

1	01:00:18:14	01:00:20:15	<i>THE 1920s.</i>
2	01:00:20:17	01:00:23:01	<i>THE AGE OF PROSPERITY, MOVEMENT</i>
3	01:00:23:03	01:00:24:24	<i>CREATIVITY</i>
4	01:00:24:26	01:00:26:20	<i>CONSUMPTION.</i>
5	01:00:28:06	01:00:29:18	Man:
			WE'VE ALWAYS SEEMED TO BE
6	01:00:29:20	01:00:32:17	SOMEHOW CREATING
			THE NEWEST FORMS OF THINGS
7	01:00:32:19	01:00:35:19	TO MAKE LIFE BETTER,
			SIMPLER, MORE EFFICIENT.
8	01:00:35:21	01:00:38:04	SOMETIMES THIS
			HAS NEGATIVE CONSEQUENCES
9	01:00:38:06	01:00:40:01	AND OTHER TIMES, POSITIVE ONES.
10	01:00:40:03	01:00:42:27	Man:
			TAKE A FIGURE LIKE HENRY FORD.
11	01:00:42:29	01:00:44:22	HE HELPS TO CREATE
			A MASS CONSUMPTION
12	01:00:44:24	01:00:46:10	IN A SOCIETY THAT'S ON WHEELS.
13	01:00:46:12	01:00:48:03	<i>AMERICA ON WHEELS.</i>
14	01:00:48:05	01:00:50:21	<i>MOVING FROM COUNTRY TO CITY</i>
15	01:00:50:23	01:00:53:07	<i>FROM SMALL TOWN</i>
			<i>TO SUBURBAN SPRAWL.</i>
16	01:00:53:09	01:00:55:09	<i>FROM THE OLD TO THE NEW.</i>
17	01:00:55:11	01:00:59:07	<i>WANTING THE BEST OF THE NEW,</i>
			<i>KEEPING THE OLD.</i>
18	01:00:59:09	01:01:01:08	<i>"THE TENSIONS OF PROSPERITY"</i>
19	01:01:01:10	01:01:03:14	<i>TODAY ON</i>
			A BIOGRAPHY OF AMERICA.
20	01:01:08:22	01:01:12:23	[Captioning sponsored
			by ANNENBERG/CPB]
21	01:01:34:21	01:01:36:12	<i>THE 1920s.</i>
22	01:01:36:14	01:01:38:25	<i>IT'S THE JAZZ AGE,</i>
			<i>THE ERA OF WONDERFUL NONSENSE</i>
23	01:01:38:27	01:01:41:14	<i>THE AGE OF BABBITTS, BOOTLEGGING</i>
			<i>AND BATHTUB GIN.</i>
24	01:01:41:16	01:01:44:17	<i>AMERICANS WERE SPEEDING UP,</i>
			<i>MOVING OUT, BUYING MORE</i>
25	01:01:44:19	01:01:46:25	<i>HAVING FUN, DREAMING BIGGER.</i>
26	01:01:46:27	01:01:48:17	<i>IT'S A DECADE</i>
			<i>WE'RE DRAWN BACK TO</i>
27	01:01:48:19	01:01:51:00	<i>BECAUSE IT'S HERE</i>
			<i>THAT WE START TO SEE OURSELVES</i>
28	01:01:51:02	01:01:53:27	<i>THAT AMERICANS BECOME</i>
			<i>RECOGNIZABLY MODERN.</i>
29	01:01:53:29	01:01:56:29	<i>AND NO STORY DESCRIBES THIS</i>
			<i>CULTURAL TRANSFORMATION BETTER</i>
30	01:01:57:01	01:01:58:24	<i>THAN THE STORY</i>
			<i>OF THE AUTOMOBILE REVOLUTION</i>
31	01:01:58:26	01:02:02:09	<i>AND THE RISE OF LOS ANGELES,</i>
			<i>THE FIRST AUTO-AGE CITY.</i>
32	01:02:04:18	01:02:07:03	<i>HENRY FORD WAS AT THE CENTER</i>
			<i>OF THESE GREAT CHANGES</i>
33	01:02:07:05	01:02:09:17	<i>AND HE WASN'T MODEST</i>
			<i>ABOUT HIS PLACE IN HISTORY.</i>
34	01:02:09:19	01:02:12:00	<i>AS HE ONCE SAID,</i>
			<i>"I INVENTED THE MODERN AGE."</i>

35 01:02:13:22 01:02:14:25 NOW, THAT'S PUSHING IT.
 36 01:02:14:27 01:02:16:16 BUT THIS CRANKY
 CULTURAL REACTIONARY
 37 01:02:16:18 01:02:18:03 WHO AT THE HEIGHT
 OF THE JAZZ AGE
 38 01:02:18:05 01:02:20:18 TRIED TO REVIVE SQUARE-DANCING
 AND COUNTRY FIDDLE
 39 01:02:20:20 01:02:22:15 WAS ONE OF THE
 GREATEST REVOLUTIONARIES
 40 01:02:22:17 01:02:23:19 OF THE INDUSTRIAL AGE.
 41 01:02:25:08 01:02:26:15 HIS MODEL T FORD
 42 01:02:26:17 01:02:30:05 BEGAN THIS COUNTRY'S
 LOVE AFFAIR WITH THE CAR
 43 01:02:30:07 01:02:34:11 AND TURNED AMERICA INTO
 AN AUTOMOBILE CIVILIZATION.
 44 01:02:34:13 01:02:37:08 BUT FORD'S GREATEST INNOVATION
 WASN'T THE MODEL T.
 45 01:02:37:10 01:02:39:22 IT WAS THE SYSTEM
 HE DEVELOPED FOR MAKING IT--
 46 01:02:39:24 01:02:43:23 AND A THOUSAND OTHER PRODUCTS.
 47 01:02:43:25 01:02:45:08 THIS WAS MODERN MASS PRODUCTION
 48 01:02:45:10 01:02:47:22 THE SINGLE MOST IMPORTANT FACTOR
 49 01:02:47:24 01:02:51:24 IN MAKING AMERICA THE
 ECONOMIC AND MILITARY POWERHOUSE
 50 01:02:51:26 01:02:53:11 OF THE 20th CENTURY.
 51 01:02:53:13 01:02:56:07 FORD'S SYSTEM OF BELT-DRIVEN
 ASSEMBLY LINE PRODUCTION
 52 01:02:56:09 01:02:58:12 IS ARGUABLY
 THE MOST IMPORTANT INNOVATION
 53 01:02:58:14 01:02:59:23 OF THE INDUSTRIAL AGE.
 54 01:02:59:25 01:03:02:20 FORD, IN FACT, COINED THE WORD
 "MASS PRODUCTION."
 55 01:03:02:22 01:03:06:18 UNTIL HE DID, IN 1926,
 IT WAS CALLED FORDISM.
 56 01:03:06:20 01:03:09:03 ALL OF US ARE PRODUCTS, IN ONE
 WAY OR ANOTHER, OF FORDISM.
 57 01:03:11:25 01:03:15:09 HENRY FORD WAS BORN ON A FARM
 NEAR DEARBORN, MICHIGAN, IN 1863
 58 01:03:15:11 01:03:17:22 ONLY A FEW WEEKS AFTER THE UNION
 VICTORIES AT GETTYSBURG
 59 01:03:17:24 01:03:18:22 AND VICKSBURG.
 60 01:03:22:10 01:03:24:24 AS A BOY, HE LOVED TO ROAM
 IN THE WOODS AND FIELDS
 61 01:03:24:26 01:03:26:17 BY THE RIVER ROUGE,
 NEAR HIS HOME
 62 01:03:26:19 01:03:29:07 AND HE DEVELOPED A LIFELONG
 ATTACHMENT TO RURAL VALUES
 63 01:03:29:09 01:03:31:14 OF THRIFT, SELF-RELIANCE
 AND SIMPLE LIVING.
 64 01:03:33:01 01:03:34:08 BUT IN TRUTH, HE HATED
 65 01:03:34:10 01:03:36:18 THE ISOLATION
 AND BOREDOM OF FARM LIFE.
 66 01:03:36:20 01:03:37:29 THIS WAS THE MACHINE AGE
 67 01:03:38:01 01:03:40:12 AND HE WAS ENTHRALLED
 BY MODERN MACHINERY.
 68 01:03:40:14 01:03:43:01 AT AGE 16, HE LEFT HOME

69 01:03:43:03 AND WALKED TO DETROIT
 01:03:45:00 WHERE HE FOUND WORK
 IN A MACHINE SHOP.
 70 01:03:45:02 01:03:46:14 HIS DREAM WAS THE DREAM
 71 01:03:46:16 01:03:48:28 OF COUNTLESS OTHER BACKYARD
 MECHANICS OF THAT TIME
 72 01:03:49:00 01:03:51:08 WITH NAMES
 LIKE DODGE, BUICK AND OLDS.
 73 01:03:51:10 01:03:53:11 IT WAS TO BUILD
 A HORSELESS CARRIAGE
 74 01:03:53:13 01:03:56:13 A SELF-PROPELLING ROAD MACHINE
 THAT RAN, NOT ON STEAM
 75 01:03:56:15 01:03:59:06 BUT ON THE FUEL
 OF THE COMING AGE, GASOLINE.
 76 01:04:01:20 01:04:03:13 FORD SPENT HIS EVENINGS
 AFTER WORK
 77 01:04:03:15 01:04:05:15 IN A SMALL SHED
 BEHIND HIS HOUSE
 78 01:04:05:17 01:04:06:29 PUTTING TOGETHER HIS FIRST CAR.
 79 01:04:07:01 01:04:09:10 WHEN HE FINISHED IT
 ON JUNE 4, 1896
 80 01:04:09:12 01:04:11:19 IT WAS ALMOST 2:00
 IN THE MORNING
 81 01:04:11:21 01:04:14:07 BUT HE WAS SO EXCITED
 HE WANTED TO TAKE IT FOR A RUN.
 82 01:04:15:19 01:04:17:12 THEN HE REALIZED
 THAT THE DOOR OF THE SHED
 83 01:04:17:14 01:04:19:22 WASN'T WIDE ENOUGH
 TO GET HIS ROAD MACHINE THROUGH.
 84 01:04:19:24 01:04:22:04 SO HE GRABBED AN AX,
 DEMOLISHED THE DOOR FRAME
 85 01:04:22:06 01:04:24:06 AND RODE OFF INTO THE NIGHT.
 86 01:04:26:02 01:04:27:15 HIS WASN'T THE FIRST CAR.
 87 01:04:27:17 01:04:28:28 EUROPEANS LIKE KARL BENZ
 88 01:04:29:00 01:04:31:00 HAD BEEN MAKING CARS
 FOR AT LEAST A DECADE.
 89 01:04:31:02 01:04:33:07 BUT FORD'S COULD GO
 20 MILES PER HOUR
 90 01:04:33:09 01:04:34:27 A TERRIFIC SPEED BACK THEN;
 91 01:04:34:29 01:04:37:18 AND IT WAS RELIABLE
 AND DIDN'T COST THAT MUCH.
 92 01:04:37:20 01:04:40:04 AS HE BUILT MORE CARS
 AND FORMED HIS OWN COMPANY
 93 01:04:40:06 01:04:42:06 WITH THE BACKING
 OF DETROIT CAPITALISTS
 94 01:04:42:08 01:04:44:02 FORD DEVELOPED THE IDEA
 THAT WOULD MAKE HIM
 95 01:04:44:04 01:04:46:06 THE MOST POWERFUL
 INDUSTRIALIST IN AMERICA.
 96 01:04:48:02 01:04:51:02 IN 1900, MOST CARS
 WERE RICH MEN'S TOYS.
 97 01:04:51:04 01:04:53:12 FORD WANTED TO BUILD
 AN INEXPENSIVE CAR
 98 01:04:53:14 01:04:55:14 FOR FARMERS
 LIKE HIS IRISH FATHER.
 99 01:04:55:16 01:04:57:07 IT WOULD BE RUGGED, RELIABLE

100 01:04:57:09 01:04:59:15 AND DESIGNED
FOR ROUGH COUNTRY ROADS;
101 01:04:59:17 01:05:02:00 AND IT WOULD LIBERATE RURAL
PEOPLE FROM THE ISOLATION
102 01:05:02:02 01:05:05:12 THAT HAD NEARLY DRIVEN HIM CRAZY
ON HIS FATHER'S FARM.
103 01:05:05:14 01:05:08:22 FORD WAS CONVINCED THERE WAS
ONLY ONE WAY TO MAKE SUCH A CAR.
104 01:05:08:24 01:05:11:08 HE'D FIX ON A DESIGN, FREEZE IT
105 01:05:11:10 01:05:14:22 AND THEN WORK ON WAYS TO
REPRODUCE IT YEAR AFTER YEAR.
106 01:05:14:24 01:05:15:22 AS HE SAID:
107 01:05:27:27 01:05:30:22 WHEN FORD'S CHIEF
FINANCIAL BACKER KEPT PUSHING
108 01:05:30:24 01:05:33:20 FOR BIG, FANCY CARS,
FORD BOUGHT HIM OUT IN 1906
109 01:05:33:22 01:05:36:20 BUILT A NEW PRODUCTION PLANT AT
HIGHLAND PARK, NORTH OF DETROIT
110 01:05:36:22 01:05:38:12 AND BEGAN WORK ON THE MODEL T
111 01:05:38:14 01:05:40:05 WITH A TEAM
OF DEDICATED MECHANICS.
112 01:05:42:25 01:05:45:16 HERE WAS FORD, THE BACKYARD
MECHANIC, IN HIS GLORY
113 01:05:45:18 01:05:47:24 WORKING DAY AND NIGHT
ON HIS DREAM PRODUCT
114 01:05:47:26 01:05:50:23 TINKERING, TESTING,
PLAYING WITH NEW IDEAS
115 01:05:50:25 01:05:54:28 WORKING WITH MEN HE RESPECTED,
ALL OF THEM SELF-TAUGHT.
116 01:05:55:00 01:05:57:13 AND THE CAR THEY PRODUCED
WAS A BEAUTY.
117 01:05:59:05 01:06:01:13 IT RAN LIKE A DREAM;
BUT AT \$825--
118 01:06:01:15 01:06:04:12 THE EQUIVALENT
OF A TEACHER'S SALARY BACK THEN
119 01:06:04:14 01:06:06:19 IT WAS STILL TOO EXPENSIVE
FOR THE COMMON MAN.
120 01:06:06:21 01:06:08:00 (*car chugging*)
121 01:06:09:03 01:06:10:22 THE CAR WOULD STAY THE SAME.
122 01:06:10:24 01:06:13:19 WHAT HAD TO CHANGE
WAS THE WAY OF MAKING IT.
123 01:06:13:21 01:06:15:00 THIS IS WHERE FORD WOULD MAKE
124 01:06:15:02 01:06:17:14 HIS OUTSTANDING CONTRIBUTION
TO THE MACHINE AGE:
125 01:06:17:16 01:06:18:28 AS A SYSTEMS-BUILDER
126 01:06:19:00 01:06:21:25 THE CREATOR OF A GIGANTIC
TECHNOLOGICAL SYSTEM
127 01:06:21:27 01:06:24:13 CAPABLE OF PRODUCING,
WELL, ALMOST ANYTHING.
128 01:06:32:02 01:06:33:21 TO DRIVE DOWN
THE PRICE OF HIS CAR
129 01:06:33:23 01:06:35:16 HE'D HAVE TO MAKE LOTS OF THEM.
130 01:06:35:18 01:06:38:05 THE PROFITS WOULD COME
FROM VOLUME, NOT PRICING.
131 01:06:38:07 01:06:41:07 AND THAT MEANT SPEEDING UP
THE WORK BY SIMPLIFYING IT.

132 01:06:41:09 01:06:43:12 ADAM SMITH HAD CALLED IT
THE DIVISION OF LABOR.

133 01:06:45:09 01:06:48:11 BY 1914, FORD AND HIS ENGINEERS
HAD INSTALLED A BELT-DRIVEN

134 01:06:48:13 01:06:51:03 MOVABLE PRODUCTION LINE
THAT TOOK THE WORK TO THE WORKER

135 01:06:51:05 01:06:53:16 AND THEN CARRIED THAT MAN'S WORK

136 01:06:53:18 01:06:55:05 TO ANOTHER WORKER AND SO ON

137 01:06:55:07 01:06:57:25 UNTIL A SHINY MODEL T
ROLLED OFF THE LINE.

138 01:06:59:22 01:07:01:23 IT WAS CONTINUOUS FLOW
PRODUCTION.

139 01:07:01:25 01:07:03:07 NO ONE HAD EVER
DONE THIS BEFORE.

140 01:07:05:28 01:07:08:29 BEFORE FORD, THE CLOSEST THING
TO CONTINUOUS FLOW PRODUCTION

141 01:07:09:01 01:07:12:09 WAS THE *DISASSEMBLY* LINE OF
THE CHICAGO MEAT-PACKING PLANTS

142 01:07:12:11 01:07:14:16 WHERE ANIMAL CARCASSES
HUNG ON A RAIL

143 01:07:14:18 01:07:16:22 AND MOVED
FROM BUTCHER TO BUTCHER.

144 01:07:16:24 01:07:18:15 FORD CLAIMED THAT
THIS WAS THE INSPIRATION

145 01:07:18:17 01:07:19:21 FOR HIS OWN ASSEMBLY LINE.

146 01:07:21:17 01:07:24:05 FORD WORKED INCESSANTLY
TO SIMPLIFY MANUFACTURING

147 01:07:24:07 01:07:27:10 UNTIL MOST WORK WAS DONE
AUTOMATICALLY, WITHOUT THOUGHT.

148 01:07:27:12 01:07:28:20 THE CULMINATION WAS A SYSTEM

149 01:07:28:22 01:07:30:15 WHERE MEN
AND MACHINES WERE MERGED

150 01:07:30:17 01:07:33:16 INTO A SINGLE TREMENDOUS
MACHINE, A MEGA-MACHINE

151 01:07:33:18 01:07:35:13 WITH THE BELT AS THE BOSS.

152 01:07:35:15 01:07:38:19 BEFORE THE ASSEMBLY LINE,
IT TOOK 13 HOURS TO MAKE A CAR.

153 01:07:38:21 01:07:40:08 SOON IT TOOK LESS THAN AN HOUR.

154 01:07:40:10 01:07:42:24 BY SAVING TIME, FORD SAVED MONEY

155 01:07:42:26 01:07:45:11 AND DROVE DOWN THE PRICE
OF HIS CAR NEARLY EVERY YEAR.

156 01:07:47:03 01:07:51:18 THE LAST MODEL T,
BUILT IN 1927, COST A MERE \$290.

157 01:07:53:03 01:07:54:19 IN THE EARLY 1920s

158 01:07:54:21 01:07:57:28 OVER 50% OF ALL CARS SOLD IN THE
UNITED STATES WERE MODEL Ts.

159 01:07:58:00 01:08:00:12 AND HENRY FORD
WAS AN AMERICAN HERO.

160 01:08:00:14 01:08:02:21 PEOPLE LIKED HIM
BECAUSE HE DIDN'T PUT ON AIRS.

161 01:08:02:23 01:08:05:11 HE CHEWED ON A TOOTHPICK,
DRANK SODA FROM A BOTTLE

162 01:08:05:13 01:08:07:27 AND LIKED TO STAY
AT HOME NIGHTS WITH HIS WIFE.

163 01:08:07:29 01:08:10:21 FORD WAS A SIMPLE FARM BOY
WHO MADE GOOD

164 01:08:10:23 01:08:12:13 YOUR ORDINARY
AMERICAN BILLIONAIRE.
165 01:08:14:28 01:08:16:13 BUT WHEN PEOPLE
WROTE HIM FAN LETTERS
166 01:08:16:15 01:08:18:25 THEY ALMOST ALWAYS
TALKED ABOUT THE CAR
167 01:08:18:27 01:08:21:22 "THE TIN LIZZIE,"
AS IT WAS AFFECTIONATELY CALLED.
168 01:08:21:24 01:08:24:15 THE MODEL T
LIBERATED MILLIONS OF PEOPLE
169 01:08:24:17 01:08:27:01 WHO HAD NEVER TRAVELED MORE
THAN 12 MILES FROM THEIR HOMES.
170 01:08:27:03 01:08:30:18 THAT'S THE DISTANCE A HORSE
COULD GO IN A SINGLE DAY.
171 01:08:30:20 01:08:33:10 FARM WOMEN COULD NOW
JUMP INTO THE FAMILY FORD
172 01:08:33:12 01:08:35:24 AND HEAD OFF TO TOWN,
ANYTIME THEY LIKED.
173 01:08:35:26 01:08:38:01 MORE FARMERS HAD CARS
THAN BATHTUBS.
174 01:08:38:03 01:08:40:10 WHEN ASKED WHY,
ONE FARM WIFE SAID
175 01:08:40:12 01:08:42:10 "YOU CAN'T DRIVE
TO TOWN IN A BATHTUB."
176 01:08:44:08 01:08:46:23 FORD MAY HAVE THOUGHT OF
THE MODEL T AS EVERYMAN'S CAR
177 01:08:46:25 01:08:49:00 BUT IT WAS
EVERY WOMAN'S CAR, TOO.
178 01:08:49:02 01:08:51:28 WOMEN TOOK TO THE WHEEL
IN DROVES.
179 01:08:52:00 01:08:54:02 IN HOLLYWOOD, A GROUP
OF UNDERPAID CHORUS GIRLS
180 01:08:54:04 01:08:55:15 GOT TOGETHER TO BUY A MODEL T
181 01:08:55:17 01:08:57:16 SO THEY COULD SPEND THEIR
DAYS OFF AT THE BEACH.
182 01:08:57:18 01:08:59:18 AND BOYS STARTED
PICKING UP GIRLS AT THEIR HOMES
183 01:08:59:20 01:09:01:08 AND TAKING THEM FOR JOYRIDES
184 01:09:01:10 01:09:02:29 MOVING COURTSHIP
FROM THE FRONT PORCH
185 01:09:03:01 01:09:04:22 TO THE BACK SEAT
OF THE FAMILY FORD.
186 01:09:07:27 01:09:10:02 EVER THE PRUDE,
FORD TRIED TO DISCOURAGE THIS
187 01:09:10:04 01:09:11:29 BY MAKING SMALLER BACK SEATS.
188 01:09:12:01 01:09:14:17 BUT WITH THE MODEL T BEING
A FULL SEVEN FEET HIGH
189 01:09:14:19 01:09:16:00 COUPLES-- IT BECAME THE JOKE--
190 01:09:16:02 01:09:18:06 COULD MAKE LOVE STANDING UP.
191 01:09:18:08 01:09:20:28 NEVER WAS A TECHNOLOGY
BETTER SUITED FOR A COUNTRY.
192 01:09:21:00 01:09:23:08 AMERICA WAS A BIG,
WIDE-OPEN PLACE
193 01:09:23:10 01:09:25:29 AND AMERICANS WERE A RESTLESS
PEOPLE, ALWAYS ON THE MOVE.
194 01:09:26:01 01:09:28:18 THE CAR GREATLY INCREASED

AMERICAN MOBILITY.
 195 01:09:28:20 01:09:30:11 AND IN A MATERIALISTIC SOCIETY
 196 01:09:30:13 01:09:33:23 IT BECAME
 AN INSTANT STATUS SYMBOL.
 197 01:09:33:25 01:09:37:06 SEX, SPEED AND STATUS--
 THE CAR HAS ALWAYS BEEN ABOUT
 198 01:09:37:08 01:09:40:06 THE PURSUIT OF THAT
 UNHOLY AMERICAN TRINITY.
 199 01:09:40:08 01:09:42:07 WHILE THE CAR
 LIBERATED THE DRIVER
 200 01:09:42:09 01:09:44:25 IT ENCHAINED THE WORKERS
 WHO MADE IT.
 201 01:09:44:27 01:09:46:04 IT'S IRONIC
 202 01:09:46:06 01:09:48:04 THAT THE CHALLENGING,
 EXPERIMENTAL ENTERPRISE
 203 01:09:48:06 01:09:50:17 THAT PRODUCED THE ASSEMBLY LINE
 AT HIGHLAND PARK
 204 01:09:50:19 01:09:52:02 CREATED A NEW KIND OF WORK
 205 01:09:52:04 01:09:54:07 DEVOID OF EXCITEMENT
 AND CHALLENGE.
 206 01:09:54:09 01:09:56:27 HERE IS THE CONTINUING DILEMMA
 OF MASS PRODUCTION:
 207 01:09:56:29 01:10:00:03 SPEED AND SPECIALIZATION
 DRIVES DOWN PRICES.
 208 01:10:00:05 01:10:03:02 BUT IN DEMOCRATIZING
 CONSUMPTION, IT DEBASES WORK.
 209 01:10:06:08 01:10:08:29 AT FORD'S PLANTS, SPOTTERS AND
 FOREMAN ENFORCED REGULATIONS
 210 01:10:09:01 01:10:12:04 THAT FORBADE LEANING AGAINST
 MACHINES, SITTING, TALKING
 211 01:10:12:06 01:10:14:18 SINGING,
 EVEN WHISTLING AND SMILING.
 212 01:10:14:20 01:10:16:07 FORD WORKERS
 LEARNED TO COMMUNICATE
 213 01:10:16:09 01:10:17:16 WITHOUT MOVING THEIR LIPS.
 214 01:10:17:18 01:10:19:11 THEY CALLED THIS,
 "THE FORD WHISPER."
 215 01:10:20:29 01:10:23:02 AND MEN WENT CRAZY
 FROM THE SPEED-UP
 216 01:10:23:04 01:10:25:27 AND THE TEDIUM OF THE WORK.
 217 01:10:25:29 01:10:29:03 THE RESULT WAS AN ENORMOUS,
 HUGELY EXPENSIVE LABOR TURNOVER:
 218 01:10:29:05 01:10:32:18 ALMOST 400% IN THE FIRST YEAR
 THE LINE WAS INSTALLED.
 219 01:10:32:20 01:10:35:23 FORD SOLVED THIS PROBLEM WITH
 ANOTHER RADICAL INNOVATION:
 220 01:10:35:25 01:10:38:09 THE FIVE-DOLLAR, EIGHT-HOUR DAY.
 221 01:10:38:11 01:10:40:16 THIS WAS WHEN THE AVERAGE
 WORKDAY WAS NINE HOURS
 222 01:10:40:18 01:10:43:11 AND THE AVERAGE
 INDUSTRIAL WAGE, \$2.45.
 223 01:10:46:07 01:10:48:10 WORKERS ALL OVER THE COUNTRY
 Poured INTO DETROIT
 224 01:10:48:12 01:10:49:17 AND THE PRESS HAILED FORD
 225 01:10:49:19 01:10:52:02 AS AN ENLIGHTENED EMPLOYER.
 226 01:10:52:04 01:10:54:07 BUT FORD'S FELLOW INDUSTRIALISTS

227 01:10:54:09 BLASTED HIM
 01:10:56:05 FOR UNDERMINING
 228 01:10:56:07 THE CAPITALIST SYSTEM.
 01:10:58:06 FORD, HOWEVER,
 229 01:10:58:08 UNDERSTOOD SOMETHING
 01:10:59:26 MOST OF THEM HADN'T
 230 01:11:02:15 FIGURED OUT YET:
 01:11:05:03 THAT A MASS PRODUCTION ECONOMY
 231 01:11:05:05 WOULD GRIND TO A HALT
 01:11:06:20 UNLESS WORKERS
 232 01:11:06:22 WERE PAID BACK ENOUGH
 01:11:10:17 TO BUY BACK
 233 01:11:10:19 THE PRODUCTS THEY MADE.
 01:11:13:22 WHEN FORD'S ADVERTISING
 234 01:11:13:24 DEPARTMENT BROUGHT HIM A SLOGAN
 01:11:15:21 "BUY A FORD,
 235 01:11:15:23 SAVE THE DIFFERENCE"
 01:11:16:27 HE CHANGED IT
 236 01:11:16:29 TO "BUY A FORD,
 01:11:18:12 TO "BUY A FORD,
 237 01:11:21:00 SPEND THE DIFFERENCE."
 01:11:24:04 THE ADVOCATE OF RURAL THRIFT
 238 01:11:24:06 HAD CERTAINLY ALTERED HIS TUNE.
 01:11:28:14 STILL, FORD'S PASSION WAS FOR
 239 01:11:28:16 PRODUCTION, NOT DISTRIBUTION.
 01:11:31:00 YET THIS OBSESSIVE
 240 01:11:31:02 PREOCCUPATION WITH PRODUCTION
 01:11:34:07 WOULD SOON UNDERMINE HIS
 241 01:11:34:09 DOMINANCE OF THE AUTO INDUSTRY.
 01:11:36:13 PRESIDENT CALVIN COOLIDGE
 242 01:11:36:15 DECLARED
 01:11:38:12 THAT "A MAN WHO BUILDS A FACTORY
 243 01:11:40:06 BUILDS A TEMPLE."
 01:11:43:11 FORD'S TEMPLE OF PRODUCTION
 244 01:11:43:13 WAS HIS NEW RIVER ROUGE PLANT
 01:11:46:25 BUILT IN THE 1920s ON LAND
 245 01:11:46:27 HE USED TO EXPLORE AS A BOY
 01:11:50:15 WHERE THE RIVER ROUGE
 246 01:11:50:17 EMPTIES INTO LAKE ERIE.
 01:11:53:17 IT WAS DESIGNED BY
 247 01:11:53:19 THE FAMOUS ARCHITECT ALBERT KAHN
 01:11:55:28 WITH A LOT OF INPUT
 248 01:11:56:00 FROM HENRY FORD.
 01:11:58:23 AND IT WAS THE LARGEST FACTORY
 249 01:11:58:25 IN THE HISTORY OF THE WORLD
 01:12:00:16 A SELF-SUFFICIENT
 250 01:12:00:18 INDUSTRIAL CITY
 01:12:03:01 WITH 93 SPRAWLING STRUCTURES;
 251 01:12:03:03 90 MILES OF RAILROAD TRACKS;
 252 01:12:06:14 27 MILES
 01:12:08:17 OF ASSEMBLY LINE CONVEYORS;
 253 01:12:08:19 AND 75,000 EMPLOYEES
 254 01:12:12:09 5,000 OF WHOM DID NOTHING
 01:12:14:26 BUT KEEP THE PLACE CLEAN.
 255 01:12:17:13 THE ROUGE FULFILLED FORD'S DREAM
 256 01:12:19:00 OF CONTROLLING
 01:12:21:24 EVERY ASPECT OF CAR MAKING.

257 01:12:21:26 01:12:25:16 HE BOUGHT IRON ORE DEPOSITS IN
 NORTHERN MICHIGAN AND MINNESOTA
 258 01:12:25:18 01:12:29:10 COAL MINES IN APPALACHIA, AND
 RUBBER PLANTATIONS IN BRAZIL.
 259 01:12:29:12 01:12:31:16 AND HE SHIPPED THESE MATERIALS
 TO THE ROUGE
 260 01:12:31:18 01:12:34:26 ON FORD-OWNED RAILROADS
 AND FORD-OWNED SHIPS.
 261 01:12:34:28 01:12:38:10 FORD MADE HIS OWN STEEL AT
 RIVER ROUGE, AND HIS OWN GLASS.
 262 01:12:38:12 01:12:39:26 EIGHT MILES OF GLASS A DAY.
 263 01:12:42:15 01:12:44:12 IN 1928, *VANITY FAIR* MAGAZINE
 264 01:12:44:14 01:12:48:24 RAN A FULL SPREAD OF PHOTOGRAPHS
 OF THE ROUGE BY CHARLES SHEILER.
 265 01:12:48:26 01:12:50:11 THE CAPTION TO
 SHEILER'S PHOTOGRAPH
 266 01:12:50:13 01:12:53:26 "CRISSCROSSING CONVEYORS"
 DESCRIBES RIVER ROUGE
 267 01:12:53:28 01:12:56:24 AS AN "AMERICAN ALTAR TO
 THE NEW GOD OF MASS PRODUCTION
 268 01:12:56:26 01:12:59:26 "AN ARCHITECTURE SYMBOL
 THAT DEFINES AMERICA
 269 01:12:59:28 01:13:04:23 JUST AS THE PYRAMIDS DEFINED
 EGYPTIAN CIVILIZATION."
 270 01:13:07:13 01:13:09:07 NOTICE SHEILER'S STYLE.
 271 01:13:09:09 01:13:12:24 THE PLANT AND ITS TECHNOLOGY--
 THE SMOKESTACKS, THE FURNACES
 272 01:13:12:26 01:13:15:28 THE CONVEYORS, THE SEVERELY
 FUNCTIONAL PLANT BUILDINGS--
 273 01:13:16:00 01:13:18:25 ARE PRESENTED IN CLEAN,
 PRECISE STYLE--
 274 01:13:18:27 01:13:22:22 MACHINE ART
 FOR A MACHINE-AGE MONUMENT.
 275 01:13:22:24 01:13:24:09 AND WHERE ARE THE WORKERS?
 276 01:13:24:11 01:13:26:02 HARDLY ANYWHERE
 IN THESE PICTURES.
 277 01:13:26:04 01:13:27:25 IT'S THE MACHINES--
 NOT THE MEN--
 278 01:13:27:27 01:13:31:17 WHO ARE BRINGING IN THE FUTURE.
 279 01:13:31:19 01:13:33:17 FORD'S MIND, LIKE SHEILER'S
 280 01:13:33:19 01:13:36:14 REMAINED FIXED ON THE WORK,
 NOT THE WORKERS.
 281 01:13:36:16 01:13:37:28 NONE OF HIS RIVALS
 282 01:13:38:00 01:13:40:04 HAD A BETTER INTEGRATED
 MANUFACTURING OPERATION.
 283 01:13:40:06 01:13:42:18 STILL, THEY WERE
 CATCHING UP TO HIM.
 284 01:13:42:20 01:13:44:11 THAT WAS BECAUSE
 AMERICA WAS CHANGING
 285 01:13:44:13 01:13:46:00 BUT HENRY FORD WASN'T.
 286 01:13:46:02 01:13:48:21 IN A SENSE, FORD DUG
 HIS OWN GRAVE.
 287 01:13:48:23 01:13:51:11 HE HAD HELPED MAKE AMERICA
 A NATION OF CONSUMERS
 288 01:13:51:13 01:13:53:04 AND NOW STYLE STARTED TO MATTER
 289 01:13:53:06 01:13:54:28 MORE THAN UTILITY.

290 01:13:55:00 01:13:56:13 UPWARDLY MOBILE PEOPLE
 DIDN'T WANT
 291 01:13:56:15 01:13:59:04 THE SAME OLD MODEL T,
 IN BASIC BLACK.
 292 01:13:59:06 01:14:01:29 THEY WANTED THE KIND
 OF LONG, SLEEK MACHINES
 293 01:14:02:01 01:14:04:10 BABE RUTH WAS
 HOT-DOGGING AROUND IN--
 294 01:14:04:12 01:14:07:00 OR AT LEAST INEXPENSIVE VERSIONS
 OF THEM.
 295 01:14:07:02 01:14:09:06 NO ONE UNDERSTOOD THIS BETTER
 THAN ALFRED SLOAN
 296 01:14:09:08 01:14:11:12 THE HEAD OF A GIANT NEW
 AUTOMOBILE CORPORATION
 297 01:14:11:14 01:14:12:28 CALLED GENERAL MOTORS.
 298 01:14:13:00 01:14:15:14 STARTING IN 1923, SLOAN
 INTRODUCED A LINE OF CARS
 299 01:14:15:16 01:14:17:24 DESIGNED FOR DIFFERENT
 INCOME LEVELS.
 300 01:14:17:26 01:14:21:09 G.M. BUILT CHEVROLETS TO COMPETE
 DIRECTLY WITH THE MODEL T.
 301 01:14:21:11 01:14:24:02 BUT MORE AFFLUENT BUYERS COULD
 MOVE UP TO A PONTIAC...
 302 01:14:24:04 01:14:26:13 AN OLDSMOBILE, A BUICK...
 303 01:14:26:15 01:14:29:12 AND THE QUINTESSANCE,
 A CADILLAC.
 304 01:14:29:14 01:14:32:11 G.M.'S CARS CAME IN A VARIETY
 OF ALLURING COLORS
 305 01:14:32:13 01:14:34:11 AND WITH PLENTY OF ACCESSORIES.
 306 01:14:34:13 01:14:36:20 AND WHILE FORD REFUSED
 TO SELL ON TIME
 307 01:14:36:22 01:14:39:00 SLOAN INTRODUCED
 INSTALLMENT BUYING.
 308 01:14:39:02 01:14:41:18 BY 1926, THREE-QUARTERS
 OF AMERICAN CARS
 309 01:14:41:20 01:14:43:02 WERE BOUGHT ON CREDIT.
 310 01:14:43:04 01:14:44:21 SLOAN ALSO PIONEERED THE IDEA
 311 01:14:44:23 01:14:46:04 OF THE USED CAR TRADE-IN
 312 01:14:46:06 01:14:48:05 AND THE PRACTICE
 OF PLANNED OBSOLESCENCE--
 313 01:14:48:07 01:14:49:10 COMING OUT, EVERY YEAR
 314 01:14:49:12 01:14:50:27 WITH A CAR JUST A LITTLE BETTER
 315 01:14:50:29 01:14:52:16 THAN THE PREVIOUS YEAR'S MODEL.
 316 01:14:54:08 01:14:56:25 FINALLY, FORD WAS FORCED
 TO CAPITULATE.
 317 01:14:56:27 01:15:00:08 IN 1928, HE SCRAPPED THE MODEL T
 AND INTRODUCED THE MODEL A
 318 01:15:00:10 01:15:01:29 A SLEEKER, MORE LUXURIOUS CAR
 319 01:15:02:01 01:15:04:12 THAT CAME IN A VARIETY
 OF STRIKING COLORS.
 320 01:15:04:14 01:15:08:00 IT SOLD WELL, BUT IT WAS TOO
 LATE FOR THE FORD MOTOR COMPANY.
 321 01:15:08:02 01:15:09:16 G.M. PASSED FORD IN SALES
 322 01:15:09:18 01:15:11:13 AND REMAINED AHEAD
 323 01:15:11:15 01:15:13:20 LONG AFTER HENRY FORD'S DEATH
 IN 1947.

324 01:15:16:09 01:15:17:24 BUT THERE WAS NO STOPPING
THE CHANGES

325 01:15:17:26 01:15:19:07 FORD HAD SET IN MOTION.

326 01:15:19:09 01:15:20:24 BY THE MID-1920s

327 01:15:20:26 01:15:23:10 AUTO MANUFACTURING WAS THE
LEADING AMERICAN INDUSTRY

328 01:15:23:12 01:15:25:11 AND THE LIFEBLOOD
OF THE OIL INDUSTRY.

329 01:15:25:13 01:15:27:10 AND DURING THE 1920s,
HIGHWAY CONSTRUCTION

330 01:15:27:12 01:15:29:24 WAS THE SECOND-LARGEST ITEM
OF GOVERNMENT SPENDING.

331 01:15:33:00 01:15:35:13 AMERICA HIT THE ROAD
IN THE '20s.

332 01:15:35:15 01:15:38:05 AND NOWHERE DID THE CAR
MAKE A BIGGER IMPACT

333 01:15:38:07 01:15:39:13 THAN IN LOS ANGELES.

334 01:15:39:15 01:15:41:18 IN THE 1920s, L.A. HAD MORE CARS

335 01:15:41:20 01:15:43:19 THAN ANY OTHER PLACE ON EARTH.

336 01:15:43:21 01:15:44:24 THIS NEW AUTO-AGE CITY

337 01:15:44:26 01:15:46:09 EXPLODED INTO
PROMINENCE OVERNIGHT

338 01:15:46:11 01:15:48:18 AND WOULD INFLUENCE THE
DIRECTION OF URBAN CHANGE

339 01:15:48:20 01:15:50:05 ALL OVER THE WORLD.

340 01:15:51:22 01:15:54:29 IN 1932, A WRITER FROM NEW YORK
NAMED MORRIS MARKEY

341 01:15:55:01 01:15:57:10 HAD TROUBLE MAKING SENSE
OUT OF L.A.

342 01:16:10:08 01:16:12:27 MARKEY HAD READ THE CHAMBER
OF COMMERCE PROPAGANDA

343 01:16:12:29 01:16:15:13 ABOUT THE CITRUS CROPS
AND THE RECENT OIL BOOM

344 01:16:15:15 01:16:19:06 BUT NONE OF THESE SEEMED TO BE
THE REAL CAUSE OF THE CITY.

345 01:16:19:08 01:16:20:20 IT STRUCK HIM AS ODD

346 01:16:20:22 01:16:23:18 THAT HERE ALONE, OF
ALL CITIES IN AMERICA

347 01:16:23:20 01:16:26:28 THERE WAS NO PLAUSIBLE ANSWER
TO THE QUESTION:

348 01:16:27:00 01:16:31:11 "WHY DID A TOWN SPRING UP HERE
AND WHY HAS IT GROWN SO BIG?"

349 01:16:31:13 01:16:33:21 THE CITY THAT HE COULD NEVER
FIGURE OUT

350 01:16:33:23 01:16:37:09 HAD GROWN FROM A TINY SPANISH
VILLAGE, FOUNDED IN 1781

351 01:16:37:11 01:16:39:14 TO A PLACE OF WELL OVER
A MILLION PEOPLE.

352 01:16:39:16 01:16:42:07 AND MOST OF THAT GROWTH HAD
OCCURRED IN THE 1920s

353 01:16:42:09 01:16:44:02 WHEN L.A.'S POPULATION DOUBLED.

354 01:16:46:03 01:16:47:14 MOST OF THESE NEW ARRIVALS

355 01:16:47:16 01:16:49:18 CAME ACROSS THE PLAINS
FROM THE MIDWEST

356 01:16:49:20 01:16:54:08 MANY OF THEM IN MODEL Ts,
MODERN-DAY PRAIRIE SCHOONERS.

357 01:16:54:10 01:16:58:10 IN 1920, L.A. HAD 141,000 CARS.
358 01:16:58:12 01:17:02:00 IN 1930, 770,000 CARS.
359 01:17:03:09 01:17:05:19 BEFORE THIS INFLUX
OF CARS AND PEOPLE
360 01:17:05:21 01:17:08:29 LOS ANGELES HAD GROWN MUCH
LIKE OTHER AMERICAN CITIES.
361 01:17:09:01 01:17:12:13 IT HAD A BUSY DOWNTOWN
SURROUNDED BY STREETCAR SUBURBS.
362 01:17:12:15 01:17:15:24 THE DIFFERENCE WAS THE ALMOST
TOTAL ABSENCE OF APARTMENTS
363 01:17:15:26 01:17:19:06 AND THE TREMENDOUS PREPONDERANCE
OF SINGLE-FAMILY HOUSES.
364 01:17:19:08 01:17:21:24 THAT AND THE SWEEP
OF THE CITY'S REACH
365 01:17:21:26 01:17:24:06 FAR OUT INTO THE
SURROUNDING ORANGE GROVES
366 01:17:24:08 01:17:26:10 AND IRRIGATED VALLEYS.
367 01:17:26:12 01:17:28:11 BUT L.A. WAS A SPRAWLING
SUBURBAN CITY
368 01:17:28:13 01:17:30:16 BEFORE THE INTRODUCTION
OF THE MODEL T.
369 01:17:30:18 01:17:32:15 ITS SUBURBS WERE CREATED
NOT BY THE CAR
370 01:17:32:17 01:17:34:06 BUT BY THE TROLLEY CAR.
371 01:17:38:03 01:17:39:19 BEFORE WORLD WAR I
372 01:17:39:21 01:17:42:17 LOS ANGELES HAD THE LARGEST MASS
TRANSIT SYSTEM IN THE COUNTRY
373 01:17:42:19 01:17:44:26 MOST OF IT THE CREATION
OF HENRY E. HUNTINGTON
374 01:17:44:28 01:17:46:14 WHOSE UNCLE, COLLIS HUNTINGTON
375 01:17:46:16 01:17:48:13 HAD BEEN ONE OF THE BUILDERS
376 01:17:48:15 01:17:50:21 OF THE SOUTHERN
PACIFIC RAILROAD.
377 01:17:50:23 01:17:54:06 HUNTINGTON BUILT THIS SYSTEM
TO FEED HIS REAL ESTATE EMPIRE.
378 01:17:54:08 01:17:57:12 HE BOUGHT EMPTY LAND,
DROVE HIS TRANSIT LINES TO IT
379 01:17:57:14 01:17:59:23 ADVERTISED IT
ALL OVER THE COUNTRY
380 01:17:59:25 01:18:03:13 AND THEN SOLD IT TO PEOPLE
COMING OUT FROM THE EAST.
381 01:18:03:15 01:18:04:25 WHILE THIS WAS GOING ON
382 01:18:04:27 01:18:07:09 LOS ANGELES EXPANDED
IN AN ORDERLY MANNER
383 01:18:07:11 01:18:09:06 ALONG ITS RADIATING RAIL LINES
384 01:18:09:08 01:18:12:27 WHICH CONNECTED THE SUBURBS
TO THE DOWNTOWN.
385 01:18:12:29 01:18:15:00 BUT WHEN PEOPLE BEGAN
BUYING MODEL Ts
386 01:18:15:02 01:18:17:11 AND DRIVING THEM IN TOWN
TO WORK AND SHOP
387 01:18:17:13 01:18:19:10 THAT STARTED THE PROBLEM.
388 01:18:22:05 01:18:23:22 THE NARROW STREETS OF THE CITY
389 01:18:23:24 01:18:26:10 SIMPLY COULDN'T HANDLE
THE CRUSH OF TROLLEY CARS
390 01:18:26:12 01:18:28:05 AS WELL AS AUTOMOBILES.

391 01:18:28:07 01:18:30:05 DOWNTOWN L.A. SOON HAD
 392 01:18:30:07 01:18:32:27 THE WORST TRAFFIC CONGESTION
 IN THE COUNTRY.
 393 01:18:32:29 01:18:35:03 SOMETHING HAD TO BE DONE.
 394 01:18:35:05 01:18:37:11 THE LOS ANGELES GOVERNMENT
 CONSIDERED BUILDING
 395 01:18:37:13 01:18:39:19 A COMBINATION SUBWAY AND
 ELEVATED TRACK SYSTEM
 396 01:18:39:21 01:18:41:15 BUT THIS RAN INTO THE OPPOSITION
 397 01:18:41:17 01:18:44:01 OF A GROUP CALLED
 THE LOS ANGELES CITY CLUB.
 398 01:18:44:03 01:18:46:19 IT CALLED FOR THE CREATION
 OF A NEW TYPE OF CITY--
 399 01:18:46:21 01:18:49:28 A DECENTRALIZED METROPOLIS
 OF SUBURBAN BUSINESSES
 400 01:18:50:00 01:18:52:02 STRIP MALLS AND GARDEN SUBURBS
 401 01:18:52:04 01:18:55:11 ALL CONNECTED BY WIDE,
 WELL-PAVED ROADS--
 402 01:18:55:13 01:18:58:14 A CITY DELIBERATELY PLANNED
 FOR THE CAR.
 403 01:18:58:16 01:19:00:19 "WHY BUILD AN EXPENSIVE
 SUBWAY SYSTEM
 404 01:19:00:21 01:19:02:23 WHEN PEOPLE PREFERRED
 TO USE CARS?"
 405 01:19:02:25 01:19:04:05 THAT WAS THEIR REASONING.
 406 01:19:04:07 01:19:06:19 SPREAD OUT THE CITY,
 SPREAD OUT THE CARS
 407 01:19:06:21 01:19:08:18 AND CONGESTION WOULD BE SOLVED.
 408 01:19:10:15 01:19:11:29 THERE WOULD BE A DOWNTOWN
 409 01:19:12:01 01:19:13:16 BUT IT WOULD NO LONGER BE
 410 01:19:13:18 01:19:15:03 THE FOCAL POINT
 OF THE METROPOLIS.
 411 01:19:18:01 01:19:20:02 HENRY FORD PUT IT MORE DIRECTLY:
 412 01:19:20:04 01:19:23:19 "WE SHALL SOLVE THE CITY PROBLEM
 BY LEAVING THE CITY."
 413 01:19:27:10 01:19:29:04 THIS IS EXACTLY
 HOW L.A. DEVELOPED
 414 01:19:29:06 01:19:30:24 IN THE 1920s AND AFTERWARDS.
 415 01:19:30:26 01:19:32:16 IT WAS A CITY BUILT
 BY URBAN FLIGHT
 416 01:19:32:18 01:19:34:07 AND BY THE DECLINE
 OF THOSE THINGS
 417 01:19:34:09 01:19:36:21 MANY PEOPLE CONSIDERED
 THE SIGN OF A GREAT CITY--
 418 01:19:36:23 01:19:40:16 A BUSTLING DOWNTOWN AND AN
 EFFICIENT MASS TRANSIT SYSTEM.
 419 01:19:40:18 01:19:42:18 ORDERLY GROWTH
 ALONG THE ELECTRIC LINES
 420 01:19:42:20 01:19:44:11 GAVE WAY TO
 SPAGHETTI-LIKE SPRAWL.
 421 01:19:48:25 01:19:50:08 WITH THE CONVENIENCE OF A CAR
 422 01:19:50:10 01:19:53:01 FAMILIES DIDN'T HAVE TO LIVE
 NEAR MASS TRANSIT LINES.
 423 01:19:53:03 01:19:54:28 THEY COULD LIVE ANYWHERE
 424 01:19:55:00 01:19:57:20 PROVIDED ROADS WERE BUILT
 TO CARRY THEM AROUND.

425 01:19:57:22 01:20:00:10 AND THE CITY ACCOMMODATED THEM
 426 01:20:00:12 01:20:03:00 UNDERTAKING THE GREATEST ROAD-
 BUILDING PROGRAM IN THE WORLD.
 427 01:20:03:02 01:20:04:26 PEOPLE OF LOS ANGELES
 PROUDLY CALLED IT
 428 01:20:04:28 01:20:06:14 "THE CITY OF FREEDOM"
 429 01:20:06:16 01:20:08:10 FOR THAT'S WHAT THE CAR
 MEANT TO THEM.
 430 01:20:10:10 01:20:12:14 ALL THE WHILE,
 TROLLEY RIDERSHIP--
 431 01:20:12:16 01:20:13:29 AND SERVICE-- DECLINED
 432 01:20:14:01 01:20:16:03 AND WITH IT, THE DOWNTOWN.
 433 01:20:16:05 01:20:18:22 THIS WASN'T DONE
 ACCORDING TO A MASTER PLAN.
 434 01:20:18:24 01:20:20:26 THE CITY CLUB MERELY
 EXPRESSED THE DESIRE
 435 01:20:20:28 01:20:22:14 OF THOUSANDS OF PEOPLE DRAWN--
 436 01:20:22:16 01:20:24:22 LIKE MOST OTHER AMERICANS
 WOULD SOON BE DRAWN--
 437 01:20:24:24 01:20:26:21 TO THE DOUBLE DREAM OF A CAR
 438 01:20:26:23 01:20:28:16 AND A HOME IN THE SUBURBS.
 439 01:20:28:18 01:20:29:29 THIS IS WHY MORRIS MARKEY
 440 01:20:30:01 01:20:31:25 COULDN'T MAKE
 SENSE OUT OF L.A.--
 441 01:20:31:27 01:20:34:22 IT WAS A CITY BUILT ON DREAMS.
 442 01:20:34:24 01:20:36:24 A SIZABLE NUMBER
 OF MEXICAN AMERICANS
 443 01:20:36:26 01:20:38:02 DID IMMIGRATE TO L.A.
 444 01:20:38:04 01:20:39:17 AND LIVED DOWNTOWN.
 445 01:20:39:19 01:20:42:05 BUT MOST OF THE PEOPLE WHO CAME
 TO LOS ANGELES IN THE '20s
 446 01:20:42:07 01:20:45:00 WEREN'T IMPOVERISHED IMMIGRANTS
 SEEKING INDUSTRIAL WORK.
 447 01:20:45:02 01:20:46:18 THEY WERE MOSTLY WHITE PEOPLE
 448 01:20:46:20 01:20:49:03 FROM THE FARMS AND SMALL CITIES
 OF MID-AMERICA.
 449 01:20:49:05 01:20:51:10 AND THEY WERE DRAWN
 TO LOS ANGELES
 450 01:20:51:12 01:20:53:02 NOT BY WORK OPPORTUNITIES
 451 01:20:53:04 01:20:54:29 BUT BY THE DREAM
 OF LEADING THE GOOD LIFE
 452 01:20:55:01 01:20:56:13 IN A CITY OF SUNSHINE
 453 01:20:56:15 01:20:58:23 A PLACE WITHOUT SPRAWLING
 IMMIGRANT SLUMS
 454 01:20:58:25 01:21:00:03 ORGANIZED CRIME
 455 01:21:00:05 01:21:01:06 AND INDUSTRIAL POLLUTION.
 456 01:21:03:18 01:21:06:10 HISTORIAN FREDERICK JACKSON
 TURNER HAD IT WRONG.
 457 01:21:06:12 01:21:08:01 THE FRONTIER STILL BECKONED.
 458 01:21:08:03 01:21:10:23 FAR MORE PEOPLE WENT WEST
 IN THE 20th CENTURY
 459 01:21:10:25 01:21:13:10 THAN HAD GONE THERE
 IN THE CENTURY BEFORE.
 460 01:21:13:12 01:21:14:22 FOR A PROMISING MOMENT
 461 01:21:14:24 01:21:17:10 CONSTANT ROAD-BUILDING
 AND EXPANDING SUBDIVISIONS

462 01:21:17:12 01:21:18:28 STAYED AHEAD OF CONGESTION.
 463 01:21:19:00 01:21:20:29 BUT THERE WERE LIMITS
 TO THE AMOUNT OF LAND
 464 01:21:21:01 01:21:23:03 THAT COULD BE CONVERTED
 TO ROADS AND HOUSES.
 465 01:21:23:05 01:21:26:04 FIRST, LIMITED-ACCESS HIGHWAYS
 RELIEVED CONGESTION.
 466 01:21:26:06 01:21:27:25 THEN, IN 1939
 467 01:21:27:27 01:21:30:04 THE FIRST OF THE MASSIVE
 FREEWAYS WAS BUILT
 468 01:21:30:06 01:21:32:06 IN A CONTINUING ATTEMPT
 TO ACCOMMODATE THE CAR.
 469 01:21:33:12 01:21:36:27 (*explosion*)
 470 01:21:40:12 01:21:43:23 LOS ANGELES, BY THEN ONE OF THE
 GREAT CITIES OF THE COUNTRY
 471 01:21:43:25 01:21:45:02 STILL HAD CONGESTION
 472 01:21:45:04 01:21:46:17 ONLY NOW IT WAS ON THE PERIPHERY
 473 01:21:46:19 01:21:47:17 NOT AT THE CENTER.
 474 01:21:48:27 01:21:50:07 BY THIS TIME
 475 01:21:50:09 01:21:51:27 THE AUTO-AGE CITY
 HAD BECOME, AS WELL
 476 01:21:51:29 01:21:55:00 TINSELTOWN, THE CAPITAL
 OF AMERICAN MOVIE MAKING.
 477 01:21:55:02 01:21:56:18 THAT, TOO, HAPPENED IN THE '20s
 478 01:21:56:20 01:21:59:17 WHEN A SLEEPY LITTLE RETIREMENT
 COMMUNITY CALLED HOLLYWOOD
 479 01:21:59:19 01:22:02:04 BECAME THE HOME OF THE WORLD'S
 GREATEST CONCENTRATION
 480 01:22:02:06 01:22:03:22 OF MOVIE STUDIOS.
 481 01:22:03:24 01:22:06:00 THE MOVIE INDUSTRY GREW UP
 IN NEW YORK CITY
 482 01:22:06:02 01:22:08:12 IN THE FIRST TWO DECADES
 OF THE 20th CENTURY
 483 01:22:08:14 01:22:11:05 AND MANY OF THE FIRST MOVIE
 HOUSES AND SMALL STUDIOS
 484 01:22:11:07 01:22:12:19 WERE RUN BY IMMIGRANT JEWS
 485 01:22:12:21 01:22:14:19 WHO GOT STARTED
 IN THE GARMENT INDUSTRY
 486 01:22:14:21 01:22:17:24 A BUSINESS BASED-- AS MOVIES
 WERE-- ON CHANGING STYLES.
 487 01:22:19:14 01:22:22:04 THESE SILENT MOVIES
 WERE UNIVERSAL ENTERTAINMENT.
 488 01:22:22:06 01:22:24:11 THERE WERE NO LANGUAGE
 BARRIERS TO OVERCOME
 489 01:22:24:13 01:22:27:04 SO THEY BECAME WILDLY POPULAR
 IN ETHNIC COMMUNITIES.
 490 01:22:29:20 01:22:31:15 THE NEW YORK JEWS
 WHO CREATED HOLLYWOOD
 491 01:22:31:17 01:22:33:02 WERE RISK-TAKERS AND DREAMERS
 492 01:22:33:04 01:22:35:02 WHO STARTED SMALL
 AND BECAME BIG:
 493 01:22:35:04 01:22:36:10 SAMUEL GOLDWYN...
 494 01:22:36:12 01:22:37:15 WILLIAM FOX...
 495 01:22:37:17 01:22:38:16 ADOLPH ZUKOR...
 496 01:22:38:18 01:22:39:17 LOUIS B. MAYER...
 497 01:22:39:19 01:22:40:21 MARCUS LOEW...

498 01:22:40:23 01:22:42:09 THE WARNER BROTHERS,
 HARRY AND JACK.
 499 01:22:44:06 01:22:46:00 THEY CAME FOR THE SUNSHINE
 AND THE SPACE.
 500 01:22:46:02 01:22:47:10 IN THAT AGE OF POOR LIGHTING
 501 01:22:47:12 01:22:49:17 MOST MOVIES HAD
 TO BE MADE OUTDOORS.
 502 01:22:49:19 01:22:52:04 CALIFORNIA SUNLIGHT
 ALLOWED PRODUCERS
 503 01:22:52:06 01:22:54:09 TO MAKE MOVIES ALL YEAR ROUND.
 504 01:22:56:26 01:22:59:15 LAND WAS ALSO CHEAP AND
 AVAILABLE IN BIG PARCELS
 505 01:22:59:17 01:23:01:20 GIVING STUDIOS
 LOTS OF ROOM TO EXPAND
 506 01:23:01:22 01:23:04:27 AS THEY MOVED TO THE PRODUCTION
 OF BIBLICAL EXTRAVAGANZAS
 507 01:23:04:29 01:23:06:14 WITH HUGE CASTS AND SETS.
 508 01:23:09:07 01:23:10:28 HENRY FORD HATED MOVIES.
 509 01:23:11:00 01:23:12:29 EVEN THE RELIGIOUS EPICS
 WERE, HE SAID
 510 01:23:13:01 01:23:14:07 "ALL ABOUT SEX AND SIN."
 511 01:23:14:09 01:23:15:23 AND THEY WERE MADE BY JEWS
 512 01:23:15:25 01:23:17:17 WHO FORD BLAMED FOR EVERYTHING
 513 01:23:17:19 01:23:20:04 FROM JAZZ-- JEWS RULED
 THE MUSIC INDUSTRY--
 514 01:23:20:06 01:23:21:18 TO SHORT SKIRTS--
 515 01:23:21:20 01:23:23:14 JEWS ALSO CONTROLLED
 THE GARMENT INDUSTRY.
 516 01:23:25:13 01:23:27:28 BUT EVEN FORD USED
 NEWSREEL-TYPE FILMS
 517 01:23:28:00 01:23:29:14 TO ADVERTISE HIS CARS
 518 01:23:29:16 01:23:31:13 TO A COUNTRY HOOKED ON MOVIES.
 519 01:23:33:16 01:23:35:09 BY THE MID-'20s,
 100 MILLION PEOPLE
 520 01:23:35:11 01:23:37:03 WERE GOING TO MOVIES EVERY WEEK.
 521 01:23:37:05 01:23:38:18 AND FILMS ABOUT
 THE RICH AND FAMOUS
 522 01:23:38:20 01:23:41:05 WHETTED THE APPETITE
 OF PEOPLE FOR CARS
 523 01:23:41:07 01:23:43:15 AND OTHER EXPENSIVE
 CONSUMER GOODS.
 524 01:23:45:03 01:23:48:14 FORD HELD HIS NOSE
 WHILE HIS WALLET EXPANDED.
 525 01:23:48:16 01:23:50:05 LIKE MOST AMERICANS
 526 01:23:50:07 01:23:53:05 FORD LOOKED TO A FUTURE OF
 UNSTOPPABLE ECONOMIC GROWTH.
 527 01:23:53:07 01:23:54:26 BUT JUST WHEN PEOPLE
 WERE THINKING
 528 01:23:54:28 01:23:56:29 THAT THE PROSPERITY WAVE
 WOULD NEVER BREAK
 529 01:23:57:01 01:23:58:23 IT BROKE.
 530 01:23:58:25 01:24:00:16 THE STOCK MARKET CRASH OF 1929
 531 01:24:00:18 01:24:03:09 TRIGGERED A 12-YEAR-LONG
 ECONOMIC DEPRESSION--
 532 01:24:03:11 01:24:06:09 THE BIGGEST NATIONAL CRISIS
 SINCE THE CIVIL WAR.

533 01:24:06:11 01:24:09:14 BOTH AUTO SALES AND
MOVIE ATTENDANCE DROPPED.

534 01:24:09:16 01:24:11:09 BUT THE LAST THING
A LOT OF PEOPLE

535 01:24:11:11 01:24:13:15 WERE WILLING TO LET GO OF
WAS THEIR CAR.

536 01:24:13:17 01:24:15:22 AS THE COMEDIAN WILL ROGERS SAID

537 01:24:15:24 01:24:17:21 "AMERICA IS THE ONLY COUNTRY

538 01:24:17:23 01:24:21:08 WHERE PEOPLE DRIVE TO
THE POORHOUSE IN THEIR CAR."

539 01:24:21:10 01:24:23:01 THE DISPLACED POOR
PATCHED TOGETHER

540 01:24:23:03 01:24:24:15 THE DILAPIDATED MODEL Ts

541 01:24:24:17 01:24:26:22 AND HIT THE ROAD
IN SEARCH OF OPPORTUNITY.

542 01:24:26:24 01:24:28:23 MOST OF US HAVE SEEN
THE GRAPES OF WRATH

543 01:24:28:25 01:24:30:27 A MOVIE THAT WAS BANNED
IN THE SOVIET UNION

544 01:24:30:29 01:24:32:20 AFTER AUDIENCES
EXPRESSED AMAZEMENT

545 01:24:32:22 01:24:34:20 THAT EVEN WANDERING
PEASANTS OWNED CARS.

546 01:24:36:24 01:24:39:11 BUT TO THE JOAD FAMILY
OF JOHN STEINBECK'S NOVEL

547 01:24:39:13 01:24:41:13 CALIFORNIA WASN'T
THE AMERICAN DREAM.

548 01:24:41:15 01:24:42:26 IT WAS THE LAST STOP.

549 01:24:45:07 01:24:46:26 AT FIRST, HENRY FORD
REFUSED TO BELIEVE

550 01:24:46:28 01:24:48:10 WE WERE IN A DEPRESSION.

551 01:24:48:12 01:24:51:16 "THESE ARE REALLY GOOD TIMES,"
HE DECLARED IN 1931.

552 01:24:51:18 01:24:54:07 BUT THIS WASN'T UNUSUAL
BEHAVIOR FOR FORD.

553 01:24:54:09 01:24:56:15 A LOT OF FORD'S LIFE
WAS AN ESCAPE FROM REALITY.

554 01:24:56:17 01:25:00:07 THE MAN WHO BUILT AN EMPIRE
ON SPEED AND MOVEMENT

555 01:25:00:09 01:25:04:04 TRIED TO SLOW DOWN THE
ACCELERATING PACE OF CHANGE.

556 01:25:04:06 01:25:05:18 BEGINNING IN THE 1920s

557 01:25:05:20 01:25:07:14 HE BEGAN TO RESTORE
SMALL PIECES OF AMERICA

558 01:25:07:16 01:25:08:29 AS HE REMEMBERED THEM.

559 01:25:09:01 01:25:12:15 HE REBUILT HIS BOYHOOD HOME
DOWN TO THE LAST DETAIL.

560 01:25:12:17 01:25:15:00 AND HE BUILT A COMPLETE
19th-CENTURY COMMUNITY

561 01:25:15:02 01:25:17:01 CALLED GREENFIELD VILLAGE,
IN DEARBORN.

562 01:25:17:03 01:25:18:27 IT WAS A TRIBUTE
TO THE CANDLELIT AMERICA

563 01:25:18:29 01:25:20:12 HE WAS BORN INTO.

564 01:25:22:02 01:25:23:19 IT'S STILL THERE.

565 01:25:23:21 01:25:25:17 AND IN THIS, HENRY FORD'S

TIME MACHINE

566	01:25:25:19	01:25:27:06	THERE ARE NO CARS.
567	01:25:27:08	01:25:30:07	THE MAN WHO CLAIMED TO HAVE INVENTED THE MODERN WORLD
568	01:25:30:09	01:25:32:24	LEFT ORDERS THAT THEY BE FOREVER PROHIBITED.