

**IMPORTANT NOTE**—If you reside or have your principal office in the localities of a Chapter or Chapters of The Institute which are opposed to the "Architects' Roster" or the "Register of Architects Qualified for Federal Public Works", do not answer or fill out the questionnaire.

CITY OF Fort Myers ✓  
 STATE OF Florida  
 DATE May 6, 1946

*Fl. Cent.*

**QUESTIONNAIRE FOR ARCHITECTS' ROSTER AND/OR REGISTER OF ARCHITECTS QUALIFIED FOR FEDERAL PUBLIC WORKS**

**TYPING IS MANDATORY. PARTNERSHIPS SHOULD MAKE A JOINT RETURN ONLY.**  
 Pink copy is to be retained by the author; other copies to be mailed to The American Institute of Architects, 1741 New York Avenue, N. W., Washington 6, D. C.

1. (a) **FIRM** (individual or partnership) Bail, Horton & Associates, Architects & Engineers (Partnership)
- (b) **FORMER FIRM**, if any Frank W. Bail & Associates
2. **BUSINESS ADDRESS** P. O. Drawer 310, Fort Myers, Florida
3. **YEAR ESTABLISHED** 1921

| 4. PERSONAL HISTORIES OF PRINCIPALS | Name of Principal    | Name of Principal    |
|-------------------------------------|----------------------|----------------------|
|                                     | <u>Frank W. Bail</u> | <u>Ralph E. Bail</u> |

Furnish data complete, but keep to essentials. Describe each member of firm individually; if more than two, append extra sheets.

- (a) **Date of Birth** July 3, 1891 June 18, 1894
- (b) **Education** Graduate, Columbia University School of Architecture, 1917 East Technical High School, Cleveland; Ohio State University
- (c) **Experience Prior to Own Practice**  
 (Give architect or architectural firm affiliations, positions held, and approximate dates of employment.)  
Asst. City Architect, Cleveland, Ohio, 1920; Started private practice, Hanna Building, Cleveland, 1921; transferred home office to Ft. Myers, Fla. in 1937, from which Cleveland, Jacksonville and Bradenton offices are operated by remote control. (Difficulties caused by World War incurred chest injury necessitated move of home office from Ohio to milder Fla. climate in 1937) 2 Yrs. Field Superintendent Frank W. Bail, Architects Inc., Cleveland; 2 Yrs. Architectural Designer, Frank W. Bail, Architects Inc.; 9 Yrs. Office Mgr., Frank W. Bail, Architects Inc.
- (d) **Commenced Practice** 1917 - 1921 1937
- (e) **Number of Years a Principal** 25 9

(f) **Architectural Licenses**

(Give State, Number and Year Issued.)

Ohio, 1923 ..... Ohio, 1923  
Pennsylvania, 1928 .....  
Florida, 1937 .....  
.....

(g) **Professional Societies and Offices Held**

Cleveland Chapter, A.I.A. ....  
A.I.A. ....  
Florida State Association of  
Architects .....

(h) **Service in World Wars I and II.** (Append data if desired.)

1st Lt., Infantry, World War I .....  
Asst. A.E.F. General Staff, .....  
Operations Section, .....  
World War I .....

(i) **Civic Activities**

Ft. Myers Chamber of Commerce .....  
Jacksonville Chamber of Commerce .....  
.....  
.....

**5. CONSULTANTS USUALLY EMPLOYED:**

(If a member of your staff, so state)

(a) **STRUCTURAL ENGINEERS**

Name of Firm or Individual ..... Freeman H. Horton .....  
Business Address ..... Bail, Horton & Associates, Ft. Myers, Fla. ....

(b) **HEATING & VENTILATING ENGINEERS**

Name of Firm or Individual ..... W. L. Tribble .....  
Business Address ..... Bail, Horton & Associates, Ft. Myers, Fla. ....

(c) **ELECTRICAL ENGINEERS**

Name of Firm or Individual ..... B. T. Kast, .....  
Business Address ..... Bail, Horton & Associates, Ft. Myers, Fla. ....

(d) **PLUMBING OR SANITARY ENGINEERS**

Name of Firm or Individual ..... Will Merritt .....  
Business Address ..... Bail, Horton & Associates, Ft. Myers, Fla. ....

(e) **LANDSCAPE ARCHITECTS**

Name of Firm or Individual ..... Ralph E. Bail .....  
Business Address ..... Bail, Horton & Associates, Ft. Myers, Fla. ....

6. **OTHER REMARKS RE QUALIFICATIONS:** Ever since starting private practice (Append extra sheet if necessary) in Cleveland, Ohio, 1921, we have continually maintained a complete complement of Civil and Mechanical engineers and designing assistants. In addition to the engineers above listed are the following:  
 C.K.S. Dodd, Water Supply & Distribution,  
 Bail, Horton & Associates, Ft. Myers, Fla.  
 C. J. Braymer, Roads & Drainage,  
 Bail, Horton & Associates, Ft. Myers, Fla.

7. **SUMMARY OF PROJECT COSTS:**

|  | Largest Single Job | All Jobs Valuation | Annual Average |
|--|--------------------|--------------------|----------------|
| Work Completed 1930-1940                                       | \$15,300,000       | \$ 68,580,112      | \$ 6,800,000   |
| Work Completed 1941-1946                                       | 26,240,000         | 142,709,130        | 28,541,000     |
| Current Work under construction or working drawings authorized | 9,160,000          | 18,940,000         | 18,940,000     |

8. **REPRESENTATIVE WORK FOR WHICH YOU WERE ARCHITECT OR WERE ASSOCIATED WITH OTHERS:**

(a) **Three Projects Not Exceeding Cost of \$300,000:**

| Name of Project             | Cost      | Location        | Owner                 |
|-----------------------------|-----------|-----------------|-----------------------|
| Lee County General Hospital | \$240,000 | Ft. Myers, Fla. | Lee Co. Commissioners |

(b) **Three Projects Costing From \$300,000 to \$1,000,000:**

| Name of Project                   | Cost      | Location        | Owner                 |
|-----------------------------------|-----------|-----------------|-----------------------|
| Lorain Co. T.B. Hospital          | \$425,000 | Amherst, Ohio   | Lorain Co. Commission |
| Fifth Church of Christ Scientists | \$452,000 | Cleveland, O.   | Board of Trustees     |
| Ft. Myers Yacht Basin             | \$420,000 | Ft. Myers, Fla. | City of Ft. Myers     |

(c) **Three Projects Costing Over \$1,000,000:**

| Name of Project       | Cost         | Location        | Owner           |
|-----------------------|--------------|-----------------|-----------------|
| Juvenile Courts Bldg. | \$ 1,850,000 | Cleveland, Ohio | Cuyahoga County |
| Lake Shore Hotel      | \$ 2,260,000 | Cleveland, Ohio | L.S. Hotel Co.  |
| State Office Bldg.    | \$ 4,542,000 | Columbus, Ohio  | State of Ohio   |
| Hendricks Field       | \$15,700,000 | Sebring, Fla.   | U. S. Army      |

9. PHOTOGRAPHS/PHOTOSTATS:

The author submits herewith photographs or photostats (size 8" x 10") of several buildings for which he has been the Architect, as follows: (N.C.A.R.B. presentation acceptable.)

For convenience, we are submitting herewith an 8 1/2" x 11" brochure entitled "The Scope Of A Profession" containing photographs of a dozen or more typical projects which our firm designed and re-productions of unsolicited letters from clients, including a War Department letter indicating satisfaction with projects aggregating more than \$100,000,000 cost which we designed for the Jacksonville District Office, U.S. Engineers. If dimensions cannot exceed 8" x 10", we will gladly trim pages to size.

10. COLLABORATION WITH JUNIOR ARCHITECTS:

- (a) If an established individual or firm, are you willing to collaborate with other firms or individuals which would permit junior architects to qualify and help further their professional careers?

Yes

- (b) If in private practice at this time, name associates (if additional architects are to be added to your organization) for the purpose of qualifying:

- (c) If not in private practice at this time, name established architect or firm with whom you have agreed to collaborate, for the purpose of qualifying:

- 11.(a) I/We wish to be  included in the Architects' Roster  
do not wish to be

- (b) I/We would like to be  considered for the Register of Architects Qualified for Federal Public Works  
do not wish to be

I/We hereby certify that the above is a true statement of facts.

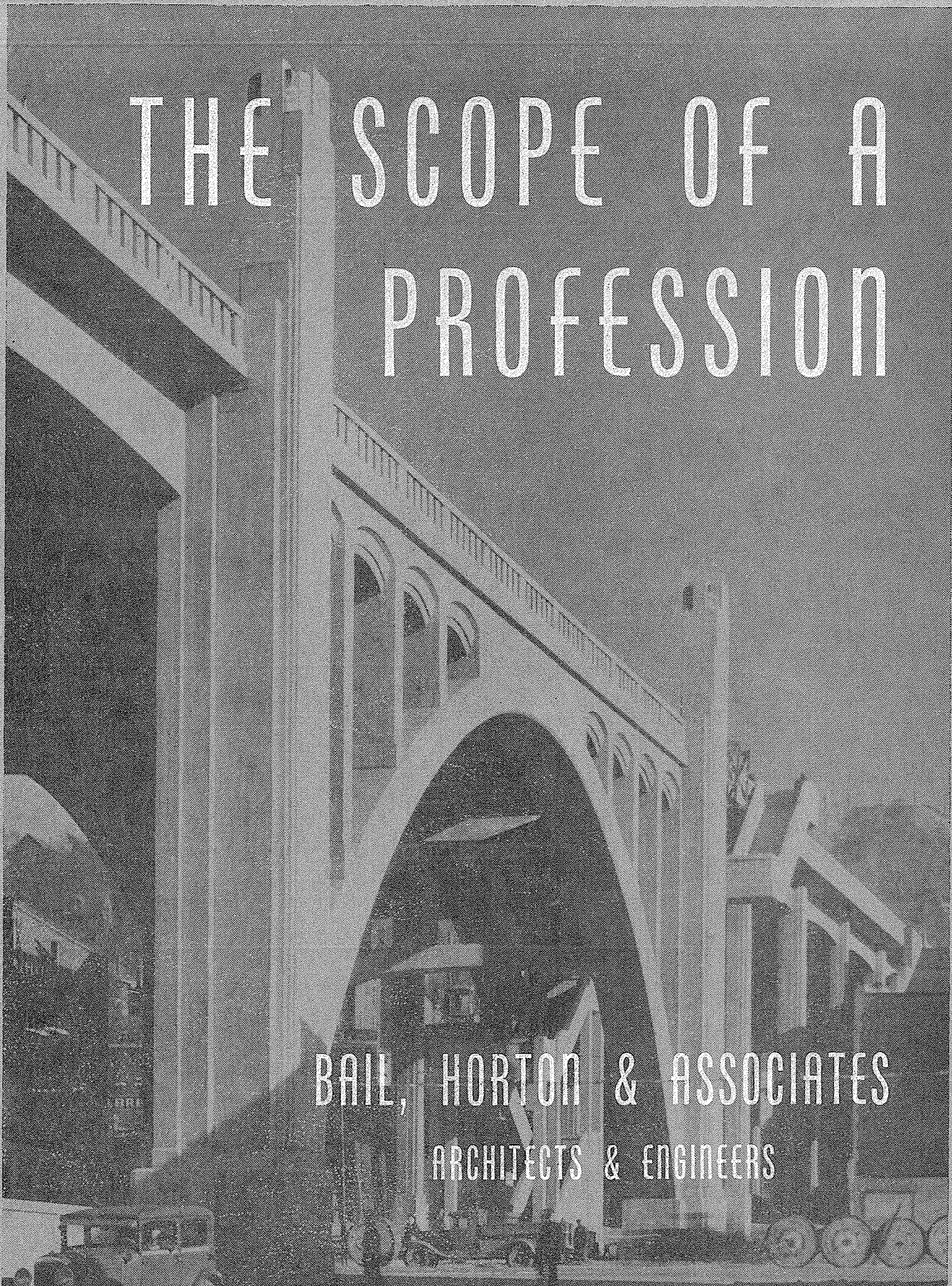
Name of Firm or Individual Bail, Horton & Associates  
Architects & Engineers

Signed by all Principals:

*[Signature]*  
Frank W. Bail

*[Signature]*  
Ralph E. Bail

(NOTE: Freeman H. Horton, M.I.T., C.E. - Harvard, 1917, and George H. Bail, Graduate, School of Architecture, B. Arch. 1943 are also principals. George Bail, now attending Graduate College, Princeton, to earn his Master's Degree in Architecture.)



# THE SCOPE OF A PROFESSION

BAIL, HORTON & ASSOCIATES  
ARCHITECTS & ENGINEERS

**BAIL, HORTON & ASSOCIATES**  
**ARCHITECTS & ENGINEERS**

**Home Office**

First National Bank Building Annex

P. O. Box 310

Fort Myers, Florida

Phone 78

Cable "Flojane"

**Bradenton Office**

Walcaid Building

P. O. Box 471

Bradenton, Florida

Phone 2-6081

**Jacksonville Office**

Hildebrandt Building

P. O. Box 269

Jacksonville, Florida

Phone 3-1784

**BAIL HORTON & ASSOCIATES**  
**ARCHITECTS-ENGINEERS**  
 JACKSONVILLE · BRADENTON · FORT MYERS  
 FLORIDA

AUDITING  
 CLERICAL  
 CONTRACTS

FRANK W. BAIL  
 RALPH E. BAIL  
 FREEMAN H. HORTON

INDUSTRIAL &  
 MUNICIPAL ECONOMICS  
 SAMUEL D. FITZSIMMONS

NEGOTIATION  
 OF FINANCING

SURVEY

DESIGN

SUPERVISION

CHIEF SURVEYOR

CHIEF SUPERVISOR

COMPUTING  
 & DRAFTING

BORINGS &  
 SOUNDINGS

SURVEY  
 PARTIES

RESIDENT  
 ENGINEERS

CHIEF  
 SURVEYOR

INSPECTORS

SURVEY  
 PARTIES

ROADS &  
 DRAINAGE

ARCHITECTURAL

STRUCTURAL

MECHANICAL

MUNICIPAL  
 ENGINEERING

ELECTRICAL

AIRPORTS

COMMERCIAL  
 INDUSTRIAL  
 PUBLIC  
 INSTITUTIONAL

BRIDGES

SANITATION  
 WATER SUPPLY

SPECIFICATIONS

SITE PLANNING

# THE SCOPE OF A PROFESSION

This booklet is intended to sketch briefly the scope and relationship of services performed by modern firms of architects and engineers in conceiving, designing, and supervising the construction of public and commercial buildings, public and private institutions, utilities, industrial plants, airports, bridges, roads, harbors, ports, and railroad terminal facilities, which accommodate the commercial, industrial, welfare, and governmental activities of mankind.

## THE FUNCTIONS OF ARCHITECTS AND ENGINEERS

The descriptions of architecture as "frozen music" and of engineering as "the application of mechanical principles to design" are too limited because they do not indicate the most important service which competent firms of architects and engineers perform for their clients—that of analyzing the needs of the client in relation to contemplated structures and determining **what** to build.

Experienced firms possess a knowledge of the historical development of their client's enterprise. They keep abreast with the latest successful trends in the enterprise, and they possess such thorough knowledge of operation and maintenance that they can advise the client concerning the possibility of increasing efficiency of operation and decreasing the cost of maintenance by improvements in the arrangement of the proposed construction or in the nature of the proposed facilities.

They must also possess a profound knowledge of economics. Conscientious firms, after a study of their client's problems, must frequently advise the client that the time is not ripe for providing the contemplated construction or facilities. Economic and technical analyses of a client's problems in relation to construction are therefore among the primary functions of architects and engineers.

If new construction or the provision of new facilities is found to be economically desirable, the problems of planning space and designing facilities to accommodate functions are then studied by architectural and engineering designers who have been specially trained to cope with the particular problems involved.

## OBSOLESCENCE MORE DANGEROUS THAN DEPRECIATION

These specialists must be thoroughly informed concerning the probable future trends in the enterprise for which they are designing construction. For example, consideration in the design of a radio station for immediate construction must be given to the possibility of future adaptation to frequency modulation and television. In the design of commercial or governmental office buildings, the typical floors must be laid out in such a manner as to provide flexibility in partitioning to accommodate the special requirements of constantly changing tenants and bureaus. The possibility of future changes in production methods should be anticipated, as far as possible, in the de-



sign of industrial plants, by a thorough knowledge of the latest successful trends in the particular industry. **Obsolescence** rather than **depreciation** is the most dangerous enemy to amortization of sound construction.

### BEAUTY THAT NEVER FADES

It has been gratifying to observe that, particularly since the first World War, successful business and professional men, industrialists, and governmental officials have acquired an increasing appreciation of the monetary value of beauty as a functional contribution to construction. However, meaningless and expensive ornamentation derived from traditional architectural styles has long since been abandoned. Modern designers attain beauty in construction by adherence to ageless principles of proportion, by pleasing relation of mass to void, by interesting textures, and by harmonious color schemes. The attainment of beauty in this manner increases efficiency by the expression of function and adds no appreciable amount to the cost of construction as did the application of traditional "architectural styles". Beauty attained in this manner can never go "out of style".

### THE WEDDING OF THE ARCHITECT AND ENGINEER

The world's leading firms of construction designers have long realized that their organizations must possess closely integrated departments of economics, site planning, architectural and structural design, mechanical design—including heating and air conditioning, sani-

tary engineering, water supply and distribution, electric supply and transmission—roads, drainage, and so forth, if they are to serve clients contemplating important construction with utmost efficiency.

However, it was not until a year before the outbreak of the present war that our government performed the official ceremony which married the architect and engineer, by stipulating that contracts to design and supervise construction in connection with national defense would be awarded only to firms of "Architect-Engineers"—the hyphen supplied by the government. The government adopted this policy after investigation proved that the vast majority of the world's most important successful structures had been designed by completely departmentalized organizations in which the principals were architects and engineers rather than by architects who employed engineers or engineers who employed architects.

Modern firms, departmentalized to provide complete services, are not obliged to "sublet" contracts to other firms, or to obtain assistance from contractors and material manufacturers in connection with engineering services. Through this type of complete service the client is not obliged to absorb "hidden costs" in contracts awarded for construction and equipment.

Then too, as a result of complete coordination, the possibility of unexpected "extras" is virtually eliminated. All too often the owners of newly constructed facilities designed by firms unable to provide complete services within their own organization, have been heard

to remark "This job cost us a lot more than we thought it would—but we thought it would!" Frequently such unexpected "extras" caused principally by the overlooking of essential items and by conflicts in design which indicate two parts of a structure occupying the same space, have caused unexpected increases in the contemplated cost of structures to range from as much as 6% to 20% of the contemplated cost or several times the amount of the fee which the client agreed to pay for complete services. Through 28 years practice, Bail, Horton & Associates and its parent firms experienced unforeseen "extras" averaging only \$184.26 for each one million dollars worth of construction designed—amounts so trifling that the firm has always paid them rather than oblige the client to do so and, as a matter of policy, the firm guarantees its clients against any such unexpected "extras" whatever. Other firms possessing similar complete organizations have developed coordination of design and supervision to such an extent that they can give their clients similar guarantees.

#### **THE NECESSITY FOR COMPLETE ORGANIZATIONS OF SPECIALISTS**

It is probably safe to state that invention, the adaptation of new materials, and the performance of broader services by all types of organizations have contributed more to the complexity of construction during the past fifty years than during the previous history of mankind.

Steel skeleton and reinforced concrete construction removed physical limitations to the

height of building structures. Heights are now limited only by economics and problems of vertical transportation. Mass production and assembly lines revolutionized the design of industrial plants, not to mention air conditioning and the uniformity of improved artificial lighting, which have eliminated windows and skylights from many such structures. The advances in surgical, medical, and therapeutic techniques, stimulated by the terrific volume of human guinea-pigs provided by the battlefields of the first and the present world wars, have caused the modern hospital to rank among the most complicated institutions. Aeronautics, electronics, and the plastic industry are rapidly creating more involved problems for consideration in the design of many types of structures. None but firms of architects and engineers possessing a complete staff of specialists, working as a team, can cope with the complexities of modern design.

#### **THE ORGANIZATION OF BAIL, HORTON & ASSOCIATES**

The organization diagram of Bail, Horton & Associates typifies the organization provided by the outstanding firms of architects and engineers which offer clients the many special talents required to integrate the complex design of modern structures.

The parent firms of Bail, Horton & Associates were the Frank W. Bail Co., Inc., Architects & Engineers, and Freeman H. Horton, Consulting Engineer.

The Frank W. Bail Company was founded in 1914 by Frank W. Bail, President, graduate

of the School of Architecture, Columbia University. It operated until the outbreak of war in 1917, in New York City, and resumed operation in Cleveland, Ohio, in 1920, with branch offices in Pittsburgh and New York City, at which time Ralph E. Bail, Ohio State University, joined the organization as Vice President and General Manager. Through the twenties and until 1933, when it transferred its home office to Florida, it maintained a complete departmentalized organization of architects and engineers which designed and supervised construction of important projects of widely varied types, including governmental buildings and parks, office buildings, hotels, hospitals, garages, theaters, secondary school and college buildings, institutions for the insane and feeble-minded, penal institutions, industrial plants, warehouses, water supply, distribution and treatment systems, sewerage collection and sewage disposal systems, seawalls and the usual variety of miscellaneous structures which a firm of this type is assigned to handle.

The firm also enjoyed a broad consulting practice in connection with city planning, hotel, and institutional projects. It served for a period of six years as Consulting Architects and Engineers to the State of Ohio on a \$37,500,000 state welfare building program.

The firm of Freeman H. Horton, Consulting Engineer, started operation in Florida in 1933. Mr. Horton, whose degrees in Civil Engineering were earned at M. I. T. and Harvard, had previously served with the U. S. Coast and Geodetic Survey, the bridge departments of the Illinois and Missouri State Highway Commissions, the Florida State Road Department,

the American Bridge Company, and as Assistant Engineer, Florida East Coast Railway, where he designed numerous railway bridges including the St. Johns River Bridge at Jacksonville, Florida. He also served the Cincinnati Union Terminal Company on the design of railway and highway bridges, grade crossing elimination structures, and large monolithic sewers in connection with the Cincinnati Union Terminal development.

During the ensuing years, the firm designed harbor developments and harbor works, swimming pools, yacht basins, and eight municipal airports in the State of Florida, together with numerous bridge, highway, industrial and utilities projects. It also served Manatee, Hardee, and DeSoto Counties, several municipalities and numerous corporate and private clients as consulting engineers.

Shortly before the outbreak of war, these parent firms were consolidated to form the organization of Bail, Horton & Associates, Architects & Engineers.

### **SERVICE TO ARMY AND NAVY**

Bail, Horton & Associates, because of the long successful practice of its parent firms, was among the first group of fourteen nationally prominent organizations selected by the War Department, six months before the outbreak of war, to design fourteen huge cantonments. Its first War Department contract involved the design of an Anti-Aircraft cantonment to accommodate 22,000 troops, at a cost of \$14,224,684, including a 1,500-bed hospital, railroad facilities, water supply and distribution system,

sewerage collection and sewage disposal system, electric distribution system, boiler house and steam distribution system, ice plant, and roads.

Over the following four years, the War and Navy Departments entrusted to it the design of the Bomber Command Base (Hendricks Field) Sebring, Florida; the Bombing and Gunnery Range, Avon Park, Florida; the OTU Heavy Bombardment Station, Avon park; the Air Force Ferrying Command Base, Homestead, Florida; the Medium Bomber Station, Henderson Field, Tampa; the First Air Force Miami 36th Street Airport, including facilities for the Supply and Motor Overhaul Depot; the OT Dive Bombardment Station, Cross City, Florida; runways and drainage for the Lighter-Than-Air Navy airport at Richmond, Florida. Airport additions, utilities, and miscellaneous facilities were designed at MacDill Field, Tampa; Morrison Field, West Palm Beach; Army Airfield at Punta Gorda; the Jacksonville No. 2 Navy Airport; the Vero Beach Navy Airport; Naval Auxiliary Airfield, St. Augustine; St. Petersburg U. S. Coast Guard Airport, and Naval Air Stations at Daytona Beach, DeLand, Stuart, Fort Lauderdale, Lake City, Melbourne, Sanford, and Banana River. The firm also designed special drainage facilities and erosion control works at the Whiting Field Naval Air Station, Pensacola, Florida.

The construction cost of the more important of these projects ranged from \$3,210,000 to \$17,550,000.

Photographs of unsolicited letters from high-ranking officials, in this booklet, attest their

complete satisfaction with the services of the firm in connection with this vast construction program.

Bail, Horton & Associates, in collaboration with Reynolds, Smith & Hills, and Parsons, Brinckerhoff, Hogan & Macdonald, performed for the U. S. Engineers, in 1943, a contract to determine the type and design of highway and railroad bridges, estimated to cost \$11,250,000, in connection with the proposed Florida Cross-State Barge Canal.

### POST-WAR CONSTRUCTION

The firm is now engaged in the design of post-war commercial and industrial buildings, a new sanitary system for the City of Bradenton, Florida, and a high-level bridge across south Tampa Bay between St. Petersburg and Bradenton for the St. Petersburg Port Authority, estimated to cost approximately \$9,000,000. Parsons, Brinckerhoff, Hogan & Macdonald, at the invitation of Bail, Horton & Associates, is collaborating on the Tampa Bay Bridge project as associate engineers.

The perplexing problems of reconversion from war to peace-time pursuits, with which American industry is so vitally concerned, do not affect our nation's leading firms of architects and engineers, which have served the government's war effort over the past four years, because public, commercial, and industrial projects, contemplated for construction as soon as materials and labor become available, present the same type of complex design problems which these firms were obliged to solve in connection with Army and Navy projects.

The average project requires the teamwork of at least four or five design departments. For instance, in designing a single public building, the plans must be developed by the following departments—economics, site planning, architectural design, structural design, mechanical design (plumbing, heating, air conditioning), electrical design, contract, and field supervision. A bridge project requires development by the departments of economics, site planning, survey, structural design, architectural design, finance, contract, inspection, and supervision. Industrial plants, hospitals, and public institutions require the services of a still larger number of departments.

Competent service in the design of important post-war projects can therefore be provided most effectively by firms which possess a complete complement of all departments pertaining to the design and supervision of construction, and which, through years of experience, have developed smooth working team-play among them.

### PERSONNEL

Bail, Horton & Associates, like many similar firms, is directed by firm members and associates, each of whom possesses special training and experience to direct his particular department. Firm members, junior firm members, and associates have received their professional training and degrees in the architectural and/or engineering departments of Columbia, M. I. T., Harvard, Ohio State, Princeton, The Beaux Arts, Michigan, Illinois, Rose P. I., Brown, Florida, North Carolina, Georgia Tech, and the University of Alabama.

Several firm members and associates served as commissioned officers in the Army and Navy during the first World War. During the early years of the present war, the firm, like others, furnished an appreciable number of promising young architects and engineers to the armed services, all except two of whom plan to return to the organization after discharge.

### DEPARTMENT OF INDUSTRIAL AND MUNICIPAL ECONOMICS

Because of the imminence of industrial reconversion and the establishment of new industries during the post-war era, and because of plans of federal, state, and municipal governments to provide long postponed facilities as soon as labor and materials become available, the firm has established a Department of Industrial and Municipal Economics which has taken over the pre-war Finance Department that has long assisted clients in the negotiation of bond issues and in procuring various types of financial assistance for the construction of their projects.

This department, under the direction of Samuel D. Fitzsimmons, mechanical and industrial engineer and former electric utilities executive, studies the economic problems of clients in relation to the structural accommodation of their enterprise. It prepares surveys relative to the location of new sites and the many considerations attendant thereto such as markets, transportation facilities, availability of raw products, labor, water, and power. It also assists and advises in the development of long range programs for the orderly and

economical expansion of industrial plants, municipal and state institutions.

It prepares financial set-ups in connection with all types of construction designed by the firm, including estimates of gross and net income, schedules of operation, maintenance, depreciation and obsolescence, and plans for amortization and refinancing. After the preparation of such documents, it assists clients in negotiations for financing contemplated construction. The preparation of economic surveys for municipalities as a guide to the attraction of appropriate industries, and the establishment of long range utilities expansion programs for municipalities are also functions of this department.

### CONSULTING SERVICES

Over more than a score of years the firm and its parent firms have offered consulting services as architects and engineers to state and municipal governments, to hotel chains, and to private industry. It has been frequently engaged in this capacity to study the expansion programs of a client, to prepare schematic functional layouts of required additional facilities; to assist in the engaging of architects and engineers for the preparation of final designs and the supervision of construction, and to supervise, for the client, the work of such firms in developing the design of particular projects, and to guide and direct the supervision of important construction. Through this service, it has been able to coordinate the expansion programs of its clients and to assure them of high quality in design and execution.

Consulting service to operating receivers, under federal courts, particularly in connection with industrial plants and hotels, has, on several occasions, assisted in recovering the entire equity of the original owner.

### APPRAISALS AND MANAGEMENT

Since the early twenties, the firm and its parent firms have been frequently entrusted by courts and public bodies with the responsibility of appraising existing construction in support of condemnation proceedings for the acquisition of right-of-ways. Banks and investment banking firms have frequently engaged the firm to appraise contemplated construction in support of bond issues and refinancing.

The firm also performs "A.E.M."—architect, engineer, management—contracts through which it virtually relieves the client of all responsibility in connection with new construction by augmenting the services of design and supervision with the direct awarding of construction contracts, the general management, the purchasing of equipment, and the performance of all steps necessary to procuring the desired facilities and placing them in operation.

### IN RETROSPECT

A few letters selected from scores of unsolicited letters from clients of Bail, Horton & Associates and its parent firms appear in this booklet. Some express the satisfaction which pre-war clients received from services and others attest the value of services to the war effort over the past four years. The sincere expression of satisfaction with the firm's ser-

ices by former clients is the best guarantee that it can offer prospective clients concerning the quality of service they may desire. Conscientious and responsible architects and engineers receive from such expressions, and from observing the successful operation of projects which they have designed, the gratification which inspires most of them to carry on until age dims their faculties.

### THE FUTURE

Contemplation of construction in the post-war era has already brought the firm face to face with its many problems. Since the inception of its practice, it has designed construction aggregating approximately \$260,000,000 in cost. Having continued the smoothly integrated operation of all departments through the past four years of service in the war effort, it feels assured in looking forward to performing its share of service during a period of reconstruction throughout the world, the like of which has no antecedent in history.

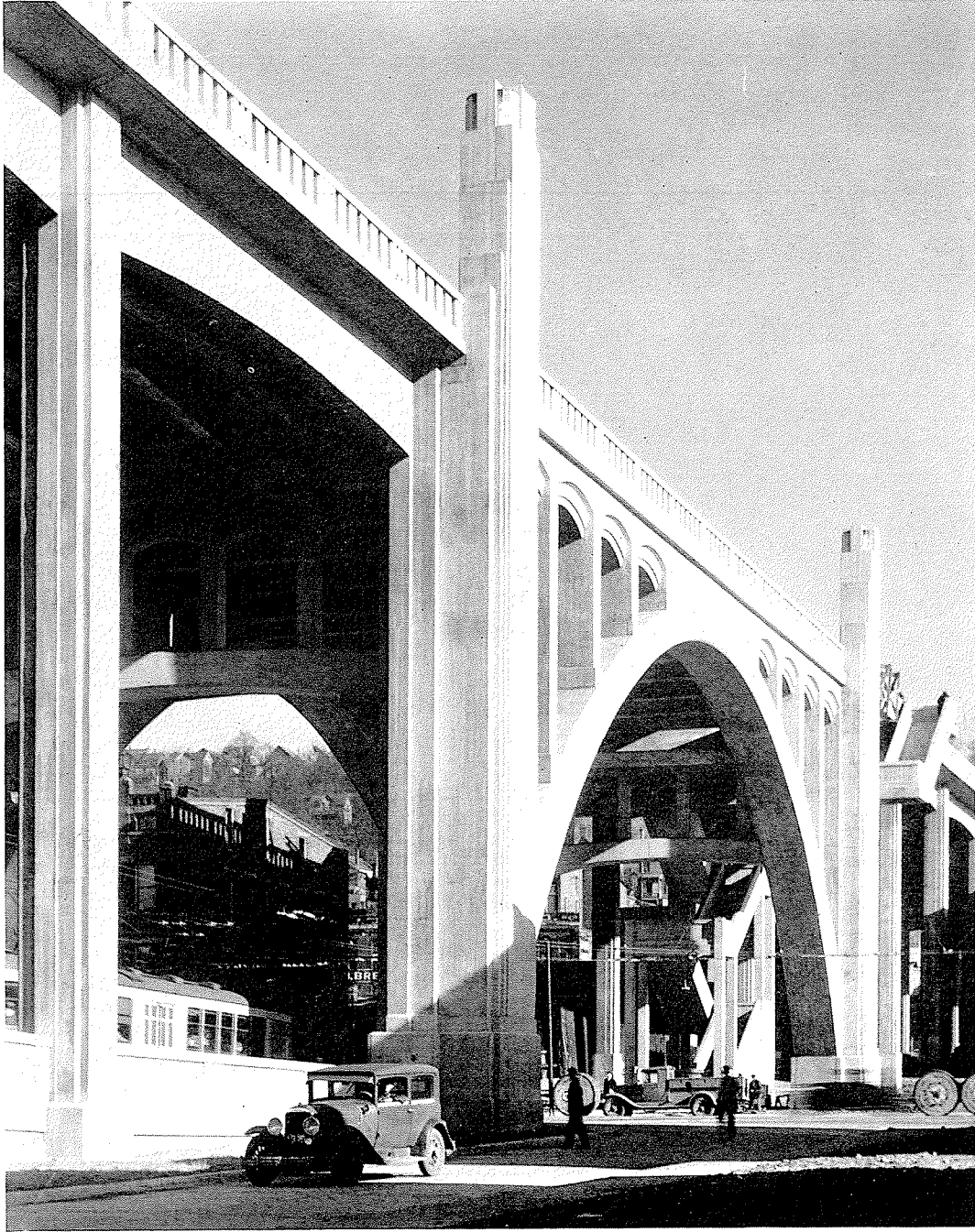
### ILLUSTRATIONS

This booklet presents photographs of the exteriors and interiors of a few typical build-

ings, photographs of other typical structures, and reproductions of several working drawings, for the purpose of illustrating a wide variety of projects. Bail, Horton & Associates, its parent firms, or individual members thereof, designed or were associated with the design of all buildings or other structures appearing herein. The movable span in the Jacksonville railroad bridge, shown in open position, a Strauss Bascule Span, was designed for the Florida East Coast Railroad Company under the direction of its bridge department and in collaboration with Freeman H. Horton, designer of the Jacksonville bridge.

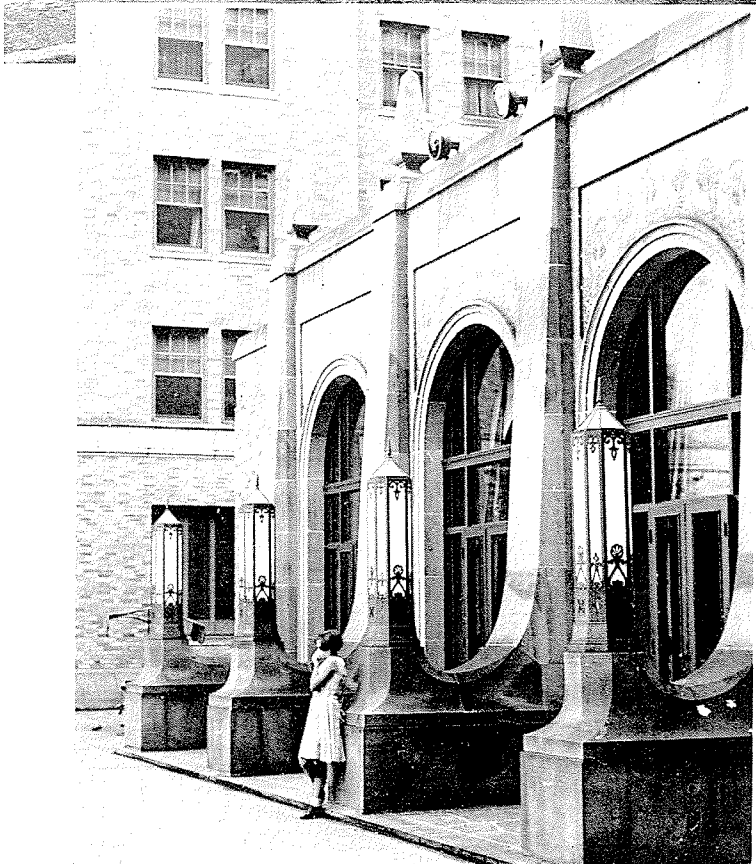
### IN CONCLUSION

It is hoped that this booklet will serve as a contribution to the better understanding of the functions of architecture and engineering; that it may give clients an idea of the manner in which modern firms of architects and engineers are organized to perform their functions, and that it may be helpful to the prospective client in approaching the complex problems that will be presented by post-war construction projects.



Spring Grove Arch  
Cincinnati Union Terminal Co.

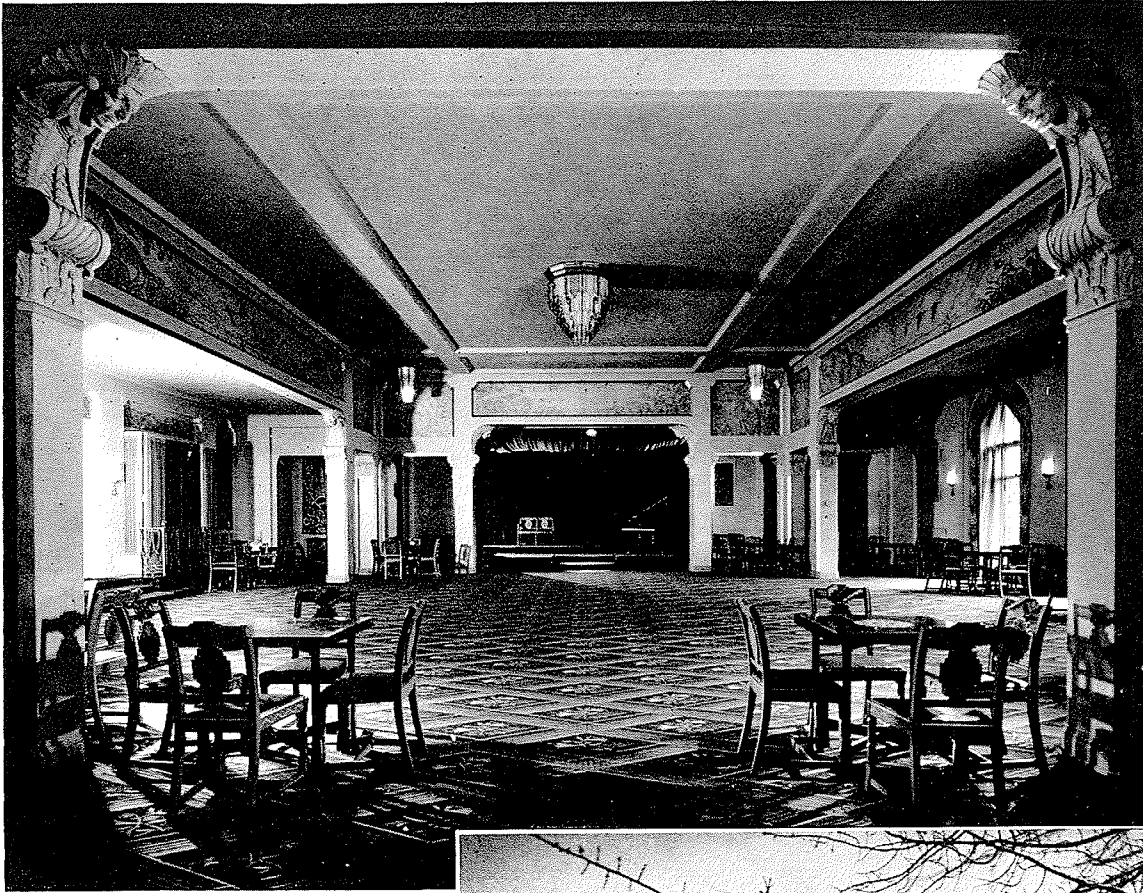




The Lake Shore Hotel  
Cleveland, Ohio

Lake Erie Facade  
Cost \$2,260,000

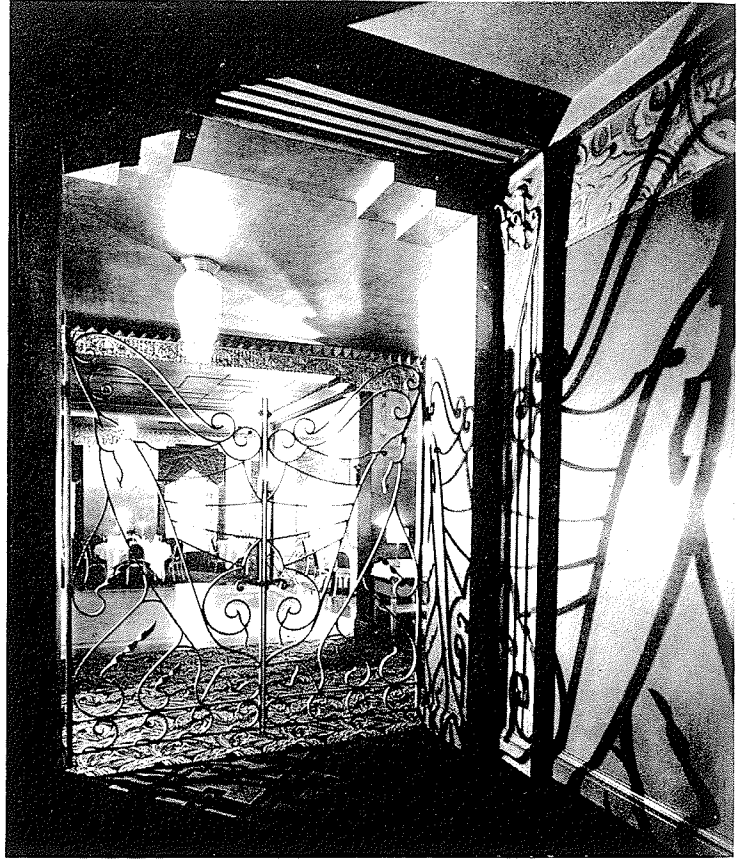
Court Entrance



Ball Room  
Lobby on upper  
level at left



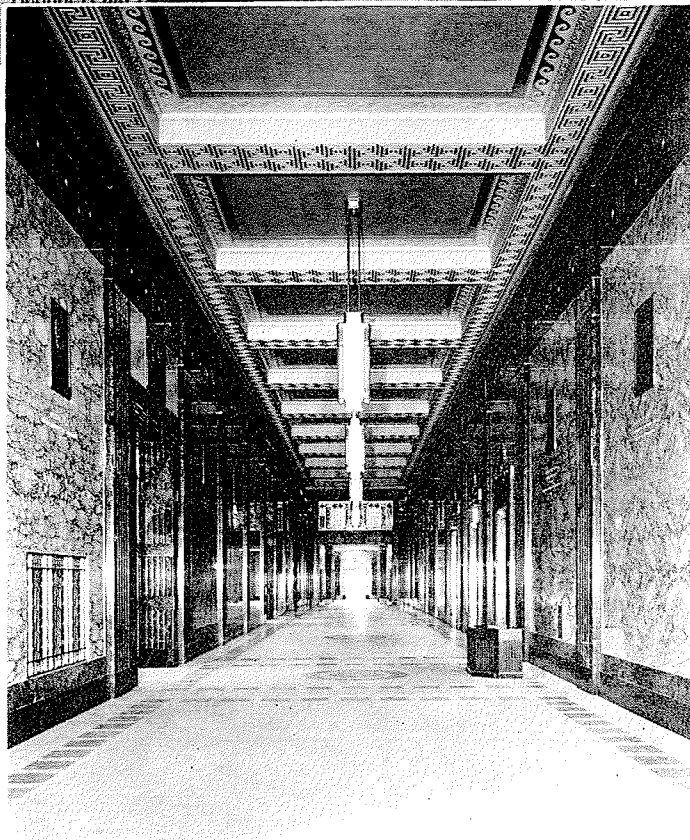
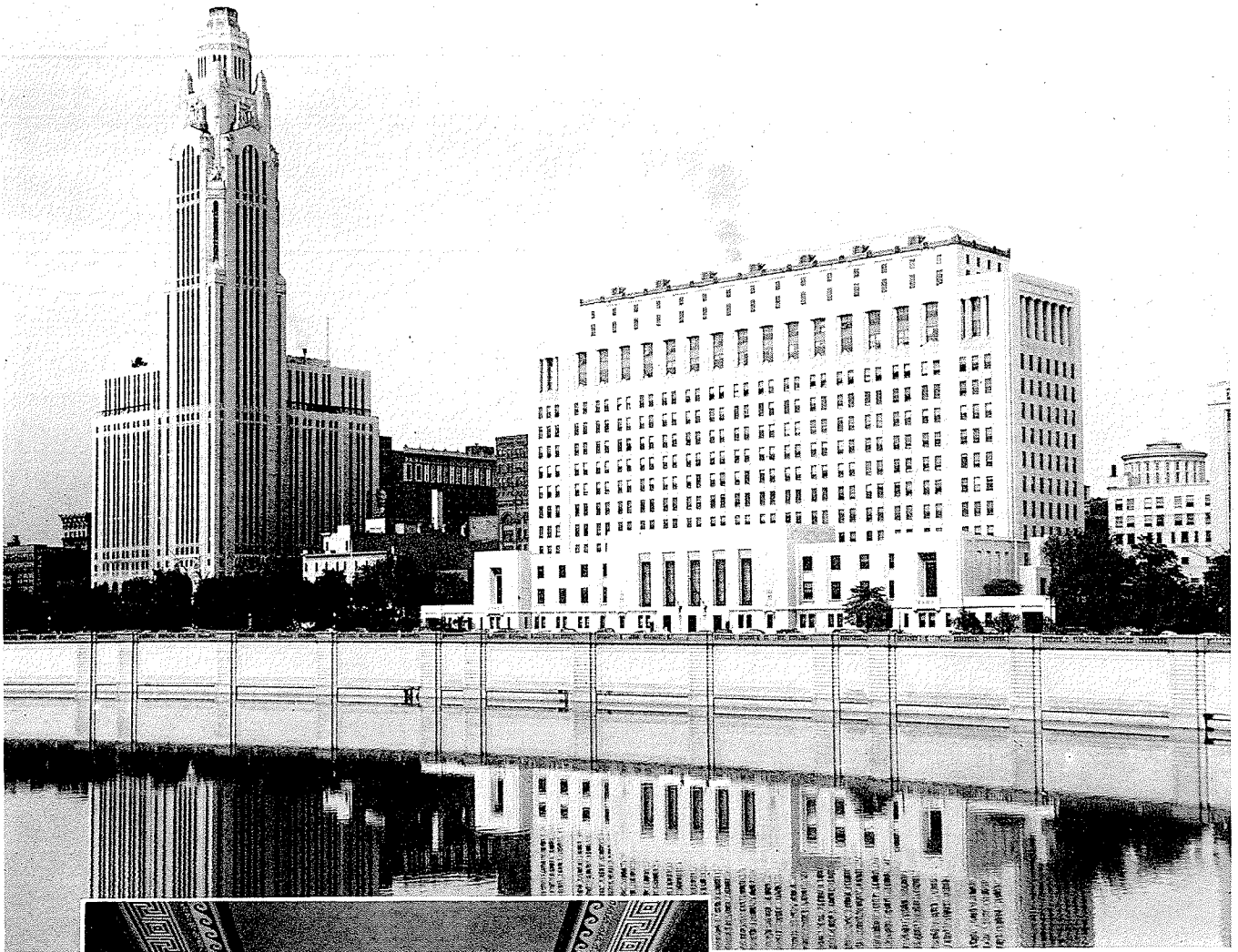
Edgewater Drive  
Facade



A few interiors of The Lake Shore Hotel, Cleveland, Ohio, constructed in 1925 and credited by many architects as creating an influence toward the popularity of playful and colorful interior design.

The Boiler Room





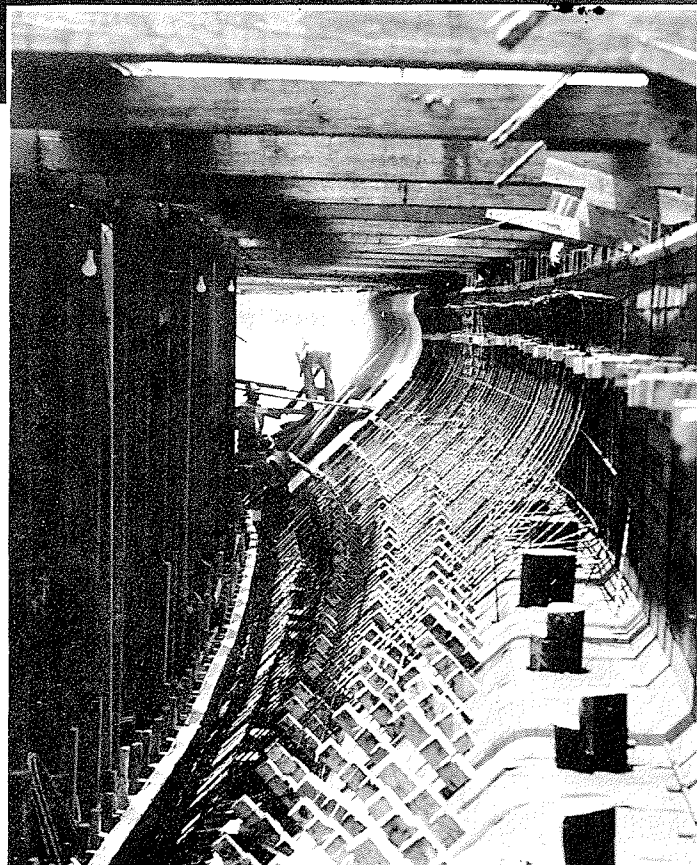
The State Office Building  
Columbus, Ohio  
Designed in association with  
Harry Hake and Alfred Hahn

An edifice of white marble designed to accommodate  
State Library, Governor's Office, executive offices  
of all state departments and hearing rooms.  
Cost \$4,542,000

The Hall of  
Governors

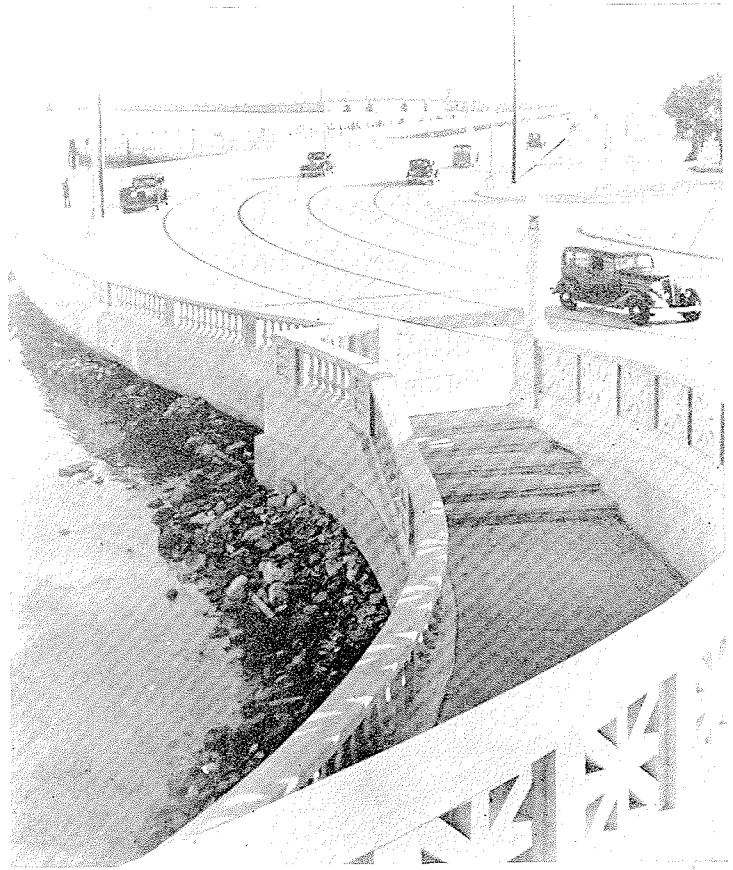


Bayshore Seawall and Bayshore Drive  
Tampa, Florida  
(Under Construction)



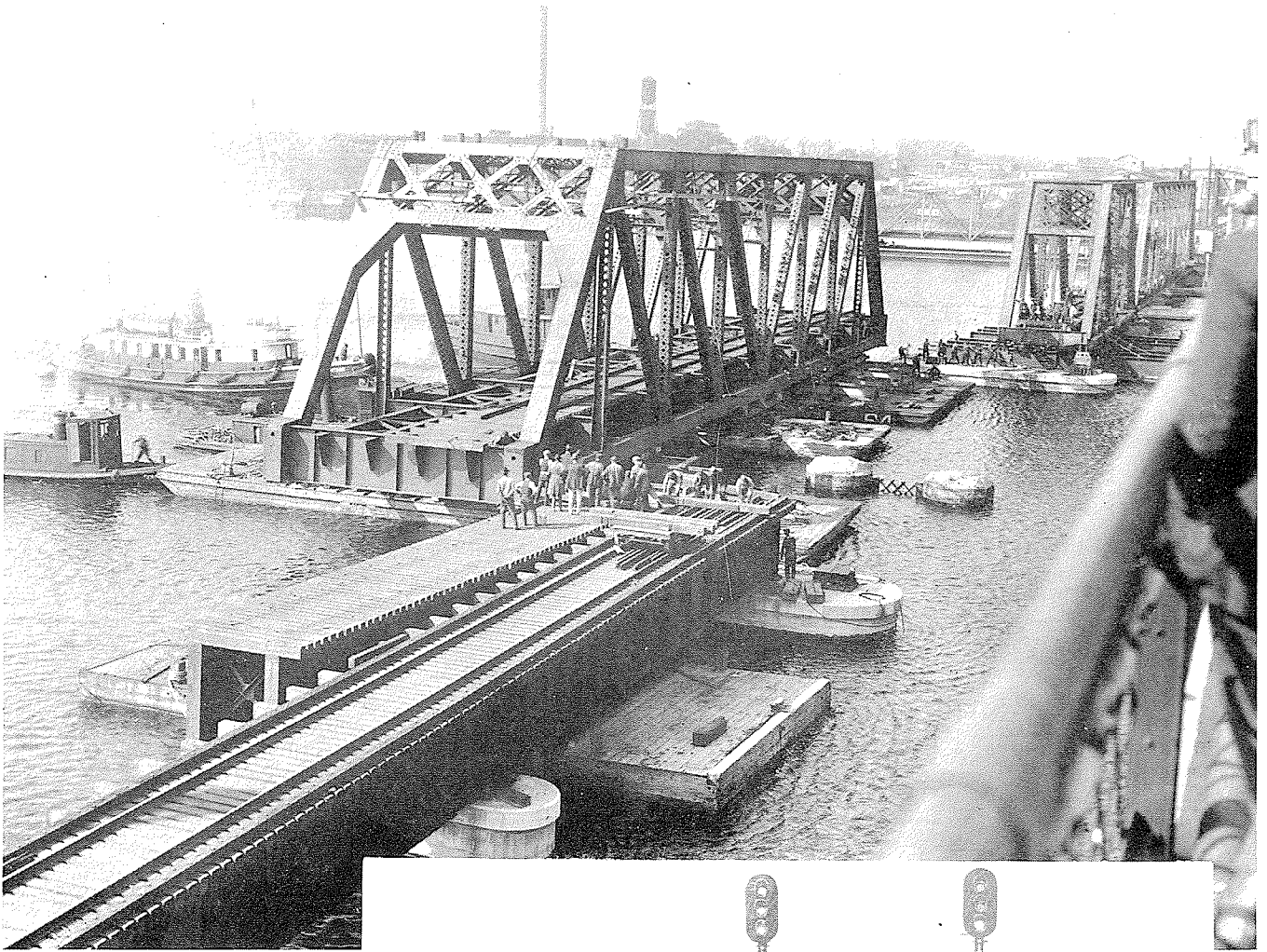
Placing  
reinforcing steel

Tampa Bayshore Seawall  
and Bayshore Drive  
Platt Street Bridge Ramp  
with Bay Street Yacht Basin  
in background

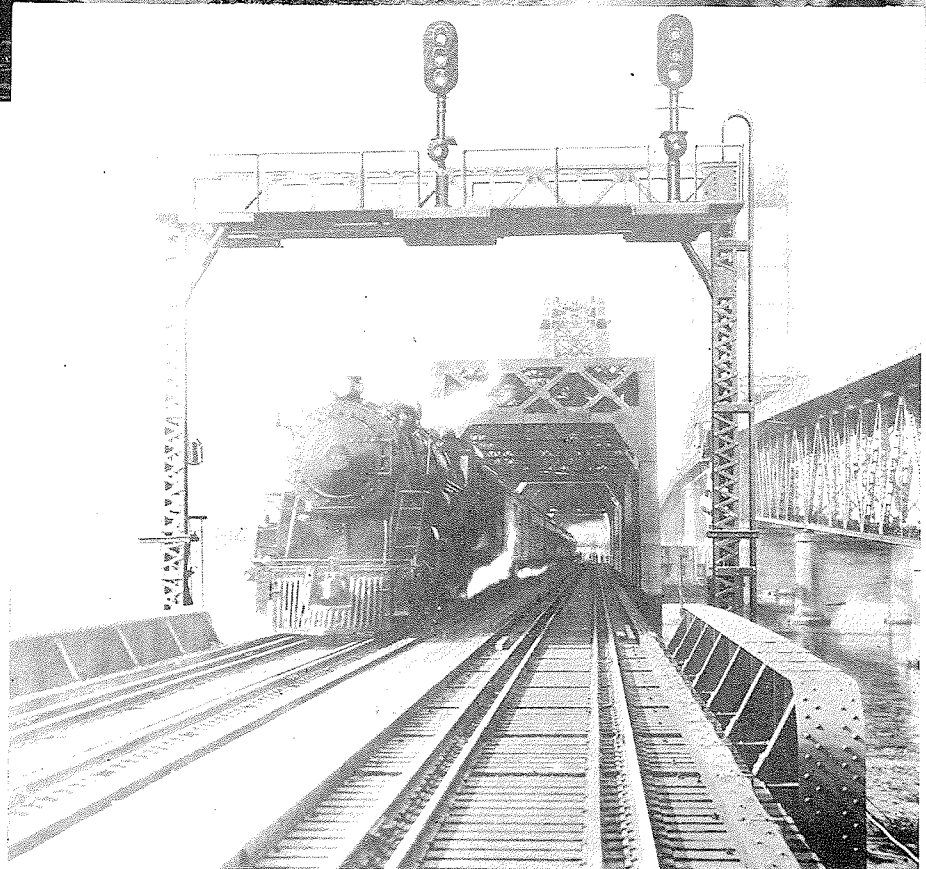


Bayshore Seawall  
at curve

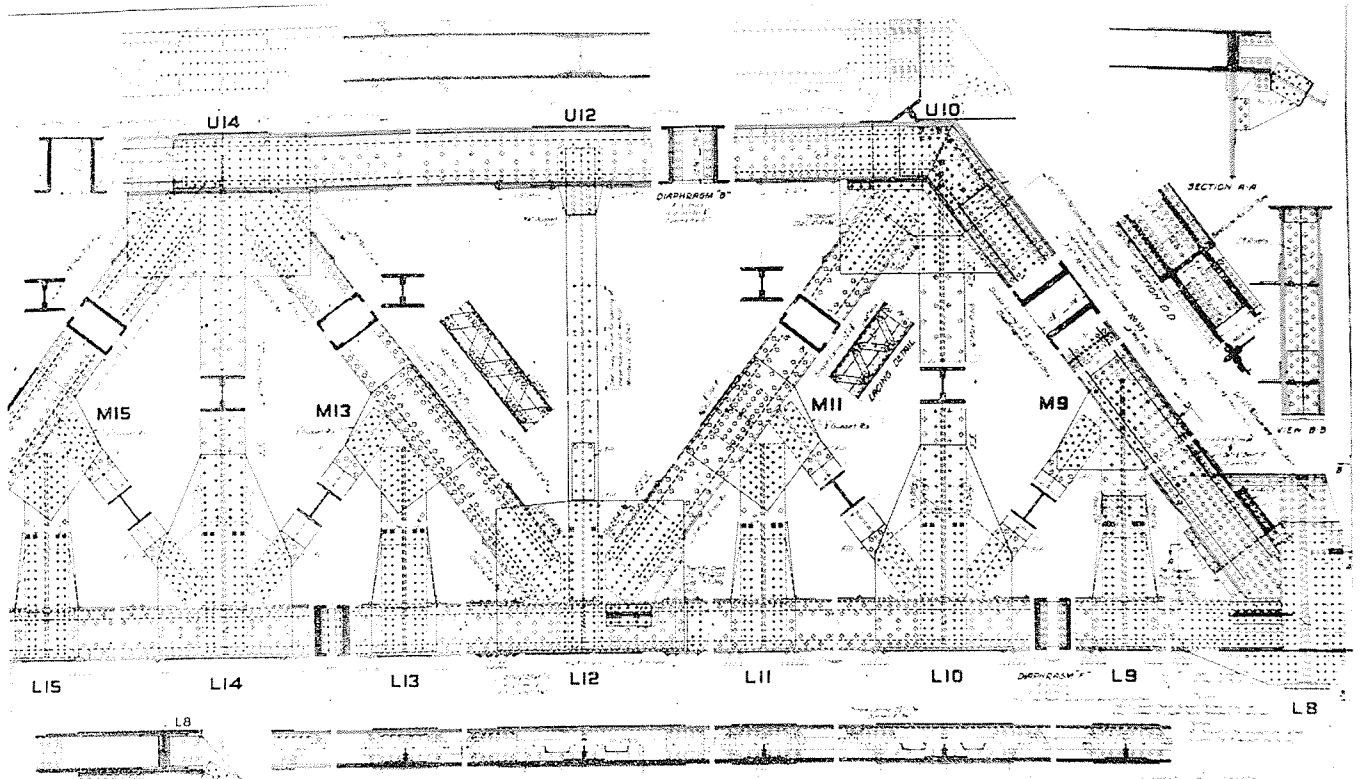




Advanced stage of floating in new double-track truss span following the removal of single-track span



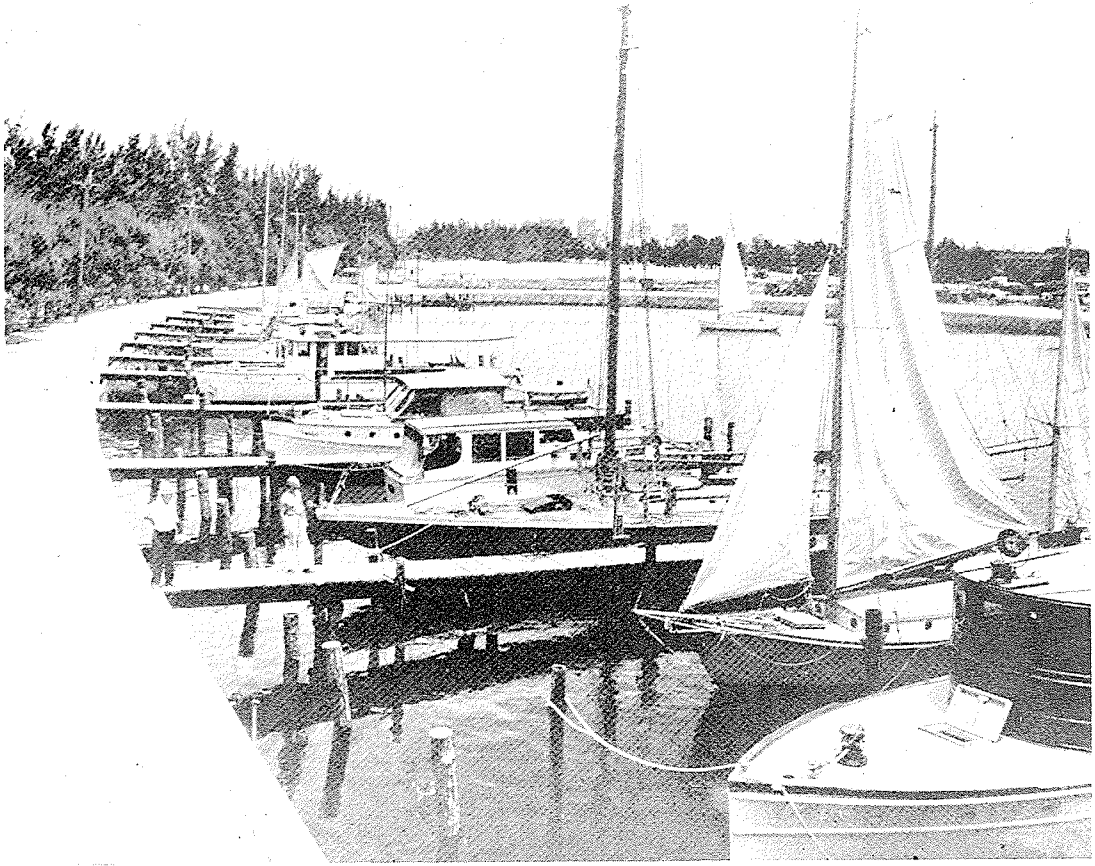
Florida East Coast Railway Company Bridge Crossing St. Johns River at Jacksonville, Florida



Design Details, Railroad Truss Bridge, for Cincinnati Union Terminal Co.  
Strauss Bascule Span in St. Johns River Bridge at Jacksonville, Florida



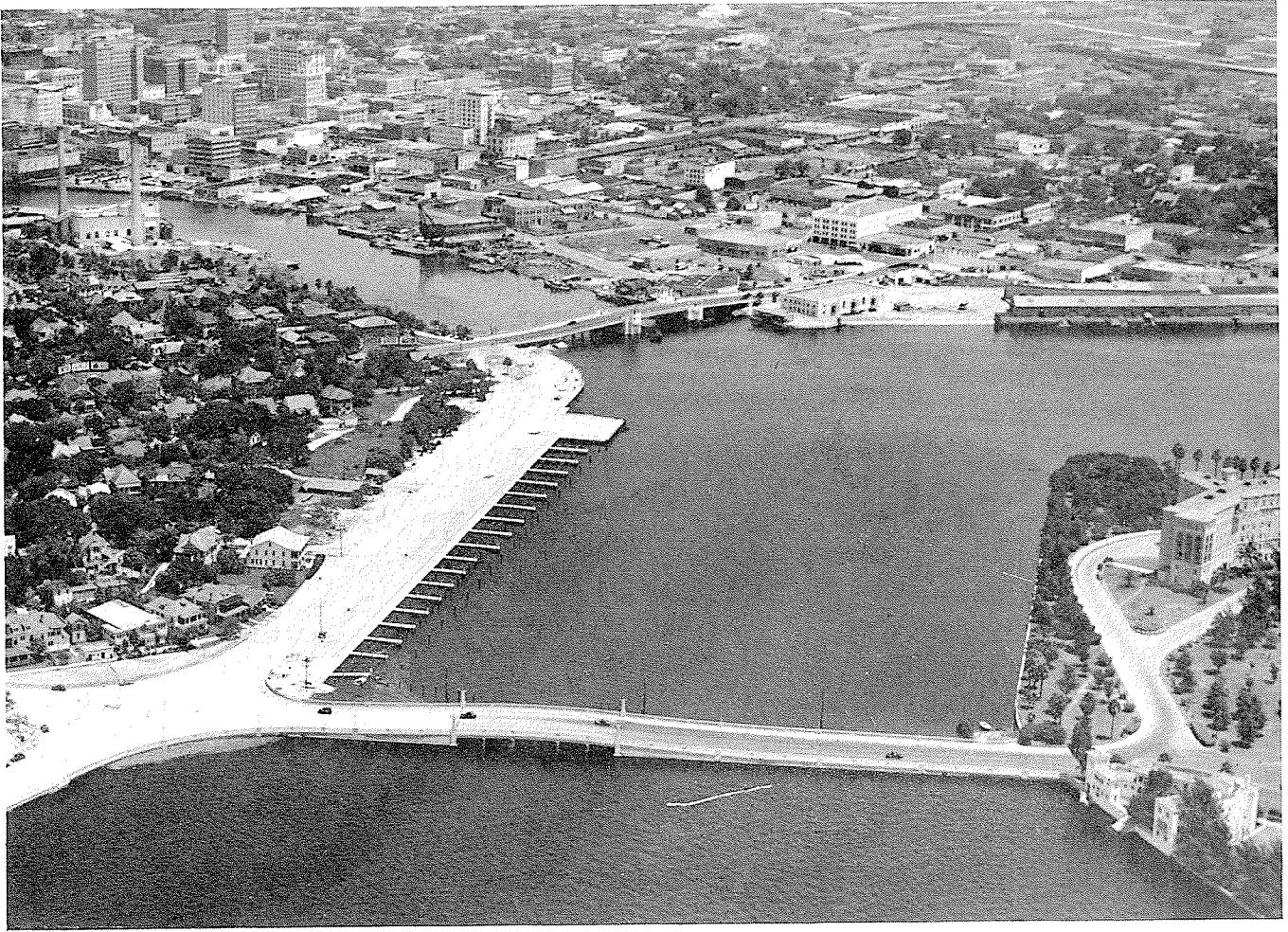




Marjorie Park Yacht Basin, Tampa, Florida

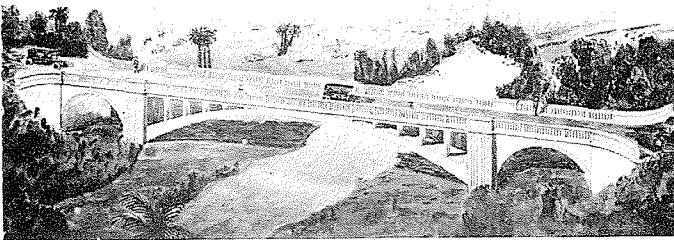
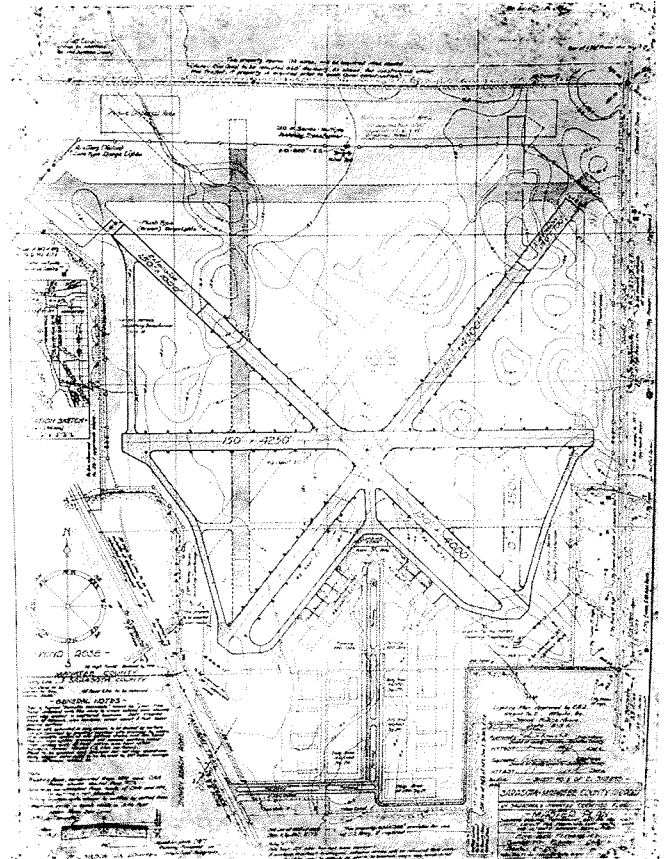
Fort Myers Yacht Basin, Fort Myers, Florida



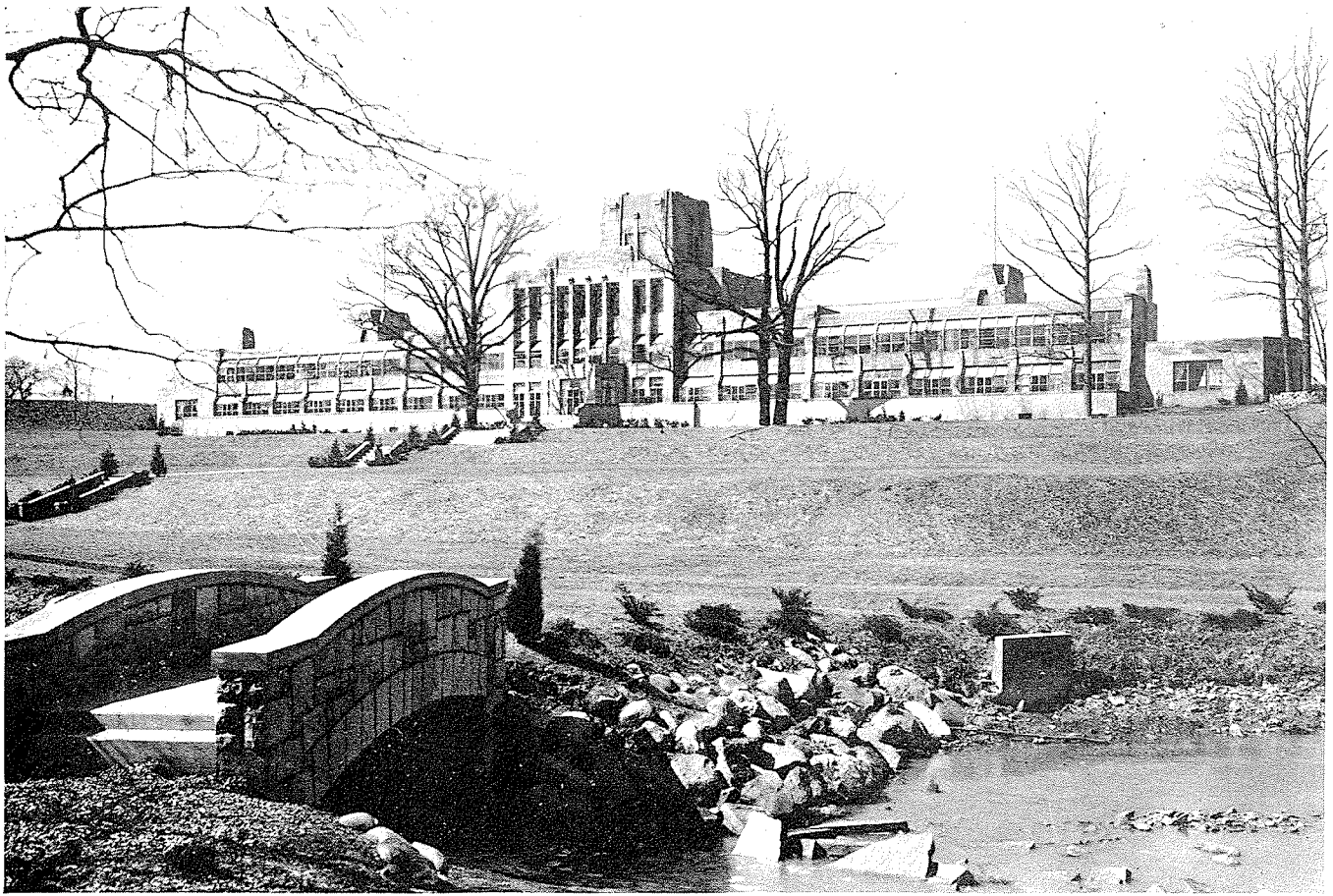


Bay Street Yacht Basin  
Tampa, Florida

Working drawing  
Sarasota-Manatee County Airport  
Florida

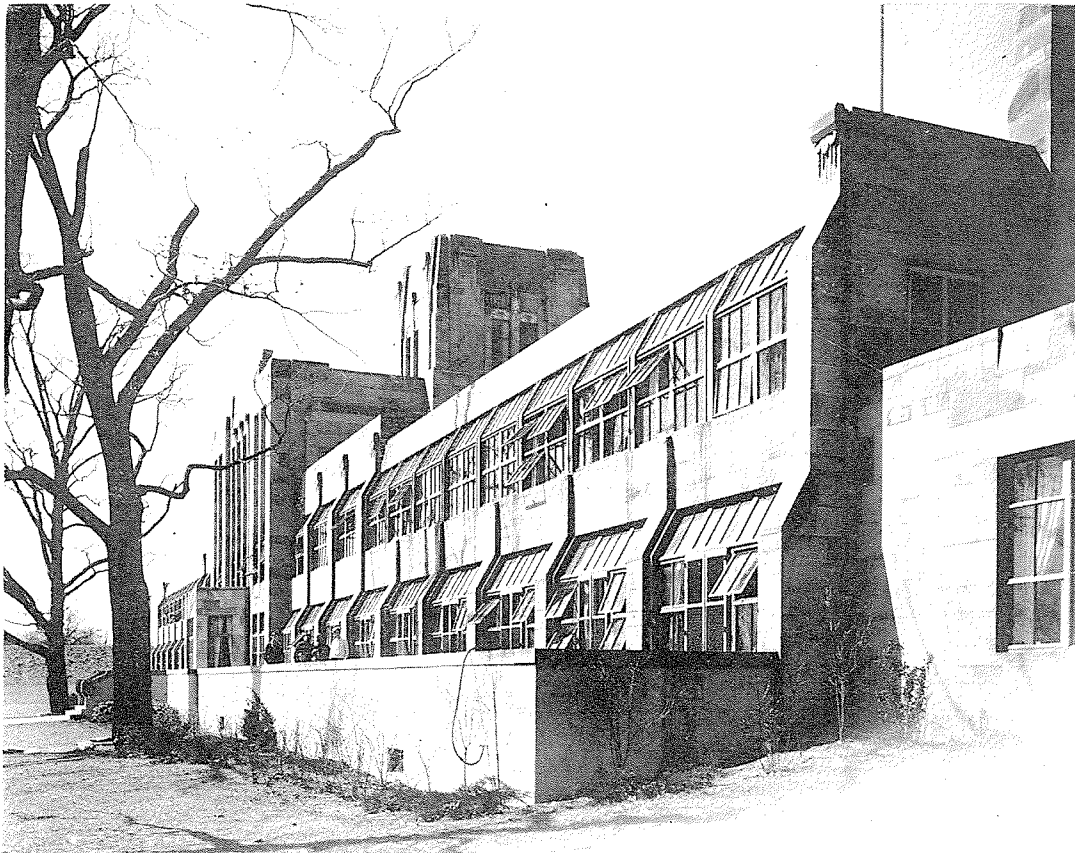


Concrete Arch Highway Bridge  
Little Manatee River  
State Road No. 5  
Hillsborough County, Florida



Lorain County Tuberculosis Hospital, Amherst, Ohio

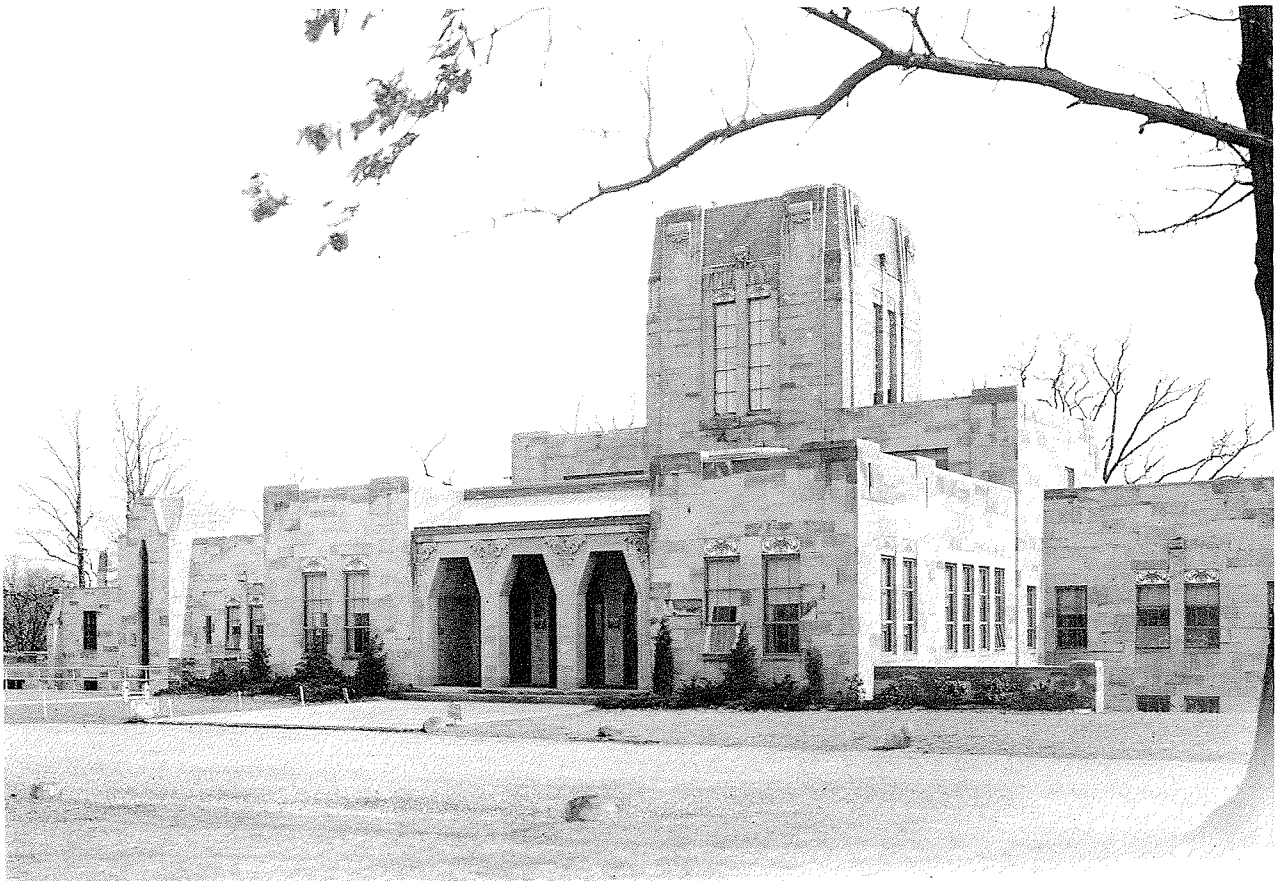
Introducing sloping windows for exposing bed patients to sun. Cost \$425,000

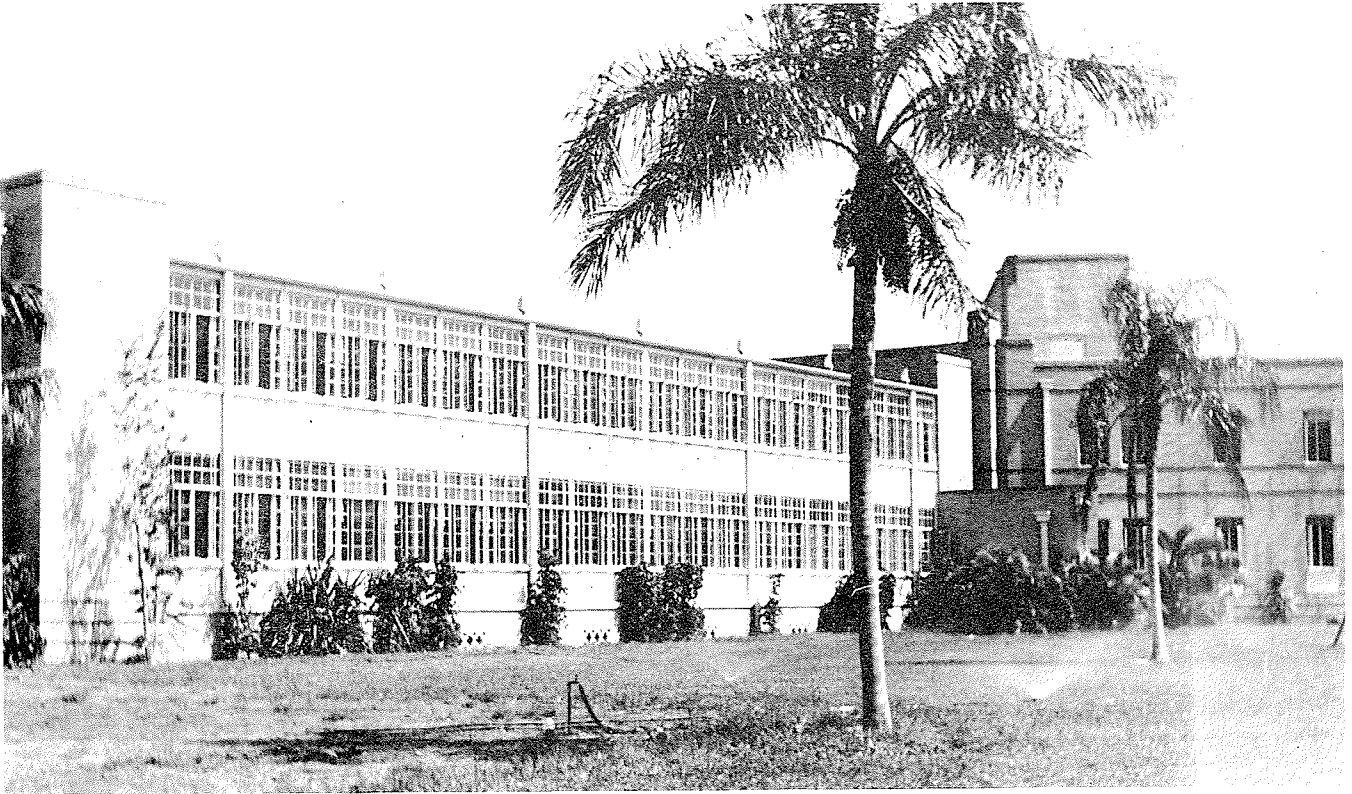




New Cleveland City Hospital, Dr. S. S. Goldwater, Consulting Surgeon. Cost \$6,400,000

Main Entrance—Lorain County Tuberculosis Hospital

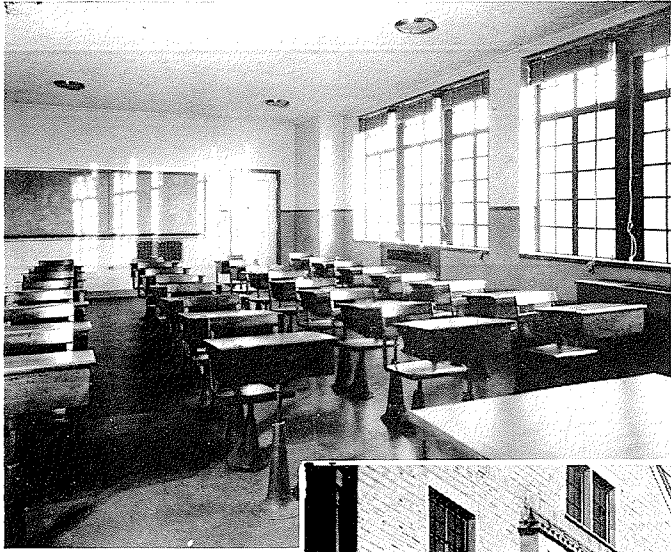




Lee County General Hospital Fort Myers, Florida  
Sun porches used as corridors

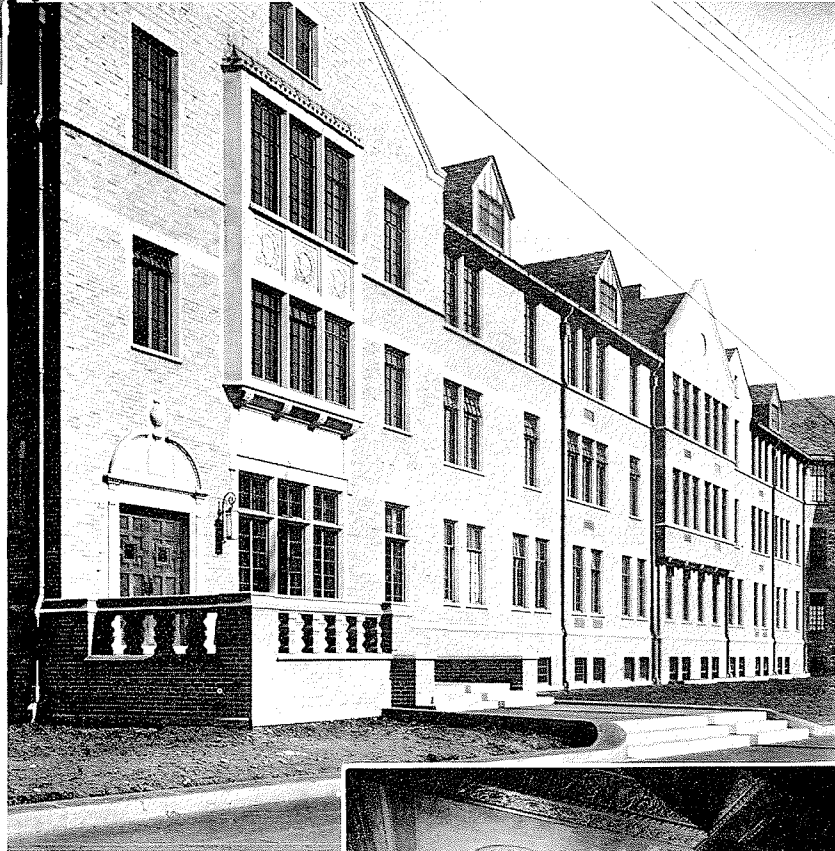
Public Entrance, Lee County General Hospital



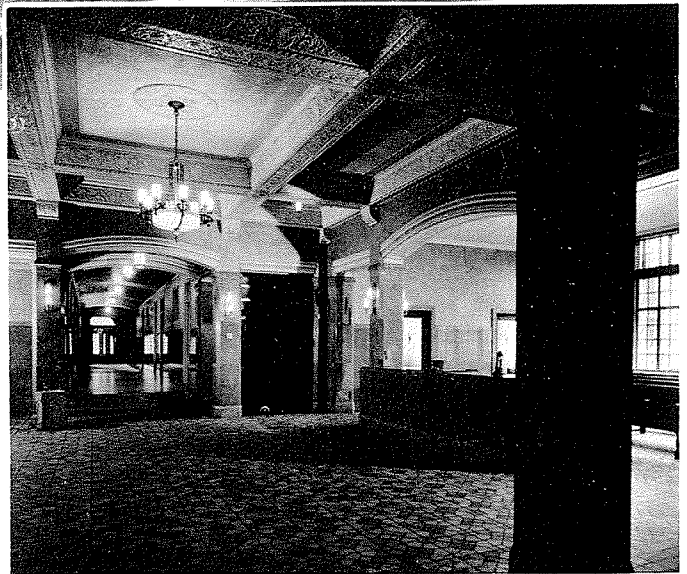


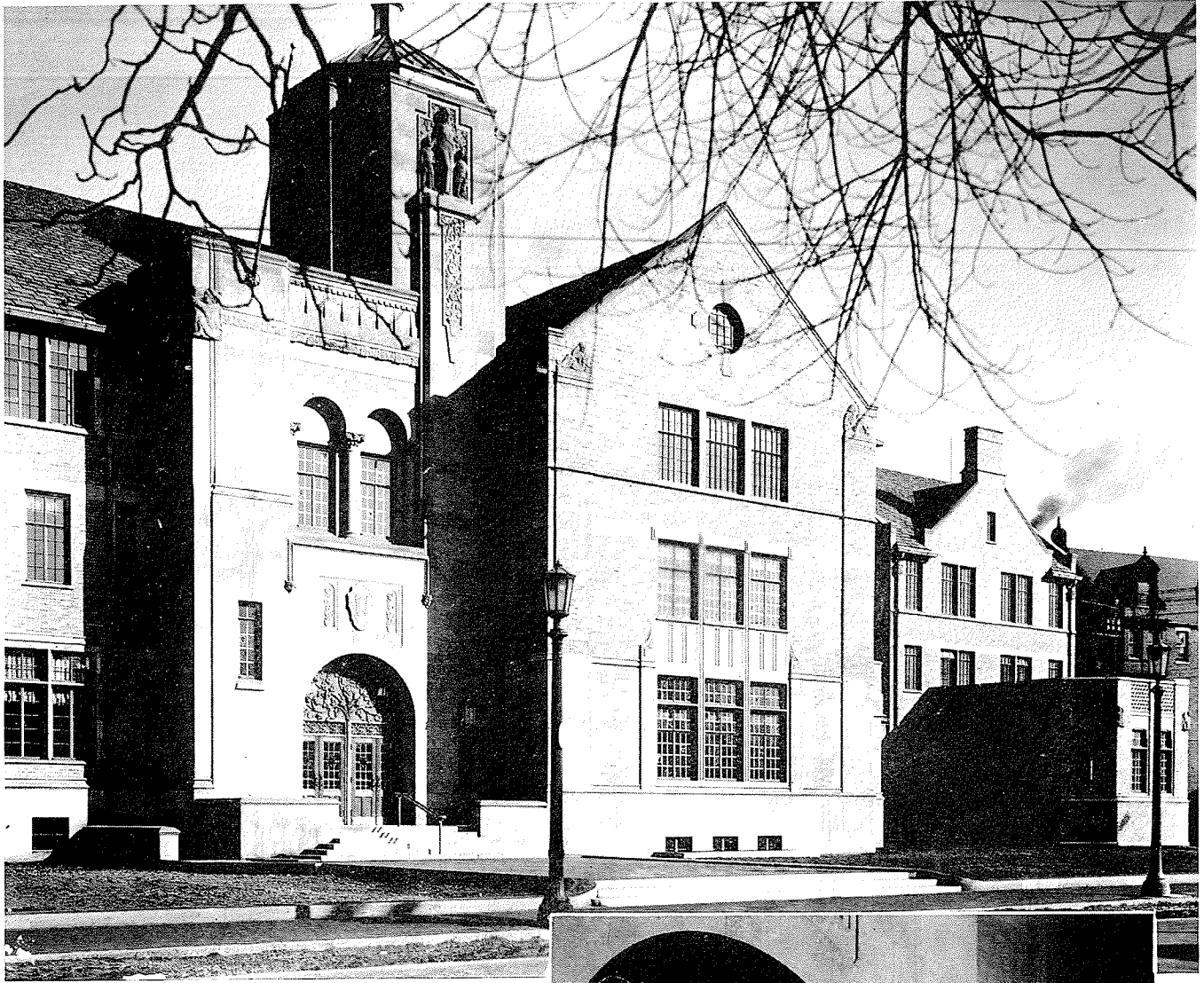
Typical Classroom

School Building  
Juvenile Courts Group  
Cleveland, Ohio

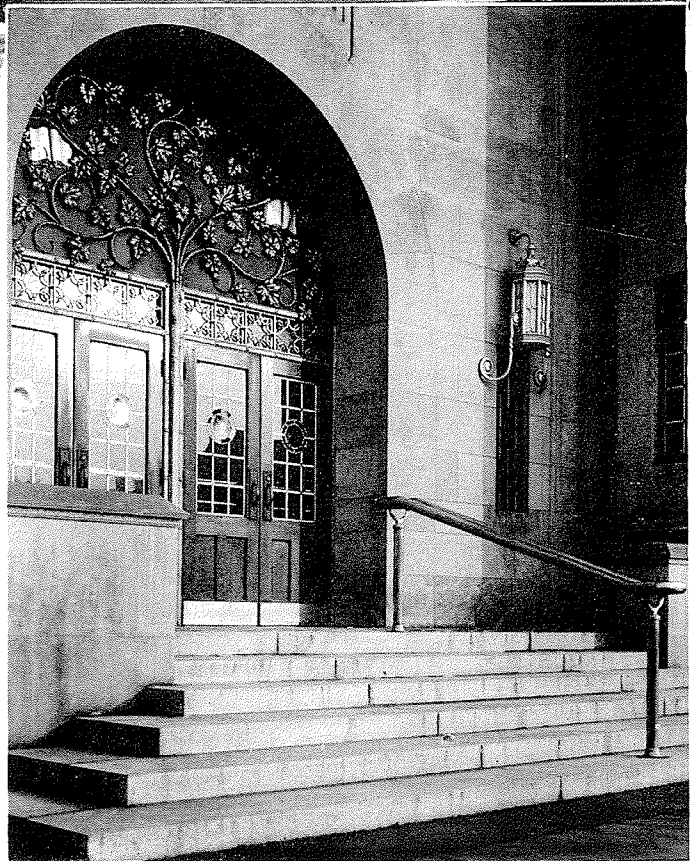


Lobby in Administration Building  
of Welfare Group





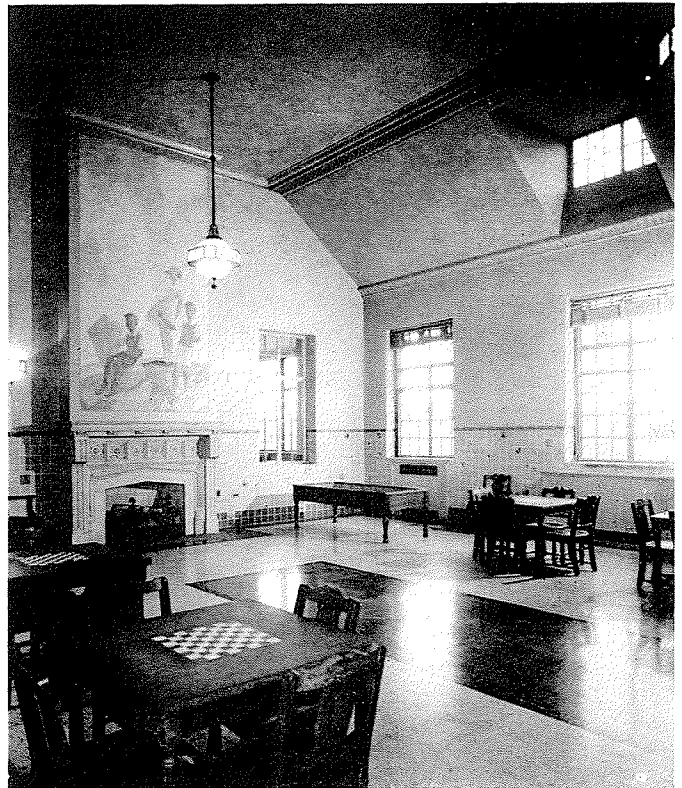
Administration Building  
Juvenile Courts and Welfare Group  
Cleveland, Ohio  
Cost \$1,850,000



Entrance detail



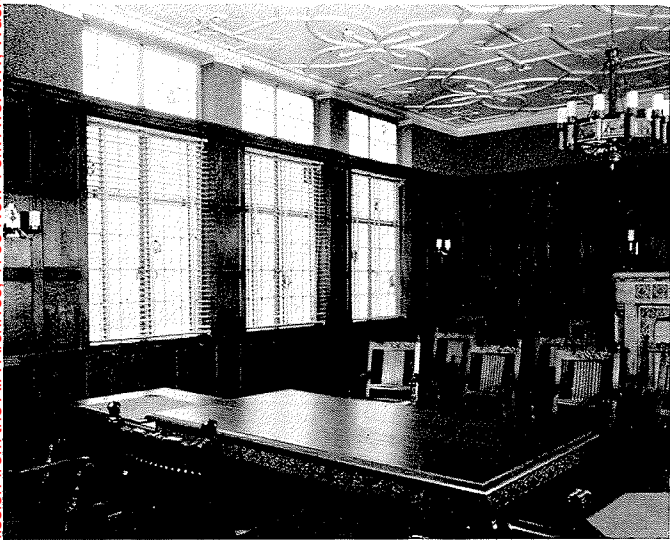
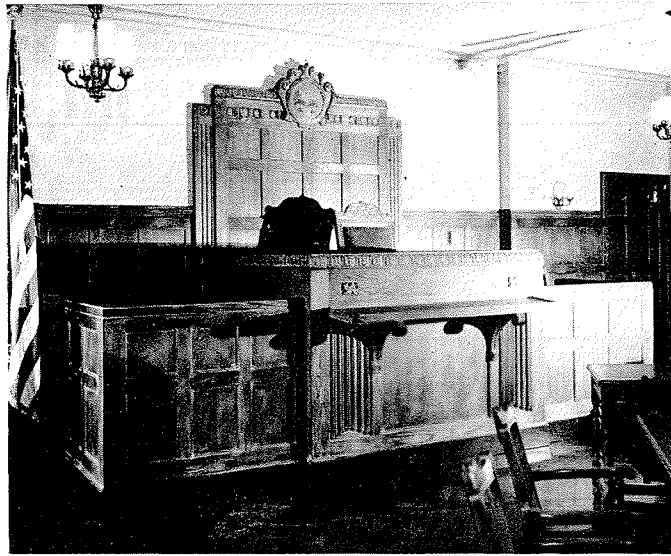
Dining Hall  
in Detention Home



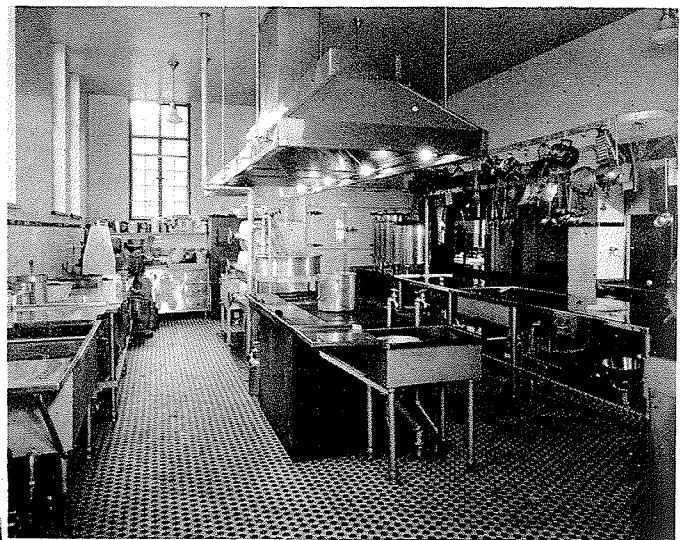
Recreation Room  
for young orphans



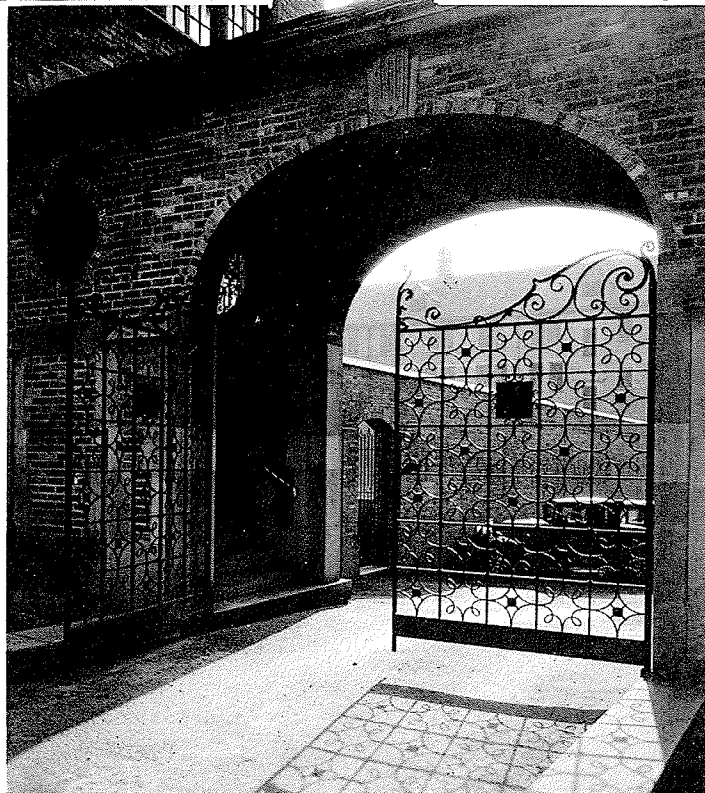
Judge's Bench  
Court for Adults



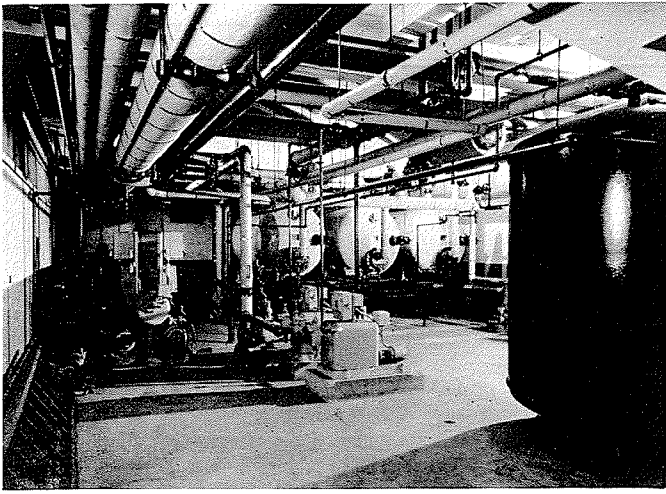
Judge's Chamber  
Children's Court



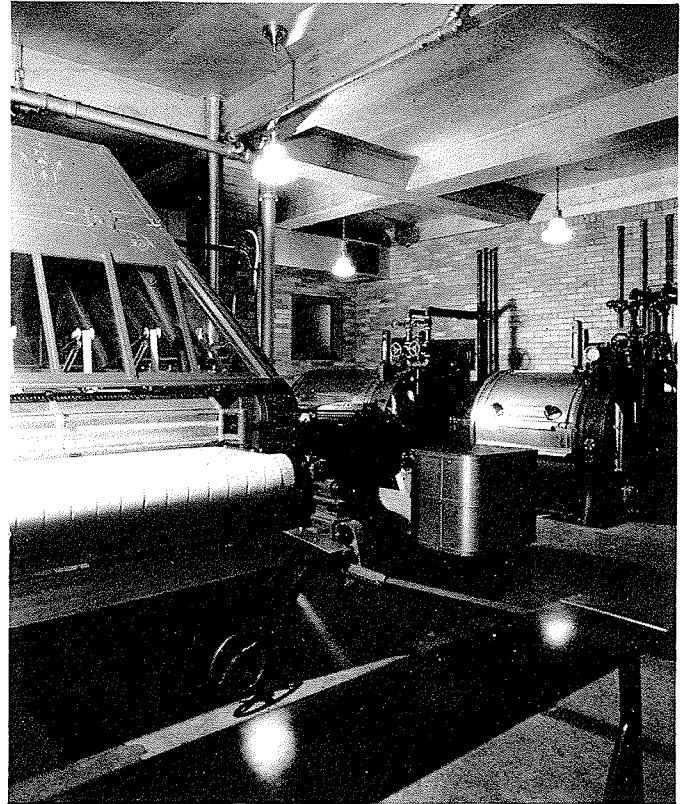
General Kitchen



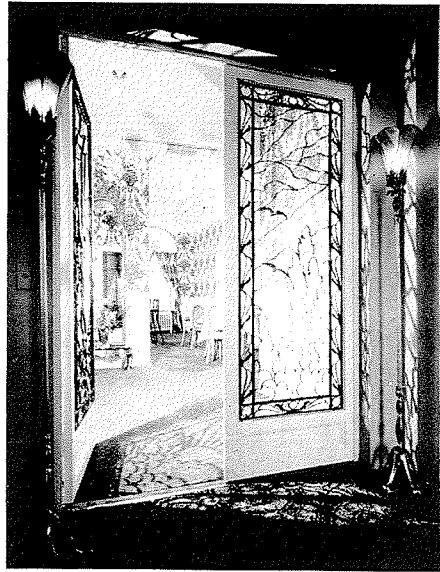
Patrol and  
Ambulance  
Entrance



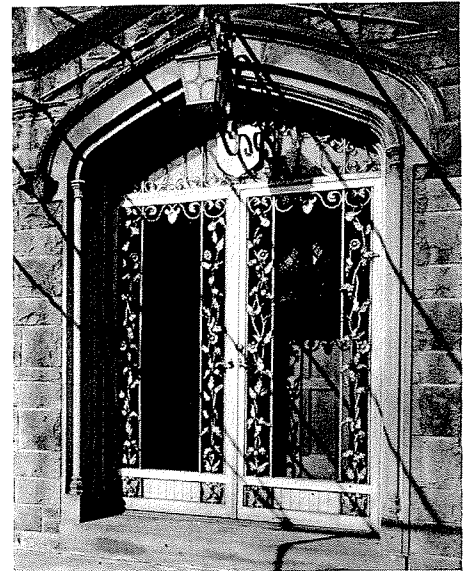
Mechanical Plant



Laundry



Wrought Iron Doorways



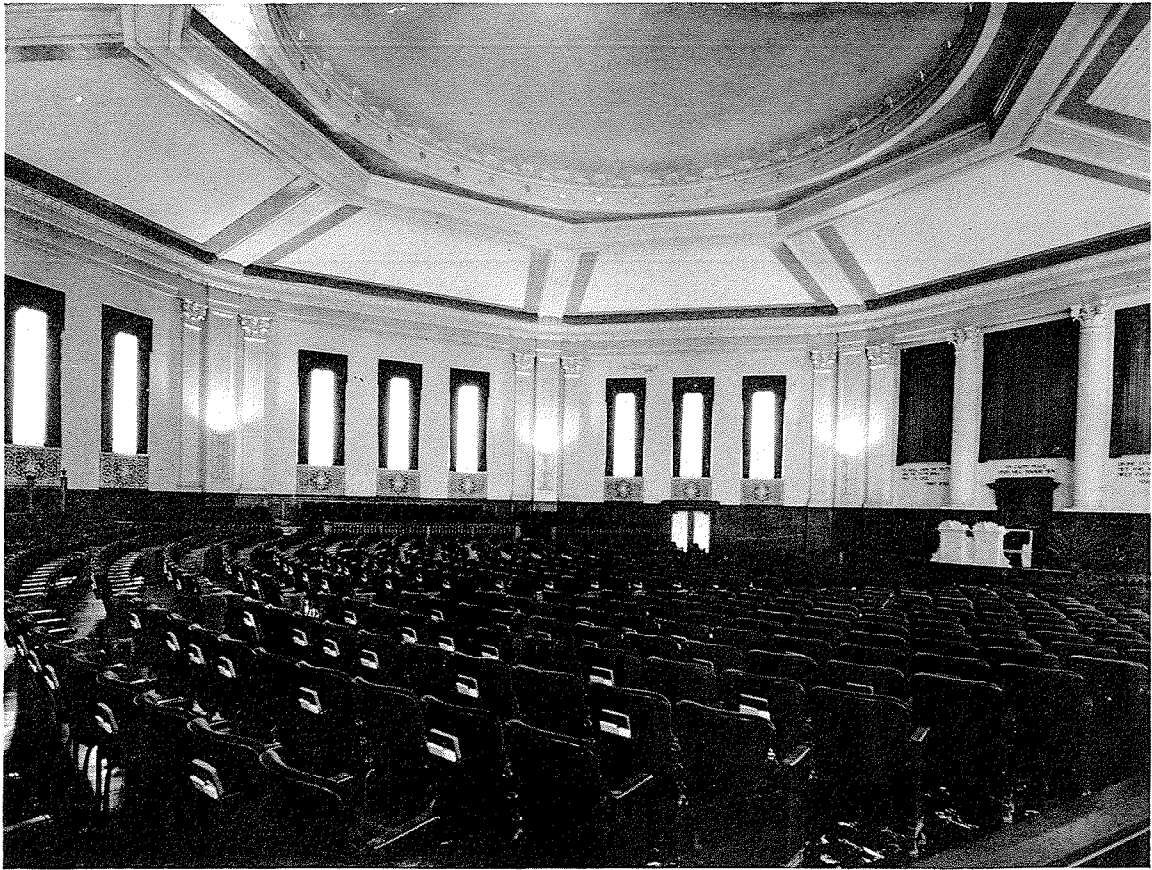


Fifth Church of Christ Scientist  
Cleveland, Ohio

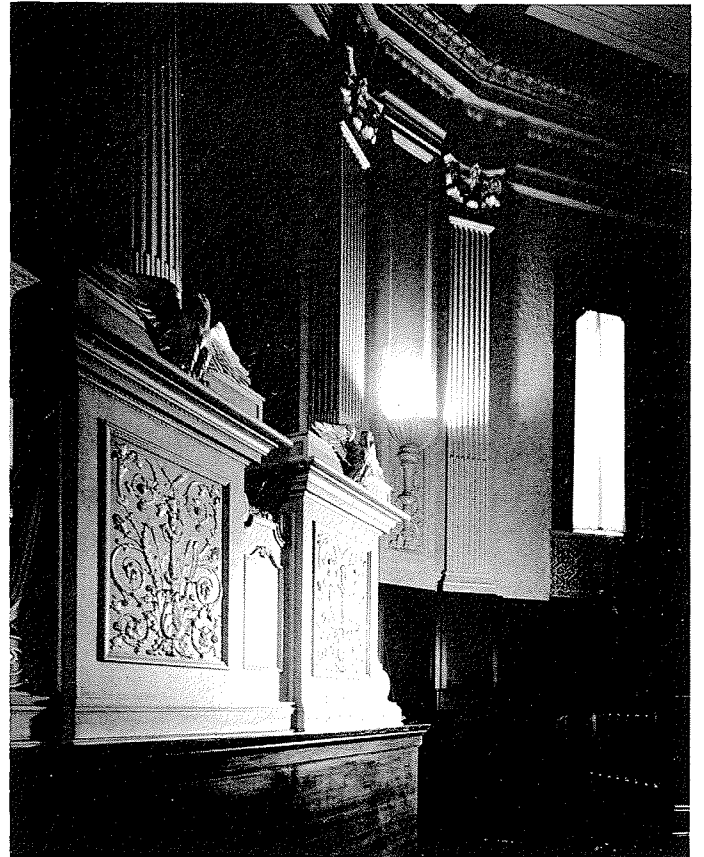
Variegated Amherst Sandstone



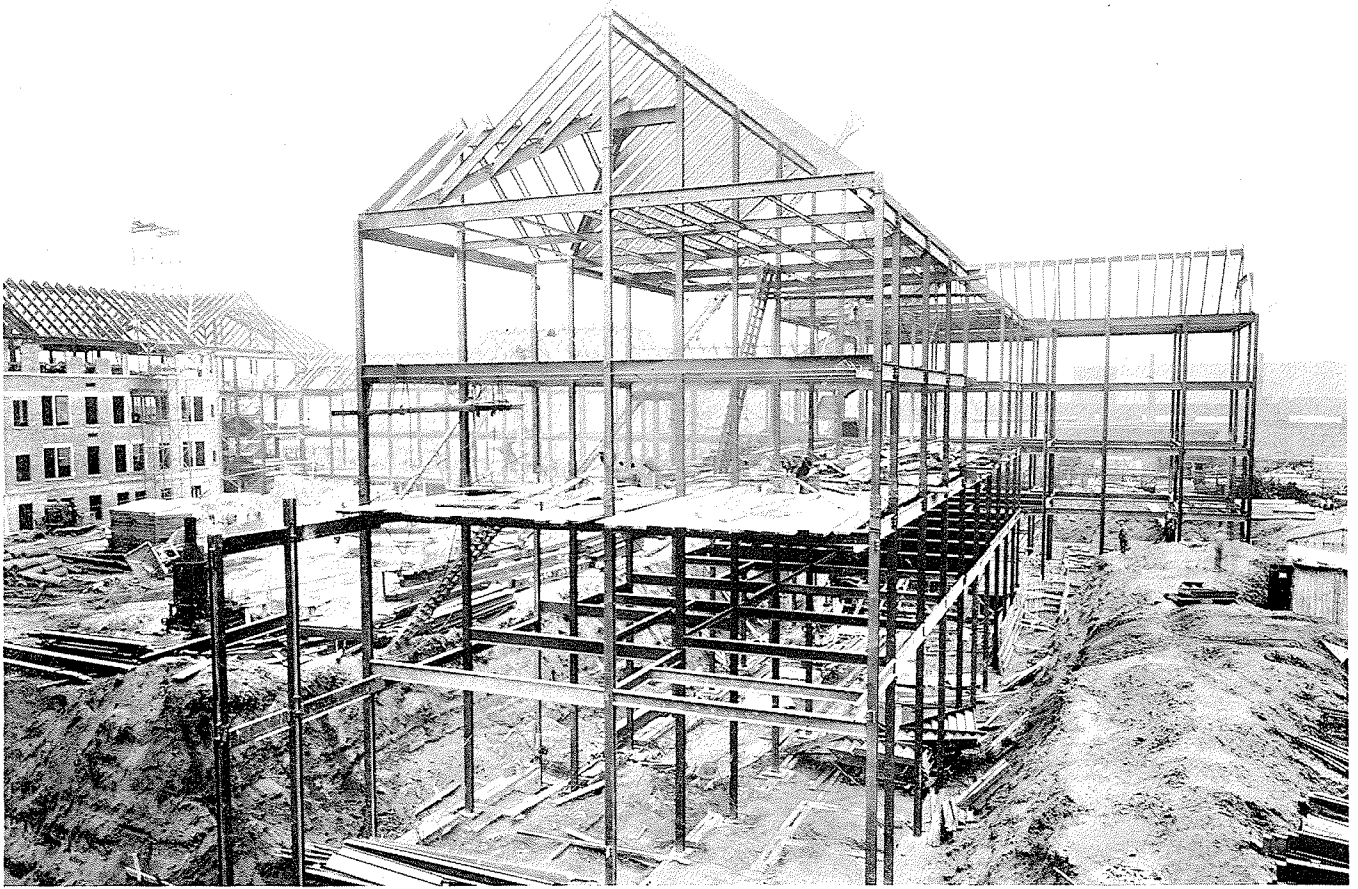
Main Entrance and  
symbolic detail



Octagonal auditorium and parabolic dome to provide symmetrical acoustical diagram and indirect illumination

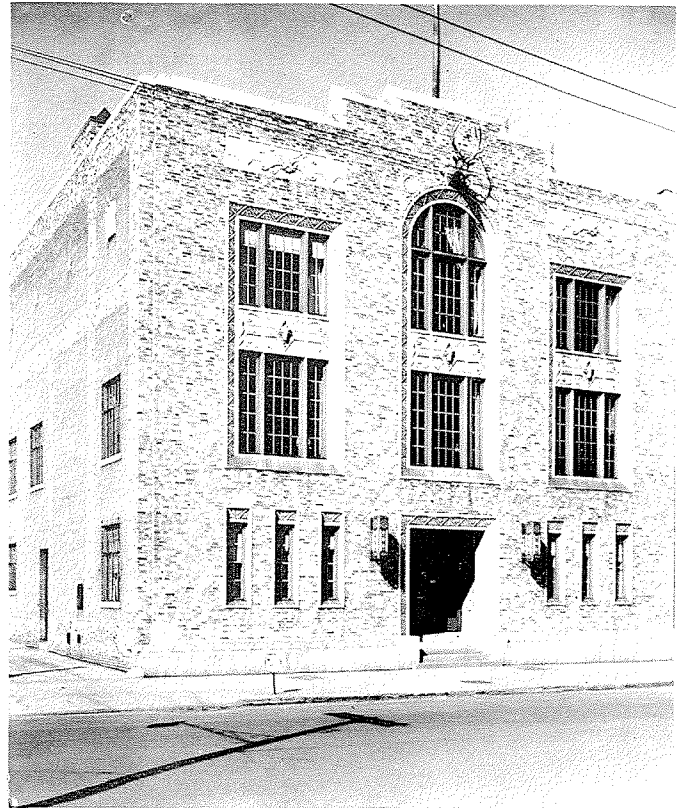
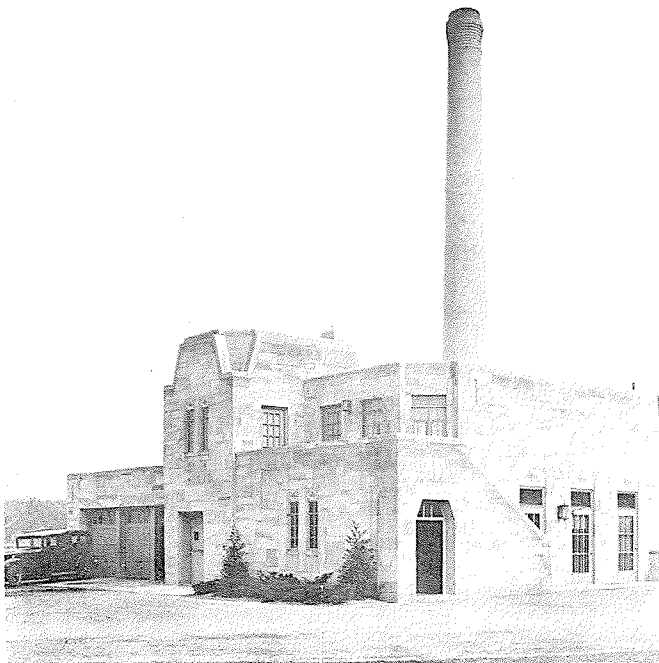


Pulpit and Readers Desk

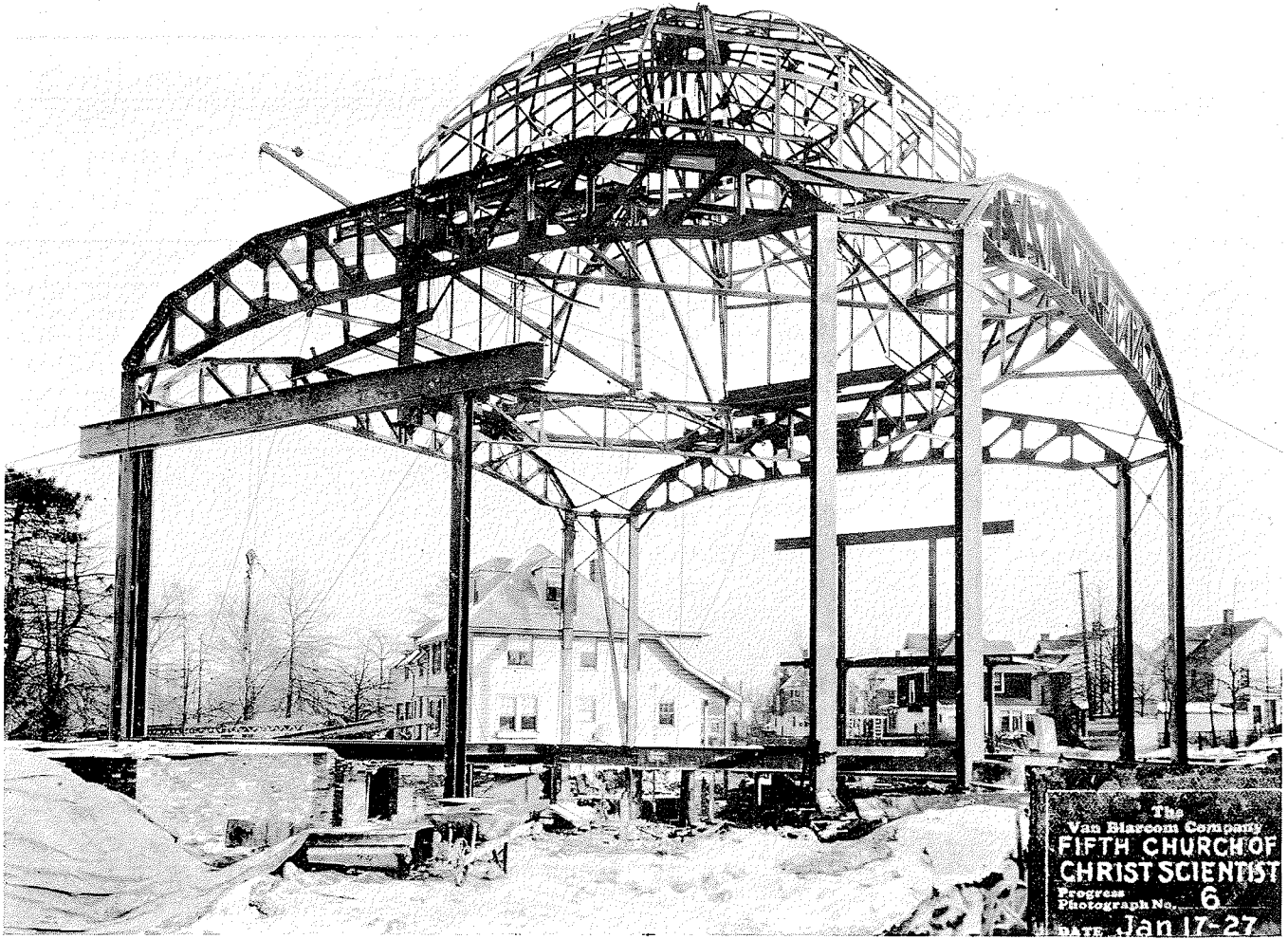


Construction Progress Photograph  
Juvenile Court Group, Cleveland

Boiler and Power Plant, Amherst, Ohio

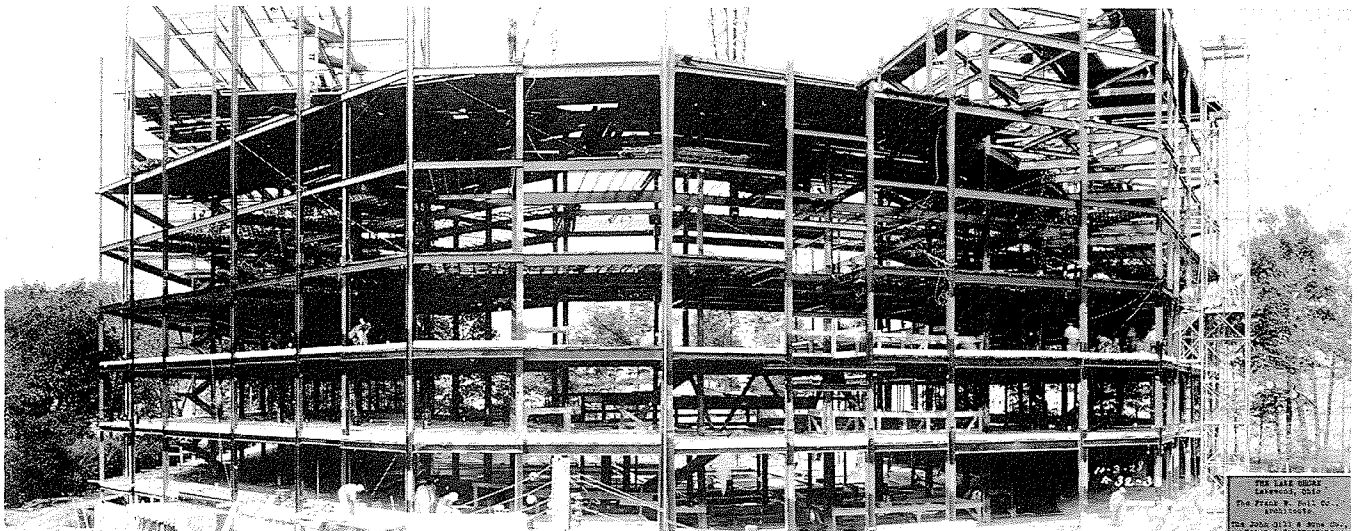


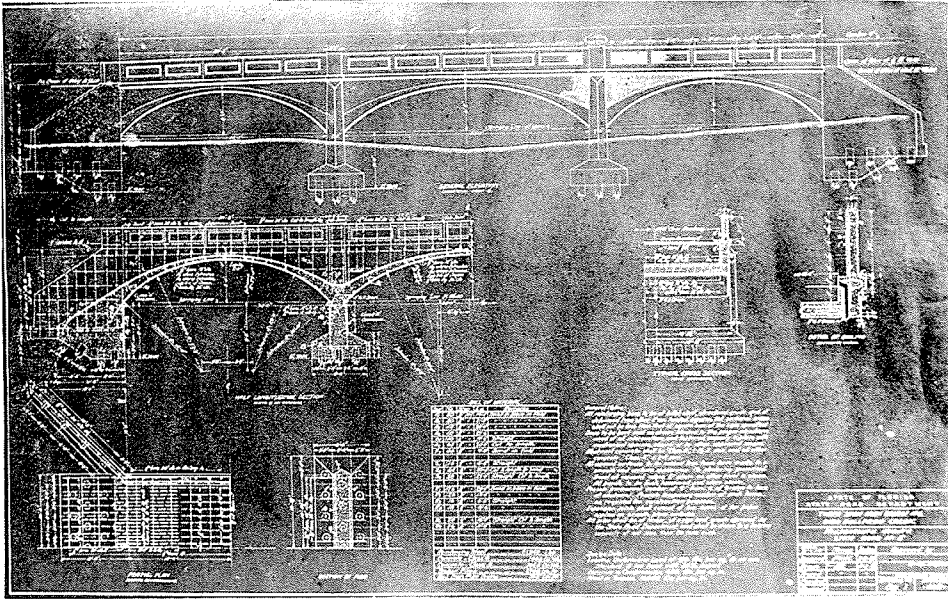
Home of The Cleveland Elks



"Under construction"—Fifth Church of Christ Scientist, Cleveland

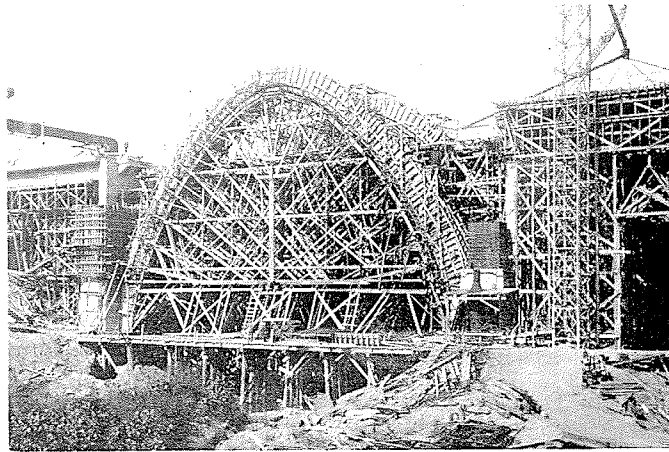
"Under construction"—The Lake Shore Hotel, Cleveland



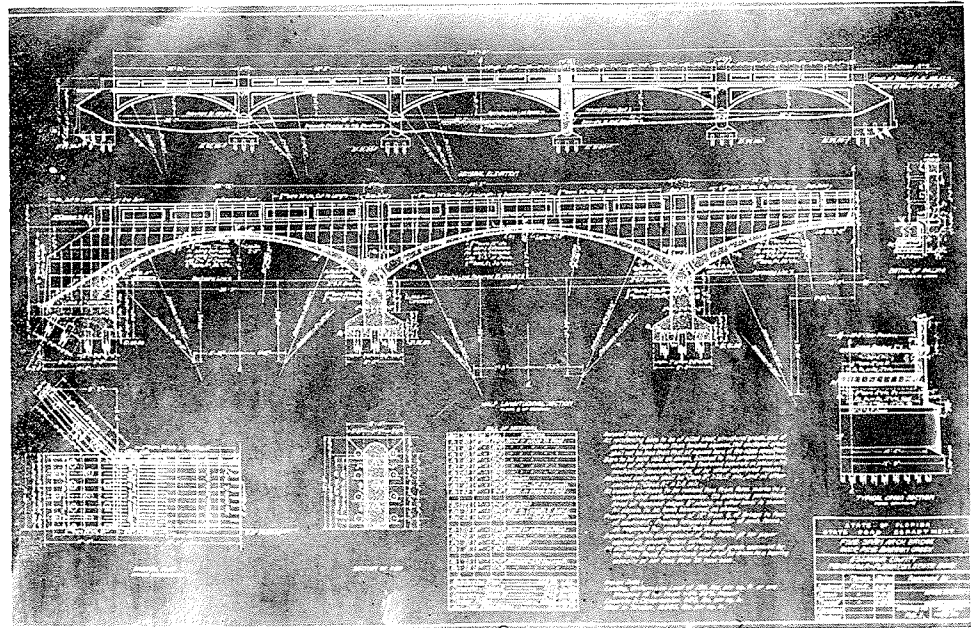


Working Drawing  
Three Span Arch Bridge  
State Route No. 5  
Hillsborough County, Fla.

Arch centering and  
falsework for  
Mill Creek Arch Span  
Cincinnati Union Terminal Co.



Working Drawing  
Five Span Arch Bridge  
for State Road  
Escambia County, Fla.



"POST WAR"

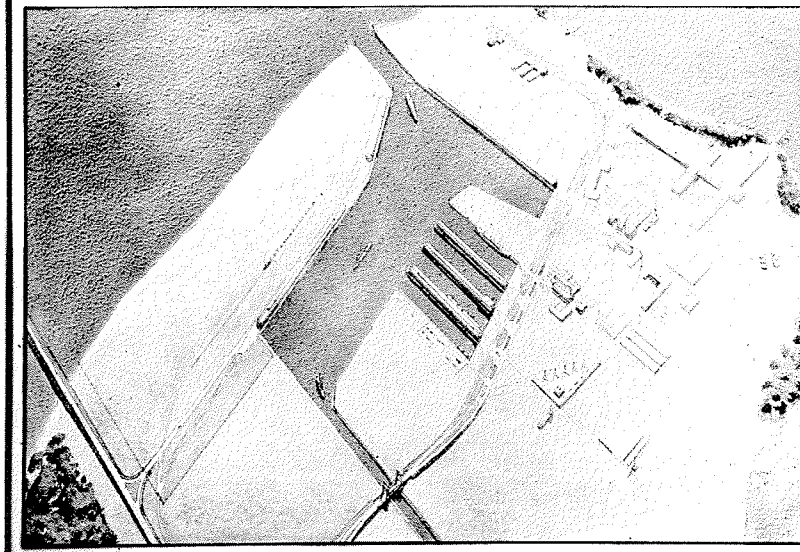
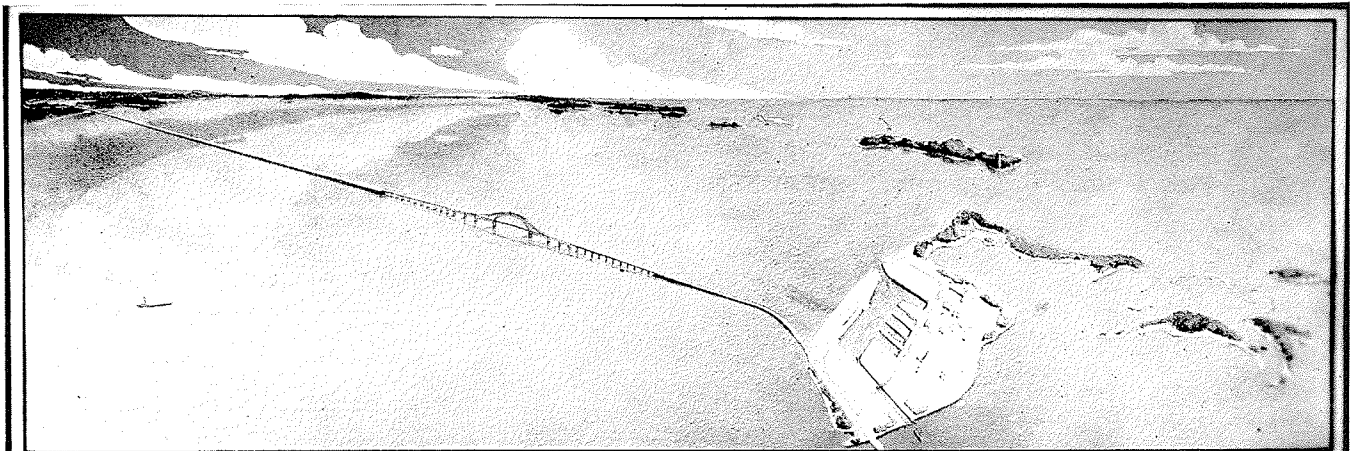
The DeWitt Plaza Hotel  
Buffalo, New York  
Estimated cost \$5,300,000



Port Facilities, St. Petersburg, Florida  
Estimated cost \$4,000,000

South Tampa Bay Bridge  
Estimated cost \$8,800,000

Parsons, Brinckerhoff, Hogan & Macdonald  
Associate Architects and Engineers



PRELIMINARY STUDY  
OF  
ST. PETERSBURG PORT  
FOR  
PORT AUTHORITY

E. L. COLE Chairman

W. D. BERRY V. Chm. J. HERVEY MANN JR.

J. P. WELCH, Sec. Treas. LEON D. LEWIS

ALLEN C. GRAZIER, Attorney

BY

BAIL, HORTON & ASSOCIATES

AND

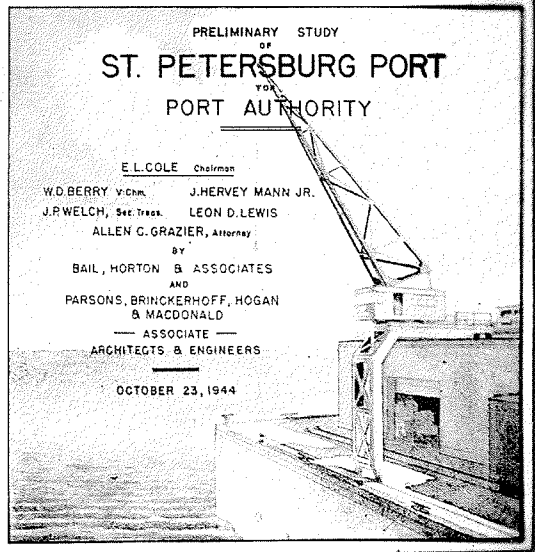
PARSONS, BRINCKERHOFF, HOGAN

& MACDONALD

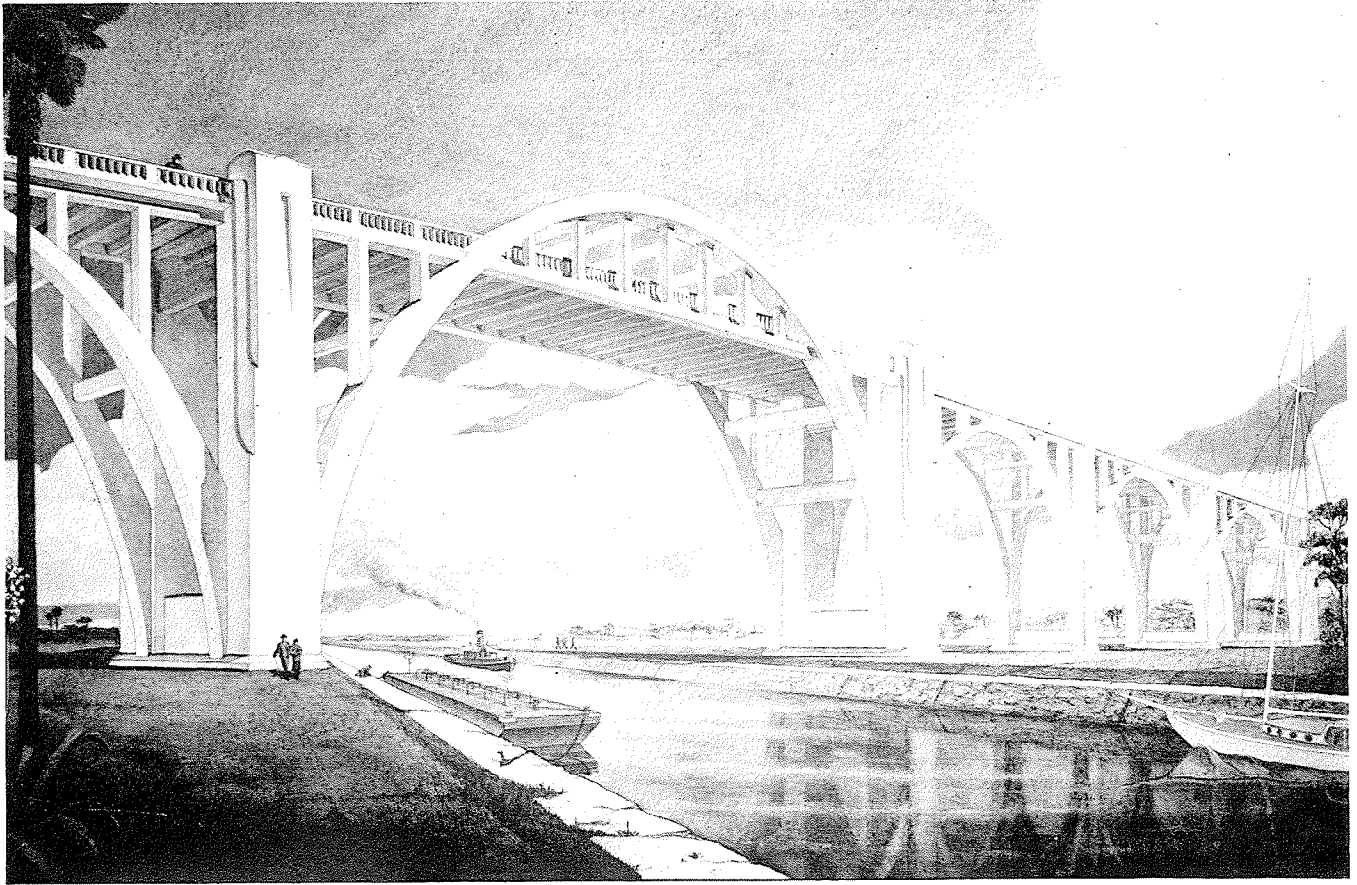
ASSOCIATE

ARCHITECTS & ENGINEERS

OCTOBER 23, 1944







High Level Concrete Highway Bridge, State Road No. 15, near Inglis, one of five highway and four railroad bridges designed for the Corps of Engineers, War Department, to cross the proposed Florida Cross-State Barge Canal, at estimated cost of \$11,200,000.

Reynolds, Smith & Hills and Parsons,  
Brinckerhoff, Hogan & Macdonald  
Associate Architects and Engineers



Mill Creek Arch Span  
Cincinnati Union Terminal Co.

October 7, 1941.

ORCHIDS TO OUR KEY MEN!

Frank W. Bail & Associates,  
Fort Myers, Fla.

Gentlemen:-

In view of my transfer to other duty, I feel it just and equitable to you to comment on the efficiency and competency shown by your organization. Your contract in connection with the Sebring Air Corps Basic Flying School is 94% complete. I have yet to be, or expect to be, associated with a more professionally competent, and helpfully disposed group of Key men, than you have had engaged on the work under your contract. Could the energy and push displayed by your organization in initiating the engineering operations of this project, been matched in other quarters on which progress was dependent, completion of the work would have been advanced by several weeks. I especially desire to mention the willingness with which you undertook many activities of doubtful requirement under the terms of your contract, without quibbling, remonstrance, or complaint. I would consider myself fortunate, indeed, should the interplay of future events bring us again into contact as contracting officer and contractor.

Very truly yours,

*Amey H. Bond*  
AMEY H. BOND,  
Lt. Col., Corps of Engineers, U.S. Army.

A few from scores of unsolicited letters  
written by clients

EXECUTIVE OFFICES  
**THE LAKE SHORE**  
"on the Lake"  
12308 EDGEWATER DRIVE  
LAKEWOOD, OHIO

CAROL A. THOMPSON  
ORVILLE SMITH  
JOSEPH B. SHEPLER

THOMPSON AND SMITH  
ATTORNEYS AT LAW  
2104 TERMINAL TOWER BUILDING  
CLEVELAND, OHIO

612 AMERICAN SECURITY BUILDING  
WASHINGTON, D.C.

March 9, 1933.

October 24, 1941

Mr. Frank W. Bail,  
Frank W. Bail Co.,  
Laura Bldg.,  
Cleveland.

Dear Mr. Bail:

During the past four months since we opened The Lake Shore Hotel, I have heard so many favorable comments from visiting hotel experts and guests that I cannot refrain from writing to tell you how pleased we are with the services which your organization rendered as the architects.

Your assistance in negotiating the financing, your vision in analyzing our requirements and the practical manner in which you incorporated our ideas were indeed valuable.

I realize that high-grade hotels present perhaps the most complicated type of construction and architectural problems. In spite of this fact, your plans and specifications were complete in every detail thus permitting us to erect the building within our estimated cost.

We were particularly pleased throughout the operation with the personal services rendered by William Connell and Ralph Bail of your organization. We trust that the finished product gives you as much satisfaction as it gives us.

Sincerely yours,

*C. C. Cummings*  
President

Mr. Frank W. Bail,  
c/o The Frank W. Bail Company, Architects,  
Cleveland, Ohio.

My dear Mr. Bail:

Now that the State Office Building is completed and turned over to the proper authorities, and since you are entirely through with your professional services as associate architect for that structure, I desire as Chairman of the State Office Building Commission to express to you on behalf of the Commission, our great appreciation of your work. The building itself cost in the neighborhood of \$4,500,000.00. It is both monumental and practical. Perhaps nowhere in the country have these two elements been combined in so successful a manner. The Governor of the State and his staff are pleased with the building and do not hesitate to compliment you and your associates. This wonderful building will stand out always as an exceptional piece of architecture and be a monument to you and your co-workers.

With best wishes, I remain,

Very truly yours,  
*Carroll A. Thompson*  
Chairman, State Office Building  
Commission.

CAT-J

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1 February 1945

Bail, Horton and Associates,  
First National Bank Bldg.,  
Ft. Myers, Fla.

Gentlemen:

During the last three years of war, the Jacksonville District has planned, designed and constructed over ninety Army camps, Air Corps airfields, depots and other installations for the military services. Under this program, in order to expedite the work, it was necessary to select experienced architectural and engineering firms to assist this office in planning and designing and supervising construction on many of these projects.

Due to the urgency of the war program, it was necessary that detailed designs and plans be submitted within the short periods of two to five weeks on each project. It was necessary, therefore, that only architectural and engineering firms with established records and proven experience be selected for the work. As Chief of the Engineering Division, it was my responsibility not only to recommend to the District Engineer firms but also to review and approve all work submitted by these firms. Due to the past record of Bail, Horton and Associates, it was among the first selected.

Due to the excellent quality of work submitted by your firm, you were repeatedly assigned new projects on the completion of each previous project. A few of the military installations on which your firm furnished architectural and engineering services were: the Avon Park Bombing and Gunnery Airport and Range, airfields and camps at Cross City, Punta Gorda, Stuart, Henderson-Hillsborough, Homestead and Bushnell, Hendricks Field, and special drainage systems and pumping plants at Morrison, MacDill and Homestead Fields, Miami 36th Street Depot and many others. Mention is made particularly of your excellent studies, reports and solutions of drainage problems on fields on which the airfield construction was started by other agencies and on which excessively low grades had been established. Services rendered by your firm consisted of complete designs, consulting service, preparation of plans and specifications for airfield layouts, grading, drainage, and runway and apron pavements; streets, roads and drainage; water supply and distribution systems; sewage collection and treatment



JUVENILE COURT

COUNTY OF CUYAHOGA

CLEVELAND, OHIO

HARRY L. EASTMAN  
JUDGE

T. L. LEWIS  
CHIEF PROBATION OFFICER

December 29, 1932.

Mr. Frank W. Bail, Architect,  
Hanna Building,  
Cleveland, Ohio.

Dear Mr. Bail;

Altho we have occupied our new million five hundred thousand dollar County Detention Home and Juvenile Court building group for only a short period of time, we can see already how efficiently it provides for all functions and I am therefore impelled to express to you the satisfaction we have experienced in the architectural services rendered by your organization.

Combining as it does the many functions of the Juvenile Court with those of the principal county welfare organizations, we were obliged to spend years of study to the project without any precedent to follow. We realize, therefore, that you and your organization were obliged to plan, arrange, and convert our ideas into building materials without architectural precedent to follow. The manner in which you accomplished this purpose without deviating from our ideas of efficient operation is indeed gratifying.

The services of your associates, Mr. Outcalt, Mr. Connell and your brother, were indeed competent and helpful in providing the County a group of buildings of the lowest cubic foot cost consistent with efficient operation, low maintenance and cheerful atmosphere.

You will be interested to know that we have received letters from prominent welfare workers throughout the country expressing admiration for the manner in which our problems were solved.

With kindest personal regards, I am

Sincerely yours,

*Harry L. Eastman*

Bail, Horton and Associates,  
Ft. Myers, Fla.,  
1 February 1945.

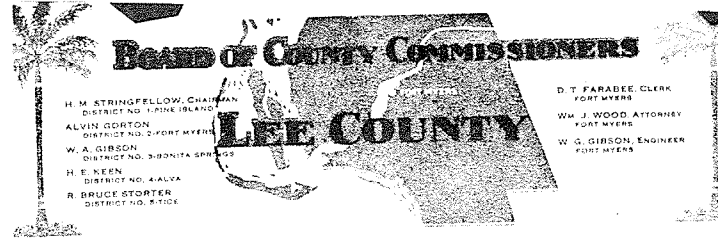
systems; electrical systems and technical installations. The estimated cost of the work designed by your firm exceeded \$100,000,000.

The architectural and engineering services of your firm were of high quality - the design being experienced, suitable, economical and sound. The practicability, as well as the adequacy and soundness of design, have been proven by use of the facilities for periods of one and two years and over.

It is desired to express appreciation for the architectural and engineering services performed by your firm, and also for your cooperative spirit on the work. The firm of Bail, Horton and Associates should derive great satisfaction from this material contribution to the war effort.

Very truly yours,

*Ernest F. Tippetts*  
Ernest F. Tippetts  
Head Engineer,  
Chief, Engineering Division.



FORT MYERS, FLORIDA

September 4, 1940

Frank W. Bail & Associates  
Architect & Engineers  
Fort Myers, Florida

Re: LEE COUNTY AIRPORT

Gentlemen:

We are naturally delighted to learn that the Bureau of Aeronautics has selected your design for the Lee County Airport Administration Building as a model for airports of this type, and we are glad to join with you in granting the request of the Bureau to use the plans for suggesting a desirable type of building to other architects and engineers.

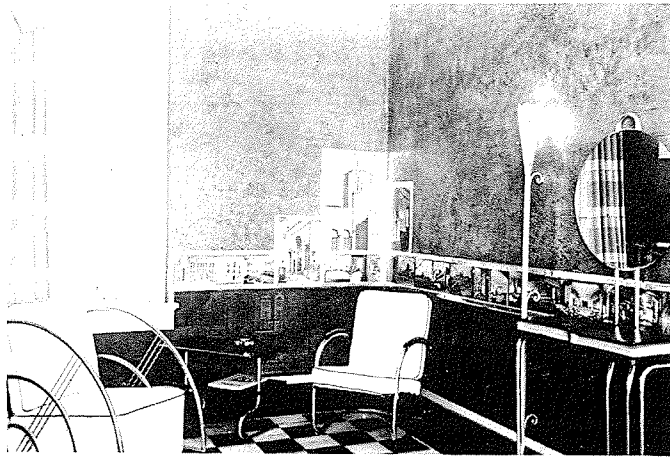
We are also well pleased for the economical manner design and the manner in which your firm has handled the design of this airport from its inception. Having practiced railroad and utility engineering over a period of two decades in Mexico, I can personally appreciate the unusual problem presented in providing surface drainage on this almost totally flat site. The manner in which you conserved the small natural grades available is indeed commendable.

Very truly yours,  
*H. M. Stringfellow*  
H. M. STRINGFELLOW  
Chairman

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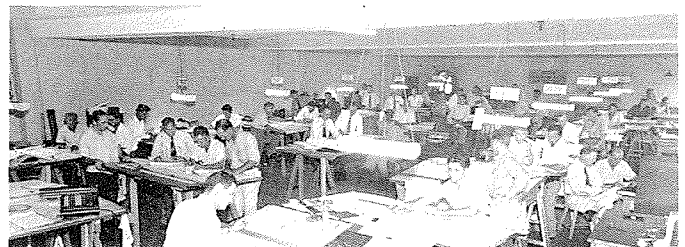


"Architect-Engineers"



Reception Room  
Home Office

Drafting Room  
Field Office



October 7, 1941.

## ORCHIDS TO OUR KEY MEN!

Frank W. Bail & Associates,  
Fort Myers, Fla.

Gentlemen:-

In view of my transfer to other duty, I feel it just and equitable to you to comment on the efficiency and competency shown by your organization. Your contract in connection with the Sebring Air Corps Basic Flying School is 94% complete. I have yet to be, or expect to be, associated with a more professionally competent, and helpfully disposed group of key men, than you have had engaged on the work under your contract. Could the energy and push displayed by your organization in initiating the engineering operations of this project, been matched in other quarters on which progress was dependent, completion of the work would have been advanced by several weeks. I especially desire to mention the illingness with which you undertook many activities of doubtful requirement under the terms of your contract, without quibbling, remonstrance, or complaint. I would consider myself fortunate, indeed, should the interplay of future events bring us again into contact as contracting officer and contractor.

Very truly yours,

*Amber H. Bond*  
AMBER H. BOND,  
Lt. Col., Corps of Engineers, U.S. Army.

## A few from scores of unsolicited letters written by clients

EXECUTIVE OFFICES  
**THE LAKE SHORE**  
"on the Lake"  
1800 EDGEWATER DRIVE  
LAKEWOOD, OHIO

October 24, 1939

Mr. Frank W. Peil,  
Frank W. Peil Co.,  
Garra Bldg.,  
Cleveland.

Dear Mr. Peil:

During the past four months since we opened The Lake Shore hotel, I have heard so many favorable comments from visitor hotel experts and guests that I cannot refrain from writing to tell you how pleased we are with the services which your organization rendered as the architects.

Your assistance in negotiating the financing, your vision in analyzing our requirements and the practical manner in which you incorporated our ideas were indeed valuable.

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We were particularly pleased throughout the operation with the personal services rendered by William Connell and Ralph Peil of your organization. We trust that the finished product gives you as much satisfaction as it gives us.

Sincerely yours,

*W. H. Cummings*  
President

THOMPSON AND SMITH  
ATTORNEYS AT LAW  
2104 TERMINAL TOWER BUILDING  
CLEVELAND, OHIO

CARL A. THOMPSON  
ORVILLE SMITH  
JOSEPH S. SHEPLER

612 AMERICAN SECURITY BUILDING  
WASHINGTON, D. C.

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c/o The Frank W. Bail Company, Architects,  
Cleveland, Ohio.

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With best wishes, I remain,

Very truly yours,

*Carroll Thompson*  
Chairman, State Office Building  
Commission.

CAT-J

1 February 1945

Bail, Horton and Associates,  
First National Bank Bldg.,  
Ft. Myers, Fla.

Gentlemen:

During the last three years of war, the Jacksonville District has planned, designed and constructed over ninety Army camps, Air Corps airfields, depots and other installations for the military services. Under this program, in order to expedite the work, it was necessary to select experienced architectural and engineering firms to assist this office in planning and designing and supervising construction on many of these projects.

Due to the urgency of the war program, it was necessary that detailed designs and plans be submitted within the short periods of two to five weeks on each project. It was necessary, therefore, that only architectural and engineering firms with established records and proven experience be selected for the work. As Chief of the Engineering Division, it was my responsibility not only to recommend to the District Engineer firms but also to review and approve all work submitted by these firms. Due to the past record of Bail, Horton and Associates, it was among the first selected.

Due to the excellent quality of work submitted by your firm, you were repeatedly assigned new projects on the completion of each previous project. A few of the military installations on which your firm furnished architectural and engineering services were: the Avon Park Bombing and Gunnery Airport and Range, airfields and camps at Cross City, Punta Gorda, Stuart, Henderson-Hillsborough, Homestead and Bushnell, Hendricks Field, and special drainage systems and pumping plants at Morrison, MacDill and Homestead Fields, Miami 36th Street Depot and many others. Mention is made particularly of your excellent studies, reports and solutions of drainage problems on fields on which the airfield construction was started by other agencies and on which excessively low grades had been established. Services rendered by your firm consisted of complete designs, consulting service, preparation of plans and specifications for airfield layouts, grading, drainage, and runway and apron pavements; streets, roads and drainages; water supply and distribution systems; sewage collection and treatment



JUVENILE COURT  
COUNTY OF CUYAHOGA  
CLEVELAND, OHIO

HARRY L. EASTMAN  
JUDGE

T. L. LEWIS  
CHIEF PROBATION OFFICER

December 29, 1932.

Mr. Frank W. Bail, Architect,  
Hanna Building,  
Cleveland, Ohio.

Dear Mr. Bail;

Altho we have occupied our new million five hundred thousand dollar County Detention Home and Juvenile Court building group for only a short period of time, we can see already how efficiently it provides for all functions and I am therefore impelled to express to you the satisfaction we have experienced in the architectural services rendered by your organization.

Combining as it does the many functions of the Juvenile Court with those of the principal county welfare organizations, we were obliged to spend years of study to the project without any precedent to follow. We realize, therefore, that you and your organization were obliged to plan, arrange, and convert our ideas into building materials without architectural precedent to follow. The manner in which you accomplished this purpose without deviating from our ideas of efficient operation is indeed gratifying.

The services of your associates, Mr. Outcalt, Mr. Connell and your brother, were indeed competent and helpful in providing the County a group of buildings of the lowest cubic foot cost consistent with efficient operation, low maintenance and cheerful atmosphere.

You will be interested to know that we have received letters from prominent welfare workers throughout the country expressing admiration for the manner in which our problems were solved.

With kindest personal regards, I am

Sincerely yours,

*Harry L. Eastman*

Bail, Horton and Associates,  
Ft. Myers, Fla.,  
1 February 1945.

systems; electrical systems and technical installations. The estimated cost of the work designed by your firm exceeded \$100,000,000.

The architectural and engineering services of your firm were of high quality - the design being experienced, suitable, economical and sound. The practicability, as well as the adequacy and soundness of design, have been proven by use of the facilities for periods of one and two years and over.

It is desired to express appreciation for the architectural and engineering services performed by your firm, and also for your cooperative spirit on the work. The firm of Bail, Horton and Associates should derive great satisfaction from this material contribution to the war effort.

Very truly yours,

*Ernest F. Tippetts*  
Ernest F. Tippetts  
Head Engineer,  
Chief, Engineering Division.

FORT MYERS, FLORIDA

September 4, 1940

Frank W. Bail & Associates  
Architect & Engineers  
Fort Myers, Florida

Re: LEE COUNTY AIRPORT

Gentlemen:

We are naturally delighted to learn that the Bureau of Aeronautics has selected your design for the Lee County Airport Administration Building as a model for airports of this type, and we are glad to join with you in granting the request of the Bureau to use the plans for suggesting a desirable type of building to other architects and engineers.

We are also well pleased for the economical hangar design and the manner in which your firm has handled the design of this airport from its inception. Having practiced railroad and utility engineering over a period of two decades in Mexico, I can personally appreciate the unusual problem presented in providing surface drainage on this almost totally flat site. The manner in which you conserved the small natural grades available is indeed commendable.

Very truly yours,

*H. M. Stringfellow*  
H. M. STRINGFELLOW  
Chairman

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## MANAGEMENT MOVES TO THE COUNTRY

Since the turn of the century, the vast majority of so-called "home offices" of important organizations have been located in large metropolitan centers. It has been estimated that 1,600,000 business executives and employees in the New York metropolitan area spend two hours or more in each working day commuting by rail, subway, and automobile from their Westchester, Long Island, and New Jersey homes to and from their places of business. They endure this waste of otherwise leisure hours to provide their families with an environment more wholesome than life among cliff-dwellers within walking distance of their offices.

The forthcoming era of air transportation is bringing with it the possibility of decentralization for both business administration and production. The manner in which this opportunity has been grasped by Bail, Horton & Associates is, we believe, of significant interest because it illustrates the practical possibilities of decentralization applicable to many other professional and business enterprises.

The home office of one of our parent firms was in Cleveland, Ohio, through the '20s and early '30s. When considerations of health persuaded principals of this firm to seek a milder climate, the year-around sunny weather of Florida beckoned. The enterprising larger Florida cities appeared to be, at first thought, logical locations for the transplanted home office. Then came the thought of air transportation.

The work of such firms is naturally scattered, regardless of the location of the home office. Architectural and engineering designers must be sent to the site of contemplated build-

ing construction to analyze local conditions which affect the functions of contemplated structures and to prepare general layouts in consultation with clients. The location of executive and production offices to design steel and concrete in conformity with the general layout determined at the site is of little importance.

A study of air transportation schedules suggested the question, "Why not locate the home and production offices in attractive small towns where executives and employees can establish homes with lawns and trees within a short distance of their place of work and where sailing, fishing, swimming, and all facilities of the conventional vacation are available any day after working hours?" When "Why not?" produced no objections, our home office was located in Fort Myers and our production offices in Fort Myers and Bradenton, with a client contact office in Jacksonville.

An amphibian staff plane can shrink our Southeastern district to commuting range—Tampa 39 minutes; Tallahassee 1 hour and 37 minutes; Jacksonville 1:26; Miami :42; Havana 1:24. Even Atlanta and New Orleans are only 2 hours and 41 minutes and 2:56 distant respectively.

We and our employees, by moving to the country, have added two hours a day to our spare time for recreation and pursuits other than our vocation. A rapidly increasing number of organizations are doing likewise. Decentralization enhances joyful living. We claim no originality, but we hope executives of other business and professional enterprises may consider these possibilities which we have found to be indeed gratifying.

*It is respectfully suggested that this and ensuing bulletins be attached to the back fly leaf of your brochure, "The Scope of a Profession."*