

John T. Bailey

interviewed by

Mrs. W. A. Schmidt

May 16, 1975

Ruby Schmidt Collection of BiCentennial Interviews

ORAL HISTORIES OF FORT WORTH, INC.

Subject: John T. Bailey being interviewed concerning his own personal family and his interest in Greenwood Cemetery and Mount Olivet Cemetery

Interviewer: Mrs. W. Albert Schmidt, Regent, Six Flags Chapter, NSDAR

Date: May 16, 1975

Interviewer: Mr. Bailey, tell us something about yourself and your parents.

Mr. Bailey: I was born in Denver, Colorado, on March 11, 1917. My parents were William J. Bailey, Sr., who was born on February 25, 1860, in Lincoln County, Tennessee, near Mulberry, and his wife, my mother, Susa C. Bailey, who was born on February 25, 1880, in Aurora, Nebraska. It has always been interesting to me that my parents were exactly 20 years apart in age.

My father's parents were Sophronia Moore Holman (born July 18, 1840; died May 9, 1862) (maiden name) and Cullen Bailey (born August 19, 1828; died June 24, 1897). My mother's parents were Susan Etta Lewis, who was born in 1851 and died January 23, 1920, and William Thomas Carpenter, born February 14, 1850, and died December 26, 1923. My father William J. Bailey, Sr. came to Fort Worth from Tennessee in September of 1882. He was 22 years old. He had graduated from the University of Tennessee in 1881 and after spending a few months in Cumberland University in Lebanon, Tennessee, he got his law degree. When he traveled by train to Fort Worth, he traveled as far west in this direction as there were tracks and trains. West of Fort Worth the only means of transportation was by stagecoach. On the way here, he visited with a kindly old gentleman travel companion who admonished him to find a town in Texas that was going to grow and if he wanted to be comfortable in later years, to be certain to invest in real estate just outside the city limits. He predicted that with increasing value in real estate it would beat the cost of interest on borrowed money and the taxes on the land. Apparently my father took his traveling companion seriously because when the Great Depression of 1930 set in, he was the owner of 2,000 acres of land in and adjoining Fort Worth on the western side even though he was heavily in debt. I recall working in his office as a clerk in 1933 and 1934 and finding that he owed to his creditors over a million dollars. By the time I was released from the Army after World War II in September, 1945, he had liquidated his estate down and was almost out of debt. Of course the acreage he had owned had been reduced tremendously by this time.

When he traveled west from Tennessee, his purpose was to get away from the farm life there near Mulberry. As a boy during the Reconstruction period following the Civil War, he detested walking behind a mule and turning the soil with a plow. About the time he was 14 years old, he learned that what wealth his father had was due to his inheritance from "Little Willie's" mother; his mother had died when "Little Willie" was only two years old, giving birth to twins. His father, Cullen Bailey, served in the Southern Army during the Civil War. He returned to the middle Tennessee farm after the war and soon married the widow of a soldier who had been killed. Her name was Kimbrough. Cullen Bailey and his new wife had about ten children, all of whom were half

brothers and sisters to "Willie". It seems that Cullen Bailey's first wife inherited 200 slaves from her family and a sizeable estate, practically all of which wealth was obliterated by the Civil War. "Willie" demanded from his father that he be allowed to get an education and his father agreed and financed his education at the University of Tennessee and then law school.

I remember my father stating that not long after he arrived in Fort Worth, he managed to make a connection with a two-man law firm. One of the men's names was Templeton. Part of the arrangement was that he would be able to work as a law clerk and sleep in the back room of the office on a cot. While he attended the University of Tennessee, one of the professors announced to his class when he was a freshman that all those who wished to could attend class daily throughout their stay at the university and learn the Pitman method of shorthand. My father was one of the few that stayed with the professor throughout the four years. Of course he let people know he could write shorthand when he arrived in Fort Worth. He was here a few months when a remarkable thing happened. The beautiful daughter of the Methodist preacher received a box of candy which she suspected had been tampered with. Thereupon she had the candy analyzed by a chemist and found that sure enough, it did contain poison. Her suitor, a young man who was accused of having sent her the candy, was immediately brought to trial. The case was so spectacular that the prosecuting attorney and defense counsel agreed if it was at all possible that the testimony should be recorded. They all knew that young Bailey was competent at shorthand and there would be no problem with making a deal with him. My father made the deal with the attorneys at 10¢ per hundred words. As the case proceeded for several days, he took notes all day in court and tried to transcribe his note at night. On the sixth day, he was so worn out and fatigued that he passed a note over to a leading counsel. And the note asked the question, "Do you have any idea how much my fee is amounting to?" The attorney quickly penned a note back stating, "No! What is your fee amounting to?" And the reply was, "About \$3,500 now." Thereupon the leading counsel stood up and made the announcement, "This nonsense has got to come to an end!" Both counsel and the judge had a quick discussion and dismissed Bailey who went back to his cot in the office for a nap. In the early evening, the attorneys from both sides dropped by and took my father to dinner. There they settled the fee matter and agreed to pay him \$1,500 cash with him being relieved of the duties of transcribing his notes. The end result of this event was that young Bailey was obliged to open up a school in how to write shorthand. His charges were generous, and this was the modus operandi whereby he was able to raise his first toe hold of capital with which he embarked upon a program of buying real estate, building houses, trading in real estate and accumulating the reputation of being a knowledgeable businessman particularly in real property. Another way he raised capital was as a newspaper reporter for several newspapers in Austin and in particular during the legislature session. When he was 27 years old, he met and married Stella Wooten, a sister of Goodall Wooten, who was Chairman of the Board of Regents of the University of Texas and was a very prominent Austin citizen. Later when he was 35 years old in 1895, he was elected to serve Tarrant County as State Senator and he returned for a second term as State Senator in 1897.

Interviewer: I understand your parents were married in 1910. Tell me how they met and what happened.

Bailey: Stella Bailey died in 1905. She and one of her children were buried in Oakwood Cemetery here in Fort Worth. Later these two were removed from that cemetery to the family plot in Greenwood, which was not opened until 1909. It was the custom of the people of Fort Worth who could afford it to spend the hot summer months in Colorado. My father met Susa Carpenter, my mother, on the steps of the Antlers Hotel in Colorado Springs in 1906. Apparently he never let up in his pursuit of Susa until they were married in the Little Church Around the Corner in New York City in 1910. About the same time that William J. Bailey traveled to Fort Worth in 1882, Susa traveled by covered wagon with her parents and her grandmother, Susan Lucretia Lewis, from Aurora, Nebraska, to Grand Junction, Colorado. Her father, William Thomas Carpenter, founded the first bank in Grand Junction and became the owner of the Little Book Cliff Silver Mine, the Little Book Cliff Coal Mine and the narrow gauge Little Book Cliff Railway Line. The two portraits I have of Susa's grandparents, Oscar Lewis and Susan Lucretia Lewis, hung in a large home occupying a city block there in Grand Junction for many years. The home was known as Fairlawn. These two paintings are known as American Primitives. They were painted about 1835 by an itinerate artist who approached the farm houses for prospective buyers of paintings almost finished excepting for the faces. Mr. and Mrs. Oscar Lewis made this purchase and the artist completed their faces there in Nebraska. One evening in 1895 Mr. Carpenter announced to his wife, Susa's mother, that he was going out for a cigar. He departed and never returned until 1921. About a year earlier, he located Susa through a friend in New York and it took Susa about a year to convince him that his wife was dead, of which he had to be assured before he would return from Alaska. Apparently prior to his departure he felt as though his wife nagged him too much and he feared to face her again, having been gone so long. It seems that she was a disciple of Mary Baker Eddy and was extremely fussy about his personal habits. At one time he invented carbonated water and had thousands of labels printed with the expression "Good for Mixed Drinks". She found them stored in the workshop there at "Fairlawn" and forced him to destroy them. As a result he wound up playing poker at Skagway, Alaska, most of the time for the next 25 years. Susa and her mother were quite comfortable financially and Susa was talented as a performer. She put on one-man shows as an entertainer, and was paid for her talents. The only trouble was that her mother would not permit her to appear on the stage with a man, and so her performances were always alone. When Mr. Bailey made her acquaintance and discovered her talents, he sent a professional theatrical agent to assist her and guide her in her activities in Colorado. Susa told me of her delight in being able to provide free transportation all over Colorado on the narrow gauge railway lines for herself, the agent, and her mother with free passes provided her by her father's old railway friends. She knew that Mr. Bailey would get the word and would be quite impressed. Susa practiced and studied music with the objective of opera in mind. In her studies Susa made 18 crossings to Europe in order to receive the benefit of the masters of music found there. Her last stay in Europe was in Rome that lasted two years. I understand that my father, Mr. Bailey, traveled to Italy on two different occasions just to see her.

In 1910, Susa returned from Europe to Denver and there met a prominent lady who immediately announced to Susa that she (Susa) was the answer to her prayer. On inquiry, her friend related to Susa that the city of Denver had just completed the construction of a new opera house, that in a few days there was to be a dedication of it with dignitaries including the United States Senators and the Governor and others present for the grand event, and that Susa, bless her heart,

now could do what she was so well trained for. Susa would be the star performer for the grand opening of the opera house. Susa pleaded desperately to excuse herself from the duty, but to no avail. Her friend would not give in and insisted that Susa was the only person suitable for the grand opening performance. It was when Susa was about 85 years old that she told me this story for the first time. I asked her, "Well, did you perform?" She said, "I suppose I did. You know, John, how I get stage fright now." I said, "Well what happened?" She said she must have performed well because there was thunderous applause at the conclusion of her performance. She dashed out for one curtain bow and then vanished to the seclusion of her dressing room. She closed the door. She said that she turned around and faced the full length mirror on the door, threw her arms back behind her and said aloud, "O God, if that man in Texas still wants me, he can have me!" It was not too long after this that Mr. Bailey married Susa and brought her to Fort Worth for the first time, he being 50 years of age and she 30. They occupied Mr. Bailey's farm home that faced the White Settlement Road and was located exactly where the back apartment unit of the Crestwood Apartments are located at 3900 White Settlement Road. The society people of Fort Worth were very kind to Susa even though she was so much younger than Mr. Bailey and even though quite a number of widows had had their caps set for him. My father used to enjoy telling me the story of how Susa could not understand the ways of the Negro servants. She had never been around these sorts of people before and was uneasy with them. One day she managed to get her husband to consent to driving her in the buggy to downtown Fort Worth without telling him why she wanted to make the trip. Once downtown, she said, "Now, take me to Chinatown." He said, "What do you mean?" And she said, "It is none of your business! Just take me there." I cannot stand those Negroes anymore, and I have got to get me a Chinese cook." Thereupon Daddy leaned back and roared with his heavy laughter telling Susa that Fort Worth just did not have a Chinatown, and that there were not any around there. It was hard for Susa to understand this because all of the major cities and particularly Denver had its Chinatown districts where the society people could go and engage domestic servants. I remember my father saying that he asked Susa just what it was she did not like about the Negroes and she said she just could not understand how the people down here could put up with them. He said, "But, Susa, your father fought in the Civil War to free them." And she would always reply, "But he did not know what he was doing!"

Interviewer: Tell me how your father became the owner of Greenwood and Mount Olivet Cemeteries.

Bailey: I read one time that Napoleon is quoted as saying, "History consists of the myths we have agreed upon." As I understand it, prior to Stella's death, while she and my father were living in the same farm house that I mentioned above, on White Settlement Road, she learned that a group of gentlemen headed up by John P. King were laying plans to open a new cemetery to serve the municipality which was to be located across the street from her farm house on land known now as Monticello Addition. She pleaded with her husband that she just could not stand the thought of seeing a cemetery at the entrance to her driveway every time she left her home and returned, and urged him to do what he could to prevent the new cemetery from being opened. Mr. Bailey investigated the matter and found many of his friends involved. They included W. C. Guthrie, Ben L. Waggoman, Ben O. Smith, William Bryce, W. J. Gilvin, William L. Quinn, and also John P. King.

He found that the group needed additional capital and were willing to accept his \$2,000 share investment in the program with the understanding that he was not really supporting the program but was an antagonist who would do everything he could to prevent the new venture from being established. At the meeting one of the gentlemen spoke up and said, "Take his money; there are nine of us and one of him." Mr. Bailey just wanted to be certain of what was going on and to be able to meet with the group as they developed their plans. He used various means of delaying and discouraging the group with their planned cemetery, and of course was eventually successful. His main means of success was through his political connections in Austin preventing a charter from being granted for the new cemetery corporation. He could not depend upon this forever and announced to his friends that he would open a cemetery closer to town, at where Greenwood is now located on White Settlement Road and prevent them from being successful. I am told that he graded streets and planted trees just ahead of the time that he expected the promoters to do the same at their location. Somehow time went by, Stella died and Mr. Bailey made trips. During this period he had engaged Mr. R. O. Phillips who had been the long-time superintendent of Oakwood Cemetery to be his foreman and superintendent for Greenwood. He had left Mr. Phillips in charge of matters at the Greenwood location and one day returned from a trip to Italy. He rode his horse to the site of the cemetery where he found Mr. Phillips and was about to tell him that the other cemetery promoters had been sufficiently discouraged that he could now abandon the cemetery idea but retain the streets that had been laid out and the trees that had been planted for the future development of a residential addition, whereupon he happened to glance up towards the high ground and saw a couple of mounds. He asked Phillips about the mounds and Mr. Phillips replied, "Well, Mr. Bailey, a couple of Mexicans died and had to be buried, so we just buried them. You are now in the cemetery business." Whereupon he just wheeled his horse around, gave his hat a jerk on his forehead and commented to himself, "Well, that's fate." And so you can see that it appears that the establishment of Greenwood was really a bluff to discourage some other promoters from opening a cemetery further up the road.

Mr. F. G. McPeak and his wife dedicated their 130 acre farm to be Mount Olivet Cemetery on the first day of May, 1907. In 1909, they borrowed \$6,000 from one of the city banks to build a 32 crypt receiving mausoleum on the west end of the cemetery. In a few years time the bank took the entire cemetery away from Mr. McPeak because he was not able to pay back the loan. Several of the gentlemen who were the promoters of the cemetery I mentioned earlier were members of the board of directors of this bank and fully aware of the circumstances. After the bank took over the cemetery, they purchased the cemetery from the bank and proceeded to compete with Mr. Bailey and his Greenwood Cemetery. In 1917, Mr. William Bryce approached Mr. Bailey and said that his group would like to purchase Greenwood from him. Bailey replied that he would not make such a sale because he felt that the opposing group would merely lock the gates of Greenwood and shut it down. He did not want to sell out in particular because he had already removed his first wife and two children from Oakwood to Greenwood and was determined to have a first-class cemetery. Mr. Bryce then commented that he realized neither Bailey nor his own group were making money, in fact they were both losing, and wondered if he would be interested in buying Mount Olivet. He replied that if Mr. Bryce could get the stock of Mr. William Capps and deliver 80% of the stock, he would deliver therefore \$30,000. Mr. Bryce said he would and he did, and so in 1917, my father became the owner of Mount Olivet Cemetery.

Interviewer: Mr. Bailey, tell us now about the transition of management of Greenwood and Mount Olivet from your father to your management.

Bailey: Well, actually, my father never really personally managed the cemeteries as I have done. The business of running the cemeteries has been my principal occupation since the fall of 1945. From the time that my father founded Greenwood in 1909, until 1945, he always employed a manager to run each of the cemeteries. This was done either by a management contract or by outright employment. Each of the cemeteries were owned and operated by a profit corporation and he always owned 100% of the stock of Greenwood and almost 100% of the stock of Mount Olivet Cemetery. They were closely held corporations and of course my father controlled who was manager and the manager's conduct. By the time I was released from the Army in the Fall of 1945, my father had concluded that he really did not have too good an investment so far as the cemeteries were concerned. The actual outlay of cash in the cemeteries was greater than the return in cash by a considerable amount. Somehow he had always thought up until 1945 that eventually the cemeteries would be like an oil well, producing profits every year. In this, he was mistaken. We discussed what I would be doing upon my final release from the service during my furlough time prior to actual discharge from the army. I indicated to him that my old boss, John A. Klein, who later held the rank of Major General as the Adjutant General of the U. S. Army at the Pentagon in Washington, D. C., wanted me to stay in the service and be a part of his staff. My father could not stand to hear me say this and urged with all his persuasive powers that I terminate my military career and assume the management of Mount Olivet Cemetery as soon as possible. He said it was like a thorn in his side, and that he needed help. He was an old man 85 years old and this was something I must do for him. During this time we drove by an attractive lot in Monticello Addition and he told me that if I would quit the Army and join him as his manager at Mount Olivet, he would give me this lot. I told him that I could not do this. He asked why and I told him that my brother Bill had worked for him loyally and faithfully for years as his manager of the Greenwood Floral Company, and that it was the largest range of glass in the Southwest, and that he, Mr. Bailey, still owned the land and the house where my brother Bill lived. Thereupon he told me to drive on. The next day he handed to me a deed to the Monticello lot and he handed to my brother Bill a deed to the land where his house was, which is now the site of the West Side Baptist Church across the street from the Elks Club.

I had had all of the Army that I wanted. Actually I had enlisted in the 36th Infantry Division over a year before Pearl Harbor to get my year behind me, and had had my fill after five years. In some ways, I guess I was lucky in that during the last three years, I had the good luck of being on the staff of William Hood Simpson, first the Commander of the Fourth Army of the U. S., and then Commander of the U. S. 9th Army. As an Adjutant General officer, I had marvelous training in staff work and administration. Fortunately I had already received my license to practice law in the fall of 1939 when I was 22 years old. The manager of Greenwood, who had been with my father since 1938, called me into his office one day and told me that on Jan. 1 he was going to turn the management of Greenwood over to me. After all, my father was now 89 years old at that time, and he felt as though whether Daddy lived beyond Jan. 1 1950, or not, it would be best for all concerned for me to proceed to assume the management of Greenwood as well as continue to manage Mount Olivet and its Garden of Memories. Between the years of 1945 and 1950, I had been making major decisions for the Greenwood management anyhow, and the then present manager had other activities he wanted to pursue beginning in January of 1950. My father died in October of 1949, six months after the death of my brother who died in April of 1949. These deaths

caused me to be obliged to assume the management of the Greenwood Floral Company and Greenwood Cemetery. My legal and accounting background helped a great deal in my conclusion that the cemeteries needed to be re-structured and this could be done through the final administration of Daddy's estate. In 1952, my good friend, adviser, and counsel, Richard D. Walker, and I proceeded to Austin and for ten dollars received a charter for the Mount Olivet Cemetery Association, a non-profit Texas corporation. The original members of this corporation were myself, Mr. Richard D. Walker, and Mr. Dick H. King, my long-time friend from Army days in the 36th Infantry Division, who had joined me in June of 1946 to handle the maintenance of first Mount Olivet and then Mount Olivet and Greenwood. In order to get the Mount Olivet Cemetery Association stable financially, our first arrangement that existed between 1952 and 1956 was for Mount Olivet Cemetery Association, the non-profit corporation, to enter into a management contract with the Mount Olivet Cemetery Company which owned the cemetery. In this arrangement the non-profit corporation received 90% of the income for the sale of cemetery lots and all of the income for the sale of all services and merchandise. The profit corporation would receive only 10% of the sales price of cemetery lots. This arrangement was immediately accepted by all stock holders because it was easy to see that since our gross lot sales amounted to \$300,000 per year by this time that the profit corporation had a certainty of income of about \$30,000 a year since it was to have no expenses whatever. This would be the first time that the Mount Olivet Cemetery Company would be able to show a profit on a year-to-year basis. During this brief period we actually declared small dividends for Mount Olivet Cemetery Company. Then after the book value of Mount Olivet Cemetery Association exceeded \$100,000 by 1956, we had the Mount Olivet Cemetery Association buy out all of the assets of the Mount Olivet Cemetery Company and the shareholders of the Mount Olivet Cemetery Company received a purchase price of \$325,000 payable 1% down 300 equal monthly payments and 4% interest on the unpaid balance. A year later we did the same thing with Greenwood, but the purchase price was \$400,000. What we did was to transform the cemeteries into a charitable enterprise similar to TCU or Harris Hospital. Our principal purpose was to provide the city of Fort Worth with the best of cemeteries and this seemed an impossibility under any other structure than the one we have here described. The original members, at present, are the same persons. In addition to the members, there is a Board of Trustees who serve in the same manner as the Directors of a profit corporation. At the present time, this Board of Trustees consists of: Wayne D. Bennett, W. I. Spitler, Richard D. Walker, Phil North, Jack Greenman, John M. Myers, and Dick H. King.

Interviewer: I see now that the cemeteries not only have the business of the cemeteries but also there are funeral homes and flower shops. How did this come about?

Bailey: Well, the funeral home and flower shop at Mount Olivet, though already constructed, are not quite ready for business. They will open in November of this year. The first funeral home to be located in a cemetery and put under the same management was Forest Lawn Funeral Home and Cemetery, in Glendale, California. Dr. Hubert Eaton urged his fellow cemeterians to do as he had done, stating that it was the only solution in his opinion for excellence in providing the best of cemeteries for the communities. I never had a particular desire to enter the mortuary business, but found that it was absolutely necessary for me to do so if we were to really make any progress in the matter of first-class cemeteries for Fort Worth. I suppose that all businesses are filled with paradoxes, and certainly the cemetery business does have its paradoxes. This is the real reason for the necessity of our



entering the undertaking business. As you may know, we have no shortage of cemeteries anywhere in the United States. In particular do we not have a shortage of cemeteries locally. I have a list of 70 cemeteries serving Fort Worth, 90 in Dallas County and a total in excess of 250 in the metroplex area of Dallas and Fort Worth. There are in the United States a million acres dedicated for cemetery purposes. Traditionally I have always understood that burying one person to the grave and allowing a generous amount of land for walkways and roadways, any competent cemetery management can bury 1,000 persons to an acre. In other words, there is now dedicated in the U. S. a sufficient amount of ground area to bury under this method 1,000,000,000 people. The real shortage in cemeteries in America is the number of well-managed beautifully maintained cemeteries. Neither Greenwood nor Mount Olivet had the best of management nor were beautifully maintained when I assumed the management of these properties. The first thing we did at Greenwood was to take full advantage of the water supply at the Trinity River. The entire cemetery is under an excellent sprinkling system. We can "make it rain" an inch at any time anywhere in the cemetery through our sprinkling system. Excellent lawn maintenance is our primary objective in providing beautiful cemeteries. We are now in the process of providing a first-class sprinkling system for Mount Olivet through the luck of obtaining the use of the old 6" pipe line that runs from the oil refinery north of Mount Olivet west of the cemetery all the way to the Trinity River. The oil refinery people are allowing us to use this pipe line that they have discontinued using which formerly took their waste from the refinery to the river. We had earlier built a large lake at Mount Olivet to use as a settling basin for water we pumped from the Trinity sands 1100 feet deep in the earth. We still can use this pump, but the best water comes from the river.

In May of 1946, we had eleven inches of rain there at Mount Olivet and I found myself with pitifully sparse equipment to take on the job of refilling 1500 graves that had sunk from 6" to a foot and a half, most of which were lapping with water. I had the urge to go to my father and give him back the business. I did not do this, but proceeded to attend cemetery trade association meetings to learn what to do about the sunken grave problem. There was no way for me ever to develop a scheme for beautiful lawn maintenance if this were to continue. By 1950 everyone who was knowledgeable in the cemetery business concluded that there was only one way to properly maintain a cemetery and that was for the cemetery management to require a permanent outside container for all burials. It seems that our burial custom in the U. S. had developed whereby instead of burying as they did in Europe in simple 12 to 14" deep coffins, we buried much more elaborate caskets and if we did not encase this casket in a metal vault or a concrete liner or a concrete vault that we encased it in a pine box that would act as a shipping case in the event that the casket was being shipped by railway. Often these caskets were shipped from the manufacturer to the funeral home in these wooden shipping cases. Never did a funeral director permit a casket to be lowered into the grave unless this casket were encased at least in the wooden shipping case that would be 24 to 28" in depth. When the wooden shipping case and casket gave way to pressure of water and earth, here was your sunken grave. And so the solution was for the cemetery operator to change his rules and regulations to require a minimum of a concrete liner for each grave to keep the grave from later caving in. I had noted the high cost of concrete vaults and concrete liners to my lot owners that they purchased from the funeral directors; and decided that it would be necessary for me to go into the business of manufacturing the concrete liners and vaults if I had a proper answer in the event one or more lot owners threatened suit against the cemetery

because of the change of rules and regulations requiring them to spend this large amount of money in order to use the graves which requirement was not in existence at the time of his purchase. I concluded that by my manufacturing the vault and boxes I could price them low enough to thwart any such law suits. Again the low price for the minimum liner was an intelligent way to handle it because we thereby saved the later expense of refilling the sunken grave. Shortly after we instituted this scheme, we found ourselves threadbare for walk-in at-need cemetery lot sales. The local funeral directors did everything they could to prevent their families from using the services of either Greenwood or Mount Olivet Cemeteries. So by 1956 we set in motion our efforts towards eventually building Greenwood Funeral Home and Flower Shop located at University Drive and White Settlement Road. At the present time this funeral home is the leading single funeral home in the city of Fort Worth. We expect the Mount Olivet Funeral Home to be even more successful because on an annual basis there are more burials there than there are in Greenwood.

At first we had the Greenwood Funeral Home and the Greenwood Flower Shop owned and operated by the non-profit Mount Olivet Cemetery Association. We had tracked the Forest Lawn case in California and found that this would be the best way to go. In 1964 we were checked by the Internal Revenue Service and as a result of this government agency withdrawing the letter of exemption from federal income taxes previously given to us by the I.R.S., we entered into an 8 year contest. Finally in 1972 by mutual agreement between Mount Olivet Cemetery Association and the I.R.S., the Mount Olivet Cemetery Association created the Greenwood-Mount Olivet Company, a profit corporation, and at book value transferred all of the assets of Greenwood Funeral Home and Greenwood Flower Shop including the five acre tract of ground occupied by these facilities to the Greenwood-Mount Olivet Company. Thereupon the Mount Olivet Cemetery Association sold the stock of the Greenwood-Mount Olivet Company to the endowment care trust funds of Greenwood and Mount Olivet Cemeteries in equal amounts. And so you see now we have a situation whereby the property owners in Greenwood and Mount Olivet can feel good about patronizing the Mount Olivet and the Greenwood Funeral Homes as well as the flower shops because after federal income taxes are paid by these enterprises as a profit-making corporation, the profit then goes to the endowment care funds of the cemeteries and thence to the further embellishment and maintenance care of the cemeteries.

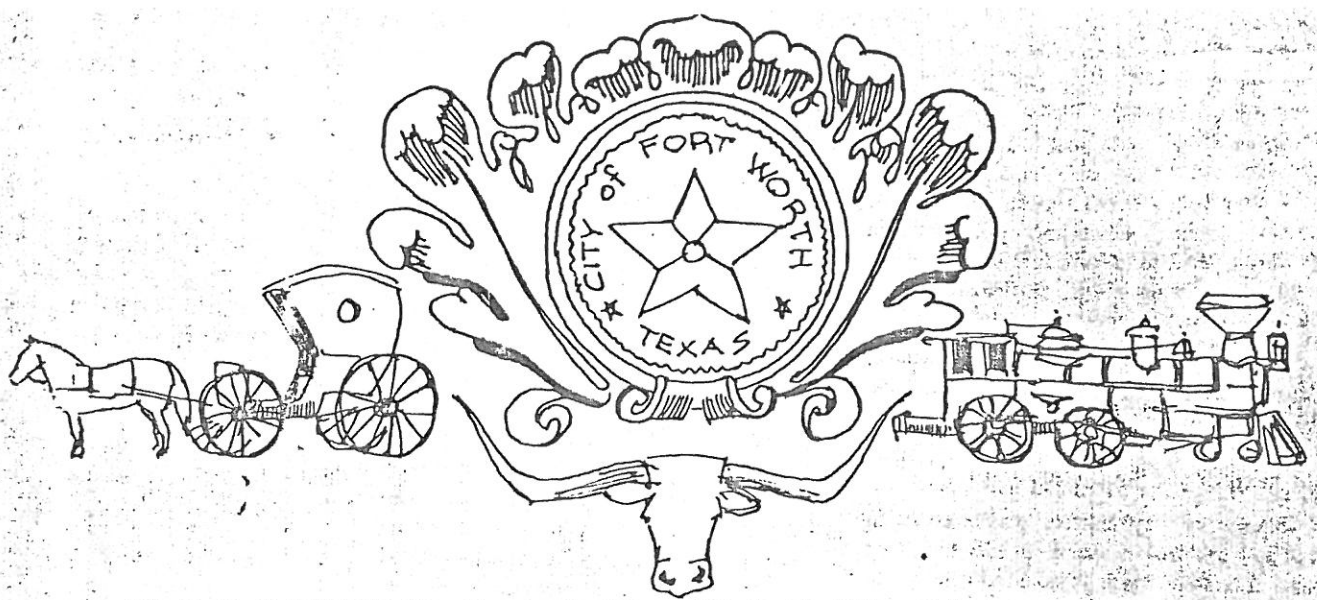
Interviewer: Mr. Bailey, now as you say your family has sold their interest in these two cemeteries to the Mount Olivet Cemetery Association, tell me who really owns these two cemeteries.

Bailey: I will have to answer this question in this manner. Who owns Texas Christian University or any one of our great hospitals here in Fort Worth? These enterprises are owned by private non-profit corporations. When the I.R.S. income tax laws were passed in 1913, they were structured in such a manner that churches, schools, hospitals and cemeteries that were organized in such a manner that no profit inured to the benefit of any private shareholders, such enterprises would be exempt from federal income taxes. You have all over the United States great hospitals and great universities and schools who utilize the benefit given them under the federal income tax laws. There is no reason why a group of people should not be able to provide their community with an excellent cemetery in the same manner that the community is provided excellent hospitals and universities. There is no reason why the community should not get the benefit of this excellence through.

proper organizational structure and management. I hope that here I have answered your question. As I stated earlier, I have given you the present names of the members of Mount Olivet Cemetery Association as well as the names of the Trustees of this Association. We have furthered the common sense organizational structure of these cemeteries by having the profit making part (required by the I.R.S.) consisting of the funeral homes and flower shops to be owned by the endowment care funds of these cemeteries. This satisfied the I.R.S. and certainly is to the benefit of the community as well as the lot owners.

Interviewer: Tell me something about the endowment care funds you referred to.

Bailey: We pay high tribute to both Mr. McPeak and his wife who founded Mount Olivet and to Mr. William J. Bailey, Sr., who founded Greenwood. They saw to it that these two cemeteries were established and dedicated under a plan whereby every time a lot was sold, a small amount of money went into a separate maintenance fund. This fund for each cemetery has grown to in excess of a million dollars at the present time. Every time we sell a lot or a crypt in either Greenwood or Mount Olivet Cemetery today, we charge the purchaser an additional 10% over and above the purchase price for the cemetery space. This amount of money is then paid over into these separate endowment care trust funds. The principal amount of the funds can never be reduced. Only the interest and dividends received from the investments made by the trust funds are turned over to the management cemetery corporation for care and maintenance. And so now you can see that the future care and maintenance of the cemeteries are assured not only from the net income of the cemetery operations, but also from the interest earned on the permanent endowment care funds of each of the cemeteries. In particular we find that everyone benefits through the good management and public acceptance of the funeral homes and flower shops located at Greenwood and Mount Olivet.



# PIONEERS OF FORT WORTH

## *Greenwood*

Cemetery Funeral Home Mausoleum Flower Shop



W. J. Bailey  
1850-1949

In 1909, Mr. William J. Bailey set aside 196 acres of rolling lawns and stately native trees as Greenwood Memorial Park . . . dedicated to serve future generations of the city.

His wisdom and foresight is apparent today.

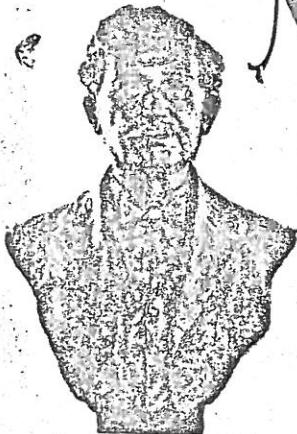
Fort Worth is one of the few major cities with a magnificent cemetery almost within the shadow of downtown skyscrapers. Greenwood is still capable of serving the needs of residents during its second hundred years.

Today, a non-profit, charitable

association owns and operates Greenwood as a public trust. All earnings of beautiful Greenwood Funeral Home and Flower Shop go to the Endowment Care Funds of the cemetery which further assures continued beauty without cost to individual lot owners.

Greenwood is a memorial to the city's history and an inheritance which belongs to every resident of the area . . . another gift from the past which helps make our city great. Visitors are welcome from 8:00 A.M. until sunset.

## Mount Olivet and its GARDEN OF MEMORIES



F. G. McPEAK  
1858 - 1933

On May 1, 1907, early Fort Worth pioneer F. G. McPeak and his wife Johnnie C. McPeak, dedicated their 130 acre farm to be Mount Olivet Cemetery. As a part of the dedication, they created an endowment care trust to receive a small deposit for each square foot of space sold to lot owners. The income from this trust was to be used exclusively for the care and maintenance of the cemetery.

This was the first time that a cemetery with the endowment care concept had been dedicated in this area. Only the income of the trust fund may be spent on maintenance care; the principal of the fund is irreducible.

Today the endowment care trust of Mount Olivet is in excess of \$1,200,000.00, and the lot owners as well as the people of the community have the satisfaction of knowing that this beautiful cemetery has this assurance of continued maintenance care in the years to come.

In 1936, the eastern portion of Mount Olivet was designated as the "Garden of Memories", to be a lawn type cemetery with no above ground monuments, to have only memorial tablets level with the lawn. This idea has been very popular particularly with the continued addition of a treasury of beautiful marble, granite, and bronze statuary art. A community garden mausoleum has recently been completed in this part of the cemetery. Make a visit to Mount Olivet. It will be a rewarding experience.

N. E. 28th Street — Sylvania and Watauga Road

Fort Worth, Texas