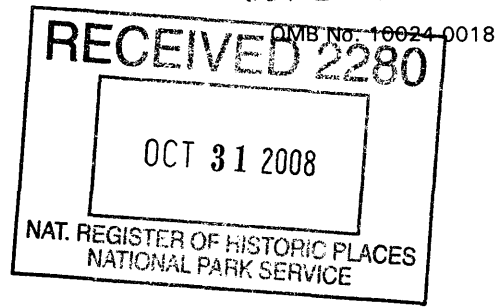


**United States Department of the Interior
National Park Service**

**National Register of Historic Places
Registration Form**



This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in *How to Complete the National Register of Historic Places Registration Form* (National Register Bulletin 16A). Complete each item by marking "x" in the appropriate box or by entering the information requested. If an item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, architectural classification, materials and areas of significance, enter only categories and subcategories from the instructions. Place additional entries and narrative items on continuation sheets (NPS Form 10-900a). Use a typewriter, word processor, or computer, to complete all items.

1. Name of Property

historic name Rath Packing Company Administration Building
other names/site number Adams Store, Incorporated

2. Location

street & number 1515 East Sycamore Street, 208-212 Elm Street [N/A] not for publication
city or town Waterloo [] vicinity
state Iowa code IA county Black Hawk code 013 zip code 50703

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, as amended, I hereby certify that this nomination request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set forth in 36 CFR Part 60. In my opinion, the property meets does not meet the National Register criteria. I recommend that this property be considered significant nationally statewide locally. ([] see continuation sheet for additional comments).

Barbara Mitchell, DSHPO October 27, 2008
Signature of certifying official/Title Date

STATE HISTORICAL SOCIETY OF IOWA

State or Federal agency and bureau

In my opinion, the property meets does not meet the National Register criteria. ([] See continuation sheet for additional comments.)

Signature of certifying official/Title Date

State or Federal agency and bureau

4. National Park Service Certification

hereby certify that the property is:

- entered in the National Register.
- See continuation sheet.
- determined eligible for the National Register.
- See continuation sheet.
- determined not eligible for the National Register.
- removed from the National Register.
- other, (explain:)

Signature of the Keeper

Date of Action

Edson H. Beall 12-10-08

5. Classification

Ownership of Property

- (Check as many boxes as apply)
- private
- public-local
- public-State
- public-Federal

Category of Property

- (Check only one box)
- building(s)
- district
- site
- structure
- object

Number of Resources within Property

(Do not include previously listed resources in the count.)

Contributing	Noncontributing	
1	0	buildings
		sites
		structures
		objects
1	0	Total

Name of related multiple property listing

(Enter "N/A" if property is not part of a multiple property listing.)

N/A

Number of contributing resources previously listed in the National Register

0

6. Function or Use

Historic Functions

(Enter categories from instructions)

Commerce/Trade/Office Building

Current Functions

(Enter categories from instructions)

Vacant/Not in Use

7. Description

Architectural Classification

(Enter categories from instructions)

Late 19th and 20th Century Revivals/Late Gothic Revival

Materials

(Enter categories from instructions)

foundation concrete
walls brick

roof asphalt
other

Narrative Description

(Describe the historic and current condition of the property on one or more continuation sheets.)

8. Statement of Significance

Applicable National Register Criteria

(Mark "x" in one or more boxes for the criteria qualifying the property for National Register listing.)

- A** Property is associated with events that have made a significant contribution to the broad patterns of our history.
- B** Property is associated with the lives of persons significant in our past.
- C** Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.
- D** Property has yielded, or is likely to yield, information important in prehistory or history.

Criteria Considerations

(Mark "x" in all the boxes that apply.)

Property is:

- A** owned by a religious institution or used for religious purposes.
- B** removed from its original location.
- C** a birthplace or grave.
- D** a cemetery.
- E** a reconstructed building, object, or structure.
- F** a commemorative property.
- G** less than 50 years of age or achieved significance within the past 50 years.

Narrative Statement of Significance

(Explain the significance of the property on one or more continuation sheets.)

9. Major Bibliographical References

Bibliography

(Cite the books, articles, and other sources used in preparing this form on one or more continuation sheets.)

Previous documentation on file (NPS):

- preliminary determination of individual listing (36 CFR 67) has been requested
- previously listed in the National Register
- previously determined eligible by the National Register
- designated a National Historic Landmark
- recorded by Historic American Buildings Survey
- recorded by Historic American Engineering Record #

Areas of Significance

(Enter categories from instructions)

Industry
Commerce

Period of Significance

1925-1958

Significant Dates

1925
1940
1944
1951

Significant Person

(Complete if Criterion B is marked above)

N/A

Cultural Affiliation

Architect/Builder

Bartley, John Solomon, Jr.
McDonald, Tom

Primary location of additional data:

- State Historic Preservation Office
- Other State agency
- Federal agency
- Local government
- University
- Other

Name of repository:

**United States Department of the Interior
National Park Service****National Register of Historic Places
Continuation Sheet**Section number 7 Page 1Rath Packing Company Administration BuildingBlack Hawk County, Iowa**7. Narrative Description:**

The Administration Building is the northernmost surviving component of what once was a massive Rath Packing Company complex. The building occupies the south half of a city block and fronts south onto Sycamore Street. The building is located in the northeast part of the city of Waterloo, being on the north side of the Cedar River and half a mile east of the East side downtown proper. The block is otherwise empty of buildings, save for the surviving concrete floor of a demolished parking garage that occupied the northeast quadrant. The adjoining block to the west is vacant opposite the building. To the south, several large Rath buildings survive. To the east, mixed small-scale commercial buildings front the property across Division Street. The present building consists of a 1925 core, 1940 and 1951 side additions, and a two-story brick store building that was incorporated into the plan in 1944.

The Original Administrative Building, 1925:

This two-story with raised basement building is designed in the Late Gothic or Collegiate Gothic Revival style. The original building measures 63 feet by 130 feet and fronts to the southwest. There is a two-story centered rear wing (44 feet by 48 feet) with an oversized metal canopy and rear loading dock/entrance. In its design, the overall massing and materials can readily be confused with a then-contemporary school design. While the building utilizes a reinforced concrete structural system, the building exterior is fully veneered in with a hard-fired dark face brick. The very minimal stone ornamentation is Bedford, Indiana, limestone and is restricted to some minor wall inserts and the coping on the entrance (as well as the cornerstone). The original building façade is made particularly distinctive by the repeating pattern of uninterrupted flat pilasters that divide each elongated window opening. The windows themselves are set flush against the pilasters and the spandrel fronts are infilled with brick laid in stack bond. Openings on both floors and the basement are vertically aligned, and the latter openings are full-sized and their lintels are set above the stone water table. The raised concrete foundation features a smooth stone water table and twin rows of soldier brick are separated by corbelled brickwork that is stepped out. The pilasters interrupt this decorative brickwork at their base. The parapet base has a projecting brick belt course that intersects with the bases of the engaged columns. Each upper level window opening has a square transom and the lower single sash has a 2/2-light division. A projecting entrance vestibule has a stone entry surround, a company nameplate above the double entrance, decorative stone projections that anchor vertical engaged columns, and a stone-capped parapet with a scrolled pediment. A large rectangular stone cartouche bearing an inscribed "R" is centered on the parapet. The parapet is the focal point of a special design treatment. Engaged columns with stone bases and caps, matching those on the entryway, are centered above each pilaster and the caps project above the concrete parapet coping. Rather unusual concrete finials cap each brick column. Concrete parapet caps are found on the centered south entry and the east annex south bay.

The centered full-height rear wing has decorative treatments identical to those found on each of the later additions. A large stairwell penthouse is located in the southeast corner of its plan. Between 1934 and 1941 a single-story addition infilled the area to the south of the rear wing and the 1940 addition (logically this coincided with the building of that addition). Another change, the provision of a massive cast concrete awning (with steel beam supports and a cable support system), on the back of the rear wing, dates to between 1941 and 1956.

The building interior is open on its two main floors. Perimeter offices along the façade wall plane are the only subdivisions of the office areas. The rear wing houses a two-story vault, a small passenger elevator, the north stairway and men's and women's bathrooms. The vault has security doors on each floor and a spiral metal stair provides egress within the vault between the two levels. The main floor has a rectangular vestibule that is located between the centered entrance and the office area. The front staircase is on the east end of this area, and a row of doors defines the division line between this lobby and the main floor. The walls and columns within this area are paneled. All floors are concrete with a heavy linoleum covering. In the open office areas electrical outlets and conduit are set within the floors and the electrical boxes mark the locations of work stations. Some low-profile metal cubicle remnants identify the type of partition divisions used. All ceilings

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Rath Packing Company Administration Building

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are hung, with intervening parallel bands of fluorescent lights that are set within covered fixtures. The metal ceiling panels are perforated for acoustical purposes and there is an insulation material on top of the suspended paneling.



Figure 1: Still intact landscaping (Rebecca Conard, 1991)

All sub-surfaces, apart from floor, ceiling and wall coverings, are finished concrete. Partition walls are of square tile and all wall surfaces are plastered. Structural columns are reduced in section on each successive level and these are plastered and paneled. Trimwork is minimal, reduced to a simple baseboard, and windows lack any interior trim apart from a projecting sill.

As the original building, this part of the present building originally housed all administrative functions including executive offices. The latter were removed to the 1940 addition and it is probable that the present array of offices is not original, either in terms of layout or finish. The basement originally housed the initial cafeteria, and that function also moved to the 1940 addition. The present basement is a warren of small rooms. Two halls, running perpendicular to each other, bisect the plan. The south or front stairs connect to the basement and also link with a communications tunnel (1936) that is centered on the plan. The tunnel is now infilled.

An ell-shaped frame penthouse is on the roof. This section of the roof contains penthouses for the elevator, and the two stairwells. A flagpole is centered on the front of the parapet wall. The attic level houses ventilation equipment. Wood columns support the frame roof.

The windows in the original central core building are 4/4-light double-hung sash, while the apparently matching windows on both additions are single fixed 4/4 side-hinged sash. These are set inside of fixed matching storm windows. There is no ready explanation as to why the interior windows are hinged as they are, apart from the ease of cleaning. Rectangular single-light transoms are associated with each window opening in this part of the building.

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The Southeast Addition, 1940:

The 1940 southeast addition (94 feet by 50 feet) largely followed the design of the original central core. This was particularly the case with floor levels, which match in elevation and cadence. The two substantial design deviations were a three-sided first floor front bay and the grouping of windows into a more traditional bay arrangement. In the former, the bay window copied the materials, scale and detailing of the main entrance. In the latter, broader flat pilasters defined window bays with paired openings, the two windows being separated by a narrower pilaster that matched those on the 1925 design. The transoms on this part of the building are bricked solid, but remain visually defined. Presumably designed to mirror a planned matching wing, the parapet was ornamented with paired and much longer engaged columns that continued down almost to the second floor lintel level. The particular feature of these was the vertical continuation of the stone caps to a point well above the parapet top.



Figure 2: Cast concrete attic roof, 1940 east annex, view southeast (Conard, 1991)

The window openings in the 1940 addition replace the transom area with inset brick panels, the brickwork being laid in stack bond as are the longer panels that are set between the floor levels. The brick infilling at the top results in a window opening of the same size as those in the original building. Windows in the west annex differ in size because three floors are squeezed into the same vertical scale. The uppermost window sets terminate at the base of the parapet. All window sets in this wing consist of a single sash, divided into 4/4 lights to emulate the windows elsewhere in the plan. All of these windows have hinged openings that are quite unusual. All basement window openings consist of 3/3 double hung sash.

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This addition became the location for executive offices on the main floor and a new cafeteria in the basement. The former, their location highlighted by a three-sided bay, cluster along the façade. Additional offices line the east end and are mostly separated by metal partition walls. This addition included a single-story infilling of the plan to the southeast of the rear wing. This rectangular space has a centered skylight and housed the kitchen/cafeteria serving area. The cafeteria proper, with its glazed tile walls, occupies the remaining north half of the basement within this addition. A broad hallway divides the basement and ends at the east entry. There are test kitchens, walk-in coolers and several laboratory-like rooms in the front of the east part of the basement in this section.

This addition matches the 1925 core in terms of floor elevations and its largely open plan on the upper floors. The same dropped ceilings, floor and wall treatments are present. An east stairwell is located on the east end of the plan.

This building was planned and built with special attention to fire-proof storage of records and this is represented by the angled Mansard-like ribbed concrete roof of this section (Figure 2). The parapet walls disguise this roof profile from the ground level. The frame penthouse that was built atop the 1925 core building continues the attic level across the plan.

The Northwest Addition, 1951:

The 1951 annex (measuring 75 feet by 62 feet) completed the overall designed massing of the building, connecting the Adams Building with the 1925 core. The curious result of this transition was that of differing floor levels, the addition being three stories in height with floor levels altering by half a floor beginning at the second floor level. On the façade the need to fit three full-sized rows of windows made it impossible to match the wall panels or faux transoms that were used on the original core and east wing facades (where there were but two rows of windows). The façade design otherwise matches the 1940 addition in every sense. Missing from the addition design was the provision of any comparable balancing element, like the east end bay or the centered entryway.

The building interior treatments match those found throughout the building in terms of surface and floor coverings. The lower ceilings eliminate the need for dropped ceilings. Steel stairways adjust the floor levels on the upper two floors. Metal office partitions define offices along the south façade wall on each level. Otherwise the same pattern of imbedded floor electrical sockets indicates an open office plan that used partial-height cubicle work spaces.

The same windows are found in this addition. There is no attic level and the roof is a flat concrete deck with a built-up roof covering. Thus the attic level present on the 1925 and 1940 portions of the building is not continued in this one.

The Adams Store, Inc. building, 1933, enlarged 1935:

The Adams grocery store annex (measuring 70 feet in width and 48 feet deep) was acquired in 1944 and was used as a separate office building with virtually no alterations. Even the Adams stone nameplate remains in place. It is a two-story brick triple-storefront design (that dates to 1933 and 1935) with a slightly raised basement and a central raised central raised pediment with side wings in plan. The three sections are identical in height, but the central parapet is slightly higher than its flanking parapet lines. The basement has a concrete floor and brick piers support the partition walls on the floors above. There is a walk-in vault or cooler in the basement. The Rath Company added a stairwell (frame construction on the third floor) that apparently replaced or supplemented stairs in the Adams building. The main floor consists of three storefronts. The second floor housed a night club and the southernmost room continues to house moveable coat racks that were associated with that club function. The club décor survives in the remainder of the second floor.

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Floor plans:

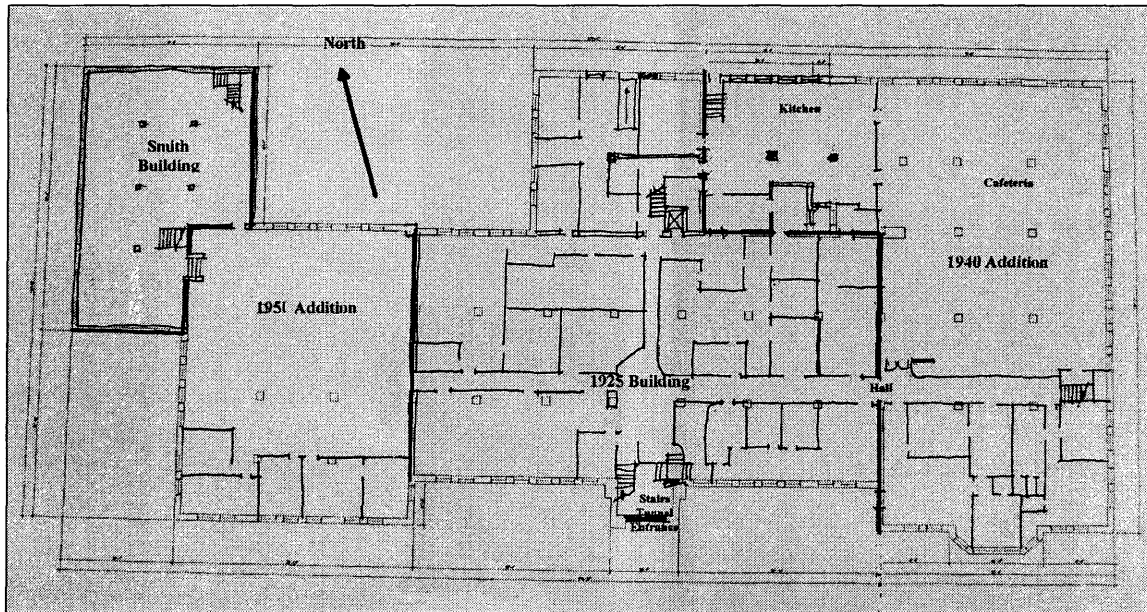


Figure 3: Basement floor plan (M+ Architects, Sioux City)

Figure 3 presents the basement levels of the two buildings. The Adams Store, Inc. building is at the upper left corner. The cafeteria serving line is left of the upper right hand corner, with the larger open area being the cafeteria proper. A longitudinal hallway runs east/west as far as the 1951 annex (left third of main building plan). The laboratory/testing kitchen rooms are located in the south end of the 1940 building (right side). The basement of the 1951 annex had the same combination of open plan (for cubicles) and south end perimeter offices (with metal wall partitions) as is found on the other two floors.

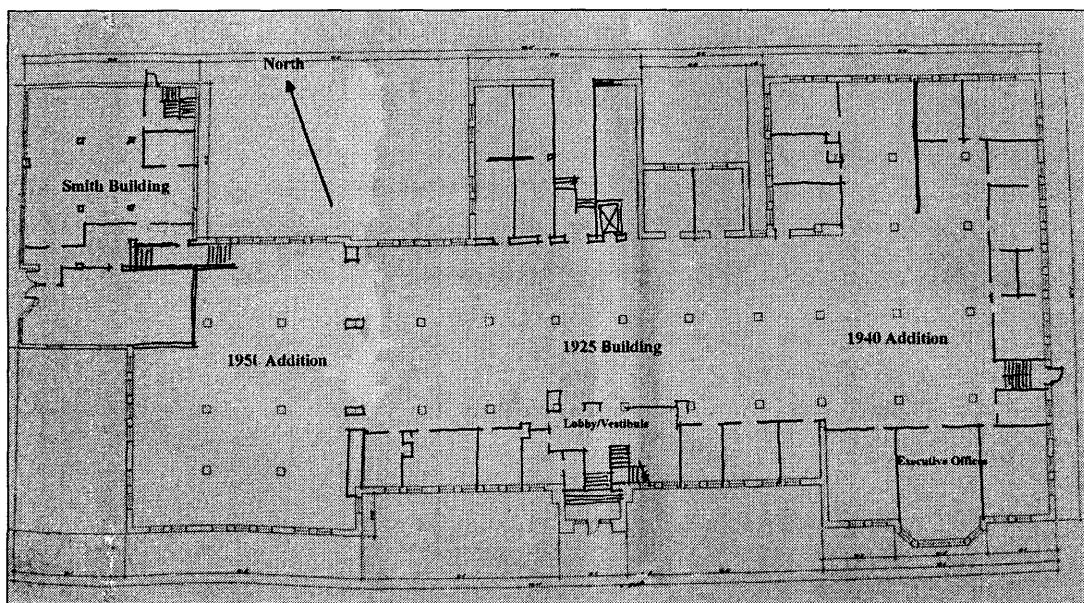


Figure 4: First floor floor plan (M+ Architects, Sioux City)

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Figure 4 shows the main floor layout of the two buildings. The majority of this level consisted of open lobby or open office areas. The main company administration offices occupied the south end of the 1940 annex (right side of plan) while perimeter smaller offices took advantage of natural light. The 1951 annex floor level is in line with the 1925/1940 floor level only on the ground floor. The large rectangle located just inside and left of the main entrance is a dumb waiter service. The only elevator and the multi-story vault are located in the north centered rear wing. Note the stair/hall link with the Adams Store, Inc. building.

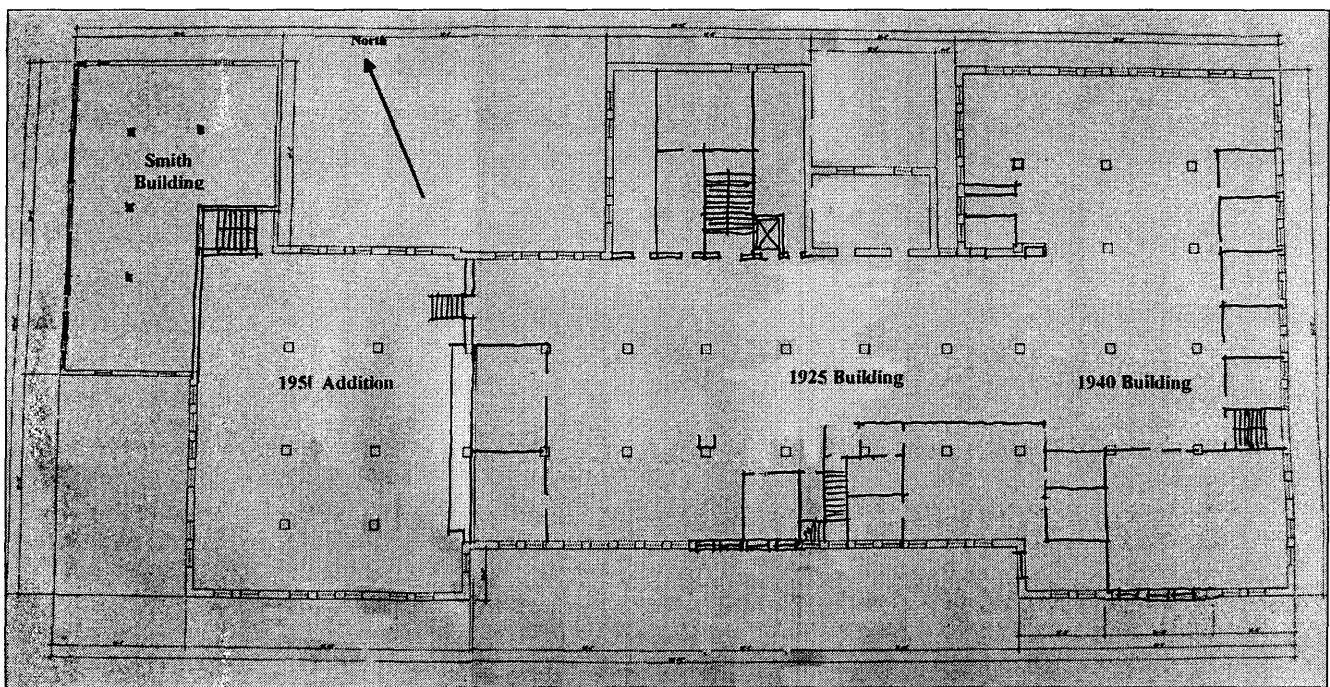


Figure 5: Second floor floor plan (M+ Architects, Sioux City)

Figures 3-6 depict the Adams Stores Inc. building that was engulfed by the expansion of the Rath building. The second floor of the Adams Store, Inc. building retains the decorative elements of a nightclub and the south room remains filled with coat racks. It would appear that this level was never touched after Rath acquired it in 1944. The floor levels differ between the 1951 annex and other parts of this level, because an additional floor has been "squeezed" into the same vertical dimension. A stair ascends to the second floor. Above that stairway, a substantial I-beam and roller mechanism protrudes from the ceiling. This was used to move heavy equipment up the stair into the 1951 annex. The floor plans are largely open and were filled with low-level cubicles. Perimeter offices with some larger conference rooms are located along the south and east walls.

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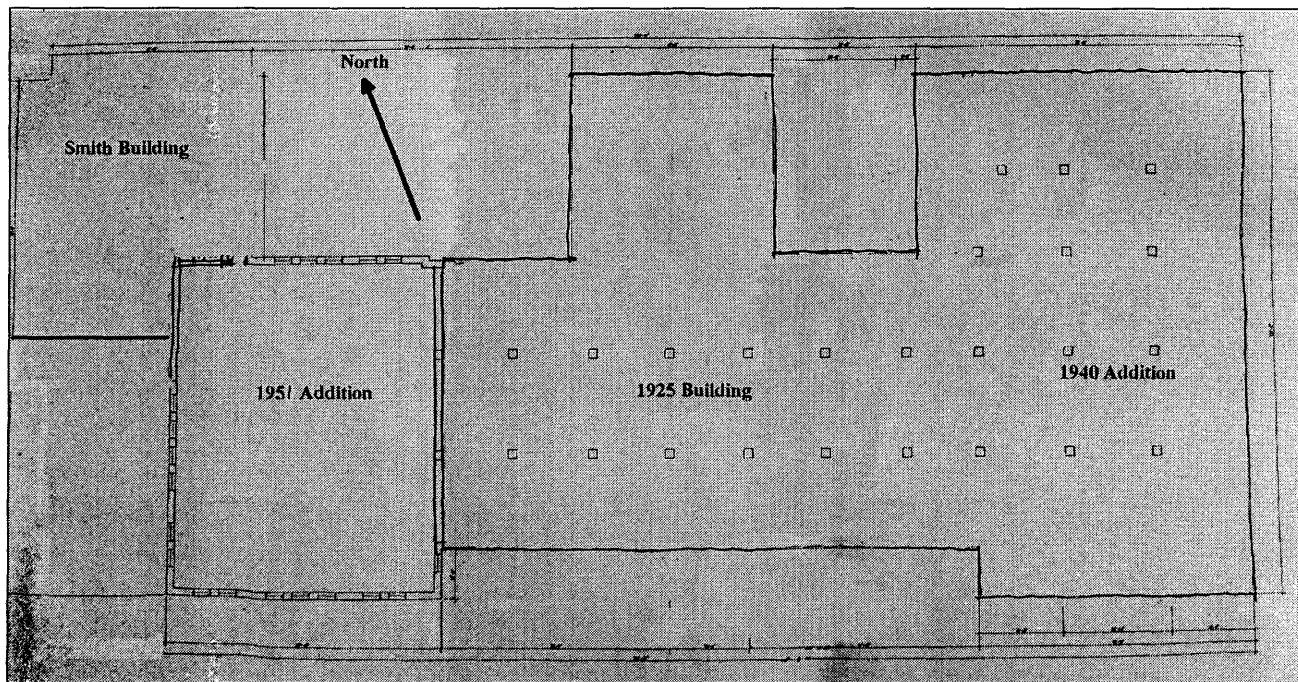


Figure 6: Attic/roof level floor plan (M+ Architects, Sioux City)

Figure 6 depicts the attic floor level. Not shown are stairwells that are on the east end and in the southeast corner of the 1925 building. Penthouses project above each of these on the roof level. Also not shown are the stairs that are in the centered north rear wing of the 1925 building. This level was used for records and supply storage as is indicated by extensive wood shelves left in place. There is also a broad range of air handling equipment located above the west portion of the 1925 building. Also not shown, is a roof plan per se that would include the wood penthouse. This is best depicted in the 1962 Sanborn Map (Figure 24).

Construction History and Alterations:

The following major alterations have been made:

<u>Year:</u>	<u>Change:</u>
1925	Construction of original building
1927	Cafeteria added to basement
1933	South end of Adams Store, Inc. built at 208 Elm Street
1935	North and central portions of Adams Store, Inc. built at 208 Elm Street Underground passageway links to plant to south
1938	Entire building air conditioned, frame rooftop penthouse built
1940	East annex built
1941	Passenger elevator added
1944	Acquisition of Adams Store, Inc. property and linkage via frame-covered passageway, parking garage built north of building
1951	West annex built

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At some point the basement cafeteria was extended into the east annex. The same glazed tile covers the walls of the dining area, the Sycamore Street tunnel, and the hallways in this area, indicating a comprehensive change. The original basement cafeteria, was likely centered in the 1925 plan, and was extended eastward.

The greatest loss has been to the interior where vandalism and water damage in a number of spots have largely destroyed or damaged floor, wall and ceiling surfaces. The main office interior, wainscot and a decorative ceiling, were salvaged and reused in a local restaurant. Otherwise the interior has simply suffered tremendously to repeated vandalism and short-term habitation by the homeless. The building itself, being of reinforced concrete construction, remains structurally intact and is readily salvageable.

The building is currently being redeveloped for a mix of office and commercial uses and plans are in process of development.

Evaluation history, Rath Administration Building:

The entire Rath Packing Company factory complex was recommended as being National Register of Historic Places eligible, as a district, as early as 1985 when Barbara Beving Long first prepared a municipal multiple property documentation form and conducted a comprehensive historical and architectural survey. The initial period of significance for the industrial district was set as 1890-1930 (Long, Waterloo The Factory City).

In 1991 PHR Associates (Rebecca Conard) re-evaluated the district and this building and concluded that the Administration Building was a key contributing element within the district. The district was deemed to be NRHP eligible under Criterion A for its historical associations with the developing industrial sector of Waterloo (local level) and the emergence of Waterloo as an industrial center (statewide). A Criterion C claim of significance focused on the design work of H. Peter Henschien, the national leader in packing plant design during the period 1915-1960s.

The Administration Building lacked the Criterion C claim because it had a different architect. Many buildings were being demolished and what remained was documented by the Historic American Engineering Record in 1992-93. A 2005 re-evaluation of district/building eligibility, prepared by the Howard R. Green Company, extended the district's period of significance to 1985, but also determined that there was no surviving historic district. The Administration Building, due to its advanced state of deterioration, was deemed to be ineligible for listing to the National Register, although it was deemed to be contributing to what was, by this time, a non-existent historic district. Iowa State Historic Preservation Staff declined to accept this determination and the City of Waterloo finally concurred that the subject building is individually National Register eligible.

The historical significance of the Rath Packing Company is fairly simply stated. The original company originated in Dubuque, Iowa, during the middle of the 19th century and its destruction by fire in early 1891, coupled with the timely and generous overture from Waterloo promoters, resulted in a relocation and opening late in 1891. What started out as a hog-killing operation expanded to cattle by 1908 and other stock in later years. Prosperity and expansion was directly linked to profitable contracts secured during both World Wars and the expansion of the Administration Building during World War II directly reflects those good years. The initial company re-opening coincided with Waterloo's emergence as an industrial center with a particular linkage with regional agriculture. By 1941 Rath was the nation's largest single packing plant facility with branch plants in a dozen states. By the war's end it was the nation's fifth largest packing consortium. Historian Barbara Long found that by 1966 it was the nation's ninth largest packing plant and the 249th largest industrial firm. The company ceased operations in 1985.

A complex of this scale, committed to a fairly specific industrial process, poses particular preservation challenges when the business ends. The rapid and relatively recent demolition of so many buildings is almost as impressive as was their

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construction, in terms of energy, expense and impact on the resulting landscape. The Section 106 process was necessarily followed to the extent that a Federal undertaking was applicable but only the Iowa State Historic Preservation Office advocated both for the significance of the steadily shorter list of surviving buildings, and in the final review, others claimed that this building was no longer significant because there was no district remaining! Iowa SHPO has determined otherwise, both with regard to the individual significance of this building and to the continued viability of a district, albeit a small one.

Integrity Evaluation:

The exterior of the Rath Packing Company Administration Building maintains a high degree of all seven aspects of integrity: location, design, setting, materials, workmanship, feeling, and association. The integrity of the immediate industrial setting of the building, is retained, despite the wholesale demolition of the majority of the Rath buildings. The major buildings that were built across the street to the south survive. The loss of all residential buildings to the east, west and north, impairs the ability of the setting to convey the original historical mix of industry and residential land uses, although the displacement of residences reflects the historical northward expansion of the company. The building retains its ability to maintain integrity of feeling and association. The overall form of the building has remained unchanged once it assumed its present overall form by 1951 and the unchanged appearance of the former Adams Store, Inc. building is a remarkable representation of the evolution of the building over time. All of the original architectural materials and detailing, including cornice, almost all of the window and door openings and original window sash, and ornamental brickwork remain as built. While the interior of the building has suffered the loss of virtually all of its ornamental trim work and floor coverings, and the damage of many ceiling areas, the integrity of the original largely open plan and the room layout is retained. The vault in particular is well preserved, as are the key stair and elevator components. Basement wall tile surfaces survive and structurally the concrete building is as sound as it was when built. The matter of the continued presence of a historic district remains unresolved. The Iowa State Historic Preservation Office staff have determined that such a district does continue to exist and that this building contributes to that district.

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8. Architects/Builders Continued:

Klinger, W. A.,
Miller, John G.

Significance Statement:

The Rath Packing Company Administration Building, 1925, is individually significant on the state and local levels on the basis of its historical association with the Rath Packing Company of Waterloo, Iowa. That company was at its zenith the largest meat-packing plant in the United States and it played a key role in the development of agriculture-related industry in Waterloo and in the region. The Silos and Smokestacks National Heritage Area, established in 1996, that covers a 35-county area in northeast Iowa, reflects the regional role played by agriculture and its related industries. The original Administration Building and its several substantial additions, reflected the rapid growth of the company following World War I. The Riverview Addition, a plat that includes the Administration Building, was originally a residential plat that was developed to promote the industrial growth of Waterloo in this part of the city. The recruitment of the Rath Packing Company from Dubuque, Iowa, marked both the onset of major industrial development in the city and municipal expansion and development in this part of the city. The significant dates are 1925 (original construction), 1940 (east wing construction), 1944 (purchase and integration of the Adams Store, Inc. building), and 1951 (west wing construction). The period of significance, 1925-1958, recognizes the central association of this building with the broader Rath Company history, from its completion up to the 50-year cutoff date.

The Adams Store, Inc. was an independent neighborhood department store, that similarly relocated to Waterloo c.1927 from Frederica, Bremer County, Iowa. The family business was singularly successful and in 1933-35 a substantial two-story brick triple-storefront building was constructed, and then enlarged, at 208 Elm Street, just west of the original Administration Building. In 1944 the Rath Packing Company acquired the Adams building and incorporated it into its overall layout, adding a connective wing in 1951. Adams Store opened multiple storefronts outside of the downtown and remained in existence as late as 1988. The Adams Store, Inc. is consequently listed as a secondary title for this portion of the nominated property.

Rath Packing Company, Industrial Growth and Development and Significance:

The Administration Building didn't just happen of course. Its initial construction and its subsequent expansions were in direct response to company growth and recapitalization over time. Waterloo's first pork processing firm wasn't much to look at from its 1891 new beginning and it started out with 15 employees. Capitalization was just \$26,000 and the facility developed as an expanding conglomeration of riverfront frame buildings. The neighborhood contextual section describes how the firm was recruited and how its new location jump-started the industrial growth, particularly agriculture-related food processing industries in the city. The stage for tremendous long-term growth was set in 1891-92. That same section describes how the residential area around the Rath plant was related to the company's location, and the subject property was originally a portion of that residential neighborhood (Waterloo *Times-Tribune*, July 31, 1921).



Figure 7: Humble beginnings, view south, 1891
(Waterloo *Daily Courier*, December 24, 1891)

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By 1903 the firm had enjoyed 11 years of sustained growth. A major change took place in 1902 when, for the first time, the entire plant output was sold directly to jobbers. Record growth during 1914-15 demanded an increase in plant capacity. The kill count had surpassed 100,000 animals during 1913 for the first time. By 1916-17 a major building campaign was underway, surely tied in some manner to the business opportunity offered by European involvement in the First World War. The kill count again doubled between 1913 and 1917, to 200,000 animals annually. The first five-story warehouse was built, as was the first showcase company office building (see below). By the end of 1916 the company was rated "among the important institutions of [the] Factory City." Rath had developed a solid Iowa-centered market that extended deeply into the adjoining states. There was a branch house in Des Moines and company products were being branded as the Black Hawk, Waterloo and Cedar Valley (export only) labels. The major technological change was the construction of an artificial ice-making plant and the abandonment of reliance on a natural ice source. The architects, Henschien & McLaren, of Chicago, were specialists in packing house design (*Waterloo Daily Register*, January 1, 1903; *Waterloo Evening Courier*, October 26, December 30, 1916; April 22, 1925; *Waterloo Times-Tribune*, January 14, 1917; July 31, 1921).

Company capitalization was doubled in early 1918, to \$1,000,000. Business during 1917 had doubled that of any previous year. The additional revenues were needed to pay for the improvements of the previous year and those planned for during 1918 (*Waterloo Evening Courier*, January 11, 1918).

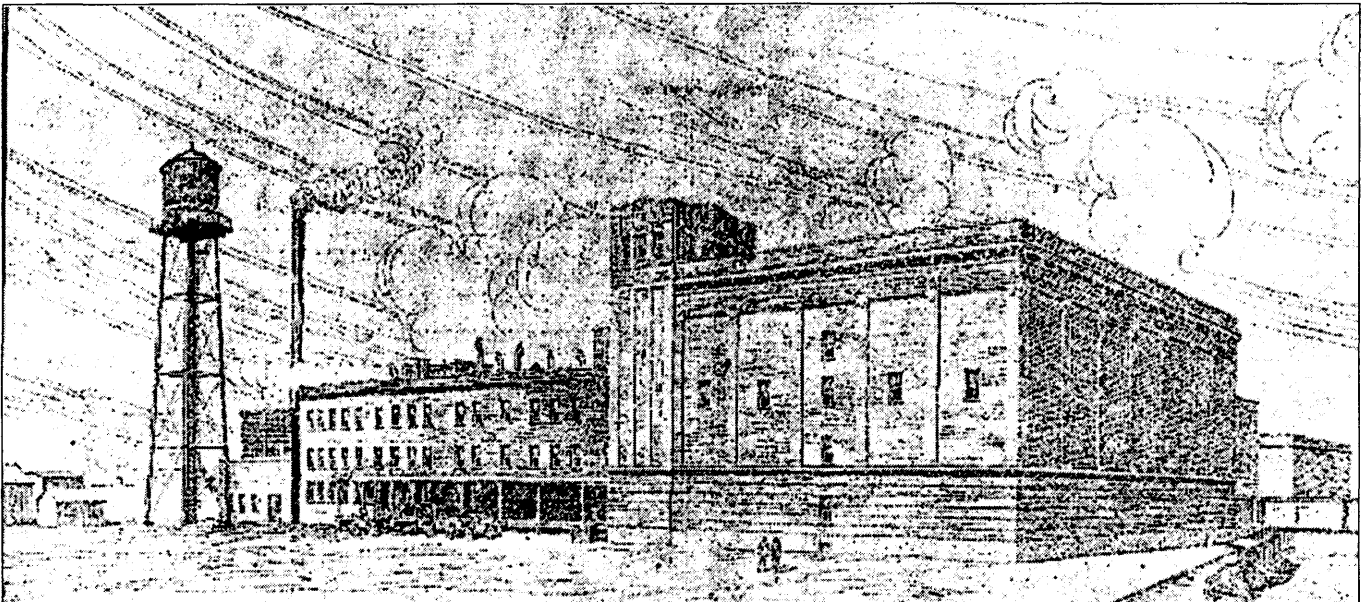


Figure 8: A more substantial and impressive packing house architecture, view south from Sycamore Street, 1917
(*Waterloo Times-Tribune*, January 14, 1917)

By 1921 Rath was "one of the major cogs in the city's wheel of industry." Employees numbered 500-600. A fleet of labeled refrigerator cars criss-crossed the county. The production area for the animals consumed by the firm still came predominantly from Black Hawk and adjoining counties and hogs increasingly were the dominant animal of choice, although other animals were also slaughtered and processed. The hog kill of 1892 was 10,000 animals, while that of 1921 was 250,000. The company remained a locally owned entity, with the majority of its stockholders being residents of Black Hawk and adjacent counties (*Waterloo Times-Tribune*, July 31, 1921).

By the end of 1923, it could be and was said that Rath was Waterloo's leading industry. The measure was the number of employees, which surpassed the 1,000 mark, the annual payroll exceeding \$1,000,000. Hog purchase receipts surpassed

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those of competing Sioux City. The complex improvements totaled \$300,000 and these set the stage for a new and much larger office building. The Rath total led the city's list, and during the year, output and the number of employees both doubled (Waterloo *Evening Courier and Reporter*, December 31, 1923).

Physical company growth continued into 1925 with record sales of \$22,000,000, one-fifth of that being overseas trade. It was observed that "Since the world war amazing expansion has been accomplished, both in production and plant additions, the period being one of the outstanding romances of industry in the middle west." Company capitalization had once again doubled, to \$2,156,000, with common stock accounting for \$1,000,000 of the total. There was a \$700,000 surplus and dividends had always been paid. The employee headcount passed 1,300 by the end of 1925. Over \$250,000 in improvements were made during 1925. In 1926, two cold storage warehouses were built up to the sixth floor level (Waterloo *Evening Courier*, December 31, 1925; October 9, 1926).

The construction of two massive smoke houses, at a cost of \$100,000 during 1927, indicates a change in product preparation. A large warehouse "squared" off the factory complex, making it a solid block of buildings. In many ways it remained a warren of interconnected building units and it was difficult to impossible to distinguish the pieces (Waterloo *Evening Courier*, February 19, 1927).

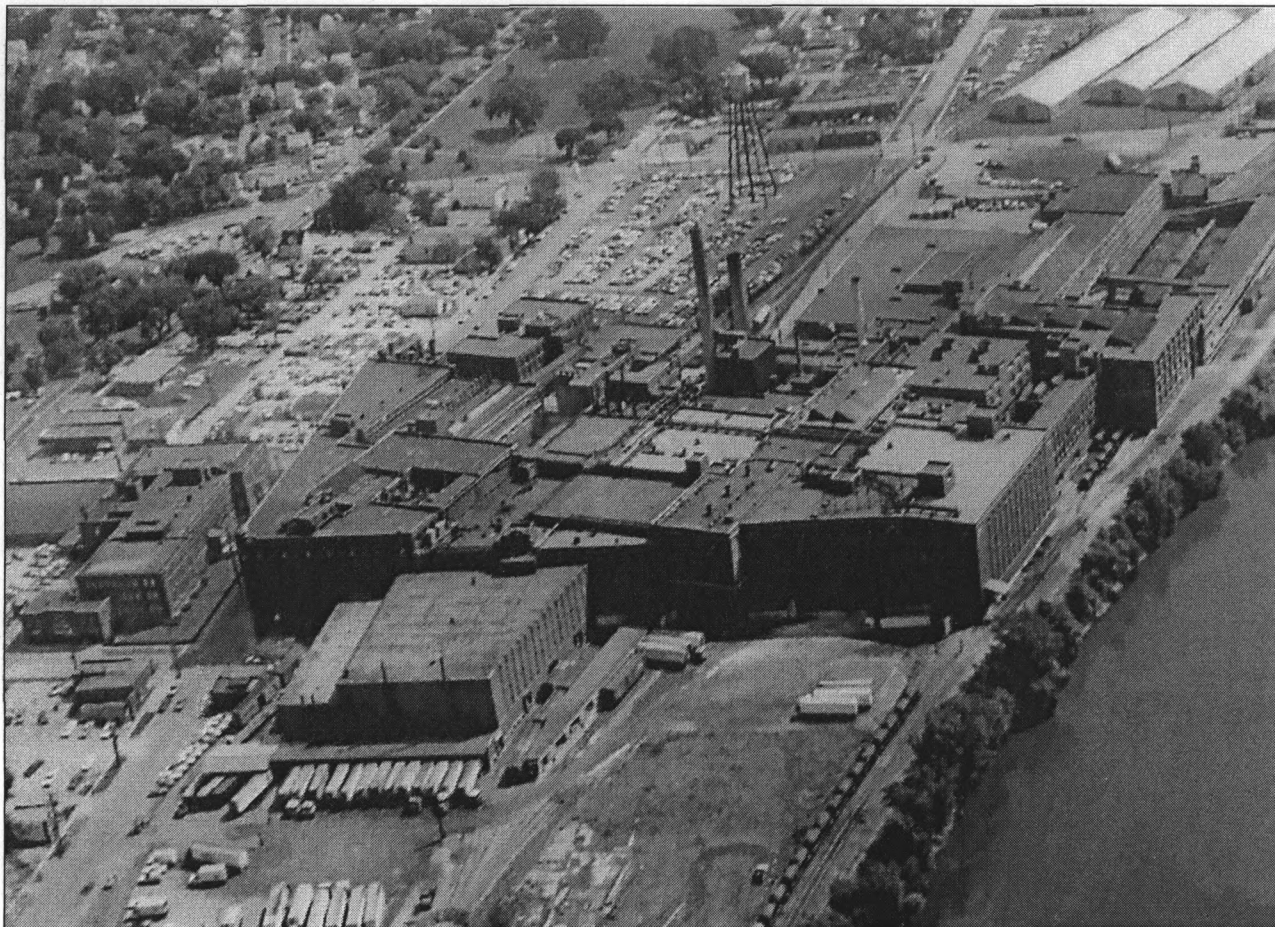


Figure 9: Rath Plant, 1970 aerial, viewing east
(HAER Report, 1993)

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During 1928 the annual hog kill surpassed 1,000,000 animals for the first time. The number of employees passed the 2,000 mark (1,800 of whom were Waterloo residents) and the annual payroll broke the \$2,000,000 level. Total annual sales reached \$30,683,000. Much of the plant growth and its positive impact on the local and regional farm economy was attributable to improved highways and farm-to-market roads. The number of animals delivered directly to the plant by farmers increased 30 percent between 1927 and 1928. Railroads carried the company products and 18,342 rail cars left the plant, with railroads receiving \$2,000,000 in delivery tolls (*Waterloo Evening Courier*, December 31, 1928).

By 1928, major building was forced to the riverfront area, while two new six-story warehouses filled up the area south of Sycamore Street. Chicago architect H. Peter Henschein prepared the designs. Company capitalization was nearly tripled to \$6,000,000, yielding an additional \$800,000 to support the continuing plant and payroll growth. The company had a solid national market, and sold products in 17 other countries; exports accounted for 15 percent of all sales (*Waterloo Evening Courier*, May 4, 1929).

The Great Depression left its mark on company expansion. The next round of new buildings dates to 1934 when \$250,000 was expended in a range of improvements. One 1936 improvement, the building of a new two-story brick superintendent's office points to the fact that the Administration Building never housed the range of office functions related to engineering, building management, or similar functions (*Waterloo Sunday Courier*, December 9, 1934; *Waterloo Daily Courier*, August 5, 1936).

Company improvements during 1939 totaled \$584,712, and several Administration Building improvements were included in that figure. Gross sales during 1938 were \$44,427,325, while those of 1939 were \$47,920,091. The number of employees was 4,100 in 1939, a substantial increase from 3,120 the previous year. The annual payroll was \$5,304,993. Producers received \$31,888,340 for their animals. Improvements continued up until the outbreak of World War II and these included the Administration Building annex and parking garage, along with other building projects. Employment at the end of 1942 stood at 4,428 persons (*Waterloo Sunday Courier*, January 1, 1939; *Waterloo Daily Courier*, November 19, 1942).

By 1950 the company plant claimed to be the world's largest "single unit" packing plant. Employees numbered 6,500 workers. Between 1946 and 1954, the company built 20 new buildings and a \$4,000,000 underground reservoir, a tally that included the west addition to the Administration Building (*Waterloo Daily Courier*, December 29, 1950; December 30, 1954).

By 1966 the company sales force totaled 201, less than half of the 1956 figure of 450, although it was still the nation's ninth largest meat packer. The average account was much larger and 1,500 contacts now represented 80 percent of total trade volume, while, in 1940, that proportion comprised 30,000 customers. The downturn began c.1960 when pork consumption in the country declined. Increased competition transformed the industry into a high-volume and low-margin operation. The older Rath workforce translated to higher wages and benefit costs. In 1980 the company became an employee-owned operation when the meatcutters' union negotiated a substitution of company control for increased benefits. The company began to operate at a loss beginning in 1981 and finally succumbed. The end came less than 20 years later, on August 1, 1985 when the plant closed (*Waterloo Sunday Courier*, September 18 1966; Long, pp. 100-101).

The Administration Building, Antecedents, Design, Construction and Alterations:

This was the second Administration Building that the company erected. The first building, situated immediately to the south across Sycamore Street, was built in 1917. Major industries were building showpiece free-standing administration buildings by this time and Rath faced the reality that management and administration activities mandated more working space and separation from the other industrial functions. The first plans for such a building were announced in late 1916, when it was reported "Later, we will build a modern office structure. Plans for this building are not yet complete. It will be a reality, however, and our present quarters will be moved in the new office as soon as it is completed." The intended location was a

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prominent one, on the corner of Sycamore and Elm streets (*Waterloo Evening Courier*, October 26, December 30, 1916; *Waterloo Times-Tribune*, January 14, 1917).

The new office building was complete by August 1917, and it was claimed was "one of the most attractive of its kind in the city." It was also described as having "an artistic appearing and strictly first class ornamental brick office building" appearance. The design emphasized ventilation and light, with numerous large windows. The three principal offices, all finished in oak trim, were on the ground floor, and there was a conference room on the second floor with records storage and supplies behind it. The same principal features would define the 1925 replacement building. A conference room was integral to company operations and as will be seen, was used for many non-company events as well. The point to be made is that the first Administration Building functioned in that role for just nine years before it was replaced (it was finally demolished in 1936, at which time it was called the "Superintendents Office") (*Waterloo Evening Courier and Reporter*, August 10, 1917; *Waterloo Daily Courier*, August 5, 1936; *Waterloo Times-Reporter*, July 31, 1921).

The first office building was directly across the street from the union headquarters of the Amalgamated Meat Cutters and Butchers union, the latter presumably occupying one of the houses on the north side of Sycamore Street. This symbolic face-down was made very real during the early 1921 walkout and strike. The company secured injunctions to restrict the number of picketers and there was one incident of assault (*Waterloo Evening Courier*, March 2 1921).



Figure 10: Architect's elevation sketch, view northeast
(*Waterloo Courier*, April 26, 1926)

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This is the only known major Rath building to have a local architect(s). Architects John S. Bartley (1891/92-1985) and William L. Pedicord (or Peddicord) (1887-post-1930) were partners from 1922 until 1924. As partners they received the commission to design a replacement Rath Packing Company Administration Building. Bartley was a University of Illinois graduate (1916) and he worked successive summers for Waterloo architects Clinton P. Shockley and Mortimer Cleveland. He worked for the latter designer for five years, save for a World War I stint of service. The partners emphasized school design work and Pedicord had done the same prior to the partnership. Bartley left architecture in 1931 when the depression put an end to design work and he worked for the Rath engineering department until 1960. Pedicord was born in Wisconsin and as of 1920, lived in Iowa Falls, Hardin County, Iowa, where he was a house architect. He was working in Waterloo as early as 1909, when he partnered with John T. Burkett. In 1912 he did the same with Charles P. Foster., the former chief draftsman of architect John G. Ralston. Newspaper accounts record a large number of substantial residential designs in Highland Park and other prominent Waterloo sections. William Pedicord claimed a design role in this building but Bartley's continued role in its construction and the identification of himself as the principal architect undercuts his former partner's claim (Shank, pp. 16-17; 1920 Federal Census, T625, R492, p. 142; *Waterloo Evening Reporter*, January 19, 1910; *Waterloo Times-Tribune*, March 17, April 28, 1912; February 17, 1921; *Waterloo Evening Courier*, March 16, 1912; February 12, 1925; *Waterloo Evening Courier-Reporter*, December 16, 1915).¹

The construction contract for the new building was awarded in 1925 to the John G. Miller Construction Company, on the basis of a low bid of \$78,496. The foundation was laid the previous fall under a separate contract and bid. Letting a foundation settle for a major building was fairly traditional for stone foundations, but it was now employed for a concrete one. This extends the period of construction to 1924-25. Miller won out over seven competing contractors and the highest bid was for \$100,000. The building was to measure 75 feet by 150 feet and was to be of fireproof construction. Exterior walls would be veneered with a face brick that matched that used on a number of other recently completed buildings. Bedford, Indiana, limestone was used for the trim. "Every convenience" was promised for the use and comfort of the office building employees. The layout consisted of a "kitchen, dining room, cafeteria, supply rooms, filing room, and check rooms," all in the basement. The main office was to be on the first floor, along with other private offices and conference rooms. The second floor would house the bookkeeping department, directors and salesmen's conference rooms, women's restroom, and employee lounge and recreation rooms. The project along with a new Elks Club building and a new elementary school, helped jump-start new construction in the city in 1925 (*Waterloo Evening Courier*, February 6, 21, March 31, November 17, 1925).²

Miller Construction Company was and remains a prominent Waterloo-area contracting firm. Their company slogan as of 1926 was "We build good buildings at a profit if we can, at a loss if we must, but always good buildings." The firm earned national prominence when it constructed three Alaskan airfields during World War II. The job finished, the workforce drove home, a total of 3,904 miles. John G. Miller was a Waterloo city councilman and he spent 18 months in 1950-51 developing a plan to rationalize rail corridors and to separate rail and road traffic across the city. Needless to say it came to nothing (*Waterloo Courier Reporter*, August 14, 1926; *Waterloo Daily Courier*, August 29, 1944; October 21, 1951).

In mid-April the company secured City Council permission to lay 800 feet of steam pipes underground from the power house to the new building. The Administration Building would have no independent heating/power plant. The symbolic importance of the new building was reflected in the fact that the entire plant closed down for the laying of the cornerstone on April 21. Practically all of the 1,000 employees attended the ceremony, with John G. Miller and architect John S. Bartley doing

¹ The architects for the two administrative building additions have not been identified. It is possible that these additions and the original plan were prepared in 1925. More likely, given the land acquisition history, the two additions were the product of a single later design.

² The other contractors were Carsten Bros., Ankeny, Iowa, for plumbing and heating; Waterloo Electric Company, wiring and electrical appliances; Cole Electric Company, lighting fixtures; and Michael Paint Company, painting and decorating (*Waterloo Evening Courier*, November 17, 1925).

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the honors. Master brick mason Carl Keifer received the trowel used to lay the mortar for the stone. Keifer would then use the same trowel in his work until the next cornerstone ceremony. Keifer could finally give up his current tool, used three years previously in dedicating the First Baptist Church. Worn down to two-thirds of its original size in two Chicago and one Waterloo project, that trowel would now go the church as a relic of its dedication. The *Courier* noted "placing of a cornerstone with ceremonies in an industrial building is an innovation for Waterloo, this being the first occasion of the kind so far." The cornerstone was a simple date stone, inscribed with "1925." A copper time capsule, placed within the cornerstone, contained a company history, the photographs of officers, newspapers, including the *Grover's Journal* (Chicago), and, peculiar to this industry, "data of number, average weight and average cost of hogs killed by years from 1892 to 1924" along with "copies of labels used on Rath Black Hawk meats." By this time, the total cost of the new building was put at \$150,000 (Waterloo *Evening Courier*, April 14, 21, 22, 25, 1925).

By late August the new building was enclosed and interior work was underway. Described as having "ornate architecture and modern arrangements," it would be ready for occupancy by November 1. The work was nearing completion however by the end of September. The building interior was described as being nearly fireproof, with the only wood used being for doors and other "essentials." The concrete floors were covered with 1,000 square yards of quarter-inch thick battleship linoleum. Ceilings were sound-proofed by fireproof tile and a "specially designed perforated ceiling material." Descriptive accounts located the "public accounting rooms" as being on the main floor, accessed through "an ornate entrance and lobby." Employee recreational rooms and the cafeteria were located in the raised basement level (Waterloo *Daily Courier*, August 29, 1925; Waterloo *Evening Courier*, September 26, 1925).

The new building was occupied by mid-November and a public visitation was planned. In anticipation, the interior was more minutely described. The lobby measured 20 feet by 40 feet and was reached via a marble-walled hallway. There was a receptionist with a built-in desk that was centered in front of the main entrance. A reception room off of the lobby was for visitors who awaited their respective guides. Lobby display cases presented the range of company products. The rest of the main floor housed the sales departments (located in a 60 feet by 100 feet open room, lighted from three side). At the east end of the plan were located a range of private offices and a series of conference rooms. The second floor housed the accounting, credit and sales departments and each employed an array of machines, particularly pre-computer punch card machines. The rear centered wing housed a multi-story vault and the exterior walls necessarily were devoid of windows. There was a ladies' club room and a salesmen's conference room and the two spaces could be joined by opening "jackknife" folding doors that separated them. Finally the company mail room and its own telephone exchange were located on the upper floor. The basement plan included a coat check room and it was intended to install a kitchen and cafeteria. Sound-proofing was a key feature. The suspended ceilings were covered with a layer of wool felt that was hidden above "a patented decorative material." Initially 150 office employees were assigned to the building. It was explained "rapid growth of the company in the last eight years has made it [the original office building] inadequate for needs of the accounting departments. The old building will be fitted up as a dining room for workers thruout the packing plant" (Waterloo *Evening Courier*, November 17, 1925).

The public open house took place on December 29, 1925. John W. and Edward Rath headed the reception committee and the entire workforce turned out to demonstrate how each department did its work. The new building was "one of the finest accounting buildings in the state." "A large number" of citizens toured the new building" and "many" expressed their approval "of the commodious quarters and appointments." The full display of company products "was of special interest" (Waterloo *Evening Courier*, December 29, 30, 1925).

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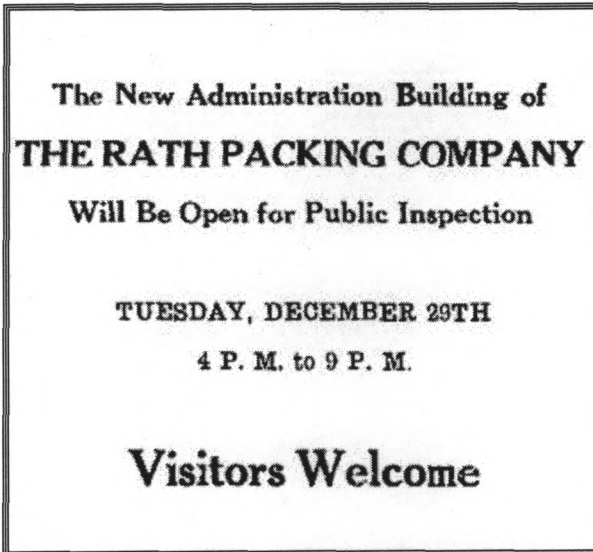


Figure 11: Open house announcement
(*Waterloo Evening Courier*, December 29, 1925)



Figure 12: The final piece of a major company expansion effort
(*Waterloo Daily Courier*, December 31, 1925)

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Figure 13: Aerial view of the Rath Packing Company, the original administrative building, without additions, is visible at the right edge of the image (www.familyoldphotos.com/8c/2r/rath_packing_co_waterloo_ia.htm, October 26, 2008)



Figure 14: The Administration Building and the Adams Store Building are visible at left center, just behind the tree line that separates them, post-1934 (HAER Documentation)

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The first building improvement followed in 1927 when a 250-person capacity cafeteria and kitchen were finally installed as intended, in the east basement. Sam Bishop, formerly connected with Bishop's Cafeteria, was placed in charge of its operation. The area to the south of the building remained an open lawn around the former Administration Building and 600-700 company employees used that open venue to view an outdoor film on worker shop and factory safety. An early indicator of the use of the new building for community events took place that same fall when the local Kiwanis were hosted in the new cafeteria for lunch and a plant tour. A range of community groups used the building conference rooms for special meetings and organizational tours, like that of the Kiwanis, were routine events. More central to company purposes, key sales meetings were held in the building. The Black Hawk Club, consisting of the 30 star company salesmen, gathered there from across the country at the end of 1927 and held a three-day sales meeting (*Waterloo Evening Courier*, February 19, September 13, October 17, December 31, 1927).



Figure 15: New warehouses going up to the southwest of the Administration Building (rear left)
(*Waterloo Daily Courier*, August 11, 1937)

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The Red Cedar River floods of mid-March 1929 set a record high waterlevel, and the industrial district was both close to the river and not well elevated. Company operations continued, protected by sandbag dikes but early on March 16, water to a depth of one foot, covered Sycamore Street (*Waterloo Evening Courier*, March 16, 1929).

In 1936, the Rath factory block monolith was advanced to the south side of Sycamore Street, thereby placing the Administration Building under the shadow of six-story high warehouses. This improvement provided the opportunity for the construction of a concrete tunnel, eight feet in height and of the same width, to connect the buildings for all-weather access. The City Council approved running the tunnel beneath Sycamore Street in late August 1936. By this time the Administration Building numbered 280 persons (*Waterloo Daily Courier*, August 18, 26, September 22, 1936).

The building received a complete air conditioning system, at a cost of \$14,000, in December 1938. Another change was a ten-foot high frame "penthouse" on the building roof to be used for supplies storage and to house fans for the cooling system. The first addition to the Administration Building was built in 1940 and added a two-story east wing with matching raised basement. The addition projected somewhat in front of the original façade and a decorative three-sided first floor bay marked the location of the new main office. A key feature of this addition's design was the completely concrete attic, supported by reinforced concrete angled roof purlins and a concrete roof. This was a completely fire-proof storage area for company records. Its angled upper form was hidden by a parapet surround. The cafeteria that now occupies the basement level was not a part of the original design, given that a 500 person-capacity cafeteria (the account placed it on the top floor), said to be Waterloo's largest cafeteria, was completed at this same time in what was called the "employee's building," located at 1600 Sycamore, a block to the east. That cafeteria used the same glazed tile block wall coverings later used in this building. The exterior was a dark "hard fired" brick, used for all company buildings, as in the 1925 building exterior. The serving line pictured in Figure 16 is not from the Administration Building but it is similar to the room, with an added skylight (*Waterloo Sunday Courier*, January 1, 1939; May 5, 1940).



Figure 16: Cafeteria serving area
(*Waterloo Sunday Courier*, May 5, 1940)

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The building permit for a two-story east annex with basement, 70 feet by 117 feet, costing \$138,970 (structure only) was secured in late July 1940. The John G. Miller Construction Company received the construction contract. A \$6,500 passenger elevator was added to the annex in early 1941. The Montgomery Elevator Company provided the equipment. The annex, "part of which is now in use, will house offices of executives and a part of the company's general office." At the same time the company secured three parcels on the north half of Block 4, containing two Lafayette Street properties and one Division Street residence at a cost of \$19-20,000. The acquisition was ostensibly for "an addition to the [Administration Building] structure." The additional land was eventually used to construct a one-story 64 feet by 128 feet brick and concrete garage to house the office worker's automobiles. Jens Olesen & Sons received the construction contract in mid-December 1941, the building cost being about \$20,000. This garage, while non-extant, survives in the form of a surviving concrete floor (not included in this nomination) (*Waterloo Daily Courier*, July 2, 28, 1940; March 13, December 12, 1941; *Waterloo Sunday Courier*, December 29, 1940).

The completion of the annex and a range of other huge buildings marked the cessation of pre-war plant improvements. For a year or so, some normalcy continued. In February 1941, 40 company salesmen from Iowa, Missouri and Minnesota, converged on the Administration Building for a special sales meeting. Seven similar events for salesmen from the eastern and southern states, took place in other major cities through the end of the year. A marriage of convenience between Rath and Gates College, a local business school, was celebrated that year. At time the Administration Building staff tallied 88 Gates graduates within its ranks. The relationship was 50 years old and at the time, the demands by the company had out-stripped the supply of graduates from the school (*Waterloo Daily Courier*, February 28, May 25, August 12, 1941).

With the onset of war, the building served as the headquarters for encouraging local companies to achieve a 90 percent participation in the purchase of U. S. Savings Bonds. George E. Rath served as the Black Hawk County chairman for the sale of the securities. In mid-November 1942 plant workers switched their union affiliation to the United Packinghouse Workers of America (CIO) in a dramatic vote. The ballots were cast at the Administration Building and 2,191 workers voted for the change, with 785 in opposition (*Waterloo Daily Courier*, April 22, November 19, 1942).

Having secured expansion space to the north on Block 4, the opportunity to do the same to the west offered itself. The company purchased the Adams Store, Inc. property (see below) in late January 1944. The original public intention was to allow the business to continue in operation under a lease agreement but by mid-year the building was vacated. A building permit was secured to construct a five-foot wide passage way "from office building No. 48" to 208 Elm Street, at a cost of \$1,400. It is wondrous that the Adams building was simply incorporated, without exterior change, even leaving the stone "ADAMS" nameplate in place. The survival of lodge hall and cloakroom fixtures and even contents in the second floor indicates that the building was never fully utilized (*Waterloo Daily Courier*, January 27, April 20, 1944).

Post-war, there was a need for yet another annex and the building permit for a three-story 63 feet nine inch by 77 feet 10 inch masonry office building, at a cost of \$348,000, was secured in mid-May 1951. This annex, with its differential floor levels, physically joined the original building with the Adams building. Contractors were W. A. Klinger Construction Company of Sioux City, Iowa (*Waterloo Daily Courier*, May 10, 1951).

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Figure 17: 1970 aerial view detail of Administration Building (HAER)

Figure 17 depicts the completed building. Note the rooftop pattern of projecting stairwell and elevator penthouses as well as the roof-top frame penthouse. Clearly visible is the concrete “mansard” roof of the 1940 annex at the far end of the view. The garage to the north is non-extant as noted. Note how the 1951 addition was fitted into the pre-existing Adams Building footprint. Note also the building landscape along Sycamore Street. The metal canopy, centered on the north/rear wall of the plan, connects to the quarter-block parking garage, located in the northeast corner of the block. The garage was recently demolished but its concrete floor survives.

The community functions held in the building continued post-war. In 1957 the Black Hawk County United Appeal campaign used the public meeting room for its organizational needs. Flu shots were provided for plant workers in 1957 and again in 1959 in the building. In September 1963 Sycamore Street was the scene of a National Farmers Organization demonstration. The NFO sought to negotiate a general contract with the company. A slightly more tumultuous confrontation took place in the building lobby when 150 company workers, representing the United Food and Commercial Workers directly challenged company president Lyle Taylor to agree to a new contract (*Waterloo Daily Courier*, August 29, 1957; December 16, 1959; September 9, 1963; March 28, 1984).

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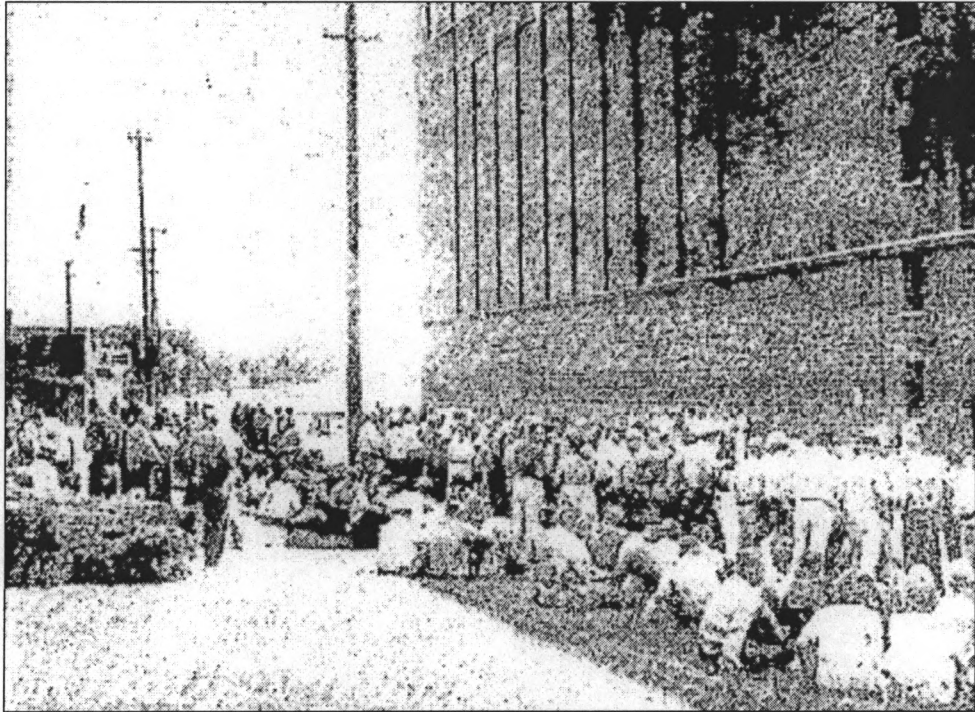


Figure 18: NFO demonstration on Sycamore Street, to the south of the building, view east (Waterloo Daily Courier, September 9, 1963).

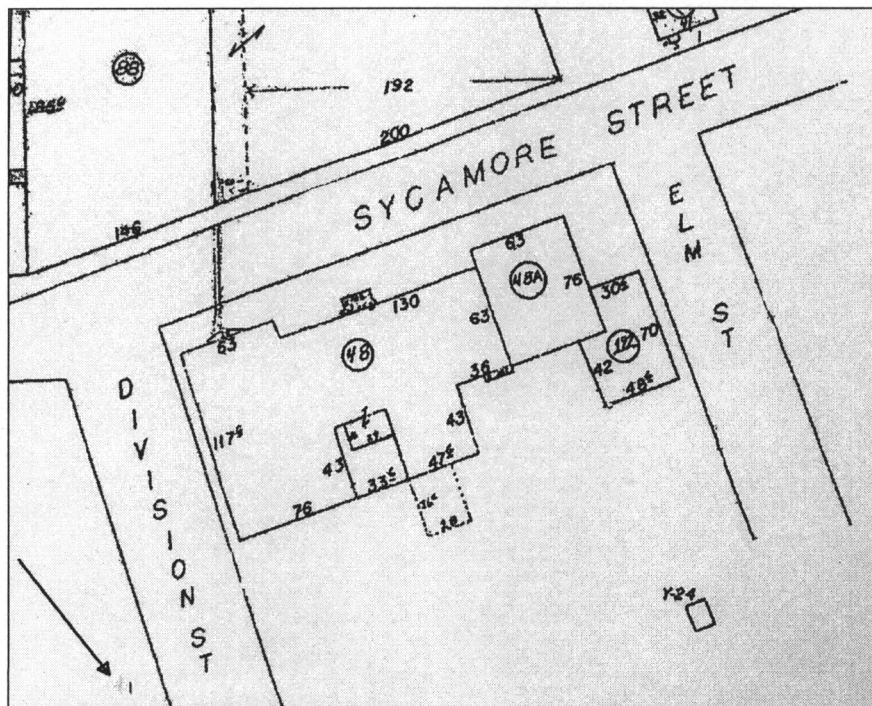


Figure 19: 1983 building outline, viewed from behind the building

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The Neighborhood Developmental Context:

Rath Packing Company was successfully located at Dubuque, Iowa, for 28 years, before fire destroyed its plant. Waterloo boosters saw an opportunity in the former municipal fairgrounds, that were located in the east part of the city's East Side, beyond the city limits. The newly formed Waterloo Improvement Syndicate brought the packing company to Waterloo along with its already well-established reputation for quality products. The Rath Company site had been used previously as a baseball park and pasture. A new plant was built in the second half of 1891 and the plant became the first tenant in what was to become a very successful industrial area. The city limits were extended east, Sycamore Street was similarly extended eastward and the Riverview Plat was laid out, combining industrial parcels to the south side of Sycamore Street, and residential lots to the north of it. The plat was a quality one, furnished with trees and concrete walks. It was so attractive that it was emulated in at least one 1904 additions that was laid out near Elmwood Cemetery, on the West side. The 28-acre plat was directly served by the Illinois Central Railroad and its industrial area fronted south on the Cedar River (Waterloo *Daily Courier*, December 24, 1891; December 31, 1892; August 18, 1904).

Thus the seeds of the city's incredible industrial growth were sown both by the recruitment of the packing plant but also by using it to leverage additional industries. The city itself expanded and the East side, a "johnny-come-lately" competitor with the older and more established West side, would develop on a more equal measure, in terms of population, and commerce, but particularly industrial assets.

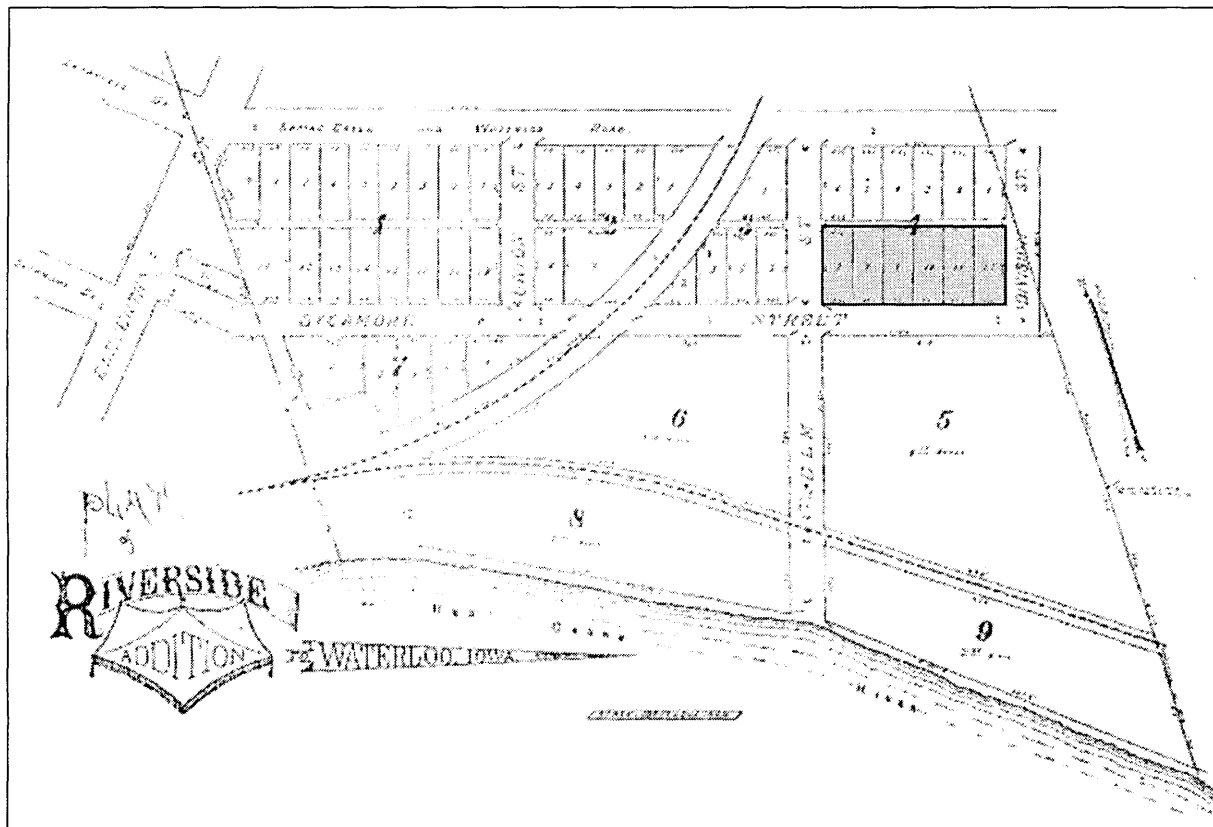


Figure 20: Riverside Plat (subject property lots shaded gray)
(Waterloo *Daily Courier*, December 31, 1892)

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Figure 20 presents the Riverside Plat. The Spring Creek & Waterloo Road, running parallel to and north of Sycamore Street, was re-titled Lafayette Street in May 1891. The angled line at the right is the newly-extended eastern city boundary. The Red Cedar River flows to the south of the plat. There are four residential blocks with 47 lots and five industrial blocks. Rath Packing Company initially developed on blocks 5 and 9, at the lower right. The first lot auction took place on May 11, 1892 and 21 lots were pounded off (*Iowa State Reporter*, April 14, May 15, 1891; *Waterloo Daily Courier*, May 11, 1892).

RIVERSIDE ADDITION!
(Formerly the County Fair Grounds.)
Lots — 47 — Lots
... IN ...
RIVERSIDE ADDITION TO WATERLOO, IOWA.
... FOR SALE BY ...
The Waterloo Improvement Syndicate.
The Best Bargains in Real Estate Ever Offered in the City.
All lots are desirable; are within the city limits, and the residents thereon will have school and other city advantages.
On account of the remarkable but sound increase in residences and in business enterprises in the city, prices on residence lots are steadily advancing.
If you desire to procure a home, or make an investment only, you will save as well as make money by buying at once, one or more lots, in Riverside Addition. Terms given to suit buyers.
Inquire of **E. T. COWIN, Secretary.**

Figure 21: Riverside Addition advertisement
(*Waterloo Daily Courier*, December 3, 1891)



Figure 22: The first new houses, Riverside Plat
(*Waterloo Daily Courier*, December 31, 1892)

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Rath Packing Company Administration Building

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The records whereby Rath Packing Company acquired Lots 9-12, and finally all of Block 4, have not been located with two exceptions, these being the 1944 purchase of portions of Lots 6 and 7, and the initial company purchase of Lot 9 in May 1892. Lot 9 was the western one-third of the future 1925 administration office building site (*Waterloo Daily Courier*, May 18, 1892).

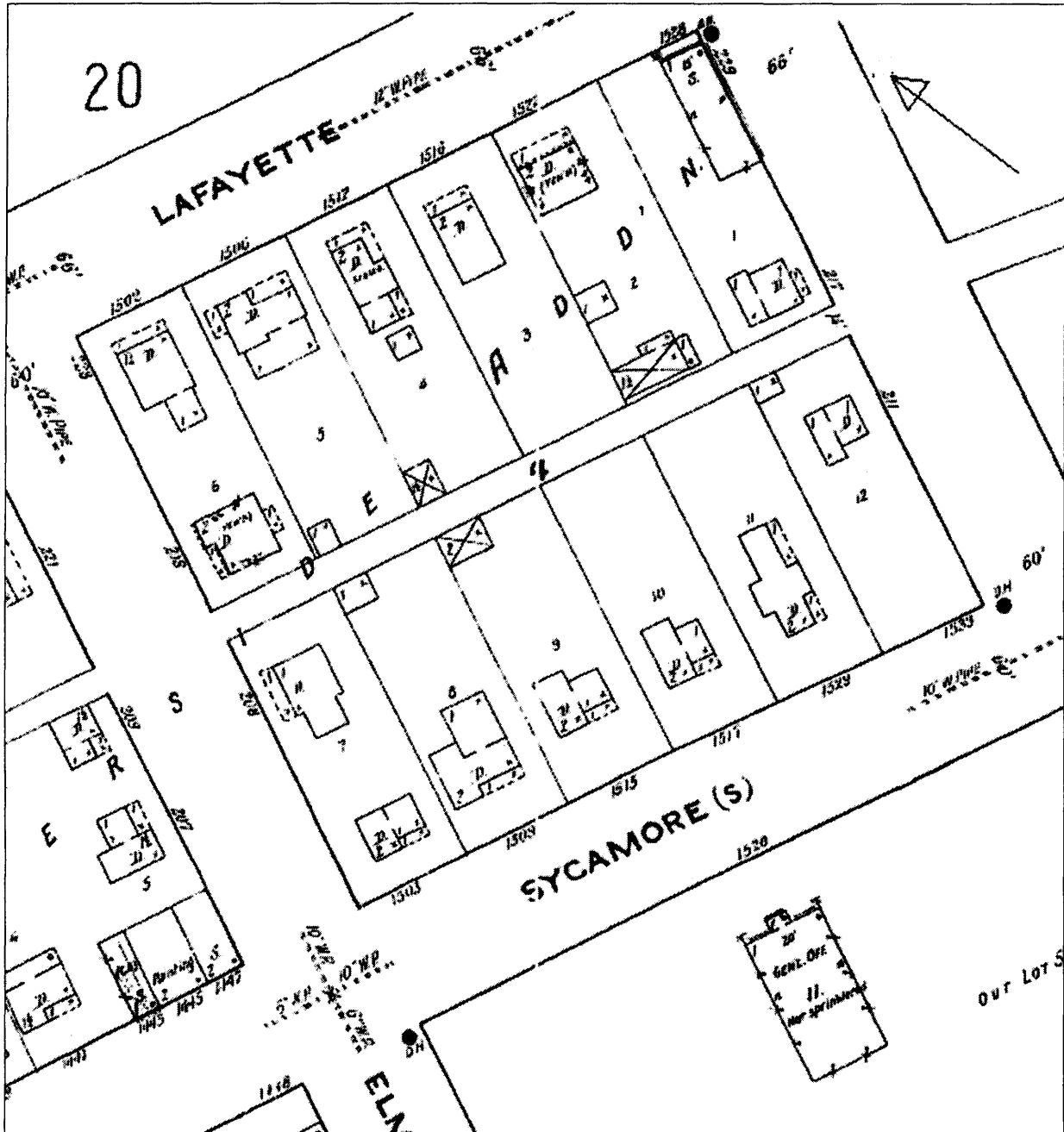


Figure 23: 1918 Sanborn Fire Insurance Map detail

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Figure 23 is an important image for a great many reasons. There is not another map update until 1962 so it is noteworthy that the block is completely residential in its land use save for the northeast corner where there is a store. The residential unit at 218 Elm, located at the west end of the alley and north of it, would later be used by the Adams Store, Inc. as a warehouse as of 1944. Lot 7 to the south of that house would be the location of the Adams store. Lots 9-10 would be the initial site of the Rath Packing Administration Building (1925). The first addition was built on Lots 11-12. The 1917 Rath Packing Administration Building is visible at the lower right, fronting north towards Sycamore Street. Note that all of the Rath company complex was then well to the south of that building.

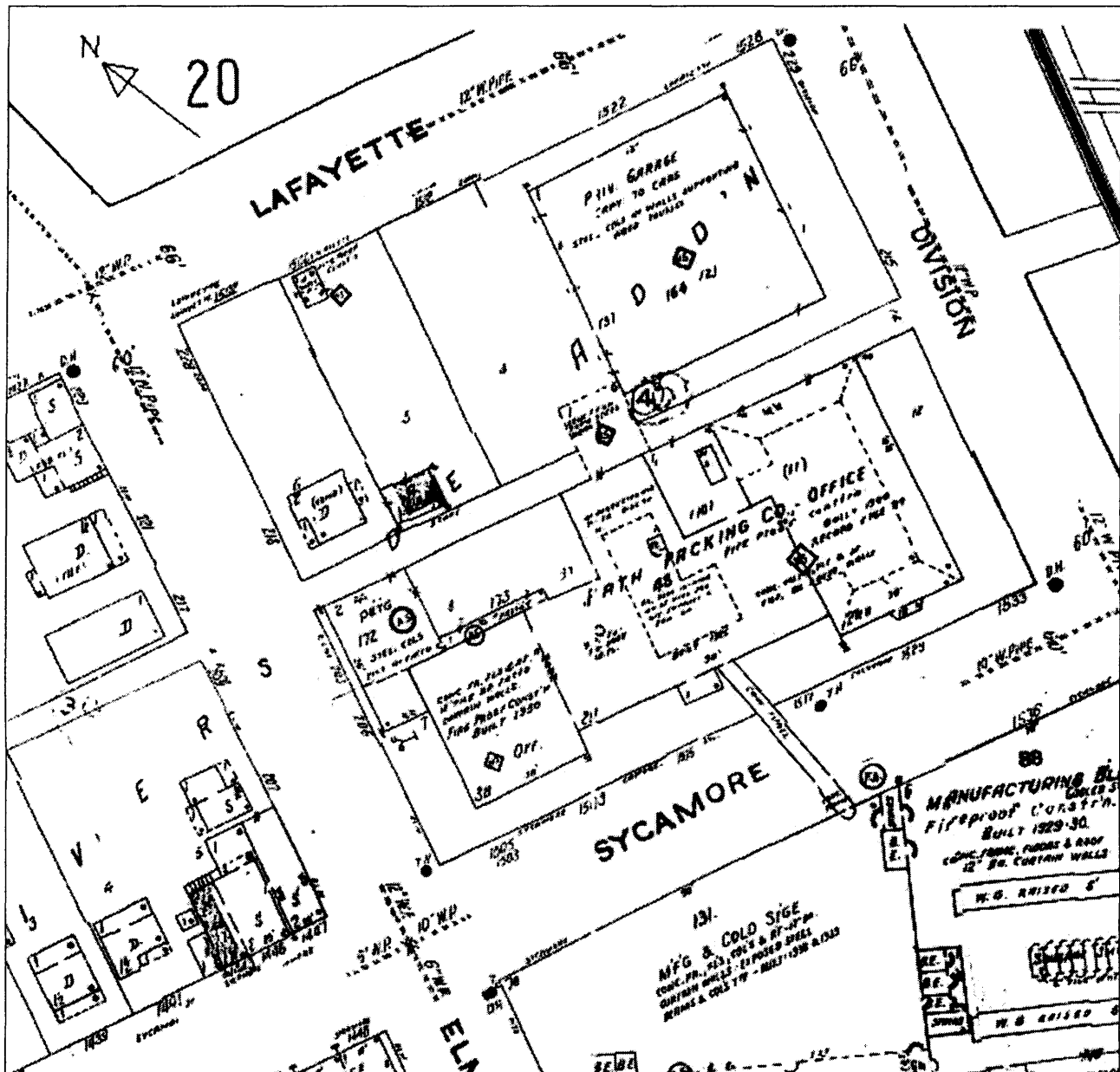


Figure 24: 1962 Sanborn Fire Insurance Map detail

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By 1962 (Figure 24) there was just one residence still standing (218 Elm Street). Rath Packing Company owned at least lots 1-5, and 7-12. A fourth of the block was filled by a square employee parking garage, while the Administration Building and its several additions filled the south half of the block. The Rath Packing Company plant, consisting of seven-story buildings, had expanded cheek and jowl along the south side of Sycamore Street and a tunnel linked the Administration Building and the factory complex to the south. To the west, Block 3 was still residential with several storefronts grouped on the southeast corner.

The Adams Store, Incorporated:

The Adams Store building comprises the westernmost section of the building complex. It was engulfed by the expansion of the administration building and its incorporation and physical retention, virtually unaltered, is an interesting aspect of the history of the Rath building. Even the "ADAMS" nameplate remains centered above the Adams Store storefront. Perhaps the preservation of this building was a part of the purchase agreement when the Rath Company purchased this building? At any rate the Adams Store, Inc. building has its own remarkable history. It was far more than a neighborhood grocery or single-purpose storefront. It was in fact a very successful department store, the only such business to not be located in the downtown proper. The original single storefront was built in 1933 and was substantially enlarged in 1935.

The Adams family story starts with New Yorker Seth Adams (1835-?) and his wife Abby (1840-?) coming to the Village of Frederika, Bremer County, Iowa, c.1864. In 1870 Adams founded what would become a five-generational legacy of general store ownership. The 1870 federal census lists Seth as a farmer, so it would appear that the entry into mercantilism took place sometime prior to 1880, by which time he was indeed a merchant. His son William Adams (1872-post-1937) is said to have opened a competing store, across the street from his father, prior to relocating to Waterloo in the late 1920s. William Adams was listed as a farmer as of 1900, at which time he was aged 27 years. He was a merchant as of the 1910 and 1920 census enumerations however. The 1870 founding date allowed for celebration of a century of service in 1970. The historical accuracy of the 1870 founding date is perhaps questionable (1870 Federal Census, M593,R378; 1900 Federal Census, T623, R419, p. 32; p. 203; 1910 Federal Census, T624, R393, p. 32, 1920 Federal Census, T625, R479, p. 35; *Waterloo Daily Courier*, December 30, 1971; January 23, 1972).

William Albert or "Bert" Adams had a grocery at 208 Elm Street as early as the fall of 1927 (family lore states that he started out in a Sycamore Street residence and then moved to Elm Street), at which time he was issued a permit to sell cigarettes. A building permit for storefront improvements, at a cost of \$1,500, indicates that the original frame store building was already being improved. The company incorporated two years later as "Adams Store, Incorporated," with a capital stock of \$25,000. The corporation envisioned a very broad range of retail offerings. The articles stated "the object is...to handle at wholesale and retail groceries, meats, dry goods, clothing, shoes, school supplies, radios and other musical instruments and automobile accessories." The company officers consisted of Bert's wife, Susie (1873-?), who was vice president, himself as president, and son Albert W. Adams (1901-1966), as secretary and treasurer (*Waterloo Evening Courier*, September 2, 1927; December 31, 1938; June 18, 25, 1929; Social Security Death Index).

The growing business was relieved of \$1,107 in a mid-day robbery on September 27, 1932, one of a string of area armed robberies. By early 1933, plans for a 17 feet by 60 feet addition were announced, necessitated by "a growing volume of business and a desire to have the restaurant department separate from the general stock. Tom McDonald was the building contractor. The addition was to be of brick, two stories in height, and costing \$1,500. The restaurant was to be housed in the addition's first floor, with offices and merchandise on the upper level. By late 1937 the "Adams Café" catered to Rath employees, offering Pabst Blue Ribbon Beer on tap ("direct from the keg to you, no coils") as well as "Special fried chicken dinners, barbecue ribs and short orders." The south end addition comprised one bay of what would be a three-bay two-story storefront. Another innovation the next year was the establishment of a beer garden. Local band leader Harry Allen obtained City Council permission for use of Elm Street for a street dance, to mark the grand opening (*Waterloo Daily Courier*, September 28, 1932; June 30, 1933; November 2, 1937).


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Black Hawk County, Iowa

**IT ALL BEGAN
WAY BACK
WHEN**

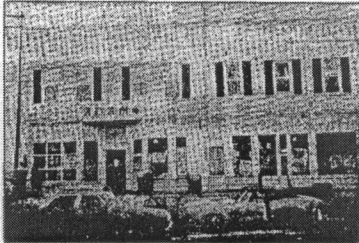


1870

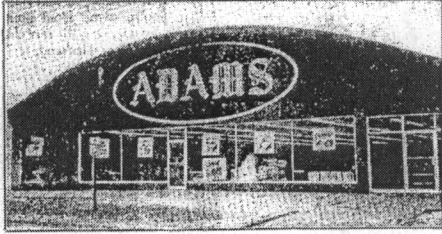
- IT ALL BEGAN OVER 180 YEARS AGO WHEN RON ADAMS' GREAT GRANDFATHER, SETH ADAMS, OPENED A GROCERY STORE IN FREDERICKA IN 1870.
- WILLIAM ADAMS, RONALD'S GRANDFATHER, LATER STARTED A STORE IN FREDERICKA ACROSS THE STREET FROM SETH ADAMS' STORE. IN THE LATE 30's WILLIAM OPENED A SMALL STORE IN A HOUSE ON SYCAMORE STREET NEAR RATH PACKING CO. IN WATERLOO AND IN THE 50's OPENED A STORE ON ELM STREET.
- ALBERT ADAMS, RONALD'S FATHER, WHO HAD JOINED IN THE BUSINESS WITH WILLIAM, HIS FATHER, SOLD THE ELM STREET STORE IN 1945 AND LATER BOUGHT THE STORE AT 823 WEST 3RD STREET.
- IN 1961 RONALD ADAMS TOOK OVER THE OPERATION OF THE WEST 3RD STREET STORE WHEN HIS FATHER, ALBERT, RETIRED.



1972



923 WEST 3rd STREET



THE NEW STORE AT WEST 9th and MITCHELL

ADAMS

West 9th and Mitchell
8 A.M. to 8 P.M.

Biggest Little Store in Town
923 West 3rd
8 A.M. to 7 P.M. thro Sat.

OPEN SUNDAY — 9-6 At West 8th and Mitchell

Figure 25: Adams Store century celebration
(Waterloo Daily Courier, December 30, 1971; January 23, 1972)

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The second and final two-bay storefront addition was built in 1935 at the cost of \$7,000. The new construction produced a symmetrical frontage with a raised pediment on the central bay. It was constructed around a frame store building, apparently the original Adams Store, Inc. storefront and once the work was finished, the older frame building was demolished. This apparently explains a frame infill still visible on the east/back wall. The building work was finished in September 1935. Figure 26 depicts the finished building and the store staff, about two dozen men and women. Barely visible, is the stone nameplate, centered on the central pediment that reads "ADAMS." This same signage would continue to be used on all subsequent company storefronts (*Waterloo Daily Courier*, December 29, 1935).

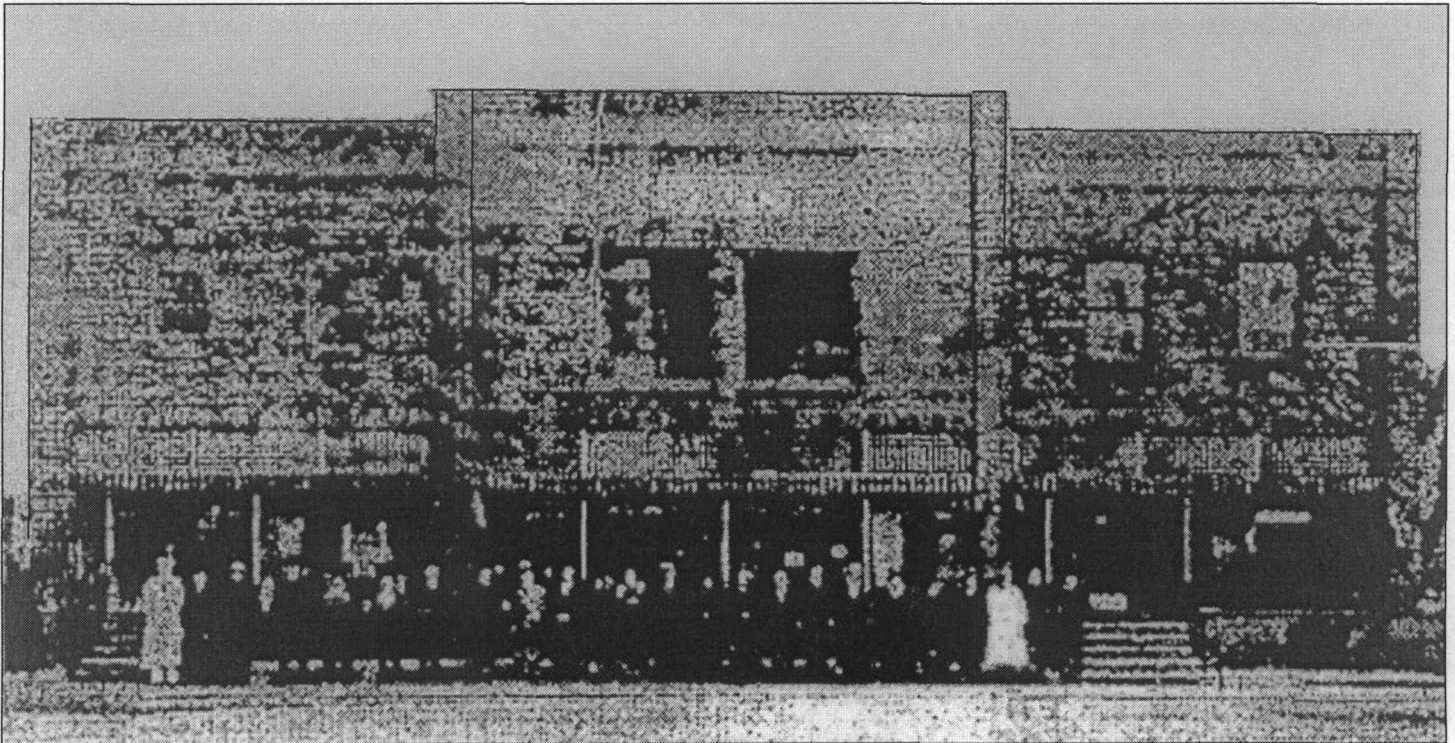


Figure 26: Completed storefront, 1933 addition on the right, the 1935 additions center and left
(background removed to make the cornice lines and sidewalls visible, *Waterloo Daily Courier*, December 29, 1935)

In 1934, Albert Adams was an unsuccessful 4th Ward City Council candidate on the Common People ticket. The business suffered a substantial loss when a fire at the Waterloo Dairy Cattle Congress destroyed an exhibition hall that housed the firm's exhibit storefront, a loss valued at \$3,000. The firm had a complete store, two refrigerated display cases, and a complete stock and range of store fixtures. Also damaged, was a company truck. By 1937, Albert was 58 years old and his family could afford to summer at Pine Mountain Lake, near Backus, Minnesota. His wife was injured in a car accident when the family was returning home from their holiday in mid-October 1937. By 1938 they were residing in Minnesota (*Waterloo Sunday Courier*, March 11, 1934; *Waterloo Daily Courier*, June 3, October 19, 1937; November 21, 1938).

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QUALITY FOOD AT A SAVING

FRESH FRUITS and VEGETABLES		Wed. and Thurs. Specials		Nancy Hanks No. 1 Lombard Plums 2 Cans 23c	
Hard Ripe BANANAS 3 lbs. for 21c	SUNKIST ORANGES, food size, doz. 33c	PORK and BEANS 4 1-lb. Cans 25c	Briardale GELATIN DESSERT 3 Pkgs. 14c	Keynote Diced Cling Yellow Peaches, No. 1 can 10c	Marine Diced BARTLETT PEARS, No. 1 can 10c
U.S. No. 1 Texas Seedless Grapefruit 6 for 25c	Fancy WENENAP APPLES 3 lbs. for 25c	Campbell's TOMATO SOUP 3 Cans 20c	MAGIC WASHER, large pkg. 18c	QUALITY MEATS	
RADISHES 3 behs. 10c	NEW CABBAGE, lb. 5c	Country Style Mixed Vegetables 2 Cans 19c	Thompson MALTED MILK, Pocket Knife Free. 47c	Sugar Cured Sliced BACON, lb. 25c	Wisconsin Colby CHEESE, lb. 25c
California Green Top CARROTS 6c	Large Fancy HEAD LETTUCE 15c	LIGHT HOUSE CLEANER 3 Cans 10c	Crystal White SOAP 6 Giant Bars 25c	Creamed COTTAGE CHEESE, 2 lbs. for 27c	MINCED HAM, lb. 17c
GROCERIES		Briardale TOMATO JUICE, No. 3 can 25c		Tenderized PORK CUTLETS 2 lbs. for 45c	Prime Steer SWISS STEAK, lb. 25c
WHEATIES, 2 pags. 21c				Boneless SPICED HERRING, jar 21c	

OUR DRY GOODS DEPT.

has a complete selection of the best quality merchandise. It will pay you to visit this Dept.

AN ADDED ADVANTAGE OF FREE PARKING SPACE

ADAMS STORE

208 Elm St. Near Rath's Office Phone 5804

WATERLOO'S ONLY SUBURBAN DEPARTMENT STORE

BE SURE

and shop our store. You will find merchandise of the highest type and at nominal prices!

Figure 27: "Waterloo's only suburban department store"
(Waterloo Daily Courier, March 30, 1937)

Figure 27 just pre-dates the firm's induction into the Briardale chain. Not only was the business much more than a corner grocery, it sponsored a bowling team in the Black Hawk League and an October 15, 1937, advertisement encouraged the public to "listen to the Adams Store Radio Program every day except Saturday or Sunday." It wasn't a long broadcast, just fifteen minutes before noon over WMT Radio, but it was their own program. The same figure stresses the free parking. The October advertisement carried the themes of "quality-courtesy-service" and "The biggest little store in town" (Waterloo Daily Courier, March 30, October 15, 1937; January 19, 1941).

By November 1937 the independent business was a part of the Briardale chain and was associated with the Grocers Wholesale Company, of Des Moines, Iowa's first and most successful owner-owned grocery cooperative venture. There were 11 member stores in Waterloo at that time. By 1939, the Briardale store count in the city was 13, and included the Adams Store, Inc. Later in 1937 the Adams Store, Inc. increased its capitalization to \$100,000 through the sale of common and preferred stock. There were already 211 shares of common stock outstanding. The immediate need was to purchase the store building, that was then being leased from William Albert Adams. Ownership was transferred before year's end at a cost of \$41,000 (including the assumption of an existing \$7,000 mortgage on the building, the amount required to finish the building two years previously). Included in the transfer was a former apartment building at 218 Elm Street, that was located north of the

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alley and store proper. It was being used as a company warehouse (Waterloo Daily Courier, November 19, December 16, 29, 1937; April 21, 1939).³

ADAMS STORE
WATERLOO'S ONLY SUBURBAN DEPT. STORE
106 ELM ST. FREE DELIVERY PHONE 5804

READY-TO-WEAR and DRY GOODS ONLY

REMOVAL SALE

HERE IS THE SALE YOU HAVE BEEN WAITING FOR... DUE TO THE FACT WE ARE CLOSING OUT OUR UPSTAIRS DRYGOODS AND READY-TO-WEAR, WE OFFER DRASTIC REDUCTIONS ON ALL MERCHANDISE. THESE ARE NEW SPRING AND SUMMER LINES AND ARE FULL OF VALUES FOR MEN, WOMEN AND CHILDREN IN CLOTHING—FURNISHINGS.

MEN'S OVERALLS \$1.29 Value 89c All Sizes	LADIES' SILK DRESSES \$4.95 VALUES NOW ONLY \$2.98 \$3.98 VALUES—NOW ONLY \$2.49 \$2.98 VALUES—NOW ONLY \$1.69 MUST BE SEEN TO BE APPRECIATED.	LADIES' HOUSE DRESSES 98c Value 69c
POLICE SHOES \$2.99 Value \$1.98 A REAL BUY	MEN—HERE IS VALUE NEW LINE OF DRESS STRAW HATS 5c UP	
BOYE GOODRICH TENNIS SHOES \$1.10 Value 69c	LADIES' SLIPS \$1.50 Values, Now \$1.29 \$1.19 Values, Now 89c 88c Values, Now 68c 50c Values, Now 45c 29c Values, Now 23c	LADIES' SPUN RAYON DRESSES \$1.98 Value \$1.79
 <p>A WORD TO THE LADIES Father's Day, June 16 He will need and appreciate a shirt—and we have them.</p> <p>MEN'S DRESS SHIRTS Nationally Advertised \$1 Values 2 for \$1 BUY HIM A SUPPLY</p>	Ladies' \$1.98 Wool Sweaters \$1.49 LADIES' FOUNDATION GARMENTS NOW ONE-HALF PRICE A REAL BUY IN GIRLS' DRESSES 49c Values, Sizes 2 to 14 49c 98c VALUES 79c 59c VALUES 45c	
MEN'S FELT DRESS HATS \$1.39 Value Latest Styles and Colors. \$1.39	FOLKS-- Please don't think Adams are going out of business—Our grocery dept. is going strong and has many values. WATCH FRIDAY'S COURIER FOR OUR AD	PERCALES PER YARD 10c 18c per yard value
WASH PANTS FOR MEN AND BOYS LOWEST PRICES	MEN'S Dress Oxfords Closing Out Price \$1.69	Cretonne 17c 25c Value

Figure 28: Adams Store, Inc. disposes of its dry goods department (Waterloo Daily Courier, May 28, 1940)

During that same year the business had added nine employees, for a total workforce of 37 men and women. The new capital, available at the end of the year, allowed for the purchase of \$5,000 in new equipment (three trucks, a large meat refrigerator case and new beer equipment for the café). The scale of business operations “serving the neighborhood in the

³ The original acquisition of the land has not been documented but the company landholding at the point of transfer consisted of the southwest 40 feet of Lot 6, the southwest 40 feet of the northwest 33.5 feet of Lot 5, and the northeast half of Lot 7, all in Block 4, Riverside Addition (Waterloo Daily Courier, December 30, 1937).

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vicinity of Rath packing plant..." is indicated by the local notice that "the store does much buying in carload lots. An annual carload shipment of Florida fruit is due here this week." The same account documented the unique nature of the business and its developing historical legacy:

[The] only department store in Waterloo's residential and suburban districts, the establishment is managed by A. W. Adams, who represents the fifth generation in a family of grocers. His father, William Adams, is president of the corporation. The first generation—the store manager's great-great-grandfather—started his grocery store in a log cabin in inland Frederika, Ia. (*Waterloo Sunday Courier*, December 36, 1937).

The company cancelled its beer permit in mid-1939, an indication that the beer garden was no more. In late May 1940 it liquidated its dry goods department, housed on the upper floor (Figure 28). Three years later a new use for that level was announced. In early 1943 a building permit was secured to convert the second floor for lodge hall or other public uses. The work cost \$675 and involved the removal of partitions and their replacement with columns to support the roof. An exterior fire escape was also added. The hall measured 50 feet by 60 feet. One special attraction was a coin-operated "game [slot] machine." Its use required a \$100 Federal permit. Waterloo had 20 licenses for the units. It is interesting that this was wartime change and a business expansion. The lodge hall and even the coat racks remain in place on the second floor (*Waterloo Daily Courier*, July 19, 1939, January 5, November 14, 1943).

When the Rath Packing Company expanded into what had been a residential portion of the Riverview Addition, the Adams Store, Inc. had consisted of a simple frame single-storefront plan that was well removed to the west. The 1925 Administration Building had expanded eastwards and the company had, over time, taken over most of the block, and by 1944, the enlarged "general store" was in the way of any further expansion. Rath purchased the Adams Store, Inc. holdings in late January 1944, with the announced explanation that the storefront would continue in operation despite the sale and that the purchase was premised on the possibility of future expansion of the Administration Building (*Waterloo Daily Courier*, January 27, 1944).

Things moved rather faster than intended. In late February A. W. Adams was refunded the residual on his cancelled dance hall license. By early May the store fixtures and equipment were auctioned off, being described as "an excellent and complete offering of grocery, café and tavern equipment." The Adams Store, Inc. was without a storefront (thus the selling off of the Elm Street assets) until mid-August when two stores were opened, "Adams Store West" at 923-27 West Third Street, and "Adams Store East" located at 741 Logan Avenue. The former store was purchased, while the latter location was leased. In late 1947 the Logan Avenue store property was purchased and a new addition housed its wholesale department (the clients were hospitals, restaurants, sandwich shops, hotels and night clubs). A third storefront was also leased that year, and it, located at 1625 Sycamore Street, returned the company to the Rath Packing Company neighborhood. All three stores were part of the Briardale store system. Albert W. Adams retired in 1951 and was succeeded by his son Ronald Adams (*Waterloo Sunday Courier*, May 7, 1944; *Waterloo Daily Courier*, February 23, 1944; October 17, 1947; December 30, 1971).

At the end of 1971 the company relocated and consolidated to the former Bowland Sun Mart, located at West 9th and Mitchell Avenue. The West Third Street storefront was sold off in early 1973 and the sole business site was still in use as late as June 1977. Hometown Foods now occupies the property (*Waterloo Daily Courier*, January 28, 1973; June 22, 1977).

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April 14, 1891

May 15, 1891

Waterloo Courier Reporter

August 14, 1926

Waterloo Daily Courier,

December 3, 1891

December 24, 1891

May 11, 1892

May 18, 1892

December 31, 1892

August 18, 1904

August 29, 1925

December 31, 1925

April 26, 1926

September 28, 1932

June 30, 1933

November 2, 1937

December 29, 1935

August 5, 1936

August 18, 1936

August 26, 1936

September 22, 1936

March 30, 1937

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August 11, 1937
October 15, 1937
November 19, 1937
December 16, 1937
December 29, 1937
December 30, 1937
April 21, 1939
July 19, 1939
May 28, 1940
July 2, 1940
July 28, 1940
January 19, 1941
March 13, 1941
December 12, 1941
February 28, 1941
May 25, 1941
August 12, 1941
April 22, 1942
November 19, 1942
January 5, 1943
November 14, 1943
January 27, 1944
April 20, 1944
August 29, 1944
October 17, 1947
December 29, 1950
May 10, 1951
October 21, 1951
December 30, 1954
August 29, 1957
December 16, 1959
September 9, 1963
December 30, 1971
January 23, 1972
January 28, 1973
June 22, 1977
March 28, 1984

Waterloo Evening Courier

January 19, 1910
March 16, 1912
October 26, 1916
December 30, 1916
January 11, 1918
March 2, 1921

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February 12, 1925
February 6, 1925
February 21, 1925
March 31, 1925
April 21, 1925
April 22, 1925
April 14, 1925
April 25, 1925
September 26, 1925
November 17, 1925
December 28, 1925
December 29, 1925
December 30, 1925
December 31, 1925
October 9, 1926
February 19, 1927
September 13, 1927
October 17, 1927
December 31, 1927
December 31, 1928
March 16, 1929
May 4, 1929

Waterloo Evening Courier and Reporter

December 16, 1915
August 10, 1917
December 31, 1923

Waterloo Sunday Courier

December 9, 1934
January 1, 1939
May 5, 1940
December 29, 1940
February 23, 1944
May 7, 1944
September 18, 1966

Waterloo Times-Reporter

July 31, 1921

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Waterloo Times-Tribune

March 17, 1912

April 28, 1912

January 14, 1917

July 31, 1921

February 17, 1921

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10. Geographical Data:

Legal Description:

The south half of Block 4, Riverside Addition, City of Waterloo, including the vacated east/west running alleyway. This includes lots 7-12, Block 4.

Boundary Justification:

This parcel includes the Rath Packing Company Administration Building and the Adams Store, Inc. building (208 Elm Street).

Site Map:

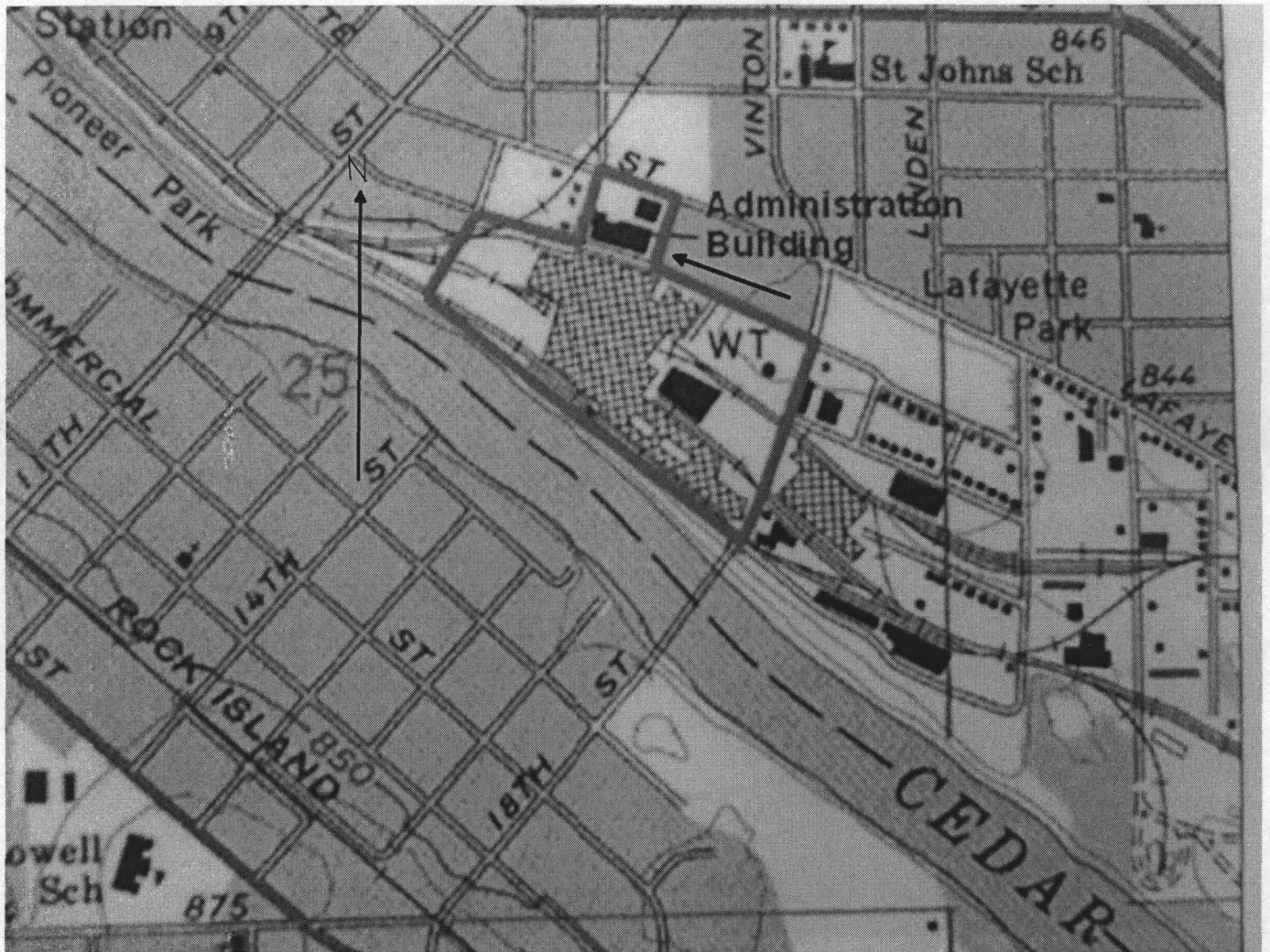


Figure 29: Locational Map (HAER, 1993, USGS basemap)

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Photographs:

Photographer: James E. Jacobsen

Date of Photographs: April 15, 2008

Negatives Repository: Property Owner

Frame:	View:	Description:
1	northwest	façade, partial east wall
2	north	main entrance detail, cornice detail
3	northwest	façade, east wall
4	northwest	east wall
5	southwest	rear wall, rear canopy, driveway
6	southeast	rear wall, canopy, north wall of Adams Store building
7	southeast	Adams Store building, west wall, surviving Rath building to south across the street
8	northeast	Adams Store building, west wall, facade
9	northeast	Adams Store building, west wall, façade

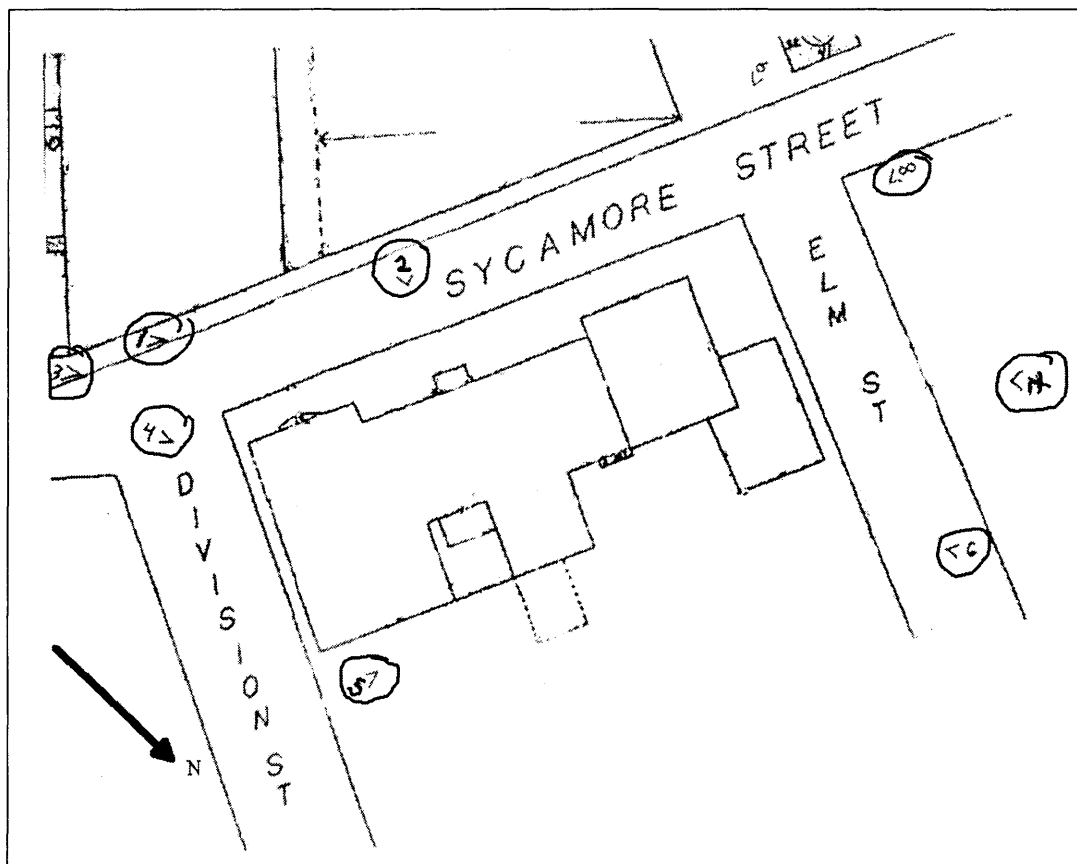


Figure 30: Photo Vantage Map (J. Jacobsen, 2008)