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Russell D. Bailey
October 29, 1971

Interview conducted by S. Herbert Evison
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ORAL HISTORY INTERVIEW
OF
RUSSELL D. BAILEY

INTERVIEWED BY S. HERBERT EVISON

October 29, 1971

Tape Number 109

Tape Number 110

RUSSELL D. BAILEY

TABLE OF CONTENTS

	Page
CCC – Muscle Shoals – Foreman, 1934	3
Oak Mountain Recreational Demonstration Area – Assistant Project Manager	5
Master Plan	5
Land Acquisition	6
Construction	8
Family	9
Ira Lykes	10
Greenville County, South Carolina	11
Richmond – Recreational Demonstration Programs	13
Cape Hatteras National Seashore Recreational Area	14
Resignation	15
Private Enterprises	15

FINAL

(Tape #109, #110)

TYPED BY: Bertha M. Braithwaite

September 2, 1980

[START OF INTERVIEW]

Herbert Evison: This is the morning of October 29, 1971. I'm Herb Evison and this morning I am right in the downtown section of the city of Utica, New York. With me is Russell D. Bailey, who, back in the middle '30's was a member of my staff when, or shortly after, I went to Richmond in 1936. He was on that staff all the time that I was in Richmond for my first assignment there. Now Russ, let's start this off with that thumbnail sketch of when and where you were born and the family you were born into, and so on.

Russell Bailey: I was born in a suburb of Youngstown, Ohio – Coitsville, Ohio, on July 6, 1904. My father was a schoolteacher and part-time farmer.

Herbert Evison: Did you go to school there?

Russell Bailey: I went to elementary school in New Bedford, Pennsylvania, just across the line from Ohio and then went to high school in Coitsville, Ohio and Youngstown, Ohio.

Herbert Evison: What year did you get through high school?

Russell Bailey: 1922.

Herbert Evison: Where did you go from there?

Russell Bailey: I worked for several years in the drafting rooms of Republic Steel Corporation and Truscon Steel Corporation in Youngstown before I went to college.

Herbert Evison: Where did you get your training as a draftsman, in high school?

Russell Bailey: No, in the drafting rooms in the steel company plants.

Herbert Evison: Isn't that kind of unusual to take a guy in as a draftsman who never did any drafting?

Russell Bailey: Well, I think it is, but it worked out well for me. I hope it did for them.

Herbert Evison: When did you get around to getting a college education?

Russell Bailey: I went to Wooster College in Ohio in 1925, I guess it was, and graduated in 1930 with a Bachelor of Arts degree.

Herbert Evison: You hadn't done anything in the field of landscape architecture before you got that degree?

Russell Bailey: No, I hadn't. I apparently had a liking for the fine arts and for design concepts because at college I took all the art courses I could get, all the appreciation courses. At that time, they had no practical arts at Wooster College.

Herbert Evison: I'm interested in that. Did you get good instruction in art appreciation in what was, I think, a relatively small college?

Russell Bailey: It was a small college. At that time, I think there were only 600 or 700 students, but they had then, as they have now, an outstanding faculty. And I think I got unusually fine instruction in fine arts.

Herbert Evison: You got a Bachelor of Arts degree in 1930, you said, and even that early there were clouds on the horizon, but apparently you were able to go ahead.

Russell Bailey: I worked for a year, again for Truscon Steel Corporation and elsewhere in the Youngstown area. Then I cut my ties with the steel companies and went to school at Harvard, to the Harvard Graduate School of Design and studied landscape architecture. There was considerable emphasis also on city planning.

Herbert Evison: You would have started there in 1931, wouldn't you?

Russell Bailey: Yes.

Herbert Evison: Who were the men who influenced you most, or were of the most value to you, at Harvard during your years there?

Russell Bailey: Well, I think probably the principal one was Henry Hubbard, who was one of the early landscape architects. Then later, and just before I went to Harvard, he started the School of City Planning at Harvard, so that we had joint instruction in landscape architecture and city planning. Another of the key people was Morley Williams, landscape architect, who did various historical restoration projects. And there was Walter Chambers.

Herbert Evison: Was Professor Pray still there?

Russell Bailey: No, he preceded me.

Herbert Evison: How about Shurcliff?

Russell Bailey: As nearly as I can recall, they also preceded me as students at Harvard.

Herbert Evison: I think Arthur Shurcliff was a member of the faculty when I went up to Harvard to give a talk in the spring of 1933, but he would have been a relatively young graduate at that time.

- Russell Bailey: Yes, I would think so. Unfortunately, I don't remember your lecture.
- Herbert Evison: Well, it was not a world-shaking one. It was on state parks though, and I enjoyed the experience a whole lot. Did you get an advanced degree out of this?
- Russell Bailey: No, I did most of the graduate work required and had to get a job before I was able to do the thesis, so that remains to be done.
- Herbert Evison: It still remains to be done?
- Russell Bailey: It does.
- Herbert Evison: You needed a job. Where did you find one and how?
- Russell Bailey: I found my first job in a National Park Service-related program at Muscle Shoals as a foreman in a CCC camp for that work program at Muscle Shoals. I was there for a year. And again, I was very fortunate in the kind of supervision I had because my task was to prepare the plans for this particular unit of the CCC program at Muscle Shoals. Jay Wallace, formerly of Atlanta, was the head of the TVA office there and Neil Park was the landscape architectural planner in that office at Muscle Shoals. Neil had recently come back from his three or four years of fine schooling at the American Academy in Rome. So, in addition to his Cornell University training, I had the benefit of his superior knowledge of landscape architecture from the Academy.
- Herbert Evison: Was he a Prix de Rome scholar?
- Russell Bailey: Yes, he was.
- Herbert Evison: I interviewed another one the other day, Norman Newton.
- Russell Bailey: Oh, yes. He was Prix de Rome. I count this as some of the finest training a young fellow just out of school could possibly have had, to have worked with Neil Park as a good design man, and with Jay Wallace, as a good practical planner.
- Herbert Evison: This area on which you were working – I didn't remember a camp at Muscle Shoals. This was Park Service supervised camp?
- Russell Bailey: Yes. The inspectors were Park Service people out of the Indianapolis office.
- Herbert Evison: I remember that Tennessee was under Paul Brown at the beginning.
- Russell Bailey: Yes, and Rushton was one of the inspectors who used to come down there.
- Herbert Evison: Graham Rushton?

- Russell Bailey: Right.
- Herbert Evison: I would take it that this was one of the parks like the Norris Dam Park and others being set up under TVA supervision.
- Russell Bailey: Yes.
- Herbert Evison: But I had forgotten about that one. You found opportunity right off the bat to put your training to good use on that job?
- Russell Bailey: Oh, yes. A different scale, a different type of training, but it was still landscape design, landscape construction. It gave me an opportunity not only to help with design of a park, but to get out on the ground and work with boys who were trying to put things together in the field.
- Herbert Evison: This, I think, is as good a time as any to ask this question. You and a great many other professional people were affected, and I think, on the whole, very beneficially affected by the CCC program. But you were dealing with a lot of young people who had come into the Corps, many of them in rather desperate straits. As you look back on that experience, how do you appraise the CCC venture, the whole venture, for its effects on a lot of young men?
- Russell Bailey: My appraisal would be that it was very helpful to the young men. It was surely helpful to the communities or projects to which they were assigned. I have always felt it was a bit unfortunate that those of us who had responsibilities for supervision of these young fellows didn't have a lot more productive work ready for them to do. They would go out on the trucks in the morning with picks and shovels and do some things, but they needed more to do and more incentive to do.
- Herbert Evison: More challenge.
- Russell Bailey: Yes.
- Herbert Evison: Was that the first year of the Corps that you started in there?
- Russell Bailey: It was probably the second or third year because it was an established process when I got there. I got there in April, I believe, 1934.
- Herbert Evison: At that time, it was just a year old.
- Russell Bailey: There were two and possibly three CCC camps at Muscle Shoals at that time and another one nearby at Wheeler Dam, which was 20-25 miles away.
- Herbert Evison: How long did you stay there?
- Russell Bailey: I was only there a year. Then I got an assignment at Birmingham, where the Park Service was about to establish a large 10,000-acre park, Oak

Mountain Recreational Demonstration Area. So, I went from Muscle Shoals to be the assistant project manager at Oak Mountain. I had an interesting experience there of taking part in determining just where the park should be, the boundaries of it, and helping to acquire the land. My particular responsibility was the planning of this 10,000-acre park under the jurisdiction of the Atlanta district office and also to put hundreds of men to work immediately.

Herbert Evison: Not CCC, but relief clients as they were called in those days.

Russell Bailey: Work Progress Administration, was it? I've forgotten the term.

Herbert Evison: ERA, Emergency Relief Administration was one designation. Frankly, I was never able to differentiate between them and WPA. They were both under the same general supervision. You had to figure out a plan for this and then you had a considerable amount of oversight in carrying out the plan under these people?

Russell Bailey: Yes. As assistant project manager, I had next to the top responsibility.

Herbert Evison: I think it would be well to get a little account here of just what you accomplished there, or what you started at, because I'm sure you were around there only for the very beginnings of it. I'd like to know something in general about the type of development that was planned for it and that was under way when you left.

Russell Bailey: This was, again, a process of planning which was very beneficial to me in my professional training because at Oak Mountain my first specific training and experience in preparation of a master plan for long-range development of a park was part of the experience. We had this 10,000 acres of mountains, valleys, woods and streams. This was a part of the Recreational Demonstration program which, at that time, was geared, as I recall, principally to the development of organized camp areas. So, we determined what areas were suitable for three or four organized camps in the park. We not only developed the overall concept of the park, the master plan, but then began the planning and development of one specific organized camp. And this was for 120 or so campers. I've forgotten exactly how many. And we developed three or four-unit groups of this organized camp, plus the central buildings. Well, the whole thing wouldn't have worked at all if we hadn't had water. There was no lake in the area, so part of the planning involved the preparation of plans for a dam to impound a 20 or 30-acre lake. I recall one of the engineers who was involved in this out of the Regional Office was Joe Bishop.

- Herbert Evison: Oh, yes. I didn't remember Joe's connection with dams. During so many of those years, of course, Tyler Kiener was very importantly involved with those, too.
- Russell Bailey: Yes, I remember Tyler Kiener was involved in this one in some way. The particular person I remember was Joe Bishop.
- Herbert Evison: Let me ask this question before you go ahead, though. I imagine that you had no conception of the kind of organized camp that was going to be planned and built when you headed down there.
- Russell Bailey: I certainly didn't.
- Herbert Evison: Because if I remember rightly, that general type of group camps with sub-groups and a central installation was at that time pretty darn new.
- Russell Bailey: It was new. And, as I recall, it was patterned to a considerable extent after Edith Macy Girl Scout Camp. Later, after I had left Oak Mountain, there was a planning conference called and held at Edith Macy for all of us in the Park Service who were involved in recreational planning and organized camp planning. I remember that. Fortunately, I was there. It was a very fruitful training experience.
- Herbert Evison: I remember that conference well. I particularly remember a very thoughtful talk that Ab Good made there.
- Russell Bailey: On architecture – camp buildings and camp architecture.
- Herbert Evison: Yes. I'm glad you brought that Camp Macy conference in because I think that was kind of a landmark inculcating really good understanding of camping and soundly planned facilities for group camping.
- Russell Bailey: Yes. I even have kept the proceedings of that conference through all these years.
- Herbert Evison: Is that so? You were still at Oak Mountain when you went to that conference?
- Russell Bailey: No, I was in Atlanta when I went to that conference. About Oak Mountain, I would like to go on and say that we not only did considerable planning and acquisition work for Oak Mountain, but during my rather short stay there, we did succeed in getting one of the organized camps actually well under way. So, I saw the fruits of the labor being put together on the ground.
- Herbert Evison: I'm interested in the fact that you actually participated in the land acquisition process when you first went there.
- Russell Bailey: Yes.

- Herbert Evison: I'd like to get a picture of what that job involved, the kind of people that you dealt with, the kind of prices, the outrageous prices, you had to pay for land back in 1935 or 1936.
- Russell Bailey: The person who was most responsible for the acquisition was the project manager, who was Elmer Todd. He handled this matter quite well. We did hire appraisers to examine the land and to also examine the deeds and titles. One of these appraisers was Brown, out of Atlanta. He spent several months in Birmingham on the acquisition process from the real estate viewpoint. It's an interesting story, though, to think back about the people whose land we were buying, and I think you referred to this. This land, maybe, was farmed at some time. There wasn't much farmed in the '30's, partly because of the economy, partly because the land was mountainous and not too adaptable to farming. So, it was mostly trees and grown-up brushwood. But when we would get back into these mountains, we would find very interesting people.
- Russell Bailey: There were lots of places you couldn't drive a car. The roads were just trails. I remember one day I was out there on some acquisition matter and walked into this cabin area. A man was sitting on the porch, just "settin" as they would say. His comment to me when I came in sight was, "Come up and set a while," which I did and enjoyed talking with him. Actually, we found as we worked more and more with the people there in the mountains that many of them had a business, a "still" business. It was a manufacturing process. They were very suspicious of us "outsiders" because they'd always suspect that we were "revenueurs." On the whole, though, they treated us very cordially and very cooperatively and it was a rich experience to have worked in the acquisition stage of this large 10,000-acre park.
- Herbert Evison: Yes. Well, now you were in there to buy their land and to get them eventually off of their land. I don't think with any of the people whom I have talked with that I have thought to ask the question, what became of them after they had been paid and had to go somewhere else?
- Russell Bailey: Well, my recollection is that they just moved to another place in the mountains. They were not prepared, educationally or socially, to become city people. My recollection is they just moved from one place to another.
- Herbert Evison: Would any of them have been relief clients in the program there at Oak Mountain?
- Russell Bailey: Not in the beginning. But as the program developed, and we were instructed to hire more and more people, many of these people did become employees in the park and sometimes on the land which they had owned.

- Herbert Evison: Generally speaking, what kind of workers were they?
- Russell Bailey: They were good workers. They were anxious to work. And when they were given an assignment they got right at it and did a good job. If it was something with woodwork they were particularly adept at this.
- Herbert Evison: As with an ax or an adz?
- Russell Bailey: Right.
- Herbert Evison: Was there considerable occasion to make use of that skill in this program?
- Russell Bailey: Yes. They were usually the people who laid up the cabins, who did the construction on the cabins. There were two types of people involved in this construction program, those who were trucked out from the cities of Birmingham and Bessemer, who were relief clients, and those who lived there in the mountains and had natural skills that the people from the city didn't have. The people at Oak Mountain were the craftsmen who did such a good piece of work in the construction program.
- Herbert Evison: The people from the towns you had to give more common labor jobs to, I take it.
- Russell Bailey: Yes, they did the hand grading, pick and shovel work, while the natives were more likely to do the carpentry and stonework.
- Herbert Evison: That's an interesting fact, that you had these two quite distinct groups to do your chores there.
- Russell Bailey: They probably had never seen each other before.
- Herbert Evison: Yes, I suppose that's so. You went to Atlanta. That was in the days when "Doc" Gadsby headed the Atlanta office?
- Russell Bailey: Yes. I believe the Atlanta office was set up during the time when I was at Birmingham, at Oak Mountain. This was a division of responsibility taken out of the Indianapolis office apparently, so that it was a new office and "Doc" Gadsby was the Director. And Ira Lykes was the man in charge of the design of these organized camps, the recreational specialist perhaps it was called. Ira staffed up a little bit with an engineer who was Jack Pett from New Jersey and an architect who was Dick Nash from the Atlanta area.
- Herbert Evison: And a good one.
- Russell Bailey: Yes, outstanding. And Ira had a landscape architect who was Russell Bailey. We worked as a team, the three technicians, in the design of the Recreational Demonstration areas, the master plans and the project plans for those parks. We had seven Recreational Demonstration Projects in the

Southeast. There was Oak Mountain, Hard Labor Creek and Alexander Stevens. There were three in Tennessee, one at Memphis, one at Nashville and Falls Creek Falls in eastern Tennessee.

Herbert Evison: Wasn't there also a Pine Mountain in Georgia?

Russell Bailey: Yes, Pine Mountain, Georgia. Walter Damon was the architect and planner for Pine Mountain and lived there at that time. Later, he went to Falls Creek Falls. He's now a successful architect in Cleveland and Youngstown, Ohio.

Herbert Evison: Oh really? You know it's astonishing as you make contact with people from that time, how many of those who left the Service when the CCC program and these emergency programs folded up moved back into what you call civilian life and have had very good careers. There are lots of them. And, of course, one of the reasons was that at that time we were able to pick up some of the most extraordinarily talented people in the whole country. I think you would agree with that very heartily. I bet you can think of a dozen or 20 or more who were outstanding professionally.

Russell Bailey: I've always considered that my eight years' employment with the National Park Service was the best kind of professional training I could have had because I was working with some of the most able professional people – landscape architects, architects, engineers and administrators that were ever put together.

Herbert Evison: I think that's so. Before we go ahead on this, though, I want to call attention to and remedy an omission. Sometime, and I presume it was after you left Harvard, you met somebody whom you married. Let's get her name and the date. I don't know whether you have any children or not, but I know you acquired a very charming wife along the way.

Russell Bailey: Yes, we grew up next door to each other in New Bedford, Pennsylvania. Her name was Marie Harry and we were married in 1934, while I was still at Muscle Shoals. She was with me, of course, while I was at Birmingham and Atlanta. Our daughter was born in Atlanta and she now lives in Durham, North Carolina, and has three little girls. Her husband is the Clinical Director of the physical therapy department at Duke University Hospital.

Herbert Evison: You omitted her given name and her married name.

Russell Bailey: This was Joanne Bailey. Her married name is Joanne Federchuck. She met her future husband while they were in college at Syracuse University. He was on the football squad at Syracuse. Joanne studies special education at Syracuse.

- Herbert Evison: Did she teach?
- Russell Bailey: They were married right after they graduated from Syracuse in 1958. He went to Duke to get his training in physical therapy. And Joanne went, of course, and she taught in the State School for the Handicapped at Durham while her husband was in school. She taught for three years there.
- Herbert Evison: You know, I can't think of any people for whom I have greater admiration than for those who work with the handicapped. I think that is a kind of work that requires more extraordinary qualities of understanding, sympathy and patience than any that I can think of. So, I congratulate you on your daughter. Now, let's get back to Atlanta. I was glad that you mentioned the people that you were associated with. I haven't yet taped Ira Lykes. I missed him down in Florida last April.
- Russell Bailey: You'll need to take several boxes of tapes. He's a most unusual person.
- Herbert Evison: You would be surprised at how many people have made very much that same comment. But you said he was a most unusual person and I think you ought to put a little flesh on that statement.
- Russell Bailey: Well, he's the kind of a person for whom everything is a challenge and he's able to do anything. He wrote those Regional Reviews in the Atlanta office, a public relations piece which was very useful and educational. He went from one thing to another, always more responsibility and always able to make a real place for himself in the Park Service program.
- Herbert Evison: I'm interested in whether you knew, or were acquainted in any way with the Park Practice program that he started for the Park Service and carried on until he retired?
- Russell Bailey: This would have been in the 1940s and on, I believe.
- Herbert Evison: No, I think he retired about two years ago, and I think the program must have started about 1960.
- Russell Bailey: I was familiar with it only by hearsay. I always wished I had more opportunity to be more familiar with it, but I never was.
- Herbert Evison: Well, I'm very interested in your appraisal of Ira, whom I have known pretty closely all the years since he was moved up to Richmond. And I agree with you, he is a very extraordinary individual with the greatest variety of pretty high talent. He put those talents to pretty good use during his years with the Park Service. Sometime along the way a lot of the people in that Atlanta office were shifted up to Richmond. When did you change from Atlanta to Richmond? Do you remember? Did you come up there at the time the new Regional Office was established or was it later?

- Russell Bailey: No, it took me a while longer to get there. It seems like Ira Lykes and George Romine and maybe Dick Nash were transferred in there. I don't think Dick ever went. He started his own practice instead of going.
- Herbert Evison: That's right.
- Russell Bailey: But at that time when the others were going, I had this most unusual opportunity to do some rather pioneering work for the National Park Service.
- Herbert Evison: Now I want to get a pretty good account of that Greenville County assignment that you were telling me about, how it came about and what you did.
- Russell Bailey: Greenville County, like so many mill centers in the South, was a very, very depressed area. The president of Furman University at that time, Dr. Geer, worked with a number of local people to try to find means of improving the physical and social aspects of the community. He was instrumental in setting up an organization known as the Greenville County Council for Community Development. They had sociologists and economists on the staff and a director who had experience in community development. I don't recall some of the others. Dr. Geer and his advisors decided that there should be a long-range plan for Greenville County. They had no money to employ a planner and, in fact, so far as I know, there were no county planners at that time. Dr. Geer approached the National Park Service, where he knew there were people who did master planning, with the idea of helping the county to develop a master plan for Greenville County. Ultimately, the request got to Connie Wirth and Connie saw the possibilities here and arranged to assign someone for a year as planner to work with the people in Greenville County and to be a resident there.
- Russell Bailey: This wasn't to be done long distance at all. The planner had to live there, find out what the problems were, and work with the leaders and with the people in the community. Fortunately, I was selected for this assignment, so rather than transferring from Atlanta to Richmond as so many of my friends did, I transferred from Atlanta to Greenville, South Carolina, where we lived for more than a year and I worked with the people there in the preparation of a physical plan for Greenville County which was fitted together in the development program with the plans of the economists and the sociology people.
- Herbert Evison: Did this planning involve an exploration of the possibilities of industry or of activities that would increase employment in the county?

- Russell Bailey: It was intended that way and it was done that way. Jumping ahead many years, I then would make the observation. I was back to Greenville County just last Christmas time and I was amazed to see the changes which have taken place in Greenville and Greenville County and what a booming area and important industrial center it is. I don't know, and there's no way of measuring, how effective the work that some of us did there was in stimulating this new activity. It may have been a product of the times when plants were moving from the North to the South, but the evidence is there anyway, that the economy of Greenville County has completely turned around and it seems to be now a very prosperous rather than a very depressed community as it was when I lived there. We did prepare a county master plan which followed the type of thing which was being done at the time in the National Park Service master plans, which was my indoctrination. I also see it as a forerunner of many of the county planning efforts which are very common at this time, but which were unknown at that time. You asked when I was there and I seem not to be real clear about this, but it must have been principally in the year 1937 that I was in Greenville County.
- Herbert Evison: Do you think of anything else that you can add to the picture of that chore or give any outstanding features, the philosophy that was followed in building up that plan?
- Russell Bailey: The staff of experts met together and here I don't recall whether it was every week or every two weeks that we pooled our thoughts regularly. Dr. Geer, who was the innovator, frequently met with us. If he didn't, we met together and worked out where we were, where we were trying to go, and how to get there. I had advice from a planning standpoint from a number of my Park Service friends.
- Russell Bailey: Connie was always in the background and reviewed material from time to time, but there were others, the Park Service inspectors in the area, some from the Regional Office in Richmond under Herb Evison, – such people, from a planning standpoint, as Ludgate and Ken Simmons were among my advisors.
- Herbert Evison: Did Bursley ever get into that?
- Russell Bailey: I don't remember that I ever reviewed material with Bursley on this Greenville County project. Later when I was in Richmond, I worked considerably with him but not on that project, as I recall.
- Herbert Evison: What was the end product of this? There must have been a final report that you had a hand in preparing.

- Russell Bailey: There was a report. It was produced in very limited copies, but naturally there were copies filed and used in Greenville County. There was probably only one copy filed with the National Park Service which went to Connie Wirth's office. I have had numerous requests through the years for copies of the plan which I was never able to fill.
- Herbert Evison: Although you owned a copy yourself, I'm sure.
- Russell Bailey: Well, I did at some time. I don't know now where it is. I probably loaned it to somebody.
- Herbert Evison: That was the last of it, huh? Was there some sort of official follow-up by the county authorities on the report of the recommendations or any of the recommendations?
- Russell Bailey: I lost track of the operation of the program when I transferred to Richmond. There was still the Greenville County Council for Community Development. And as long as I knew anything about the program, they were still overseeing it. Again, I say, while I don't know that any of us can take credit for anything specific in Greenville County, the evidence is there that conditions have changed for the better.
- Herbert Evison: Fine. Let's go up to Richmond now. I'm interested in getting on the record something about your relationship to the organization, who your boss or bosses were, when you went to Richmond and what sort of assignments you worked on there.
- Russell Bailey: Well, I was still pretty definitely assigned to the Recreational Demonstration program in Richmond and elsewhere. As time went on, there were fewer and fewer Regional Office people actually involved in the Recreational Demonstration programs. For that reason, I seemed to have more and more of the project areas under my general supervision. So that instead of only seven in the Southeast, I participated to a limited extent in most of the Recreational Demonstration project planning throughout the entire region which then took me from time to time to Bear Brook in New Hampshire and the one in Rhode Island.
- Herbert Evison: Which I can't remember the name of now, but you must have gotten up as far as Camden Hills in Maine.
- Russell Bailey: I never got there.
- Herbert Evison: Oh, didn't you?
- Russell Bailey: There were five in Pennsylvania which I visited periodically, including Blue Knob in central Pennsylvania and the one in the extreme western end.

- Herbert Evison: Raccoon Creek. I can name you all of those.
- Russell Bailey: Raccoon Creek became a very fine area and there was Laurel Hill at Somerset, Pennsylvania. So, my sphere of interest out of the Richmond office expanded considerably.
- Herbert Evison: I presume a part of your function was the review of plans for these areas as they developed, but you also got to the areas to check in on progress and quality of work, and so on?
- Russell Bailey: Yes, that's right. I generally didn't do actual planning myself on those projects as I had in the beginning, but my function surely was to aid the applications for funds through the Regional Office and then to go to the field and advise with the project manager as to carrying out the project program.
- Herbert Evison: Was Buck Lisle your boss in Richmond?
- Russell Bailey: Yes, from the administrative standpoint. My direct boss was Ken Simmons, and Ludgate was the Chief Landscape Architect. I worked considerably with Ludgate and I always enjoyed working with him and with Simmons, too.
- Herbert Evison: Did you function in connection with the RDA program all the rest of the time that you were with the Park Service?
- Russell Bailey: Yes, as I recall, I did. About 1940 I guess, funds were getting short for the RDA projects and for some fortunate reason my assignment in Richmond for RDA's declined some and I became involved to a greater extent in some other park programs. And the particular one which was a most rewarding experience for me was to be assigned to prepare what apparently was the first master plan for the Cape Hatteras National Seashore Recreational Area. I went down there for a couple of weeks to get the flavor of the area and look it over carefully and then came back to Richmond and spent some time developing a plan of land use and development for Cape Hatteras.
- Herbert Evison: Now, at that time, your planning for Cape Hatteras would have been for the entire area that was originally projected, clear up to the Virginia line.
- Russell Bailey: That's right.
- Herbert Evison: Have you kept in touch with that project enough to know what ultimately happened to it?
- Russell Bailey: Not enough. I hope to visit it sometime real soon.
- Herbert Evison: Well, I hope you can. Of course, the taking had to be greatly curtailed because during the intervening years so many millions of dollars went into

development north of Nags Head. Even so, it's a magnificent property and the American people are darn fortunate to have it and to have had somebody with the vision to go after it, to even think of the idea of saving long stretches of shoreline.

Russell Bailey: I'm sure this vision is borne out by the thousands of people who vacation there now and enjoy the great seacoast.

Herbert Evison: What occasioned your leaving the Park Service?

Russell Bailey: The war.

Herbert Evison: What did you go into?

Russell Bailey: I went with the Corps of Engineers. My assignment was with the Norfolk District, which, of course, included Richmond. We kept our home in Sandston, Virginia, for quite a number of years and part of the time I worked on the Richmond air base as the camouflage officer and later transferred with responsibility for camouflage work throughout the Norfolk District which in a way is landscape architecture – planting, painting.

Herbert Evison: Fitting something into its background.

Russell Bailey: That's right.

Herbert Evison: That's very interesting. I'm curious to know what grade you attained finally in government.

Russell Bailey: I don't know. I've lost track of grades. My top salary was \$3600 or something like that, but it was very low by today's standards.

Herbert Evison: But you didn't starve.

Russell Bailey: Oh, no.

Herbert Evison: Ultimately, and I suppose around the end of the war, you got out of the Corps.

Russell Bailey: I stayed with the Corps of Engineers for a year and a half. The danger of bombing decreased to the extent that it was no longer useful to follow the camouflage technique, so I asked to be dismissed. At that time, you couldn't just resign and tell somebody you were going someplace else. It had to really be approved as to whether they would dismiss you or not and they did. My experience as a kind of a pioneer county planner then came into play, because the thing that I wanted to do was to join a firm or join somebody who was doing long-range planning for postwar work. So, when I left the Corps of Engineers, I became a planner in the private office of Michael Baker Engineers in Rochester, Pennsylvania, and worked there

two and a half years, I believe, on a planning team as a community planner. And while there we prepared a county plan for Beaver County, Pennsylvania, which is immediately north of Pittsburgh and a very active place, and we prepared a county plan for York County, Pennsylvania and a city plan for Lancaster, Pennsylvania.

Herbert Evison: Really? Ray Sydansk's town.

Russell Bailey: That's right. All of these places have been growth areas and I hope that the plans which the Baker office prepared were instrumental in producing more orderly growth than would have happened otherwise.

Herbert Evison: Have you been in Lancaster recently?

Russell Bailey: No, I haven't.

Herbert Evison: That's an astonishing place. You should get back there one of these days to see some of the things that are happening there in Lancaster and its surroundings.

Russell Bailey: I have heard this and, in fact, two or three weeks ago, I was at a meeting in Hershey and had intended to go on to Lancaster to do a little sightseeing, but we didn't make it.

Herbert Evison: That's too bad. You certainly would be interested. I was very much impressed with the letterhead of Russell D. Bailey and Associates. How long has that firm existed?

Russell Bailey: The firm has existed for 16 years here in Utica.

Herbert Evison: What finally impelled you to break away from Baker and start your own firm?

Russell Bailey: I enjoyed my work with Mike Baker, and it was a very productive experience. We still had our home in Sandston, Virginia. And most of the time when I was in Rochester, Lancaster and York, Pennsylvania, my family still lived in Sandston.

Herbert Evison: All that time?

Russell Bailey: Yes. I would go home some weekends, but it was not a pleasant way to live. So, I left the Baker office and went back to Sandston to see what I could develop down there. I then took a position with the Federal Housing Administration, actually in Washington, in the national headquarters office of FHA, and worked under Byron Hanke there, who was the chief land planner, reviewing subdivisions and housing developments throughout the country, but principally in the Washington, Baltimore and Philadelphia area.

Herbert Evison: Giving you acquaintance with another phase of planning.

Russell Bailey: Yes, another phase of planning and development. I stayed with FHA for somewhat over a year and got a great deal of know-how about designing of subdivisions, planned residential developments and housing projects of all kinds.

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Herbert Evison: What came next? When did you break loose entirely?

Russell Bailey: When I had worked for FHA in Washington for a year or so the Harland Bartholomew office wanted someone to serve as resident city planner in the city of Utica. We found out about each other and the result was that on July 9, 1947, I arrived in Utica, New York, to serve as resident city planner for Harland Bartholomew and Associates to prepare the first comprehensive city plan for this city. I worked for Bartholomew here in Utica for four and a half years until the end of 1951. Then the city of Utica had listened to me so long about what they ought to do to improve the community that they decided to challenge me to put up or shut up. And they hired me directly as planning director for Utica. So, I was here as planning director for several years and was the main planning staff.

Russell Bailey: After five years or so I decided that I would like to have a private office of my own and in January 1958, I established my own private office in Utica as a planning consultant for many communities and as a landscape architect. So, as a planning consultant, I have now prepared plans and, hopefully, assisted 120-125 different communities throughout New York State with master plans and consulting service to help them to implement those plans. These include cities, counties, regions, towns and villages, a wide, wide range of sizes and types of communities. They include communities which are industrial places, resort places such as Lake Placid, and rural communities. It has been a very challenging and exciting experience working with these communities.

Russell Bailey: At the same time as I was doing the community planning, my background as a landscape architect kept coming to the fore and I wanted to do park planning and development, golf course planning and development and institutional planning. So about 10 years ago we established in the office the two sections, one for community planning and one for landscape architecture. It has been a proprietorship all these years where I was the sole owner and I have been able to employ some very fine young people through the years to help me to help the communities for which we worked. A month ago, September 30, the firm changed from a proprietorship to a partnership and these two good-looking young guys up here with their picture on the wall are now partners. One of them, David

Healey, is a partner for the planning work which we do. The other, Ira Hodges, is the partner for the landscape architectural work which we do.

Herbert Evison: I judge that your principal chore nowadays is to give general supervision over all the work that the firm does.

Russell Bailey: Yes. Until very recently, I've been directly involved in the day-to-day production, meeting with communities and businesspeople, talking with them about work and the actual doing of the work. During the last week or so this kind of day-to-day responsibility has been reduced and Dave and Ira are carrying that part of the load. Actually, to kind of polish this off, Marie and I are selling our home here in Utica. And as soon as we sell the home, we will move to another home which we have in western Pennsylvania, at New Bedford, where we both came from many years ago. And we will be setting up a branch office there for the firm of Russell D. Bailey and Associates. So, Dave and Ira will carry on the work here and if and as I am able to generate work in Pennsylvania and Ohio, they will expand their operations to become a tri-state instead of a one-state office. I look forward to increased activity on the part of the firm and some decreased activity on my own part.

Herbert Evison: A little increased leisure, huh?

Russell Bailey: Right.

Herbert Evison: Russ, you have given me an account of what seems to me an extraordinary interesting career and I would take it that it is one that you've gotten a tremendous amount of satisfaction out of yourself – out of your jobs, out of the people that you were associated with, and out of the institutions that you've been associated with.

Russell Bailey: This is certainly true. I came into the field of landscape architecture at a very low point because of the Great Depression. The Park Service was a godsend for many of us at that time. Fortunately, the personnel in the Park Service were of the highest quality and had very high professional standards. The planning which we did there I have always felt was the best that is done any place. And the development in the Park Service produces very fine results. So that my eight years in the Park Service were the best kind of practical planning experience that a young fellow could possibly have. My experience in FHA was very fine and very useful. My experience as a community planner which started with Connie Wirth's assignment for me to the Greenville County Council for Community Development was a pioneering effort which put me in a good position to become a kind of a leader in the concept of long-range community master planning. I've been able to use that training and experience throughout all these years of public work and private experience and practice and have

seen the benefits and results of good overall planning materialize in many places. And I'd like to just say this one thing. I don't mean to be boastful about it, but maybe because I've lived so long, I also have had a good bit of responsibility professionally in the societies to which I belong. I'm now a trustee of the American Society of Landscape Architects. I've been a founding father of the American Institute of Planners chapter upstate here. Some years ago, I was the president of the State Planning Federation, state-wide, including New York City and upstate, a group of professional planners and laymen who deal with community planning throughout the state of New York. This was, I felt, a distinct honor to have been in that position of responsibility for a couple of years.

Herbert Evison: I should say so. Did you ever receive a degree in landscape architecture?

Russell Bailey: Never did. I still look forward to it. I'm planning to pursue it.

Herbert Evison: Are you really?

Russell Bailey: Either in planning or landscape architecture, I'm not sure which. Things occur to me as we talk here. There's another thing I would like to mention and again this is kind of a pioneering effort in planning. As a landscape architect and a planner both, I have recently had an opportunity, through the State's Office of Planning Coordination, to prepare a study and report on community appearance, what it takes to produce a pleasant appearance in a community. We used four communities as examples. One of them was the little community of Hamilton, where Colgate University is located. One was the industrial city down the valley here, Little Falls. One was Lake Placid, the great mountain resort area of the state of New York. The other was the farm community of Norwich, 50 miles or so south of Utica.

Herbert Evison: Is that the chemical company?

Russell Bailey: Yes, it is. We tried to establish some guidelines and standards to judge the appearance of a community and then having done that to make recommendations how those four communities and other communities throughout the state and nation can upgrade their appearance.

Herbert Evison: Is this going to result in a publication?

Russell Bailey: Yes, it will and it's imminent.

Herbert Evison: I would just love to get hold of a copy of that when it comes out. Will you remember that?

Russell Bailey: Yes, I will.

Herbert Evison: Wasn't it the Lynds who made a study of Middletown, something that at least would be related to this?

Russell Bailey: Yes.

Herbert Evison: I think that's wonderful. You know the thing that interests me is that in this career that we've been recording this morning you have constantly gone into something new. Certainly, you have been engaged in enough of a variety of things so that you were never in much danger of stagnation.

Russell Bailey: I guess not. I tried to build each new thing on where I'd been before. None of the training or experience that I ever had did I feel was not useful. I used it.

Herbert Evison: Wonderful, and not only to your own benefit but to the benefit of lots of others. Russ, I thank you more than I can possibly tell you for being willing to sit down and chin this way with me this morning. It's one of the rewards that doing this labor of love brings, and very abundantly. Again, thank you immensely.

Russell Bailey: It's not only a pleasant experience for me, but it's great to see you again, Herb.

Herbert Evison: Thank you.

[END OF TAPE 110 SIDE 1]

[END OF INTERVIEW]