

LOCKWOOD

- The story of its past

- The basis for its future

A story of free enterprise

under the American system

*B*ased on a Pageant presented

at its

1952 SALES CONVENTION

entitled

LOCKWOOD MARCHES ON

and printed in this form

for distribution to its

friends

LOCKWOOD HARDWARE MFG. CO.

FITCHBURG, MASS.

A DIVISION OF INDEPENDENT LOCK CO., FITCHBURG, MASS.

BRANCH OFFICES

25 Warren St., New York, N. Y.
508 Commerce St., Philadelphia, Pa.

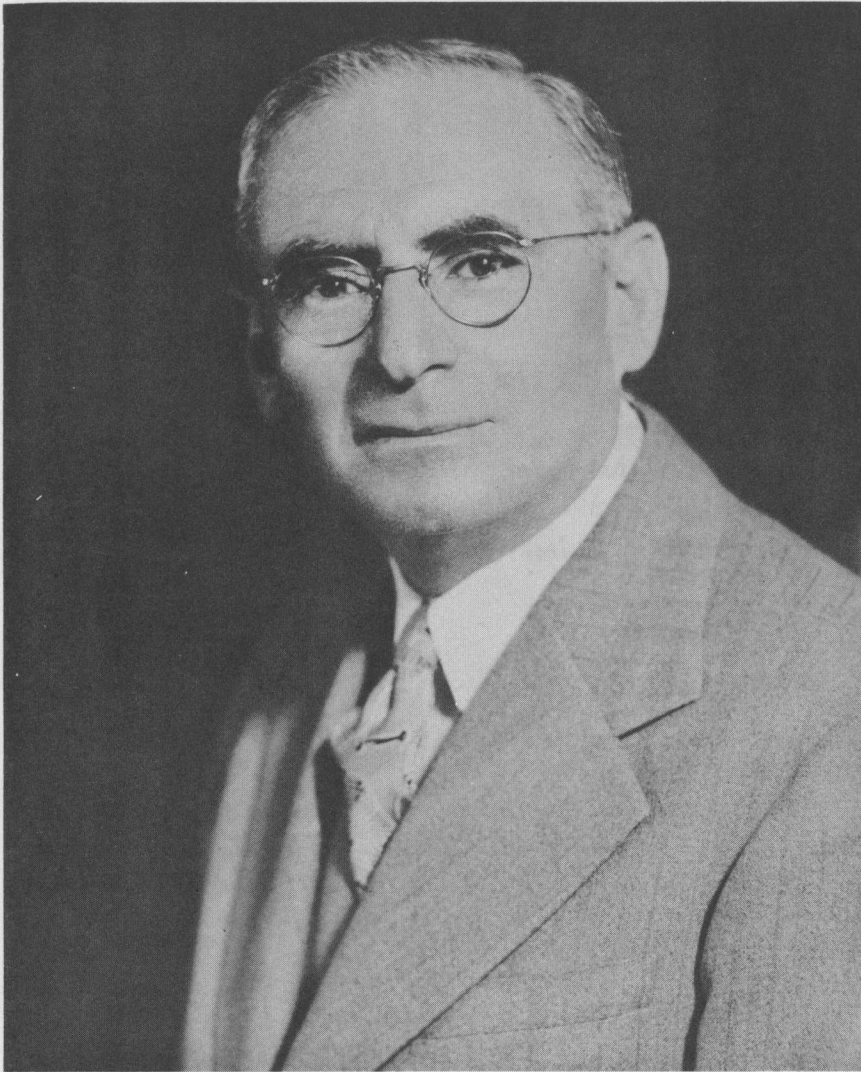
611 N. Eutaw St., Baltimore, Md.
555 W. Randolph St., Chicago, Ill.

Selma, Ala.

PLANTS

Fitchburg, Mass. (5 plants)

Selma, Ala.



MORRIS FALK
Founder and
Chairman of the Board
Independent Lock Company
Fitchburg, Massachusetts

THIS historical record is dedicated to Morris Falk, in deepest appreciation of his great contributions to our industry in general and Lockwood Hardware Manufacturing Company and Independent Lock Company in particular.

OUTLINE OF THE LIFE OF MORRIS FALK

MORRIS FALK came to America as a poor immigrant boy in 1901. His life has truly been an "Horatio Alger" story; one that could only have happened in America despite his widely recognized keenness and remarkable ability. After learning the tool and die making trade, where his apprenticeship salary started at \$3.00 per week, he was employed by the late Bernard W. Doyle at the Viscoloid Company in Leominster, Mass.

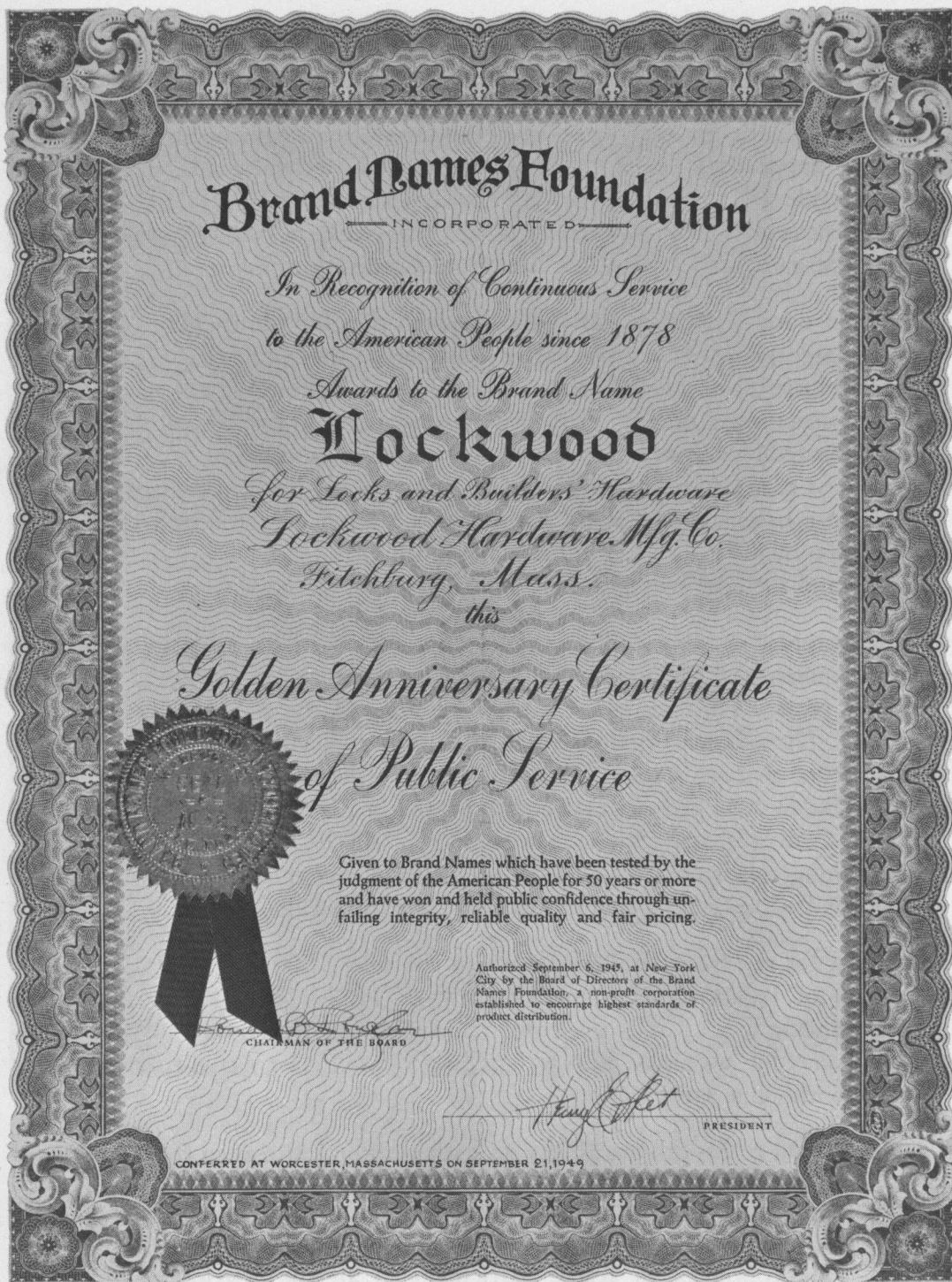
While with Viscoloid, Mr. Falk invented dies for the making of barrettes and large plastic hair pins that revolutionized that industry. Realizing the possibilities of his revolutionary process in making combs and hair ornaments with dies instead of hand processes, he resigned from the Viscoloid Company and started to manufacture dies for making combs and hair ornaments. His business grew from himself, and one helper — and from a small shop, 40' x 40', in a basement, where on rainy days the water on the floor required that the two men wear rubber boots while working — to a factory over 200 feet long and the employment of over 100 tool and die makers.

His patented dies were sold to all comb and hair ornament manufacturers in this country and foreign countries. This prosperous business lasted for about eight years. Then came the interesting story of the results of a change in style. The women began bobbing their hair and Mr. Falk's business began to decline at a rapid rate. Realizing that in a short time he would be out of business, he switched to a new enterprise and in 1917 founded the Independent Lock Company and started to manufacture key blanks. From this humble beginning, with only a few men working at Independent Lock Company, Morris Falk succeeded beyond his greatest expectations.

It is a far cry from that beginning to the over 1500 employees in the six plants of Independent Lock Company in 1952. Mr. Falk moved the Independent Lock Company from Leominster to Fitchburg in 1928. Here he invented a code key cutting machine, whereby keys could be made by code without a sample.

In addition to his proven ability to gather around him men that have been welded into the present large organization, he has been always prominent in philanthropic work in the City and State.

Mr. Falk continues an active participant in all the developments of Independent and Lockwood's new products and policies and still serves as President of the Lockwood Hardware Manufacturing Company, although he did some time ago relinquish the Presidency of the Independent Lock Company to his son, George Falk, and became Chairman of the Board of the parent corporation, Independent Lock Company.



Certificate of Public Service awarded to Lockwood Hdwe. Mfg. Co. in 1945 by the Brand Names Foundation. This document recorded "50 years or more" in which the brand name Lockwood had "won and held public confidence through unfailing integrity, reliable quality, and fair pricing."

PREFACE

AT THE 1952 Sales Convention, a Pageant called "Lockwood Marches On" was presented by some sixty employees, executives and younger children of the coming generation, connected with the Company. The effort so far exceeded the hopes of the authors, that by sincere urging it has been re-edited and condensed as an historical record for friends of the Company to keep. It is the hope of the authors, that the reader will catch the inspiration, the human interest and the opportunity found possible only in the free enterprise system of America.

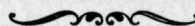
While admittedly, the story as written is designed to record the historical background and growth of the Lockwood Hardware Manufacturing Company, publicizing its struggles and achievements, recording its accomplishments and background, it is indeed more than that. It is a factual case of a brand name that has grown strong, over the years, in a free world. Statistics have been largely omitted, historical dates reduced to a minimum and only a few individuals have been named, so that the main story of Lockwood will stand out the stronger.

It is a vital part of Lockwood's history that back of the founders of the business, at each stage described, were many people who contributed much to the results recorded here. At no time in Lockwood's history is the truth of the preceding statement better exemplified than as this history is written. However, time and space does not permit paying tribute individually.

The basic consideration in gathering the team that has been put together, has been the "know how" each individual has been able to bring into the organization to develop the policies and products now being offered. Lockwood Hardware Manufacturing Company is proud of its assembled team.

The following chapters set forth many of the important stages of the Company's progress.

1834



1952



Early photograph of the Nashua Lock Company plant and its employees in Nashua, New Hampshire.

CHAPTER ONE

*Nashua Lock Company
1834 to 1889*

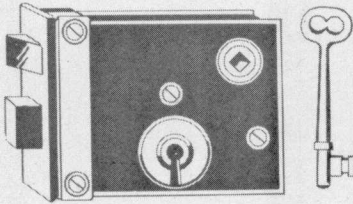
THE LOCKWOOD STORY really started way back in the year 1834 in Nashua, N. H., not so very far from Lockwood's present location at Fitchburg, Mass. In this chapter is recorded the history of the Nashua Lock Company, whose products paved the way for the developments of the Lockwood line of today.

In the year 1834, Samuel Shepard, a manufacturer of doors and windows, formed a partnership with Charles Gay, who in 1832 had invented a "Rotary Grand Lock." In Shepard's fertile brain the thought was conceived that, if a lock could be placed in a mortise, it would be completely enclosed within the material of the door, instead of attached to the surface as were the English locks commonly in use at that time. Thus, with the germ of an idea was born the present mortise lock, which we have come to know so well.

With the founding of the new partnership, Shepard sold his sash and door

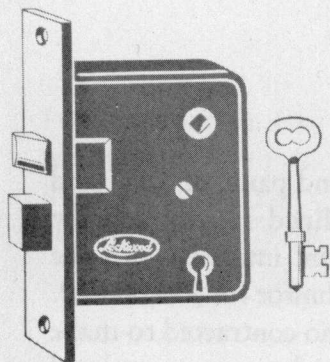
business to devote full time to the new enterprise, the first lock manufacturing plant in this country, under the name of Nashua Lock Company, Nashua, N. H. In 1845 a public exhibition of hardware was held at the famed Mechanics Arts Building in Boston, Mass. and the Boston newspapers of that day gave credit to the Nashua Lock Company as founders of the builders' hardware industry.

In 1835, one year after founding the company, Mr. Shepard sold his interest in the business to Col. Leonard W. Noyes and the infant concern began to prosper. There was a remarkable similarity in the personalities and characteristics of Col. Noyes and the founder of our parent company, the Independent Lock Company. Col. Noyes was born in Canaan, N. H. on January 14, 1779 and later moved to Nashua, where he spent his entire life. He married a young lady from Leominster, Mass., Ann Sewall Gardner, on Christmas Day in 1825. She was a lineal descendant of Richard Gardner, one of the Pilgrim fathers who came over on the Mayflower. Col. Noyes was an old time Whig, and a close political friend of Daniel Webster, whom he often entertained. He held public office and represented Nashua in the Legislature in 1840 and again in 1843.



Rim type lock — predecessor of the mortise type.

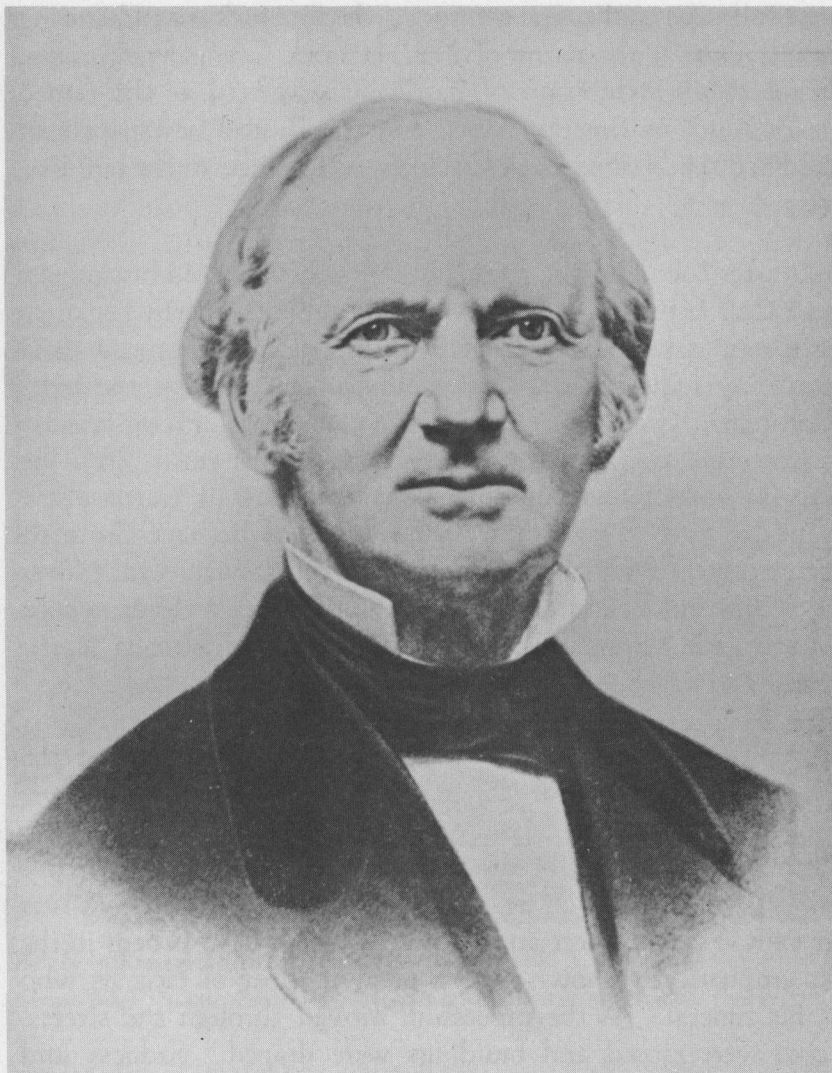
Beside his interest in the Nashua Lock Company, he was also one of the promoters of the first sewing machine, the machine invented by Elias Howe, then a Nashua mechanic. Col. and Mrs. Noyes were exceedingly democratic in their hearts and in their regard for the people. "He was the poor man's friend," says the Nashua Gazette at the time of his death, "No appeal was made to him in vain." The respect and esteem in which he was held in the community was emphatically shown by the great number of citizens who were present at his funeral. As the procession moved through the streets, bells tolled, stores were closed and buildings were draped. Sadness and gloom pervaded the city. Col. Noyes died in 1867 at the age of 88.



Mortise type lock — built on the principle of Charles Gay's "Rotary Grand Lock."

The site of the original plant was located on Factory Street, occupying a part of the old Bobbin Mill. The following notice appears in the history of Nashua, under date of 1845. "This establishment, of which L. W. Noyes and David Baldwin are proprietors, is employed in the manufacture of mortise locks and latches for dwelling house doors and rose wood and brass knobs for the handles of same. They usually have, in their employment, about 40 men and manufactured \$35,000.00 worth of goods last year. This embraced 56,517 locks and latches and 35,000 pair of rose wood knobs."

During the year 1853, Robert G. Livingston of Boston became a partner and salesrooms were opened in Boston. Mr. C. B. Hill was elected Treasurer and had charge of the salesrooms. Mr. Sabine Traverse was appointed superintendent and continued in that capacity for ten years. In 1854, David Baldwin, who had been associated with Shepard in the door business, died. He was succeeded by J. W. Otterson. At one time they employed more than 100 men.



COLONEL LEONARD W. NOYES

A co-founder of the Nashua Lock Company and a leading New England industrialist of the early 19th century.

During the years following, because of the depression and panic of 1857 and some disagreement between the partners, business declined rapidly and the company was forced to reorganize. In 1859, the entire interest, with the exception of the iron foundry, was purchased by F. O. Munroe for \$30,000.00. The iron foundry remained the property of Otterson, who contracted to make all the castings for the Lock Company. In 1860, a new plant was completed on Spring Street with a new foundry closely adjacent. In 1863, incorporation completely revolutionized the business, which took a new lease on life. Mr. Munroe remained as the nominal head of the company until 1872.

The company was incorporated for \$60,000.00, with 150 employees and a monthly payroll of \$6,000.00 and, during the next few years, the business again prospered. During the great Boston fire of 1872, the entire stock of

the Boston Office was lost and with this tragedy there again started a period of decline. A few years after the fire, control of the company passed to a group of financiers, headed by H. G. Bixby. This group recognized the fact that a valuable enterprise was slipping from the hands of the Nashua Lock Company because of faulty tools and methods and a gallant fight was made to regain supremacy in this line, but the fight was useless. The hold obtained by their competitors was too strong and it was found necessary for Nashua to surrender the enterprise to outside interests.

It is interesting to note that the iron foundry remained in the hands of J. D. Otterson until he died in 1880. Following his death, the business changed hands several times without success. Finally, because of the wages owed employees, the company was re-organized on a co-operative basis and became the first co-operative iron foundry in the United States. In passing, it is of interest to note that Col. Noyes, on disposing of his interest in the Nashua Lock Company, formed a new enterprise, the Nashua Watch Company, of which he became Treasurer. This company was later sold and became the Waltham Watch Company, makers of the famous Waltham Watch.

CHAPTER TWO

*The Lockwood Manufac-
turing Company
1888 to 1909
South Norwalk, Conn.*

THE NEXT important era of this story was the origin of the Lockwood trademark, which has continued its good name with distinction. The early history of the Lockwood Manufacturing Company does not seem to have been as carefully preserved as was the earlier history of Nashua Lock Company, recorded in Chapter One. We do find, however, a folder from "The Master Locksmith," of March 1930, that gives us some facts that piece together our continuing story.

According to this article, the "Lockwood & Lester Company was organized in 1878." Money was tight in the early 80's and it took tried and trusted ability to pave the success of any enterprise. The indomitable spirit of the founders, however, soon won a way and during Cleveland's Administration, we find the housewives of Connecticut using Lockwood Cutlery and their children playing with toys made by the same company. As the business continued to grow, the firm sought new avenues of expansion.

There is in existence a brochure of many important buildings equipped with Lockwood hardware in those long ago days that are still in use today. Documental letters have been received from many of these users, stating that Lockwood hardware is still functioning remarkably well, considering the length of time it has been in use. Pictures of some of these buildings are reproduced here. By 1909, the firm was again well established in the builders' hardware business and, while not then the largest producer, its products drew wide acceptance from leading architects and builders of that day.

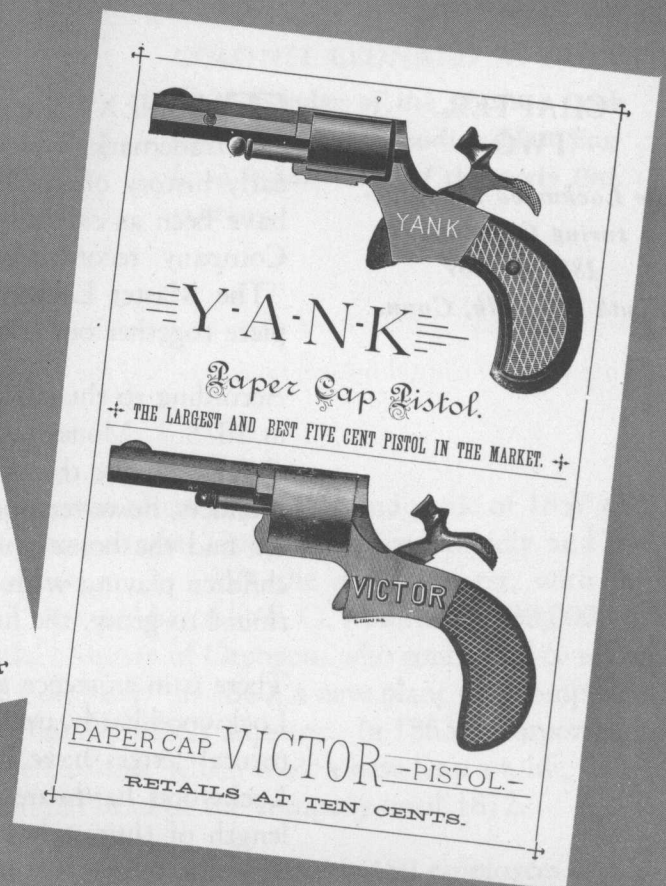
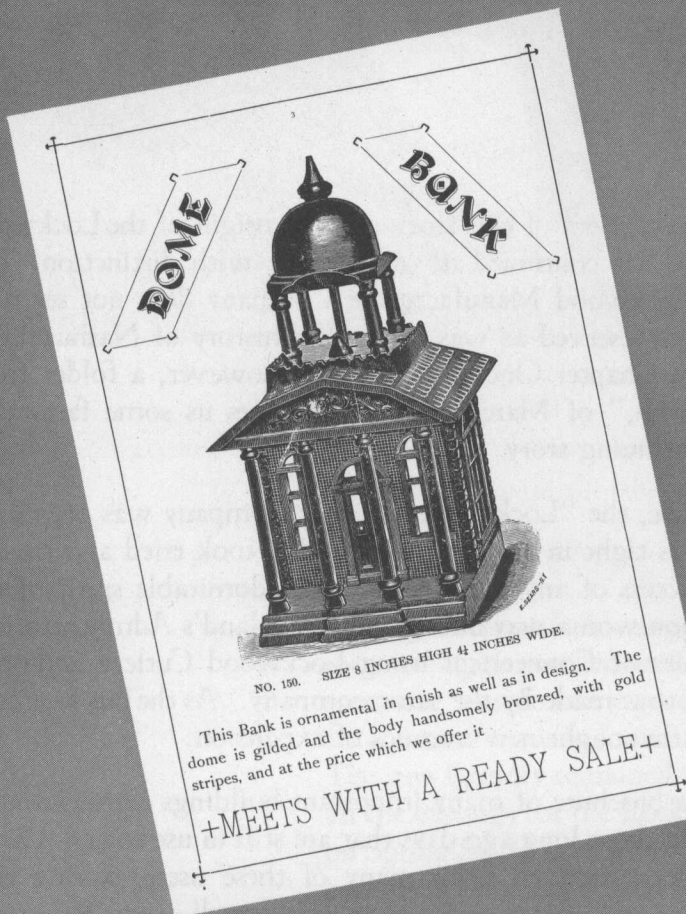
Lockwood's expansion program can best be verified by reprinting here a clipping from the "Hartford Daily Courant" of May 2, 1930, as follows:

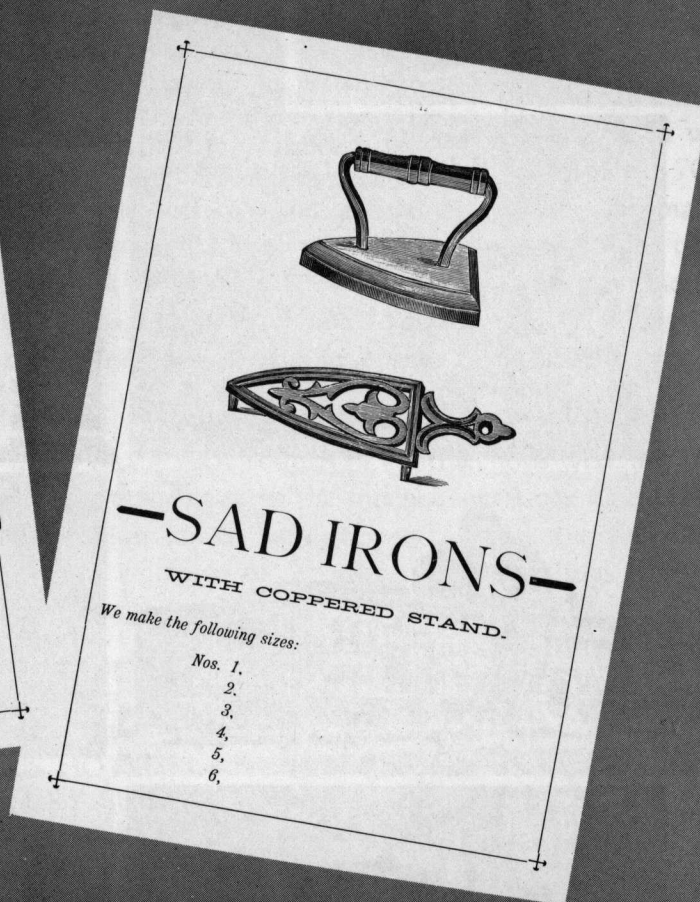
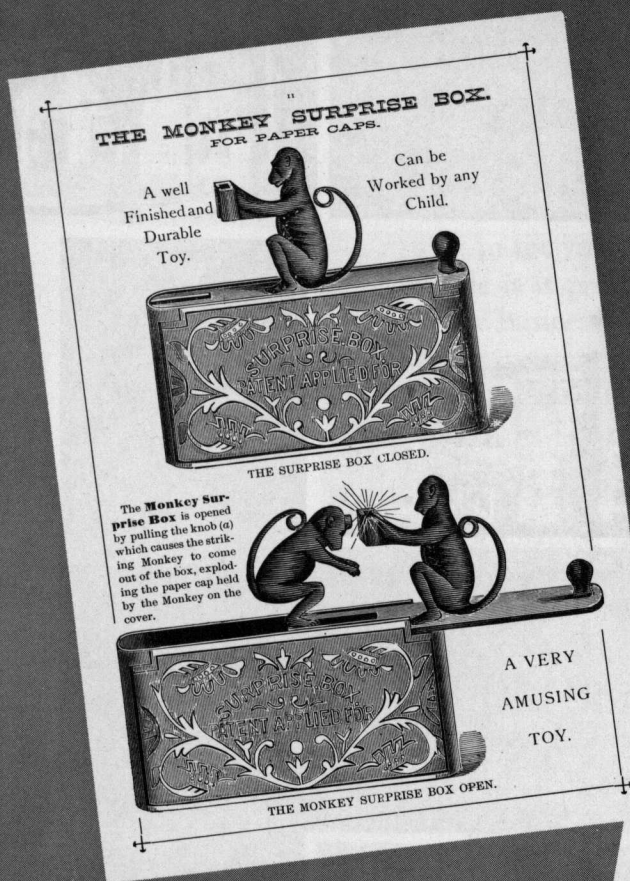
"On July 4, 1887, nearly every boy in town was shooting a cap pistol made by Lockwood & Lester, who operated a small foundry on property owned by General Nelson Taylor. Taylor had been an officer in Fremont's Army, a 49'er, a Brigadier General and a Congressman.

"Following the death of Lester the previous year, the Lockwood Manufacturing Company was formed in 1888 with Taylor as President and Lockwood as Treasurer and General Manager. Builder's hardware offered an attractive market and the new firm entered that field, with no more than a dozen locks in their line and a few door plates garnished with flower pots and daisies that were the rage of Queen Victoria's day.

"In 1889, the Corporation purchased the Nashua Lock Company and entered the Builders' hardware business in earnest. Taylor died five years later and

Piggy Banks, Cap Pistols, Sad Irons; these were some of the interesting items. in addition to builders' hardware, catalogued by Lockwood and Lester in 1887,





Note the "monkey shine performance" of the Monkey Shine Surprise Box.

Lockwood carried on active service until his death in 1926. During the first twenty-three years of operation, the capital stock of the company was increased to 25 shares."

Again in "The Master Locksmith" article previously referred to, the following progress is recorded.

"consistent and steady growth"

"research work, experimentation and product development"

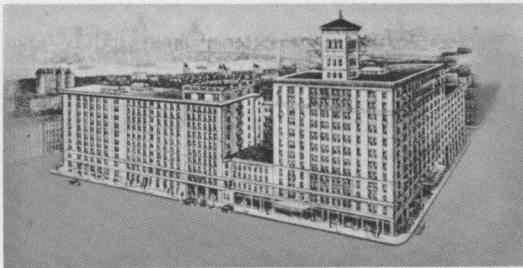
"well equipped factory"

"a thousand patterns in its vaults"

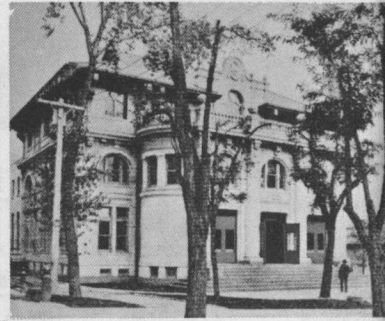
"establishment functions like a harmonious family"

"large number of prominent buildings equipped with Lockwood keyed systems"

"high standards acquired through long training."



*PUBLIC LIBRARY
Salt Lake City, Utah*



*ST. GEORGE HOTEL
Brooklyn, N.Y.*



*TECHNOLOGY CHAMBERS
Boston, Mass.*



*HIGH SCHOOL
Sacramento, Cal.*



*HAMILTON HOTEL
Washington, D.C.*

*MASONIC TEMPLE
Jacksonville, Fla.*



*NEW YORK STATE CAPITOL
Albany, N.Y.*

CHAPTER THREE

The Lockwood Manufacturing Company 1910 to 1931

IN THIS CHAPTER is recorded the real rise and fall of the old Lockwood Company as a factor in the builders' hardware field of the period from 1910 to 1931. Like the old Nashua Lock Company reported in Chapter One, Lockwood Manufacturing Company of South Norwalk, Conn., had its successes and, in later years, its disappointments and final sale to a stronger organization.

By 1910, Lockwood was well established in the builders' hardware industry. The extensive line, then being marketed, can be well visualized when we find, in the year 1914, a new catalog being published having over 700 pages. While it is probably true, stock hardware sales was the predominating part of the business, it is also true, Lockwood had become very much of a factor in the contract field. In those days, it was customary for manufacturers and distributors alike to maintain a fine sample room. When a large contract was to be let, the factory provided huge trunks of hardware samples to be displayed.

Unfortunately, many of the early records of contract jobs were not preserved, or if so, they were not transferred to the Independent Lock Company. From what meager information we do have, however, we know that Lockwood hardware was supplied on some of the outstanding buildings in the country during this period, many of which are still standing. Some of them were:

THE AUDITORIUM, Los Angeles, California
U.S. POST OFFICE & COURT HOUSE, Los Angeles, California
HIGH SCHOOL BUILDING, Sacramento, California
ST. FRANCIS HOTEL, San Francisco, California
U.S. TREASURY BUILDING, San Francisco, California
THE PENINSULA HOTEL, San Mateo, California
THE HAMILTON HOTEL, Washington, D. C.
MASONIC TEMPLE, Jacksonville, Florida
ST. PAUL'S EPISCOPAL CHURCH, Atlanta, Georgia
ROCHAMBEAU APARTMENTS, Baltimore, Maryland
THE SOUTHERN HOTEL, Baltimore, Maryland
HORTICULTURAL HALL, Boston, Massachusetts
TECHNOLOGY CHAMBERS, Boston, Massachusetts
THE AUDITORIUM, St. Paul, Minnesota
FIRST PRESBYTERIAN CHURCH, Kansas City, Missouri
VICTOR BUILDING, Kansas City, Missouri
STATE SAVINGS BANK BUILDING, Butte, Montana
THE STATE CAPITOL, Albany, New York
ST. GEORGE HOTEL, Brooklyn, New York
71st REGIMENT ARMORY, New York, New York
THE WORLD'S TOWER BUILDING, New York, New York
HOTEL SYRACUSE, Syracuse, New York
U.S. POST OFFICE BUILDING, Dayton, Ohio
STOCK EXCHANGE, Philadelphia, Pennsylvania
Y.M.C.A., Philadelphia, Pennsylvania
PUBLIC LIBRARY, Salt Lake City, Utah
RANDOLPH - MACON WOMEN'S COLLEGE, Lynchburg, Virginia

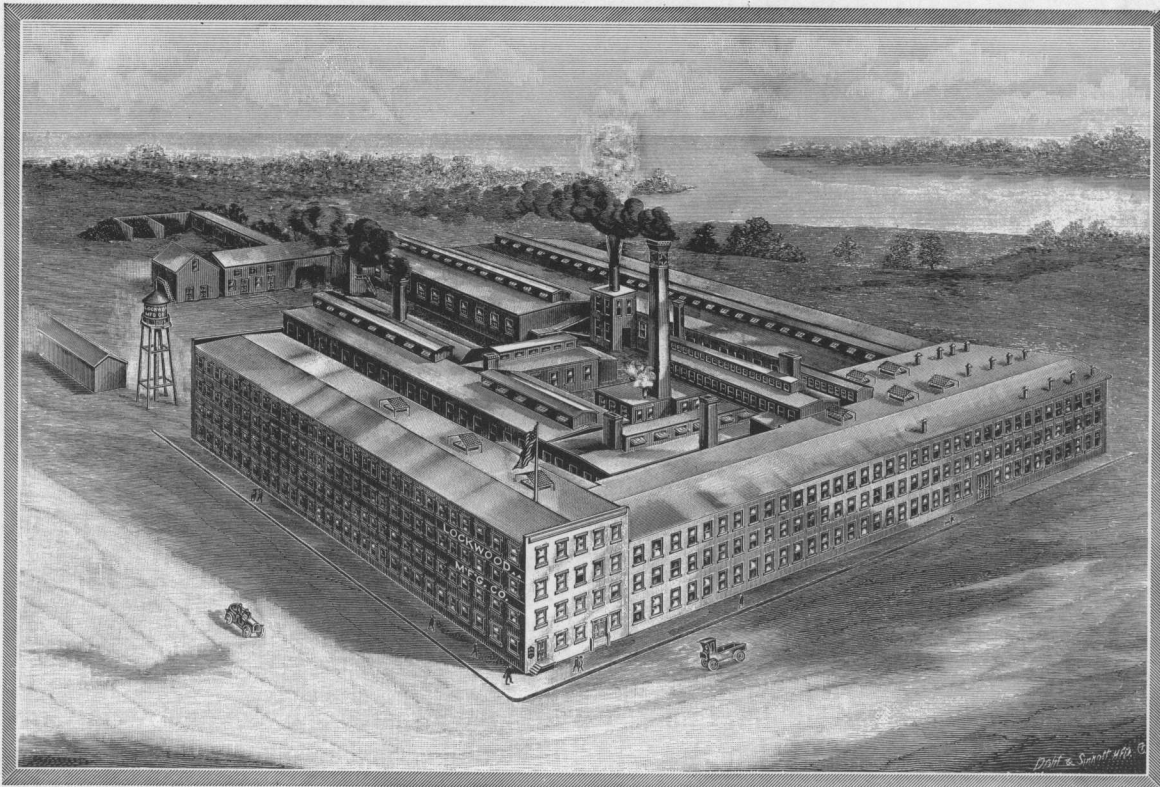
Many of the buildings on which Lockwood hardware was used were Government buildings. In this field, Lockwood earned an outstanding reputation

as a supplier of finishing hardware for post offices all over the United States.

That Lockwood excelled in fine craftsmanship is evidenced by a special cast design bearing the seal of the State of New York and supplied for the additions to the State Capitol in Albany, during the early part of this period. Since the close of World War II, the old capitol building has been completely remodeled and again Lockwood was called upon to reproduce this same design with the same degree of skill and workmanship evident in the earlier product.

Truly a red letter day of this era was the opening of the Holland Tunnel, built during the latter part of the period. A large advertisement, appearing in the New York Times of that day, proclaimed the fact to all the world that it was equipped with Lockwood hardware. Lockwood Hardware was installed on the Atlantic Refining Company office building in Philadelphia,

*Lockwood Manufacturing Company plant at South Norwalk, Conn.
From a wood cut in the 700 page Lockwood catalog of 1914.*

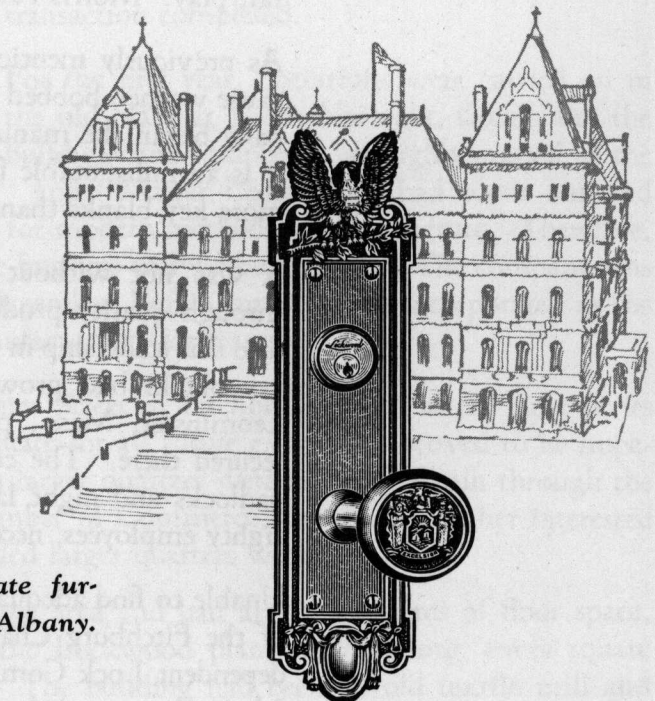


and their service stations from Maine to Florida, during this period. The Kelley Springfield Plant at Cumberland, Maryland, was also Lockwood equipped.

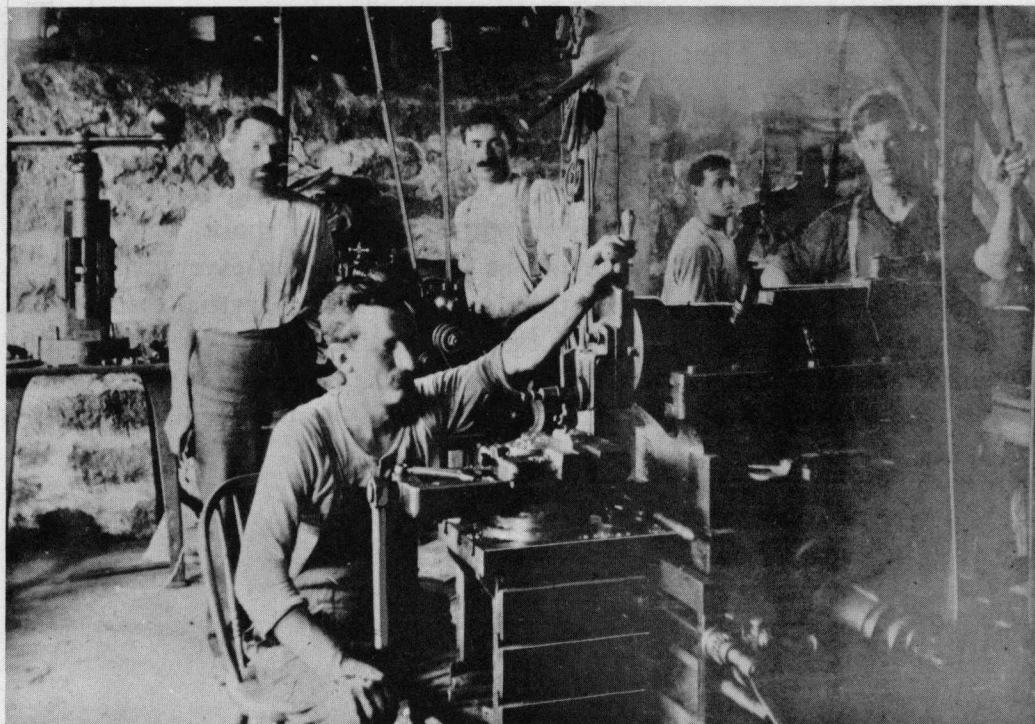
From the beginning of Lockwood Manufacturing Company in 1888 until his death in 1926, Henry Lockwood was the motivating force behind its growth and development. When Henry Lockwood spoke, it was done. Every morning he made a tour of the factory, visiting every department. With Henry Lockwood's passing there came a period of inertia, then decline, much the same as we found in the Nashua Lock Company one half century before. Though new blood was brought into the company, it was too late. The die was cast. For the second time we find the business being surrendered to others.



*Official Seal,
State of New York*



Specially designed knob and escutcheon plate furnished for New York State capitol building at Albany.



1917

Morris Falk and employees in first Independent Lock Company factory at Leominster, Mass. (Morris Falk, top center)

CHAPTER FOUR

*The Independent Lock Co.
Fitchburg, Mass.
Founded in 1917*

THE STORY of the Independent Lock Company is, first and foremost, the story of a man, Morris Falk, to whom this booklet has been dedicated and whose personal history has been briefly described on page 3. Secondly, it is a story of other men he gathered around him who helped him in carrying out the policies he laid down; courtesy, consideration and fair play. Morris Falk's word has always been better than a bond.

As previously mentioned, the Independent Lock Company was started because women bobbed their hair. In a small building Independent Lock Company began the manufacture of key blanks. That was its first product and it is an indisputable fact that today the Independent Lock Company makes more key blanks than any other company in the world.

It was not without serious competitive struggles, successfully overcome through quality production, that Independent Lock Company finally came into this leadership in the key blank field. When the infant business of making key blanks had grown to a staff of eight people, the original factory at Leominster, Mass., proved entirely inadequate and a larger building was secured there. The company then began to expand its line, adding a few padlocks and night latches. The payroll, by 1925, had expanded to carry eighty employees, necessitating again a move to larger quarters.

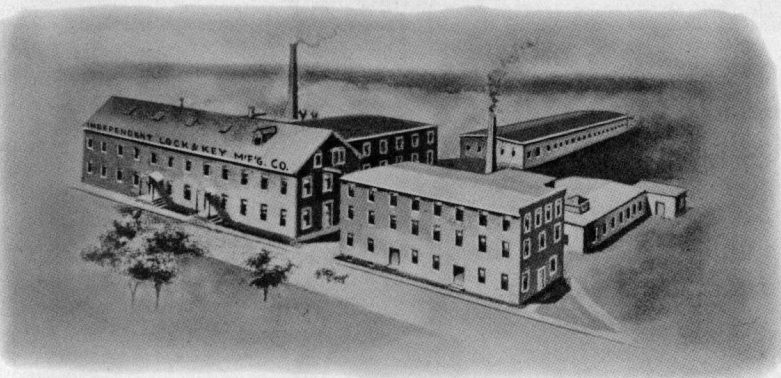
Unable to find adequate space in Leominster and because of the co-operation of the Fitchburg Chamber of Commerce in securing desired space, the Independent Lock Company, in 1926, moved to Winter Street in Fitchburg, Mass., into much larger quarters. At the time, these new quarters seemed

more than adequate, even though expansion into the hardware field was anticipated.

The year 1927 was a banner one for Independent Lock Company. It was during that year that Morris Falk invented and produced the first Universal Code Key Cutting Machine, capable of cutting keys by code or number without a sample key, quickly and accurately. This was really a revolutionary development and production and sales grew accordingly.

In 1930 came the next major expansion of the company. In that year it bought the Worcester Blount Door Closer Company. Mr. Blount, whose name the Worcester Company used, was the inventor of the first liquid closer ever made.

Looking back on the Blount closer of that period, it left much to be desired. But again the compelling urge of Morris Falk, in his desire to produce the best closer possible, led the company's engineering efforts tirelessly until today the Ilco and Lockwood ball bearing full rack and pinion closer has established recognized leadership in the industry. That statement has been indisputably supported by the wide (and in many cases exclusive) acceptance by universities, school boards, industrial plants, and the like, because of its outstanding performance and low maintenance cost.



1920

*Second factory of
Independent Lock
Company, also at
Leominster, Mass.*

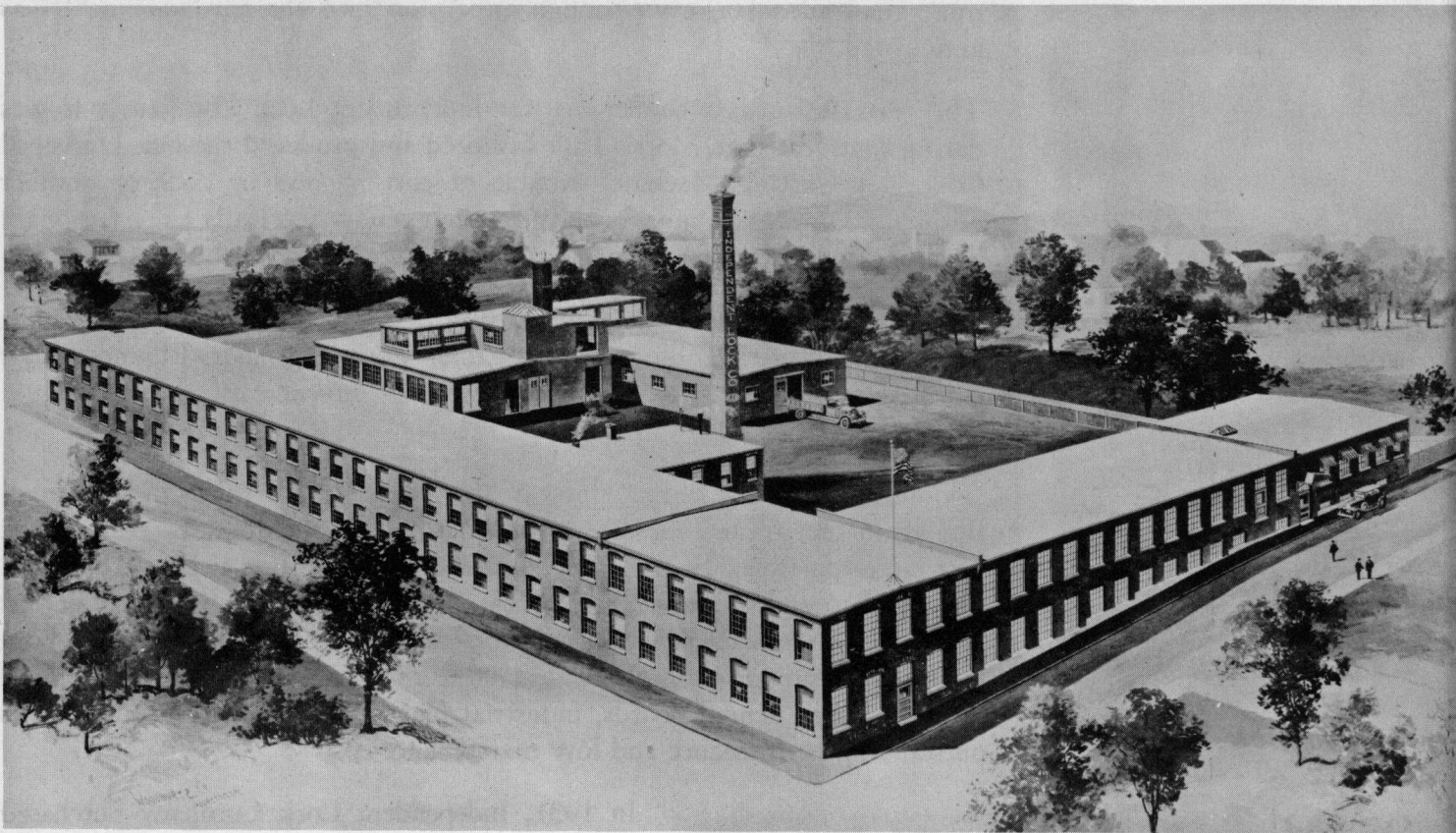
In 1931, Independent Lock Company purchased the Lockwood Manufacturing Company. This was a year of tragic depression and panic. It was a momentous decision for Morris Falk and his staff that took great faith and courage. But confident of the future, for themselves, their company and the country, the decision was made and the transaction completed.

For the first year, operations were carried on in the old plant at South Norwalk, Conn., but the buildings and equipment, so highly praised by the

"Hartford Daily Courant" and "Master Locksmith" had worn out and proved entirely inadequate for modern methods of manufacture. Therefore, it was decided to move the business to Fitchburg, Mass. The company was made a division of the Independent Lock Company and incorporated as the Lockwood Hardware Manufacturing Company.

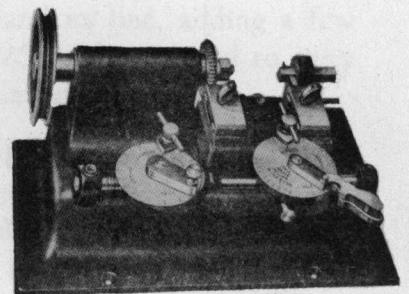
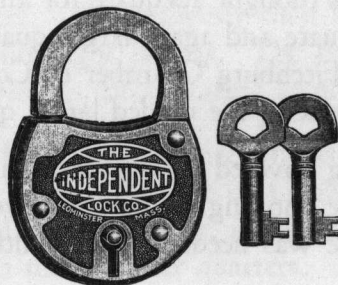
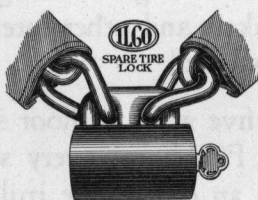
Now, that factory on Winter Street in Fitchburg, which at the time of its purchase was thought adequate for all future expansion, proved to be hopelessly inadequate and again larger quarters were needed. Again through the help of the Fitchburg Chamber of Commerce, bankers and other interested Fitchburg citizens, the needed larger quarters were secured.

The building covered a large area and had about five acres of floor space, but with the moving of the Lockwood plant to Fitchburg, every square foot of space was needed. The building had been an old textile mill and



1926 Independent Lock Company, requiring larger plant, moves to new site in Fitchburg, Mass.

Typical items in the early development of the Independent Lock Company's long line of ILCO products.



therefore its equipment had to be entirely replaced. Those were indeed "touch and go" days — when the payroll often had to be raised by borrowing, digging into friends' pockets or stalling creditors. Many were the times when it seemed impossible to carry on, but carry on they did and won out! Today the Corporation is rated AAA-1, the highest credit rating of Dun & Bradstreet.

In 1940, Independent Lock Company purchased Plant No. 2 on Nockege Street and in this plant, during World War II, made over 20,000,000 fuzes to help win the war. The company won six Army-Navy "E" awards. It was the first company in Northern Worcester County to win the coveted Army-Navy "E", and the only company in the industry to win it six times. On that occasion, there were most impressive ceremonies and a nationwide radio broadcast conveyed the story all across the country.

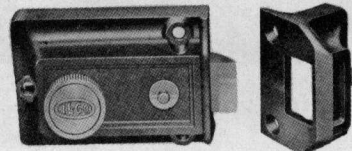
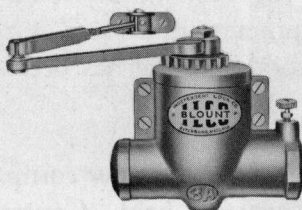
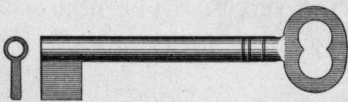
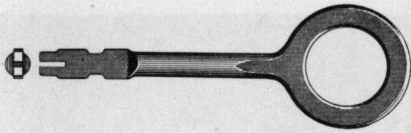
During the years following the war, it became increasingly evident that the competitive situation created by modern plants, in the West particularly, and the need for central location in the country from a shipping standpoint made it necessary that Independent Lock Company expand again. In 1945 floor space was leased next to Plant No. 2 for further expansion and is known as Plant No. 2-A.

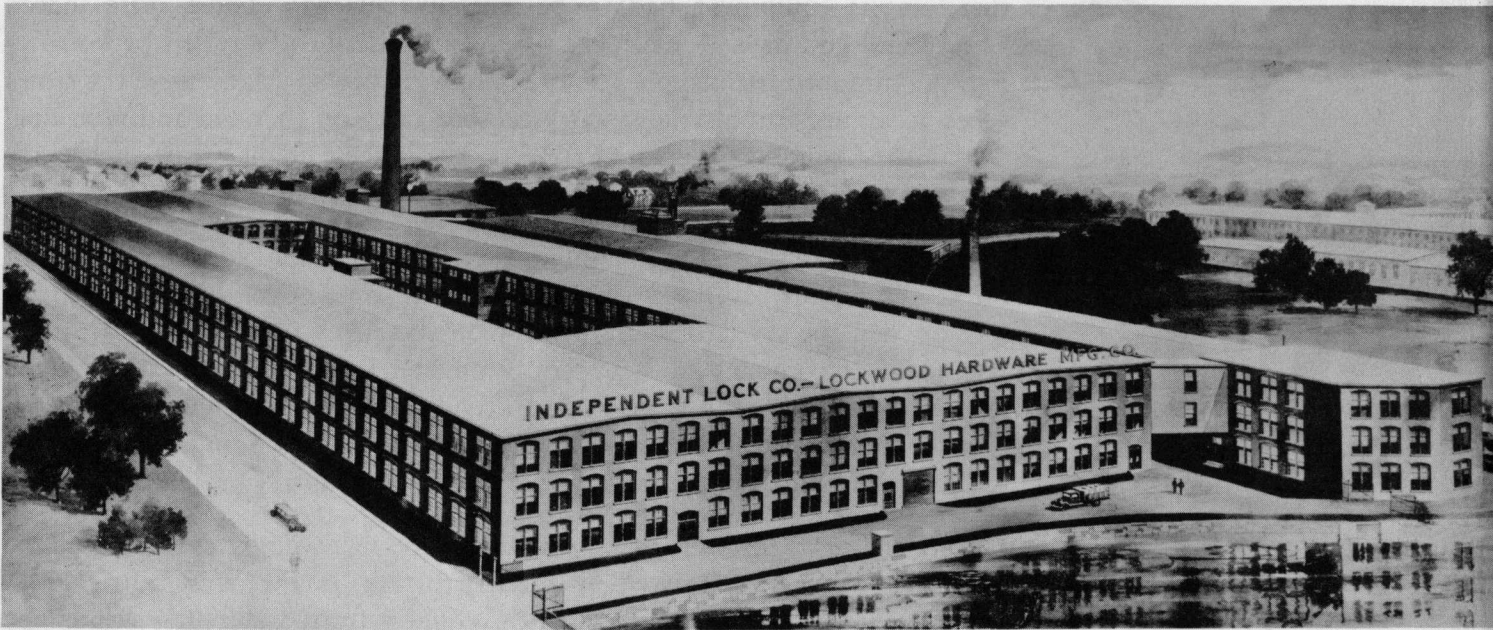
In 1950, after months of study and visitation, a site was purchased in Selma, Alabama, where a million dollar plant has been erected and equipped, modern in every detail.

In 1951, because of serious overcrowding in the three Fitchburg Plants, a former Arena was purchased to add additional warehouse space.

In 1952, Independent Lock Company again increased its production facilities in Fitchburg by adding two large factories formerly housing the American Type Founders Company.

It should be explained that all the facilities of the Independent Lock Company are shared by the Lockwood Hardware Manufacturing Company.





1932

Present Plant No. 1 in Fitchburg, Mass. Acquired at the time Lockwood Hardware Manufacturing Company was moved from South Norwalk, Conn.

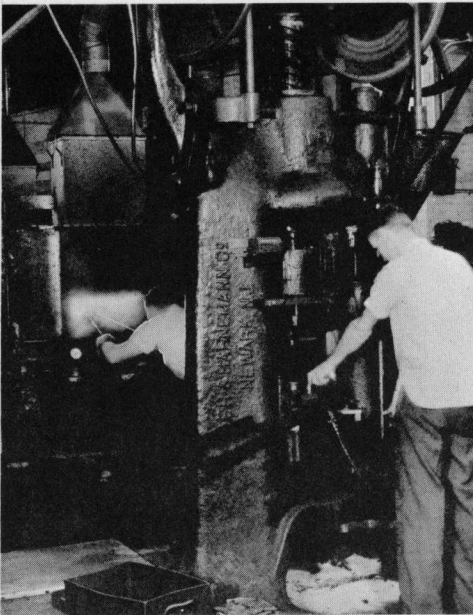
CHAPTER FIVE

*Lockwood Hardware
Manufacturing Company
1932 to 1940*

THIS development period, from the time the plant was moved from South Norwalk, Conn., was a critical one in determining the future progress of Lockwood. The next few years were a period of transition. One of the first requisites was a new catalog which was published in 1932. It was soon realized by the new management, however, that if Lockwood was to be a real factor in the industry, a complete overhauling was necessary.

A program was started which has continued to this very day and projects itself far into the future.

The sales force was expanded and put under a separate head. Sales offices were opened in Philadelphia, Baltimore and Chicago, with sales agents in Boston, Detroit and the West Coast. Next came product improvement. A new series of cylinder locks was developed incorporating forged brass fronts and bolts as well as hubs and extruded parts. Many innovations entirely new to the industry were introduced. Equipoise knob action, Polyflex Knobs with tops that could be changed at will, Cape Cod sets, the Patrician with its colorful plastic trim and the new Ball Bearing Door Closer, which has been revolutionary in the industry, were product developments introduced with outstanding success. The new Lockwood Catalog has been copied many times in its unique style.



*Heavy forging press
at Plant No. 1.*

While all this was going on, the new company, slowly but surely, expanded its sales efforts in the contract field. Contract Departments were opened in

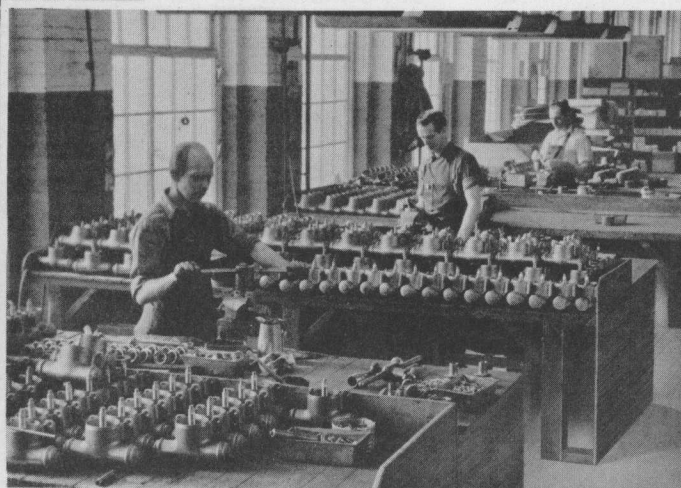
New York and Chicago and staffed with experienced personnel. At Fitchburg, the Contract Department was reinforced. Soon the results began to be felt. Contract business was secured, particularly in government work, and later on, in projects built under the P.W.A. program. Some outstanding jobs of this period were:

ELYTON VILLAGE HOUSING, Birmingham, Alabama
 U.S. COURT HOUSE, Phoenix, Arizona
 REGIONAL AGRICULTURAL RESEARCH LAB., Albany, California
 U.S. COURT HOUSE & POST OFFICE, Fresno, California
 U.S. POST OFFICE, South San Francisco, California
 U.S. POST OFFICE - RENCON ANNEX, San Francisco, California
 U.S. VETERANS' HOSPITAL, San Francisco, California
 U.S. POST OFFICE & COURT HOUSE, Grand Junction, Colorado
 HIGH SCHOOL BUILDING, East Haven, Connecticut
 TRAINING SCHOOL AND HOSPITAL FOR
 FEEBLE MINDED, Southbury, Connecticut
 NAVY AND MUNITIONS BUILDING, Washington, D. C.
 PURDUE UNIVERSITY MEN'S RES. HALL, West Lafayette, Indiana
 A. C. BARRACKS - CHANUTE FIELD, Ranton, Illinois
 C.O.Q. BUILDINGS, Fort Knox, Kentucky
 MASSACHUSETTS HOUSING, Boston, Massachusetts
 U.S. POST OFFICE & COURT HOUSE, St. Paul, Minnesota



1940 Plant No. 2 in Fitchburg was added. Plant 2A is at rear.

Door Closer Assembly
 Department.





Fitchburg High School, designed by architects, Coolidge, Shepley, Bullfinch and Abbott, is an outstanding contribution to advancement in school design.

Lockwood's reputation for builders' hardware of high quality is recognized in Fitchburg's leading buildings. The two shown are Lockwood equipped, as are most of the city's more modern structures.

Fitchburg's modern Youth Library has received much attention in architectural and civic circles.

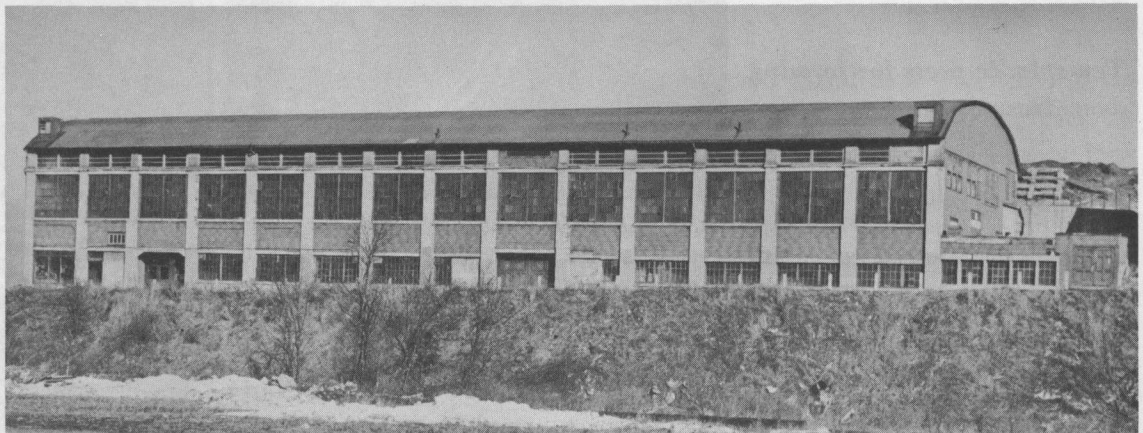


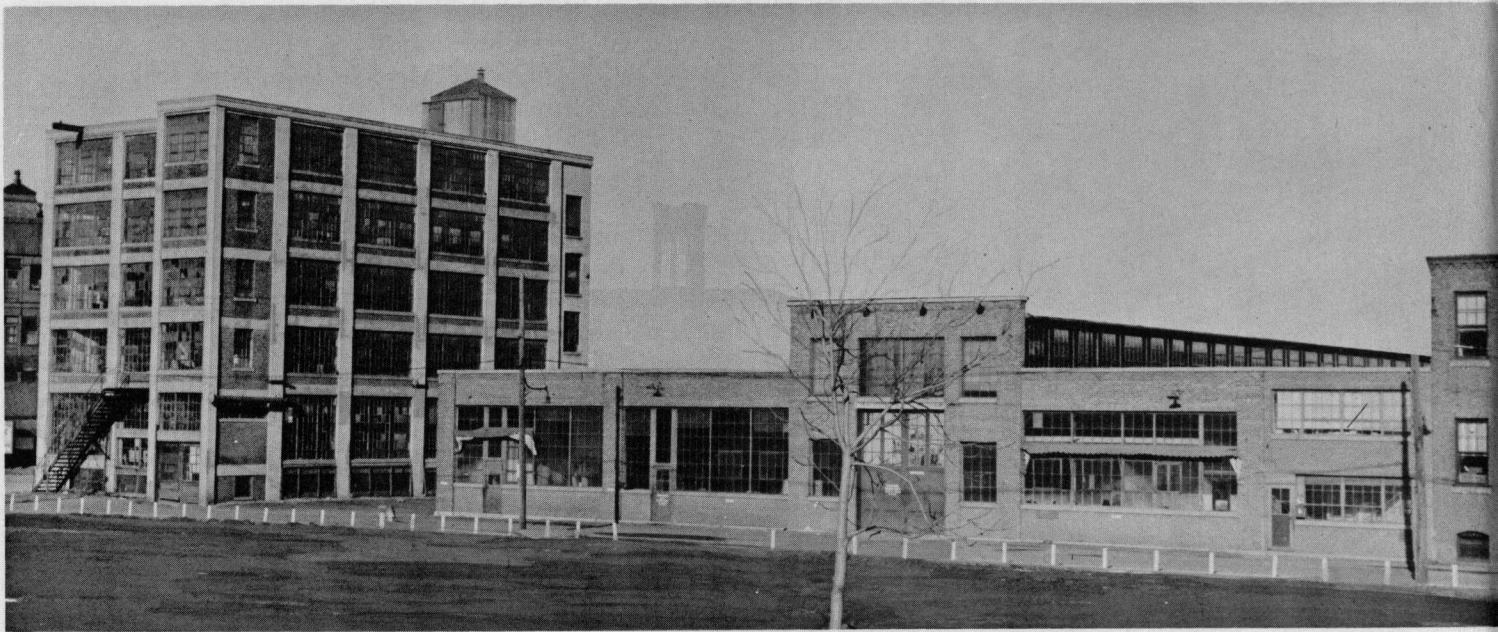
U.S. POST OFFICE & COURT HOUSE, Great Falls, Montana
PRUDENTIAL APARTMENT HOUSE, Newark, New Jersey
NASSAU COUNTY COURT HOUSE, Mineola, L. I., New York
EAST RIVER HOUSING, New York, New York
LINN COUNTY COURT HOUSE, Albany, Oregon
U.S. POST OFFICE, Burns, Oregon
U.S. VETERANS' HOSPITAL, Rosebury, Oregon
TERRACE VILLAGE HOUSING, Pittsburgh, Pennsylvania
THADDEUS STEVENS ELEM. SCHOOL, Pittsburgh, Pennsylvania
MARINE BARRACKS, Quantico, Virginia
U.S. COURT HOUSE, Seattle, Washington
U.S. POST OFFICE & COURT HOUSE, Spokane, Washington

Two other outstanding projects equipped with Lockwood hardware during this period were the Social Security and Railroad Retirement Buildings, Washington, D. C., for which a special cast modern design was made. The Fitchburg High School, which was designed by one of the leading architectural firms in the country, Coolidge, Shepley, Bulfinch and Abbott, is one of the finest schools to be found anywhere. It was Lockwood equipped.

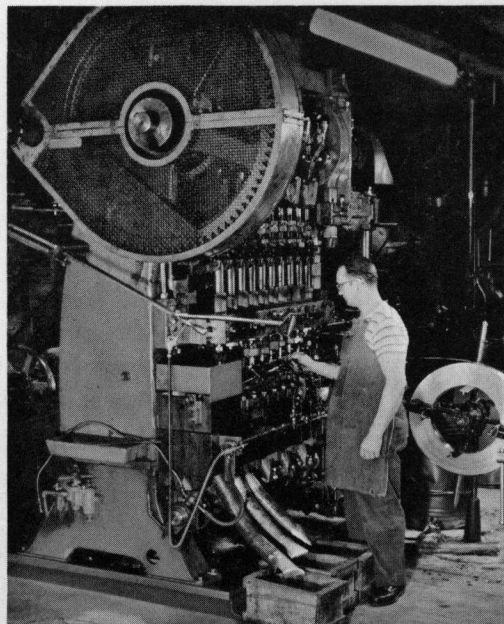
The foundation was firmly laid during these years on which the new management was to build a healthy progressive business.

Once Fitchburg's sports arena — now a warehouse for ILCO-LOCKWOOD parts in process. Site is closely adjacent to Plant No. 1.

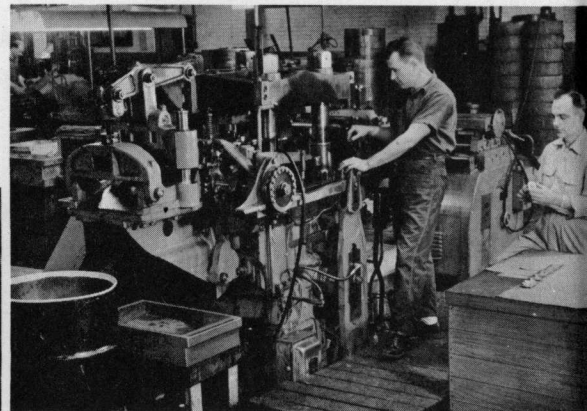




1952 Plants No. 3 (right) and No. 3A (left) in Fitchburg, Mass.



Ten spindle press for forming deep-drawn parts.



Fast, modern press for blanking and forming operations.



Seven station, fully automatic machine for precision drilling and tapping operations.

CHAPTER SIX

*Lockwood Hardware
Manufacturing Company
1941 to 1945*

THIS PERIOD was featured by major changes in sales policy and sales personnel. One weakness in selling policy up to that time had been direct bidding on contract work, which was uneconomical and unsound.

After long and thoughtful consideration and despite the likelihood of losing business because of inadequate distribution, the company faced the issue and established a definite sales policy of selling its products (except in New York City where, up to the time of printing, it has not yet been fully possible) strictly through franchised distributors. This step is recorded as courageous at that particular time because of the lack of distributors to pick up the business dropped. Business, while better than in the years described in Chapter Five, was certainly not that much better that the move could be well afforded.

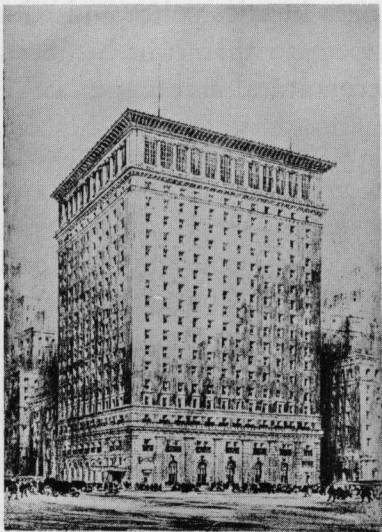
Slowly and painstakingly a system of franchised contract dealerships was established throughout the country. These distributors were carefully selected for their ability to sell and service contract builders' hardware in their territories. Their assured loyalty to their suppliers and willingness to work in the mutual interests of all concerned were important requirements in their selection for a Lockwood franchise.

To secure and properly serve such distributors required many changes in the sales organization. Its development and improvement is a continuous program. Lockwood is justly proud of its selling force, territory managers and contract service personnel. However, the company maintains a continuous program in which more highly trained men are always being developed.

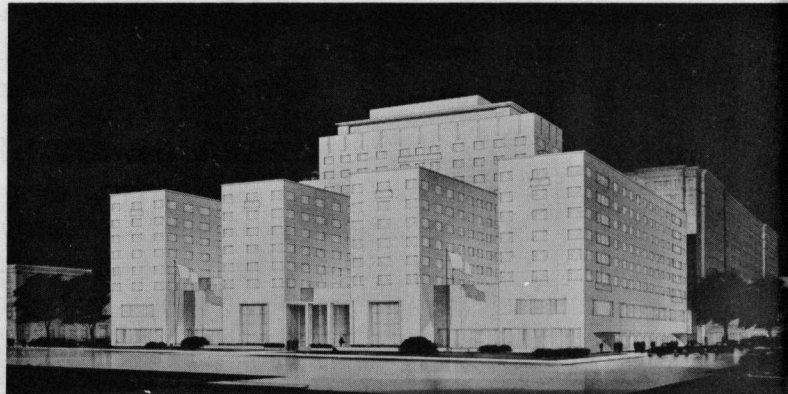
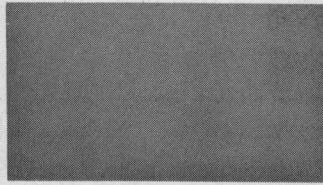
Early in 1941, one most gratifying contract was secured. It was the new Hotel Statler at Washington, D. C. That particular contract gave great impetus to the new sales policy and greatly strengthened the resolve to stick to it. The Hotel Statler in Washington, D. C., established a new goal. The hardware to be furnished was tops in quality, embodied a new design that has proven most popular in modern buildings and has since given excellent service over the years. This happened to be the last major private job to be furnished with bronze hardware until the end of World War II. The hardware was all delivered in Washington in early December, 1941 and on December 7, 1941 our country was at war. Bronze hardware was then prohibited as to manufacture, except for certain government projects and shipboard use.

With the outbreak of World War II, Lockwood faced new problems in its manufacturing and selling policies. The company went out full force to help win the war. Manufacture of quality hardware of brass or bronze was prohibited by law. The company quickly converted to the use of steel and other permissible materials. Lockwood continued to grow and expand its distributor franchises even during those anxious and critical days, in spite of the serious limitations placed on its facilities.

It is interesting to recall that almost everyone had the same customer — Uncle Sam. Lockwood secured the largest single hardware order of its



*HOTEL STATLER
St. Louis, Mo.*



*HOTEL STATLER
Washington, D.C.*



*HOTEL STATLER
Detroit, Mich*



*HOTEL STATLER
New York, N.Y.*



*HOTEL STATLER
Boston, Mass.*



*HOTEL STATLER
Cleveland, Ohio*

history to that point. The Trinidad Naval Base contract ran in excess of \$400,000.00 worth of hardware. Then there was the big hush hush job at Oak Ridge, Tennessee where, through its Charlotte, N. C., distributor, Lockwood furnished its security key system locks in large volume on highest priority with extra special service. None knew until the atom bomb was exploded over Japan in 1945 what this top drawer secret job was really all about. Another very large project furnished during the war was the naval base at Couer D'Aline, Idaho. Hundreds of other war projects were equipped during the war years with Lockwood Hardware, a few of which are listed below.

REDSTONE ARSENAL, Huntsville, Alabama
 LEE GARDEN APARTMENTS, Washington, D. C.
 McLEAN GARDENS APARTMENTS, Washington, D. C.
 TYNDALL FIELD BUILDINGS, Panama City, Florida
 U.S.N. TRAINING STATION, Athol, Idaho
 U.S.N. BUREAU YARDS AND DOCKS, Chicago, Illinois
 VETERANS' ADMINISTRATION BUILDING, Wadsworth, Kansas
 WILLERT PARK EXTENSION, Buffalo, New York
 ROGER WILLIAMS HOMES, Providence, Rhode Island
 FEDERAL OFFICE BUILDING No. 2, Arlington, Virginia
 GRAHAM FARM BUILDINGS, Arlington, Virginia

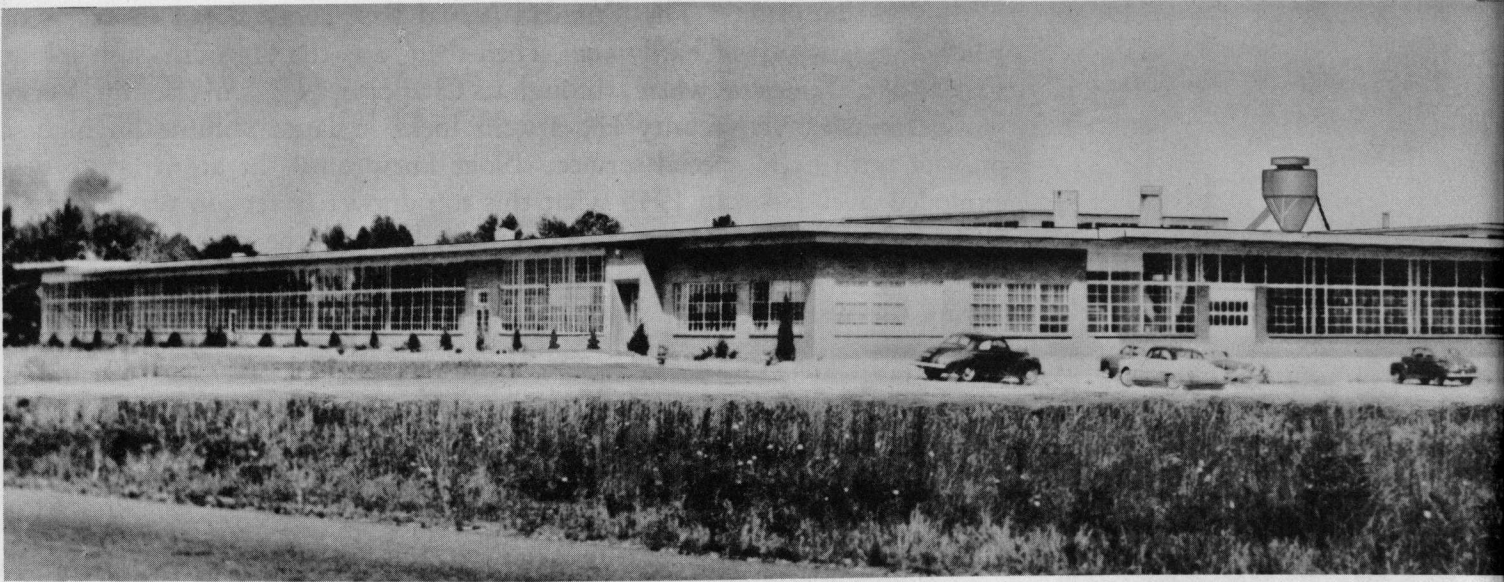
A great many ships were equipped with hardware by Lockwood during these years. Ship hardware was required in solid bronze.

All through these war years, as time permitted, the distributor plan was pushed and post war planning explored. Particularly during this time remarkable strides were made in distribution in the South.

It was a glorious day indeed when on V-J Day in August 1945 Lockwood could again start the wheels rolling to make its post war line.



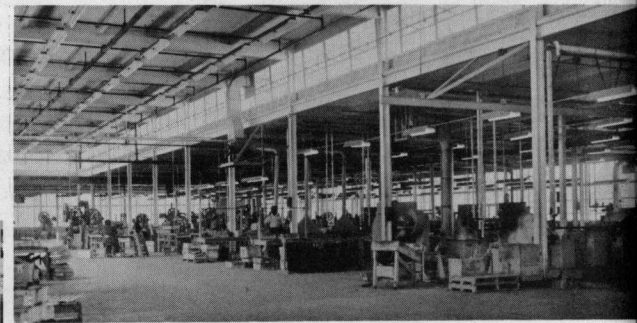
*HOTEL WILLIAM PENN
 Pittsburg, Penn.*



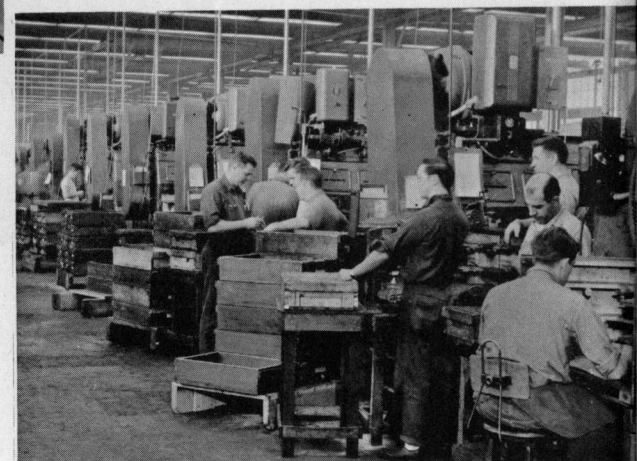
1952 New branch at Selma, Alabama.



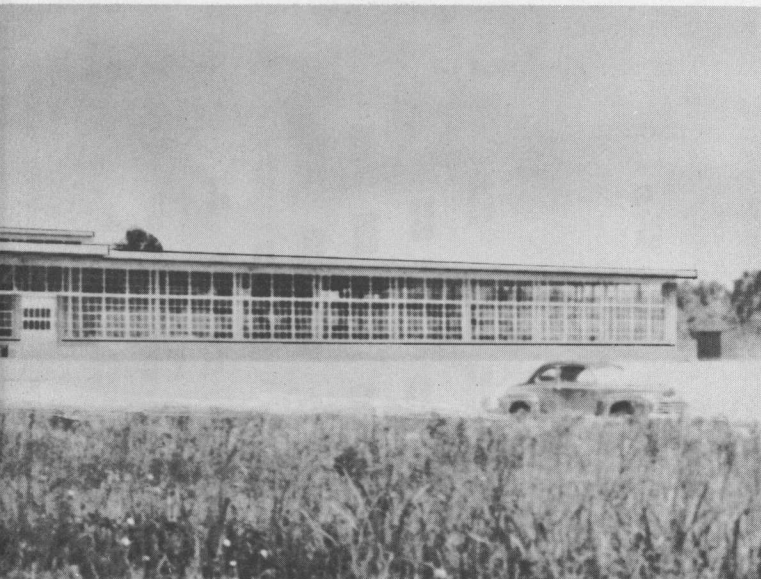
*Belt assembly line,
cylindrical lock sets.*



*General view of section of
interior at Selma plant.*



*Battery of automatic screw
machines.*



CHAPTER SEVEN

*Lockwood Hardware
Manufacturing Company
1946 to 1949*

IN 1946, with the end of the war, Lockwood activities gradually returned to peace-time production. The huge back log of projected building made it obvious the building industry was entering a period of lush business. With this in mind, Lockwood began to strengthen its fences.

First it produced an up-to-date catalog presenting a new approach to the listing of builders' finishing hardware. Next it embarked on a program of advertising in trade and architectural magazines with which hundreds of thousands of readers are now quite familiar. Realizing that because of the pent up demand for new schools and hospitals, as well as for other types of buildings, there would be many places where architects could not secure the advice and assistance of a hardware consultant, Lockwood created another "first" when it published a condensed issue in Sweet's Architectural File in 1946. This practice has since been repeated in each annual edition of Sweet's and has been extremely effective in familiarizing architects with the Lockwood line.

Other steps were taken to improve the sales position. New men were trained and added to the sales force. Customer's men were invited to the plant and put through a vigorous training program specializing in contract work. At the same time, the program of product development was being stepped up further at an ever increasing pace. The "5100" Series of mortise stepped up at an ever increasing pace. The "5100" Series of mortise cylinder locks was revamped with improvements. Changes and improvements were made in the tubular lock line and Lockwood's first venture in the cylindrical



*Pin tumbler cylinder
assembly.*



George Washington University Hospital, Washington, D. C.



*Dallas Morning News
Dallas, Texas
Outstanding modern
plant in the newspaper
publishing field.*

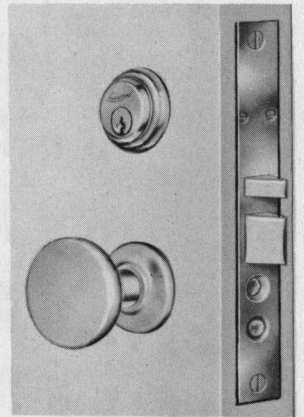
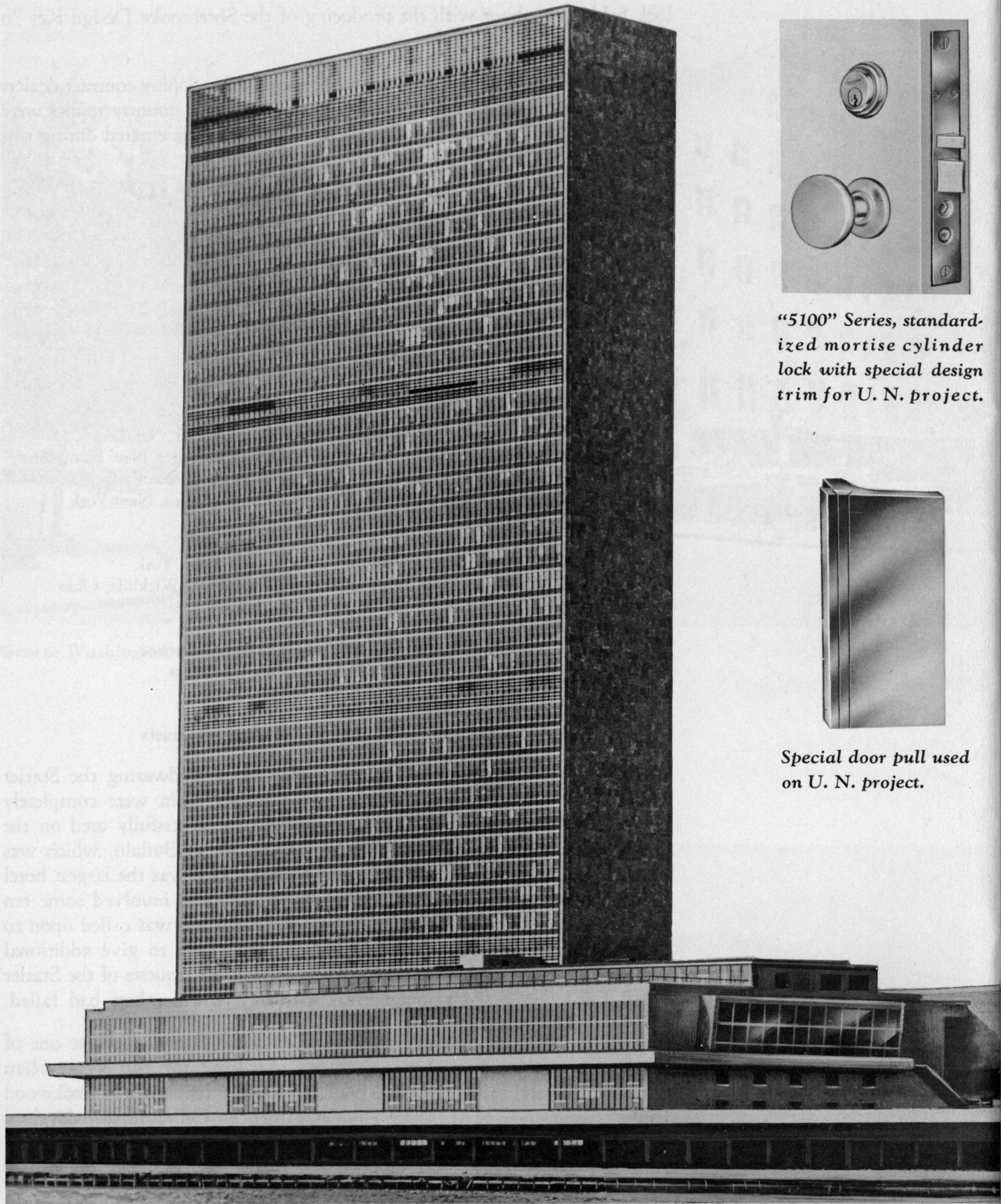
lock field came about with the producing of the Sherbrooke Design Key 'n Knob lock sets.

By the latter part of this period, the work spent in developing contract dealers was indeed becoming fruitful and from all parts of the country results were being felt. Such outstanding jobs as the following were entered during this period:

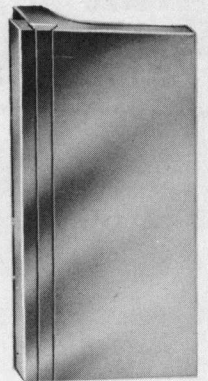
BULL SHOALS DAM, Mountain Home, Arkansas
BANK OF AMERICA BUILDINGS, Los Angeles, California
GEORGE WASHINGTON UNIV. HOSPITAL, Washington, D. C.
ILLINOIS BELL TELEPHONE TOLL
BUILDING AND DIAL BUILDING, Chicago, Illinois
ADMINISTRATION AND ENGINEERING
BUILDING, STANDARD OIL COMPANY, Whiting, Indiana
ST. JOSEPH MERCY HOSPITAL, Dubuque, Iowa
DRUM CASTLE APARTMENTS, Baltimore, Maryland
TUFTS COLLEGE MEDICAL AND
DENTAL SCHOOL, Boston, Massachusetts
VETERANS' ADMINISTRATION HOSPITAL, Omaha, Nebraska
VETERANS' ADMINISTRATION HOSPITAL, Manchester, New Hampshire
STATLER HALL - CORNELL UNIVERSITY, Ithaca, New York
AMSTERDAM HOUSES - MARCY HOUSES, New York, New York
MANHATTAN APARTMENTS, New York, New York
RIVERGATE APARTMENTS, New York, New York
SUTTON TERRACE APARTMENTS, New York, New York
SISTERS OF THE GOOD SHEPHERD BUILDINGS, Wickliffe, Ohio
U.S. VETERANS' HOSPITAL, Wilkes-Barre, Pennsylvania
PERMANENT HOUSING
U.S. ATOMIC ENERGY PLANT, Oak Ridge, Tennessee
DALLAS, MORNING NEWS BUILDING, Dallas, Texas
PEN ARCADIAN HOSPITAL, Tripolis, Greece
CARACAS HOTEL, Caracas, Venezuela
MILITARY SCHOOL AND ACADEMY, Caracas, Venezuela

It was during this period that the program of re-hardwaring the Statler Hotels was undertaken. All hotels in the Statler chain were completely re-equipped with new locks, of the same type so successfully used on the Washington Statler, with the exception of the one at Buffalo, which was not included, because of a contemplated change. This was the largest hotel re-hardware program of this type ever undertaken and involved some ten thousand locks. It was during this program Lockwood was called upon to add certain special features to the function of the lock to give additional security and safety. Lockwood completely fulfilled all requests of the Statler Hotel Corporation and again met the challenge where others had failed.

Lockwood Hardware was being exported to South America, where one of the outstanding projects was a Military Academy for the Venezuelan Government; to Europe and the Middle East where thousands of Lockwood products were used on the huge Arabian American Oil Company development; to Bah Rein, Saudi Arabia; to Toronto, Canada and Canberra, Australia, where Lockwood supplied the hardware for the new embassy buildings during this period.



"5100" Series, standardized mortise cylinder lock with special design trim for U. N. project.



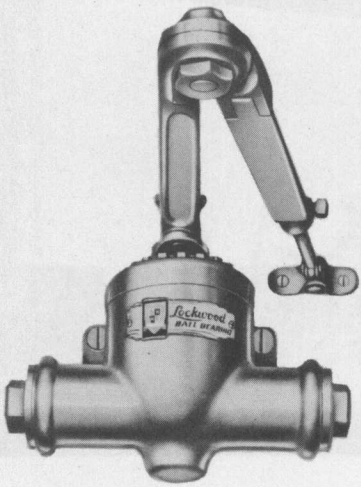
Special door pull used on U. N. project.

CHAPTER EIGHT

*Lockwood Hardware
Manufacturing Company
1950 to 1952*

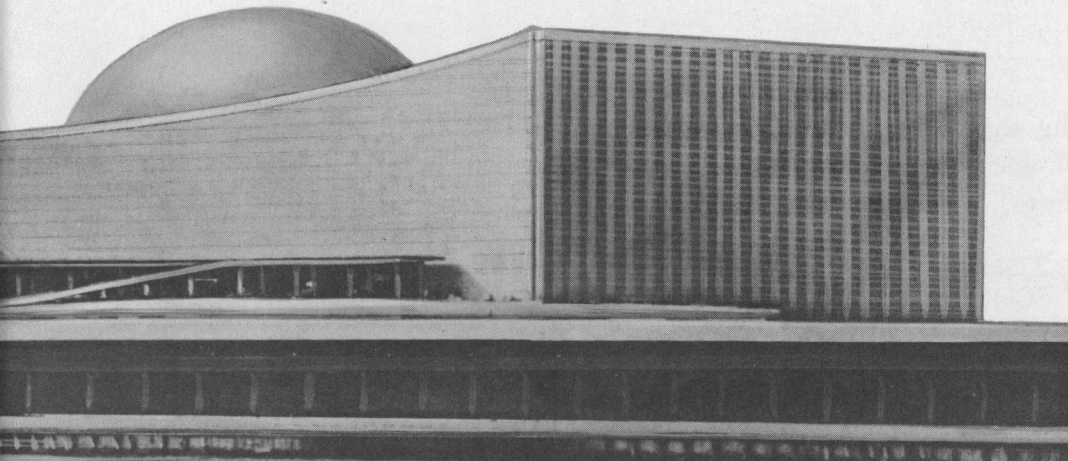
AS THE YEARS roll by, Lockwood continues to witness the truth of the old adage, "Mighty oaks from little acorns grow." Its contract sales distribution system, extremely weak in 1940, has blossomed out into a great Lockwood tree from the little acorn planted in 1941. Lockwood's strategically selected contract accounts are really hitting the ball for Lockwood all across the country. The brand name Lockwood, has constantly increased in acceptance and demand. There is much to take real pride in. The most widely publicized of outstanding buildings equipped with Lockwood hardware in this period has been, of course, the United Nations group of buildings in New York City. It was the highest possible endorsement that the hardware used was Lockwood throughout this most important group of buildings in the world. It was particularly gratifying to receive the commission to equip Statler Center at Los Angeles, Statler's most ambitious and costly group of buildings. The greatest lift, from a company standpoint, was that the fine Lockwood hardware used on nine previous Lockwood installations for Statler proved so satisfactory that Lockwood was again selected against the most severe competition.

It is a matter of established fact that the huge new Atomic Energy Plant at Paducah, Kentucky was, up to the time of award, the biggest single contract ever awarded by the government and it was equipped with Lockwood hardware.



Ball Bearing, rack and pinion door closer used on U. N. project.

*United Nations Group, New York, N. Y.
Building project of the ages, dedicated
to world peace and progress.*





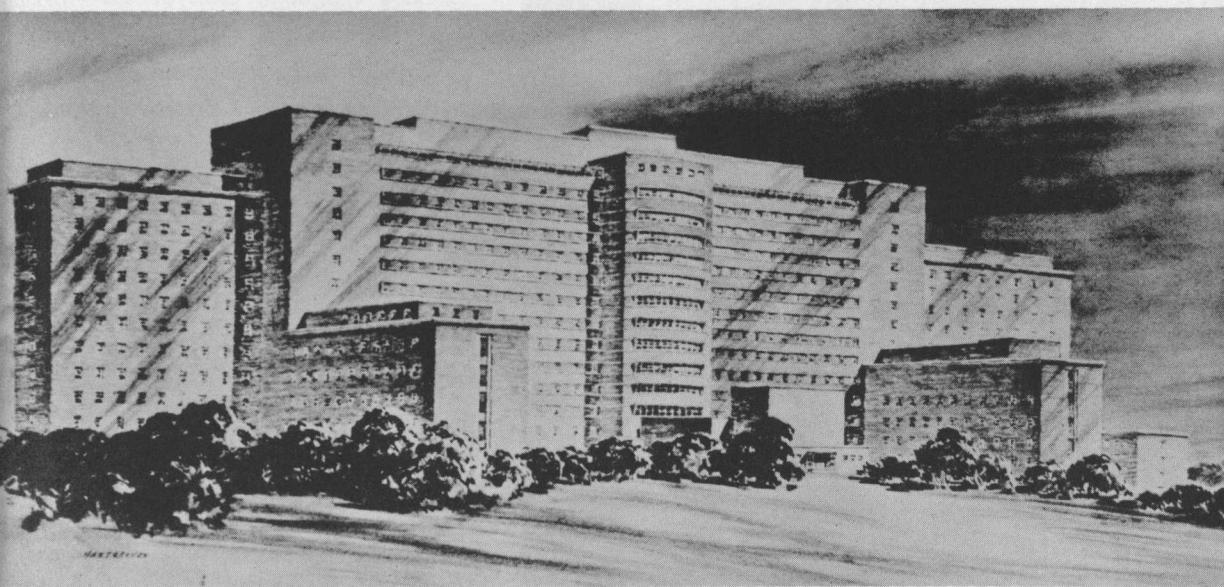
Los Angeles Statler Hotel, Los Angeles, California. Largest hostelry west of the Mississippi; \$21,000,000 investment in the future of the west coast.

During these three years, the increased preference for Lockwood was not only evident on those mentioned above, but also the following important buildings, to mention but a few:

TISHMAN OFFICE BUILDINGS, Los Angeles, California
 SCHOOL BUILDINGS, Denver, Colorado
 GENERAL ACCOUNTING OFFICE BUILDING
 FOR FEDERAL GOVERNMENT, Washington, D. C.
 FLORIDA STATE UNIVERSITY BUILDINGS, Tallahassee, Florida
 VETERANS' ADMINISTRATION
 RESEARCH HOSPITAL, Chicago, Illinois

MT. SINAI HOSPITAL, Evanston, Illinois
 NOTRE DAME UNIVERSITY BUILDINGS, South Bend, Indiana
 HUMBLE OIL BUILDING, New Orleans, Louisiana
 BRANDEIS UNIVERSITY BUILDINGS, Waltham, Massachusetts
 MT. CARMEL MERCY HOSPITAL, Detroit, Michigan
 DANTE PLACE HOUSING, Buffalo, New York
 STATE HOMEOPATHIC HOSPITAL, Middletown, New York
 STATE INFIRMARY BUILDINGS, Newark, New York
 WAR MEMORIAL, Syracuse, New York
 BROWN UNIVERSITY - PEMBROKE
 DORMITORIES, Providence, Rhode Island
 SCHOOL BUILDINGS, Dallas, Texas
 FIRST METHODIST CHURCH, Houston, Texas
 U.S. EMBASSY BUILDING, Havana, Cuba

Perhaps of even more importance to the overall picture has been the product development program which has continued to keep Lockwood ahead of competition as a complete line manufacturer. The progress achieved in the Door Closer field, the addition of Panic Bolt Devices and the introduction of the Heavy Duty Key 'n Knob cylindrical lock sets, which have increasingly replaced the conventional line of mortise locks, have greatly promoted Lockwood's contract growth and are a part of its continuing long range planning for the future. They bring confidence and challenge to the entire organization.



*Clinical Research Building, National Institute of Health, Bethesda, Maryland
 Largest combination laboratory-hospital building of its kind in the United States.*



*3340 Wilshire Boulevard
Los Angeles, California.
This modern, efficient office
building is a monument to
progress and development
on the west coast.*



*Manhattan House,
New York, N. Y.
A.I.A. award winner in
apartment house field.*

And so, this story is presented so that the reader may see the continued growth of Lockwood in design, manufacture and service of its products. The authors trust that this history has frankly set forth these fundamental facts.

Despite many discouragements and mistakes, which are part of the growing pains of a coming organization, it has gone far.

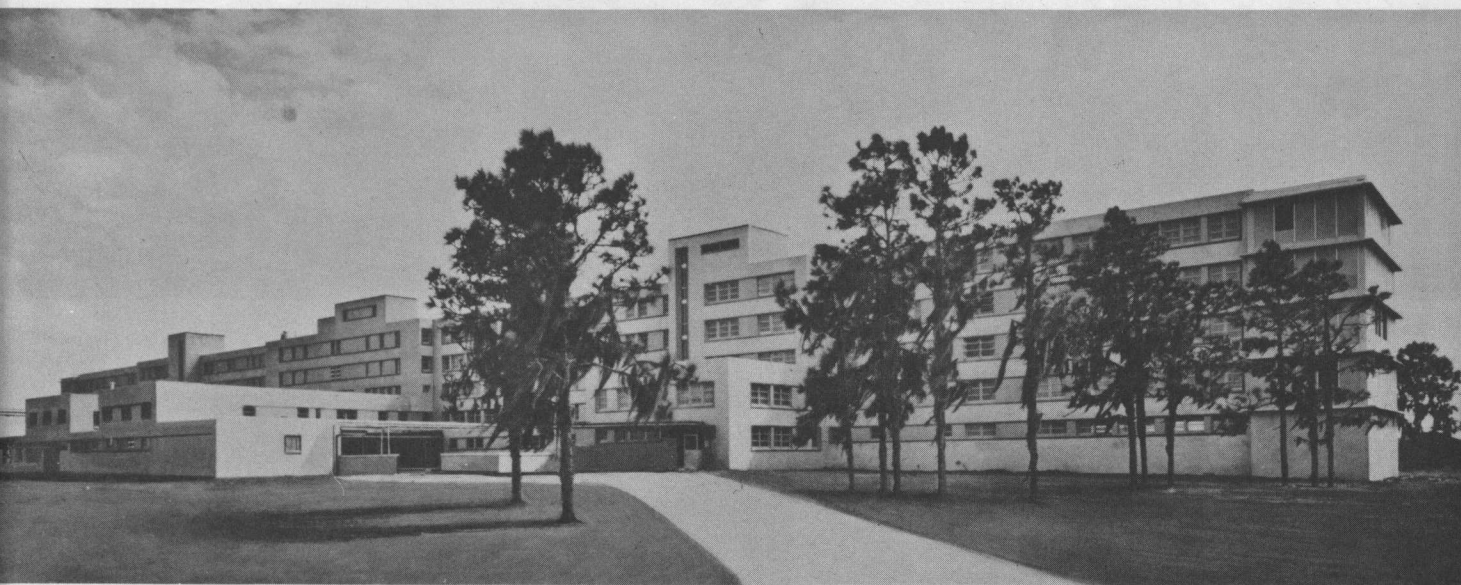
That the organization is made up of people with "know how."

There are no untried theorists on this team.

That the soundest proof of Lockwood's future is the story of its past.

As this goes to press, additional proof of Lockwood leadership is the announcement of the award to Lockwood of the Wake Forest College contract at Winston-Salem, N. C. This contract was awarded solely on the basis of merit of product from samples submitted in competition with samples of other manufacturers. Here, indeed, is proof of product superiority! While it is estimated that all of the buildings illustrated will not be completed for about five years, Lockwood protection and the security of all will be insured by a Lockwood cylinder grand master key system of locks throughout.

The company looks forward confidently to a future, built solidly on a firm foundation, as has been recorded here. It pledges that steadily, intelligently and with determination, Lockwood Hardware Manufacturing Company will continue its growth to ever increasing importance in the builders' hardware industry.



*Southwest Tuberculosis Sanatorium, Tampa, Florida.
Modern 540 bed hospital with complete operating suite.*



Wake Forest College, Reynolda, North Carolina
Huge project for the construction of an entire new college.

