The following sketchy notations on Mr. Eastman and the early days of the Kodak Company are gleaned from a notebook kept by the late Frank M. Crouch, a long-service employee of the Kodak Company:

As an indication of the small scale of the business in the years immediately following 1888, it was sometimes necessary to wait three days to receive remittances amounting to $100 for deposit. Once, when Mr. Eastman was in Chicago on business, he made a draft for $4000 in payment for some sort of business purchase. The company did not have that much money, but Mr. Penn, at the bank where the company did its banking business, arranged to take care of the matter until Mr. Eastman’s return.

Mr. Eastman’s eye for detail caught such things as dust in the speaking tubes, which were the old-fashioned method of intra-office communication.

On one occasion, not untypical, Mr. Eastman went to Chicago by a train that left at 4:35 in the morning, having worked at the office until then.

Crouch came to Rochester to try to sell Mr. Eastman the Autographic invention for the Kodak, hoping to receive as much as $10,000 for it. Mr. Eastman, foreseeing the full advertising value of this invention, offered him a third of a million dollars, and startled Mr. Crouch by sending instructions to prepare a check for that amount. This was later than most of the episodes in this memorandum; perhaps 1912.

Mr. Eastman tried to enter Kodak Park once without a pass. In spite of Mr. Eastman’s identifying himself to the gate man, the gate man refused to admit him until his superior gave the word. Mr. Eastman praised the gate man for his scrupulous following of instructions.

In his zeal to accomplish a large number of things, Mr. Eastman would run upstairs two steps at a time.

As Mr. Crouch’s family grew, Mr. Eastman greeted the advent of a new Crouch grandchild by saying that there would ultimately be enough Crouch grandchildren to run the Kodak Company.

Mr. Eastman bought, for $36,000, the lot on which the Maplewood Y.W.C.A. now stands. He sold it to the Y.W.C.A. for $12,000.
One of Mr. Eastman's subordinates once went to talk to him about an important matter, but he found Mr. Eastman in an impatient mood. Instead of broaching the thing he had come to talk about, he questioned Mr. Eastman about several relatively unimportant matters. Mr. Eastman said: "Why did you come to take up my time with things like that?" The subordinate replied, "I didn't, Mr. Eastman, but I found that you weren't in a mood to discuss what I did come about."

For years, as Mr. Eastman rode to work, he checked his watch by the clock on a church tower. Then, for a week or so, he found that the clock had stopped. He telephoned the priest to ask what was the matter, and learned that the clock needed repairs but there was not sufficient money to pay for the repairs. Mr. Eastman replied with the suggestion that the clock should be repaired and the bill should be sent to him, because he had got good use from the clock for many years.

Mr. Crouch was such a ready raconteur that I am sure his family would have heard these episodes many times over. They could undoubtedly expand these episodes, and, what is more important, they could pretty surely identify and expand many of the notes in Mr. Crouch's notebook that mean nothing to me.
Mr. Crouch's Notebook

Hiring Crouch Oct. 29th, 1888 (H.A. Strong)

Wait three days to get $100 for deposit
Bert Penn paid Chicago Draft for $4000

Only six office employees

Carbuncle 38 years ago when G.E. lived on Ambrase St.

Dust in Speaking Tubes
Lunch in Shoe Box asked at 8 F.W.

Knew all about machinery

G.E. to Bausch and Lomb my racer space 33

Sold his high wheel to Geo. Whitehouse for two dollars per week for $104.00 (G.E. $10.00)

Fire in skin room. G.E. Johnson with extinguisher on his back

Cleveland elected 1892 for President reduced salaries 25%

Lester Fisher bet of $2

Fisher spilling ink

Trip to Paris. Hewitt $125.00 per week. Maramore

Locating Reservoir at Kodak Park (High Wheel)

G.E. in his office five minutes before eight

G.E. to Chicago on 4:35 A.M. train

Victor Bicycle met Overman on steamer

Fourth floor to sign checks (no speech)

Photostat fire 4th floor, A.S.

Amb. from King Edward 7th going to Niagara Falls

Hubbell Notary Fee 50¢ Abbott matched and lost

Abbott matching $5.00 gold pieces over telephone

Tele 1919

Abbott funeral at Bay Road Jamestown. Hold train at Buffalo.

W.S.H. Fine thing
Lucky Strike cigarettes
Told Hubbell to leave bag
G.E. lost his bag check. Harvey hard job to get it
Hold train at Buffalo. Left Rochester in the rain.
Lunch Buffalo station
Judge Sutherland 9 A.M. to get $50,000 for Hospital
Good morning, Mr. Eastman, lady on trolley. Left car for fear she wouldn't want him to endow hospital
Niagara Falls. Letter sent it with a Rowan
Senator Harrison from Brockport
Electric Fans (G. E.)
Crossing Main St. at Clinton Ave.
Walking down Main St.
Bert Penn to see G.E. Saturday P.M.
Traders our account overdrawn. deposit credited to Eastwood Co.
Letter to Haste Kodak Pk in large office
Dr. Reid Kodak Park check for $10,000. See Dr. Leary
G.E. had to be identified to get in Kodak Park
Traders charged $32.00 to collect draft for $5000
Brief Cases
Hole in errand boy's coat
Chief of Police pitching at Ball Game
Great man for details. Example, cushion on davenport at concert
Messenger girls less paint
No gum or whistle $1.00
S. P. Tressler, Indianapolis
Jack Robinson, Suggestion Pianola. G.E. Kettle Drums
Dividend, Morris Knapp
Fountain pens and lighter
President Sumita Bank, Osaka, Japan
Mr. Havens to sign checks
Bingham watchman sweep deck
Auto lights get safety or wind matches
Up two steps at a time
Affidavit Hubbell claims best signature
Paines 75¢ tooth brush
From London $50,000 in gold for 6 weeks. 1/3 of city on payroll
Grandchildren enough to run the Kodak Co.
Corby Jones paid excess baggage on stubs of his order books
New building 8 stories increased to 16
F.W. C. first vacation in 12 years
Chenese 2½ story building
Gun – Ivy Les
Only watchman with grey hair
Maplewood Y.W.C.A. lot paid $38,000 for it sold for $12,000
Ames at concert
Ames $55.00 for tire
Ames watch one hour fast. Hawkeye Works
Jones horses. Ames
Jones $5.00 short

Crouch, Frank M.
Jones driving Lozier Niagara Falls, 63 per hour
Jones charge night porters, Manitou picnic. G.E. $150.00
Geo. Baxter, Harry Strong
Harry Penn when to pay
Craig Netty Green's son
Geo. Sackett errand boy lower curtains
Chan. Eradt for a gun
Where wash room
Cofax called G.E. "chief"
Three things to see G.E.
Got on Freight Elevator at Kodak Park
Chicago Branch rear door
Mayor Van Zandt
$20.00 gold
Clock for Church (Salem)
Prints in a hurry
Pheasant Hunting
Machinery
Customer's Bill. Statement. Goods. 3 days
Sales Manager to Buffalo
Over G.E.'s office each A.M.
$5.00 Umbrella. N.Y.
Noble Colfax Chicago
Carter Charlotte Rain
Dice Games
Carter's Shoes
W.G. Stuber- Paper
Usher Eastman Theater
G.E. about my sickness
G.E. Overcoat
Retire Dry Rot
Martin Johnson
Print from one of G.E.'s first Gelatine Neg. Home-1879
When Mr. Eastman agreed to pay Gaisman $300,000 for his patent on the autographic feature for Kodaks -- Gaisman having reputedly expected $10,000 -- there was no hesitating about making the payment, no subconscious holding onto the large sum of money just a little while longer. He simply called Mr. Crouch to his office and instructed him to make out a check in full to Mr. Gaisman's order.
EASTMAN EPISODES
Source: Mr. Crouch

It was not unusual for Mr. Eastman to say to his secretary, back in the busiest of the early days, at three o'clock in the afternoon, "Have I had my lunch yet, Miss Whitney?"

In the nineties he took his lunch to the office in a shoe box. He owned a dozen of the boxes, and he left them at the office daily when they were empty, rather than carry them home. When the dozen had accumulated at the office, he would have Carter drive them home in the carriage.

Later (date?), when the Eastman menage boasted a chef, Mr. Eastman's meals were prepared for him at the office. The chef came down every day to do it.

The first chef was acquired by Mrs. Eastman from the New York Central. Travelling one day in a dining car, she encountered the cook. She liked not only his cooking but also the way he conducted himself, and she suggested to her son that they should try to engage him.

The first response from (name) was that he was personal chef to the president of the New York Central when that official was in the United States, and that he wouldn't leave. Mr. Eastman wrote abroad to the president, who agreed to relinquish his claims to the chef's services. Then he came into the Eastman service.

Strawberry shortcake in January was one of the pleasant contrasts with the shoe-box days in which Mr. Eastman later indulged for office lunches.
Mr. Eastman stopped at nothing to have things just the way they ought to be. After he had built his home at 900 East Avenue to be just what he wanted, he found it wasn’t that. Room for such gatherings as his Sunday-evening musicales was inadequate.

So Mr. Eastman engaged the Hopen contracting firm to perform an undertaking that would seem as nearly impossible to ordinary minds as building the pyramids. The whole maxim great rear wing of the house was severed from the front section and was moved back far enough to provide space for the conservatory that was then built.

The musicales were an interesting event to those Kodak people and friends of Mr. Eastman who were invited once or twice or four or six or twelve times a year, perhaps because they enjoyed the music or in many cases more likely because of the excitement of going to Mr. Eastman’s house.

Not only music, but supper as well, was provided. Mr. Eastman sometimes ate only an apple while his guests had a completer meal.

Mr. Crouch, a business associate and a friend of Mr. Eastman from 1888 onward, didn’t care for music; but he was very careful not to let Mr. Eastman know it. The Crouch’s were on the list to attend six times a year. Once, however,
an extra invitation came, and Mrs. Crouch spoke jokingly of it to Mr. Eastman when he greeted her at the musical.

"That's all right," Mr. Eastman said. "I know Frank doesn't like music; but you do."

On another occasion, as the guests waited to say goodbye to Mr. Eastman at the close of a musical, Mr. Ames said to Mr. Crouch -- whom Mr. Eastman would certainly never forget -- "Frank, you'd better give Mr. Eastman your name. He may not remember you."

When Mr. Crouch passed Mr. Eastman and shook hands, he said: "Here's a good one, Mr. Eastman. Ames thought you might forget me and told me to give you my name." Mr. Eastman was amused, and Mr. Crouch passed on.

Mr. Ames was a bit farther back in the line, and soon it came his turn to bid Mr. Eastman good night. As he extended his hand, Mr. Eastman said: "The name, please?"

Somewhat abashed, Mr. Ames replied, "Why, I'm Mr. Ames."

Without giving up his mask of momentary seriousness, Mr. Eastman said: "I'm pleased to meet you, Mr. Ames."
EASTMAN EPISODES

Source: Mr. Crouch

Back from a meeting of visiting photographers at Ontario Beach early in the century Mr. Eastman invited Mr. Hubbell, Mr. Fenn, and Mr. Crouch to ride with him in his car. Rain was pouring. Part way back to the city, Carter, the chauffeur who had come with Mr. Eastman out of the horse-and-carriage days, stopped the car and simply sat there.

Mr. Eastman said nothing. But the curiosity of Mr. Crouch, who was sitting in front beside Carter, overcame him, and he asked why the car had stopped. Not enough light to make proceeding through the heaviest part of the downpour safe was the reason.

"Well, why didn't Mr. Eastman ask what was wrong?" Mr. Crouch wanted to know.

"He wouldn't ask," Carter replied, "even if we were stuck here for two hours." He believed in letting other people do their own work, once the responsibility had been assigned.
When Mr. Eastman was particularly absorbed in a heavy grist of work -- and that was a good deal of the time -- he tended to be impatient of the introduction of extraneous matters. Put in such situations he was appeased when the interrupter disposed of the matter with consisense and brevity.

On one occasion the committee sponsoring a Kodak Office bowling tournament hoped that Mr. Eastman would present a cup as a trophy for the winning team. Mr. Crouch was asked to intervene with Mr. Eastman; and he did.

"I haven't time to think about that," Mr. Eastman replied, querulously.

Mr. Crouch responded immediately: "I have the time if you have the money."

Mr. Eastman very gladly agreed, and was back at his work in five seconds.
EASTMAN EPISODES

Source: Mr. Crouch

Helen Barrett Montgomery approached Mr. Eastman to solicit a contribution for the University of Rochester at the time when the University became coeducational.

Mr. Eastman listened attentively to Mrs. Montgomery's presentation of the case. Then it became his turn to reply.

He said: "It doesn't appeal to me, Mrs. Montgomery. Good day."

Subsequently the University did appeal to him, and he contributed $55,000,000 (check-up).