

have. The Army didn't want me because all of my background, except the National War College, since the war, had been on civil works, in relations with civilian entities. So, it was quite obvious that something else had to be done.

Emma did tell me that Mr. [Robert] Moses, of the New York World's Fair, was looking for an executive vice-president, and had approached him to see whether he'd take that job after he retired. Emma already had his arrangements made to go to India or someplace like that. A very important position, which he was damn well competent to hold and carry on, and which I, as an individual, was preventing him from accepting! 'Cause he had to do, he felt he had to do, what the Army wanted him to do, stay on. So, at the same time, I was approached by the World Bank. General [Raymond A.] Wheeler was consultant to the World Bank, and he asked me to come over and talk with him. They had a very important project going on. It was a study in Argentina, having to do with evaluation of their transportation systems, rail, bus, road, and ports. And, the World Bank was going to fund a very extensive study that'd last two or three years. He wanted me to take over leadership of that study. I told him, in negotiations with the World Bank, that I couldn't retire from the Army with just two or three years of future employment. I just didn't feel that that would be enough. If I was going to go with them, I would want a continuing job. You see, salary in the World Bank is tax-exempt, and so, finally, we arrived at sort of a tentative agreement.

They said that they'd keep me on for either five or ten years at a modest retainer after the Argentina thing, but I was assured there'd be other projects coming up. But, at the same time at his invitation, I'd gone up to see Mr. Moses. I visited him twice, and the second time he offered me the job of executive vice-president at a stated salary. I told him I'd have to discuss this with Mrs. Potter, that I was going back to Washington, going to West Virginia to visit her mother, which we did. And, the next day I got a call from Sid Shapiro, who was Mr. Moses' more or less right hand, saying that they'd had a meeting with the board of directors of the World's Fair, and I'd been employed. That's the way Mr. Moses worked. That sort of fixed

things in my mind. I'd been invited to the National Strategic Seminar at Carlisle Barracks. Leslie Groves was up there and Mr. Brucker was up there, and a lot of other people, and I discussed with Mr. Brucker the idea of my retiring. He told me not to do it, to hang on, that somehow or other they'd get this thing fixed up, but please don't retire. But I couldn't see myself taking on the job of chairing four committees. It was obvious that, no matter how anything turned out, the most I would ever get, if I became Chief with a third star and, at that time, another \$100 a month retirement pay. So, I made a decision to retire, and it was done nicely. I refused a parade at Fort Belvoir, which was normal. Mostly, well, I just didn't want to make a lot of troops stand out in the hot sun while I was formally retired. Besides that, they were going to hold a parade anyway for Jerry Galloway. I said I didn't want to go there, so I went up to the Pentagon, and Mr. Brucker retired me, and General Lemnitzer, both of them retired me, and I have wonderful pictures of Mr. Brucker pinning on my Distinguished Service Medal. I think that was on July 30th and the next day, I reported into Mr. Moses and made the World Bank a little disturbed with me.

Q: I imagine so.

You began work for Mr. Moses, then, as executive vice-president of the New York World's Fair in 1960. The first question I want to ask is what are your impressions of Mr. Moses?

A: Well, in my life I've probably had contact with more, but I've only worked for two geniuses, Mr. Moses and Walt Disney. And, both of 'em were a great deal alike; dedicated people, sure of themselves, despised negative ideas. It was fatal to go to them and say, "What you propose won't work," or, "There are too many problems." That sort of thing not only turned them off, but ruined you in their eyes. If it weren't for the fact that I'd worked for Moses and learned my lesson along that line I probably never could've worked for Walt Disney. I wouldn't've lasted long.

On the other hand they didn't want yes men, neither one. A yes man was as good as dead with either one of them, too. They really wanted people to do what

they had thought over and decided. Both of them operated on a committee basis. They had wide differences, of course. But one of the things about Mr. Moses that struck me--and we got into many discussions and talks about matters that didn't have to do with the World's Fair--he planned projects that couldn't even be started before he passed on. He never admitted to the idea that he wasn't going to complete anything that he thought of and wanted to start.

He worked like the dickens on the preliminary aspects of the bridge over Long Island Sound. Arguments started when he even thought about it. It was not going to be done for years and years, and yet he dedicated a lot of time. The other was the cross-island expressway across Manhattan that he'd been working on for years. He never gave up on that. A totally dedicated fellow who'd spent all of his life in public works. His whole life had been spent in some way working for New York State and New York City.

He started out with Al Smith, and the only man I ever heard him express real admiration for, nobody else was the same, was Al Smith! He had good feelings with respect to [Fiorello] La Guardia, but not in the same way as Al Smith. He surrounded himself with people who had learned his way of life and did the things he wanted done as to politics, engineering, instruction. Verrazano bridge was his idea, and he got it done! Oh, many other things besides the World's Fair.

When I joined the Fair he was in charge of the state parks' system. He headed the state power authority; he was in charge of all parks in New York City; he was in charge of federal projects, coordinator for federal projects--or some other title--but, you get the idea. And all those he did with not only resident staff, but his personal staff that was with him at all times.

He was so well respected and I guess famous is the word, because there's hardly anybody who has anything to do with construction of public works who hasn't heard of Bob Moses. When he took on the job of being president of the World's Fair, which really I think he took on because he wanted, after the Fair, to have

Flushing Meadow Park be a greater park than it was before. It was sort of an unoccupied piece of ground. And, during the time that he was with Al Smith up in Albany, they worked out lots of laws that had to do with the Triborough Bridge, the tunnel authority, and other things which he wrote. And he knew the last paragraph and where the fine lines were, and where the commas shouldn't be.

But his followers were in every aspect of the parks of the state. He was the father of a law providing that there be absolutely no commercial signs along the freeways in New York State, and made it stick against argument and pressure on the legislature. You go up the freeways of New York State, and there isn't a billboard anywhere. That's him.

Once, a man of considerable note put a billboard up along one of his freeways along Long Island, on his own personal property. Mr. Moses moved trees in front of it. The fellow moved it. Mr. Moses moved trees in front of it again. He just was not going to be conquered.

On the same token, for a person like myself, and I think this history to date will show you that I had a good chance of ending up my career in the Army pretty sure of myself and confident and having had a lot of authority, all of a sudden finding myself working for a man like Mr. Moses, who I had never met before in my life--it took six months for me to find a way of life with him. And during that six months a couple times things came to a serious head, and it was a question of whether or not I was going to get out. But, I was asked on bended knee by some of his closest people, "Please don't do it," and so I went up to his apartment, and we had a heart-to-heart talk, and I told him just exactly what I thought, and if he wanted me to get out, then damn, I'd get out, but he wouldn't say, so I stayed.

And, we finally became great friends and I always called him Mr. Moses, and he always called me general. But, as soon as the Fair was over, he became Bob, and I became Joe, and we write to each other now and again. Really a great, great man. He had two unfortunate things happen to him in his life. He and FDR became sort of bitter enemies.

He would've been a great Cabinet officer for FDR, but he had no respect for him at all, and neither did FDR for him, and well, they're similar types of personalities. They weren't going to be around each other any more than they could help, and they were never around each other. What caused that dissension I don't know, I may have known at one time, but I don't now.

He was a genius, he had, oh--I talked about summoning people. He was so highly respected that he could summon people. For instance, one day he decided to have David Rockefeller out; he wanted to talk to him about something. The call was put in, and he asked David to come out, and David did come out. He wanted to talk to Jack Kennedy's brother-in-law, [Stephen] Smith. He was summoned, and came. Time after time. I had lunch with these people. Mr. Moses operated differently than Walt, for instance, about lunches.

Mr. Moses had a round table in his office. We had what you might call an employees' dining room, but it was run by the best restaurant organization in New York City. Probably four times a week, myself and other vice-presidents would find ourselves in Mr. Moses' office having lunch. One of the purposes was to practice his speech on us, whatever speech he was going to give. And, it wasn't given to us as a speech, but he walked around that table, and we'd be in our chairs, and we'd just go on like this, and he would pontificate about whatever subject was on his mind, and develop his theory and philosophy. Never asked us for our opinion on the thing, but it would come to us as he went around, and he probably could see our reaction, now and again, somebody might say, "Oh, don't you think you might say it a little differently, this way?" or something like that.

But, also, he would have these people I told you about out to lunch, and we would be there during those lunches unless it was going to be a very private matter. He wanted me to become a part of New York City and New York State. He insisted, and the Fair paid for, my membership in a downtown club, a very prestigious club. He selected the club I was going to belong to, which was the Lotus Club. He wanted me to belong to a golf club out on

the Island, he selected that golf club and got me the membership, and that was the Creek out on Long Island, which cost the Fair \$1,000 a year, and where I played five times in five years, it was just so darn far away!

The Rockefellers on their big family estate were having a to-do one day, and lo and behold he took me up there. I already knew Nelson Rockefeller from the Canal Zone, I forgot to put that in my memoirs, but Nelson visited the Canal Zone twice while I was down there. He wanted to talk to me about relations with Panama and doing things for Panama, and wanted to talk to me privately so he grabbed a bottle of champagne and two glasses full of ice. He drank his champagne in a tumbler-full of ice, and we'd go off in the corner and discuss things. And, when I came up with the Fair, of course, he was governor and he remembered me, but we were never close or intimate or anything like that.

Q: Well, I'm curious of course about how one goes about planning for a World's Fair.

A: Well, again, when I joined it was Flushing Meadow Park, and it was a big open space with nothing on it except some trees and some roads that were left after the '39 Fair, which had been held at this same place. There'd been a lot of groundwork, I don't mean digging the ground, but a lot of planning work done before I got there, but nothing had been firmed up. And, I guess maybe I was of some assistance during that planning work. There is, in Paris, an organization that's existed for a long time called the BIE or BEA, Bureau of Expositions International, or something like that. And, an 80-year-old guy who had formed it, with a secretary, were on the fourth floor of some decrepit building in Paris. They held the shoestrings, and there was an organization and there were bylaws, and there were policies that were pretty well fixed.

And, one of the policies was that a recognized World's Fair could not last more than six months. Our Fair had to last two years to come out financially. And, there were visitations over there to talk to these people, and Mr. Moses, in his wisdom,

decided he wasn't going to bow and scrape to an organization like that, and the hell with them. So, we never received recognition by this international body, which had one bad side effect. Were we recognized as a World's Fair of Class 1, and that's the biggies (there are Class 2s and Class 3s; Class 3 is more or less a commercial fair) every member of the Association would have had to participate. And, there would've been medals given for the best beer and the best this, that and the other, you know, you've seen bottles of liquor that were judged best of their kind at the something or other world's fair.

But, he wouldn't go along with their policies, and so we went ahead, and as a result, we had to implore nations to come to the Fair. Generally, nations don't like to come to Fairs because they're frightfully expensive. Subsequently, I think it was during President Johnson's tenure, we agreed to participate with this organization, so that our Fairs in the United States would be accredited.

And, when I got there they had developed the preliminary master plan for the development of the property. It was approved. Of course, I became a member of the board of directors, also, because of the office, made up of the most prominent New York people, heads of banks, etc. They were the top-drawer citizens, which was essential in order to have the city behind us. It was a considerable education for me. My input into the master plan was not too great except in implementation because Mr. Moses made his own mind up.

Q: Was there special legislation necessary to get the World's Fair off the ground either at the state or local level, that you can recall?

A: I suppose there was. I know the U.S. Congress had to pass legislation to appropriate the money for the federal exhibit.

Q: How about any changes of waivers on building codes and things of that sort?

A: We had to be pretty tight with that. Of course,

the other problem was labor, and both the head of the Building Trades Council and the head of the Electrical Engineers union were members of the board of directors.

Q: But, there were labor problems, were there not?

A: Oh, yes, always. Not serious, because we'd be told ahead of time what we'd have to do to prevent something, and generally we'd go along, even in some cases when it was downright silly.

Q: What kind of labor problems were there?

A: Oh, when you build underground power lines, you have openings into the conduits and have little handholds where you can go down and make connections. During the winter they'd get full of snow and the laborers thought that they were the ones to open them up, and the electricians thought they were the ones to open them up. You know. But nothing like the arguments they had in the '39 Fair, when foreign nations would send over electrical equipment, like motors, and the electricians would demand that they be rewound by American labor!

Q: Were there also problems with bidding?

A: Well, as you know, Bill Whipple was in charge of engineering and construction, and Bill Whipple is a very pragmatic, honest guy with a hell of a lot of brains. He was able to fit into that organization very well. Mr. Moses sometimes would decide what contractor was going to give a certain job, and the dictum would come out that this was the most capable firm and also, the one that would have the least labor problems and understand what we're trying to do, et cetera.

Q: So, in other words, Moses would tell Bill Whipple whom to hire?

A: In some cases. Other times, I think we took bids for elements that didn't make that much difference, for supplies and that sort of thing.

Q: Were most of the buildings finished on time?

A: Almost, but the visual aspects were complete. On

another subject, just shortly after I got there, teams were formed, very prominent New York people, with their wives, five or six people with their wives, to visit foreign countries inviting them to join us. We had an "in" in the State Department because the Under Secretary of State was convinced that the Fair was a good thing, and he told his ambassadors to open the doors. We were able--those teams were able to meet heads of countries. The normal way to approach a problem like that is for the local people in the U.S. to visit the commercial secretary of a legation. Well, you don't get anywhere that way, because he's down the line, and he has to feed up to the ambassador and across ocean and in the meantime the story has changed, and you never get anything done. The only proper way is the way we did it. It cost a lot of money, but it worked in some countries. And we'd have going-away parties as they left on Pan Am with press. The trips were well orchestrated.

Q: What were the reasons for the belated completion dates for the building?

A: Well, the arm-twisting to get people and companies to come in took time, and some of them started pretty late. There was an exhibit, theoretically from Belgium, that actually wasn't Belgium-sponsored, but it started late, and it wasn't all finished by the time we opened. The night before the big parade, which I was going to marshal, behind the Spanish pavilion, the roads were still full of dirt. You couldn't see the street for boxes and trash, and I spent part of that night directing forces to fill trucks to get it cleaned up. We had it all cleaned up by the next morning, but there were still some buildings that had work to do.

Q: Did you ever make recommendations to nations about what kind of displays you would like to see there?

A: No, my area of responsibility was the states. We were so anxious to get them in that we'd tell them the rules and what areas were available, and how much it was going to cost per square foot to rent the land. Generally, it was up to them to put in the exhibit that would serve the purposes of attracting visitors and industry to their particular state.

- Q: How about the contacts with the private companies? Did you have anything to do with that?
- A: That was mostly Martin Stone. I assisted him in some of them. I used to do most of the ground-breaking ceremonies. Never will forget once I said, "It's a great thing to have Pepsi here," and I was talking at the Seven Up pavilion!
- Q: Well, some of those exhibits were spectacular, as I recall.
- A: Oh, some of them really were! And, Walt had four there.
- Q: Well, why wasn't the World's Fair a financial success?
- A: Well, several things happened. The most important thing that happened was on opening day when we heard that the roads were going to be blocked and the Fair picketed, I forget which organizations were going to do it, but obviously for those organizations, the activity would generate an enormous amount of media coverage. We were able to assure that the roads weren't going to be blocked, but when President Johnson came there for the grand opening, there was quite a bit of hassle. I guess it was about the blacks. Civil rights and that sort of thing. As a result, I can give you an example, in Houston, Texas, Braniff had so many hundreds of tickets to the Fair sold, and after all this hassling came out, why it went down to darn near zero in cancellations. Then the hotels oversold, and people came up for reservations and found they didn't have any reservations, and it started out with rather bad newspaper publicity, which lasted a long time. As a result, in planning the second year, we had to be quite stringent with cash expenditures.
- In the second year attendance was not good. The first year, though, was beautiful. The second year, the appearance was beautiful, but the crowds never came.
- Q: Are there any other comments or observations that you want to make about the World's Fair, about your work there?

A: Of course, it was five years of my life, and it was a rather nice five years. Being a part of a major enterprise, associating with the New York power structure, working with new heroes--all of these were experiences given to few people.

Q: Where did you live while you were working for the World's Fair?

A: Where else but Park Avenue?

Q: Park Avenue? I'm going to ask you a question dealing with a personality who we haven't talked about before. During this time you evidently were corresponding quite a bit with Hanson Baldwin, the military editor of the New York Times. When did you first meet Hanson Baldwin, and what generated this correspondence?

A: Well, problems in Panama. I met him and many other prominent newspaper people, I was going through my diaries last night, and I guess every prominent newspaper in the country was represented. Besides they had local stringers in Panama. Some, like the New York Times, had a local stringer there. But Hanson was an avid reporter, as you darn well know, and I would've hated to have been in the Pentagon with him in his job, because he knew how to bore in, and he was not a believer in what you said, unless it went along with other facts he may have generated or philosophies that he had.

I admired the guy, but at first I was a little chary about being too forthright, and probably that wasn't necessary because he made his own mind up anyhow. And that one article he wrote about the Canal Zone, I think it was a fair article, even when he said I was considered Public Enemy Number One in Panama after the revolution, it was fair. That was so, didn't bother me at all. I respected him, I really did. Though I know some people in the Pentagon may not have because he bored in.

Q: Would you say you were on friendly terms with him?

A: I would say so. He always had access to me when he wanted it. I also got to know, a little bit, Drew Pearson, who did the column that startled Administrations from time to time. I got to know Drew

Pearson, and Drew wanted me, next time I came to Washington, to sit down and have lunch with him. Well, I just got scared stiff about accepting that, and I guess in my acceptance I indicated that I was coming on soft shoes. So he started to write it off, and he said, "Anything you tell me is not going to be published, I'm only here to establish some sort of relationship, see what kind of guy you are," and so on.

Q: When was this?

A: I forget the exact time. But, he never did publish a darn thing about our lunch. A great deal like Baldwin in boring in, but with probably more capability in getting in the dark alleys to find out information. And, I guess Jack Anderson's somewhat the same way. I wish I had all my books in front of me, my diaries, and could talk about all of the people who came to the Canal Zone. It was a focal point, and in looking over my diaries I guess I met damn near everybody who was anybody when they came through. My PR types were very good at seeing that visitors knew that I'd like to see them.

Q: You were executive vice-president of the New York World's Fair until 1965. In that same year, 1965, you joined Walt Disney World, I believe.

A: Walt Disney, yes.

Q: Walt Disney. What's the official name? Walt Disney Productions?

A: Well, Disney Productions is the name of the company.

Q: I'm wondering if you can tell us how you were hired. What contacts allowed you to get the job?

A: Well, my function at the Fair basically had to do with getting states and sometimes industry to put in exhibits at the Fair. During the time that I was very active in this, Walt Disney was retained by several companies, four, in fact, to produce major exhibits at the Fair. Since I was executive vice-president, and since many of the lunches and other affairs were held, I got to know Walt Disney and his staff pretty well during the year-and-a-half these things were under construction.

The exhibits were It's a Small World, which was devised for the Fair, and sponsored by, I believe, Pepsi Cola; the Lincoln exhibit at the state of Illinois, and that's where I really bumped into him; the Ford exhibit, which was a mammoth thing; and General Electric. I was engaged a great deal with the Disney organization in arranging the Illinois exhibit. For many years Walt had had the idea of producing a Hall of Presidents, which was to show all the Presidents of the United States, all of them audio-animatronic figures. The principal figure, and the principal speaker in this presentation, was to be Abraham Lincoln. The total exhibit was pretty well under design, conceptualized, but the state of Illinois felt they didn't have the money to put in the whole Hall of Presidents. So an agreement was reached to just use the figure of Lincoln, which was the principal figure, and the one that moves the most, and makes a very stirring speech. That was worked out, and that exhibit of Illinois did work out, and at the grand opening many prominent figures were there to see Lincoln in action for the first time.

During the course of negotiation for the second year of the Illinois exhibit, I sat in many meetings with Walt while we were negotiating what would go in the exhibit the second year, if there were any changes et cetera. And somehow or other we seemed to get along very well, and in December, I guess, of 1964, it was sort of inkled at me that Walt would like me to join his organization.

My inkling back was very positive. My contract with the Fair lasted until the end of 1965, but the principal part of any activity I might have at the end of the Fair was in the destruction of the Fair, in tearing down the buildings that had to come down, and I was not interested in that in the least. I discussed this with Walt and the staff, went to Mr. Moses, and said that Walt Disney had offered me this remarkable opportunity.

At that same time it was indicated that Walt was in the process of getting very large acreage in Florida, but that was kept secret, and that's what he wanted me for, to assist in the master planning and the development of Walt Disney World. I went to Mr. Moses and told him in confidence that Walt

had made me this offer. Things like that didn't impress Mr. Moses too much, the confidence part, and within two days he utilized his normal way of operation, which was to write me a letter complimenting me on being retained by this prominent man, that it was a great compliment to the Fair, to him and to myself, and then he sent about 15 copies to prominent people in New York, so the secret was out. He said I could go when the Fair closed, but later relented a little bit and let me go the first part of September.

The transition was beautiful, with the normal number of farewell parties at the Fair. Moses gave me a gold medal and other mementos. But, I left the Fair on about the first of September, went back to Grafton, West Virginia, with my wife to settle the estate of her mother, who had died just prior to this, and then drove to Chicago, took the train out to Los Angeles, and joined the organization, I think on September 27, 1965. One very interesting thing about the thoughtfulness of the Disney organization: I went out there for a major meeting in January to discuss all the aspects of the property here in Florida and the plan of development, how things were to be approached.

Q: This is Anaheim?

A: No, no. In Burbank. While I was there, the personnel officer talked to me, said that I would become 60 years old before I would officially join the organization in September. They had an insurance plan that let you take out an insurance policy twice your salary, at a very cheap rate, of course. But, if you were 60 or over, you could only take out \$1,000 worth of insurance. So, at that time they employed me at the minimum wage, starting I think in May, and every two weeks I got a check for \$2.50 an hour or something like that for 40 hours. As a result I was able to get in the insurance plan at that salary, and then when I joined later at the maximum amount, all of which shows what a great company it was to me, and I was always very appreciative of it.

For a year-and-a-half, almost, or at least until Walt died I had an office right across the studio from Walt's. And, my main job was to work with