living. The family's plans for a 10am to 10pm calling hours had to be extended until the morning of the funeral when crowds showed no signs of dissipating. That day, all commerce and industry closed down and schools let out early. People couldn't think of how to express their sorrow and gratitude or recount all he had done.
	funeral Rev. Francis Freeman "any attempt . . ." quote
	VO: The funeral, held at En-Joie park, was the most attended funeral of a private citizen in the history of the United States. Over 40,000 people were in attendance. And many more heard it on the radio, as it was broadcast on Mutual, NBC, ABC, and CBS local affiliates.
	int. "I couldn't even go to funeral I felt so bad"
FFB: TITLE: END OF PART I, FTB:	
FFB: TITLE: PART II FROM MR. CHARLEY TO-- LORD JAMES HANSON AND SIR GORDON WHITE?	
PIC: Brochure picture of memorial PIC: Cu of date of ceremony. VIDEO: monument today	VO: A memorial monument of Mr. George F. was dedicated on his Birthday, three years after his death in tribute. A beautiful ceremony broadly recounted the many blessings George F. bestowed upon the area and its people.
TITLE: Mayor C. Burdette Parkhurst PIC: of him	MAYOR: "For many years . . . of this monument"

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TITLE: Rev. John Waddicor-Invocation PICs: of him VIDEO: of monument	REV JOHN: "Almighty God, behold this statue and exedra . . . we give heartfelt thanks for the friendship and leadership of this great man", We Thank Thee. . . Amen"
TITLE: Hon. Harvey D. Hinman-Eulogy PIC'S: of him VIDEO: of monument	HARVEY: It is a high privilege . . . Nor named thee but to praise", "Every resident . . and his generosity", "Only he and the Recording Angel . . . but they totalled millions", "Much if not most . . . in his fellow workers", "That they love and trusted him. . . broke his heart", "A more impressive . . . has never been given"
TITLE: Thomas J. Watson-Dedication PIC's: him VIDEO: monument	"While I am . . . express in words", "His business policies. . . benefit to all of us"
TITLE: Rt. Rev. Msgr. William H. Purcell PIC's: him VIDEO: monument	"Most of you knew . . in a marvelous manner"
VIDEO: PAN OF WORDS AT MONUMENT VIDEO: SLOW ZOOM INTO GEO F'S FACE, SLOW FTB	MUSIC: clip of EJ worker's chorus singing Auld Lang Syne or America The Beautiful
FILM: Charley's Jubilee (01.16.30, 20.05 Phillips, 9.25-11 BC Footage)	VO: It would remain to be seen just how marvelous Charles F. Johnson would handle the challenges that lie ahead "Mr. Charley" as he was known to the public, was a simple man who loved the employees who didn't care about the conditions and warning signs. (Carey-- He, too, was loved by the employees, and he continued with George F's benefits programs.) Mr. Charely felt on top of the world and invincible. Post-war consumer demand for the workingman's shoe EJ was producing was in decline, but it was glossed-over by contracts EJ obtained for the Korean War. In addition, American business trends were transforming from a sales economy to a marketing economy that was globally competitive. "The market be damned" was his perspective.
	VO: So, while damning the market, Charlie continued on with the company's benefits and <i>added</i> more, at a time when the company needed to tighten its belt. After paying a dollar, many employees and area residents <i>loosened</i> their belts to eat and party all night at the company's several retirement dinners, held at the Recreation Centers. CAREY - ham dinners, chicken. Employees enjoyed their last company horah at those retirement dinners. Later weekly dinners were held and all were invited.
PIC: BERNIE'S DRAFTING PICTURE, CU'S	VO: What could very well have been a last meal with their <i>families</i> , Draftees for the Korean War, like my uncle Bernie, had breakfast at the new Rec center with the family, friends, and Mr. Charley. A picture was taken with them all together, signed by Mr. Charley, and in some cases, would be the last picture families had taken together.
	VO: Mr. Charley did not and could not deal with the changes coming his way. He merely went on about his way keeping up his friendships with employees and further giving into their demands.
	Zahavi: bargaining with employees on pricing of jobs
INT. SAL: 11.30.30 charley factory visit	INT: Sal on Charley facility visits

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FILM: Charley home visits INT: Claire Carey	VO: The company was headed steadily downhill and the company was still building homes for employees at cost. CAREY: Charley went to every one that was built and met the families. VO: His management style continued until 1957 when he suffered a cerebral hemorrhage and retired. CAREY: Charley was tired when left, and had stroke as soon as he got to St. Louis to go hunting with the sales staff out there (?) VO: George W's son Frank A. Johnson would follow.
INT: Harold McGowan	MCGOWAN: By this time co was in deep do do, mistakes of charley, frank inherited a mess, was instated--didn't know the business, etc, aldon take over attempt, mcdonnough story/his presidency successes, facility consolidation, specialization/competition, medical.
Gussie int.	VO: Human nature lended itself for some employees abuse of the programs EJ had for its employees. INT: abuses of sick relief, medical/pharmacueticals
VIDEO: CURRENT SITE - RT17 VIDEO: Golf course INT: JOE CALDWELL VIDEO: En-Joie Park current (UE) PIC: Geo F home wrecked PIC's: new library construction VIDEO: Hillside Center location (parking lot) VIDEO: WS CFJ Park	progress, municipalities/EJ landmarks, In 1968 Johnson field was razed for the completion of Rt 17. The En-Joie golf course is now owned by the Village of Endicott and has been modified for use in the B.C. Open, a stop on the PGA tournament. village with new burdens of new running parks, anxious to move on into the future in a modrnization-intense era. EJ continued to maintain the park until 1964. The home was used as a library until 1950 when it became a Harpur College faculty building and was later demolished by the Village. George F's residence became the new site of the Endicott Library, wrecked in late '66, education made with library made people literate, didn't want to workfor Ej, all started in home related to the starts of IBM which is where youth wanted to work instead. hillside closed aug '68, now parking lot rec centers jc given to indust. dev. agency, endicott--manuf. exec. bldg The Village of Johnson City operated CFJ park since it purchased it in the sixties. It tore down the deteriorating pool in the eighties despite fierce opposition.
	current conditions, enda--not desperate but not booming either