



Shiloh National Military Park

Oral History Interview Transcripts

Interviews conducted on behalf of the *Shiloh National Military Park Administrative History*



Cultural Resources, Partnerships and Science Division
Southeast Region

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Administrative History

MAY 2018

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About the front cover: Haywood S. Harrell, former Superintendent of Shiloh National Military Park, at the Corinth Civil War Interpretive Center, April 15, 2015. (Source: Liz Sargent, Liz Sargent HLA)

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Kent Collier, Chairman of the Board, Tennessee River Museum
John Cornelison, Supervisory Archeologist, Southeast Archeological Center, National Park Service
Tom Gilmore, Director of Real Estate, Civil War Trust
Dr. Joe Garrison, Review and Compliance, Section 106, Tennessee Historical Commission
Haywood S. Harrell, former Superintendent, Shiloh National Military Park
Steven Kidd, Cultural Resource Specialist/Archeologist, National Park Service
James Lighthizer, President, Civil War Trust
Zeb V. McKinney, former Superintendent, Shiloh National Military Park
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Alvoid Rector, former Superintendent, Shiloh National Military Park
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Timothy Smith, former Park Ranger, Shiloh National Military Park
Doris Stewart, former Administrative Officer, Shiloh National Military Park
Dale Wilkerson, Superintendent, Shiloh National Military Park
Rosemary Williams, Chair, Siege and Battle of Corinth Commission
Jim Woodrick, Director, Historic Preservation Division, Mississippi Department of Archives and History

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Photographs by Liz Sargent, Liz Sargent HLA, unless otherwise noted. Photographs of Stacy Allen and Dale Wilkerson courtesy of Shiloh National Military Park.

Note: Interview transcripts have been minimally edited in some places for readability and based on the interviewees' discretion.

Interview on behalf of Shiloh National Military Park Administrative History



Stacy D. Allen

Chief Park Ranger, Interpretation & Resource Management Division, Shiloh National Military Park

April 16, 2015 (edited with comments and additions by Stacy D. Allen, May 18, 2016)

SA: Stacy Allen, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): It's April 16, 2015, and I'm here to interview Stacy Allen of Shiloh National Military Park on behalf of the Administrative History. Stacy, maybe we could start with your telling me about your background and how you came to your job, what job you were hired to do, and, if that's changed over time, how so

Stacy Allen (SA): Well, I started in the National Park Service in 1984 as a seasonal Interpretive Ranger down in Vicksburg National Military Park in Vicksburg, Mississippi.

And I worked two seasons for Vicksburg, and was hired permanently in 1986 – fall 1986, as a generalist Park Ranger, full performance, primary functions, as a generalist ranger, I was tasked with covering everything: law enforcement interpretation, resource management. So, I worked there through 1988. And

I came to Shiloh – I'd applied to Shiloh in the fall of '88 - and I was scheduled to be at a ranger skills eight-week training program in the Grand Canyon in January of 1989. My first week there, they placed a note down in front of me in one of the class sessions that I was supposed to call Shiloh. And I called Shiloh – I called Vicksburg first, and then I talked to my supervisor and said, "Well, I got a note here to call Shiloh." And he says, "Yeah, they're going to offer you a job, and you're a dummy if you don't take it." So, I came here then as Lead Park Ranger, frontline supervisor for Interpretation and Business Services Program. And so, I occupied that position for three years, from 1989 to 1992, at which point there'd been an administrative change. Zeb McKinney had retired in Spring of 1990. And, of course, by August of 1990, we had the new permanent superintendent arrive, and that was Woody Harrell. And over the course of Woody's first year of administration, he had come to the conclusion he wanted a subject matter expert on the park staff. So, I wrote the PD for the historian position at Shiloh, and it was announced. And I competed well enough to be selected for the job. So, starting in 1992, I served a ten-year tenure at Shiloh as park historian.

And it was at that time we had had another staff change in the chief's job – Chief Park Ranger job for Interpretation Resource Management Division. And that had come open, and so I applied for that job. Again, I wrote a new PD for it, because it was decided to upgrade the job from an 11 to a 12, and competed well again, and was selected for that job. So, I've held that job since June of 2002. So, I currently occupy that role here.

LS: Is there a park historian?

SA: There's no longer a park historian. In fact, it's been eradicated from the organization chart by the previous permanent superintendent, Mr. Bundy. Of course, there's been managerial changes, and there's also been an agency desire to reduce personnel expenditures down to a nice 85 percentile working range. And we had spent two years developing a new organization about six years ago – a modern organization for the park, now expanded, as, of course, we have our new facilities down in Corinth, Mississippi. Lots more lands and resources to steward, new – you know, new subject matter to interpret, but at least expanded interpretation through the full range of Civil War topics and themes and social geopolitical history and that sort of thing. So, everything's gotten quite complex over time. And so, the new organization, we layered in a number of subject matter positions. We kept the park historian. We wanted a culture resource program manager. We wanted – I wanted supervisory park rangers, two for interpretation, one for law enforcement, to take the job of supervising everybody out of my daily function, where I'd only be supervising supervisors now and the subject matter experts. The rest of the staff, down to the visitor use assistants and volunteers and all would be supervised directly by those frontline supervisors. We managed to secure two of those – in other words, having funding to pay for them, and that was the interpreters, and the law enforcement had been vacant. But when Mr. Bundy was here in his first year, he took the org. chart, and he slashed everything that was not encumbered off the org. chart. So, we lost the historian, we lost all the subject matter positions we wanted, and it would take a new organization and a lot more hard money before we would ever see growth in staffing again.

LS: Mm-hmm.

SA: So, those are gone. So, I've carried that hat all this time frame.

LS: That's what I was wondering, yeah.

SA: Yeah, I still carry that hat. Of course, the staff helps to because park rangers amongst the interpretive staff are all subject matter experts in their own rights, and so, we make use of that. Ashley Berry, of course, one of my supervisory park rangers does collateral duty as our custodian, curator of museum collection. And so, a number of positions have all kinds of collateral duties assigned to them. So, I still

play that role here (e.g., perform the functions of a park historian while chief ranger). I'm not able to apply as much attention to it as I once did. But where it's really come in to play most recently are projects like this. Any planning, developmental activities for the park always bring in the history side. All this interpretation upgrade you've been seeing, from the interpretive center to the new films and the thirty-two new waysides we're putting in on this battlefield, and upgrading our wayside program, exhibit program for Shiloh. I've been key in developing all of that, from writing texts to approving graphics and all that kind of stuff. I put six years of my life in the Interpretive Center (e.g., conceptual design and construction), like Mr. Harrell did; two years of my life into the new film *Shiloh: Fiery Trial*. We had three other films we've made (e.g., for the Corinth Center – two mini films within the Shiloh and Corinth exhibit halls and the feature movie for the auditorium titled, *Corinth Crossroads: A Town Amidst War*). All those occupy time (e.g., requiring historian work).

LS: Yeah.

SA: And that's where I put a great deal of my subject matter expertise into play. The parks underwent a large land acquisition program in a modern context. We've added more acres in the last 15 years to the park than had been added in the previous half-century or more, since the initial development had occurred. So, there's been an active program in that regard. For the agency as a whole, I performed battlefield surveys for the Advisory Commission's report to Congress on the state of the Civil War battlefields (e.g., *Civil War Sites Advisory Commission Report on the Nation's Civil War Battlefields*, National Park Service, 1993). Other planning ventures: Vicksburg Campaign Feasibility Study (e.g., 2004), which recommendations, of course came to fruit in Vicksburg's authorized boundary being expanded by over 10,000 acres in this most recent congressional action and passage of last year's budget. So, that's where I've had impact outside of park-oriented projects and things. So, that's just been the progression of my service here at Shiloh for the last 26 years is start out with interpretation and visitor services as my primary function, that expanded to be then – primary subject matter expert for history, with the key focus at work, again, benefitting interpretation and visitor services, as well as resource management, particularly cultural resource preservation, since the park is more geared to that primary component of its existence and mission is to preserve historical and cultural resources.

LS: Mm-hmm.

SA: And then – and then (e.g., starting June 2002 when selected to be chief ranger) this overall operational direction and management of just the entire range of ranger functions on a park, which is everything (e.g., visitor services, interpretation, science and research, cultural and natural resource management, historic preservation, compliance, protection/law enforcement, and emergency services; organizational and operational functions outside the scope of work of the facility management and general administration divisions). And a park this size, you've got one chief routinely in charge of managing all functions, an integrated program, whereas at some place like Yellowstone, you have a chief ranger just for law enforcement. You have a natural resource manager. You have a chief of interpretation. It'd be broken down, and a park this size can't afford that. So, everything falls under one (e.g., person), which, is also an issue.

LS: You have to wear a lot of hats.

SA: You have to wear a lot of hats. And so, you're a jack of all trades, but not a master of everything. You can only be a master of a few things, and I tend to be more of a master of interpretation, history, and cultural resource preservation.

LS: And how did you come to that profession? Did you have academic training in history and/or a personal interest in the Civil War growing up?

SA: Oh, yeah, I've always had a deep interest in history growing up. Probably acquired that just by the fact that I paid attention to the old folks when they were talking, rather than ignore them like a lot of children may do.

LS: Did you grow up in this area?

SA: I grew up in Kansas. And my family had been there since the war, as we say around here – since the Civil War. And a large family in the sense that both my parents had lots of siblings. My dad came from a family of nine children; my mother came from a family of eight. So, a huge extended family. And I got to know all of my grandparents, which is something my father never had a chance to do. He had one image of – the only image he has of one of his grandparents is gazing down at them in their coffin. And luckily, I got to know three of them as an adult. The first to perish was my Grandfather SA. He died in 1972. So, I would have been 14. So, I didn't get to know him as an adult. But at least I had a chance to experience "Pappy," as my father called him. And I always refer to my own dad as Pappy here.

So, deep interest in the past. Played lots of games when I was a child, always reflective upon past events in American history. So, you know, it was nothing to go out and play Daniel Boone or Davy Crockett or some cowboy. We used to play cowboys and Indians all the time, swing from a tree and yell like Tarzan, if you want to go into the fantasy business.

LS: Did you travel to parks?

SA: I traveled to parks quite frequently. And particularly in the fact that I traveled with an aunt and uncle a lot. I called them Half-Mom and Half-Dad, because their youngest son, Kyle, and I, he was about three years younger than me, and we spent a lot of time together. So, the whole thing in the summer was we spent half time down at their place and half time up to our place. So, we had "half-parents" (e.g., the term applied by our parents to this close relationship).

And I traveled a lot with them. And I can basically take my interest in the national park ranger profession and hence the unique aspect of national parks to those trips. But the one that probably sparked my keenest awareness that the Service was a different organization was a trip I took with my parents and my brother and a friend of his. It would have been the summer between my sixth and seventh grade (e.g., 1970). We went west, we went to Mesa Verde (e.g., an extended vacation to California, traveling through Colorado, New Mexico, Arizona and Nevada). And we'd gotten into the park – of course, it's a big-size park . . . and we reached the access to the Cliff Palace about five minutes after the last guided tour of the day had left, and there was a ranger standing there. And I remember him talking to my parents. You know, I'm sitting there; I'm trying to gaze down to see what I could see. And I remember him asking Dad, "Well, where you from?" He said, "We're from Kansas." "Oh, he says, a next-door neighbor." "Yeah, yeah." "Well, how long are you going to be in the park?" "Well, we could only be here this afternoon; we've got to move on. Going to spend the night in Cortez, because we're eventually going to get to California; my wife's brother lives out there, and we're visiting them for a while." And he (e.g., the ranger) probably knew that I was a little saddened that we wouldn't get a chance to walk down underneath. I remember him saying, "Well, you know what? I gotta follow them down there." He said, "Why don't you all just come with me and we'll catch up the group and you can participate in this last tour of the day." So, I got a chance to visit the Cliff Palace where otherwise I wouldn't have. And it was years later that, you know, the awareness of, you know, he (e.g., the ranger) may not have had to follow them (e.g., the final tour of the day) up, he might have been needing to go right back to his vehicle and head to wherever his next duty was. But he took an extra moment and made sure that we had a nice experience. And I remembered that. I remembered it more as I visited more parks with my aunt and uncle and Kyle. And so, I start my advanced education – as typical – I changed my major a lot. I went into college under a drama scholarship

with ideas of becoming a commercial artist, because my talents lay in my artistic ability. Drawing and painting. And then the theatrical, I was big in the theater when I was in high school.

LS: And got to be in the movie, right?

SA: Yeah, that's right. So, that was the course – that was the course I was on. And then, as things progressed, I had this deep interest in history. I took a lot of history courses, even in art, you take art history courses.

LS: Yes. What college was this at?

SA: I started in a community college in Coffeyville, Kansas (e.g., two years). I spent a year over at Pittsburg State University in Pittsburg, Kansas, and I then took a two-plus year hiatus from college and went to work. So, I progressed from commercial art to a history major, and then I took this two-plus year time frame out of college. And I get back, finally, in the fall of 1981 to the University of Kansas. And I was still open-minded about where I was going to go (e.g., ultimate course my education program would proceed). I was leaning towards history, but I took a Fundamentals of Physical Anthropology course that first semester, and the next thing you know, I'm an anthropology major, and that's what I finished with was a bachelor's degree with primary studies in anthropology. And then I'd – it was between graduating and getting ready for grad school, which my plan was to eventually work towards a Ph.D. in anthropology, that I had my first National Park Service experience.

LS: Like a summer seasonal?

SA: Yeah, I applied to the summer season (e.g., 1984). I had a long association with the Civil War as a keen interest. And that had led me into taking the course in Coffeyville in the spring of 1978, which was kind of a non-traditional history seminar on the Civil War, where he (e.g., the professor) merged living history with traditional teaching and learning. And part of that was we went out and we experienced the life of a common soldier through living history.

And that sparked – you know, grew more branches on the tree of my interest in the Civil War. Not only did I take that course, but for the next six years, I became then, to that professor, his right arm for managing the living history portion of the course, because I'd come back every year in the spring and assist him with that.

LS: And there's your drama, too.

SA: Yeah. And so, and at that time, when you were applying for a 1039 position with the National Park Service, you could only select two parks, and I selected two Civil War sites. I selected Vicksburg and Fort Pulaski as the two parks that my application would be sent to. And Vicksburg picked me up because I was the only person on the GS-4 cert for a position they had, a GS-4 (e.g., old 026 park technician series) position they had (e.g., available that summer). So, I went to Vicksburg that first season, and I worked longer than the traditional summer seasonal. I worked from May through December. I worked the full 1,039 hours.

I knew from the first day at the information desk that this (e.g., employment with National Park Service) could easily be my calling. There was no question about it.

LS: Was there anybody there that was particularly memorable?

SA: Well, yeah, my oldest friend in the National Park Service, Terry Winschel, who became park historian of the Vicksburg National Military Park. Quite influential in my early development. I remember all those people fondly, the superintendent Bill Nichols. You know, it was four or five years after I was gone from Vicksburg (e.g., stationed at Shiloh) before I could ever say (e.g., call him by) his first name in conversation with him. It was always “sir,” “Mr. Nichols,” and things like that. He was a park ranger’s superintendent in the sense that he come up from the park ranger ranks, and he was very skilled in all facets of management, and possessed tremendous civic engagement skills with the communities.

LS: So, you got some great mentoring?

SA: So I had some great mentors. The assistant chief ranger there, Sam Weddle, was hired the same fall I was, that I came on permanent (e.g., October 1986). Sam became my immediate supervisor, and Sam was an excellent mentor when it came to the other aspects of park rangership. You know, my skills lay in interpretation and visitor services, with a keen interest in cultural resource preservation and history. I had that all (e.g., necessary job skills required) nailed down, no if, and, or but about it, but to be a generalist ranger, there’s another gamut of skills and job functions (e.g., resource management, law enforcement, emergency services, etc.). They require a certain level of productivity and subject matter awareness. And Sam was able to bridge that and provide a good mentorship for me (e.g., during my entry level buck ranger development).

So, there I was (e.g., Vicksburg) when I started applying for positions in 1988, looking to start moving away (e.g., advancing my career through different agency positions). Because I don’t know how many park superintendents do it, but I remember the first day after the chief ranger (e.g., Bowie Lanford) had told me that I had been hired permanent for the job that I applied for (e.g., selected for the first permanent park ranger position in October 1986). The very next day I was in the office doing some paperwork and in comes Mr. Nichols. And he subsequently spent about 45 minutes talking to me about what he expected. And he fully expected that within about a couple of years, I wouldn’t be there. And he said it had nothing to do with what I brought to the job; it was that I would have accomplished everything that I needed to accomplish in that first entry-level position and that I would need to move on. And so, around 1988, I started applying for jobs, and Shiloh picked me up while I was still at ranger skills (e.g., earlier training course for 025 park rangers, within their first five years of permanent employment, conducted over eight weeks at the NPS Horace M. Albright Employee Development/Training Center, located on the South Rim of Grand Canyon National Park). In fact, I was on their payroll before I ever even moved here. So...

LS: Yeah. Well, this is one of my questions . . . has the culture changed at all so that people don’t stay in the same place for very long? I’ve seen there is a lot of turnover. Since Woody left there have already been two more superintendents here, and it seems like people have to move on to get a better GS level or higher ranking park

SA: They have to move on if they want to advance their career and gain a variety of experience. Now, there’s two rules of thought on that, and since I’ve been here for 26 years, and I have two parks under my belt. I run flat in the face of this (e.g., traditional agency career path employment philosophy). Now I have applied for jobs, although I haven’t applied for any jobs since 2006. The question it would always come down to, why has he been there so long?

There is a general thinking that if you hold five to six positions in seven to eight different parks, that’s a better experience than holding the same number of positions in a couple of parks.

I can challenge that, I believe, with some arguments, but it doesn’t hold true in the general thought process of managers across the National Park Service.

LS: Is it better for the parks, though?

SA: Well, it's definitely not (e.g., in some respects; meaning some people, based on personality and interest, may run the risk of stalling out in their ability to develop). If someone stays engaged, if they enjoy their work, if they contribute and they've got something to bring to the table, it can be an outstanding benefit for the agency, for the particular park they work at, for the fellow staff, and for the public, because you get, through a long association with the same park, an institutional awareness and knowledge of an evolving program. And it's never static. I think there are people that think of it as being static.

I mean you can drive onto the battlefield here at Shiloh, which has been sitting here since 1894, and just looking at what's on the surface of the ground in that commemorative landscape that's been there, in place, since roughly 1902, or 1903, when what you see out there (e.g., monuments, markers, roads, etc.), the major part of it is being placed down, or has already been placed down, and get this sense of time stopped. Well, nothing's further from the truth. It's evolved; it's gotten quite sophisticated over time. I mean, back then, you saw a lot more horses and mules pulling wagons, carts, and buggies instead of these automobiles. And in fact, people, of course, are driving their houses down the road now with the RVs and everything. So, everything's changed in the way that people actually reach the sites, because original visitation was coming in by steamboat, not by automobile. You know? So, there's just been this evolution of the way, one, visitors make contact (e.g., connect, relate and interact) with the park, and now they even make contacts virtually; they don't have to be here to experience some element of what it is like to – you know, what's at Shiloh, what's at Corinth, what does the National Park Service protect, preserve, and steward there? And that's all evolved over time, from the time of the first concept (e.g., to preserve the battlefield) and such that it takes a while to appreciate all that history. *Note: It does take time to appreciate and understand the significance of a park this old, the history which occurred here, and how best to perform the work necessary to preserve and interpret it. As well to grasp an understanding of all the work accomplished through the years by thousands of individuals to do just that. This is what I meant that working at a park for a long time is meaningful and beneficial for the agency. Provides an engaged employee with greater (more in-depth) appreciation, understanding, and institutional awareness one cannot achieve otherwise in a brief period of a few years.* I mean you could come in here and work two-three years and be on to the next park. And there's some value in that (e.g., both for the agency and many employees), particularly for young people, because it's a bigger agency; it's a bigger system. But I'd had – you know, I'm smart enough to know that it's a bigger agency and a bigger system (e.g., developed from first day at Vicksburg). I visit parks all the time. And what do I do when I go on vacation? I visit national parks. My wife and I are going up to the Great Lakes this summer. What are we doing? We're visiting national parks. We're going to Isle Royal for the first time. You know, I'm seeing Apostle Island and all the other places.

And then what do I do when I want to go recharge my battery on an annual basis? I go to Yellowstone, and I put the rest of the world behind me, and for three weeks I'm watching wolves, and doing something totally different than what I normally do on a daily basis. But I'm still...in a national park. I'm at the world's oldest. And so, you know, I have this sense of system and service, but I could see where if somebody started here (e.g., Shiloh) and never progressed out of here, it might hinder their development, and not have this sense of context to the agency as a whole. But I'd already experienced another park (e.g., stationed at Vicksburg); I worked a lot of details (e.g., assignments to sister parks for various functions and special events, an example being stationed three weeks at Kennesaw Mountain National Battlefield Park during the 1996 Olympic Games in nearby Atlanta). I worked on a lot of other task-oriented functions for the agency: study teams, management teams, and various special events at sister parks. So, I developed that (e.g., appreciation for the larger system mission and purpose), and it's not been a hindrance to me (e.g., professionally to be stationed here for so long). But for the park, I think it's

been a gain to have long tenure in place in a managerial role. The key for me (e.g., professionally) is to keep current, stay focused, and keep in mind what the mission is and what the real important thing is here (e.g., meaningful professional stewardship of this park), and that is that we leave the park in good condition. The visitors have a safe, enjoyable, relevant, and meaningful experience, can engage with the park resources and its history – its compelling stories in a meaningful fashion. It's rewarding for them. It's something to carry away with them, pass on to other generations, and that if we do our best to try to preserve this old stuff as long as we can, knowing she's (e.g., the park's) got a lot going against it. And at the same time, do our best to try to conserve this little island of biological diversity that we happen to have (e.g., on Shiloh battlefield), which we have some just wonderful resources naturally, that kind of get overlooked because of the primary significance of the site being a historical site - having a pre-historic background, a major pre-historic component to it.

LS: Yeah, that's pretty incredible, yeah.

SA: Yeah, and it (e.g., the Shiloh Mississippian village) exists because the battle was fought here, and in 1894 they (e.g., the Civil War generation) decided to make a national park out of it. No mention of the prehistoric site (e.g., within the park's enabling legislation), not really actually realizing the significant context of it. Over time, (e.g., as result of the stable preservation blanket encompassing park lands and cultural resources) it becomes the most pristine, unaltered Mississippian village in the entire nation, nestled in the heart of this battlefield, and now, of course, in its own right, it could be its own national park, had it not been residing in one. And in 1989, of course, it got its national landmark designation, and rightfully so. So, interpretation (e.g., personal and non-personal) in that regard has greatly expanded (e.g., Shiloh Indian Mounds Trial Shelter and hiking trail exhibits) and improved over time to permit people more of an interaction (e.g., relevant meaningful connection) with that resource . . . And there's been quite a bit of archeology performed out there, the analysis and conclusions – and what we know – to provide back to the public (e.g., through exhibits, publications, and formal interpretive programs) so they can get much more of an understanding of it.

LS: Are there other aspects of park operations that you see as having improved over the time that you've been here? Is it similar to the expansion?

SA: Yeah. And it (e.g., aggressively maintaining the park like one vast cemetery as opposed to maintaining a landscape resembling its condition during the historic period of the Civil War) happened because that's what people thought needed to be done. That's what the American public believed should be done (e.g., aggressively maintain/manicure 5,000 acres of battlefield as one vast commemorative cemetery)...But now we're getting away from managing these historic sites like these Civil War battlefields as one vast cemetery. We have this fascinating commemorative layer. And in our regards, of course, it dates right back to the battle participants, the survivors. You know, people can touch those monuments, and they're touching great-great-granddad and that entire generation, the experiences of all. But we have had a tendency to manage the battlefields like golf courses: immaculate. Grass cut ever seven to eight days, you know, as if you would manicure your lawn. And we always knew – you knew that that actually didn't look like it did in 1862, because it didn't look like that in 1862 (e.g., the 6,000-acre Shiloh battlefield consisted of roughly four dozen small subsistence farms, possessing a general rough appearance with crude hewn log structures, and only 625 acres under cultivation, the majority of the rugged plateau being covered in open forest). We know it. And we know in the aftermath, on April 8, 1862, this was a pretty ugly place. You wouldn't have wanted to be here.

There was a lot of death, and there was a lot of pain and a lot of suffering. But there's this idea of park (e.g., a park like Shiloh is supposed to look nice, be well maintained, and be a great experience), and there's an idea of commemorative park, but we're getting away from that, and the agency's had to evolve its management concept (e.g., significantly in regards to how we steward the preservation of these historic

pastoral battlefield landscapes). And you can see it today. Spaces that we would have been mowing on a weekly basis, we're now only cutting twice a year. That carries some benefits (e.g., for preservation, interpretation and creating a sense of time and space in regards to relevancy; as well as cost in maintenance, permitting use of those dollars elsewhere to preserve the commemorative structures, etc.). It carries initial issues, because you have to explain to the public why you're no longer managing it in the same way. But once they (e.g., visitors) understand what the goal is, usually they become converts, because when it does give a more historic look to the site, less human maintained. But, there's still a human connection, and it resembles more of the historic pastoral character. The commemorative layer is – we see it as an enhancement to a visitor's appreciation of the site and understanding (e.g., the visitor gains greater understanding and appreciation of the relevant war experiences of battle participants through interaction of the markers and monuments). Of course, I know the National Park Service has a general management policy now - there's no new monuments unless – where there's a law that says there'll be a new monument.

LS: Except where they were already authorized?

SA: Except like where they're already authorized, because, see, it's in our (e.g., Shiloh's/the park's) enabling legislation (e.g., authorizes states with organizations engaged can mark the field with appropriate markers and monuments).

LS: Yeah. What's the – there's one more – right?

SA: Mississippi. It's in production at this time. We just got Director Jarvis' (e.g., NPS Director Jonathan Jarvis) signed approval for the project. You know? And the dedication will be on October 3rd this coming year (e.g., shortly after this interview occurred the date for the dedication, originally proposed for October 3, was officially moved/changed to October 10, 2015).

LS: So, what goes into something like that? I talked to Fred Prouty about the Tennessee Monument, but I'd be curious from your side about what... how do you approve, or what's appropriate?

SA: Well, they're (e.g., both the Tennessee and Mississippi monuments) quite old projects. And, you know, I bridge both of them, because we're talking two decades (e.g., since 1990).

LS: Oh, really?

SA: Woody's first fall (e.g., 1990), he was approached by the local chapters of Daughters of Confederacy in the Tennessee Division with the desire to put in a Tennessee Monument. So, it (e.g., Tennessee) starts then, in 1990. I can remember Zeb McKinney (e.g., park superintendent 1975-1990) walking into my office downstairs (e.g., months earlier), and he says, "Hey, there's some rumor that Mississippi's thinking about a monument. Let's be thinking about where we would put a Mississippi Monument."

And I come up with the first three suggestions (e.g., where it might be historically appropriate to erect a Mississippi monument). And the priority suggestion, which is the Rea Field location, where it's going to be (e.g., erected) at. But see, that starts the ball rolling. But that precedes even the Tennessee. So, we start (e.g., both state monument efforts) in the 1990 time frame. *Note: The two other potential locations for the monument were southern edge of Sarah Bell field and east of the Hamburg – Savannah road at Wicker field north of the Bloody Pond. The Rea Field location became immediately primary to park management on account of the momentous battle experience of the 6th Mississippi Infantry, which suffered devastating casualties there on the morning of April 6, 1862, losing more than 300 soldiers out of the 425 men engaged. The Mississippi Veterans Monument Commission ultimately agreed that the Rea field location was the proper place to erect their monument in honor of all Mississippians who served at Shiloh.*

LS: Right before he (e.g., Zeb McKinney) retired.

SA: Mm-hmm. Today, Mississippi is in production. In other words, the product is being made, and the dedication is targeted for October 3, 2015 (e.g., changed to October 10). The Tennessee went, you know, 15 years, from 1990 to final dedication in June of 2005 (e.g., monument located southwest of Water Oaks Pond, two-tenths mile north of Shiloh Church, was dedicated on June 3, 2005).

What goes into it is eventually getting the states, because only states can put the monuments in, not individual private citizens, but states. And they can work with all manner of organizations. And traditionally, of course, if it's a Confederate state (e.g., one of the states with organizations serving in the Confederate army forces engaged at Shiloh), but not another Confederate Monument (e.g., a prominent Confederate Monument representing the battle services of all southern soldiers from every Confederate state with organizations engaged at Shiloh was erected and dedicated on May 17, 1917), you're going to see Daughters of the Confederacy, Sons of Confederate Veterans will be major stakeholders. They may come up with funds to donate to the project, and they also want to be critical players in its development, you know. So, we go through a long process. The Tennessee project went into some difficulties, and it was contractual difficulties. The State had charged the State division of the UDC (e.g., United Daughters of the Confederacy) to be its agent to work with the National Park Service. Now, there's some expressed responsibilities (e.g., legal guidelines for the agent to follow), and there's some dos and don'ts. And one of the don'ts is they don't have legal authority to act on behalf of the State when it comes to contractual arrangements. But that communication (e.g., what the agent acting on behalf of the State of Tennessee could and could not do) was not followed, and –

LS: You mean like hiring a sculptor?

SA: Like hiring a sculptor.

LS: OK.

SA: Like buying a design.

LS: OK.

SA: And the first individual – well, the individual selected by the UDC, the design selected, they entered into a contract with them (e.g., the artist) for \$60,000 just for the design alone. But this artist had an issue; he wanted copyright on that design for life. Can't have that! No way. And that created an issue, one: UDC had signed the State into an agreement (e.g., financial) which it didn't have the means to do, but it was legally binding anyway. So, all the money that was currently available went to that artist, just to pay off that contract, and at the same time, the SCV (e.g., Sons of Confederate Veterans), the State SCV made up of some local chapters here had talked to the superintendent about putting in a regimental monument for a specific regiment (e.g., 6th Tennessee Infantry). And they had an artist that they were working with. And when, now, we no longer had an artist or a design for the State project, here's this SCV project sitting here, and the State adopted the SCV project to become the State project.

LS: OK.

SA: And so everything went legal and proper with this contract, and hence, we get your Tennessee Monument. That was enlightening in one respect, knowing how crucial it is for the State to stay on top of things when appointing someone to act in their regards, to know full well what they can do and cannot do. And for an artist to realize that if he wanted his design to stand on a national park in perpetuity, it's going

to be owned by the American people, and anybody can take a picture of it, and it happens to be the greatest picture ever taken of the Tennessee Monument in the history of mankind, and all of a sudden, they want to turn around and sell that to whoever or whatever, they can do so. And that artist should just be all smiles, because here his work of art is going to be standing here and maintained and preserved until he's dead and gone, just like Michelangelo or anybody else. Sure, they want to make money, and they make their money up front. They make it in the design and –

LS: Right, in the design.

SA: – and producing the product. And with the Tennessee, G. L. Sanders got the contract. He was the man that had come up with this “Passing of Honor” (e.g., proposed sculptural design) of the three soldiers, and one being the fallen color bearer. And, of course, he was responsible for all the contractual arrangements, so the subcontractors and everything. Where the park stays in sync with that is to make sure that it (e.g., the monument's design, proposed location, and appearance) fits with the general framework of the commemorative layering that we have here, that it's not something just so offhand that it just kind of – you know, people immediately go, “That just doesn't fit.” Preservation maintenance - In other words, we really look at the monuments long term, because the history of managing monuments now for over a hundred years, you realize some of the early monuments –

LS: It's expensive.

SA: – one, and also – and there's design flaws that don't – that don't permit, you know, sustainable preservation over the long term. So, that's one thing we really look at is, “What is the design? Where are some trouble areas?” And if we perceive trouble areas – where you might have catch areas for water, catch areas for too much dust and debris because things fall from trees and float through the air – that you target those. Otherwise, we're pretty open to allowing the states to do what they desire to do.

LS: But you have a point at which you review and –

SA: We review.

LS: And you make comments, and they are duty bound to address those comments?

SA: Well, they're duty bound to address those concerns if we have – if we find serious concerns.

But we've been involved, at least in my tenure here, in these monument programs, we're involved from the start, even to the point that, you know, I and Fred Prouty (e.g., Military Sites Advisor to the Tennessee Wars Commission on the staff of the Tennessee Historical Commission) flew to Lander, Wyoming, to be the two points of contact for the State and the National Park Service to say, “Yes, this is the finished product,” when they were doing the point up. And the point up is where they take the small model and expand it to it's, in this case, the Tennessee, full nine-foot glory of the bronze statue. And so, we're there to – we're troubleshooting the design... Fred was very particular; he wanted all the uniforms and everything authentic. You know we got to play in the clay (e.g., Fred and I helped with making the recommended point-up changes to the original monument design for historic, aesthetic, and preservation purposes). We made some major changes to the monument there in Lander that we did over the course of three days.

LS: I heard about the stitching on the backpack.

SA: Yeah. Fred was big on stitching the backpack and all like that. And that was great, because it's – you know, it's a high-quality monument. I pointed out that the veterans (e.g., in designing the early battlefield

monuments) weren't as keen on that; they were more on what you experienced from looking at it. What is being portrayed? What is being commemorated? The concept, the – you know, what – that's where the veterans were going. And that it would be beautiful. And they were less engaged with this, "Oh, all the weapons and everything have to be purely authentic." They weren't as focused on that. Now, today, we're a little more focused on that, because we want it to fit the period. But in three days (e.g., the period Fred and I worked in consultation with the contracted artist, Gerald L. Sanders, and his subcontracted point-up artist, Terrell Obrien, at Obrien's studio in Lander, Wyoming; and where we also met with managers at Eagle Bronze Foundry where the bronze statute was to be cast), we said, "You're good to go."

LS: Yeah.

SA: Now, what wasn't adequately communicated to Mr. Sanders was that when we said you were good to go, that means, other than the little detailed stuff, where he was making sure that the faces had the right emotion or whatever, no major alterations are accepted.

Well, it arrives. Well, actually, we see it beforehand (e.g., via photographs), when it's cast. They altered a couple of things. And one thing that he altered was he had put a title on the back of the – there's a large tree trunk that's the backdrop of the three soldiers. And on the back side of that, he had put in a framed fashion the title of the monument, "Passing of Honor." That (e.g., change after approval of the final product) wasn't permitted, because he had made it into the casting. And then his name was really pronounced in a quite large size.

So, you know, the monument was dedicated, passed hands, and you go there today, you'll see a less pronounced name (e.g., for the artist G.L. Sanders). It's still a pretty good size, but less pronounced. And we took the framed title off of it.

LS: How did you do that?

SA: Oh, with a bronze foundry company that was able to cut it off and reconfigure everything and match everything perfectly (e.g., blend into the rest of the tree trunk). We used Luger Foundry over at Eads, Tennessee, who had done work for us at our Corinth center, down in Corinth.

LS: I saw you cast in bronze.

SA: I'm cast in bronze there, and that's some of the work they did. So, it was great to have an artisan close by that we could make these necessary little changes, which didn't distract from the overall – you know, design of the monument. The finial had not cast properly, either, and that was shortened and straightened on the flag. But other than that, that's the only changes we made to the Tennessee to meet desired specifications. So, we get to the Mississippi Monument, which now has entered its year of production, having started back in early 1990.

And through numerous times, where it didn't look like there was anything going to be done, but, you know, the last couple of years, the State finally was ready to move, had money. They had their own Mississippi Monument Commission (e.g., Mississippi Veterans Monument Commission), which was primarily more in tune with World War II, Korea, and Vietnam (e.g., their work attended to commemorating Mississippi's service in these more recent wars), but not Civil War Mississippi history. So, they (e.g., the State government) passed the monument to their charge to work out the arrangements for production and installation. And so, we've been working with them.

But when I went down to Brookhaven, to the artist's studio (e.g., Dr. Kim Sessums was the contracted artist/sculptor) to make the official call on troubleshooting all the issues for preservation and

maintenance, and they had some questions for me for some things that they wanted to do with the monument and wanted to know what my opinion was. I made it known at the time: “When I leave, this is it. The changes we’ve discussed and the state of the bronze, as it is, is what the agency will be approving. And if you alter or make any major alterations, then it may delay the project.”

LS: Learned a lesson from Tennessee about –

SA: Yeah, I learned a lesson. Just to make sure that they understood, “You realize my being here is more than just a cursory presence. I carry the authority of the agency to say, ‘We perceive this problem; let’s fix that,’ or whatever. And then what we’ve discussed with these additions or changes you want to make, that’s fine.

LS: Mm-hmm, and that’s part of your job description?

SA: Well, it’s part of my job in respect to the fact that I’m representing the agency. I’m representing the park and the superintendent to make some decisions that will ensure our ability to maintain the feature once it’s on the park.

LS: Mm-hmm.

SA: And as far as working with the State on, you know, these little alterations that they bring up, more importantly than what we bring up, is just to confirm to them that, “Yeah, that’s fine with us. What you’re proposing would work. I don’t see no problem with it, and you’re good to go.”

And so, you know, we’re happy. I plan here, as soon as I can arrange it is to go over to Eads, Tennessee, because the Mississippi Monument’s being cast in the same foundry that cast all of our bronze for our Corinth facility and the Contraband Camp and everything. So I’ll run over there to visit with Larry and Andrea and see what’s going on with the Mississippi Monument.

LS: Very good. Well, that’s a good example of a physical change that’s happened during the time you have been here.

SA: A major physical change. The other changes that have occurred – I mean there’s been a lot. I looked back on the period, and, you know, a park goes along quietly. But certain things enter into the picture and become a focus over time. Major resource preservation issues here, outside of maintaining the park itself and all these cultural resources, was riverbank stabilization of the Tennessee River. And a tremendous amount of focus on that once we (e.g., the Shiloh riverbank stabilization) became a priority in the National Park Service. And we hadn’t been a priority in the National Park Service. It had been a concern. Everybody knew it was kind of like Shiloh’s a top priority, but Shiloh never was tripping up on the agency’s priority list compared to all of the other needs across this huge national park system. And we’re all (e.g., every park in the system) competing for these limited park dollars –

LS: Can I just interrupt with one question that’s been in the back of my mind for a long time... I feel like this has been such a remote park. And you all have been incredibly resourceful and creative and independent, and you’ve oftentimes created your own systems to deal with problems that other people might have done through the region or other means. And you’ve actually been able to take things on that I don’t think most parks would have done independently. And has that been part of the problem? That you are remote, but at the same time you’ve also been resourceful and not been the squeaky wheel?

SA: Well, I just think it’s a fact of existence. We are remote, and we have a history of being resourceful. If you had entered this building after 1956, up until April of 2012, and walked into that auditorium and sat

down and watched the old *Shiloh: Portrait of a Battle*, first feature-length, live-action production created to be a visitor orientation film in the National Park Service, you saw a piece of history. Agency history. And that thing was totally developed conceptually, produced with park staff and its partners locally. There was no regional involvement, no Hollywood, no contractor – no big-time production contractors, no Harpers Ferry Center, of course, and no WASO, no Washington involvement. In fact, it sent a shockwave throughout the agency.

Once the finished product was in place, “Oh my God, all these superintendents are going to want the same thing.” And true, they are. I mean, you know, we had entered an age where we knew the power of the motion picture; we knew the power of the TV and digital media. And the National Park Service was just going into this Mission 66 program. And so, all of this was coming to fruition across the agency. But here’s little Shiloh out there, on its own reconnaissance, this military veteran park superintendent (e.g., Ira B. Lykes) and his historian (e.g., Charles “Pete” Shedd) produced this film. And you would have seen, then, that resourcefulness. I mean it won a meritorious service award from the Secretary of the Interior. The staff did for the production of that film. And it was hokey. I mean after – once you got to about 1970, it was hokey as heck. But we continued to live with it then – for what? – another – what? – 24 or 36 years. So, 56 years that thing played here.

LS: That’s amazing.

SA: But that’s illustrative of how often this agency is able to produce and stay up to date with technology and the new generations that are coming into the park. These new generations are coming into the park. I mean you can still go find Mission 66 exhibitory, and we’ve got some of it still here. You’re sitting in a Mission 66 auditorium when you watch the new film.

And, you know, one of the things about the new film (e.g., *Shiloh—Fiery Trial*) is Woody not only wanted the film, he wanted a revamped auditorium experience, because he knew you can’t properly experience a new production without having the new atmosphere to accommodate the surround sound and everything else. You know, people want a lot of bells and whistles, but we couldn’t afford to do that. We had to use the fee collection funds. And, you know, we had to use fee collection funds, because they threatened to take the fee collection funds away, because the park superintendents and administrative officers had been hoarding them and not spending them. But it (e.g., the fee funds available to the park) could only pay for the production of a movie; it wouldn’t pay for the auditorium. And we realized that, “Well, we better get the film now and wait for the auditorium later.” And, of course, it was one of our 150 – it was our Civil War Sesquicentennial desire to have a new production. And we got it done, and it fit right in with the Sesquicentennial.

LS: Mm-hmm

SA: And so, we’ve been extremely resourceful. But now we’ve had to have partners and stakeholders to make it happen. I mean there’s no way we could stabilize the riverbank without the Corps of Engineers and – in particular – the Tennessee Valley Authority, and all of our federal partners to make it happen. But it’s amazing. We went through a period – you know, from 1996 until, let’s say, the Sesquicentennial, when the amount of money that we managed to find ourselves accountable for, beginning with the riverbank stabilization (e.g., roughly \$10 million expended). We received this transportation enhancement, \$11.25 million, and only one line item in that entire enormous Omnibus Bill, said, “For roads and bridges at Shiloh National Military Park, \$11.25 million.” And so that’s in play. And then we have this Civil War Interpretive Center that starts out at \$6 million. And then it becomes \$9 million. And then \$9 million can pay for the Center, but there is no money for an auditorium and no orientation film. And the local people said, “You’ve got to have an auditorium.” But we can’t build what we needed to build; we don’t have the money. So, the local stakeholders in Corinth state, “We’ll go get state money.”

The State of Mississippi provides a half-million dollars for a federal project, which usually they're asking for federal money, not giving Uncle Sam money. So, we get our auditorium, but that wasn't enough to pay for the film. So, we knew we couldn't afford the big film, initially couldn't afford the auditorium, but the interpretive design (e.g., based on funds available) then had within the exhibit experience the two mini-films that you see down at Corinth.

The panorama - the Shiloh panorama of the 21st century, and then the small film on the Battle of Corinth. But nothing like a sit-down, watch it in an auditorium thing. So, when this thing (e.g., state sponsored \$500K design/construction of the Center) becomes an add-on, now we have the auditorium, but we still don't have the money for a film. Well, the stakeholders went out and they got a line-item appropriation for a film. At the same time, that same appropriation contained an additional \$500K that was for the commemorative development at the Contraband Camp. So, we were able to accomplish that, too. And so, here comes that. So, you know, you start adding this up, and here's little Shiloh. When I got here, our budget was around \$700,000, and now we're playing around with \$40 to \$50 million worth of project money (e.g., over a 20-year administrative period). And then we started getting all of these soft yearly projects which also started to getting funded.

LS: So, what kind of projects are those?

SA: We could replace the missing battlefield markers, the cast iron markers that the veterans had put out and had been lost through... destroyed through some catastrophic event like weather or whatever - some of them stolen. So, you always have some theft of those things. But we come up missing several dozen of them (e.g., since circa 1901-1902), and hadn't been able to replace them. Because, you know, they (e.g., the original Shiloh National Military Park Battlefield Commission) could go out and, you know, for maybe 25 bucks have a tablet and a pedestal on the battlefield. \$65.00 for those originally installed cannon carriages out there, which are now over a hundred years old and cast iron and quite brittle.

And always a management concern. "How long are they going to do the job they're supposed to do, which is to hold up that heavy cannon tube and still stay sustainable?" To replace those cannon carriages, which you were paying about \$65.00 for in 1901, 1902, we're paying \$14,500.00 a piece for them. How many can we afford? You know?

And we have to rely on that being project money that we compete with everybody else in the Southeast Region for, for our chunk of project money that the agency has as a whole. But those things (e.g., funded projects) started following through. We replaced all the missing markers. We started a cannon carriage replacement project program, which we're still in. So, it's phased. And so, we've managed to put over almost fifty new carriages out there. Now, we've still got quite a few to replace (e.g., roughly 150 more, currently amounting to \$2.2 million to purchase and replace all). I mean there's, like, two hundred carriages we have to think about. But then the park gets more sophisticated with the continued development of the new Corinth Unit, and now we're not only going to be marking Shiloh battlefield land, we're going to be marking Corinth battlefield land. So, we have to think about such things down there.

LS: And who comes up with the project ideas? Is that the superintendent's vision, or is it yours?

SA: Well, the staff does.

LS: They do, OK.

SA: Yeah, as a whole, the staff comes up with projects on an annual basis. And you could be writing projects daily. To be honest with you, I could be sitting at this desk writing projects daily and - and

occupying my time and getting – finding out what things would cost, and creating an overall projected budget, and writing up all the justifications, and everything that’s necessary so that when that project finally gets, “Okay, Shiloh’s going to get their 4th priority this year, and their 19th priority,” or whatever, “this is what we can give them for this year,” you’re ready to go. At that point you’re not having to do anything else other than maybe reconfirm your facts and figures are correct before you spend the authorized and approved funds for the project.

LS: Has that process changed from when you started?

SA: Oh, it changed tremendously because it’s all computerized now, and we got a whole new system of project information management, which we call PMIS. And then it’s all linked together with your facility management program.

LS: Yes, with that FMSS stuff, yeah.

SA: Yeah. And then you got your compliance, which is your PEPC that goes along – hand in hand with all that because you can’t take an action without having compliance in place to illustrate that the agency is being due diligent on the actions it’s proposing that it needs to perform, because most of them (e.g., proposed actions) carry impacts (e.g., effect the park’s cultural and national resources). Now, some of them may be excluded impacts, like, it’s known that we’ve got to maintain this facility every year, so we’re cutting grass; we’re taking down hazardous trees. We gotta do this; gotta do that. And those specific recurring kind of projects, then, are deemed programmatic exclusions, categorical exclusions, because it’s the type of maintenance work you have to do daily or some other phased cyclic program to maintain the facility.

But let’s say we need to alter this building to provide for accessibility – legally mandated accessibility. Well, that required a whole new layer of pavers be placed on that front porch, which alters the –

LS: Historical –

SA: – historical (e.g., historic) architecture. Now, you know that if you’re due diligent, and you’re mitigating it as much as you can, but here the law says, “It’s gotta be done,” and this is the fix that’s the best fix for the facility, you know, the SHPO’s going to say, “Okay, understand, you know, do we have historic drawings? We’ve got historic pictures, da-da-da-da.” It’s documented. “Okay, we understand the hardships. You have to alter this historic building, because it’s required to per safe and effective public accessibility, and so let’s do it.” The things we’ve done where we’ve tried to mitigate the effects on the outside appearance of this building is we have installed interior storm windows as opposed to exterior storm windows on this New Deal administrative building we’re sitting in. Because that’s what it was a New Deal (e.g., 1935) combination administrative building and visitor center. Although there was a previous administrative building constructed in 1910, this facility would be the first government structure built at the park to actually provide suitable space to also serve as a public contact facility. A need ultimately fulfilled 41 years after the park was established, illustrating facility and infrastructure improvements have always taken considerable time to bear fruit.

Now, here’s the thing that I always point out to people, because we’re also assisting the states, partners, local preservation organizations manage resources that they’re responsible for, too, because we’re (e.g., the NPS) just a partner in all this. And, of course, not all Civil War sites are managed by the National Park Service, and they won’t be. But we’ve been managing Civil War sites for quite a long time. So, we’re technical advisors. So, a classic example is the Davis Bridge Battlefield site, for which we have a small piece of, and depending on what Congress does in the near future, we may have it all.

LS: The little 4-acre site?

SA: We've got 5.7 acres there of the 800 – roughly 870 acres - that have been purchased for preservation, the bulk of which is managed by the State of Tennessee at this time. The authorized boundary for the site, though, is just under 1,100 acres; it's 1,090.

But there's legislation pending before Congress that would add that to the authorized boundary of Shiloh National Military Park. So, we could end up managing it all. But the big thing with the Davis Bridge folks (e.g., land management stakeholders and friends consisting of the State of Tennessee and the Davis Bridge Memorial Foundation) has been they've been wanting to improve public access and interpretation and everything. They're always talking about a visitor center, visitor center, visitor center.

LS: Well, Fred Prouty showed me there's a drawing for trails.

SA: Yeah. And trails and things like that, and they've got money. They got transportation enhancement money, and it's been a number of years, and it hasn't been spent. But we always hear about a visitor center. But, well, I was on the phone talking to a person in Nashville with the State Parks while sitting here in my office in the first public contact facility, at this national park. And I said, "You know, we're not just any Civil War battlefield site here at Shiloh. We're one of the first five." And, you know, people would say we're one of the prima donnas, because we're one of the oldest and one of the most significant of the prominent and iconic national military parks. And I said -

LS: And one of the best preserved.

SA: And one of the best preserved. And I'm sitting in a facility which is the first facility designed to not only serve the administration of the park, but to be the point of visitor contact. In other words, a visitor would come in, and a visitor would be served. And there would be exhibits, and this and that, to prepare them to now go out and engage the battlefield. I said, "How old is this building? Because this park was established in 1894, and I'm sitting in a building that didn't open its doors to the public till 1935." And I said, "You're all sitting here at a brand new site, and you're all talking about a visitor center, and I'm telling you, you may be putting the cart before the horse, because, one, we've got to get the site preserved, and you have to make sure that all the protections are in place for that. Sure you want public access, sure you want interpretation. But I think right now you're going to be looking at non-personal interpretation as opposed to personal interpretation." And I said, "We're doing our darnedest to provide that personal interpretation from here and from our Corinth facility, and we will continue to do that, because we own a piece of the pie, and we may end up with all the pie. But," I said, "you know, to think about putting a visitor center out there, everybody needs to kind of step back and take a look at the past and see what has been accomplished." And I said, "If it took 41 years to provide that at this mother-of-all Civil War sites, so to speak, guess what?" And I said, "What you all saw at Corinth is a fluke. I mean Corinth pushed through pretty quick, from 1996 to 2004, we've got an interpretive center."

LS: That's amazing.

SA: But we also had a Mississippi U.S. Senator who became majority leader, and things moved rather rapidly. And at Corinth you're in the middle of a community; while Davis Bridge is out in the boonies, so to speak, still to this day." So, I said, "And when I'm at the table, and people are talking visitor center there, I'll be one trying to rein them in and to say, "Okay, that's a good long-term goal. And just like at Shiloh, it was a good long-term goal, and it took almost a half-a-century, see, for Shiloh." And I said, "Think of Shiloh, and think of Davis Bridge, and we may be looking at long term before this becomes a reality. But that doesn't mean you can't have a wonderful experience and a good layering in of non-personal infrastructure with trails, waysides, and a nice interpretive shelter up on Matamora Hill as an

orientation spot. And now you're Cadillacging. And if we end up mandated to maintain the site, that's probably what you'll see National Park Service managers of Shiloh National Military Park opting for. And even that's going to be a major project requiring money.

LS: Yeah. And manpower?

SA: Yeah.

LS: I've heard that you are already helping to mow sometimes?

SA: We were out helping them mow until that became an issue contractually for the state managers (e.g., the significant issue for the park when it mowed the open lands a few instances was in moving tractors with mowing equipment over the 36 miles of state highways to reach the site). But we still help. One of our old batwings (e.g., a mowing unit pulled by and operated by a tractor) we've loaned that to Big Pond State Park, and they've been using that to mow acreage. We help where we can, because we know we haven't survived without these vital partnerships. That old *Shiloh: Portrait of a Battle* (e.g., 1956 park/battle orientation film) wouldn't have been made without all the people that helped Superintendent Lykes produce that production. And we couldn't have accomplished what we've accomplished here without large numbers of partners.

Corinth, of course, was lucky that you had Rosemary Williams chairing and steering that commission. And with her political savvy and ties, I mean it clearly helped Corinth speedily move to the point where it is today.

Now, right now down at Corinth, it's probably seeming to folks to be a little bit slow, because now it's in the hand of the National Park Service, and the National Park Service is taking care of a lot of things, and we've got a park with a set budget, and what needs to be done at Corinth at this point in time is a whole new plan for what's going to be modern accessibility, what kind of interpretive layering do we need, how are people going to wayfind their way around the complex the way it is spaced out across a large geography? These are pretty complicated things. And we don't have any overarching planning document to accomplish that. Now, we do have a long range interpretive plan. But our general management plan, you know, dates back to the 1970s.

LS: Right. Is there any impetus to redo that or to have another document that would guide that process?

SA: Well, we probably won't see a big general management plan, because the agency's been stepping away from those because they're quite expensive and they take a long time to produce. You're looking at anything from a half-million to a million dollars, depending on the complexity of the park.

LS: So, what's the alternative?

SA: The alternative is smaller plans; it's smaller documents.

LS: DCPs were out there for a while. Is there anything like that that people are doing?

SA: Mm-hmm. So let's say the immediate issue is way finding and the associated visitor access infrastructure. I could see a plan for that. Where that takes care of people being able to locate the place and reaching it, including each unit and all its various scattered sites and resources. And then, from that point, experiencing it with maybe not thoroughly improved trails or whatever, but at least having an opportunity to begin to explore the area. And maybe the next plan is, "Okay, we've got wayfinding in place, and we have the access at least to the point of contact, such as the trailhead pullout, with these

various pieces of property. Now what do we need? Well, we need a nice trail system, and we need the non-personal interpretation to go hand in hand with that. And so, that's the next phase and the next plan. So, where you used to have a general management plan to kind of take a look at the entire park and then find wherever the shortcomings are and it is going to govern the management of this site for the next quarter of a century or more, you've now got to work it in smaller chunks of development and still reach a point of completion and being successful. You know? We gotta think about the fact where we're at now, like we (e.g., newly authorized Shiloh NMP) were in 1894, when Grover Cleveland sat down two days after Christmas and signed the bill and says, "All right, there you are, you Shiloh battle veterans. You got your next battlefield."

It's been a long time going to get to where we are at Shiloh. And if you just think about the history of the thing, I mean we went from horse and buggies – I mean when those veterans first arrived here in the 1890s this was still wilderness, same way it was in 1862. You really had to want to get here - to get here, and you really had to pay the piper to go across the landscape, because Mother Nature could dump five inches of rain, and the next thing you know, those dirt roads are now mud. And that hasn't changed. So, it was part of the mandate by Congress in the enabling legislation, first things first: define the battlefield. Second thing, you're going to have to acquire the land. You're going to have to study the battle. You're going to want to mark and monument the place. So, they layer that in. But access, access, access. Boy, this place is in the middle of nowhere. You just can't get there. I mean you gotta go by steamboat to Pittsburg Landing, or you gotta go by rail to Corinth or Selma, and then you gotta go cross country over roads that do not permit easy access to get to this park. So, they had to improve the roads and provide that access. The amazing thing is, you know, they didn't have any formal offices here.

LS: They didn't?

SA: The commission – no, the formal office was in Cincinnati, Ohio. That's where Colonel Cornelius Cadle parked the office. Now, it made sense then from the standpoint that Shiloh was in the middle of nowhere.

It made sense to be in a place where you had more connections with contractors and what your needs were, and then have people in the field here. And that became Atwell Thompson, the engineer. For ten years, he was the principal player in the field, making sure this thing got done physically: surveying, mapping (e.g., also road construction, initial installation of markers, monuments, and cannon, etc.)

And then you got David Wilson Reed as the secretary/historian. He's mentioned in the enabling legislation. Not him, personally, but that there'll be a subject matter expert within the War Dept. battlefield commission who'll be secretary/historian. So, that history work has to be done. So, you gotta document, document, document, document, because the whole purpose of the documentation then is to – and the way they looked at it, would be you're going to recreate that (e.g., the historic scene or cultural landscape present in 1862), so to speak, on the surface of the ground with all this iron, stone, and bronze. But when it was said and done, 1908, they declare the original mandate charged through the legislation completed (e.g., site and battle history documentation complete, lands acquired, battlefield roads constructed/improved to permit access, and the marking of lines of battle with suitable markers and/or monuments either complete or advanced toward completion). Now, what they meant by that was, "This is what we've accomplished, and this is what is in motion, and we basically met the mandate from Congress." But in 1908, there still wasn't an all-weather road that reached the place from those railroads. And people were still coming in by steamboat primarily. And, of course, then what evolves is, everything changes (e.g., better infrastructure through road construction, utilities and services). But I know from a fact, with talking with our local cooperative electric service, that had this park not been here (e.g., established when it was), that the people living in this section of Hardin County and what is southeast

McNairy County, which is right next door, probably would not have seen electrical service for almost three decades.

But what pushed it (e.g., more rapid infrastructure development in the area with modern roads and utilities) was the fact that a national park was here, and a national park needed electrical service, and so did all of the neighboring businesses that were growing because of the gateway effect on them providing services for the public coming to this national park, which would be lodging, food, and eventually fuel because the automobile was now becoming a factor.

LS: We need some entertainment, like some Ferris wheels and stuff, right?

SA: Well, that happens, too, you know?

LS: Yeah.

SA: We had the Shiloh amusement park on the north end here.

LS: Yes, I heard about that. (Laughs)

SA: Yeah, so, that grows in conjunction, then, with the park. You know, at one time they thought about putting in an electric railroad from Selma that would traverse the landscape and bring people off the railroad. Now, the automobile proves to be the thing that people are going to use to travel. And, luckily, that project never formulated for more than just some cursory planning. But, by 1932, now you've got some legitimate roadway in place, and people now are coming here by road, and the park's a major player in that development.

You know, we (e.g., the park) owned the Shiloh – Corinth road. It was a federal road all the way to Corinth from this battlefield up until – it went back to the states in two different sessions, and first Mississippi got their session (e.g., park conveyed nearly 22 acres of road and ROW on October 26, 1955), and then Tennessee got theirs (e.g., park conveyed roughly 106 acres of road and ROW on September 11, 1956).

LS: Was that part of the realignment of 22?

SA: That comes prior to the realignment of 22 (e.g., authorized by Congress in 1958). But we had two state highways that went through Shiloh Battlefield alone. You had this Tennessee highway (e.g., Route 22), and then you had Highway 57, the old Hamburg – historic Hamburg-Purdy Road was Highway 57. Now, it was relocated to the south to feed the Pickwick Landing or Counce community from the south and connecting all the way westward to Memphis. But 22 was the big issue, and then it was in – what? – '58 the legislation was passed to take the high speed hazardous and nonconforming community traffic outside of the core area of the battlefield (e.g., original designated State Route 22 traversed through heart of the core battlefield along the historic route of the Corinth – Pittsburg Landing Road). That's what becomes the realigned Highway 22. Of course the park forfeits acreage – battlefield acreage - for that. They didn't move the road actually off the park at all. Uncle Sam forfeited the landscape (e.g., 51 acres conveyed in 1958).

LS: Why do you think they didn't move it to the west of Owl Creek?

SA: Because we don't have a Historic Preservation Act until what? 1966?

LS: But wouldn't it have made sense to move it out of the park?

SA: In hindsight, it made all the sense in the world to move recreation out of the battlefield. At the time, from a financial standpoint, unfortunately for battlefield preservation, they deemed that section of the battlefield less significant. Now, I would argue that we can't do that. I would argue that every acre authorized by the Congress, i.e., Civil War veterans, because that's who were in Congress in 1894, many of them Shiloh veterans, that every acre they mandated is equal to every other acre, we cannot today say one acre over here is less important than this acre over there. But, you know, at one point in time, they were administratively thinking that way. Our legislation was amended to permit the park superintendent the authority to trade land, which I think was the worst thing to ever happen to our legislation. An Act passed on June 25, 1947 authorizes/provides the Secretary of the Interior the authority to exchange federal land for non-federal lands within the authorized boundary of Shiloh National Military Park. Naturally, these exchanges by Secretarial decree would be—and were—initiated and recommended by the park superintendent and thus, my statement the superintendent possessed authority is semi-accurate in the context the superintendent recommends and requests the exchange, providing their managerial justification why to do so through proper agency channels via the region, then to director, and ultimately to the Secretary. No recommendation to exchange lands was ever denied.

LS: I didn't know that.

SA: It was to grant one person the authority to make the call over "that acre is more important than this acre we currently hold."

LS: When was that? Do you remember?

SA: The Act of June 25, 1947, set a precedent, and I think it was a bad precedent, because, see, today we're still trying to complete the mission. We're trying to complete what Congress put in play in 1894, knowing full well that we may never own every acre Congress authorized. At one point in time, of course, the power of condemnation existed. Don't like to use it anymore. Uncle Sam can, but they sure don't like to use it, because, you know, it really –

LS: Makes people angry?

SA: Yeah. Here we are. The conveyance legislation for the roads dates to '58 (e.g., Mississippi section of the Shiloh - Corinth road was 1955, Tennessee section conveyed 1956; and the conveyance for realignment of State Route 22, what was termed a By-pass road, occurred May 16, 1958).

LS: Okay.

SA: Conveyance of the lands for recreational area to the State was the same time frame. Luckily, that never came through. And let's see here, our authorizing amendment to the legislation permitting exchange of lands occurs in '47.

LS: Okay that's – unfortunately it's before the focus of our project. But it's good for me to know that.

SA: Yeah, it's '47, when the Secretary of the Interior granted the authority to exchange lands.

LS: Does that happen?

SA: It does.

LS: Under which superintendent?

SA: It happens around this time frame (e.g., 0.92 acre conveyed to W. A. Shaw and E. L. Shaw September 10, 1947; 49 acres in exchange for 0.78 acre, including house, to Benny on March 9, 1964; plus the right-of-way transfer for State Route 22 realignment).

LS: OK.

SA: An example is 49 acres out on the extreme west side on what we call Pratt Lane today. There's a marker out there for Cleburne's Brigade on the eve of battle – 47 acres there were exchanged for I think a little more than acre which had a house on it inside the park, just to the north and west of Shiloh Church. And that was an inholding.

LS: OK.

SA: And there's the one that comes readily to mind, where there was an exchange of property. So, we lost the 47 acres to gain one little postage stamp inholding that had a home in it. And it was like, "You know, what could they do with that piece of land? Are you going to build a Tower of Babel there or whatever?" You know, you could wait that out. But that's where – at that point in time, the manager (e.g., Ivan J. Ellsworth) decided it was in the best interest of the National Park Service to make that trade. But I don't like giving away anything that we've acquired, because usually it takes a long time for you to acquire it. And in this case, you're talking about land that was acquired by the veterans that they gave way, that 49 acres.

LS: Is that still on the books that that can happen?

SA: It's still here. It's not been used, but the last superintendent to contemplate it you interviewed.

LS: OK.

SA: Woody Harrell contemplated exchanging an equal portion of federally owned bottom land on the Tennessee River for the upland non-federal portion of the Greer Tract. He toyed with that for a while. Now, he's always referred to me as his "conscience." He introduced me in meetings and things that I was his conscience. And he'd also say, you know, "Between me and Stacy, we know everything there is to know about the Battle of Shiloh." You know? "And Stacy knows it all, and I know the rest."

LS: (Laughs)

SA: Woody's a hoot. I just love working with Woody, and we had a nice relationship over 21-and-a-half years. Didn't mean we didn't disagree on things, and this is one of the things that we disagreed on, because I think it was just a bad amendment to our legislation. Because I said, "Sure, we can look at random acreage out in that Greer land, and we can say probably nobody died there."

LS: But you don't know.

SA: But, that's not what the Shiloh veterans wanted (e.g., exchange of lands already acquired). If they did then why did they give us – and many people* refer to our legislation as "one of the finest of the Civil War" – of the early Civil War sites' enabling legislations, particularly in regards to the geography, and that's well defined in the Act establishing the park. They (e.g., the veterans) had a mission. They had a purpose. They were preserving Shiloh Battlefield. And they made sure that they encompassed within the authorized boundary every place that someone could have perished or been maimed, or a principal maneuver occurred, or movement that in essence is the history of this battle on the ground where they

fought, because that's what it says: they're going to preserve the history of the battle on the ground where they fought. And so, they defined Shiloh Battlefield. And I said, "It's very difficult now, this far removed, for us, I think, to say, 'Well, this acre was more important than that acre.'" Now, sure, you can sit back with documentation, and you can thoroughly say that. You know, where 2,000 men maybe died on this piece of ground, and no one died over here, this is more important than that. But it wasn't to the veterans, or otherwise they wouldn't have included it. And so, not only they're encompassing the whole Shiloh battlefield, they are in essence trying to give us a little bit of historic buffer. * *The statement concerning the park possessing one of the finest enabling legislations in concerns to geographical definition and protection of a Civil War battlefield managed by the NPS is taken from professional conversations I had with National Park Service Historian Emeritus Edwin C. Bearss and late SHIL Chief Ranger George A. Reaves. Each felt Shiloh possessed one of the more manageable and sound authorized boundaries of the Civil War sites within the System.*

LS: Yeah. And Woody was more concerned with the high ground, as he mentioned yesterday...

SA: Because it was combat. And I understood that train of thought. And I understand he also possessed the legal authority to do so (e.g., negotiate the exchange by requesting its need and purpose via established government channels by law, and obtaining the Secretary of the Interior's approval).

LS: So, how does FSA Timbers – I know that it wasn't part of the legislative boundary, but was it an area of Confederate troop movements?

SA: It's the culminating act, yeah. Well, the FSA Timbers itself was the culminating act of the combat at the Battle of Shiloh (e.g., April 8, 1862).

LS: So, why was that not included in the boundary?

SA: That's a good question. Of course they didn't include the bulk of the Confederate deployment area.

LS: That's what someone mentioned earlier, yeah.

SA: You know, where that mass of nearly 44,000 men (e.g., Confederate Army of the Mississippi) parked themselves on the night of April 5, 1862, and prepared for the following morning's action, you have Johnston's final field bivouac and Beauregard's headquarters. And there's probably even a burial ground or two out there. We know there were hospitals. And so, it's occupied during the two-day portion of the battle, of course, by the Confederate forces, and then they retreat back across it. Now, some troops spent the night between the two days of battle there. Leonidas Polk took the bulk of his corps back to their April 4 bivouac – 5th bivouac, excuse me – four miles off Pittsburg Landing.

LS: So, someone made a sort of reference to the Union side was more important, and they left out a lot of Confederate stuff and

SA: I think that's bs, and I'll use the word bullshit. I think it's bullshit.

LS: That's okay; I just wanted to get your opinion.

SA: I think the goal was, the intent was... well you have equal representation in Congress. This didn't happen without the Confederate representatives, senators...

LS: You had a Confederate commissioner, too, right?

SA: Yeah, and they had a commissioner (e.g., with the Shiloh bill, Congress, for the first time, stipulated there was to be a commissioner who had served in the Confederate forces engaged in the battle on the national commission. There were three in total, one each for the two Union armies engaged and the third for the Confederate army). They're equally represented, and I've argued this the whole time. Now, just because you seemingly think that a certain click gains the upper hand, I said, "I don't see it." I said, "There's a lot of unwritten here that we can't make assumptions on." And we know Cadle (e.g., Commissioner Cornelius Cadle, representing the Union Army of the Tennessee served as chairman of the commission from 1895 to his retirement in 1910) was strong-minded, but who's to say that the Confederate commissioners weren't open to that. So, I said, "It is clear the legislated intent. Read the words, the history of the battle, "one of their memorable battles preserved on the ground where they fought." Shiloh is the key. FSA Timbers is a skirmish area six miles off Pittsburg Landing, and it's a good mile-and-a-half to mile-and-three-quarters off the nearest portion of the battlefield.

And one thing was there was some opposition to a large park primarily by the organization that would have to develop and manage the place, the United States War Department. They didn't want this thing - at all. One, they said it was flat and uninteresting. And also then they could see they're just going to be, "You know we're going to end up managing another damn battlefield outside of what our mission is."

Because it is - they saw it as - what's the...? - mission creep.

LS: (Laughs) Oh, OK. I think the Nation Park Service has suffered some of that, too.

SA: Yeah, so, here's the thing. So, I think you're looking at a compromise here, because the more they expanded - so, to get the Confederate deployment area, now we're up to 7,000 or more acres for an authorized boundary, to reach all the way out to FSA Timbers, we're now approaching tremendous size. And their - you know, you've got Chickamauga and Chattanooga (e.g., established August 19, 1890). You've got Gettysburg in play (e.g., legislation pending to also establish Gettysburg as a national military park which was established February 11, 1895). You've got Antietam (e.g., established August 30, 1890), which is a totally different beast altogether because of the way that they -

LS: The Antietam plan, yeah.

SA: - planned it out. And you got Vicksburg, you know.

LS: Looming, yeah.

SA: That's threatening and looming (e.g., Vicksburg established February 21, 1899). So, they compromised (e.g., on the size and scope of what would be authorized for Shiloh battlefield). But its key (e.g., to understanding the authorized boundary and what they wanted to preserve) is the Battle of Shiloh. I think the way they (e.g., the war generation) interpreted it, even before the park's authorized, the interpretation was, "It ends when Beauregard decides it's time to retreat." And then, from that point on, the next two to three hours of action is anticlimactic. The decision has already been reached. And Sherman goes out on Day 3, along with elements of Buell's Army, and Grant's orders are for reconnaissance, "Go find if they pose further threat, or are they going back from whence they came, and they're no longer an immediate problem." That was his mission. And they go out, and they fight this skirmish with Confederate cavalry. But what is reached (e.g., learned and derived) from that mission? Well, the logical determination. They aren't posing immediate threat. They are in full retreat. You know? And now what? "Well, return." And that's what they do. So, I think the commission (e.g., and Congress through what is indeed extremely generous park legislation) saw FSA Timbers as non-battle significant. Had it been on the evening of April 7, had this thing terminated a little sooner, and had the Confederates fell back to that point, and had Grant decided to send out a reconnaissance that evening, or had the means

to do so – I think the one reason it wasn't sent out till April 8, they didn't have the means to do so, because time was elapsing, and they'd be stuck out there in the middle of the night, and that's why he waited till the next day. So, I see it when they're defining what they (e.g., the veteran stakeholders and Congress) want to protect, when they're defining what they want to commemorate - that they see FSA Timbers as non-battle in the sense that the battle is decided, and all FSA Timbers resolves is the Federals confirm that the Confederates are in general retreat south towards Corinth.

And so, they paid attention to combat related to the two days of heavy fighting, the 6th and 7th, and that's what the focus is on. Now, today, things have changed. The nation has gotten a little bit more engaged with the war and its stories. We're examining the whole experience. We're accounting for that other half of American society that's been ignored, starting with women. And all of these dynamics have resulted from the Civil War and the social history and the social context of it all. And then you have this American Battlefield Protection Program. And there's a huge grassroots effort, which has saved over 40,000 acres to date since it's, you know, created in the early 1990s. And the nation knows that it's in a developmental point, where if we don't save it now, we're not going to get it back. And so, these little bitty pieces now become more important.

And I think there's a resolution that's come into play that FSA Timbers is, in essence, the final act of the battle. And thus you see this emphasis on protecting it. And really, our ability to accommodate it grew out of the American Battlefield Protection Program, the emphasis of that, and this huge grassroots movement which encompassed the Corinth development. And with Corinth coming into play, it opened the door. Now, Shiloh always served as a kind of mother administration for other sites. We managed Fort Donelson. *Note: The park's enabling legislation also granted the marking of historic sites related to the battle beyond the limits of the authorized park boundary for battlefield land acquisition. The early commissioners took full advantage of this authority, and indeed marked the Confederate deployment area, and five additional historic sites along the old Shiloh – Corinth Road. I believe this illustrates their desire to mark what they could arrange to do by gaining permission of private land owners, and along the right-of-way along the Shiloh Corinth Road.*

LS: Oh.

SA: We managed Brices Cross Roads, Tupelo. Initial administration of the Trace was done through Shiloh.

LS: Oh, really?

SA: And the Meriwether Lewis National Monument and the old Camp Blount Tablet National Monument were all under Shiloh's administration at one time.

LS: Are they all independent parks now?

SA: They're all independent now. Camp Blount was de-accessioned, it is no longer part of the National Park System. Meriwether Lewis fell into the Natchez Trace Parkway, as did Brices Crossroads and Tupelo sites, and Fort Donelson got its own administration.

LS: So, what do you see happening with FSA Timbers, or what's been happening on the resolution?

SA: Considering the amount of National Park Service legislation that passed the last Congress, and this huge expansion of Vicksburg's authorized boundary of 10,000 plus acres, to include Port Gibson, Raymond Battlefield, and Champion Hill Battlefield, and that Vicksburg would now manage these sites once lands are acquired, and that our Shiloh legislation, this is its third go –

LS: Yeah. So, you put in for legislation to expand –

SA: Well, we haven't put in for legislation; it's the Congress –

LS: Congress.

SA: Congresswoman Marsha Blackburn. And supporting it on the senate side has been Senator Lamar Alexander.

LS: To expand the authorized boundary?

SA: To expand the authorized boundary to include FSA Timbers, Davis Bridge, the Russell House site – *Note: Alternatives in the park boundary adjustment/special resource study, authorized by Congress to be developed within action stipulations legislated by the Corinth Battlefield Preservation Act of 2000, and prepared by the NPS in 2004, recommend preservation of all three sites. This documentation and recommendations, supported by political lobbying by local stakeholders have guided the recent congressional interest and formulation of two bills (e.g., identical House and Senate versions), which would add the acreage of these three sites to the park's authorized boundary; as well as designate Parker's Crossroads Battlefield in Henderson County, Tennessee, an affiliated unit of the National Park System.*

LS: Where's that?

SA: Russell House is associated with the Siege and Battle of Corinth. The siege of Corinth in particular. Six hundred and sixty-six acres of all private land. OK? None of it public land.

LS: But is this the Friends group?

SA: Well, no, Friends don't even own that land. This is an element – now, it's interesting that this is Tennessee (e.g., Tennessee congressional delegation sponsored) legislation now. In the sense that it's Tennessee, Representative Blackburn and Senator Alexander that have introduced this legislation. The Russell House site bleeds over the state line. In other words, there's a major portion of it in Mississippi, and there's a large portion of it in Tennessee.

LS: Where is this site?

SA: It's north of one of our northernmost units of our Corinth Unit. If you go north on Business 145, which is old 45, from Highway 2, where we have a piece of ground, part of the siegeworks from May 28 for Thomas Davies' division, – there's a piece of park property there with a trail, and wayside exhibits. If you go north from that intersection, you come to the state road. If you take a right, you're on the old line of the old Ridge Road that the Confederates used to approach Shiloh – elements of the Confederate Army used it to approach Shiloh, and they retreated back across. Well, it's the same Ridge Road that Union forces likewise approached Corinth during the siege. There, on May 17, 1862, in an operation spearheaded by William T. Sherman's Division of the Army of Tennessee, supported by Stephen Hurlbut's Division of the Army of the Tennessee, a large skirmish would be fought with Confederates under James Chalmers. And it's a pronounced fight. There's a general advance of all Federal forces on May 17, and the most significant combat of that general advance is at the Russell House site. It's been included as a site feasible and suitable for inclusion in the Corinth Unit from the work we did with the Special Resource Study and the Boundary Adjustment Study. You know, we come up with four

alternatives. (a) No change, (b), (c), and (d). And as you get to (d), then you're thinking about preserving everything; that's the great utopia.

LS: Do you have willing sellers with that property?

SA: It'll be a question mark. Now, with FSA Timbers, 270 of the nearly 450 acres has been set aside and preserved, being purchased by the Civil War Trust. At Davis Bridge, you've got almost 870 out of the total 1,090 preserved in essence (e.g., combining battlefield lands managed by the State of Tennessee and Shiloh). And at Russell House, you have nothing preserved. It's all still private owners. So, what the legislation would do would at least authorize it. Then it would be up to the ability of the agency and its partners, and the private landowner to come to some mutual agreement. How long that takes, who's to know? We're still dealing with land for Shiloh Battlefield authorized in 1894, and still adding acres as we speak.

LS: And you don't have legislation in place, so that's not going to happen.

SA: Yeah. So one thing that the subject matter expert does with – and I worked under seven superintendents now. Starting with Zeb McKinney, here at Shiloh alone, counting all these acting assignments that we saw recently, including after Mr. Bundy left, was seven total, with Mr. Wilkerson's arrival. The thing that I always chSAge them with is you have to think of this (e.g., remaining non-federal lands authorized for the park) as a big chessboard.

LS: (Laughs)

SA: And we're playing a game of chess, and it's a never-ending game of chess. And I say, "It's not complete. It's never complete. It isn't complete until we own every acre authorized." Now, we may not get there. They may not get there next generation, or the next generation. But we don't have the wherewithal to say, "It stops." Only Congress has the wherewithal to say it stops. So, if you're going to be a manager of this site, you may not be all for this expansion, but legally, it's a fact of life.

LS: It's kind of your mission anyway.

SA: Yes our mission. And, you know, it comes to, you know (*SA signs with his two index fingers coming together*), points coming together at an opportune time. Willing seller and money.

LS: Yes, yes.

SA: Now, luckily, we've got a friend in the Civil War Trust. I have been telling the senior park managers since 1989, "You know, you can't not manage this place now and not know that one of your missions is to work towards completing it. It's an evolving situation. And sure, another acre acquired is another acre we have to manage." But I said, "Why are we fearful? Because the boys that dodged all the lead and iron out here, and the generation that suffered, and those that gained from it, that suffering," which is us, the entire nation as a whole gained from the suffering; we gotta put some positive on the negative. And surely we have. We're a product of it. And we're a much better nation because they resolved the issue. God forbid we have to do the same thing of making the same decisions they did, because they – you know, they were tragic decisions. But it's emotional, and you can't ignore it. . . . And they had the power of condemnation, the veterans, but they strove to buy from willing sellers; that's what they wanted, because they didn't want to fabricate this thing out of just wresting it away. And that commission only used condemnation once. And they used it for the Pittsburg Landing area, because two brothers by the name of Meeks owned about 179 acres (e.g., 180.9 acres), and they asked for half the money appropriated by

Congress to create the whole thing. All of it! All the stuff! The roads, everything! Buy the land, you name it!

LS: (Laughs)

SA: They asked for half the money! And the commission said, “Uh, uh, no way!” And they thumped them with the condemnation. Now! Those landowners taking that stance, they got about three times per acre –

LS: What other people got?

SA: What other people got. By going to the court. And you know what the court’s going to do. They’re going to say, “Uncle Sam, you know, you got the big fists, so, you’re going to cough out some money for this.” But it set a precedent. And it – what it made people realize was, – they wanted your land. If it was battlefield land, they wanted your land in the park. There’s no doubt about it. But nobody’s going to walk away becoming the next J. Paul Getty or John D. Rockefeller. You’re going to get fair market value for your lands and your improvements. And then you got this living trust, where you can live out your life on that property if you so choose.

LS: So, they got a life estate option?

SA: They got a life estate off of it. And they were able, then, to acquire all the initial acreage that they put all this (e.g., commemorative landscape features) out here upon and then developed. The land purchasing agent – this is outside the National Park Service management of the park, but the initial land purchasing agent was a Confederate veteran from Savannah, Tennessee. Prominent individual (e.g., James W. Irwin who attained the rank of captain in Confederate service, a local merchant and lawyer). Very smart move on behalf of them ‘darn Yankees’ - who everybody thought was running everything, - those commissioners, the two Yankee commissioners and the Confederate commissioner, to hire a local man to be their land purchasing agent and contact with the local people, and a Confederate veteran. Smart. Extremely smart.

LS: That’s probably still part of your job here is to make sure that you maintain good relations?

SA: Yes, very much so, because they still have some, I would say, kind of out of place

LS: There’s some resentment still or –

SA: It’s resentment that – it’s always going to be there as long as there’s some selective importance to someone living, and they feel somewhat that their history’s put upon because their side lost. And their side might not have been fighting for the best of causes, even though they think it’s a great cause. You know?

I’ve even heard a history professor, from a major institution, stand up and argue that we’d of been better off if the war hadn’t been fought. And I’m sitting there – I’m going – in my mind, I’m thinking, “You’re telling me, and you’re telling everybody here sitting, listening to you, and half of them are college students, that we would be better off as a nation, as a people, as a society if slavery had existed one more millisecond longer?” No matter the fact that we’re fighting this awful, bloody war to resolve – we’re using violence – we’re applying violence to resolve a political problem, which is America’s problem, because we have a tendency to shut up and pick up a gun. And that’s deep in our DNA. And we can’t walk away from it. Geoffrey Perret wrote the book *A Country Mad of War* that we are definitely a warrior people, and have always been. We come from warrior roots. And we had a fertile landscape to practice

that on, with the right of God on our side, so to speak, was the way that generation thought when we started coming into the New World. “But you’re sitting there, and you’re telling me that we would be better off had slavery existed one more millisecond?” And I’m saying, “Dang, you’re missing the whole point.” You know, you can’t make judgments like that. But we do – can make one solid judgment – slavery’s still with us on this planet, and it is not necessarily what human beings should be acting upon one another – the war’s clearly about slavery.

And that’s the thing is about in the modern era; that’s where we’ve been challenged in the modern era (e.g., to relate for the public a balanced appreciation and understanding of the Civil War – the negatives and the positives). I mean the goal here – this is where I disagree with, and you want to put it in there, fine; if you don’t want to put it in there, OK – the historian you just talked to and interviewed, when he wrote this history of this interpretation (e.g., a narrative history and analysis of the park’s interpretive program, from start to present, to potentially make use of within the Long Range Interpretive Plan), he came to the conclusion that the era of true (e.g., best) interpretation was the War Department era (e.g., period from 1894 -1933). And we’re sitting here with our Interpretive Center, and expanded focus on slavery and making people understand the role (e.g., slavery and the war experience) in a proper context and that there’s no right or wrong to it; it’s just what the hell happened in our past. And this is how it (e.g., the Civil War happened, and we’re all a product of it, and it’s brutal; it’s ugly. But at the same time, there’s a powerful American message here. And it opened the door for everything that came beyond. You know, it opened the door, the liberty pie, which only a few people got a chance to stick their fork into, now everybody is wanting a chance to stick their fork in that liberty pie. And we’re talking about how much freedom can free people have before you reach a point that society doesn’t work anymore? In other words, chaos becomes the order of the day. But you gotta have social order. That’s the whole American experience right there: pushing the limits of liberty, inviting more people to participate, freeing ourselves from these prejudices and biases and misunderstandings and the darker nature of our nature, and we’re all carrying it a step forward. And we either go – we either go down a positive road, or we end up going down a negative road. And that’s what we’re doing now. The films, the publications, the non-personal, the social media connections, everything – that’s all come to play in the last –

LS: Twenty years?

SA: Come to play in the National Park Service administration of the site. Now, we took from the War Department – and it was the latter part of the War Department administration, after we moved past the original commission, and we get to DeLong Rice. It was Superintendent Rice who first realized a whole new generation of Americans were coming to the park that had no direct link to the Civil War. He understood we gotta start shaping the way we engage them differently. So, here’s a visionary on behalf of seeing this, and then the National Park Service takes it on themselves (e.g., stewarding the park and its important relevant Civil War history, beginning in 1933), and over time realizes the American public, they’re becoming more challenged as we go through time with remembering key elements of their national experience. And that’s our role now. So, that’s why Woody came in and threw that thing (e.g., draft narrative of the park’s interpretive program) down on my desk and says, “What planet is he living in?” Because we’re – if we had to make a judgment of where we’ve come, from an interpretive standpoint, sure, what the veterans did, the act they performed of preserving this place and then going out there and documenting in bronze and iron and stone what they experienced, we can’t take that away. But after a while, who’s going to go out and read all that bronze, iron and stone inscriptions?” *Note: Superintendent Harrell was literally flabbergasted that any educated member of the park interpretive staff, charged with interpreting the park, its significance and administrative history, did not realize and appreciate the professional manner in which the NPS currently interprets the Civil War (including what is known about the battle of Shiloh and related experiences and war events at Corinth), is, far and away, vastly superior to the public history services (e.g., both personal and non-personal) any visitor would have had the opportunity to experience during the park’s first 40 years under the War Department. Yes,*

the veterans who helped develop the park, and those thousands who led their families on battlefield excursions, possessed a unique and relevant personal perspective of the war far beyond our ability to possess. And we are indebted to their foresight and performance in preserving and developing this park during its formative years. But, that generation, employing selective memory, likewise all but avoided discussing the war's uniquely controversial issues, stories, and impact within the American experience. Thus, the Civil War's relevant meaning and impact on the growth of American democracy in relation to civil rights was most often overshadowed by collective focus among white Americans on the patriotism, bravery, duty, honor, and lost cause philosophy associated with the war. Also, the ability to fund and create an effective formal public history interpretation/ education effort lay far beyond the means and reach of the early managers under the War Department. And they simply cannot be faulted for that. However, early visitors in this era of park history (1895-1935) had no legitimate public contact facility to seek out general information and deeper interpretation. There were no exhibits, no films, and no informed interpretive staff providing personal interpretive services and programs for visitors to participate in, beyond the limited ability of the early managers to arrange for visitors to hire a local guide. There was also no formal curriculum based education initiative aggressively performed by an educated park staff for area school children. Thus, there was no formal public history education/interpretive program being conducted then, like there is today, engaging the public, both on and off the park, to discover greater appreciation for and gain a more thorough understanding of why this past American generation fought a bitter civil war—altering the course of freedom and national democracy within the developing society forever Woody understood this was the case and thus was concerned any member of the staff did not understand this as well – for everything had changed for the better in regards to the services and experience a modern visitor is able to have at the park. I'm sure this will change and visitors 50 years from now will have even greater opportunities and means to connect with the diversity of history, stories, and resources the park preserves.

LS: Yeah. But wasn't the focus also for military education and training more than for interpretation to the public?

SA: It was there, was an element of it, but it (e.g., that focus) wasn't in our legislation (e.g., Act to establish a national military park at Shiloh, December 27, 1894). See, it's in Chickamauga's legislation, but it's not in our legislation. Now, it's covered by the 1897 (e.g., memory failed me, for the military maneuver measure actually passed on May 15, 1896 – S. SA), Act to preserve national battlefields and military parks (e.g., a separate national military park/national battlefield preservation Act of March 3, 1897. My selective memory unfortunately had grouped the stipulations and purpose of these two measures involving the battlefields as one action, when in fact each was actually a separate Act – S. SA). It says in there that that (e.g., military training) is an element of why these places exist. The military is still using the battlefield for training, but not like they used to use the places, not like they did in World War II (e.g., this specific tank corps training occurred during WWI not WWII, but the point is the same – S. SA), when they went out and had mock tank battles on the battlefield of Gettysburg. *Note: In regards to military training, throughout its early history, Shiloh proved far too remote to be of much use as a training area for military personnel. No major military posts were nearby, unlike Fort Oglethorpe at Chickamauga & Chattanooga NMP, or both the Military Academy and the War College, being located near Gettysburg. Shiloh was an all-together different beast logistically, distant and remote historically, and that is one of the significant reasons the War Department did not actively support/want, nor appreciate the veteran movement to establish a battlefield park here. From their professional perspective, what use was another big battlefield park to manage, and one extremely remote, where they possessed no means to reasonably make use of it for facilitated training of army and guard personnel? Largest single instance the United States Army made any notable use of Shiloh occurred when 7,000 troops of the 33rd Division bivouacked in the park for one night while en-route to the famous Louisiana Maneuvers of 1941. This was only possible because state roads and fueling services had improved enough within the region to reasonably access the location by vehicle. Over the past four decades, military organizations have*

conducted annual “Staff Ride” field studies. Today, these military training activities are routinely limited to a single day of on field study.

LS: I just thought that from what I read elsewhere, that the National Park Service, when they took over these sites, had a much different mission. And so the interpretation changed to present more to the public...

SA: We do. We had a much different mission, but the thing that changed is a generation change. The War Department was dealing with the veterans and their families. That’s the primary, you know, chunk, bulk of the visitation, and it starts phasing out after World War I. And as we approached, then, World War II, and when Horace Albright (e.g., second director of the National Park Service and one of the founders at creation of the service in 1916), now, has worked a situation where he’s going to go around visiting these historic sites in the east, mostly Civil War sites, with Franklin Delano Roosevelt... you know, Albright was there when the Organic Act (e.g., Act which established the National Park Service and framed its public mission on August 25, 1916) was being put together. And we now know for a fact that what we see happen in ‘33 was envisioned then in 1916. The problem is they realized they didn’t have the votes for that. They didn’t have the votes (e.g., support in Congress) to make this huge grab that history, history sites, cultural sites were what they also wanted for the National Park Service, i.e., system. And so, they made sure that there’s a hint of it (e.g., preservation of the national history and historic resources) in that Organic legislation.

They would allow then this emerging service – its mission and its performance illustrate the validity of that next big step – thinking they would have (e.g., built the ground work and developed) support for that. Not only would they have support for it, since it’s already in Uncle Sam’s ownership, it just takes that executive manager like F.D.R. to make the decision when Albright plays the card, “You’re right; I have the authority to make that happen with just a signature of signing it.” And it worked, and there we are.

Now we’re (e.g., the park) in the National Park Service, and the agency can begin to perform this mission that it sees – that it’s been established for. And that is to preserve the American experience. Not only this living, breathing experience, which is these great natural wonders that we’ve come into stewardship of through this very ugly, brutal history. But – it is that very ugly, brutal history itself that makes us who we are. And we’ve always had a – the nation’s been pretty open – we reach a point where we’re able to step back, take a look and say, “You know, some people have really been hurt in the process.” But at the same time, it’s a part of the process, and it’s simply being open-minded about it. You know, that’s where the anthropologist in me comes out. And it’s always been a part of my own outlook and flavor on the job.

LS: So, broadening the story is critical?

SA: So broadening the story and being all inclusive, and we sometimes do it quite well, and sometimes we’re frustrated. I was talking with Deny Galvin, of course who served as deputy director for years (e.g., Dennis P. “Deny” Galvin served from 1985 to 2002 as Deputy Director, with some service as Acting Director). We were at a big, large summit in Washington, D.C. It would have been January of 2011. And I was representing the Association of National Park Rangers, which I was the president of for three years. And so we were discussing the parks and the future and all that kind of stuff.

And we got off on talking about diversity, and diversity visitation, reaching populations that we have not been 100 percent successful in reaching. And I said, “You know, though, based upon my study of my site, we had stronger African-American visitation prior to the Secretary of the Interior desegregating the parks.” And he said, “You know, that’s universal across all the parks.” I said, “Well, here’s what I think. I think we had segregation, which we know is not good, but we had facilities for them. They had their own picnic grounds; they had their own restrooms. But they were still living within the society where they

were second-class citizens. Now, all of a sudden, on these federal lands, the Secretary of the Interior said, 'Everybody's equal.' That hadn't changed within the society, though. And now they no longer had their, as they referred to it, "the Negro people picnic ground," or "the Negro restrooms." They had to now share – the colored people had to share – the white facilities. And, of course, they used to have the colored and the white facilities separate. That wasn't there anymore, and they (e.g., African American visitors) now no longer felt safe or comfortable at the parks." And he said, "You're right. The visitation dropped dramatically, and we've never got back to the same place."

And he said, "Over the course of time, too, then they'd be – in certain places – they became somewhat disenfranchised from the history. In other words, the Civil War wasn't being interpreted in a proper context of what was happening within American society back then. And the African-Americans were a prominent player in this struggle and were prominent beneficiaries from the actions they took, as well as then white America, to start eradicating slavery, start expanding civil rights to include, now, African-American males. Eventually we include females." You know? But he (e.g., Deny) said, "Society didn't change, and there's the problem." And we've never got the visitation back. We're still struggling to catch back up, but now we're – and is another thing. You know about this whole alteration of the Park Service and its interpretative mission when it comes to the Civil War (e.g., referencing the NPS Hold the High Ground Initiative to improve interpretation of the Civil War). There's going to be less about battles and tactics and the soldiers – and I keep arguing you can't forget them – because guess what the public is coming here to hear about?

LS: That's true, yes.

SA: OK. And I said, "You know, you (e.g., senior agency leaders) got a lot of good people out there, at the GS-5, 7, 9, 11 level, and they're going to be the people you're saying, 'Go do this.' I'm telling you, they have been doing it. So, it's nice that the rest of you managers are caught up, and it's nice that Congress is catching up. But guess what? You know, you've been telling us that we need to go do it. I'm here to tell you we have damn well been doing it. But guess what? It's dangerous to do it. And you better be willing to provide us with the proper means, and you better be willing to be smart about it, because now you're asking them (e.g., field staff) to carry the banner and go forward and really, now (e.g., in a combined national effort), hammer this home." And I said, "We're going to get some kickback on it."

But I said this also, "You cannot forget that for two days, in April of 1862, that this was a mass killing ground, and people want to understand that." And I said, "To understand it, you got to know about the guys; you gotta pay attention to the boys; and you gotta talk a few tactics; and you gotta do all that stuff at the same time. So, what we're doing is... let's don't step aside from that; let's just make sure it's always woven into the story (e.g., slavery, diverse stories, different points of view, causes and consequences, woven into and punctuated by the violence of the war and the soldier experience).

And then we, then yeah." But I said, "You know, we've been doing that. We've been carrying the message about the influences of women and the role they played and that kind of absent layer of history that seems to be one-sided, all male." And I said, "I've been telling – everybody – since joining the National Park Service and been working these Civil Wars sites – clearly that slavery was what the war was fought about." I said, "I've answered that question all the time, because people will come up, and it'll be couched in a statement. They'll come up and they'll say, 'The Civil War really wasn't about slavery was it?'" And I go, "Well, let's kind of talk about that a little bit – because it was." But see, that's what we've inherited from the war generation, with the agency having a much more broader context to its interpretation mission and its education mission. And, of course, now we're key players in schools and curricula. There's always some kickback on that, we're not the professional educators. But we can partner with them for darn sure, and we can make our resources available, and always have. But, it now becomes

more of a major focus (e.g., in our agency mission), and there's some money there, thank God, we need the money all the time, because it's hard to do without money.

What I see for Shiloh is – is hopefully that the continuing managers will be broad-minded enough to know that you have to have some guts to tackle the expansion issue, but that we're not finished, and they're not in complete control of that. The American public have found that they have power through the dollar and through the vote, that if they want some place like FSA Timbers to be part of Shiloh National Military Park, it's going to happen, whether the current park manager at Shiloh National Military Park wants it to happen or not. So, gotta be smart and realize that we don't get to pick and choose that which we are charged with maintaining. Because all we hope to have is a seat at the table (e.g., through civic engagement and the legislative process) so that we can provide some awareness and understanding to illustrate (e.g., to the public and government leaders) what the issues will be with trying to have sustainable preservation of it (e.g., expanding park lands and mission), to manage it, that we won't (e.g., projecting future infrastructure needs for FSA Timbers) – maybe you may not see a quick, non-personal interpretation, and formal waysides and trails and all that; it takes time, and it takes money. And (e.g., encourage park managers, the public and government leaders) to keep reflecting back on how long it's taken us to get to where we are today with Shiloh, and let's look a little bit at that history (e.g., take time to fully appreciate and understand the steps taken over 120 years of developing the park mission and physical infrastructure) and to know that we're somewhere on the same right track, and that it's maybe nice that we don't immediately go out there and alter the landscape (e.g., by constructing a visitor center or major actions that alter the landscape).

Particularly when we don't have all the knowledge (e.g., of a particular historic event and the cultural landscape associated with it) like at Davis Bridge, where the State – one of the state commissioners on the board of supervisors for the Department of Conservation and Environment, wanted to go out there and cut all the timber off the property. And it was like, "Whoa, wait a minute here." I said, "We don't know enough to begin to cut more than what it would take to, light on the land as possible, to provide some access, some foot access, for people to negotiate the battlefield. I mean the amount of documentation that exists would permit that limited action, which in itself is an alteration of the existing, but we don't have enough knowledge about what was there from a cultural landscape standpoint to begin to alter the landscape with such a radical action, but that's what they wanted to do (e.g., mistakenly believed the specific area of the battlefield the clear cutting action was proposed was open ground at the time of the battle). And it was frightening. And luckily they found out that, one, they couldn't, because they didn't have the legal ability to do so— since the ground had been purchased with Civil War Trust monies and under the influence of the American Battlefield Protection Program, there's some stipulations there that you can't go in and do such things. But there was the first knee-jerk thing some folks wanted to do was to go out there and – and, of course, then (e.g., as they proposed) you could take the sales of the timber and put the money towards (e.g., developing the site) – and it's like, well, that's not quite what we've been set aside to do. And there's laws against doing that, particularly for the National Park Service and federal agencies who manage such resources. But there's what's at play. So, in the future, I believe the bill will pass to expand the authorized boundary (e.g., authorize acquisition of battlefield acreage at Davis Bridge, FSA Timbers and Russell House to Shiloh National Military Park). Whether it passes with this legislative session or not, I'm not sure, no.

LS: Because they're still reeling from Vicksburg.

SA: Now Blackburn might be. Blackburn has reissued the Shiloh bill on the House side. Alexander has yet to reissue it on the Senate side for this year. But he – last year, he didn't reintroduce it until the very end of the year.

So, we'll have to see. But I could see it happening. Now, you know there's another element of the Shiloh legislation. I don't know if it was brought up, but it would also add Parker's Crossroads Battlefield as an affiliated area of the National Park Service, if you know what an affiliated areas are. The most famous affiliated area that I know of, because there's a number of them, but the most famous one I know is Roosevelt Campobello International Park.

LS: So, there's another partnering organization that manages it?

SA: Well, it's got its own Parkers Crossroads Battlefield Foundation, and they've been working hand in hand with the state and Civil War Trust and everything to acquire acreage and establish for themselves a manageable Civil War site park. They've got a new business (e.g., visitor) center on I-40 there at the Highway 22 Junction.

And they're up and running. And so, they would continue to manage the park. And then we (e.g., the NPS) would be there as a technical player/advisor and partner. The arrowhead would go up; people would associate it with the National Park Service, because it is part of the national park system, and we (e.g., being the closest agency unit) would have an expanded role. Not that we're not already expanded up there anyway, because we are. We've been assisting them from the start. And the man whose pet project it is just happens to be a prominent member of the Tennessee legislature and a key Civil War preservationist nationally.

LS: What's his name?

SA: His name is Steve McDaniel.

LS: OK.

SA: Mr. Parker's Crossroads.

LS: Oh, Mr. Parker's Crossroads, very good! I just have one follow-up, which I've been meaning to ask you about. There's a lot of energy put into the Shiloh Church area for a while, but I haven't heard anything about that recently. What's the status of that parcel?

SA: The status of the parcel is it's still owned by United Methodists. They've sold all the land outside of the four acres where the current church and cemetery are located.

There have been some previous opportunities – it just didn't really gel – where that four acres could have easily been acquired and come over to the National Park Service and be formally inside the park. It's considered being inside the park; it's just an inholding. The Methodists have been wonderful about letting the American public run all over the place. Never been an issue there. We can, of course, enforce CFR (e.g., some parts of Title 36, Code of Federal Regulations, in regards to petty offenses, do apply on non-federal lands within the authorized boundary), and we're the technical advisor, when they run into some preservation issues, we've worked to partner with them. I mean the blueprints for which they built the reconstructed church with, were national park blueprints dating from 1964.

They've got a little interpretive plaque out in front of the church, but it was very small, and you can hardly read it. Okay, we got a grant where we've got that now in a large bronze. So, we're going to build a concrete wall, like we've got down –at Corinth at the Contraband Camp site.

We are going to mount that bronze plaque on it outside of the church. So, there is another act of partnership where we're assisting the church to preserve their history. They have been gracious enough to

let things like the Savannah Rotary use the property in support of their annual “Run Through the Park.” The church allows groups like that to use their property.

LS: Mmm, that’s very nice.

SA: It’s been a good, solid partnership. From a priority standpoint – and this is just reality, it won’t show up on any land acquisition priority list, but that four acres (e.g., Methodist land encompassing the church and cemetery) is ground zero Battle of Shiloh. What the battle takes its name from – the church. So, hopefully, one of these days, you could see that land becoming formally part of the park. But you will see no manager push for that. We would be approached by the church first.

LS: Things are good right now?

SA: They’re very good right now, in my way of thinking. The only issue occurred – and it occurred right after they sold that last big chunk of property for inclusion in the park (e.g., 1958), after the school disbanded, was the cemetery began to have growth pains, and they were burying people on Uncle Sam.

LS: Oh!

SA: And that’s the current “kind of keep a watch out on it.” But the church knows that they’re kind of limited on landscape, and they’re about at max about what they have left to put people out there. But we do have some people buried on Uncle Sam.

LS: Okay, that’s good to know.

SA: And it’s kind of a running dialogue with the current congregation. You know, remember, you can’t expand beyond that boundary. We can’t go there (e.g., cannot place any new graves on federal land); you’re going to open up a whole can of worms; we understand you’re pushed for ground, but that’s the way it is. If we ever acquire it (e.g., the four acres comprising the Shiloh United Methodist Church tract), of course, we’re going to be maintaining that land – that cemetery in perpetuity, just like we do our national cemetery.

But that would be doable. I truly think that the relationship with the church has been quite solid. And I think it’s been mutually beneficial. They don’t have to worry about – really don’t have much concerns about protection of their property, because they have a ready law enforcement force that’s keeping an eye on it for them. And we assist them with picking up debris and trash and keeping it clean. They’re still primarily taking care of their own property, in the sense that they’re mowing it and maintaining it all, but we’re always there as an active partner, and they’ve always been a willing player in park preservation, interpretation, and commemoration.

And I think it’s positive. They’re (e.g., the Methodist’s) the oldest – next to the Hagy family and the Fullwood family, they’re the oldest continuous land owners in the area. They were there before the Civil War occurred.

LS: Very good. Very good. All right, well, I think I was just about ready to wrap it up. I was given three recommendations for other interviews.

SA: Okay.

LS: Ronnie Fullwood.

SA: Correct.

LS: Larry DeBerry.

SA: OK.

LS: And then George Reaves' wife, Alice.

SA: Alice, yeah.

LS: So, I may contact you guys about following up with them. I did get Ronnie –

SA: Who recommended DeBerry?

LS: Kent.

SA: Collier?

LS: Yeah.

SA: OK.

LS: He said that Larry DeBerry was one of the people who had a collection of artifacts that was used to help start the museum (e.g., Tennessee River Museum in Savannah). And anyway, and then Ronnie Fullwood

SA: Ronnie is one of the Friends, and he's one of the leadership in the church.

LS: Okay, great.

SA: And his family is long-time National Park Service. His father worked for us, Wallace. And Ronnie has done interpretation here since he was a child, so to speak.

LS: Okay. So, that sounds like a good follow up, OK.

SA: And Alice, she could probably add some substance to post-Bicentennial era, because that's when George comes in, really, is at the start of the Bicentennial and through the '80s...

LS: Because that's one of my gap periods.

SA: Well, you know, it is. That cardiac arrest that took Mr. George, in April of 1994, robbed a lot of people, and I feel it to this today. Because George had that period of administration firmly locked in, and he had so broad a network locally. And I only got to spend five years with him. In hindsight, I wish it had been a lot more. We miss him. And I think he would have been retired today, but he was sharp as a tack when it came to the history of this place.

LS: Everybody talks so fondly of him; it's amazing.

SA: And he could have provided a wealth of information beyond that which I can provide. But, you know, that's the way it goes; we lost him.

LS: Well, I know Alice didn't work here, but maybe she has some recollections that would be interesting?

SA: But Alice worked for the National Park Service, and she spent some years working for Eastern National at the bookstore after George passed away.

LS: Well, that's very interesting because the history of the Eastern National that I have goes through '97. So, I'm actually missing a little piece there. So I'd like to maybe follow up on that.

SA: On the post-'97?

LS: Yeah, yeah.

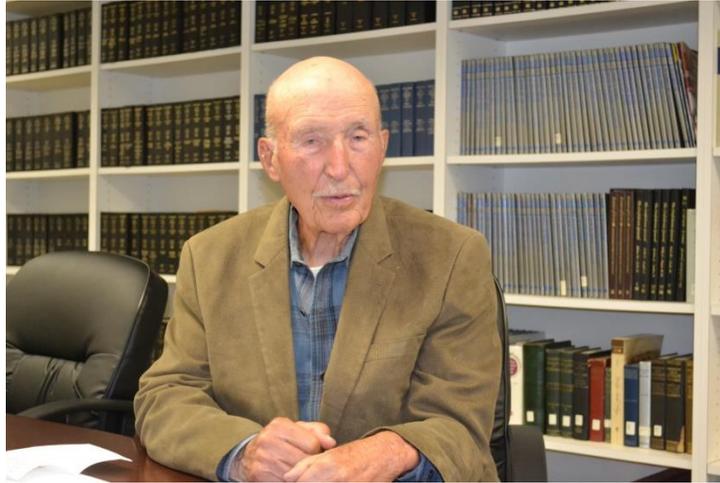
SA: Okay. That's when we enter somewhat the period of time that was under the management of Don Todd, who had been a seasonal ranger for us, a high school history teacher and football coach over at Adamsville. Don is still with us. He might be another person you'd like to talk to when it comes to the management of the Eastern National operation in that period. Because it was Woody who asked Don to take a stab at being the manager at the bookstore. And Don was big in interpretation – Don was a great interpreter, because he brought his teaching skills into play. And he kept it very simple for the public; that was the great thing about him. And you could see it when he interpreted, because he would repeat himself. Because he would say “Now, the Union's over here. Now, the Union's over here.” And, of course, you know he's doing the same thing with the kids in school, because, he's taking them a step at a time. But when Woody – he was trying to change him to become the manager of the bookstore – Don's going, “You know, I really like the interpretation and being out with the public.” And Woody says – because he has the same idealism as I did, or reality as I did, about the bookstore operation. It's an element of our interpretive program. And that his skills – he (e.g., Don) would be perfect over there because he's an interpreter.

And Don said, “Well, I'm a little leery about the money and all this kind of stuff.” So, Woody says, “We're going to make sure that you got support there.” But he says, “I'd like to have you manage the bookstore operation.” And Don ended up being hired over there, and it proved invaluable. So, he's another one (e.g., you need to interview).

And I can get you all the contact information. So, let me write that down what you want. You know Ronnie Fullwood is a dentist – an active dentist. So, probably in the evening would be the best time to talk to Ronnie. Ronnie's prominently in the movie. He's all over the place. He plays a Union officer. He plays a Confederate. He plays Nathan Bedford Forrest. And you hear his voice as Jacob Thompson on the film

LS: Well, this has been tremendous. Thank you so very much!

Interview on behalf of Shiloh National Military Park Administrative History



Edwin Bearss

National Park Service Historian Emeritus & TNCWPA Advisory Board Member

October 22, 2013

EB: Ed Bearss, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): This is Liz Sargent interviewing Mr. Ed Bearss on October 22, 2013. I will be interviewing Mr. Bearss in support of an Administrative History for Shiloh National Military Park. We will go through a series of questions and answers relating to Mr. Bearss's knowledge and association with the park. Mr. Bearss can you start the interview by stating your full name, your title and affiliation with the National Park Service, and your home address for us.

Edwin Bearss (EB): My name is Edwin Cole Bearss. I worked for the National Park Service from the twenty-eighth day of September 1955 until I retired on the thirtieth day of September 1995. I spent my first three years as a park historian at Vicksburg National Military Park. I worked for the regional office as Regional Research Historian from the first day of November 1958 to April ninth 1966, when I was transferred to Washington as a staff historian with the office of the Chief Historian, Mr. Robert Utley. I worked in this position from the ninth of April 1966 until the first week of October 1971, when I was administratively transferred to the Denver Service Center as a staff historian, a position I held, in charge of the Washington office of the Denver Service Center dealing with history, during most of the those years until I became Chief Historian of the National Park Service on the first day of November 1981. I remained in that position until the fourteenth day of July 1994 and, from that date in 1994 until the thirtieth day of September in 1995, I was Special Assistant to the Director.

LS: Thank you, that's wonderful. That helps me a lot. I know that, despite the fact that you have retired as Chief Historian of the National Park Service, that you've remained very active both in Civil War Military

Parks and with other Civil War Sites around the country as a group tour guide, explaining the combat and the activities of different battles. Would you mind describing for us a little bit about the programs that you lead?

EB: When I was a Park Service employee, I led a number of tours as part of my job, particularly when I was assigned to Vicksburg National Military Park. Then, when I was a research historian, I continued to do it during my leave and – you get too much leave in my opinion... unless you have something to interest you, I think you have too much leave... I'm not advocating that it's good for everybody, but as an aside. On my job, very congenial, something I would be doing on my spare time anyway. I got to giving tours for groups on my annual leave. So I had the contacts already before I retired with the Park Service, with Smithsonian, and other groups such as that. And then, since I retired, I got rid of the things I didn't like to do in the Park Service, such as budgeting, programming, and personnel management and did the parts of the things I liked to do in the Park Service: public relations and leading group tours. And that keeps me young and active. As I say, I'm very happy in one way and that's probably because of that. About a month ago, I went down to the airport and was ready to go through the screening. I took my shoes off like you should if you were born before July first of the year 1976 and the person said, "You've got to put your shoes on." And I said, "No I don't!" And he said, "Yes you do!" And I said, "But I'm ninety years old! And I don't have to put on my shoes!" And he said, "You can't be ninety years old! You have to be... You're the youngest looking ninety-year-old man I've ever... to ever come here! I'm going to have to call my supervisor and go and have him make a call to the Virginia Highway Department and verify that you are... that you were born on June twenty-sixth, 1923." So that was well worth the five or ten minutes I got held up there to be told that. And I don't think I would be doing that if I sat around the house. I know too many people that sit around the house when they retire, and in a couple years, are dead.

LS: Well, I'd say that you do a lot based on what I've heard. You travel all over the country to lead these tours

EB: Both here and abroad, yes.

LS: And I'm very intrigued . . . I look forward to talking to you about Shiloh for two main reasons. One is that you've had a long personal knowledge of the Park and the personnel there and you also know battlefield landscapes so well because of your ability and your job as a tour leader. So you are well positioned to talk about how well Shiloh can be interpreted to the public through military terrain analysis. So I guess today I'd really like to talk to you about both of those things. I'd love to start, maybe, with your first experiences and memories of Shiloh and some of the stories that you have about the Park.

EB: All right! My first experience at Shiloh was in the third week of July 1954. I had just finished . . . After getting out of the Marine Corps, I got my bachelor's degree from Georgetown in Foreign Service and then worked for the Department of Defense Navy Hydrographic Office for three and a half years. And I decided to get an MA degree in History and I went to Indiana and I selected the topic of my thesis to focus on Pat Cleburne, Stonewall Jackson of the West.

Now, two lessons learned from that. One is, when I found a position at the Park Service, the only open position was encumbered, so I took it. But up to that time, I'd been primarily interested because, living in the Washington area, while I was at Georgetown and when I was working at the Navy Hydrographic Office, I'd visited a number of battlefields, so I did that as my thesis. Now, after I'd finished my thesis, but really, while it was being typed, and you can only make a certain number of changes after getting it typed because if you don't type it yourself, you have to pay to get it typed! I decided I'd better see the battlefields in which Pat Cleburne played a very important role. And it never really struck me until I visited the Civil War Battlefields that, to understand a battlefield, you have to walk it. And I remembered back in my career in the Marine Corps, the terrain in the battlefield and the lay of the land and the

vegetation generally dictates if you are going to live or die. And I was very cognizant because of the terrain . . . wounded badly . . . because of the terrain and the ground cover, I lived. If I had not, I would not be talking to you now and would have died at twenty-two years old.

And it was underscored, when I . . . The first battlefield I visited was Stones River and it was on more or less of a caretaker status. They did not have a park historian. It was very important the man I met at Shiloh, which would be the second battlefield I visited. I arrived late in the day and I was introduced . . . I met Pete Shedd who was the park historian he informed me. Now up until that time, I didn't really know the Park Service had some specialists. I had grown up in the West and the people in the Smokey Bear hat and green coat and the people there were law enforcement people who had to look over my shoulder in case I caught too many fish. I did not realize, because Stones River, which I had just visited the day before, had just a custodian. And Pete says, "I'm the Park Historian." It sounded interesting. He said "It's late in the day, why don't you go get a room in Corinth and come back and meet me at eight o'clock tomorrow morning?" So I came back the next morning at eight o'clock and went out with Pete Shedd. We first visited the sections of the battlefield where Cleburne's brigade was engaged. And then we got to talking as we walked over to the site where Albert Sidney Johnston was wounded. And we started to have a discussion. Until I had been to Shiloh, I was generally influenced by what I had read on the Battle of Shiloh – that, if Johnston hadn't been mortally wounded at two-thirty in the afternoon on the first day, the Confederates probably would have won the battle. And Pete said, "I don't agree with you. Why don't you and I go for a walk?" So we began our walk near where, at that time, the tree where Governor Harris discovered him sitting on a horse, leaning in the saddle, was still standing, but it was about ready to fall down. It was held up by artificial means. So we went on a walk and we walked this very level ground through a generally open wood and we came to a plowed field. And then we came to Dill Branch. So we scrambled down into Dill Branch and Pete said to me, "Now remember, at the time of the Battle of Shiloh, the river was very high and where we've just struck Dill Branch, it would be up to your belly button or higher." And then we crossed. And that day it was only probably up to my ankles. And then we scrambled up about a fifty-five degree slope on the other side and there, Pete pointed out the position of the Union artillery, Grant's Final Line. And he says, "Do you still think the Confederates would have won if Johnston had lived and had advanced?" And I said, "Well, thinking about my experiences in World War II, I think that's wishful thinking."

So that taught me two things. I learned two very important things that day. And the first one is that you are not going to understand a battlefield, whether it's World War II or Civil War or Revolutionary War or French Indian War, all of which I've led tours on, unless you walk the battlefield and look at the terrain. I'm not advocating that's the only way you can learn it, but it's the best way you can learn it. And you also have another advantage. I was shot. So I know everything that happens to a person when he's shot. And the other important thing is, I said, "How do you get to be a . . . Are you a historian?" He said, "Yes!" I said, "What do you do?" He said, "Part of my job is just what we did in the last four hours. We get an interesting person here and we share our interests with them. Try to get their interests aroused." And I said, "Well, now, since . . . And you're a historian, what's your background?" And he told me he'd been stationed before at Saratoga. And his degree . . . I think he'd graduated from Texas Christian or Southern Methodist with a degree in History. And he said . . . I said, "Well, sounds pretty interesting." He says, "I understand, in our conversation . . ." He knew I worked for the government. He also knew I was a 10-point veteran. He said, "Since you have government status already, you're a 10-pointer, if you try to go, fine. Why don't you go, the next time you've got time and you're near the regional office, why don't you go down and see what types of positions they have?"

I didn't follow up on that for about six months. At that time, I was working for who I'd worked for six months after I got my degree: for the Office of the Chief of Military History in Washington. And I happened to be down at George Washington's Birthplace. And I was talking to Superintendent Gibbs and Superintendent Gibbs said, "Yes! Our regional office is in Richmond, Virginia. You've got status in the

Civil Service. Why don't you go down and see if they've got a vacancy?" So I took a day off the job. I went down and went in and was introduced to the Regional Historian, Jim Holland, who I soon found had been Superintendent at Shiloh during the period in the late years of the CCC Program and the early years of WWII. And talked to J.C. 'Pinky' Harrington, the Chief of Interpretation. And we visited awhile and they said, "Yes! I think you're the type of young man we want!" And they said, "And we have a vacancy at Vicksburg National Military Park." But, he says, there's one problem. Clinton Adams has the position encumbered. Clinton Adams had been a World War II flyer and he had gone back into the Service for Korea. And he hasn't told us whether he's going to stay in the Air Force or get out. So, if you want to start right now, we've got a job for you at Vicksburg. But just remember, if Clinton Adams wants the position, we will then have to find you a position at some other park. So I said, "Very good." It didn't bother me – moving – because I found out the Superintendent was real tight with the money – that was Jim McConaghie, a typical Scotsman, and he made me resign from DOD [Department of Defense] so he wouldn't have to pay my moving expenses. I found out later that was illegal! But it didn't bother me because I was single and I could move in a car. I didn't have to worry about all those problems if I'd been married and owned a house and had to dispose of that. So I piled all my gear, stuff – which was only books – in the back of my car and I showed up at Vicksburg and entered on duty on the twenty-eighth day of September 1955. So that's where my career starts.

LS: That was where your first job was. I'm just curious . . . Vicksburg is also one of the premier Civil War Battlefield Parks, one of the first five National Military Parks, and it's got very obvious connections between the military machinations of the two commanders . . . You know, the siege and then the tunneling . . . And so there's a very clear connection between the terrain and what happened there. And then you talked about Shiloh having been your first, sort of, awakening as to how important the terrain was. How do you feel Shiloh and Vicksburg compared in that way?

EB: Well, initially, if I'd had my choice, I would have chosen Shiloh, if they were both open. BUT! Vicksburg was open, I took it, and I enjoyed my three years at Vicksburg immensely because it was a new challenge. I . . . Of the five War Department Parks, I knew a lot more about Gettysburg, Antietam, Shiloh, and Chickamauga/Chattanooga, than Vicksburg. Vicksburg . . . I knew mainly it was a siege, but I found, when I got there, that there was a lot more than the siege. It was a forty-seven day siege, but the operations were very widespread . . .

LS: Very interesting.

EB: . . . that resulted in the siege. It really stretches over an area reaching from Memphis, Tennessee, to Fort Hudson, Louisiana, and east as far as Meridian, Mississippi, and west as far as Monroe, Louisiana. So you had a much bigger area to familiarize yourself with and it was more of a challenge. And they were surprised how fast I caught on because they were having a Superintendents' Meeting in the Smokys at that time. And Mr. Miller, who was Assistant Superintendent at Big Bend comes through . . . And they decided I'd only been at the park about four days . . . And they decided I would give him a tour because they wanted me to take a Park Service employee on a tour first and not one of the staff before they entrusted me with a school group or such. So that's my first tour: taking Assistant Superintendent Miller around on a tour of Vicksburg.

LS: So you learned quickly how to give a tour?

EB: Yes, and you had to drive the car and I remember I was nervous because I had driven a stick shift before the war, but since the war, I had not driven a stick shift. So that's about . . . between 1940 and 1955, I hadn't driven a stick shift in that years and I imagine I'd probably driven the car around a little bit in Vicksburg. It's so hilly! About fifteen years.

LS: But otherwise, the tour went OK?

EB: Yes.

LS: So you cut your teeth, shall we say, at Vicksburg and then, ultimately, you moved to your next job. But it sounds like, over the course of your career, you stayed in touch with Shiloh and you continued to . . .

EB: Yes, I would get projects during the three years I was the Park Historian at Vicksburg, I did get one and it was very important – a temporary detail. Congress in 1956 passed a bill with the approach of the Civil War Centennial, authorizing the establishment of Pea Ridge National Military Park in Arkansas. And I had made certain connections by this time in the Washington Office and with the staff in the regional office, so I was assigned as the historian with people who had up to twenty and twenty-five years seniority on the study of Pea Ridge – coming up with the boundaries. And it was rather interesting because the Park Service was not enthused about getting Pea Ridge or Horseshoe Bend because they knew they would have to buy the land. In fact, Conrad Wirth, when he announced these two bills had passed Congress, at the directors' meeting, he said, "We got two new parks: Horseshit Bend and Piss Ridge."

LS: Oh!

EB: So, we go out there and, actually, I was taken with Roy Appleman, who was a workaholic. And he liked it because he could call me up in the middle of the night if he got an idea, and I would get up without bitching. And we actually drew the boundaries of Pea Ridge National Military Park, Appleman and I did. And then I had the opportunity to go to Shiloh and the other Civil War parks with the approach of the Civil War Centennial. Director Wirth met with U.S. Grant, the Third, with the titular head of the National Civil War Centennial Commission. But the Park Service also had another program going on, their own Mission 66. Mission 66 had been sold to President Eisenhower, it being pointed out that the Park Service would be fifty years old in August 1966. The Park Service had benefitted from the Great Depression. It benefitted because of the CCC Program and Emergency Relief Program, in which the Park Service, talking in actual dollars, probably fared the best it ever has during the first Great Depression. Because, in Vicksburg, for instance, they had four CCC camps! That's one thousand men.

LS: Wow. Amazing.

EB: And it expanded considerably. BUT! With the advent of World War II, it all stopped. To boot, after World War II, there's a great expansion of tourism in the United States. And the Park Service had been reduced in its personnel because they'd had these emergency jobs [during the Great Depression], to deal with – the Emergency Conservation and CCC! But they had now more than doubled their visitation, but there had been no extensive upgrading of parks since 1941. So they came up with Mission 66, which would look at the parks and bring them up to standards, both in personnel, land, and internal facilities by August 1966. So, Mr. Wirth, having that already approved by the President . . . as a priority of the Eisenhower Administration. It was approved – very lucky for me – just before 1955.

LS: When you started working for the Park Service?

EB: Yes. So there's a meeting between General Grant and Mr. Wirth in the summer, probably August, of 1958. And Mr. Wirth agrees with General Grant that the Civil War parks will be given priority in meeting the goals that they are going to have for visitation, interpretation, protection, lands, by their anniversary day. So that means the Civil War parks coming into the Civil War Centennial are going to get their interpretive facilities, personnel, standards, and everything improved by the 100th anniversary of the

battle. So . . . they call a meeting in Chattanooga, inviting all the people in charge of budgeting in the regional office, in charge of interpretation, in charge of the various visitor programs, key members of the staffs of the Civil War parks in the southeast region, which included all the military parks except Gettysburg and Antietam. So they met there and it's decided that they are going to employ one person to do the historical background work for the various programs they are going to have. And I got selected for it. So that gives me . . . I was loaned to Antietam, but not to Gettysburg because Gettysburg had two or three historians on their staff. And also I was loaned to the Midwestern region for Wilson's Creek. So I got to visit and work at all the Civil War parks.

LS: Is that when you did the historic base maps

EB: Yes!

LS: OK, 'cause I work with those a lot – they're very . . . they're wonderful!

EB: Yes, that's what I did! That was one of the things I did.

LS: I know you did one for Shiloh, but it was a little later. It was in the 70s, I believe.

EB: Yeah. Yeah, it was done later because they had the ones the War Department did. They had what you'd call the Cope/Reed Maps.

LS: So during this period, I guess maybe late 1950s to 1970, there were several superintendents at Shiloh. I won't get a chance to meet any of the superintendents for that period, but I will begin to meet them starting with Alvoid Rector. Is there any way you could talk a little bit about the different superintendents?

EB: I will speak about Ira Lykes first. He was a rising fellow. And when I met Ira, he, as you notice, his termination date is April 14, 1956. Getting ready for the Civil War Centennial, he worked with the local community and got them interested in supporting the production of an audio-visual motion picture: *Portrait of a Battle*. It had been completed by that time because, one month before he was to be transferred, he had a preview for an interested audience, which would be at the mid-March, annual meeting, of the Mississippi Historical Society held in Oxford and he showed it! He got a lot of rave reviews; they all applauded. And then in the last week of October 1956, they had a meeting of the Chiefs of Interpretation, Chief Rangers, from all of the southeastern parks in Richmond, Virginia. And it is again shown and everybody applauds! Everybody liked it. Management liked it because it was done with volunteers and a budget of \$5,000.

LS: Good deal!

EB: The downside will be that it's again the first movie of that type in a cultural area, so it's good! The price is cheap! And Ira, granted, got a lot of applause for it. But most of the . . . the money was raised locally.

LS: Mmmm.

EB: And a number of the important players in it were young people then. By 1986 by the time of the 125th anniversary of the battle, they are going to be big players in the community. As young people, they are in the movie. Now, it's not . . . As the reenactors become more sophisticated, they laugh at them because a number of the 1955-1956 boys, if you look close, are wearing tennis shoes, some are carrying .22's, the

beards aren't very good . . . So the Park Service is more or less going to find soon that the film is dated. Particularly when they see the Mission 66 movie particularly the one at the arch

LS: Oh! The Gateway Arch?

EB: . . . at St. Louis. The Jefferson National Expansion Memorial gets a hundred thousand dollar budget and, as it has always, because it focuses on the winning of the West. All these wonderful landscapes and there was also one done by one of the Hollywood groups, a low budget one, but a lot better technically than the Shiloh movie is, using the monuments at Gettysburg. But it was good for the cause, good for the technology there. But it becomes a vested interest, such as Zeb McKinney found out. Ira Lykes, I didn't know him very well. Because I only saw him when he had the showing at the Mississippi Historical Society and when he did his program for the interpreters and chief rangers of the Southeast Regional Office. But definitely by the 1980s, the Park wants a new movie. And they put in and get the budget approved. It's going to be considerably more costly than \$5,000, but that isn't the problem! The locals find out they're going to have a new movie done. The Harpers Ferry Center has spent considerable money because I go down to Shiloh with the people from Harper's Ferry, standing in various places, working with them. The first thing they know, Zeb finds he's stirred up a firestorm. And they're not going to have the new movie! And they don't get it until Woody is superintendent. Woody is going to use association money. We will talk more about Woody Harrell, but this is one of Woody's monuments to the Park Service, his administration, and to himself and his staff because I know Stacy, who was a rather heavyweight Albert Sidney Johnston in it. And I got to see a preview of that one, too, because I had a tour group down there the week before the formal one. And Woody, being a good friend of mine, ran the movie for my group a week before.

LS: Nice!

EB: Because the tour group I had down there arrived the week before Shiloh, so that was

LS: Are you impressed with the new movie?

EB: I am impressed with the one they have now.

LS: Good.

EB: And I was impressed initially with the first one . . . and I think all the Park Service people were. The people who had had to fund it were really impressed with the first one because of the budget.

LS: Well, other people have also said that it was the first movie of its kind within the whole National Park Service.

EB: Yes, it's the first movie of that type. And I think what hurts them the worst is when that hundred thousand dollar one comes out from Jefferson National Expansion Memorial and that would be about two, three years later.

LS: Yes. Well, they did a good job for what they had! Right? So, what about these other . . . We have some other fellows between

EB: All right! Now, the next superintendent is Floyd B. Taylor. He's an old

LS: What about James Howell? Or was he just there for a short time

EB: He was an acting. I don't even remember him. He was acting there. But I don't remember him at all. But Floyd Taylor, I remember him well! Now, Floyd Taylor was a long time Park Service employee. He had very strict moral issues. And he had difficulties with two groups: his staff and the locals. The locals, particularly the Shaws, who are important local players, politically in Hardin County, they owned the restaurant, the gift store, and such located on the edge of the park, which would be where the main entrance of the park was prior to the relocation of

LS: The highway?

EB: . . . Highway 22, which was a Mission 66 project. Most of 22 now bypasses the park and comes in with a spur coming off of it. Now, to Pete Shedd's relations with Taylor. Shedd was a rising fellow in the Park Service . . . the man responsible for getting me into the Park Service. He and Bill Kay, who was the Assistant Historian at that time, were "social" drinkers. They kept beer in their icebox and such. And they found out that Floyd Taylor was, when they weren't home, inspecting their icebox and their habits. And the situation became so acerbic with the staff that Pete had to move in 1957. So Pete is moved with his wife and child. They moved them down to Vicksburg when I'm there and they're there four weeks. And that costs the Park Service the money moving him for four weeks. 'Til they can get a new position for Pete Shedd up in the Philadelphia Office with the Historic Site Program. So that indicates that Floyd had serious personnel problems and his problems were just as acute with the locals. And the locals, of course, go to the local congressman (Murray), who sat on the Parks and Public Lands Committee. And Floyd learns that he is going to get a new assignment. And to add insult to injury, the local law enforcement – the Sheriff's Office – when he leaves the park for the last time, he forgets to stop as he comes out on Highway 22 and they arrest him!

LS: Oh no!

EB: So that's . . . Now, all superintendents HAVE to get along with the local people.

LS: It's part of their job

EB: It's part of their job. It's part of public relations!

LS: . . . yes, to get out in the public.

EB: . . . and make the situation easy for the director, easy for the regional director and such. And Floyd definitely didn't cut the mustard. And, as I say, Pete, being a very easygoing fellow, and I think the only thing he had against Pete was he drank beer!

LS: OK...

EB: OK!!

LS: . . . so he only lasted three years, it looks like.

EB: Then, he'll be succeeded by Bernie Campbell. Bernie is there from '59 to '63. Bernie had come from Petersburg National Battlefield.

LS: OK, so he was familiar with the military

EB: Yes. So he'd been at Petersburg, and he'd aroused the ire of certain people in the Chief Historian's office in Washington. This is the time that Fort Sedgwick, then known as Battery Hell, comes on the

market. And Roy Appleman gave Campbell a direct order to investigate the possibility of the Park Service acquiring Fort Sedgwick/Battery Hell, and he did not follow up on it. And then they transfer him to Shiloh.

LS: For the Centennial! It would be the Centennial while he's there.

EB: Yup. From Shiloh, he will go to Hot Springs before he retires. Bernie Campbell, I remember. He liked to walk and stroll around the park and he used to walk in white Bermuda shorts and people thought he was a ghost. The next superintendent is known as Ivan the Terrible. He's had experience in military parks. He had been superintendent at Saratoga National Military Park. And he was a very difficult fellow to work for. I knew his park historian at that time Jerry Schober quite well and he had a miserable time. He did not get along locally and he did not get along with his staff. At that time, I did do some projects up there when Campbell was there, as Regional Research Historian – that was the position I held at that time. And I did a study there for Shiloh at that time. Schober extends from Campbell into Ivan the Terrible's . . .

LS: . . . Reign of Terror?

EB: . . . administration. And the two projects I did there were historical research projects. One was focused on artillery at Shiloh and the other focused on paintings that had been proposed. The most important Shiloh project I undertook at this time was when Al Rector was there and that's the historical base map that you have here. And that would be the base they used to make this map from.

LS: Now, the work that you did on that, I think, helped direct some restoration projects? Would that be correct?

EB: That will guide what lands were open then and what are open now. They call that historic ground cover, base map.

LS: So, they've used that to guide some of their restorations?

EB: Yup! Yea. Those are the only three projects I ever worked on.

LS: OK.

EB: Dealing with Shiloh itself . . . that I worked on there. Rector was also the last superintendent to live in the old, rambling superintendent's quarters.

LS: OK, they tore that down, correct?

EB: Yeah, it's torn down.

LS: Do you remember anything about Alvoid Rector?

EB: My dealings with Rector were closer than with his predecessors. I was only at the park when Lykes was superintendent as a visitor. I found him very cooperative. Unlike Taylor and Ellsworth, he got along with the locals and the Park didn't complain about him all the time.

LS: When I spoke with Mr. McKinney last week, he said he also had a second in command who worked with him – George Reaves? Who might have spanned the Rector years and the McKinney years?

EB: Now George Reaves . . . George . . . I first knew George as a Junior Historian at Vicksburg. I then knew him as Junior Historian at Manassas. I knew him at Shiloh. Now, on the interpretation of Shiloh, as you've probably heard from Stacy, you'll hear probably more from others also. . . in laying out the park – I'm going back to before the Park Service has any responsibility there – under the War Department, they have considerable problems with interpretation. It deals with locations of the War Department Markers and the Monuments. The Resident Commissioner, the senior person of the three commissioners, two Union, one Confederate, is Captain Reed who is in the Twelfth Iowa. Reed is responsible for early emphasis on the Sunken Road myth. Don Dosch, who served as Park Historian from 1959 to 1962, was a low key person who was the first National Park Service historian to call attention to the myth. He first raised the questions of "maybe the Hornet's Nest isn't that important." Have you heard this from Stacy?

LS: No, I haven't! It would be great to hear!

EB: The road, the sunken road, and the Hornet's Nest were not as important as . . . Reed was of the opinion for the interpretation of the battle. Dosch was the one to first surface it. Stacy embraces it and Reaves embraced it, and Tim Smith embraces it.

LS: . . . it's already set in place. It's hard to change it.

EB: Yes, it's hard to change.

LS: Well, Zeb mentioned George Reaves specifically being an extremely good right hand man to him, that he had done a lot

EB: Reaves was a . . . I would say diplomatically, a good right hand man to him. He had good ideas and was not seen as overbearing and pressing his ideas. Reaves dies on the job.

LS: OK. I think he was also good with the community, which was also important to Mr. McKinney.

EB: Yes. And his wife, who now works in the bookstore was likewise a plus in community relations.

LS: OK.

EB: I can give you the date Reaves dies—April 15! That's the day he's terminated because he's Acting Superintendent when he passes.

LS: And then Woody comes after that?

EB: Yes. Yea, I remember Stacy called me up. It was fairly early in the morning. I was down at a meeting in Oklahoma. They ran me down, told me that George had died of a heart attack.

LS: Oh, so sad. Yeah.

EB: Reaves was a low-key Stacy.

LS: OK. All right.

EB: Now

LS: So, you knew Woody very well

EB: I know Woody very well! I've known him for years.

LS: I have a quick question about that time period. I am doing a lot of research into the context for battlefield preservation and there's an intense amount of things that happen in that early 1990 period, where we have the ABBP formed; we get the National Register Bulletin; you know, that Patrick Andrus writes; we get the Civil War Sites Advisory Commission Report; and all kinds of attention is being paid to how to protect battlefields. And I'm wondering do you have any sense of what...

EB: I want to get a name and I'll be right back and I'll go into more about what you want to know about that. Wait a second! You're probably going to hear a lot about it from [Lighthizer], but I want to get the guy's name to emphasize the problems. I'll be right back.

LS: OK!

* * *

The interview is joined by Jim Campi (JC) of the Civil War Trust; the interview is being conducted in the Washington, D.C. office of the Civil War Trust.

EB: Now, we're going into the creation of these preservation organizations.

LS: Mm hmm.

EB: Now, the first . . . The Association for Preservation of Civil War Sites is the first. It is established in 1987.

LS: OK.

EB: By a small group in July of 1987 that meet as a result of threats, primarily to Virginia battlefields and Manassas. And they will . . . This is Jim Campi! And they organize first because of what you call the *Eighth* Battle of Manassas. Hazel-Peterson is going to come up with two plans. The first one is a development on the Marriott [Corporation] Tract, which they've acquired, which would be 550 acres on the Stuart Hill Tract. It's going to be a campus-type, low-scale development. And the Park Service, which I'm a member of, endorses that plan. Then, they do a study and they find out this low-scale, campus-type development is not going to be profitable. So they go back to the Prince William County Board of Supervisors, and its planning commission and get a new concept, which is a million plus square foot shopping mall, and an associated mega housing project with over ten thousand housing units.

LS: Lot more impact, visually.

EB: And that's going to get several congressmen very, very unhappy. Jerry Russell's around at that time stirring up the people and Anne D. Snyder is and it's going to lead to a big battle. It goes to the Hill, and the Senate and John Warner and his staff. The opposition in the Senate to Hazel- Peterson is led by Dale Bumpers and Jim Jefford. Bumpers sets up a meeting with Till Hazel. Hazel has a private meeting. Dale Bumpers' own staff says no negotiation. And in Bumpers' mind, he's telling Bumpers how we're going to do it. So he makes a personal enemy of Dale Bumpers. There's several House members who have joined in the fight. And the bill passes Congress. Then in a reconciliation meeting between the Senate and House versions, Warner makes a mistake. What do they do when you go from reconciliation to a majority vote? It becomes a two-thirds vote.

JC: Oh, it's if it is considered . . . It's a suspension in the House. I can't remember what it's called in the Senate.

EB: YES! And Senator Bumpers' aids call me up and they say, "We don't have the votes." 'Cause right then it was going to take a two-thirds vote. "We don't have the votes," he says, "how many acres . . . draw a line for us of how many acres are critical." And I drew a line, which would be about 175 acres of the 550 acres. And then Warner makes a mistake when it goes to "Majority!" And Bumpers wins because it's only a majority. And Bumpers believed that the property was acquired by Hazel-Peterson for thirteen million dollars from Marriott. Bumpers had no idea . . . 'cause it's going to be a legislative taking. And it now goes to any price it can be! And it ends off – this is very important – because it goes to a legislative taking without any price limit on it!

LS: Mmmm!

EB: With a judge to decide!

JC: Right.

EB: The judge is going to come up with 134 million – isn't that what it is?

JC: Something like that. 132, 134

EB: With this plan, Bumpers is devastated because he didn't think they would come up with that figure. Hazel-Peterson was working with [lights]. Twenty-four hours a day. During this period. So with that taking place, they now know that nobody, the Congress will never buy such a situation again.

LS: Mmm hmm.

EB: So the decision is now to

* * *

EB: So the Secretary of the Interior Herrington and Bumpers get together and come up with the American Battlefield Protection Program.

LS: OK.

EB: Funded for three years. In which a group of fifteen people will come up with a list of battlefields and categorize them. We end up with 364.

JC: . . . 364.

EB: Yes. We come up with that list.

JC: 384, excuse me.

LS: 384, yes.

EB: And out of this will come the original

LS: Civil War

EB: What do they call it, the Civil War Trust? Well, it gets the coin money!

LS: Oh, the coin money, yes.

JC: Yes, the Civil War Trust. The original one.

EB: Gets the coin money!

LS: What year, about, are we talking? Is that 1990-ish?

EB: They get . . . the coin money

JC: '92.

LS: '92, OK.

EB: They think they're going to get . . . They pass this bill to sell commemorative Civil War coins, with the proceeds going to the Civil War Trust for use in acquiring and saving battlefields. They think they're going to get as much as they got for the Statue of Liberty, which is thirty million dollars. What did they get? Seven or eight million.

JC: It's in that neighborhood.

EB: And then, the Trust – this is before our heroes here – this is when Woody is superintendent. So they get the Trust and its money. The Association for the Preservation of Civil War Sites has enthusiasm, but no money.

LS: Oh!

EB: If they owned warehouses in Pearl Harbor in World War II, as I used to tell them, you would go broke! So with that, the Trust is going down. Woody doesn't like the Trust. He's had problems with them over the project that is being funded in which the Mormons are doing all the work on this Civil War database of computerized soldiers. The Mormons did the grunt work, while the National Archives did the technician work. Matt Andrews of the Trust takes the money out for Woody. Woody is the best superintendent on this list by far. And – because he makes things happen. He's going to make peace with Andrews and the Trust. He's going to give Andrew a tour of the park and everything else. It's on a Saturday and Andrews tells him, after Woody's made all these plans, "I'm sorry, Mr. Superintendent, I've got to relax. I've got to play golf." So he shot himself in the foot for good. Woody is the superintendent that knows how to work with the general public, knows how to work on a rendition of who you're going to be talking with next, where . . . I would say, the most successful of any of the Park superintendents on meeting the need for working with others.

LS: OK, great.

EB: That would be the other thing that . . . even probably more important because it's going to last forever, rather than the new movie he got funded.

LS: I guess my, sort of, final question that, sort of, ties this together a little bit, is, you know, after this great push where we had, you know, the ABPP and the Civil War Sites Advisory Commission Study and the Civil War Trust and the APCWS and we have, sort of, the methodology for how to protect and manage Civil War Battlefields and you have Woody, who's in place, do you see a change in the way that the landscape is managed to better facilitate interpretation and the understanding between the connection of military terrain and

EB: I would say the Park Service is much better in managing the land they're responsible for. Woody, last year, was good at restoring the historic scene. Because the historic scene is very important to who is going to win or lose . . . when I started out with my theme.

LS: That's what I was wondering. It sounds like everything, sort of, came together during Woody's time and

EB: And Woody was very good at working with other groups – with the Corps of Engineers for their

LS: . . . the river?

EB: . . . when the banks were caving away. He was able to get that through with the Corps of Engineers on preserving the banks that would eventually claim the Indian Mounds, which were nationally significant, as well as the Battlefield.

LS: And then there's Corinth, of course, which, we'll talk about, I guess, a little bit later.

EB: The new unit, yes.

LS: That seems like a pretty big, substantial accomplishment.

EB: And Woody chose his time to retire well! The day after the centenn- . . . on the eighth day of . . . April, last year.

LS: The sesquicentennial.

EB: But, Lighthizer will probably go into a lot more on his ability to work with the Trust, to work with other preservation groups, and to put together a package of land in which you get the maximum bang for the buck.

LS: Good! Well, that's perfect.

EB: Would you say that?

JC: Oh yeah, I agree!

EB: Would you say he's had the best bang for the buck?

JC: Oh, yes.

EB: 'Cause he was able to use Corps of Engineers money, State of Tennessee money

JC: He was very incredibly creative.

EB: Very creative.

LS: Great!

JC: And the addition of Corinth . . . I mean, these days, who adds more land to National Parks? It's great.

LS: Yea!

EB: He makes up for . . . no, he doesn't completely make up for Taylor, Ivan the Terrible, and some of these others we've mentioned. He's a dream superintendent!

LS: Well, I look forward to having an interview with him.

EB: And he has good relationships with the staff, some of these . . . Taylor had lousy . . . I don't know how he was on other things, but I just know he destroyed himself with his relationship with the staff and with the public.

LS: Very sad. All right well, this has been a good, long interview. I know you all have planned a meeting

EB: They've got something planned for me next!

JC: We've actually got a couple of minutes.

LS: Because you all could meet while I talk with...

JC: . . . Jim and Tom.

LS: Yea.

EB: You've got Lighthizer next, don't you?!

LS: I do, yes, I do! And you're welcome to come back and sit in and participate, but I know you have some things . . . business to do first . . .

EB: OK!

LS: And I'll be taking you back to your house... When we're done, I'll take you back.

EB: OK. Well, if it's too late getting out, I can get back.

LS: It's no problem! I actually am going to go visit someone in your neighborhood who used to work here! Julie Udani! Did you know her?

JC: Yes! What's the project?

LS: This is the Administrative History for Shiloh National Military Park.

JC: OK!

EB: Now, as I say . . . the Administrative History Program, I think, is very important, as you've gathered before.

LS: Yes.

EB: Because all the parks . . . that's the last Administrative History done in the Park Service area until 19... let's see, when Barry MacIntosh came aboard . . . MacIntosh came aboard . . . came into my office in 1982.

LS: OK. Yea. Well, so that's a long . . . that's '54 to '82, that's a long time.

EB: That's where it got revived.

LS: Well, hopefully this one will be in that spirit. Back to the good old days!

EB: OK!

JC: Did you just do the one on Fredericksburg/Spotsylvania?

LS: No.

JC: OK. I know they just did one, but I haven't seen it yet.

LS: No, this is through Southeast Region and that would have been through Northeast, so

JC: OK. Yea. Ahhh, the regions!

LS: Yes, exactly! All right so, I will take you back after I interview the other two here.

EB: OK!

LS: And you're welcome, like I said, to come back in

JC: I'll go get Jim, too, while we're

LS: OK, thank you so much!

JC: You've got something to drink?

LS: Yes! This is your water . . . You want that?

EB: Like I said, I was really delighted when this regional director. She was an SES. The SES, she fought it! Now, you cannot fight the SES because when you go to the SES, you do what you want and she fought it! So everybody's keeping their finger to the . . . would have enough nerve to . . . 'cause she was one strong broad.

LS: OK!

EB: And she was going to sack Woody . . . And what did he say ? "I won't ever see you again in my National Park Service green and Smoky Bear Hat . . . again!"

LS: But then she was gone and he stayed on. Very interesting. And what year was that ?

EB: That was probably about four years before he finally retired. Then, he had to . . . He got along with that at the right time. He created a lot of what you see at Corinth.

LS: Yea, it's very impressive! It's great.

EB: The waterfall memorial is his special pride and joy.

LS: OK, well I'm going to go back there, so I'll look out for that.

EB: When were you at Shiloh?

LS: Well, I was there two years ago and I'm going to go back maybe in a couple weeks because I'm going to interview Woody and some other Park Service people and then I'm going to interview the woman who helped the friends group that supported the establishment of Corinth.

EB: Does Woody live at the same place he did before?

LS: He lives in the region, but I don't know exactly where he lived before, so

EB: OK!

LS: All right, so hopefully I'll be with you again in an hour and take you back to Arlington?

EB: OK!

JC: And you mentioned the coin fund? I can get you the exact numbers on that, I just never remember any of that stuff.

LS: OK!

JC: But if you need any of it

LS: Yea, any background is helpful because I'm doing a lot of context with the actual Park's history to see how these things, you know, play into a national scenario of battlefield preservation. Thanks!

EB: Well, thank you! I'll see you then later on!

LS: See you in a little bit, yup!

EB: OK!

Interview on behalf of Shiloh National Military Park Administrative History



Kent Collier

Chairman of the Board, Tennessee River Museum

April 16, 2015

KC: Kent Collier, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): I am in Savannah, Tennessee on April 16, 2015, to interview Mr. Kent Collier, Chairman of the Board of the Tennessee River Museum. We are in the process of completing an interview release form.

Kent Collier (KC): I was wondering if I might have a copy of your report?

LS: I will be checking with the park regarding the formal process for providing copies of the report. Many people have asked for one. We would prefer to wait until the next draft, as it will be much improved based on the interviews I am conducting this week. The next version will also be better because it will have more about the museum.

KC: Well, perhaps the finished product?

LS: Yes, of course. We hope to finish by the end of this calendar year.

KC: I see you live in Charlottesville. I like Virginia. Virginia is why this thing is here.

LS: Oh really?

KC: I got inspired in Virginia . . . I'm a history buff, and we, my wife and I, are heritage tourists, and we like old houses and antiques and battlefields and we like old things. So, I guess in 1990 or '91—we take took a couple of weeks to do Virginia. We went up the Shenandoah Valley and then back down the coast, caught every battlefield, every house, and museum that we could get into. We had a great time, but we noticed that every community that had any kind of Civil War asset, it didn't matter how significant or insignificant it was, were marketing it. Doing a great job marketing it. And you might go into a place that had nothing—somebody's grave—and they'd have a huge half-million dollar visitor center and all kinds of assets to promote the tourism. So, I'm scratching my head thinking "hmmm, we're sitting here with one of the four big battles, and we're basically doing nothing." And at the time I was a McDonald's operator. I had some stores in the towns around here. So I was also interested in driving transaction by driving tourists in addition to preservation and commemoration. So, this building is an example of the several "miracles" that helped us get this museum up and running. A year or two prior to that, the post office had moved out of this building and decided to build a new building.

LS: This building? The post office?

KC: Yeah, this was a post office. As you're driving through these towns in West Tennessee, you'll see lots of these. Almost every town has one. Great buildings.

LS: What era? When were they built?

KC: The 1930s. I mean, you can just drive by and point and say "that's one," I mean they're all similar architecture.

LS: Did they get federal money because of the make-work programs of the Great Depression?

KC: Yeah, I'm sure. Yeah, make-work program, I like that (laughs). True. But anyways, the county executive at that time buys this building for a measly \$125,000. Basically, they just give it to us. And the reason he bought it was that the courthouse is full and he's thinking "well I'll get the tax assessor or somebody to move over here." Which makes perfect sense. Well, unfortunately, he didn't consider that all of his officers in Tennessee, they're little fiefdoms. They have so much political power they even got the state legislature to set their salaries. We don't even decide what we pay them even though we elect them and they work for us. And the county mayor has no power over them, none. None of them wanted to move and you can't make them.

LS: Yeah, they didn't want to be away from the center of the court.

KC: But it's right next door! Anyway, one of them has since moved across the street, maybe had to, but long story short, the building's sitting here empty and the taxpayers in this county are so angry about the measly \$125,000 they want him out of office! The next election he is gone because of this. So, we have a new county executive who's got this albatross hung around his neck and we have a progressive city manager. And I went and talked to, I just went and talked to the city manager first, and pitched the idea

for making a museum out of this to him and he liked it. So then I set up a meeting with both of them in the courthouse. I walked into the office and my pitch was for the top floor. I just wanted a couple rooms up here, you know. But I wasn't thinking large enough. And they both looked at each other and kind of smiled and the county mayor said "why don't you take the whole building?" So I'm going "OK!" So that was another one of those miracles, right place right time. And I was in a position where I could take off work for a while. And then there was another guy by the name of Jim Paris who just recently passed away. He worked for the school system and he was a big archeologist. And he gets some kind of a chemical burn on his hands which isn't really serious but he works with his hands. So, he's off work for a couple of months. So, he and I go to work and we build a museum. First place we go of course is to the park for professional help because we didn't want to end up with a typical local museum, which is a big room with paper labels and Aunt Fannie's washing machine, stuff like that that nobody outside of here wants to see. We wanted to have a regional attraction. So we meet with Shiloh National Military Park Chief Ranger George Reaves who's basically what Stacy is now. Great guy, brilliant. His widow's still alive too. I'm in bible study with her. Alice. You might find something interesting from her.

LS: That would be great, yeah. Because I hear his name over and over again. Everyone just loved him.

KC: I bet she'd love to talk about him. And she would know things. Alice Reaves, she lives here in town. I was just with her Wednesday morning for Bible study and she'd love to talk to you.

LS: OK.

KC: I could probably get her on the phone. She'll probably come up here right now. So anyway, I sit down with him. I don't remember if Woody hooked me up with him or, I don't know. Anyway, I get with him and the first thing he does is he tries to talk me out of it.

LS: Really?

KC: Yeah. He says "you're going to be sorry, it's a big deal, it's a big job, it's thankless, you know, it's frustrating." But when he couldn't talk me out of it, he went to work to help me.

LS: Did you have a vision right away of the river as being the focus?

KC: Civil War is what drove it. And having Jim Paris the archeologist, it broadened our horizons and we starting thinking about other things. And it's funny, George said "one of the first things you gotta do is a collection survey," which means, you've got to try to find out what kind of collections you might borrow from the community. And he gave me names. Jim took care of the archeology stuff, he could do that. He knew all the, round here they call them rock hunters, not relic or pot hunters, rock hunters or whatever. So, he knew all them. We had another guy that knew all the paleontologists, the fossil hunters. So George gives me this list, I'll never forget this, of park hunters. Up until recent history, they were pretty lax about people who would take metal detectors and go look for artifacts in the park. Even the park staff did it. They were pretty lax about that, so George could easily give me a list of the old park hunters, and I went to see all of them. And most of them were dirt bags and as soon as they found something, they sold it. They didn't understand the history or significance. Just money.

LS: They weren't collectors.

KC: It was about money. I ran into one guy who is a retired park hunter. He was a collector. He had the good sense to realize the historical value of the stuff, so he kept it. And there was another interesting person I talked to. Ronnie Fullwood. His dad was a park superintendent. He's the only other living officer

of Friends of Shiloh. Dentist in Selma. Great guy. He would know stuff from his father that would predate Woody and whoever the guy before Woody was.

LS: Yeah, Zeb McKinney.

KC: Yeah, predate Zeb.

LS: And then I've interviewed Alvoid Rector, who is still around. He was superintendent from '70 to '77 or so. He was followed by Zeb McKinney. He's elderly, lives down in Kennesaw, Georgia.

KC: Really? I did not know that. I never really met him. I may have met him. I didn't know him. But Fullwood he'll know stuff. He's about my age. Real good guy. He's a dentist in Selma, has a house, lives down in Shiloh. Great guy. I can give you his contact. Where was I? OK. So the collector I met offers us his entire collection. He has this great collection. Great. So that takes care of our Civil War collection. Jim Paris easily handled the archeology. We had another guy handle the paleontology. So, George is directing all of us because we are clueless. We have no idea what we're doing. And he says "you need to have something that he ended up calling Heritage Day where you get everybody to bring all their stuff and you set it up in temporary exhibits and kind of promote the museum. So we do that and lots of great stuff comes in.

LS: That's great.

KC: Yeah. And at the time the building's just one big open room where they're running forklifts carrying mail around here and there . . . or had been. And it was nothing but just a big old room. And so all these people bring these great collections in but almost no one are is willing to leave the collections here. They don't trust us yet. They're scared and I don't blame them. So we run around and we beg from the community . . . we raised about \$50,000, which is enough to build some exhibit cabinets and walls.

LS: And you'd been given the building so you don't have to monetize that or do you have to pay for it?

KC: No. Great question. We make a deal. The county lets us use the building. They do all the M&R on the building, pay the utilities, all that kind of stuff. And the city agrees to give us \$12,000 a year operating money and we'll put that together with admissions and hopefully have enough to run it. So, once we get all the walls built and the displays, George, and the people at Harpers Ferry who do all that kind of stuff for the National Park Service . . . people are looking at us and going "hmm, this is a real deal." And some of those collections come back, you know, we are legitimate. Oh, here's another thing that comes along too that's important . . . and this is part of why I think Woody pitched in to help us . . . is, you know about the Shiloh pipe?

LS: Yes, the effigy pipe.

KC: Yes, it's downstairs. One of the park superintendents a hundred or so years ago digs that up and it's so unique and special that the whole archeological community and the whole world knows about it. And it's sitting for generations in the vault over at Shiloh because they can't exhibit it because it's not politically correct to put a Native American artifact in a Civil War museum. Which is nuts. That is something that drives me crazy about the National Park Service. They're so politically correct its nuts. So anyway, they're under constant criticism, you know? An archeologist drives in from Charlottesville, Virginia, and wants to see that pipe, walks in the building and he can't see it. He gets mad. So that's part of what's driving Woody, is like OK, if you guys will do a Shiloh mounds exhibit, we'll loan you that pipe and people can enjoy it. Which he does. Which is great. I mean it's the keystone of our exhibit downstairs.

LS: He also said yesterday that they're not able to tell the river story which is so critical to the battle, and so there was a natural partnership in that regard?

KC: Yes. Hence the title of the exhibit 'War on the River.' Basically, that was the invasion plan for this theater of the war. You had to use the rivers and they did. That's how Grant's army got here. Basically fought his way around using the river. Yeah, it was obvious, or looking back . . . It wasn't obvious to me at the time but

LS: Yeah, but it came out as being something that made it easy for them to collaborate.

KC: You've probably figured this out by talking to him . . . Woody's the vision guy. He has vision. I don't have vision. I'm a worker bee.

LS: I am too (laughs).

KC: If you lay out a plan for me, I'll execute that plan. I am persistent. I've gotten over \$18,000,000 bucks for this park. From the feds. And some for the right reasons . . . most of them were for the rights reasons . . . but some are just because I'm persistent. You know, they finally . . . these guys in Washington finally gave in just to shut me up.

LS: So did you create a 501(c)3 and a board?

KC: Yeah, Friends of Shiloh. The first mission for Friends of Shiloh was . . . the park's washing off into the river. The only thing that's got any rip-rap on it is the little stretch right in front of the landing, which is nothing. Indian Mounds are falling off, roads are falling off, it's bad. So we form Friends of Shiloh. And Woody had a lot of missions for us, but for me that was number one. The park is your asset. You can't do anything with a park that's not there. So, I think we've got to fix the river bank thing before we go after other things.

LS: Do you know what year that was that you set up the Friends of Shiloh?

KC: '91, 2, or 3. If you need an exact date I can go look it up

LS: That is OK, I can also look that up. I just was looking for a general time frame . . . so it's right after Woody came on as Superintendent.

KC: Yes.

LS: OK.

KC: So this is one of the examples of what drives me nuts about doing things for the National Park Service . . . aside from political correctness, it's the rules. The rules are nuts that you have to work through. I have a friend in Dyersburg. He's a river contractor. He does all kinds of river work but lays rip-raps for one thing. So I'm talking to Woody and low and behold, guess who's got the bid to furnish and install rip rap. The National Park Service has these standing contracts where every year they'll have a rip-rap guy or an asphalt guy or whatever they're going to need. And the National Park Service will have them make a bid on a particular type of work for a period of time at a certain rate. Like "I'll put rip-rap anywhere you want it for ten dollars a ton." I have no idea what the numbers are but ten dollars a ton. I will put that any place you want as part of a standing bid. So ironically guess who's got the standing bid for the National Park Service for all this country. It's my friend in Dyersburg, Jim Mohead. I know the

guy! So, Woody's been harping for rip-rap for years. I assume the guy before him had, you know, the park's washing away for God's sake. Nobody's doing anything. Nobody's interested. The first thing we're worried about is the Indian Mounds. You know, if you could just stop the Mounds from falling off into the river, that's big. So I get Mohead over here, and he looks at it and he goes "I can do that for \$200,000 bucks, easy, or less." Or maybe it was several hundred thousand. It was nothing for federal money. So I'm pulling my hair out now. It's like why haven't y'all done this before? This is nuts!" Woody, he says "I've put it in the budget, it doesn't happen." We have zero political power here. It's part of the problem. Have you done this with other parks?

LS: I do work with other parks. I haven't done an administrative history with other parks, but I understand all the ins and outs of the funding problem.

KC: Yeah, we get nothing compared to Gettysburg, or Chickamauga and Chattanooga. We get nothing. Our budget's just terrible. Woody's not getting any love. It just so happens that is around 1994, the Gingrich revolution.

LS: The what?

KC: Newt Gingrich. Newt Gingrich.

LS: Oh yeah. You mean the shutdown?

KC: Yeah that was a small piece of it. So anyway, election of '94 Gingrich revolution . . . I had to get on board early with a guy that's running for what is designed as a Democratic congressional seat that includes this county. And because the Gingrich revolution influences that election, this guy surprises everybody, he's Republican, and wins this designed democratic district. And I got on board early with him. And he's a good guy. I mean, he gets it. I managed to get him down here and put him in a boat and take him up there by land and by boat and show him the damn Indian Mounds are falling off. And I also manage to get on board with Fred Thompson, who's running against Jim Sasser and upsets him.

LS: Mm-hmm. I remember that.

KC: Yeah. And I had a fundraiser for him at my house and also hosted a fundraiser for Van Hilleary, and Frist who also had no chance and never thought in a million years he was going to win. He wins! In politics, early money and support matters big. So I'm an early adopter with all three of these guys. I get Van interested.

LS: Can you tell me the name of the first person

KC: Van Hilleary.

LS: Oh that's a person I'm supposed to ask you about.

LS: The congressman.

KC: Yes, congressman.

KC: So I got a congressman and two senators that, you know, I don't have to mess with their aides. I call them, you know? I have their cell phone numbers. It was easy to get Van interested. I get Frist to come down here. I do the same thing. Put him in my boat, drive him up there. Thompson is too Hollywood for this kind of stuff but one of his top aides...he basically delegates me his top aide which is ok. Not a junior

aide, a top aide. Junior aides are wasted time. Top aides makes things happen. A guy named John Newman who lives in Jackson. He makes things happen. So boom! All of a sudden \$11,000,000 bucks rains down. It's the first grant. I remember asking Van . . . and this is a good example of what drives me crazy . . . I said "Van, we don't need \$11,000,000 bucks." You know, I'm thinking about it's my money. It's your money. You know, why waste it? But he already knows something I don't know. He already realizes how wasteful the federal government and the National Park Service are, so his position is I'm going to throw so much money at it that they have to fix it. They have no choice. They can't squander that much without fixing that. Turns out, those are prophetic words. He's right. You see, if you give them a dollar, they'll squander 60 cents of it. I mean it's bad. They'll do, they'll do a fish study on Dill Branch. Dill Branch is that trickle that I wouldn't even describe as a stream down in the park. They'll do an insect and flower study which, you know I'm sorry, Shiloh doesn't have any unique butterflies or flowers. I mean it's just like the rest of this whole county. It's not special there. But they'll do it. Gosh, what else do they do? Stuff like that. There's just mountains of wasteful stuff they do. And Van knew that. And God bless him. And it still took a gazillion years to finish that. You know, for a private business, I would call Jim Mohead and say "OK, you're willing to do all of this for \$200,000 get to work." And when you finish I will write you a check." But instead you've got years of stupid stuff.

LS: Woody he did say that they were really close and then there was a continuing resolution that led the Corps not to be able to follow through. So they had this point at which they had to spend the money by or else it went off the table. And so he said there were some frustrating things that were out of his, even his agency's control and that was hard for him.

KC: They screwed around so long getting the work done. The National Park Service, not Woody but the National Park Service . . . they screwed around so long that Frist and Thompson and Hilleary moved on to other things. They get out of the business. And unfortunately, that pot of money . . . we had different pots of money. We ended up getting \$2,000,000 maybe twice or \$3 million. Woody would remember that better than I would. It was \$18 million or more. So anyhow, after all the bureaucratic foot dragging, those guys get out of office, and that particular pot of money is federal highway money. Woody has probably told you all this. And that's one of the ways Congress funds pork, or their favorite way, it's through transportation money. They do things that have nothing to do with transportation. So some bureaucratic . . . I think we have \$6 million left. We've gotten the rip-rapping done. We've got \$6 million to play with and the grantor . . . i.e. Hilleary's position is, if you can see a road from it, you can do it. Which is OK with me, I'm good with that. There's lots of things that need doing here that you can see from a road. Well those guys leave and some bureaucrat with the federal highway sends me a letter saying "there's \$6 million left, we're confiscating it. To use for other projects." And I'm like . . . of course my hair catches on fire . . . I'm like "hell no you're not. That's not your money. You didn't ask for that money. It was not appropriated for you. It's not your money." I'm raising hell and finally get that stopped. However, he does what every bureaucrat's good at. He suspends the 'you can do anything that you see from the road' rule which technically he could have done anytime. But as long as Hilleary, Frist, and Thompson were there, he wouldn't dare it. So he does at least shackle us with that. So some of that last money, we built roads and paved roads that really didn't need it, or the National Park Service should have been doing that out of their own budget. So basically, in some ways that last \$6 million was wasted, or it wasn't wasted, but it was stuff the National Park Service should have been paying for out of their damn budget. But since all the money is expungable, they can short-change this park \$6 million dollars because we had \$6 million dollars. And anyway it was very frustrating. I'm sure Woody told you that. It was probably worse for him. It seemed worse when you understand all of the rules. I didn't fortunately understand all the rules so it wasn't as frustrating for me.

LS: Well I wondered about that with Woody because this was his first superintendency but he seemed to . . . he really learned how to navigate it pretty quickly.

KC: Yes, he's fantastic.

LS: Yeah.

KC: He and I butted heads. We didn't always agree on things but

LS: So was the museum open at that point when you were with the Friends working on the erosion control? Was the museum already opened at that point?

KC: Oh yeah.

LS: Ok. So you had gone through this whole process and you had already worked closely with them and then after the museum was open, then you started the Friends group? Is that sort of the way it played out? Or is it all happening at the same time?

KC: It's all happening at the same time.

LS: And Rosemary's down in Corinth working on preservation of earthworks and battlefield land at the same time. One of the questions that Woody wanted me to ask you, which may be a little provocative, was how did you see Corinth, and did you think it was going to add to the area's heritage tourism, or detract from the what you had going on up here?

KC: It's not just me, but basically the people in Tennessee resent the hell out of that park. That's where Woody's going. I'm sure he told you that. Part of the reason we resented it is basically that Lanny Griffith didn't have enough political clout to get that, make that an independent park. The only way it could sell was to make it a unit of Shiloh.

LS: Well I did ask Rosemary about that, but she thought it just was a natural thing to have it be part of Shiloh, and would always have been that.

KC: It's not significant enough historically to be an independent unit to be honest with you. That's why. But anyway, so basically Woody I'm sure told you this. They give him another park and don't give him enough money to run it. So . . . and he would never admit this bluntly but he's having to defer assets from here for there. Even if its M&R, tractors and guys mowing lawns.

LS: And did the Friends group support Corinth as well or was it mostly just a Tennessee

KC: No. We were just about all Tennesseans. No, but they didn't need our support. They had Lanny Griffith. They didn't need us. They had Lanny Griffith and Rosemary. Two huge assets we never had. So, yeah, there's a lot of resentment. A whole lot of resentment. And then Woody talked about moving . . . was planning to move down there. And Van, who was still in office, said "Not on my watch." And he didn't move until Van left office. And then he did move down there, which people up here really resent. It was a quality of life issue. I get it. You know, bigger town, lots of historic houses and neighborhoods. If I had to choose between there and here, I'd live there too. But politically it was a bad idea and I'm sure this new Superintendent will do the same thing. But it sends a message to the people here that that's more important.

LS: So are you a long time resident? Did you grow up here, or did you move here?

KC: No, I'm a sixth-generation Tennessean but the store brought me here. McDonald's brought me here. I moved here in '86 maybe.

LS: And where did you move here from?

KC: Lived in Dyersburg prior to that. I'm originally from Tullahoma.

LS: OK. And so you came in '86, and the idea for the museum came up around ?

KC: Early 90s. '90, '91. We opened in '92.

LS: Yeah, you moved pretty quickly from the idea to the opening. That's kind of remarkable.

KC: Patience is not one of my attributes.

LS: So how big was your board or your group that was involved in setting up the museum?

KC: Friends of Shiloh, or here?

LS: The museum itself.

KC: We always had between six and eight board members. But there was a wider group, because there'd be people that had collections or expertise in certain areas.

LS: So you all collaborated on the exhibit design and fabrication and things like that?

KC: Oh yeah. At first, Harpers Ferry helped us a lot.

LS: Oh right, you said that. Sorry.

KC: And then we began to realize that . . . another frustrating National Park Service thing . . . we began to realize that they're the supplier of highest cost. We realized that we could get the same picture blown up and matted and mounted for a fraction of the cost probably going directly to the supplier.

LS: So they're good for technical assistance, but for fabrication you found it easier to do it yourself?

KC: And then we finally grew enough that we could do the technical stuff too (laughs). We found we couldn't afford 'em either. The not being able to afford them motivated us to learn.

LS: Interesting. And so you're still doing that today.

KC: Oh yeah.

LS: How does this museum operate today? Are you the President?

KC: Yeah, I'm the Chairman of the board and president of Friends of Shiloh. Apparently both for life. But Friends of Shiloh I'm unsupported.

LS: How many people? Still six to eight people?

KC: Yeah. And the tourism folk run the thing basically during the week. It's part of the deal.

LS: Oh, interesting. OK.

KC: And then we have a weekend staff that we pay.

LS: Do you feel like this has helped increase tourism? Has it achieved that goal?

KC: Probably but I don't care. It's so cool I don't care. It's a regional attraction. That's what we wanted. People write about it, it's a pretty good museum for a little place like this.

LS: I really love the exhibits. I was just blown away downstairs.

KC: So many things I didn't know about. Every time we do a new exhibit I learn a whole new area that I'm interested in. Like steamboats. I had no idea how cool they are.

LS: So you do permanent collections and then temporary exhibits that kind of change out?

KC: We do some. We were able to get an earmark several years ago from our new local representative, Marsha Blackburn, which helped us build the addition that houses the Mound Builders exhibit, which is basically a Shiloh mounds exhibit. Something they can't do. They need to do it, but can't do it, so we did it.

LS: That's great.

KC: Earmarks. Let's talk about earmarks. That's one thing I left out. A lot of this money was earmarks. I don't know how you feel about earmarks, but earmarks are great and Republicans are idiots for letting them get away. And they know that. It's politics but here's what happens. If you give the National Park Service a million dollars for XYZ, they're going to squander 60 percent of it along the way and might get XYZ done. If you give it to them as part of Interior's budget, then everybody sucks part of it away. However, if you take that same million dollars and make it an earmark for XYZ, they have to do XYZ. They have to do it.

LS: Interesting. Yeah.

KC: It takes the control . . . this is a national disaster. It takes the control of the money if you make it an earmark, it takes it away from the bureaucrats in Interior. They're no longer making all the decisions and they're forced to do what you wanted done. Which is what's going on now, the bureaucrats go "oh, well, we need to add an engineer in the department over here and Bobby Simm wants to go to the conference in Hawaii this year, I mean . . ." It's gone. It's a big black hole. Congress has been steering away from earmarks and I wish they would bring them back. Every once in a while there was a Ted Stevens "bridge to nowhere," that was bad . . . but what's going on now is a lot worse.

LS: That does seem really frustrating.

KC: And then money just vanishes. It's just gone. You got nothing. Trent Lott . . . this is a great story. Down at Vicksburg they've got the *Cairo*. Magnificent artifact. The only survivor.

LS: That is. It's amazing.

KC: It is amazing. One of a kind boats built. All of them scrapped after the war. Special purpose, great boats. Anyway, the wood's deteriorating, which wood does when it's been in the water for 115 years. You got to wax and hope. You're still going to lose some of it. So they need, I forgot what it was, they need a building or some kind of . . .

LS: They have a cover over it.

KC: Yeah. A cover. And they initially told Senator Trent Lott it costs \$3 million dollars. This was right out of his mouth. I knew the guy at the time. And they get a \$3 million dollar earmark to do it. And then they come back “oh, well, this isn’t enough. We need to do . . . we want a whole building. We want sides on it and everything.” And he goes, he tells them “you asked for \$3 million dollars to put a cover over that. I got you \$3 million dollars. You’ve got a year to finish it or I am taking the money back. Just like that.” So they did it. And that’s the way you got to deal with them. Without an earmark you can’t deal with them.

LS: That cover is there today. I’ve been there.

KC: And, well it probably needs sides. But at least the cover is done.

LS: Yeah, it needed to be protected so that’s good.

KC: That boat was here, too.

LS: I read that. Yeah, I didn’t know that before. It’s good that you talked about the Friends of Shiloh because that’s another area that I needed more information about and I didn’t realize you were the go-to person. So maybe, do you feel I know enough about the museum, how it runs now? Maybe a few more questions . . . Do you have events and do need to do fundraising, or does the city still provide you with funds?

KC: Yeah and they provide us with more money. It’s gone to twenty thousand. If we have something special they’ll write us a check. The city’s really supportive. What’s happened recently is . . . One good example is the with the annual city stipend we were able to save enough to build the exhibits . . . Marsha got us a hundred grand earmark to build the new Mound Builders building. Over the years we managed to save about fifty thousand, which is what it took to do the exhibits. Our latest challenge here is unlike most museums . . . I think most museums like the Smithsonian exhibits 3 percent of its collection. We exhibit 99.9 percent. The vast majority of our collection here is on loan. So in the last five or six years we’ve had a couple things happen. We’ve had a couple collections where they were going to leave. The cavalry one is a good example. Another Friends of Shiloh board member Doug Locke. He’s getting a divorce in ’94, ’95. Wants to hide his cavalry collection from the wife. Puts it up here on loan. Leaves it here ten years and then needs to sell it. Financial trouble of some kind. But he’s nice enough to have the whole thing appraised and says “here’s what it’s worth. I’m going to sell it. Do you want to buy it?” Gives us a couple months. I run around and raise the money. Right now we’re in the process of purchasing replacements for the artillery projectile collection. After twenty years, he finally wants it back. We’re having to purchase it. That’s the challenge, financial challenge. I am having to run around, raising money, to replace it. It’s hard to raise twenty thousand bucks in a town this size. It’s hard.

LS: So that’s your current challenge is that there’s this transition? Because people are aging or they’re in changing situations and they ready to move on . . .

KC: What’s coming next is the archeology exhibit . . . in the first room – the one that’s got the gazillion arrowheads. That was an inherited collection and the guy, we already know what’s coming. He’s going to want to sell it. It’s going to be thirty grand. It’s going to be really, really hard.

LS: So you’ve got a few challenges ahead with all that.

KC: In fact, unless he waits a few years and lets . . . like I've just raised the twenty for the artillery. I couldn't raise that now. It's going to have to be years from now. I've burned everybody. So I'm hoping he holds off. But that's the kind of thing . . . the city's been real good to us. I've been able to go to them and say "Look guys, I'm in trouble. This collection's going to walk." They might do it.

LS: So who would essentially own those collections once you've purchased them?

KC: The museum does. Which is a good thing. We're actually beginning to own collections which is a good thing.

LS: So the museum as a 501(C)3, owns assets?

KC: Yes. Some good ones.

LS: So then the city, if they funded it, would they end up being part owners or how would that work? Would they have to donate funds to the non-profit?

KC: Yeah.

LS: Alright. So quickly just jumping to the Friends group . . .

KC: Yeah, which is why you're here.

LS: Well no, I'm here for the museum, but now I realize that you hold the key to the Friends group as well . . . I didn't have a contact for the Friends group so this is great. This interview can do double duty.

KC: The museum is . . . one more thing . . . The museum is a cooperating site.

LS: With the federal government?

KC: With the park. We wanted to be . . . after Corinth got to be a unit, we wanted to be a unit. We're not going to have the political power to pull off. But we are very pissed off. It's like, if they're the southern approach, you know, we ought to be a unit, we're the northern approach to the battle.

LS: Does it have to do with the authorized boundary and the legislation?

KC: Right now I'm trying to get . . . I've been working this three years, it's driving me nuts. I'm having little success. I've got two new senators that don't give a damn about the Civil War unfortunately. One of them is senile. He doesn't know what the hell he's doing. And they changed our congressional district where we don't matter anymore. We've got a new congressman and a new district and our 7,000 votes are irrelevant. Where in the last district they mattered. But anyway, so I'm having a lot of trouble with the . . . long story short, somebody's already told you about this authorized boundary thing right?

LS: I talked to Woody about it a little bit.

KC: OK. He's already told you that we've got land now that's outside the boundary. The boundary's drawn by veterans a hundred and something years ago. They couldn't have seen the future. It was funded by the federal government who won the war and didn't give a damn about . . . the Confederate part of the battlefield.

LS: Are you talking about Fallen Timbers?

KC: Yeah. You know, basically they were glad to fund the Yankee part of the battlefield but not the southern part. So some of the southern part, they didn't draw in the boundary. And I'm trying to get the boundary extended . . . we own Fallen Timbers as you know.

LS: Who's we now?

KC: Civil War Trust. We got the Civil War Trust to buy it. When I say we, I'm basically their real estate agent. I'm not a licensed real estate agent but

LS: But you work with the Trust, so you have that connection as well? If so, I have interviewed Jim Lighthizer and Tom Gilmore as well for this project.

KC: Yeah. Great guys. Basically I'm the real estate agent. Friends of Shiloh has managed to amass twenty something thousand dollars over the years which is not a lot of money but boy, it's been effectively used. I'm basically the bag man. I go out and buy options. The federal government works terribly slow on land acquisition and the Trust to a lesser degree, it may take months or a year . . . so if we've got a willing seller, I'll go out and take the Friends of Shiloh's money, buy an option, buy them some time. And then when they close the deal, they pay me back. So that money just keeps getting recycled over and over and over again. Does great work.

LS: That's great.

KC: Yeah, it is great. A measly twenty thousand dollars has been worth many times that amount. Got a piece right now Actually in the last few years that's been a primary thing I've done as Friends of Shiloh, is land acquisition, working with them, working with Gilmore. That can be frustrating too.

LS: Woody showed me his top priorities when he was Superintendent and there was the Greer parcel down to the southeast and then some stuff along the northern edge that was in a family trust. Some odd family trust.

KC: The Cromwells.

LS: Yes.

KC: There are two pieces. We got one of them.

LS: You did? Ok. Wow.

KC: The other one, right now . . . it's the craziest thing. This is how nuts I am about this thing. This is crazy. The other one, the beer joint ruins on the side of the road, you had to have seen it.

LS: Yeah, I know what you're talking about.

KC: 23 acres. Horrible eyesore. Did Woody tell you all this trust stuff how it's all tied up . . . ?

LS: Yeah. The unborn grandchild that has to turn 21 before it can be sold.

KC: Yeah. So my position is, and the lawyer's position here is, and I had this worked out. I couldn't get the Trust to do it. There are a couple of things you can do. You can get it condemned to clear the title. I

had the county court in this county agree to do that. Provided the Trust would pay for it. And Gilmore and company, not Gilmore as much but his board, they got cold feet and wouldn't do it.

LS: Yeah, well it can leave a bad taste in

KC: It was a friendly condemnation. The Cromwells were going to go along with it. The Cromwells want this. They want out of this deal. They want the money freed up. So anyway, the Trust got cold feet, walked away from that. The other way to do it is just buy the damn thing. You're gambling that another heir isn't born. Well, OK, so if another heir is born twenty years from now, you already own whatever divided up, you own two-thirds of it. Buy it for the twenty. I mean, do it. The odds are in favor that there won't be another heir born and Tom could not sell that to his board. Very frustrating. So nobody knows this but you and me and the Cromwell's lawyer. I offered to buy it. I've got an offer on the table. I'm going to buy the damn thing. Well, because I have to assess that there's a risk that an heir could be born. It's worth thirty something thousand and I offered them twenty one. Through their lawyers they're considering it. I'm going to buy the damn thing. And put it in my will and leave it to the park or leave it to somebody because there's still some risk that another beer joint shows up on it. I got it bought since the interview. I'm in the process of tearing down the old buildings and cleaning it up.

LS: That's true.

KC: Or trailer park. Those people are stuck with it. They can't do anything but rent it so they're dying to have anybody that'll pay them rent. They don't care what it is. Whore house, they don't care. Strip club, they don't care.

LS: And so it was grandpa who set this in motion and nobody's happy with that

KC: Well, they're all losers. And some of them are drug addicts and I think you, I think grandpa looked at his kids and went . . . this is probably the right thing. So anyhow, I might buy the damn thing and sit on it for the rest of my life. At least that'll protect it that long. And then maybe the Trust will twenty years from now buy it or . . .

LS: Yeah, if precedent is set somewhere else then it may be easier for them if some other deal like that is done and maybe they're more comfortable with it. Probably, maybe the first time they're not happy to do this in an area that's been a little bit controversial.

KC: The Trust, I don't know if anyone's told you this or not but, that thing is heavily weighted towards Virginia. Eastern theater. Really pisses us in the west off. They made a list of priority sites . . . I'm also on the board of the Tennessee Civil War Preservation Association. Some years ago, they made a list of significant sites. I might not be using the correct term but it's basically sites that are worthy of preserving in their opinion. And even though there are just about the same number of battles and activities in Virginia and Tennessee, it's interesting that Tennessee has say 39 significant sites, which means those are sites they're willing to buy, and Virginia has 200 or 500. So we're a little chapped about that.

LS: Well it seems like Fred Prouty's working really hard to raise the profile. I just interviewed him on Monday.

KC: Great guy! A real loss, him retiring. I think they were going to try to keep him in some capacity.

LS: Well he's there now for a while part-time. Unbelievable collections. I couldn't believe all of his stuff. And he said it was his equipment and uniform, you know, collection that was used to make the Tennessee Monument model.

KC: Yeah, I didn't know that.

LS: Yeah, he showed me a photograph of the guys and all of his stuff and they had to stand in the position for hours to model for the sculptor.

KC: I got to get a copy of this when maybe it's done. I did not know that. He's a great guy. But anyways, long story short, that's most of what I've been doing this last year for Friends of Shiloh was, is chasing land for the Trust. The problem with the Friends of Shiloh, you probably shouldn't print this but, the thing starts out great. You've got all these people are interested, but most of them are from other towns like Lexington or Memphis or whatever. They're great guys.

LS: Memphis, that's pretty far away.

KC: Yeah. Here comes the part you're going . . . Here's the problem. Over time, those guys get tired of driving for meetings, and they slowly drift away. And on this side of things, I'm not from here so I recognize, it's easy for me to recognize that that's [Shiloh] special. And I find that to my great disappointment, people that live here their whole lives. It's like, it's always been there.

LS: They take it for granted.

KC: Yeah. It's not special. So I finally just got to the point where, you know, I gave up. We don't have meetings anymore. There basically, there were four of us. One of the guys just died but basically we're down to three guys. Ronnie Fullwood, me, and another guy that are Friends of Shiloh. And I don't think it's possible to have a big active group here because once again, I don't think the local people give a damn about the place for the most part. However, Brian McCutcheon, my old friend, he's the Superintendent at Fort Donaldson just north of us. In Dover, little tiny place. And he's also on the TCWPA Board with me and he says he's got an active friends group, a large friends group so I told Dale, that's the new Superintendent, that you know, if he can do it we can do it.

LS: Got to figure out a crafty way to get people involved.

KC: Superintendents.

LS: Yeah.

KC: You're trying to go aren't you?

LS: Oh, no I've still got maybe ten minutes before our hour is up. I knew you would be able to talk for an hour

KC: The Superintendent thing is really a pisser. The National Park Service has this nuts rule where you have to move, move, move, move, move to be promoted. It's crazy. Complete waste of everybody's resources. Brian McCutcheon, the park Superintendent at Dover, would love to live here. Would love to. His wife's from here. He was a ranger here many years ago. When the job came up two Superintendents ago, he applied for it. Didn't get it. They sent us a guy named John Bundy. Great guy. Couldn't be any nicer. Never hung a picture on the wall. Never moved here. I mean, you can walk into his office and go "this guy doesn't give a shit about this park." And he didn't. Three years later he was gone. At the same time, you had Brian who wanted the job. You got a young lady down there, Ashley Berry. Brilliant, dedicated, she's the backbone of the park. She would love to have that job. But she's not going to move so she can't get a GS rating high enough to be the Superintendent. She could be a great Superintendent.

But they won't let her have it. So they sent this new guy in. Dale. I've just met him, I have no idea. You know, I didn't tell him this but you know, we've had lunch a couple times. But I'm going to go into his office and if he doesn't have a picture on the wall, I'm not doing it.

LS: You're not investing?

KC: No, I'm not investing. Basically the last three years I haven't invested because that Bundy, if he's not willing to work, I'm not. He made the mistake, early on, he made the statement to me, there's a piece of land in Corinth that the city or the county owns that they're virtually willing to give. It's right across the street from their own visitor center.

LS: They just got it last night, or two nights ago.

KC: They what?

LS: They just got it. The school property?

KC: Yeah.

LS: They just got it two nights ago.

KC: Yeah, I pitched it to Bundy and he said "I'm not interested in any more property period. It's too hard to be taken care of." So apparently they got it in spite of him. But you know, when you make statements like then I'm not willing to bust my butt chasing drug addicts and beer joints.

LS: Yeah, it's frustrating and demoralizing too and you need to be working together and collaborating.

KC: He didn't give a shit what he did. We got a lot done. Part of the reason we got a lot done was that Woody was here for a generation. The only problem with being here for a generation . . . He got himself in trouble with the politicians with Frist, Thompson, and Hilleary. And at one time I thought they were going to get him. Like fire him. They did some housecleaning on park superintendents.

LS: I think he felt like he almost got fired. He kind of referred to that.

KC: I saved his butt.

LS: Oh, you did?

KC: Yeah. You know, they were asking him to do things with earmarks and he wasn't doing them. Or he was defying them. If you're going to be successful in a rural place, in the South, as a park Superintendent, you have to find some middle ground between National Park Service political correctness/insanity and the way normal people live and do things. And it took Woody a little while to figure that out. Find that balance. But I knew he would and I knew he was. I stood and took a bullet for him and it was worth it. But what it did, and I'm sure he resents this, is that it stopped his career. He didn't get, he probably wanted to go to a bigger and better park, and I don't know how he looks at it. He was probably frustrated about that. But I look at it as it was a wonderful thing. It helped this park. It's so much better because he was here long enough to have the vision to see the future and to make those things happen. It was huge.

LS: People all have such respect for him. I know he did say that early on he had wishes, he had wished to be in the bigger parks in the west and so maybe that was the one thing he didn't' end up doing, but he

didn't sound like he had regrets. It sounds like he really loved this park and was so happy to have that experience.

KC: He had so many accomplishments. Tell you something funny, a Woody story. They had this big going away party for him. They had it in Corinth, and twenty something years ago when we doing the collections survey . . . of course his hair catches on fire whenever he thinks about park hunters in the past or the future or whatever. I mean, just his hair catches on fire. The reality is, and I know this from my collection survey, it's all gone. Doesn't matter. They got it all years ago. It's gone. So anyway, George Reaves sends me on this, twenty something years ago, sends me on this collection survey and I run one of these no goods that sells everything. Well he's got this, got this big room with shelves all over the walls that are built to hold artillery shells. He has one. It's a six pound cannonball that he tells me he found in a ditch right beside Bloody Pond. So I buy the thing. It was the first Civil War artifact I ever bought and I have it in my collection which has grown substantially over the years. But anyway, I had it sitting there forever. Woody retires and I had it made up and mounted on a plaque and I gave it to him for retirement. And didn't tell him where it came from. Fred Prouty knows, he and I laugh about it. One of these days I'm going to tell him where it came from.

LS: That's funny.

KC: Anyway, he might feel obligated to turn it in or something if he knew. It's kind of my little joke. But he's a great guy. By virtue of his being here we got tons of stuff done

LS: Sounds like that between the two of you, you really made things happen.

KC: Yeah, great things. His vision and my sweat (laughs). I love to hang around people that have vision.

LS: Yeah, it's great. Alright, well this was wonderful.

KC: I want to get a copy of this.

LS: We will get you one. Thank you.

Interview on behalf of Shiloh National Military Park Administrative History



John Cornelison

Supervisory Archeologist, Southeast Archeological Center

March 24, 2016

JC: John Cornelison, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): My name is Liz Sargent. I am here with John Cornelison of the Southeast Archeological Center to conduct a personal interview on behalf of the Shiloh National Military Park Administrative History. I would appreciate it if John could introduce himself, and give me his name and address and current position.

John Cornelison (JC): OK. My name is John Cornelison, I am a Supervisory Archeologist with the Southeast Archeological Center in Tallahassee, Florida. We are at 2035 East Paul Dirac Drive, and our zip code is 32310.

LS: I will be asking you a few questions that relate directly to your work at Shiloh National Military Park over the years. I know from the research we have completed that you have been involved in at least three projects at the park, although I recognized that my information may be incomplete. The three projects that I know about are the Indian Mounds investigations, a metal detecting survey at Shiloh Battlefield, and an

archeological and geophysical survey of the Contraband Camp in Corinth. I would love to hear about those three projects, and any other projects that you have worked on there. I would also be interested to learn about any consultation and MOU development with the Chickasaw Nation you may have been involved in as part of the Indian Mounds investigations project.

JC: OK.

LS: I guess the Indian Mounds project would be the best place to start. I am very interested in how the project came about, how it was scoped, what kind of background efforts you conducted to do research and figure out what your research questions were going to be, and how the actual work proceeded.

JC: OK. Of course the first person to dig (not excavate) at the mound was Cornelius Cadle in 1899. He found the famous Shiloh pipe in Mound C. In 1914, famous mound explorer C.B. Moore mapped the mound group. This was followed by the work of the Civilian Works Administration (CWA). That effort was led by Frank H.H. Roberts. He and his crew started in December of 1933-34 I believe. They did extensive trenching of the plaza and cut all of the house mounds. I know that in their crews they had guys who were not trained archeologists, but were hired by the WPA. The approach was to use their shovels for measurement, for example, if a shovel was 5 feet long, they would use that to establish the width of the trenches they were digging.

Following that effort, there had been one other archeologist at the site. Gerald Smith of Memphis State University conducted excavations in the plaza in 1976. In 1979, John Ehrenhard who used to be the director of SEAC. He went in and established a datum, and basically dug two telephone booth sized excavation units in the top of Mound A. He excavated to a depth of about 7 meters (20+) feet in a one-by-one-foot square. That area has since suffered from erosion.

Then Paul Welch took a field school in there in 1999. He did the work to put together a lot of maps and coordinate the WPA-era material, even though the report was never finished on the WPA work. He had to estimate where a lot of their trenches had been dug.

LS: Was he a National Park Service employee or was he from one of the universities?

JC: No he was under contract to the park. He is currently at Southern Illinois University at Carbondale. He wrote a whole book on the project. He was under contract to the park.

While he was there with his field school in 1999, we came up to Shiloh with a few people from SEAC and our contract GPR operator and started trying to get a handle on where some of their lines were, rectifying the information with the maps, and seeing what work was being done. I believe that Woody Harrell, the park Superintendent, offered Paul the opportunity to excavate the mound but Paul did not want to take it on at that time. So that is why they selected David Anderson, who was with the National Park Service at the time, but is now at the University of Tennessee in Knoxville.

LS: He was with the National Park Service you say?

JC: He had been with the agency for about 12 years by that time. We went up there and worked together as a team, an equal team, and we divided the responsibilities. I was responsible for the logistics including how to get the dirt off the mound.

Basically in answer to the question you asked, it was Paul Welch's synthesis and maps and the GPR work that we did that guided our excavations. Then we had a major meeting where we invited tribal members, state historic preservation officers, Native American consultants, and a bunch of people from the region and the park. We met over two days and worked out the research design. We worked out whether we were going to cut a cross shape in the mound and sample all four quadrants, or just stick to the part that was endangered. By the end of the meeting, the consensus was that we would stick to the endangered part. Tony Parades, who was a National Park Service employee at the time, but had just retired from Florida State University, and was representing NAGPRA, said that it would be the equivalent of putting a trench through the Sistine Chapel so we wanted to limit what we disturbed.

LS: Oh, my!

JC: Yes, the mound had high ceremonial value. So we just stuck to the endangered part.

LS: And it was endangered because of the river bank erosion along the Tennessee River?

JC: Right. They could never get that under control. They dumped tons of riprap under it, but they could never get it to stop eroding.

LS: And so how big an area was threatened? How large of an area where you investigating?

JC: It was estimated that 25 feet would slough off across the face of the mound, which measured about 100 feet. So the area that was endangered and that we were working on was 100 by 25 feet.

LS: And what kind of depth are we talking about?

JC: The total depth of our units was probably 26 feet. We had to rent scaffolding to get up and be able to record the profiles.

LS: Wow! I have never heard of that. That is amazing.

JC: Yes.

LS: So how many people were involved in this, it sounds huge?

JC: We started out with just 8 or so of us the first year in 1999. And then we went back in 2001, 2002, 2003, and 2004. Our numbers peaked in 2003; we probably had 25 people on paid staff and that many people coming in to volunteer. We had an active volunteer program and they were coming in from all over.

LS: I bet. This was probably a pretty desirable project to work on. And unusual, so you had a lot of interest?

JC: And actually because of the way the park was set up there was available housing. That is usually what stops most people from volunteering, a lack of housing.

LS: Were the 25 National Park Service people all from SEAC, or were they from all over the country?

JC: They were hired through SEAC. Some were students that we hired from all over the country. We got several people that just did contract archeology and lived all over, others who were working on their Ph.Ds., and some who were at university, for example from Michigan and Michigan State, and many of the southern universities. Even one from Albion College. We had national, international, and tribal volunteers come to work on the project.

LS: And how much was this site consistent with other sites that you were familiar with?

JC: To get to do a major mound like this is fairly rare. Shiloh is relative unique since the mounds were saved on the battlefield and weren't plowed down, or damaged, or farmed down like most of them. It was basically an intact and protected mound. David Anderson had done much more prehistoric than I had. I am much more to the historic side. But neither one of us had excavated a mound like that before.

Benny Keel was our regional archeologist at the time. We worked with him to figure out the project along with John Ehrenhard, who was our director. We worked with them on how to go about excavating. Basically, what ended up happening was that we were able to excavate through sections of fill pretty fast, and then we would hit a living surface. That was basically the exterior of the mound for an extended period of time—twenty-five to fifty years—whatever. Later the residents would pile more soil on top and create another living surface. So the excavation was a fast-slow-fast-slow kind of process.

LS: And when you say living surface, what does that mean?

JC: Picture somebody piling up soil to make the mound. When they get it to 5 feet high, they may leave it that way for a generation. In that layer you find posthole stains from houses that were built there, artifacts that were dropped from people going around there, people making lithic flakes and stuff like that. Then they would add another 5 to 7 feet of dirt and build the mound bigger and then live on the next surface. So all the fill in between is not very interesting.

LS: Not really being used for anything, just piled up? When I talked to Steven Kidd about this, he said that there was an application of brighter colored clay on top of the layers

JC: Yes, there were several of these. The mound was red at one time and they colored it with red clay. This was a type of symbolic communication. Since this mound would have been visible to anyone coming down the river or up the river, visiting people would recognize the message that was trying to be sent. One living layer cap was white with rocks in it, another brown. On one surface we found two smaller mounds; we called them the gray-capped mounds. What our soil scientist, Sarah Sherwood, who is at University of the South in Sewanee now, said that they had taken the soil and cleaned the rocks and the twigs out of it and made it into a slurry and patted it onto the surface with their hands. She could actually see the microscopic pull-away of the hands in the soil. We do know from historic times that red villages represented war and white villages peace. But we can't really directly project into the past and know what these colors meant. But whatever they meant, it was part of their symbolic communication system, because they were having to go out and seek out a source for this colored soil. So it wasn't just what was available locally.

LS: So when you said earlier the clay was part of a message that they were trying to send, you are not sure exactly what that message was, you just know it was something important?

JC: We can speculate war or peace, but we cannot directly prove it.

LS: One of the things that Steven Kidd mentioned was just how striking the brightly colored clay would have been, what a dramatic view it would provide and how visible it would have been from the river. It might have indicated power, and send the message “don’t mess with us.”

JC: Exactly, coming down the river and seeing that, you would know you were in somebody’s territory. It sent a strong message. We had a young lady, Cindy Brummer, from out in Texas, she is an independent film maker and she made a movie “In Vivid Color: Voices from Shiloh’s Mound” about all this.¹

LS: I will look for that. That sounds interesting! In addition to the soil layers and that patted clay, did you find artifacts?

JC: We found about 300,000 artifacts during the whole process. The majority of those were pot fragments, some lithics, but we did not find any human remains and we feel very fortunate about that that we did not have to disturb anybody’s burials. We did find chunky stones, evidence of game-playing, and deer scapula, a few deer bones. But the main thing we found other than the stratigraphic colors is the overlapped houses. So on that edge of the mound like we have seen done in parks where there is one large house in the middle of a green lawn . . . They will have one big house on top of the mound which was otherwise covered with grass. But the reality is that there were multiple houses close together, side by side, overlapping over time. We found evidence of a lot of structures, a lot of buildings.

LS: How did that manifest itself? Were they post holes?

JC: Post mold patterns. We would excavate and map them, and go down to the next level where there would be another set, offset from the others, with a different structure or system.

LS: So do you think those were covered with skins, or some kind of wood?

JC: They were wood frame and probably covered with skins and vegetation.

LS: Do you think people were living there, or were they just used for ceremonies?

JC: It was probably the elites and their extended families who were living up there.

LS: So the pot fragment, were they suggesting that there were people up there handling food?

JC: Yes. Definitely. We think it was full time occupation. You know you have an advantage up there on the mound. We could see the storms coming down the river. You could estimate pretty closely when it was going to rain. So you had an advantage over the people living down 25 feet below you. I am not sure if that was an important thing, or how they manifested their power up there.

LS: From the work that you all did, were you able to think about the rest of the complex or village? Do you do any archeobotany, look for phytoliths, pollen records?

JC: Yes, they did a pollen core out of one of the ponds formed from one of the borrow pits. And they did a pollen reconstruction, and they did C-14 dating on it. You could see when sunflower was grown. You could see when the area burned and was cleared. So we have a pretty good pollen record. We tried a few

¹ Available at <https://archaeologychannel.org/video-guide/video-guide-menu/video-guide-summary/259-in-vivid-color-voices-from-shilohs-mound>.

other things, like archeomagnetism, and thermoluminescence, but neither one of those played out very well. We had a couple of specialists who wanted to come in and try their stuff.

LS: So it sounds like this was a pretty important project that you all worked on.

JC: It was a major... we really had the time to go very slowly and be very deliberate, and on a pristine mound like that it was a very important piece of work.

LS: I know that it is a national historic landmark, and the park has integrated the mounds into its interpretation. Otherwise, though, how has this information contributed to the overall body of knowledge about similar sites.

JC: What is happening now is that people are going back and looking at the older records on mound investigations to reinterpret the findings. They are re-considering the color changes now from what we found. They are helping move us away from the view of the mounds as a single hut on a grass covered platform, and the use of colors. We have had people go on to do master's work on colors on mounds and stuff like this.

LS: So you are influencing a new generation?

JC: Yes. And we got to train a good chunk of the Southeast region. People who will be doing archeology here for the next 30 to 40 years.

LS: I am sure it has helped the park understand how to manage the resources as well. How did you locate the borrow pits, or are they obvious?

JC: They are obvious. Half of them are filled with water. But what we did have a hard time locating was the palisade for the whole village. We mapped it as best we could with GPS going through the woods, but it was not a perfect system. Now that they have LiDAR you can clearly see it.

LS: Oh, how interesting!

JC: That was a tool we did not have at the time.

LS: So someone has done a LiDAR survey of the area.

JC: It was just recently flown in order to locate the mass graves dug after the battle. But they did fly over the mounds. And I think there is a woman doing a research project on the findings at the University of Tennessee.

LS: Do you remember working with the Chickasaw Nation on the project? Since you did not find any burials that was a relief, but you also probably had to have an agreement in place before you started work.

JC: At the two-day meeting that I told you about, we came up with the MOU. This was a model for a very successful MOU because we had already determined that the CCC trenches were where, if we had any burials, that is where they would be reburied. That was already determined. We had a great relationship with Mr. Kirk Perry of the Chickasaw Nation and we had one Chickasaw Archeologist who worked with us every year, Donna Rausch.

LS: That is helpful.

JC: And we had a decent number of tribal visitors. One time the elders came and took a tour. We had a few other people who were interested from the tribes who would show up and we would give them a tour. So, I think we had a very good relationship overall.

LS: Has there been any follow up work other than the LIDAR survey?

JC: Not back at the mounds. We do have a GPR survey scheduled for the plaza area. A more comprehensive one in one or two years.

LS: Were there other projects that you have done at the park?

JC: Yes, I have done a lot of systematic metal detecting up there. The park was marked by veterans and it was marked early on. That information is extremely accurate. So the veterans were able to indicate where they were standing during phases of the battle . . . and that is where the markers were installed. So we did not need to determine the lines of battle. But what we were able to find out is a lot of information about the equipment they used, the armaments they used, and the intensity of fire. Because you can look at the amount of dropped bullets in relationship to the bullets that are coming in, you can get a sense of how intense the fire was and compare it across that battlefield. You can't really compare it with other battlefields, but you can look and say, this was a much worse position to be in than that. So we got a lot of information like that. One thing we got definitive proof that there were still flintlocks being used in the Civil War. We found remains of that.

We also looked for the hospital, which was the first army level hospital, I believe, ever. It is marked and commemorated, but we could not find direct evidence of it from the work we did.

LS: You were not able to find any evidence?

JC: No, the remains of where the surgical stuff was, we did not find any of that.

LS: When you say systematic, what do you mean by that?

JC: We were going several times a year for probably five years. And systematic means that instead of just one person going and metal detecting, we have a line of people and we collect information going across the sample universe.

LS: OK.

JC: We don't try to get everything. A hobby metal detector might try and pick up everything they can, and they can't go very far. But we just try to cut across it and sample the whole thing.

LS: Do you ever interview the collectors in the area, to find out what they know?

JC: I have worked with a lot of them over the years. One comes to mind, he was about 85 years old and had been metal detecting for years, for decades, south of the park. They would show us what they had found and where they got them from.

LS: Are there other parcels adjacent to the park that have been surveyed? Are there any parcels that might be of interest for future acquisition.

JC: They have put a lot of new units in, a lot of new parcels. But most of them are where they units formed up, which is interesting and good information to know, but it is not as critical. I mean they acquired most of the core battlefield during the War Department period. Since then they have filled in a little bit here and there.

LS: So the land that wasn't acquired right away was not as important?

JC: Yea. But the new units help protect the setting so it doesn't turn into some kind of factory or something.

LS: It seems like the Civil War Trust is helping them acquire all of the land within the authorized boundary. They seem very interested in completing the park as it was originally envisioned.

JC: And that was why the housing was available, because the parcels the Civil War Trust brought in had houses on them and that is where we could put people up, the volunteers, etc.

LS: Wow. Wonderful!

I also see that you have done some work at Corinth?

JC: I have worked at Corinth. Now the Contraband Camp was really done by Charles Lawson. He worked for me, but he was the lead archeologist on the project. I was there to help him. We didn't find much. We found a firing range. A Civil War firing range or practice range. As far as evidence of the camp, we did not find much.

I did work also near the visitor center.

LS: The Robinett Battery?

JC: Battery Robinett, yes, I did a lot of work there. I did excavation, systematic metal detector survey, shovel testing. We found the outline of the original battery with our GPR and excavated it. And we found a couple of Union burials there that were potentially African-American

LS: What year did you work on that?

JC: Around 1998-2001.

LS: So right around the time that the park is getting established through Congressional legislation?

JC: Right. Exactly.

LS: Well that is exciting. So there is a reconstructed earthwork?

JC: The Battery Robinett that is there is an interpretive feature. We did find the original. We found the ditch of the real one. Right there on the parcel.

LS: So was that your first experience at Shiloh?

JC: I am trying to think what the first time I went to Shiloh was. Well actually, I went there many years ago and was trained in how to use GPS. That was the first time I went there. And then I also did some work up there early on. I just can't remember when that was.

LS: A mitigation project?

JC: Some little shovel testing thing. For compliance with Section 106 of the national Historic Preservation Act. But I know we had sent a crew up there one time to look for a murder weapon in Bloody Pond. And they wanted the crew to go in the pond and look for a missing murder weapon.

LS: Otherwise just mitigation projects?

JC: Yes, we investigation before they put in a utility line or an underground wire or some such.

LS: Are you one of the most experienced SEAC employees in terms of working at Shiloh?

JC: Yes, I have been doing a lot of work at all the Civil War parks in the region. They are my purview.

LS: So you have lots of experience with the Civil War parks.

JC: Yes, I have done all the military parks that we have in this region from all wars.

LS: Well that is great experience! So are there any other projects that were ground breaking where you found really interesting stuff at the park?

JC: We have covered it pretty much.

LS: And you said that you have a GPR project coming up in one to two years. Any other plans at Shiloh for the future?

JC: That is it for Shiloh. It is pretty stable, they are not planning to build anything, and the new lands don't have to be surveyed when they come into the park. So we don't get too much work up there now.

LS: Oh, incoming lands don't have to be surveyed?

JC: Only outgoing.

LS: Are the mounds more stable now? Has the work the Corps did to stabilize the river banks been successful in slowing erosion?

JC: From the last person we had visit there and from the results of the LIDAR, the erosion is continuing into the 25 foot area.

LS: So it is good that you all did your project to mitigate that loss!

JC: Right. Basically, when we dug that mound, the information we recorded, the pictures, the maps, the artifacts, all that replaces the damage that is going to occur. Basically we excavate to record that information since we won't have that part of the mound anymore. So we were pretty fortunate since they have not been able to stop it from eroding.

LS: Are the artifacts at the park, or are they in Florida?

JC: They are here in Tallahassee, but they belong to the park. We are just the curation center, and help out with whatever they want to do, we send them up, or they come down in order to make exhibits or whatever.

LS: Have there been some good exhibits using the artifacts and the information you collected?

JC: There are exhibits, and I am sure they use some of our information at the Corinth Interpretive Center. But I know they have also done some work related to the mounds at the Tennessee River Museum in Savannah. The park has helped with that.

LS: Oh, yes. I have been there and talked to the director, and seen the Effigy pipe.

JC: Right. That is a big artifact. It is a big deal.

LS: I guess that has been on loan internationally. It is a pretty important piece. But the work that you all have done is similarly very important. And it sounds like that you have been asked to speak on several occasions on this work. Steven Kidd you have done many PowerPoints on the project?

JC: Yes, we have probably done a dozen or more presentations on it.

LS: So that is part of the interpretive story.

JC: Yes.

LS: It is very interesting that you have trained that whole generation of archeologists, and that there are people now following up with the stratigraphy as you mentioned. I was wondering if you had any more thoughts on the importance of this project and what it meant to you?

JC: I think we have covered everything. I did want to mention that the Superintendent, Woody Harrell, and Stacy Allen were super supportive. The work would not have gotten done without the support of the park. They really worked hard to make it happen and keep it going.

LS: So these projects have to be joint efforts between the region and the parks and SEAC and locating funding? Not an easy task.

JC: Right. It was a lot of money.

LS: Where did the money come from? An appropriation, a budget item?

JC: It was a Congressional appropriation that was all tied into acquiring the properties out at the park and building a bridge at Dill Branch. We funded this out of that appropriation.

As I final thought, the mound is still eroding and at some point the NPS will have to address this issue again. We were not funded for our final season and a lot of important information is still missing.

LS: OK, this is very helpful. I think that is all the questions I have. We will send you a transcript to review. Please feel free also to add anything if you want. I have done several of these where people sent additional information after the fact. We can still add to this.

JC: Sounds great.

LS: Thank you so much, John, I really appreciate it. Take care.

John JC bio information

Supervisory Archeologist
National Park Service
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2014–present (2016)

Archeologist
National Park Service
Southeast Archeology Center
1990–2014

University of Southern Mississippi
Master of Science (MS), Anthropology
1986–1989

University of Southern Mississippi
Bachelor of Science (BS), Political Science
1983–1986

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Interview on behalf of Shiloh National Military Park Administrative History



Dr. Joe Garrison

Review and Compliance, Section 106, Tennessee Historical Commission

April 15, 2015

Liz Sargent: This is Liz Sargent meeting with Dr. Joe Garrison at the Tennessee Historical Commission offices on Lebanon Road in Nashville. Dr. Joe Garrison is the Review and Compliance (Section 106) coordinator for the Commission. As such, he is responsible to review projects proposed for Shiloh National Military Park.

Dr. Garrison, I am interested in learning more about your background, and how you came to your current position.

JG:[Joe Garrison provides a typed summary of his background and experience in his current position.] I'm a POH – plain old historian. My degree is in United States history. Actually, it's in trade union history from Georgia State University. I graduated in December 1976, back when dinosaurs walked down these streets.

LS:Great! And before working here, you worked for the city of Atlanta?

JG:Yeah, I was a project administrator for a historic preservation projects for the Department of Housing and Urban Development. They were funded through the city of Atlanta CDBG program. We did about

thirty-four projects. Some of them were big and some of them were little, but they were all historic. We put money in the Fox Theater, which you may have heard of. Lots of what have now been – Atlanta University, Spelman College, Morehouse College – black universities – would put a lot of money into restoring some of their buildings.

Basically, I'm a generation of historians who, when I got out of school there were no jobs. There were thirteen people in my Ph.D. class and one of them got a job as a teacher at a junior college. The rest of them were out milking cows, driving cabs, whatever.

So a friend of mine found a bulletin board that said, "History's Something." He said, "Well, you know, you're history; it's history." I said, "Oh heck yeah, sure." So, I spent about two years OJTing what historic preservation was all about, and then fell into this job. They needed a Review Compliance Coordinator and I'm sort of a systems sort of guy, a process sort of guy. So, that's been a marriage made in . . . somewhere – I'm not sure about heaven, but somewhere.

LS: Have you been working with Shiloh almost the entire time?

JG: From the very beginning, yeah. As a matter of fact, if you look at the log I printed out, it goes back pretty much to the beginning. You can see the kind of stuff we've done. A lot of it's just goofy stuff: tree burning and different things that really are just normal SOP. Obviously, since the Nationwide Programmatic Agreement is concerned, most of this stuff just kind of falls by the wayside because it's done in-house, which is just fine. As I say, we've got ten park units in Tennessee and they've all been pretty compliant. You know, it's a park service. The acorn is not going to fall far from the tree.

LS: But they have to get the finances to do things, like their 110.

How have things evolved over that period? Have things gotten more restrictive, more challenging, in terms of getting through the compliance network?

JG: No, I don't really think so. The only thing you can say about the National Park Service is that it's one of those agencies that's sort of like Davy Crockett. It's sure it's right and then goes ahead. It's not quite sure why it needs to: "Do we have to ask you to do stuff when we already know how we're supposed to do it?" I'm going, "In most cases, no you don't." Occasionally they'll want to tear stuff down that I'm going, "Yeah, maybe on second thought you don't want to," but I'm not one of those guys that paws through every nook and cranny, saying, "Gee, it might be better if you painted it pink." That's just silly. I figure the National Park Service has people on staff who have a hell of a lot more expertise in the kinds of stuff that the National Park Service does.

Usually, it's process. Every federal agency works the same way. This is not peculiar to the National Park Service. We deal with like ninety different federal agencies and I see it all the time. You've got three different review processes going at the same time. You've got 106, you've got NEPA, and you've also got the agency's internal review process, the general management plan is the National Park Service version of that.

You're sitting there as a superintendent and you're trying to marry up: Okay, we've got a GMP process, we've got a NEPA process, we've got a 106 process all dealing with the same undertaking – timing overlap . . . what goes with what? Can we use this documentation to satisfy you? Can we do this? Can we do this? That's where it really gets to be a pain in the butt. Normally, if we could all just sit down and say, "Okay, how much wood would a woodchuck chuck," then we could solve it.

LS: I know. It would be nice to put everything into a framework and say, “What’s the first document?” Obviously, the GMP is supposed to be the overarching document, but it doesn’t always get funded in the right sequence. So, what would the best sequence be?

JG: Your point is extremely well taken. Okay, Chickamauga/Chattanooga just sent us Lookout Mountain’s GMP and then asked for a formal response. Of course, being the professional I am, I went, “La, la, la, la, la” because we do not respond to planning documents, because planning documents are dust catchers. If you are going to do something in the planning document where you’ve got PEPC for it and you’re ready to travel and you bring it to me and we’ll look it. Either that, or I’ll say, “Hey, it’s within the purview of the Nationwide PA, and why did you bother.”

So, that will get you into trouble. That philosophy that I just said will get you into trouble because – here’s a good example. Great Smokies came out with a GMP back in ’82. They were basically going to revert. They were going to get rid of anything that wasn’t montane alluvial forest. And we thought, “Well, that sounds all right.” Actually that was before my time; I didn’t come until ’84. But my predecessor said, “OK,” so they wrote a letter on the GMP saying “That’s fine.”

Three historic agglomerations and properties in there. They went “Pfft.” No evaluation of eligibility; the National Park Service didn’t think they were eligible. They were just old shacks, why should we even bother. So, we got burned on that, and that left a taste in our mouths were we just don’t respond. It’s not just National Park Service, it’s any planning document that any agency sends us.

You would not believe . . . Federal Highway Administration – I don’t know if you’re familiar with them at all – they have these things called Local Metropolitan Planning Documents and they throw the web out thirty to forty years. “What are our transportation needs going to be in forty years,” and they want me to look at that from an environmental review standpoint, from a cultural resources standpoint and say, “Well, you know.” I’m going, “Thirty or forty years there’s going to be a whole new crop of NR eligible stuff. Come on, I’m not going to say anything about that.”

So, park superintendents are just like everybody else. They want finite lists of things: “Thou may touch; thou may not touch.” That’s what they want.

And the National Register is a dynamic process. It’s a movable feast, and you can’t do that. People use it as a planning document. It isn’t; 106 is not a planning document. It’s a dynamic document that looks at things as they are today.

Now a thing like Shiloh, that doesn’t change very much – I think the most intriguing thing that’s happened to Shiloh in the last year is Mississippi finally decided to put their monument in. So, in a place like Shiloh, things just kind of rock along; there’s no real problem. But, in other places that have a more dynamic range – like the Smokies, or the Natchez Trace for example – there’s going to be a lot more, “Yeah, it’s important to talk about it today.” What wasn’t eligible two years ago has suddenly become eligible.

This is probably where you really know what I’m talking about. When you really get into things like ABPP where they’re buying up land – and I had a discussion with one of Paul Hawk’s people yesterday about two acquisition that they’re going to make in my state – and they’re going, “Well, we just never send these for 106. They’re just acquisitions.” I’m going, “If you look at the undertaking, it’s not only an acquisition, once they get that land, they’re going to get rid of historic buildings. Oh, you might want to be interested in that,” and I’m saying “You got it.” Places like Charlotte, you don’t have to worry about that. They already know.

LS: Except that I've spoken with the Civil War Trust and they have acquired Fallen Timbers. And then there's the Davis Bridge land . . .

JG: You know, I was beginning to like you until you started saying things like Davis Bridge. That is the biggest zoo parade because it's almost like, "Okay, where's Alaska?" Are you nuts? I sympathize with the park. I do, I do. I do sympathize with the park. But because I work for a state agency, I can't say that too loud.

LS: Mm-hmm.

JG: Yes.

LS: So, those are parcels where you really need to be involved in the process, right?

JG: We sniffed around Davis Bridge, but I've had some things explained to me about Davis Bridge.

LS: All right.

JG: Poor Fred was right in the middle of all that silliness until he retired. It is a zoo parade. I just hope it goes away.

LS: But, the state owns the land right now, and so the question is whether it can be transferred to the National Park Service and the Department of the Interior.

JG: And then, whether they want it, and "where are we going to put the bridge."

LS: Fred told me there's plans for trails and things like that.

JG: See, that's the point. It's no use – and we know this; my agency is in the Civil War land acquisition business, big time. Fred does not want all the land in Tennessee. He just wants the part that's next to his. It doesn't hurt that his wife's a real estate agent. I think that's what their pillow talk is, "Did you get that ten acres?" He goes, "Yeah, maybe I got it."

But, there is no reason to acquire land if you're not going to interpret it. So, the foreseeable and the cumulative starts dropping in because: yes, you're going to put trails on it; yes, you're going to put a visitor center on it; yes, you're going to have to be careful with all that stuff.

Then you have these collaterals where several agencies get together and pot their money together and give it to some municipality to do that kind of stuff. We had that situation in Clarksville. There's a really great fortification there on the river called Fort Defiance – actually, it's called Fort Bruce. You know about Fort Defiance?

LS: No, but I like the name.

JG: Fort Defiance was a Confederate fort that when those boys came down the river, that flag went down real fast. There must be another definition for defiance. Then it was named after somebody Bruce, so it became Fort Bruce. It's a beautiful earthwork fort right on the river. They wanted to put in a visitors center there. Well, they got Department of Transportation money, basically enhancement money, and were going to build a visitor center. They were going to build the visitor center right through the earthworks. And when we suggested that was a problem they said, "Oh, we didn't know that that was so important." We're going, "OK, yeah."

Then you have LWCF. There's a lot of Civil War stuff that gets bought up, or revolutionary war stuff that gets bought up with LWCF.

LS: What's that stand for?

JG: Land and Water Conservation Fund.

Then it's all covenanted, so every time they want – it's usually for parks – so any time they want to do something else, they have to come back to us and say, “Well, we acquired the land with federal money, but now we want to take local parks improvement money and put a jungle gym right there where the cannons used to be.” And I'm going, “No, no, no.”

At least with Shiloh, it's pure. You've got two major pots of money. You've got National Park Service money, and you've got Friend's money. If you can balance that all out, you're probably going to be OK. Because any other federal money, like Corps of Engineers money or Eastern National money – or whatever comes in – you're going to know about it. You're going to be sitting at the same table planning it out with them.

LS: Got it.

So another question I have is whether the Cultural Landscape Initiative has affected how you review sites. I'm not a cultural landscape specialist, so we sometimes look at intangible qualities of cultural resources – patterns of spatial organization and land uses and natural systems and features. How do those play into your evaluations of historic properties?

JG: They always have. But, let me say this: cultural landscapes fall under the same heading, as far as we're concerned, as TCPs in the sense that you can get a cultural landscape person out there and they can talk about it and they can either talk about what it is now, what it used to be, or what they are going to do to it. And then I'm going, “Okay – today. Is it an intact cultural landscape that somebody's going to do something to today?” Is it a crumbed-up cultural landscape that the National Park Service is going to restore today?”

LS: Right, and for Shiloh, that's one of the issues I was wondering about.

JG: The problem is – and you and I can arm wrestle over this one for a long time, and you'd probably win because I'm not a cultural landscape person – but does it rise to the level of eligibility for listing in the National Register. It can't be just your run-of-the-mill cultural landscape. It has to have significance. I'm not saying what you and you're craftspeople could do to it six months from now to make it that way. I'm saying, “Is it that way today?” And if what you're proposing to do with it is going to crumb up something that already is eligible, then I'm going to decide against it.

I don't want to get into balancing acts. I think it's laudable that the National Park Service wants to do those sorts of things. However, that philosophy sure did give me a really interesting fifteen years with the Great Smokies and Elkmont because what they proposed to do at Elkmont was totally justified from my point of view. If it had any justification at all, it wasn't because of the natural; it was because of the cultural. They were returning it to montane alluvial forest, and that has cultural significance. That's the cultural milieu in which people found themselves. I didn't give a damn about the natural side because I don't know enough to know. But, in their haste to influence their planning philosophy that way, they said, “Well, we can blow Elmont away.” I'm going, “No you can't.”

The job that I do – and I think that if you talk to anybody that’s in review compliance, they’ll say the same thing. The job that I do is not advocacy. I don’t advocate for anything. If you come to me and say, “Okay, help me figure out an alternative that will satisfy. . . .” No, that’s not my job. My job is to adjudicate. You bring me something, I go, “OK, bing, bing, bing. Will it do this? Will it do that?” You can advocate, or somebody else can advocate, or somebody in the National Park Service can advocate, or the guy who’s building a cell tower right next to Shiloh Military Park can advocate. And then I have to go, “No, no, no, no.”

As far as cultural landscapes at Shiloh, again, I think it’s laudable – but, if it interfered in any way with the significant interpretation of that battlefield, which is what Shiloh is primarily there to do, I would begin to question it.

LS: I’m more thinking about, let’s say they want to restore field patterns that were there at the time of the battle so they’ve cleared and they’ve opened things up

JG: As long as they didn’t dig up all the buttons and bows and swords and all that crap, that’s fine. If you do it – as my sainted grandmother would say – “tastefully,” that’s fine. If you do it with some discernment, where you’re not gaining something at the cost of something, who cares? If it helps interpret the battle – they’ve been doing that kind of stuff at Monticello for decades now – it helps interpret the site, so why not.

LS: I just didn’t know how much more you’re seeing those kinds of projects

JG: No more than usual. If they’re doing them, they’re not telling me about it.

LS: I know they cleared some of the fields and they restored the peach orchards and some of the roads have been reconfigured to be more historically accurate.

JG: If they’re doing it with the philosophy in mind of telling the story, that’s fine. If they can tell the story better, that’s even better.

LS: And how do you deal with things like Mission 66, which are on the edge of being eligible, and the national context isn’t necessarily established?

JG: We’ve been dealing with Mission 66 for a long time now. It’s sort of like the Cold War era: “Is it or isn’t it?” And I haven’t been on this planet long enough to know. That’s why we have the 50-year rule. They’re putting stuff on the National Register that I grew up in. I’m going, “Wait a minute, am I that over the hill?”

What we would say about Mission 66 is – and this is more a National Register question than a 106 question – we have a perfectly good National Register staff upstairs. If they tell me it’s Hanes, it’s Hanes. I’ll put my suit on and defend it. It seems to me that if it’s clustered you have a better chance of working it through. It’s very much like – if you are familiar with the Department of Defense at all, they went through this thing of PPV about six or seven years ago where they basically took a lot of housing that had been privately built right after World War II that they had acquired because the companies that built them that were supposed to be managing them went belly up. Capehart Wherry housing. Well now, those are coming back around again and they are basically selling them off again.

If they’re clustered like that, or if there are whole neighborhoods of Mission 66 features where you’ve got all the houses, the maintenance sheds, the whole nine yards, it makes more sense than if you have one leftover house somewhere out in the woods.

LS: That's kind of a cultural landscape issue, too. It's the patterning and it's the complement of all of the things that formed the idea, that supported the idea of Mission 66.

JG: I don't have a problem with that philosophy any more than I have a problem with Cold War significance philosophy. But, I don't know – there are planning things and philosophies of the National Park Service and processes of the National Park Service that are more central to my understanding of the National Park Service than Mission 66. Let's just put it that way.

JG: In general, the National Park Service has done a really masterful job of telling the bigger story in the parks, including the Civil War story. When Mary Ann Peckham – and that guy at Gettysburg [hopes to come back to a name] – started this whole business, and we had those two conferences . . . fortunately one was here in Nashville because Stones River is right up the street . . . Just that notion that there's more to the story than famous white men and the battles they shot at each other over, and you had to get past the fact that those battlefield sites were sand tables.

LS: What do you mean by “sand tables?”

JG: I'm sorry; that's my military background.

LS: I'm just not familiar with that term.

JG: OK, a sand table is – you have to bear with me – some stuff you know, some stuff you don't know. I don't know which is which. Do you understand the term Kriegsspiele?

LS: No, I don't know that term either.

JG: Kriegsspiele is German for war games. What happened after the Napoleonic battles of the early nineteenth century, when Napoleon lost them all, the people who won—everybody says “Wellington”—but the people who really won were the Prussians. They were the folks that showed up the last part of that battle. Am I telling you stuff you already know?

LS: No, this is great. This is very helpful.

JG: What happened was by then they understood that one guy couldn't keep it all in his head. So, you have the beginnings of what is called general staff. I'm sure you understand that. But the way you train general staff people on the one side – in other words, I'm responsible for operations, I'm responsible for training, I'm responsible for people, I'm responsible for logistics – OK, the way that you train them, the way that you get them used to doing their jobs properly so that the guy who's running things doesn't have to keep all this stuff in his head is you assign them to figure it out. Then, they translate what they figured out about how to fight the battle to what are called branch chiefs. “I'm the cavalry dude. I'm the artillery dude. Tell me what I'm supposed to do and when I'm supposed to do it.”

Well, nobody is going to invest battlefields in that. Nobody is going to invest acreage in that. So, what they do is they set up this thing called war games, Kriegsspiele. And you basically have a sand table, or you have a floor inside a big barn, and you set these things up and you move the pieces. Then you go, “Okay, Sandhurst or West Point,” or wherever naval academy, because you can do it with ships as well. “We're going to train you how to fight this kind of battle.” The enemy gives you these problems: terrain problems, logistical problems, equipment problems, and you're going to solve them on this sand table.

Well, the floors – which is what they actually started if you read H.G. Wells, who wrote a little book called *Little Games*; you read that book some time because it will tell you how this all works.

LS: Interesting.

JG: The floors got to be too big. Then they decided that it was stupid to make up battles. “Why can’t we just use real battles?” So, they developed these things called sand tables. If you go to Stones River, if you have a minute, call up Gale, who’s the superintendent there – and say, “Can I come to Stones River, can I see your sand table?”

LS: OK.

JG: Because all of these battlefields belonged to the War Department, as you well know, before they shifted over to the National Park Service. They were all used that way. The battlefields themselves were used as sand tables and when you couldn’t get on the battlefield, they actually had people who built a scale model of the thing and the one for Stones River is under glass and it’s in the basement of Stones River – unless they’ve gotten rid of it.

So, you had to get the War Department mentality out of the National Park Service before you could get the National Park Service to want to tell the bigger story. Does that make sense?

LS: Yeah.

JG: I’ve said all that to say all this. That’s probably much more than you wanted to know.

LS: No, it’s great, because it makes a lot of sense. I know there was the transition after ‘33, when there was a shift in the parks from a military role to a public interpretation role. Under the War Department the national military parks were for military education and staff rides and training and that kind of thing.

JG: Exactly.

LS: But then people started coming anyway, and so they needed to tell the story to a broader public.

JG: And the harder thing is . . . everybody says that infiltration, the taking over within the authorized boundaries of things that have nothing to do with the interpretation of the battle, is the real problem. It is . . . an encroachment.

The other real problem is people coming to a national military park for some reason other than famous white men and the battles they fought. Stones River is a good example of that where I would say half to two-thirds of the people who come to Stones River National Battlefield are not there for the battle. They’re not even there for the bigger story. They’re there because it’s a damn fine running trail. The best example of that, that I know of, is Kennesaw, where back in the dawn of time, park rangers weren’t enough. So, the superintendent and the little county sheriff said, “Let’s get together and we’ll patrol.” But then you’ve got a lot of people who use your ball field, and now you can’t tell why people are at Kennesaw.

LS: Yeah.

JG: So, the National Park Services is constant. At Shiloh there’s not too much problem with that.

LS: Because you don’t have a big populace right nearby that needs the recreation.

JG: The problem with Shiloh is this, from my standpoint – and I think Woody did – given what the National Park Service handed Woody, and given Woody’s natural predilections, Woody did a pretty fine job of this anyway. That is: protecting, and evaluating, and interpreting the significant non battle-related resources, all that great palisade of archeology that they’ve got there on the river.

LS: Yeah.

JG: He might say . . . “You know, I’m here to talk about Gus. I’m not here to talk about Indians. Prehistoric Indians; I don’t give a damn.” And yet, the National Park Service – through Woody – and the Corps of Engineers got together and secured that bluff line, and as my sainted grandmother would say, “That was a bitch,” because that’s expensive and it took about five years to figure out how to do it.

LS: When you have part of the cemetery falling into the river, you’ve got to do something.

JG: But another superintendent would have said, “Screw it; it’s not part of my brief.”

LS: I guess they did close the road for a while for a while.

JG: They closed the road. But, he brought down archeological summer school programs. They mapped out that whole plaza. It’s a lot bigger than even we knew about when we started it. From an SHPO point of view, that was big medicine, because they didn’t have to do that. But Woody said, “It’s an important resource; it’s part of the bigger story. Not too many people are going to come here to see it, but the ones that do, we want to do it right.” So, that was a big deal.

I’ve kind of gone far field.

LS: That’s okay. Anything that relates to your experience at Shiloh is well worth it.

Well, shifting gears again, other questions that I have relate to the ways you might interact with the staff at Shiloh other than reviewing 106-related project. For example, are you on any boards, or Civil War groups with Shiloh personnel?

JG: No. I am so thinly spread that I don’t really have any avocational interest in thirteen hour days. I go home and my interests are elsewhere.

But, mostly what we do here is very reactive. If somebody brings us something we say, “Yes, no, maybe.” I think it’s one of the situations where you have to be careful what you wish for; you might get your wish.

The immediate predecessor of the current Programmatic Agreement was lousy. So, a lot of people worked really hard to get the current Nationwide Programmatic Agreement in place. Regional offices supported it; superintendents supported it. In fact, I just got a bunch of letters from various park superintendents, “Here we are; this is what we did all year. Aren’t we cool.” So, my individual interactions with various park units is really a lot less now than it was say ten years ago because with PEPC and with the new PA, and with a fair amount of good will within the park service, for God’s sake, they don’t really bring me that much anymore.

A lot of times what an agency will do – and the National Park Service is no exception – is they’ll ask me a question that they already know the answer to. They’ll ask me for support of something that they already know I’m going to support because it’s reasonable to support it. And what that usually means is

there's some fringe group or there's some goofies out in the wings who are scratching at the door and they want to have the SHPO's imprimatur "Well, the SHPO said it was cool."

As far as anything substantive, I'm always afraid that they're doing stuff that I don't know about. But I can't prove it, and I have no real reason to prove it. There are agencies that I have a lot more reason to feel that way about than the National Park Service.

LS: [Joe Garrison provides a list of all the Section 106 projects that the SHPO has reviewed since the 1980s] This is great, to have a list of all the projects.

JG: The list shows the dinky, little stuff that we do.

LS: There hasn't really been anything big since you've been involved, like rerouting the road.

JG: The rerouting and I guess all that stuff on the river were the big things, and a lot of the interpretation of the archeological stuff. But Stacy's been there since God was a guppy, and I trust him to walk my dog. I don't think he's going to screw up the place.

LS: So, he's on top of it and taking care of business.

JG: He really is.

LS: Taking care of business. You guys haven't had to do a whole lot.

JG: The only park unit that I've ever had to tilt with is the Smokies.

LS: Because they're kind of straddling the natural/cultural divide?

JG: And, they're crazy as bedbugs over there.

LS: That's funny.

They also have North Carolina *and* Tennessee to deal with.

JG: It's funny because in my short career, I walked into a settled, very, very circumscribed understanding of National Register eligibility. The first thing that blew the top off of that was cultural landscapes.

LS: Yes.

JG: We had several conferences here, regional conferences, to try to wrap our minds around that.

LS: I know; it's very hard.

JG: Then, once we thought we had a vague notion of how that all worked, then we got TCPs and that blew another hole in it.

LS: Heritage areas.

JG: Now, we've got mid-century and I'm going, "Okay, I understand, 'cause I'm old enough to be on the National Register; in fact, I've got a National Register listing upstairs that says I am on the National Register. When I turned 50, all those years ago, they put me on the National Register.

LS: Perfect.

JG: So I understand it, but it is a dynamic process. I'm retiring within another year or so, and it's funny at this point in my life to see that progression of interest shift from the democratization ideal of history is for everybody and let's have a National Register of Historic Places that reflect that, and we always are sure that we know what that means until somebody like you comes along and says, "Yeah, but what about so-and-so."

LS: I know.

JG: It's really cool; it's really great. It means that the profession is dynamic.

LS: I went to a very interesting conference a couple of years ago at Rutgers University and I didn't expect it to be international, but it was. It brought almost a quotient of indigenous peoples from all over the world to talk about how their cultural landscape experiencing was influencing tourism and trade, and the lessons and the value of when they're having environmental crises how bringing those lessons from their past to solve problems and then to bring eco-tourists in to see that and then actually helping them perpetuate that. It was just fascinating. So, I see the sort of large landscape and this heritage area thing. Everything's moving, like you said, in a different direction.

One professor from Canada kind of summarized it for me in a really interesting way. He said, "When preservation started, it was antiquities, it was the purview of archeologists. We were looking way back and we were looking at ruins. Then, at a certain point, we took on the historic people – like Washington with the Mount Vernon Ladies Association – so it was the purview of historians and it was about the great white important figures (male figures mostly). Then later it became about object buildings and architects, and architecture, and now it's moved into this landscape area." So, I don't know where the future from there is, but it's a really interesting progression.

JG: If you have only one lens through which to interpret how this country has grown – and I use that word advisedly – in its interpretation of what democracy is, you can use that. When people who had limited power and limited influence grouped together and said to whatever politicians they can get to listen to them, "No more interstate highways through Monday," we're good. No more ballparks taking out hundreds of acres of houses."

My job has been trying to convince people that their history is significant. The mechanism I use for that is the National Register. It's fantastic.

My wife has a bucket list and at the top of that list is going to Tanzania. It isn't as much for the "Lions and Tigers and Bears, oh my" as you might think. It is how the indigenous population has dealt with that overburden of nature and what is done with it, what has not been done with it. She's as interested in that as she is with – hell, we can go to the zoo and see a lion; that's a problem. She wants to understand the mechanisms of how people have been dealing with that sort of thing, what uses can they put it to? A lion; you eat a lion, you're shooting yourself in the foot. To do an eco-tourist safari, and not a hot air balloon, you can eat for a year.

That's what's fascinating. If they can keep from killing each other enough to actually take advantage of it.

LS: That is very interesting.

JG: You're going to see Gib this afternoon?

LS: Yes, and then I'm going to Shiloh where I will interview several former park staff and the gentleman who is involved in the Tennessee River Museum there. After that I will go to Corinth where Woody lives now, to interview him and Rosemary Williams – she's the one that really was instrumental in establishing the Corinth unit. Then, Tim Smith, who used to work for the park.

JG: You're certainly well connected; you have all the names down.

LS: The park has provided me with lots of support. These are the names that they suggested that would be useful for the report.

JG: Tell the solemn old judge [Woody] I said, "Hey."

LS: Sure.

JG: He was debating at one time that they were going to move back toward his home. I think he just decided that he liked that part of the world and it had been good to him and his family. I haven't seen Woody in a long time.

LS: I will tell him you said hello! This has been great. Thank you very much.

Interview on behalf of Shiloh National Military Park Administrative History



Haywood S. “Woody” Harrell

Former Superintendent, Shiloh National Military Park

April 15, 2015

Liz Sargent (LS): This is Liz Sargent on April 15, 2015. I am here interviewing Haywood S. Harrell, known to everyone as Woody, former Superintendent of Shiloh National Military Park, about his experiences and some of the overarching trends in the National Park Service and in cultural landscape preservation and battlefield preservation during his tenure between 1990 and 20

Haywood Harrell (HS): 12.

LS: 2012. Great. So if you could just give us your full name and address and perhaps some information on the role or roles that you played in Park administration, that would get us started

HH: Haywood S. Harrell, 3206 North Madison Street, Corinth, Mississippi 38834. I came in August of ‘90 to be the park superintendent. This was my first superintendency. I was expecting to stay at Shiloh for two or three years, then move my career west to high mountains, tall trees, big sky, but the Shiloh job

kept growing and evolving. And I was never able to pull myself away. In 2012, the timing seemed right to attempt a longtime personal goal of hiking the Appalachian Trail. So the day after Shiloh's 150th anniversary, I turned in my keys and badge, and the day after started my walk from Georgia to Maine.

LS: OK. Obviously you came to this position from other positions in the National Park Service. Can you tell me a little bit about what some of your other positions have been?

HH: I started out during college as a seasonal at Moore's Creek National Military Park in southeastern North Carolina, and then spent several years at the Cape Hatteras Group, most of the time at Wright Brothers, some time at Fort Raleigh and some time at Cape Hatteras Seashore. It was difficult to get a permanent position back then. They had a regional intake program for rangers, and they chose five of us out of a final group of about twenty and it was just sort of willy-nilly where they sent everybody, and I was assigned to Chickamauga Chattanooga National Military Park. I didn't intend to be exclusively in Civil War parks, but I started as a permanent with six years at Chickamauga, then spent three at Manassas.

I was under the Big Arch in St. Louis for three years, and then spent three years out to the Albright Training Center on South Rim of the Grand Canyon. When the Shiloh job opened up, my old superintendent at Chickamauga, Bob Deskins, was the associate regional director, and I think it was probably his good word that got me the job. After I got here all of the NPS expansion at Corinth began and that looked like it would be more interesting than any other job I could find, and it was tough to pull myself away. I wound up being here 22 years.

LS: Wonderful. That's great. What was your college background, were you a history major?

HH: My undergraduate major was history, and that last semester I was looking for a teaching degree to try to avoid the draft. That gave me a geography course that really excited me, so I went on and did master's work in geography. A lot of it was historical geography. I thought that was an excellent mix as background for a National Park Service job, the history and then putting that into the valuable context of location and all the factors that play into geography.

LS: I would think especially the military terrain issues associated with battlefields. So when you started here, it was your first superintendent job and all of a sudden you had a lot of management responsibilities. Who were some of the people and some of the things that helped you get started in that job?

HH: I'd say the biggest issue was the stream bank erosion of the Tennessee River on the eastern edge of Shiloh Battlefield. The erosion had really started in the 1940s with the impounding of the Tennessee River by the Corps of Engineers at the Kentucky lock, and it really put the river out of equilibrium from 1940 up till the 1990s. Just about every five-year period in there, we were losing eight inches to over a foot a year, eating away at the river bank.

There had been a really bad flood in 1977, and it became an accelerating issue after that. We had plans, but there had never been any money to do anything to implement them, so I guess if I had marching orders from the Atlanta office it was to do something with that problem. The particular sites, the erosion had gotten within six feet of the wall around the National Cemetery. It was eating away at the causeway across Dill Branch, and it was eating away at the largest of the Indian Mounds. We have about 2,200 linear feet along the river that is elevated in most places about 100 feet above the river level, and it was those steep bluffs where we were having the most problems.

LS: You say you had a plan . . . Was it a National Park Service plan or was it a Corps of Engineers plan for trying to stop the erosion?

HH: The Corps was certainly willing to solve our problems as long as we had the money to solve it. We relied on the Corps as the experts.

LS: Oh, I see.

HH: Other than that, it's a very tight correlation between when the problem started, i.e., the dams, and the erosion up till today. If the Corps had done anything to help us, it would have been admitting to private landowners that a lot of other erosion issues started with the impoundment.

LS: OK.

HH: But anyway, we had to try to find some way to get the funding, and it took working with local folks who had some congressional contacts. We knew we weren't going to be a high enough priority through the regular National Park Service budget, so it was going to have to be through an add-on or a line item . . .

LS: So you really depended on the local people to help you with that process

HH: We really did. We worked with Kent Collier over in Savannah. He had not been in town that long. He operated several McDonalds franchises, and was a big history bluff. He was also personal friends with Congressman Van Hilleary. They had gone to school together and Kent was able to get his ear, which really got us started on the project. Another name that comes to mind is Jerry Lessenberry, who was with the Sons of Confederate Veterans up in Jackson, Tennessee. He's now deceased, but he would write anybody and call anybody, and make a general nuisance of himself until people came around to doing things, finding some money for the park.

Ultimately we would spend \$6.2 million on this stream bank stabilization and it came in a million here, a million there. There would be some standoffs with Congress putting pressure on the National Park Service to change their priorities and find some money somewhere, some soft money that they could put in there. Over the course of five or six years, we were finally able to get enough money to get started on it.

LS: Did the Corps actually do the work?

HH: We used the Corps to do all the riprap, the rock placement, and then we were able to fold a number of other things into that project. Mound A in the Indian Mounds complex was the single most threatened site. The earliest maps of Mound A showed at the base of it there was an apron of land before you got to the riverbank. The erosion over the years had eaten away at that natural profile and brought the bank back to completely vertical, so that every additional flood would eat away at the bank and then it would begin sloughing off, so it had eaten away the apron and it also cut into the Mound itself. Trying to pin the Corps down for an estimate of what else was going to happen, about the best they could say was over the next 25 years we could lose as much as 25 additional feet and it could all happen in year 1 or it could all happen in year 25.

That put us into mitigation archeology to go back that full 25 feet and learn as much as we could because that was so threatened. And then the plan was to harden the riverbank up to the 100-year flood line, which was 402 feet above sea level. And then if we could protect up to that 100-year flood line, hopefully the cliff would reach a state of equilibrium before we lost too much additional ground. Lots of issues with that project, things you would not expect. Before we could put the filter cloth and the riprap to come up with a way of attacking the erosion, there were several places where old chunks of concrete had been

dumped over the years and these in fact had made the erosion worse than just leaving the natural riverbank there because eddies formed as the flood waters came up.

Anyway, there were restrictions about where you could dump that material. Of course the further you had to carry it to dump it the more expensive it would be. During some previous work, there had been dredging out in the Tennessee River and that was a great place to dump things because it was very sterile. This was an ideal site, so we were looking at permission to dump it just downstream from the park. However, it was determined we needed to send divers down just to make sure before we started. During the period since the original dumping of that rock material, that sterile location was the perfect habitat for fresh water mussels so it had changed over just a few years from nothing there of any consequence to this nursery of mussels, and we had to find other way to dispose of excess material.

In the Corps' initial plans, we used a lot of gabion baskets made out of wire and then filled with rock material, so you could stack them up as a wall, and there were at least two times when we were almost finished and the whole gabion wall gave out and slid into the river, and we had to go back and then try to build on top of that and come up with alternative plans.

LS: So a hundred feet is a lot to work with

HH: Probably 40 feet with the wall, and then we had 60 feet above that. Lots of issues with that. We brought all the material in on barges from a quarry on the river downstream and moved a lot of stone to get that protection.

LS: Wow.

HH: I guess that's what, ten years, maybe close to fifteen since the Corps did any work. We did surveying on the riverbank, several places two or three times a year after that to make sure there wasn't going be any more settlement. As far as I know still up to the day everything seems to be going good on that.

LS: And as one of the mitigation measures, you excavated part of that Mound that was at risk?

HH: Right. We had the National Park Service Southeast Archeological Center (SEAC) out of Tallahassee come up and spend three summers doing that archeology work. A crew of two dozen folks, a lot of college students, grad students, and they used local volunteers. I think it was the largest archeology dig in the Southeast Region in probably the last thirty years.

LS: Amazing.

HH: We did not find a lot of artifacts, but we did learn a lot about the construction of the Mound at its various stages. There'd be a floor and there'd be a remnants of charcoal fires or posts where buildings were built and then they would come back with more baskets of dirt and raise the mound to another level.

LS: Oh, interesting.

HH: The young archeologists I think were surprised at the colors of the stages. Some of the older ones said, "We knew that twenty years ago." But at different stages, the Mounds were given different colors. They would bring in a red dirt or a white dirt as a cover layer. The Chickasaw have a tradition of the red villages and the white villages. The reds would be the war-loving villages and then the white would be the peace loving.

Because there was the potential of finding human remains either by some of the digging we were doing or resulting from the continuing erosion . . . any sloughing could expose human remains or a grave . . . we had to work with the Chickasaw Nation under NAGPRA--the Native American Graves Protection and Repatriation Act. We had to consult with the tribe that would have been in the area at the time of the treaties and that would have been the Chickasaw. We had to deal with them in a government-to-government relationship, and we signed one of the first National Park Service agreements with the Chickasaw under NAGPRA to cover how we would handle these remains if in fact any might be discovered.

We would have the Chickasaw come visit several times. They brought the Council of Elders. They also came out and filmed some movies, both promotional and historic. It was a very positive relationship.

LS: So the role changed?

HH: Well, although the Chickasaw motto is “unconquered and unconquerable,” I would hope today all Chickasaw villages are peace loving!

Obviously the Mounds have been there a long time. The archeologists say the height of their development would be 800 to 1200 A.D. There seems to be a peak in the late Mississippian culture before the arrival of the Europeans. It’s not until a little bit later that the five civilized tribes, of which the Chickasaw would have been one, develop. So we didn’t learn a lot from the Mound excavation except some general things like that, like the fact that they came from a tradition of Mound builders, and then there were the red villages and the white villages. We learned a lot about construction techniques even though we didn’t have a lot of artifacts to show.

LS: I think I also read that a National Historic Landmark nomination was developed for the mounds. Was that during that time?

HH: That was a little bit before I got here. Local folks had known about the Mounds for years. The Civil War soldiers knew about them, with the proof being the 28th Illinois after the Battle of Shiloh buried their dead comrades atop Mound G. (They were moved to the national cemetery four years later.)

So a lot of folks knew about them. The first scientific look would have been in the 1880s just before the park was established. Then by happenstance they were protected within Shiloh National Military Park in the early 1900s.

LS: I never heard that, that there were burials there that got transferred. That’s interesting.

HH: For many years the Shiloh Indian Mounds were like the park’s red headed orphaned stepchild. The first park superintendent, Superintendent Cadle, did some digging there. It wasn’t scientific archeology, it was more like pot hunting. He uncovered the Shiloh effigy pipe, which is the most important artifact of any in the park study collection. We had it on display for several years, but we were treating it more as a trophy find, because we didn’t have any other objects to put it in context.

Very shortly after I arrived, the county got a hold of the old post office building in Savannah and was trying to figure out a use for it and how to deal with a political hot potato, having spent a lot of county money on a surplus federal building. The Tennessee River Museum came out of that purchase.

I went to the stakeholders and said “we will lend you the effigy pipe as part of your museum exhibits but you have to come up with the context for it. We don’t want it to be exhibited as ‘look what the first superintendent dug up.’ We want to show how it fits in with the Mississippian period.”

It has since been a very successful partnership between the National Park Service and the Tennessee River Museum which leads us to talk a little bit about tourism. I was coming in and beating the tourism drum rather strongly when I first got here. The Tennessee River was sort of a dividing line at the time of the Civil War and it remains a dividing line today. Harden County is on both sides of the river, but the people of Savannah are separated from Shiloh in a way that say modern Gettysburg or Fredericksburg aren't; that is those towns have the Civil War history but it was right in town. Shiloh was very much taken for granted because it had been here for so long and yet people weren't seeing the impact of tourism in Savannah, so we were looking for ways to increase that.

Like I say we were beating that drum for a while until one of the locals took me aside and said, "On this tourism business, you have to understand for some of our older county commissioners, if they come to town on Saturday and there's a car with out of state plates parked in their normal parking spot, that's tourism and that's bad." We looked at the figures we had and the average visitor stay was about two hours at Shiloh. They'd come in, see the movie, spend an hour driving around and that was it, which meant that even with the new hotel/motel tax, most people weren't staying long enough to make a big impact. So one argument we made with the Tennessee River Museum was if we could divert a number of people from the battlefield back to the county seat and let them spend an hour going through a museum there, now the two-hour visit has become a four-hour visit, which is half a day, which means everybody's eating a meal, and everybody's going to be buying some gas somewhere in the county, and some folks would think about staying overnight before heading off to Memphis or Nashville or Birmingham. That strategy worked pretty well, but of course we were charging an entrance fee back then at the park.

The original directors of the museum were having this big argument. Do we charge two dollars? Do we charge three dollars? Two dollars . . . three dollars . . . and I was making the point if we paid people three dollars each to come from Shiloh back to the center of town the economic impact and trickle-down effect would be tenfold of that three dollars. So we printed up a card, had our safety regulations on one side and a free pass to the museum on the other, so when you came in and paid your fee at Shiloh, we said you need to go see the effigy pipe, you need to go learn about the Trail of Tears and the War on the River. We were able to get a significant number of people to make that trip, and we knew that's where they came from because they were showing up with the Shiloh issued pass.

LS: Wow, that's great.

HH: And so this idea of we'd like to have more tourists, but if we can just get the ones already coming to Hardin County to stay longer, then we'll start seeing the economic benefit of it. So all that came about while we were worrying about the riverbank erosion.

LS: OK. So do you remember when the museum actually opened?

HH: '93-ish.

LS: '93. So were you involved from the beginning in the planning of that?

HH: Yes. From the first concept.

LS: OK, so the park supported that. Who ended up funding the museum itself?

HH: For the start-up cost, forty-seven prominent families each kicked in \$1,000 apiece and that was the big thing. They were able to get a few grants from the State of Tennessee. During the week, the tourism office staff (under Team Hardin County) was able to oversee daily operations.

The themes we were looking to support or have the museum help us support . . . One of course is the Indian Mounds, but the Trail of Tears, a national long distance trail, was coming into existence right about them. Before the Tennessee River Museum, nothing had been done on the Trail of Tears in this part of Tennessee. The river was the trail's water route, plus there were several land routes. One came right through downtown Savannah, so we put the local folks in contact with National Park Service Long Distance Trails people and that's how those exhibits came to be. That was really the first presence of Trail of Tears in this neck of the woods.

We were covering the land battle pretty well at the Shiloh Visitor Center but the whole role of the freshwater Navy, the inland Navy, and the importance of the rivers in the Civil War . . . the museum gave us a way to do that. Of course the Tennessee River played an essential role, that's obvious. We worked with the good folks down in Vicksburg National Military Park to lend a number of artifacts from the gunboat *Cairo*. The *Cairo* was at Pittsburg Landing until three days before the battle. The river level was going down. They were afraid the *Cairo* was going to get stuck, so they moved it back to Paducah. It didn't take part in the actual battle, but it was certainly involved in the movement up the Tennessee.

So those were key stories important to the National Park Service that we weren't doing a good job on, so the partnership gave us a way to promote those themes and again have an impact on tourism by lengthening the stay.

LS: And by all accounts it's been a very success museum. . .

HH: I think so.

LS: . . . and partnership.

HH: I would say so.

LS: I will interview Kent Collier tomorrow, too.

HH: You should ask Kent for his take on Congressman Hilleary and my attempt to close the park at night, to shut down the roads and put gates up . . . that should be an interesting interview.

LS: Why did you want to close the park at night?

HH: At the time the National Park Service had exclusive jurisdiction at Shiloh, which meant there could be no partnership with the highway patrol or the sheriff because of the exclusive jurisdiction restriction. We had 4,000 acres and there was a lot of local commuter traffic, which meant with the park open 24 hours we had relic hunters, we had drunken drivers, we had poachers, we had young lovers, we had whatever you didn't want going on . . . vandalism, etc. I didn't particularly like having to pay rangers to be on patrol all night. I'd rather have them working in the daytime and talking to visitors, but as long as the park was open we were the only law enforcement game in town. So to be able to close the gates would have certainly solved most of those problems.

There were a couple of things that made closure a difficult idea to sell. Our immediate neighbors to the south, if they followed the speed limit, could get to the main road as easy going south as they could coming up through the park. In fact they could probably do it a little bit quicker, but our roads were better and they usually went much faster than the speed limit. They did not want that route to go away. There were some people on our extreme southeast corner who, when the river comes to flood and puts the roads to the south under water, drive out by coming through the park. We were looking at strategies to solve

those concerns and I was trying to lay the groundwork. We wound up with as big a crowd in the visitor center auditorium as has been there in the last fifty years and all of them from out for my hide.

LS: Oh no.

HH: I knew it was a mistake to let the Congressman handle this meeting, but it was hard to say “no.” Twenty-five years later the roads are still open. It was exciting. So it’ll be interesting to see twenty years later what Kent’s memory and take is on that.

LS: I’ll ask him.

How did visitation change over time during your tenure? Was it pretty steady? Did you have an increase? Did you have a decrease?

HH: With the Civil War, it seems like there were spikes in interest every few years . . . well, go back as far as 100th anniversary of the Civil War, visitation increased for the Centennial and it never went down. Alex Haley came out with *Roots* and visitation spiked and it never went down. Ken Burns came out with his Civil War T.V. series, and visitation spiked and never went down. I think for whatever reason we took a hit around 9/11. People weren’t traveling maybe as much after that and I don’t think we’ve recovered since then. One thing early on . . . we were collecting a fee at the visitor center, but that meant all of the folks who got to the visitor center had already seen most of the park because they would have to drive through it to reach the visitor center.

One reason our park figures were low, if visitors had been to the visitor center before and they knew the movie was the same one we started showing in 1957 they weren’t going to pay the three bucks, four bucks, whatever it was to come in, so we were losing our best opportunity to communicate with visitors because the fee was keeping them from coming in the building. We weren’t making that much money off the fees anyway. The only way to correct that would have been to put up an entrance booth out on each road but with five or six entrances that would have been costly. I think considering Shiloh’s location sixty miles from the nearest interstate and in a county that up until 2000 had fewer people living in it than were killed, wounded, and missing at the battle, I thought our numbers were really good. We were probably the sixth most visited Civil War battlefields, and you’ve got to *want* to come to Shiloh.

LS: So did you do away with the entrance fee to kind of relieve that?

HH: That was one of the last things I did. When we opened in the Interpretive Center in Corinth, we had gotten \$500,000 from Mississippi to add an auditorium. I felt really bad about charging a fee at Corinth, since we’d had that local support. The whole focus from Senator Lott was this was going to be a tourism draw and the fee would not help that, so we never charged a fee at Corinth. We were chasing away our audience by charging it up at Shiloh, and right at the end there was a window where it was politically a good move to go to Congress and say we’re dropping the fee, so we did. At least the fee did give us the ability to produce the new orientation film at Shiloh. . .

LS: Which ironically might have brought the visitation back? [laughs]

HH: The pendulum has swung with Shiloh’s entrance fee over the years. When it first started, an order came down to the regional office, which was back in Richmond in those days. “Okay, we’ve got to have seven parks in the Southeast Region that weren’t charging a fee on Friday to start to charge a fee on Monday, and Shiloh got elected. Well, how much of this money is coming back to the National Park Service? Not one penny. It’s all going into the General Treasury . . . so there was no incentive to collect money. So instead of putting up the entrance booth, we thought, all right, we’ll collect it at the visitor

center so that's how that started. And then towards the end, as those fee collection goals and the collection system was changed, 80 percent of the fees now came back to the National Park Service. Initially it's gotta be bricks and mortar projects. It's gotta be a project that will be visible to the traveling public. This is what your entrance fee paid for. We were not getting that much a year, and the bureaucracy and the red tape to go through the process to spend \$30,000 to \$40,000 a year wasn't really worth it. What we needed was a sizeable pot of money so we can do a big project we couldn't accomplish any other way, so I started stockpiling that entrance fee money and obviously I was not the only superintendent that was thinking in those terms.

When the National Park Service went to Congress to testify one year and presented their tale of woe of "we've got so many deferred maintenance needs and no money . . . "blah, blah, blah, blah, blah. Somebody, a staffer, pulls out this piece of paper and says "you say you've got no money, but there's \$22 million of entrance fee money just sitting there. How can you say you need more when you've got \$22 million you haven't even spent." It was that way for two or three years. Everybody waiting until they had a sizeable amount. The next day there came a memo down from Washington that the parks had until the end of the year to spend that money and there would be no more carryover. Fortunately I was able to get a call in to Harpers Ferry Center and quickly get on their list to get a contractor to make the film. The schedule was touch and go until the film was completed.

LS: Had you been thinking about the film for a long time?

HH: For about 20 years. I thought we were three years away from having enough money to realistically do it. So when we advertised for bids on the film contract, we did it with several options. There were separate parts at the tail end of the project, such as final editing or the music that gave us the change to raise some more money through additional entrance fees as the project progressed. If we got the entrance fee money like we thought, then that would pay for the total costs. So we had the original amount and two more years, and we finagled some from our Cooperating Association (Eastern National bookstore). We got as creative as possible with finding money and had enough to finish the project.

After that, we weighed the red tape, the aggravation of having to spend so much effort to spend that little bit of money and the fact that it really was not a park fee but a visitor center fee. That's when I decided that we would forego that and free up the rangers' time to not have to worry about the collection paperwork.

LS: That's good. Yea, I was talking to Gerald Skaggs earlier about the paperwork with maintenance and how much it was always increasing. Mr. Skaggs said he had some computer skills and I think Zeb McKinney recognized he had computer skills and suggested that he help with setting up the computer system. He said that was great, but then because he learned computer skills it became challenging to keep up with all the paperwork. I know that's probably one of the hardest things for the park staff is keeping all the records.

HH: The whole direction of maintenance and the professionalizing of law enforcement, were major changes during my career. Before that, everybody in the National Park Service wore a lot of different hats.

LS: When was that? What timeframe?

HH: Early in my career, many of us adhered to the concept of the "Renaissance Ranger," competent in many disciplines. During the '80s, the National Park Service was moving towards commissioned law enforcement rangers with 20 year retirement. In 1990, when I arrived at Shiloh, we still had exclusive

jurisdiction. All of the interpretive rangers carried a commission and everybody was doing one day a week where they had law enforcement duties.

LS: When did that change when you were no longer had that jurisdiction?

HH: The big issue for Tennessee's national parks had been Great Smoky Mountain National Park. At the Smokies, the surrounding community wanted no part of removing exclusive jurisdiction. Steve McDaniel, our local state legislator, was probably our best friend in state government. He's a big Civil War buff and loves the Tennessee River, Fort Donelson, and Shiloh We worked with him and Steve got it done so everybody but the Smokies in Tennessee would be dealt with at one time so we all went concurrent jurisdiction except the Smokies. I'm assuming it's still the way. That allowed us to develop partnerships with the state and county. That freed us up some, which made the job a little easier. Then as we moved to the law enforcement commission and the stringent training and rangers having to do 51 percent at least to earn that law enforcement retirement, it really separated the ranger staff. The jobs were very much divided. Back when I got here, the folks that were doing the most law enforcement were very much visitor service oriented, with interpretation seen as the first level of law enforcement; to answer questions or talk to visitors, stop trouble before it happens. I think a lot of folks that go into law enforcement now have a different world view. Visitor understanding and appreciation, that's their bread and butter. I wouldn't say it's getting them back from law enforcement training and then the superintendent having to defang them. I won't say that, but I'll come awful close to saying that. The park neighbors' perception of the rangers is more negative. You can understand that, with the problems that are coming to parks. You don't know who you're going to bump into if you stop to answer visitor questions who's going to pull a gun on you. But if you're trained to think that way, that the danger of the job puts personal safety as the number one priority, it makes it more difficult to be that renaissance ranger who stops to answer visitor questions, to provide help and friendly assistance.

LS: . . . and act like a meeter and greeter? Are there other changes like that that you noticed over time in terms of the positions and the job here?

HH: I would say it started just a little before I got here, but instead of a ranger that was doing a lot of things, they would be the cultural resource or natural resource management specialist. Now we've got a curator, we've got somebody whose job title is doing that. Relying more on science, on the natural science side, whether it's biology or forestry . . . whatever. We've seen a lot more different staff positions in the park. Before everybody was a ranger . . . it was a generalist position, and now you've got more people with a range of titles.

LS: So does that work in your favor or is it a negative thing? Because people don't talk to each other in the same language.

HH: The science aspect of it is good. You're having to hire them for different skills. You're having to pay them at a higher level. In the past, we've misused a lot of park rangers because we've said we're going to pay you next to nothing and you have to do everything, so I guess that's good, but the unintended consequences of that has I think made it tougher for the National Park Service to do as much as we did back then.

If you're in a big park like the Smokies that's great. You've got a forestry person, you've got a wildlife person, you've got an integrated pest management person, you've got all of that. When you've got a smaller park . . . well, it's probably the medium sized parks that are having the toughest time. The small parks, they don't a chance to have all of those types of specialty positions, because they've only got a handful of people.

LS: That's right! Well you have your own historian, which not a lot of parks have, which is nice. So one of the things I've noticed is that during your tenure landscape restoration projects were implemented. You cleared some fields that have been open that had been, through neglect, returned to succession, and you restored the peach orchard.

HH: Probably before we get into that, I think one of the biggest things we did was looking at protection and boundary adjustments and preparing a plan for what land was still needed to tell the Shiloh story. I guess when I got here I assumed that Shiloh was pretty much the size it was going to be. But after being here a while and especially going back and reading that 1894 legislation, I realized there's 6,000 acres within the authorized boundary, and we have a legal description in that original legislation. Today, the legislation for new parks usually cites a separate map, one that can be changed without altering the enabling law.

But, as you read the Shiloh legislation, it was obvious that they were taking in all the water courses around Shiloh Hill, this big plateau. That 1894 legislation gave the park a geographic boundary marked by semi-annually flooded bottomland. The good thing about that is in Hardin County, we were never going to have any historic zoning or land protection from it, but twice a year the good Lord was going to flood the Tennessee River and the Snake Creek/Owl Creek bottomlands, and that meant nobody was going to build anything permanent in that area.

So looking at the map, a lot of the floodplain was within the 1894 authorized boundary, but if we could just go to that 100-year flood line, then Shiloh had this natural, geographic boundary. The only other folks in the Southeast Region with that situation would be down at Fort Pickens and Gulf Islands where all Santa Rosa Island is a Civil War battlefield. You could have the whole thing because it is an island! But we had two-thirds of that at Shiloh with bottomland around our plateau. As we would look for funding and we would look for a willing seller, we would try to buy those little pieces that would take us to the flood line down in the southeast corner, where the people were located who would be cut off if the flooding came. If we bought their land, once they were gone there would be no need for anybody to come back on those roads and it was cheaper to buy the land than it would have been to put a multi-million dollar bridge down there to let them go out the other way. So we worked a long time on that and kept trying to sell that idea. We used the Civil War Trust as a key player in that land purchase.

Just an example, when I got here there were six acres on the northern boundary. A fellow by the name of Art Manus repaired carnival rides for a living and over the years he had gotten a Ferris wheel and a merry-go-round, so he put in an amusement park on the northern boundary. The idea was we'll take all these visitors to Shiloh and we'll run them through the amusement park. Well, nobody wanted to go to the amusement park . . . they came to Shiloh for the Civil War and in the evening there weren't any motels around so they were all leaving to go somewhere else, so that amusement park never worked, and we had an abandoned Ferris wheel and merry-go-round and all of that business on the edge of the park. We wanted Art to sell it to us and he never would. Then a fellow named Raphael Ellidge came in and bought it unbeknownst to us. Raphael wanted to put up a relic shop next door, which he did. He also had a bed and breakfast on that six acres.

The bed and breakfast was an aggravation to him and it was never popular, so to get some of his money back he came to us and said, "Have I got the house for you! Got a hot tub in the back. This is great." We said, "Well, we've got no money. We can get some probably in a year or so but let's see what we can do on it." So I went to the Civil War Trust and they weren't interested in the house. They were interested in the land. So I went back to Raphael and I said, "I need two acres with the house in there and the Trust will buy it." Okay, let's talk. The Trust came down, they met with him, and six weeks later they were back to give him a check and purchase the land. By that time I had found some land acquisition money to buy it from the Trust.

It took me 13 months to go through the government red tape to buy it from the Trust and move it to the National Park Service. Now, if I had to wait that much time Raphael wouldn't have waited. He'd have gone out and found a willing buyer and have sold it. So even when we had funding available the ability of the Trust to move quickly allowed us to deal with willing sellers in a positive way. That was coming to a screeching halt by the time I left, with Congress saying, "Well, it's our decision of when the land comes into the park system and you're undermining Congress by having people buy land and donate it to you." So that was not as great a system at the end but it was a big help for us early on.

LS: Was that when Fallen Timbers Battlefield was acquired?

HH: Fallen Timbers was purchased by the Trust, but it cannot be added to Shiloh National Military Park without Congressional authorization. Right now, Fallen Timbers is a piece falling through the cracks. It is the only big site where the Trust has bought land but the park can't do anything with it. We have the 6,000 acre authorized boundary. We have the ability to go outside of that boundary to mark significant sites, so that was the legislation we used to loan cannon and cannonballs to the city of Savannah to put up the Grant headquarters over there. It's our 1894 legislation that says we can do that, so that worked out great. When the Corinth unit comes along, Fallen Timbers certainly should have been in there, the Special Resource Study on Corinth had Fallen Timbers as one of the most important sites, but the National Park Service at the Washington level was resisting doing anything new at Corinth because this was a Congressional initiative. This was a project by Senator Cochran and Senator Lott, and the National Park Service was digging in their heels. Finally Congress would blink enough to take all of the land that the Corinth Siege and Battle Commission had acquired in Alcorn County because they were getting the pressure from the local stakeholders.

But Fallen Timbers is on the Tennessee side and nobody was pushing for expanding Shiloh Park up there.

LS: So does the Trust still own the Fallen Timbers land?

HH: Right. Marsha Blackburn, the local congresswoman has had a bill in for several years to add it (and also making Parkers Crossroads, which is Representative McDaniel's baby, a National Park Service affiliated area).

Nothing has happened with it at all. Last time Senator Alexander also put the bill in on the Senate side, and I really thought that would be enough to pass it because it's a real minor thing, we're just talking about a couple hundred acres to come in, but it did not happen then and it hasn't happened since.

LS: Is Davis Bridge somewhat similar?

HH: Davis Bridge. Oh, there's a whole different story. When I got here, the folks in Corinth were getting interested in Civil War preservation. It seemed like once every generation there was somebody coming in with a proposal for a park in Corinth "just like Shiloh." We had the plans for the proposal before this one, and of course nothing ever happened on that.

To the west of town was a new subdivision. There were a number of them being built when NASA was going to move the solid rocket booster plant for the space shuttle over to Yellow Creek in Tishomingo County. The speculation was because the Corinth schools were much better than the Tishomingo schools, many of the scientists and engineers would come over here. So this subdivision was being established, and all of a sudden people realize Battery F, one of the outlying Civil War forts, is right on the corner between three lots of the subdivision. So it was like "we can't let this happen. We've got to raise money for it."

In this they had some success. Then probably the biggest thing was John Nau out of Houston, a big Anheuser-Busch distributor, and a big Civil War buff, contributed the \$30,000 they needed to make that possible. The saving of Battery F got the Civil War preservation effort going, with people saying “We need a park, we need a park, we need a park in Corinth just like Shiloh.” The National Park Service resisted kicking and screaming at doing anything. We’ve got Shiloh. . . that’s everything we need. We are covering the whole story. We don’t need anything else.

Then Senator Lott put a bill in to build the interpretive center . . . a stand-alone building. The National Park Service testified against it at every opportunity. We don’t need it, we can’t take care of what we got, we give grants, we can give technical assistance but don’t mention the ‘P’ word. No new parks. The first time I met Senator Lott, he came to town for something else but afterwards he was having a news conference and Rosemary Williams, with the Siege and Battle Commission, asked me to come down, “we’d like you to meet the senator.”

After they took care of whatever topic had brought him town, the very next question was “Senator Lott, we understand the National Park Service testified before the subcommittee yesterday against your interpretive center. What do you think that’s going to do to the long-term chances of your bill?” And Senator Lott replied, “Well, since I’m going to keep working on my bill until I get it passed, I don’t think it’s going to affect the long term chances at all.”

So Senator Lott got the bill got passed in 1996. Then in 2000 another piece of legislation upped the ceiling of the money that could be put into the interpretive center, and it also created a Corinth Unit of Shiloh National Military Park. Early on when we were in that technical assistance and grant kind of business, the regional office’s answer had been, “well we’ll create a national historic landmark.” So Regional Office Staff Historian Paul Hawke came over from Atlanta with instructions to do as little as you can and do it as quick as you can. So he met with Rosemary Williams and other stakeholders

LS: You mean to actually write the nomination?

HH: He wrote the nomination and everything he put in there was deserving, but just about everything he put in there had a willing seller or was something like the Verandah house, which is already in public ownership. So the NHL was created and then the 2000 legislation said that the National Park Service would do a Special Resource Study to decide whatever else might go into the unit. There were some local folks at Davis Bridge who owned 4-1/2 acres. They were willing to give it to anybody, so Paul put that in there as part of the NHL.

LS: Oh, OK.

HH: So we didn’t need anybody to do anything else because the original legislation said if it’s in the NHL, and if it’s feasible and suitable [that’s the three legs of the stool for a new park. Is it nationally significant? Is it feasible? Is it suitable?] If the National Park Service will say it’s feasible and it’s suitable, then the NHL has already designated it as being nationally significant and it can come into the park. So about 5 acres of Davis Bridge came in because it was going to be given to us, and it was feasible and suitable to make it a park. It was not a lot of acreage and by that time the state of Tennessee had gotten 400 or 500 acres over there, but by taking that little 4-1/2-acre site we could put Davis Bridge on our brochures and folders as a part of Shiloh Park. That would begin a lot of tourist traffic, we could divert Shiloh visitors there because people would go see the rest of the park.

OK, that’s how that happened, that’s how it got in. But the legislation says to do this special resource study and the National Park Service says “wait a minute. We do a Special Resource Study to suggest to Congress what they’re going do and if they want to create a new unit and the law that said for us to do the

Special Resource Study already established the Corinth Unit and put in the Interpretive Center. For these lands to come in, we need a boundary adjustment.” So we went through a protracted argument at the Washington and regional level of what would constitute a minor boundary adjustment, how do we do that, and would we in fact do a special resource study.

The upshot of that discussion was we had two completely separate documents. . . a coffee table sized booklet, lots of color in it that was going to be sent to everybody in Congress, and then the environmental document that goes into detail in chapter and verse and will meet the requirements of a boundary adjustment. The twelve or fourteen sites that are mentioned in the Boundary Adjustment Study, the Siege and Battle Commission has been working on acquiring those sites as willing sellers came available, and money came available. So there was no organized way of addressing it, which means we have several sites, and we have hundreds of acres, but for example over towards Farmington nobody ever sold us anything, and that part of the Corinth story is not represented in Shiloh’s current holdings.

LS: I see. OK.

HH: And at the end the decision was made to say to hell with the special resource study and its recommendations The four alternatives—A, B, C, and D—we’re not doing anything, we’re going take what the Siege and Battle Commission has bought and that will become the unit. Because all the pressure was coming from Lott and Cochran, the Mississippi land came in, and they weren’t hearing anything from the Tennessee delegation.

That’d be another topic to talk to Kent Collier about: “Kent early on, what was your take on Corinth? Did you see that as a distraction? Did Savannah perceive Corinth as stealing our battlefield?” This image of sixty tractor-trailers coming in and loading up all the monuments and cannon and bringing them down to Mississippi. The idea of if visitors stay in Savannah, if they stay in Corinth, as long as they’re visiting the sites it’s good for tourism in the region. It’s going to help everybody that’s worked together. At the beginning, many people in Savannah, or in Shiloh resented what the people in Corinth were doing. I think the Tennessee folks had just as much political capital but they just didn’t see a need to use it up in Tennessee. I think that has changed and I think Kent and some others, although there are not a lot of others, have seen the benefit in taking that Corinth legislation, taking those promised expansion studies, and trying to do some things.

LS: Rosemary Williams was talking earlier about how half of their land has been transferred but they still have about 500 acres. So how is that transition envisioned? Why is it that only part has been transferred?

HH: Early on, Shiloh had a solicitor in Atlanta that we went to for opinions whenever we needed one. The solicitor in Atlanta was favorable to the Trust buying land and then having it come to Shiloh if it was in the authorized boundary. The solicitor’s office decided to reorganize and they put us under a solicitor out of Knoxville, who wanted every ‘I’ dotted and every ‘t’ crossed and was not going to approve any of these transfers. That’s what I was dealing with when I left. About two years later someone is saying something about that Corinth land now belonging to the National Park Service. I’m like, how the devil did you do that? I’m knocking myself out and I’m not getting to first base. Somebody in the lands office in Atlanta retired, taking all the corporate knowledge of the solicitor issues. The replacement came in, “why is nothing happening over at Shiloh? We’ve got all the stuff hanging. Bring all that in.” Well of course they’ll bring it in because they didn’t know to go back and ask for this solicitor’s opinion. Sometimes it’s easy to get forgiveness than permission and that’s how a bunch of it came in.

LS: I see. So the rest of it just needs to go through a process. . .

HH: That would be. . .

LS: . . . with someone who's accommodating in Atlanta.

HH: And part of it is Congress saying you are trying to go around us. We'll decide how big the park ought to be and you buying land and then coming in with it.

LS: But it seems confusing since it was kind of decided at some point that whatever land they have was the land that was going to form the park?

HH: Right, and we have . . . most recently we've added more . . . there's more land saved up at Shiloh than down here in Corinth, but you've got all this Fallen Timbers land. That has happened recently which would need to come in somewhere under this Corinth unit.

LS: Oh, it would?

HH: That would be the only way it could come in.

LS: Oh, OK. So you're still acquiring the additional 1,900 acres or whatever that would fill out the authorized boundary. . .

HH: We wouldn't need anywhere near that much per acre. It's probably just a couple of hundred acres.

LS: That's all that's left from the 6,000?

HH: We're at what, 4,400 to 4,500 or so, but if you pick the right 300 acres that's all you need. Just go to the flood plain. After that all that bottomland you don't need.

LS: So some of the authorized boundary is not essential to having the entire battlefield?

HH: Yes, that would be correct.

LS: I remember Zeb McKinney telling me that he was the natural resource guy and how exciting it was when some of the Owl Creek bottomlands came in because of the old growth and the mature black gum trees.

HH: When I retired, Shiloh had the second or third oldest General Management Plan in the Southeast Region. It was one of the first the National Park Service had contracted out, rather than us doing it ourselves. Just about the time they were going to finalize it, they switched superintendents. I think that probably would have been when Zeb came in, and Zeb didn't have a lot of use for the plan, as it was written by these contractors. Finally, when the regional director retired, it was like OK, I'm not leaving all these loose ends. There's a two-page document where Regional Director Joe Brown signed it and it became official. Zeb never did anything with it, partly as he didn't have a lot of money, but also because he did not have a lot of interest in it. So, the whole time he was here, that would have been from '81 up until '90, and for all the stuff that we were able to do between '90 and 2012 we never did anything that was covered in the GMP.

LS: That's another question I have is what were your guiding documents, but it sounds like there was just one outdated guiding document.

HH: I relied heavily on the direction of the 1894 enabling legislation—"preserve the history of the battle of Shiloh on the ground it occurred." And I thought over the years Shiloh had fallen behind its original War Department sister parks (Gettysburg, Antietam, Chickamauga/Chattanooga, Vicksburg) in its

development and the attention it was receiving. As Superintendent, I tried to look for opportunities to improve the visitor experience while maintaining Shiloh's reputation as America's best-preserved battlefield. That vision comes from the 1916 document creating the National Park Service. And the 1894 legislation is still extremely useful. The 1894 legislation has this legal description of the park. [Woody and Liz look together at a map of the park while talking.] It says, "Start at the mouth of Snake Creek and draw a straight line over to the bridge at Snake Creek and Owl Creek." It says, "Follow Owl Creek," which would be this line here [points to map], "all the way down to the next bridge, which would be just off our map here."

Then the line drops south until it goes east and at Lick Creek, the next bridge, then you follow Lick Creek back to the Tennessee and the Tennessee back up. So everything is bounded by these water sources around Shiloh Hill. So the 100-year flood line that I keep talking about would be 400 feet and that's the dark line here on this edge so you can see the topo of lines. . . the flood line would go all the way around here and back there. So a much bigger authorized boundary, but if we could go here, not all of the land here, but just take it down to Spain Branch, just by that much land, that's all we would need. A little bit over here . . . as you drive through the park there's that one brick house here on Highway 22 that doesn't do a lot of damage to the view, but if somebody else bought it and wanted to put something in, there's no zoning restriction, we could have a hog rendering plant or a nuclear waste dump. The potential is there for serious impairment. So that little bit here, and then just going a little bit further north . . . if you can take the boundary up here to this flood line, then you've got two miles of floodplain to the northwest that are going to look like park. So that would be what I was working for the whole time was trying to fill out the edges of the park to get it down to the floodplain so I would have all of that boundary twice flooded each year around the edge of the park. A lot of this to the west has been developed. It's on the edge of the battlefield. It wouldn't have been really valuable to us. Certainly nothing down here to the south is. We have gotten a lot of this in but there are houses along Gladen Road and houses here, and if you could buy this land then you could put up a gate here and there'd be much less resistance to it because the need to drive through the park at night would be much less.

LS: Interesting. And so you worked with the Trust closely to show them the map and figure out what land was important to target.

HH: Yes. The last big piece . . . the Greer Family owned all of this business down in here. Some of the heaviest fighting on that first day over here by David Stuart's Headquarters . . . they were fighting . . . the Union forces would have been on the edge of this ravine, 4,000 Confederates against about 800 Union, monuments were within the park but some of the heaviest fighting occurred on this Greer land. I tried and tried to get them to sell it to us and they never would, and then one morning we came in and we were driving through here, and there was a damn 'For Sale' sign right here. So our next call was to the Trust and we said this is probably the most important piece we have talked about. The Greer land extends outside of the authorized boundary because they had this land over here and we were stopped at Lick Creek. And of course they were only going to sell it if they could sell all of it. So that was 300 acres, \$1.2 million, and that was purchased after I left, but we were certainly working on it right up till the end. So now we've got that.

So, now this is in the Faulkner tract, all of this came in and all these little bits and pieces down here. [looking at a map] This area has been enlarged. Jamie Fullwood's sod farm, the Trust has bought all of this bottomland here. I would trade all of that, but the high ground and brick house we talked about didn't get acquired. We just have to see what happens on that.

And then we could spend two days just talking about the Cromwell land up here and the problems that has caused. Old man Cromwell was one of the largest bootleggers in the county, and he had concerns that his progeny were not going to be able to hold his empire together. Before he died he would have liked to

have tied it up for all time. Tennessee right around then was putting some new laws in place against tying up land in perpetuity. You could give unborn grandchildren a stake in this land at age 21 plus either 10 months, or age 21 plus gestation, and that meant nobody could do anything with this land until that time. Mr. Cromwell died in '68 so the beer joint, the murder site, all of the junk cars, it was going to the lowest common denominator of use because the family could not sell it in any way. The last thing Kent and I were working on, again we could have used the power of condemnation. We had it in the legislation but the National Park Service would not even think about going to Congress and getting approval to do that, because that would set precedent for the National Park Service out West and we're not going to do that. So Kent's idea was to use the power, or the county's power of condemnation and then after the county got it out of the Cromwell's hands, it would have been certainly interesting whether a judge would let that go through immediately or whether he would set up a big escrow account and set that money . . . it would have been interesting anyway. That didn't happen and about that time the age 21 plus gestation is beginning to run out so there's more talk about the land on the east and the west of Highway 22 and getting that in, which would be very important there on Highway 22.

LS: OK, so the current superintendent is keeping track of all that?

HH: Well, of course he's brand new. I've talked with him a little bit. Of course he's read a lot of stuff anyway. There are a fairly good number of current issues for him to deal with.

So I have gotten diverted. Do we need to say anything more about stream bank erosion or other topics?

LS: Well, as far as the erosion issue goes, it was alarming to see how the corner wall of the cemetery was being undercut and the idea that the road had to be closed. I was just wondering how those issues played out. And you had to be superintendent of both the cemetery and the battlefield, and I'm not sure how many people have done those two jobs together

HH: The cemetery of course pre-dated the park so you had a caretaker, in charge, up until 1894 and then both of them would have been under the War Department until '33. Early on there may have been some separate cemetery people but I would think the whole time Zeb was here, probably a little earlier, the cemetery and park, it comes with the job.

LS: But they're very different resources and a lot of times you have a superintendent that would be in charge of one or the other but both seems like a lot.

HH: Towards the end we were having a lot of interaction with the Veteran's Administration, the National Cemetery Administration. The superintendent down at Andersonville had the most issues because there are many, many burials and room for a lot more, so he became our National Park Service liaison and we had several joint meetings. When I got here it was "OK. We'll follow the VA's guidelines as much as we can," and then over time realizing that the National Park Service and VA vision go completely in different ways. The VA would not look at the tombstones as a historic resource. We do everything to repair them, fix them, keep them for as long as we can. If the VA had Shiloh National Cemetery, they would be working on taking all the trees out and they would have the cemetery opened for more burials. They would be putting graves in on a lot of the old carriage roads.

LS: And also, don't they keep the grass to a higher standard of maintenance and use herbicides and fertilizer that the National Park Service does not use?

HH: The big thing is the whiteness of the tombstones, and of course anything you use to clean is abrasive. On the VA side, if they have a problem they will just take it out to do it over. But the historic look of the

original plan, we would certainly want to keep it that way. Politically the only thing you would hear would be we want to enlarge it. We want to open it back up.

LS: Are there still burials there today? Is it an active cemetery?

HH: I was giving a tour up in the cemetery the day before yesterday. I noticed there had been a December burial. The last spot was spoken for in '87, but we're still having spouses of veterans dying--two or three a year--and being buried in the same grave. But the pressure to expand it . . . and then on the other side we would have folks that were incensed over the uneven treatment of the mass graves of the Confederates. "We want those disinterred and given an individual grave and space in the cemetery," so those are the political issues, the complaints we would receive.

LS: Are there any plans to change the Confederate trenches or reinter the burials?

HH: No. The National Park Service position would be that their history is part of the story of the cemeteries at the burial trench of the park and we would not change that. It would be really pointless because there wouldn't be much identifiable remains left anyway.

LS: OK, that's interesting. I guess along those lines I had wanted to ask your opinion about how Civil War battlefield and cultural landscape preservation might have changed while you were there because it seems like in the early '90s you had a lot of things going on in terms of setting standards. . .

HH: There were several times where we would go toe-to-toe with cultural resource people in Atlanta. The example that would always aggravate Stacy and I the most was not one here, but down in Vicksburg where, when the park was established, there were bridges put in to get you along the ridge line there. When the bridges became out of date, falling apart, too small to accommodate modern traffic, Stacy and I would take the position "That's not historic, that's not anything to do with preserving the history of Battle of Shiloh and it's only a necessary intrusion, and so we would say take that bridge out and we would put a new one in to do that utilitarian function. The word at Vicksburg was "No, no, these are cultural resources. They've been here fifty years so we're going to build a new bridge paralleling the historic one and people can still walk on it but at least we're maintaining them because that's part of the story." So there were a number of smaller issues that we would butt heads with them about where we wanted to keep the fields, the woods, the roads, and then lay this 1890s cultural landscape layer on top of it. But the National Park Service, whether it's an old carpenter shop or something like that, would force us to spend money on taking care of non-Civil War objects.

LS: So that was a constant struggle?

HH: One of the struggles has been dealing with conflicting legislation as reasonable handicap accommodation under the ADA versus pure preservation. We would have complaints the cemetery house was not accessible and OK, this is your administrative headquarters, you've got to be able to get people in there. I was not too excited about building some sort of elevator lift on the outside to get people up there. If anybody needs to see me I can meet them at the visitor center. With limited budgets, those were often tough issues.

Maintaining the landscape, we were fortunate when I got here that Shiloh was the best preserved of the parks and I think we pretty well left it in that same condition Correcting the streambank erosion problems did cause us to alter the natural landscape but mainly as visible from the river.

LS: But didn't you open up some fields?

HH: If I'd have had more time and more money, we would have worked on more of these historic fields that had disappeared, and we would have opened those back up. Much of this goes back to World War II when annual budgets were so small the annual clearing just didn't take place for five or six years and then it was too late to resume regular cutting. Stacy Field was one we tackled and opened up

LS: I thought you did.

HH: and that worked well. We've let some land grow up using the 1862 historic base map drawn by Ed Bearss. When I got here Barnes Field would have extended all the way back to the road and the maps pretty well show a rectangle from the side so it was letting some of these areas go back up to try to give them their appearance. But as you can see, compare the green outlines with the shading, and we're not doing a bad job of maintaining everything. There are some places, say down here on the edge of Fraley Field, the topography is such if you open that up you're probably setting off a lot of erosion. The decision was let's leave that in woods rather than in creating an erosion situation that we're going to have to fight to keep any grass to keep from being bare dirt.

LS: Didn't you also restore the peach orchard during your time?

HH: We certainly made attempts to do that

LS: [Laughs] I guess the deer were not too helpful with that.

HH: . . . and of course I'm not going to say anything about the Boy Scouts, but the Boy Scouts can be tough on peach trees.

LS: [Laughs]

HH: Larkin Bell field, we cleared a lot of that land and we established the orchard down here. That was all done. The Stacy Field and Larkin Bell would be the two places we were most successful with field restoration.

LS: What kind of process did you have to go through to get those projects done? Did you work with the region?

HH: Mostly it was just finding the money to do it. We would go to the Tennessee SHPO if we thought it was a major change where we needed some consultation. We worked with the State on all of that erosion control and especially in the Indian Mounds. We talked about all the consulting with the Chickasaw. Well, we were hand in glove with the State as we were doing that, too.

LS: Well what Joe Garrison was saying yesterday was that because of the current programmatic agreement that you all have a little more ability to do projects without going through them for every detail.

HH: Yes.

LS: He said you all are always careful to do things the way you're supposed to but there are a whole lot of things you can do in-house.

HH: For Joe's part that, he did not want the state's rights infringed upon and at first, and I would guess it's whenever he gets a new superintendent, it's very close watching and feeling out and seeing what's what. And after, there was a good bit of trust built up. I understood what Joe wanted, what was important

to him, and he trusted us that we were doing what the legislation said and I thought after a little bit of early tension we worked pretty well together. Certainly the most recent thing would have been all this proliferation of cell towers, and when we started having some of those issues coming up, the phone company would go to somebody either right on the boundary or somebody with an in-holding and want to put up a tower and if it was in the authorized boundary Joe was very supportive to stop that.

On the other hand, Representative Steve McDaniel had a number of supporters and friends with AT&T, and so we would work with them putting one tower on the highest location possible, which was what they wanted, but putting it where it was not visible to our visitors, that was the key thing. So we would have them come down and go to a site and they would run a large helium balloon up to the height of the proposed tower and then Stacy and I would ride all around and if it was not particularly visible, then great, because it was going to help our cell service too.

That would be the most recent thing. We had a lot of involvement with the state getting their OK and making sure everybody was happy with the cultural resource management as we were doing it.

LS: Did you work with the region that much? It doesn't sound like they have a lot of involvement in your projects

HH: With a lot of those issues, it was the SHPO that had the final word and it was usually left with the park to work with the State to do it. For much of the time there weren't people you could go to in region who were willing to stick their neck out if you really needed something complex accomplished. Sometimes it was much worse than that, but we'll leave it at that.

LS: OK. How about ABPP? Did you have any occasion to work with them on anything?

HH: Paul Hawke (who we talked about preparing the Corinth NHL), when they did a downsizing of the regional office, came over and became Chief of Interpretation and Resource Management, later took a job with National Park Service battlefield protection in the Washington office. So then we had somebody who knew the park well! I wouldn't say we worked real closely with them, but if we did, then we had folks that knew the resource which was helpful to us. It was more of using an outside group like the Trust for battlefield protection and it would be the Trust getting National Park Service money to do what they needed to do and then we would work with the Trust after they got it done.

LS: Sounds like a circle.

HH: The ABPP was more of an "out house" program than an "in house" program.

LS: Well, I guess we're getting down to my last couple of questions . . . if you don't mind just jumping back to Corinth. I'm interested in what involvement you had in the Contraband Camp, its discovery and interpretation, and this building and the fountain.

HH: OK, one of the biggest unanswered questions . . . when we started looking at Corinth would be where were all the Confederate bodies buried and I'm not sure we found that out. While we were looking at that, it was really a two-pronged effort by the community. You had folks like Stephanie Sandy who were taking the document approach and were looking at the paperwork for claims that local folks made against the federal government for the use of their land. That took us into land that had been used as the Contraband Camp. So we were looking at that. The other way was some of the local relic hunters looking to see physical remains of Confederate graves. So that sort of took us into some of the Contraband Camp as well. That was a story that had been pretty much forgotten, until we were doing the research of what ought to go into the Corinth Unit.

I think there was a good bit of interest in the community to preserve it. Mayor Bishop was Corinth's first black mayor, and he was very interested in history. He was very interested in the Civil War. He said "I may not agree with everything Civil War but we need to preserve it all." So Mayor Bishop, Rosemary Williams, a number of local folks that raised the visibility or the interest in the Contraband Camp so that when the special study came out it was certainly one of the items mentioned in there. It would be one of the sites. The big thing was Rosemary Williams was able to go back to the well one more time getting money to make the movie for the auditorium and getting money to develop the Contraband Camp. We were able to buy 7 or 10 acres from the Davis Family on the west side of Phillips Creek. We were able to find some Civil War era artifacts we could tie to that spot, so that was where we wanted to do it. But because there was nothing on the surface, everything was archeological, everything was below ground. The decision was made to have a commemorative park and by that time we had had so much success with Larry and Andrea Luger, the foundry folks who did all of the bronzes at the Interpretive Center, so we worked with Larry and to get some proposals to figure out what should we do over there. That I think has worked out really well and allows us to tell that full story and not just the siege and battle or the military conflict story but what was the impact on the town, and the former slaves' road to full citizenship. I think we captured that in the Corinth film as it finally came out. The film was probably the biggest disaster of anything while I was here. We had plenty of money from Senator Cochran to make the movie. The auditorium was already finished but because we didn't know the film was coming, we had covered just about every Corinth story somewhere in the building.

There weren't any restrictions. We had a clean canvas, and I thought that was going to be a great thing but in fact it gave us too much freedom and we went down a primrose path. We had a contractor who was not the best in the world and we had a tough time communicating what we were wanting and he was trying to do too much with computer graphics and that sort of thing. The upshot of it was when he began giving us a final product it wasn't anywhere acceptable. We had tried to aim for a young audience, concentrating on some kids and how they would be impacted by the war, and it was a disaster. We'd spent a lot of money and had hardly anything to show for it.

The good part of that effort was that's how Stacy and I learned how to not only make a movie. We learned how to make a movie through National Park Service contracts and the Harpers Ferry Center and all of that. So when we put that project on the shelf as being "oh Lord this is the most embarrassing thing we've ever seen and how are we going to take this across the finish line" and turned our attention to rush the Shiloh film through and get it done by the 150th, the success we had on the Shiloh movie is because we had learned our craft on this one. And then Ashley and the other folks were able to find another contractor to come in and pick up the pieces. I'm real tickled with the job they've done on that.

LS: Very good. Well, Rosemary wanted me to ask you about the fountain. She said that was your special project and she wouldn't tell me why.

HH: We got a contractor for this building from San Antonio and pretty quickly we found out that meant two things. It meant we were going to have a flat roof and we were going to have a courtyard.

LS: [Laughs]

HH: The flat roof worried us because we live in the South and flat roofs do not keep the rain out. But they were insistent there was a new membrane fabric or material they could use and the roof would never leak and they finally convinced us to put it in and they were exactly right. The roof has never leaked. Now the board-formed concrete that is used in a lot of the walls, this leaked like a sieve, and we've had all sorts of problems with that, but the roof in fact never leaked. So that left us with "what are we going to do with this courtyard?" I would keep pounding the table and I would say, "If we could afford Maya Lin, what

would Maya Lin do with the courtyard? We have all these 1890s monuments, but it's the year 2000 and how should we be interpreting the Civil War? What can we do? What would Maya Lin do?"

Nobody was listening or at least nobody could come up with any ideas and the first plan that came back to us was very pedestrian. It was boring, it was nothing special about here, this courtyard in the center of the building. And just about that time there was a National Park Service superintendents' conference in Miami and so we all went down to Miami for the superintendents' conference. The day the conference started was 9/11/2001

LS: Really? Oh.

HH: . . . And as Jerry Belsen, the regional director, was starting to make some remarks . . . in fact we had somebody . . . it was like Southwest Airlines or something was going to be the first speaker and so Jerry comes in with this news of the plane crashes in New York and he was so flustered we thought it was part of the training exercise. Anyway, all of a sudden the superintendents' conference was of no importance and all of us wanted to get back to our parks as quickly as we could, but everybody had flown to Miami and the planes were all grounded and what were we going to do? So the superintendent of Abraham Lincoln birthplace had flown in but had gotten a rental vehicle and every car was already taken. But they had given him a 15-passenger van and all of a sudden he became everybody's best friend. So we loaded up a bunch of superintendents and then it's like a cross between a busman's holiday and whistle stopping as we left Miami and crisscrossed, dropping people off at parks and then heading on north.

LS: Wow. What a story.

HH: I took a legal pad and a handful of number two pencils and sat in the back of the van and started thinking about the courtyard. And when I got dumped off on the closest interstate, where somebody came over and picked me up, I had everything pretty well put together. The only change we made after that, I originally had a stone built into the wall and the fountains coming out of the stone next to the wall with the Declaration of Independence. Our contractor who did most of the exhibits inside the building said "What about the constitution?" So, we pulled the fountain away from the wall so we had the declaration on one side and the constitution on the other, so again how you come up with it? Well, it was this what would Maya Lin do and this idea that we will tell a hundred years of American history in a pretty restful contemplative kind of setting and to do it so there's a lot of symbolism that people might not see all the first time, but would bring them back again and again. It was like "OK, if the interpretive center was a golf course then this is the signature hole" and we want it to be special and that was the genesis of the idea... as I was thinking a lot about it on that drive back post 9/11 and all that was going on.

LS: Yea. That's amazing. And the water's a nice touch. It really is. Have you been to the 9/11 memorial in New York City?

HH: I've not been there. We did go many places for ideas for the center. Rosemary got the Coca-Cola plane and flew the Commission to places I would suggest we needed to go. We went to Andersonville, to the prisoner of war museum down there.

LS: Yes. That's very moving.

HH: We went to the Atlanta History Center, which has really nice Civil War exhibits. I was in D.C. a couple of times around then so it was after the FDR memorial opened, and I think probably the FDR, all of that water and the stone there, that sort of got me thinking about it before we ended up doing it. Then the logistics of it was we didn't have enough money to put the kind of water I was expecting through there. We have certainly given the park maintenance staff job security for the next century with the

upkeep of that fountain, and so certainly a lot of headaches along the way. Hopefully we can keep going. If we ever have any of the underground pipes go out I don't know what we'd do then.

LS: Well the whole building is beautiful and I love the courtyard. I really had a wonderful time looking at the exhibits. This was one of my favorite interpretive centers that I've been to.

HH: Well good. The numbers have disappointed me. I thought almost immediately we could generate the same visitation here as at the Shiloh Visitor Center, especially with us charging a fee up there. A couple of things, we wanted this to be a great starting place. You would come here, you'd get the background on the Civil War, the railroad junction, all of that, and then people would go up to Shiloh and hopefully come back and visit some of the outlying sites. That has not worked . . . again, post 9/11 there hasn't been a lot of interest in it. I think the National Park Service has probably missed an opportunity to have a Centennial, 'Roots,' Ken Burns-like spike. They have focused so much on tying together the Civil War and Civil Rights and when we come out of the Civil War Sesquicentennial, we are going to move immediately into the Civil Rights issue. I think that probably has alienated a lot of the core constituency. The battlefield folks. As the stone we have out there in the courtyard says, the United States as we know it today came not from the Revolution but rather from the new nation that came from the American Civil War.

This idea to re-educate the public to the Civil War is the most important event in our history, the reuniting of the states and looking at the role of the veterans, the people that fought the battles in these parks, it's almost like we've brushed them aside. I'm afraid we're going to come out of this in five years (2011-2015) and the Civil War's kind of . . . it's going to be heading like the War of 1812 and the Revolution. We're going to lose that passion that so many people had for it. Anyway, all of that playing into that we've never had visitation here, I think it's image as a stand-alone building has made it tougher to get people in. Ashley was telling me the school board has agreed to sell that land across the street for ten bucks and that just happened last night.

If we can put a battlefield footprint around this building and maybe advertise it more as Corinth Battlefield, Corinth Battlefield, Corinth Battlefield . . . and that was probably another mistake I made where we had the visitor center at Shiloh. The legislation called for an interpretive center. Well, OK. Let's name it the interpretive center and then it'll be easy to distinguish it from the visitor center, but there is not a lot of sizzle and sex appeal in an interpretive center. So I can see us in ten years doing a lot of marketing as . . . the siege and battle of Corinth will . . . no one knows what a siege is, but Corinth Battlefield that would probably bring more people in.

LS: Yea. And it may be that if you can somehow visually connect with the other pieces of land, you can encourage them to go explore.

HH: Agreed. Again, we talked a little bit about that outdated general management plan, that meant we were making a lot of decisions flying by the seat of our pants dealing with the politics of it. Now is the time for somebody to come in and say OK, we've got all of the building blocks. How are we going to interpret this? How are we going to connect it with a tour route, look for partnerships? The other thing we haven't talked about is this big change towards the end where Congress is doing away with pork barrel projects. When the Gulf War came around and we kicked all that out, then the support we had gotten from Hilleary on the Tennessee side and from the Mississippi delegation on this side dried up. So if we were starting over today, none of this would happen because we'd be competing against 400 other parks and there's no way we could get that attention. People would say I've done a good job, but I landed in the right place at the right time. It's just having folks like Collier, folks like Rosemary, and the stars just lining up right with folk's interest, and I was able to walk that fine line between the locals who wanted everything, and a regional office who didn't want anything, and tried not to aggravate anybody too much

and get what you think the Civil War veterans would have wanted when they were setting up the park more than a hundred years ago.

LS: Yes, Rosemary and I came up with the word perseverance. It seems what was necessary to keep this vision alive.

HH: It certainly took longer . . . I never thought I would stay this long, but again it was some interesting work, important work, and to have some allies like Rosemary

LS: So were there any things that you envisioned that you wanted to accomplish that you weren't able to get to or did these river erosion and this become

HH: T-21 money. Every congressman got so much transportation enhancement funds from the district and Van Hilleary put all of his eggs in the Shiloh basket because mostly Kent Collier was encouraging him to do that, so I had this windfall of I think it was \$2.3 million. At first the money came to the State and the State didn't know what to do with it, so it was like OK, we'll send it to the National Park Service, and I had a letter from the congressman and the two senators that talked about what they wanted to do with that money. That was their intention. It wasn't legislation. This is just what they intended. That was my guiding principals so things like . . . we badly needed the utility system, the power lines were in terrible shape. If we had gone to the electrical co-op maybe we could have gotten a few new lines, but they'd all have been above ground so we were able to take that money and get all new power lines and bury those lines out of sight.

As for the Tennessee Monument, the United Daughters of the Confederacy became involved as an agent of the State in working on that project and they made something of a mess of it, and all of a sudden we were way short of money. So we took some of that T-21 money and fixed that project. A lot of the road work and the Indian Mound exhibits and some of the archeology work, we took T-21 money to do that. Probably *the* biggest disappointment, Dill Branch, one of the most flooded areas . . . we had to close that road for seven or eight years before we can get in there to do anything. I envisioned the Blue Ridge Parkway's Linn Cove viaduct, that beautiful road around the corner of the mountains, that's just great. I was saying that's what we need. Replace the causeway that blocks the historic view, but put this bridge up on top, with steps going down, where you can envision the gunboats firing up there, make it a really special place it was going to be beautiful.

All sorts of issues during the planning, again working with the Corps and Federal Highway Administration, and we came right down at the end of the fiscal year ready to start the project but some of the environmental compliance wasn't quite done. The calendar turned and it was October 1, and we were under a continuing resolution. Even though we had the money to build it, the Corps would not take on a new project because they were under the continuing resolution and by the time a year and a half later when Federal Highway had some money, three things had happened. China started buying a lot of concrete and steel, and all of the estimates for the bridge shot up. Federal Highway changed administrators and they wanted total control of all that T-21 money. They were not going to let the National Park Service do whatever they wanted. We had gotten a regional director who had gotten rid of sixty-one people in the region already and was finally getting down to people at my level and she didn't have a lot of use for me and she was going to stop anything I wanted to do. So the bridge did not get built. We've got the causeway that is still in the flood plain. And it is still going to flood every three years. There's still a barrier to the historic scene.

LS: That's too bad.

HH: If I had to do over, I certainly would handle that a little bit different.

LS: I'm not sure what you could have done though. It sounds like things were out of your control.

HH: Well, if I had known we weren't going to get a budget and we were gonna get this 18-month hiatus, then you could have cut some minor parts of the project off and said we'll get to those later and let's concentrate on the bridge itself. But anyway

LS: Who's to say? Well, this has been amazing. Thank you so much!

Interview on behalf of Shiloh National Military Park Administrative History



R. Steven Kidd

Archeologist and Cultural Resource Specialist, Blue Ridge Parkway

December 3, 2013

SK: Steven Kidd, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): As I think that Deborah has explained to you, we are working on an Administrative History for Shiloh National Military Park, and part of our scope is to interview ten to fifteen people who have knowledge and experience of the park and I recently interviewed Ed Bearss, which was very exciting . . .

Steven Kidd (SK): Oh, boy!

LS: Yeah! . . . as well as one of the former superintendents, Zeb McKinney, and a couple of people who work at the Civil War Trust, which has done a lot to help the park acquire land that was not originally part of the park, but was part of the battlefield. So, we have been integrating that information into the documents that we have been preparing. One of the areas we want to talk about is archeology, but we really haven't located a lot of information to work from. So when Deborah found out that you had been involved in archeological investigations there over several years, we thought it would be a great opportunity for us to find out more about the park firsthand. And so, we thought we would do a formal interview with you.

In order to get the interview started, it would be great if you could provide your name, title, and relationship to the park.

SK: My name is Steven Kidd. I am an archeologist and cultural resource specialist at the Blue Ridge Parkway. I have been here since 2009 and before that I was an archeologist at the Southeast Archeological Center from 1998 until 2009.

LS: Okay great. So you weren't actually stationed at Shiloh but you went there to do some projects?

SK: Correct. We were there over a period of . . . SEAC archeologists were there from 1999 to 2004 and I was there from 2000 until 2004. The first year I wasn't with the division that excavated the mound.

LS: Okay. So your primary effort there was at the Indian mound site?

SK: It was.

LS: Okay. I've been reading that some work had already been done there in the 70s and 80s. So what were you all trying to accomplish, and how did that relate to the earlier efforts?

SK: Well actually work began back in the nineteenth century and to Mound C, which was the burial mound. In 1899, excavations took place there as part of a larger pan regional . . . people were excavating in mounds for grave goods all over the place, sort of nilly-willy just to find cool things. Then later, in 1933 and 1934, the WPA undertook excavations there as part of that get people back to work effort. This took place at Ocmulgee [National Monument] . . . a lot of large mound complex sites were excavated during the WPA era just to put people to work. But the reason that *we* began our excavations was as a result of rural electrification. The TVA dammed a number of rivers through the area, the Tennessee being one of them. Subsequently this caused advanced erosion of the river's edge directly below Mound A, which was the focus of our excavations. The roughly 80-foot bluff face that rises up from the river bank began eroding in the 1970s and continued until 2000. It had begun to take a fair amount of the mound and started to fall off right into the river. Well, the Army Corps of Engineers undertook a huge, huge project below the mound down at the river's edge. They created what you best be described as a gigantic gabion wall, a large amount of rip rap raff in wire mesh cages, to sort of arrest active erosion of the river bank there, and due to a couple of unforeseen things geologically, that began to slop [slip] and so concurrently with our excavations, the whole time we were there, pretty much the Corps was also down below trying to do what they could to stop that.

So we began . . . first of all, David G. Anderson, not to be confused with the David Anderson at Blue Ridge Parkway, was an archeologist at the Southeast Archeological Center and is now a professor of archeology at the University of Tennessee, Knoxville. He began working with another archeologist, Paul Welch, who was doing independent research on mounds at that time at Shiloh doing some fine grain mapping, topographic mapping of the associated mounds with Mound A, the plaza. It's got a remarkable degree of integrity due to the fact that it was preserved as a result of the battle that took place there, so really since the 1860s, it hasn't been farmed or collected or anything like that. So the small house mounds that would have been located in the plaza, are still visible to the naked eye, you can see small rises throughout there that would have been the result of small, you know, kind of nuclear families that existed, lived there on an individual house mound. So a lot of what Paul was doing was collecting data on that. So a research design was prepared and consultations with the Chickasaw and the State of Tennessee, SHPO's office, representatives from Shiloh National Military Park, etc. began. The budget for the entire plan to . . . the goal was to excavate the mound down, from the top down, and collect all the information that we could base on what the engineers were telling us that . . . if nothing else was done we could expect to lose one-third of the mound.

LS: Okay.

SK: So, you know, we made that clear to the Chickasaw and all parties there that we could excavate this mound, which was known to be a temple mound and not to contain, or not thought to contain, burials so there wasn't really any problem that they foresaw with, you know, we weren't going in there looking to collect skeletal specimens or grave goods, it was simply to recover information before it was just lost to the river.

LS: Sure.

SK: So, the idea was to go in and scientifically excavate one-third of the mound that was closest to the river, that engineers believed almost without a doubt would be lost. So \$2.5 million for four seasons of field work and really we began in earnest in 2001.

LS: Okay, so you were out there on site for 3 or 4 months of the year?

SK: Yes, 3 or 4 months, sometimes 6 at a time. It was the largest excavation SEAC had ever undertaken, I think, in their 25 or 30 years of existence.

LS: Wow, how many of you were there out there?

SK: I actually was asked to give a talk on this same subject by the local DAR chapter, so I asked David Anderson for a copy of a PowerPoint he had put together for another meeting and so I'm reading some of this directly from that, but 4,000 person days of field work took place from 2001 to 2004.

LS: My goodness, that's amazing.

SK: At the height, I think there were 40 of us out there at any one time.

LS: Oh, my gosh. When you were going through this and excavating, what did the site . . . what kinds of information did the site yield and how significant do you feel that information was?

SK: Well, I think part of the fact that this was a big deal is due to a swing in the pendulum. You know, if we go back a couple of decades, even in our recent past, archeologists were sort of known to be gung ho about digging up a lot of these sites and grave sites for not only grave goods, but, well I would say earlier in the twentieth century, being able to collect anatomical specimens, skeletons, skeletal data, things like that, even to the point where they were digging up living people's grandparents. American Indians that lived in places here in the states where archeologists were going out digging up graves that were less than 100 years old and rightfully so that sort of stopped when the NACRA was passed and a lot of artifacts that had been curated in museums and universities . . . attempts were made to find out what groups that are alive today they were most likely associated with and give them the opportunity to re-bury them or what they will with them. So the days of large scale excavations of Indian sites sort of doesn't happen all that often.

LS: Sure.

SK: For National Park Service archeologists in particular, with the ethos of preserve and protect unimpaired for future generations, we would rather test an area, find a site, delineate it, just find out the boundaries and leave it for another time when there may be less destructive methods of finding out about the site. So you know right now when we go in there with shovels and front end loaders and things like that, you only get one shot at it so you have to be very careful because it's gone after that.

LS: That's right.

SK: So to dig a mound is a really big deal. So you know, this may be once in a lifetime for many of us. We began by putting a central trench along the top of the mound and down both sides of it, just to take a peek into it, and actually looking at some of the field notes and photographs from the WPA era, some of the methods that they used to maintain provenience in their excavation to record where in the mound the dirt comes from if you recovered an artifact, because of course it's very important to maintain very tight horizontal and vertical control—in the lab you don't have that natural sorting to know this was on top of that, etc., therefore, this is later than the one below it—so note taking is very important and maintaining a tight control of your proveniences is important. But we accomplished this using hanging washers tied to strings to give you a visual aid as to where you were horizontally in the mound, and then looking at the layers as we went down to maintain the vertical location. But we used a lot of those tried and true methods. Of course you won't find many large scale mound excavations recently to use as a model or for advice, but, you know, a fair amount of research was done, and we began slowly, took our time and peeled back the site layer by layer. One of the things that became almost immediately apparent was that this was the largest mound in the complex, most likely a ceremonial mound, what you would think of as where the chief lived, the paramount chief of this area, and perhaps where some of his extended family or someone else important might have lived. What people would refer to as the spiritual leader may have also occupied this . . . but, as you can imagine with any kind of sacred space, there wasn't a lot of debris. Sort of like a church today that is in use and is kept clean out of reverence, this was sort of the same way. So we were not turning up a lot of animal bones, or food waste. This wasn't a place to go make a lot of stone tools, that's done elsewhere, so not a lot of flake debris from that. Occasionally, I don't know how long a broken pot would sit on a mound in a sacred space without being removed and cleaned up . . . so a lot of the material that we rely on, refuse that we collect on habitation sites that aren't regarded as a sacred space were kind of absent, so you're not seeing a lot of the same material that's our bread and butter for determining past life ways. Also, I think, if you look at almost any artistic representation of a mound in the southeastern United States in use during the time that the people inhabited it, they are depicted as grass-covered, with 2 or 3, 4, or maybe 5 structures on top, maybe just one central structure, well what we found is that it appeared from looking at the soil profiles that the mounds were never really covered in grass. You would expect with any type of substantial grass accumulation, you would get a resulting A horizon, sort of an organic layer like the dirt in your backyard that's a kind of a dark rich humus, but we weren't really seeing that any A horizon ever really developed, which would lead us to believe that a lot of the time these mounds were clay colored if you will.

LS: So like swept earth?

SK: Excuse me?

LS: Like a swept earth surface?

SK: Yeah, it was like swept earth and as we moved down through the mound, it became apparent that the people who created the mound were selecting colors to put on the finished mound. And as you can imagine, this wasn't just built overnight, people had to bring in basket loads of earth from elsewhere to build up a mound. They don't start out as big as you see them today, they start off smaller, typically associated with a plaza, or a central flat area. At a lot of these what we call Mississippian mound sites you see a number of mounds around a central plaza. Some people have suggested that mounds arose as a byproduct of a plaza clearing, so you have this area that may not be as even as you wish it to be and you start leveling it and removing soil and inevitably you have piles of dirt and then someone says you know, "Well, hey you know, we can put a house on this," or "I'm higher up than something else" and this is just a hypothesis, but it could be that mound construction began like that, but it kind of started off small as maybe a house site and then grew over time. But what is certain is that when the mounds were completed

to their satisfaction at each stage they were being capped with colors that were being selected from nearby areas . . . they were not going 50 miles to bring in a human train of basketfuls of this clay. So we employed a geo-archeologist, Sarah Sherwood, who did fine grain analysis. She sampled the soils, and using geological techniques of thin sectioning and clay-sourcing-analysis was able to find the locations near, or I think within, the park where these soils were being selected. But when the mound stage was completed to the satisfaction of the builders, they would select clays to cap it in, and I mean not just cap it like on the top, but surround it.

LS: Wow.

SK: Okay, you know you're limited in your availability of color clay, so one of the colors that seemed to be very common is a red, a brightish orange red, another one is gray. You see those two colors appear quite frequently. It seems that those colors meant something to the people who created it, and perhaps they were sending a signal covering the mound in that given that, certainly, as I mentioned, 80 feet up from the river's surface, if you're someone from a neighboring group, or outside the area all together, and you're coming up the river, traveling by canoe or whatever, and you see this giant red or gray mound, you know the people there have the manpower to control or someone has the power to control enough people to build it, you instantly recognize that this is the center of power for this area.

LS: Right.

SK: Also we determined that at any time, just mind you the one-third of the mound that we were looking at, there was evidence of a number of structures up there. So maybe 3 or 4 at any one time just along this strip, which you would indicate or you would extrapolate out could mean up to 9 or 12 structures up there . . . a lot more than I think people had thought before. So as we went through that we kept seeing evidence of, with each successive stage of mound construction, you would have sort of a finishing off of the addition of colored clay and evidence of numerous structures up there and they may be related to . . . not so much like I said just day to day living . . . but they could have religious significance or they could have been housing for the elite people that lived there, but I wouldn't think it would be fair to say that this is everyday housing because of the fact that we weren't seeing a lot of the artifacts you typically associate with that habitation site, but again that could have been cleared off very frequently so that's why we didn't see the amounts that you typically expect.

LS: So it sounds like you all came up with some new information that hadn't been out there before?

SK: Well, yeah, we had known pretty much when the mounds had been occupied, but by employing a number of different methods, we were able to demonstrate that, I mean, radio carbon dating had put the site from around AD 1000 to AD 1350, but some of the neat things that took place were advances in other sciences sort of like palynology, studying the pollen in the area. There is a pond near the site of Mound A, near the plaza, where we took a number of core samples and from these core samples of pond sedimentation, we were able to get an idea of what was going on with the pollen in this area, and certainly it shows a decrease in the amount of oak pollens. You have a pretty good record I would say from about 300 AD up until present time. When mound construction began and people started moving into the area to live in, I won't say urban, but certainly much closer confines than they previously had, you see a decrease in oak and other hardwoods as people are clearing these to use as firewood, just in clearing, heating, cooking, things like that. You also see a concomitant rise in the amount of charcoal that comes from these samples from the same period, so it seems that not only your forest species were being reduced, but a rise in native use of agriculture. Having a large number of people living in a relatively small area, they would have been reliant on agricultural practices, and so one of the things that was interesting is that from the pollen samples that we collected or that were collected, you had to imagine that there was a palisade around this village proper, and the pond was inside the village. There was an increase in sunflower, which

is a known cultivar from that period, but really we don't see too much in corn, which probably means, as you would expect, it's being grown outside the palisade in some agricultural fields because this area that you're living in, this protected area, is more important to have people than plants, probably, so a few sunflowers here or there but your main source of supplies is growing outside the palisade.

LS: Okay, all right. So did you guys actually, besides taking core samples from the pond, were there other areas that you did work in?

SK: Around the site?

LS: Yeah, to kind of get this context or, I guess, is the idea of the palisade a hypothesis or is that something . . .

SK: Oh, I see, like did we go outside? You know, there was a guy, Scott Meeks, he wrote his dissertation on this in 2005 and I could probably Google that and find out, I don't know right off hand what the extent of his testing strategy was where these samples were collected, but I know that, I'm fairly certain that the ones that we used or were used for inside the palisade came from the pond there.

LS: Okay.

SK: But yeah I see what you're saying, you know, this paleo-environmental data is good for inside the palisade, but what did it look like outside, and are you seeing these sort of things. I'm not certain about that.

LS: And do we know about other mound sites in the region that are as large as this and similar in layout and design?

SK: Well certainly upriver, if you will, like Cahokia, there's been a long excavation research program being undertaken there; Ocmulgee, which is to the east; another, Moundville, Alabama, in Tuscaloosa. There are a number of other large—larger than Shiloh certainly—mound sites where I think people have been undertaking, you know, yearly excavations. But I would certainly categorize those as much smaller scale than digging into an actual mound. I mention those sites, not Ocmulgee mind you, but Cahokia, right outside present-day St. Louis, Moundville, which is in Tuscaloosa, and Etowah Mounds, which is sort of North Georgia, east Tennessee, western North Carolina that sort of area of occupation . . . We found pottery types that were first classified as being made at these sites, so we did see instances of pretty large or a sizeable amount of business covered in trade.

LS: Oh, OK.

SK: So some of the pottery showing up from these sites back 1,000 years ago, 900 years ago, is similar, to say sites like Ocmulgee. There was an excavation of an earth lodge there during the WPA that was very intact and that there were a number of clay benches that you can go in and see, where people would have gathered in the earth lodge and used this seating during gatherings in there. We found something very similar atop the mound in Shiloh. These clumps of clay on a prepared surface that, as best as anyone can tell, that's the closest thing they resemble. So you're seeing parallels between other sites in the Southeast.

LS: Very cool. So what a great opportunity for you. That must have been really fun to get to work on this project.

SK: Well I think it was also fun for some of the park people. At that time, Woody was, of course, the Superintendent there and Stacy Allen, the Chief Ranger, and I believe Stacy is still there.

LS: Stacy's still there and he is overseeing our project. I get to interview Woody at some point, hopefully in the near future.

SK: Yeah, and they have spent, I won't say their whole lives . . . but certainly their time at Shiloh is spent largely educating visitors as to the importance of the battle that took place in our nation's history, the national cemetery that was established there, I'm not saying that they only gave the mound site lip service, but certainly people aren't going to Shiloh National Military Park to learn about Indians, I mean, I don't know how that many people would have known about it, but, you know, I think that they thought they always knew they had a really neat site up there, but to have all these archeologists descend upon it and find some pretty remarkable stuff, I think they thought it was really neat. I know they did, but you know they fought hard for this project and, unfortunately the funding got cut, and we had to leave before we were actually completed.

LS: Oh, sorry to hear that. I know they really turned it into a destination, there's a great trail and a parking area, and a big interpretive shelter now where you can learn about what's known about the mounds.

SK: Yeah, they've done a lot, and we would provide tours up there on a daily basis, when visitors did come, they would let them know what was going on. It was a chance for people to see an actual archeological excavation, which is, you know, a very neat thing.

LS: I know people love that, that's great. Well, cool, well this is wonderful and I think that's probably all the questions I have for right now, but it's possible that Deborah and I may want to check in with you again if we have a specific question. But I think this was really helpful and I appreciate all your time today.

SK: That's no problem. I'm going to send you a link to a little video

LS: Okay.

SK: . . . that someone that was part of the excavations did, and it's a neat little thing just sort of to see us working. Its 22 minutes long.

LS: Okay, excellent.

SK: So I guess that's it.

LS: Yeah, well I guess I have one sort of technical question. Do you mind if I email you a release form that you would just use to let us know it's okay to transcribe the interview and include it in the report?

SK: Yeah, oh I know how that works, believe me. I've been, yes, I've been educated.

LS: We have a form that was given to us by, I think, Bethany, and we've been using that consistently and the other thing that we've been adding to our interviews is a photograph, but I probably have a photograph of you that I can use. I'll confirm all that with you through email, if that's okay.

SK: Yeah, yeah, yeah.

LS: Okay, well excellent. Okay Steven well thank you so much. I'm very excited to hear all this and I really didn't know about this project until we talked.

SK: Oh, wow. It was really neat and if you have any more follow ups or anything, of course, feel free to let me know.

LS: Okay, great, well you take care and thanks so much and I'm sure we'll be talking soon about other projects.

SK: I'm sure, all right, thanks Liz.

LS: All right, take care.

SK: Okay, you too.

LS: Bye.

SK: Bye.

Interview on behalf of Shiloh National Military Park Administrative History



**James Lighthizer, President
Tom Gilmore, Director of Real Estate
Civil War Trust**

National Park Service Historian Emeritus & TNCWPA Advisory Board Member

October 22, 2013

JL: James Lighthizer

TG: Tom Gilmore, interviewee

LS: Liz Sargent, interviewer

The interview began with Tom Gilmore prior to James Lighthizer's availability to participate.

Liz Sargent (LS): If you don't mind, I'm just going to take your picture and then we'll just do the foundational information. If you could just state your name, title, and organizational affiliation, that would be really helpful.

Tom Gilmore (TG): My name is Tom Gilmore. I'm the Director of Real Estate of the Civil War Trust, formerly known as the Civil War Preservation Trust. That's our formal name; we're doing business as the Civil War Trust. And I've been with the Trust as the Director of Real Estate since December of 2005, so just about eight years.

LS: And before you worked for the Trust, had you held a position working with any other Civil War history or battlefield preservation organizations?

TG: No, this was my first one. I was involved... I was on the for-profit side, working for corporations and financial institutions.

LS: In real estate development?

TG: Actually in banking, finance, and health care.

LS: That's interesting! What brought you here?

TG: Well, I always had a personal interest in the Civil War – family history in the Civil War and a personal interest in it – and I’ve been interested in land preservation.

LS: Very good! So are you familiar specifically with Shiloh?

TG: Well, familiar generally, of course, with Shiloh as one of the major battles of the Civil War. So, I think most people who have an interest in the Civil War are basically interested in Shiloh. I grew up in Virginia and I have to say that my focus and interest was more Eastern Virginia . . . more Eastern Theater-centric, I guess, than Western Theater. But since I joined the Trust, of course, I’ve had . . . I’ve been very interested in Shiloh and, in fact, not long after I joined, we had our annual conference in Memphis, Tennessee. And we had tours of Shiloh at that conference . . . I think that was around March 2006, so not long after I joined, I was on the Shiloh Battlefield looking around.

LS: Great. So you were probably impressed.

TG: It is just a spectacular park.

LS: Incredible. I know that it was before your time, but both the Association for the Preservation of Civil War Sites and the Civil War Trust, before it became the Civil War Preservation Trust, probably have been helping protect land at Shiloh for twenty years . . . Twenty plus years? Do you know anything about the relationship of the two organizations and how they might have been individually involved here?

TG: Well, interestingly, I could not find . . . And after I got your list of questions and so forth, I could not find any specific transactions at Shiloh that either one of those entities/organizations was involved in protecting any battlefield land . . . Corinth, however, they were. So, to the extent that Corinth is associated with Shiloh as, you know, a National Park Unit, they were involved in the ‘90s in some transactions there together with the Siege and Battle of Corinth Commission. But, to my knowledge, at least what I’ve been able to find in these land records, in our land records, is that there aren’t . . . there were not any specific transactions . . . Now, Woody, of course, who has been superintendent since 1990 might know of activities of one of our predecessors, the Association for the Preservation of Civil War Sites, which was formed in 1987, and the Civil War Trust after that, before they merged in 1999 to form the Civil War Preservation Trust. Woody would know the activities in the ‘90s intimately and may know of something that one of those organizations was involved in.

LS: . . . that you can’t find any records of?

TG: I don’t have . . . the earliest transaction that we have in our records as having directly involved it is in 2001.

LS: OK!

TG: So that was actually at Shiloh.

LS: Oh, at Shiloh?

TG: Yes, it was a B&B that was . . . that we helped acquire in 2001 and that’s the oldest transaction we have recorded organizationally. What we always try to do, and we talk about our land . . . say, we’re up to over 36,000 acres now, we’re including acreage that was saved by our predecessor organizations. But the earliest one at Shiloh that we have in our records is 2001.

LS: OK. But since 2001, have there been several acquisitions?

TG: YES. There have been a number of them. In fact, in 2001, the acquisition that we made in January . . .

James Lighthizer (JL): Pardon me!

TG: Oh, come on in!

James Lighthizer joins the interview.

LS: Yes, yes! Please come in. We are just getting started. I was wondering if you would mind filling out this release form that allows the interview to be used in this publication.

LS: OK, thank you! If you could now just state your name, title, and organizational affiliation quickly, we'll have that on the record and then I'll fill you in about our discussions so far. And maybe you can both jump in from now on.

JL: OK, I'm Jim Lighthizer, President of the Civil War Trust.

LS: And how long have you worked for the Civil War Trust?

JL: 14 years!

LS: 14 years, great! And where did you work before this, was it at all involved in Civil War Preservation or battlefields?

JL: No. I was a partner in the law firm of Miles and Stockbridge in Baltimore, Maryland.

LS: OK, great! So we were just talking about how the Trust has been supporting Shiloh National Military Park land acquisition. In speaking previously with park historian Stacy Allen, I learned that the Trust has taken on the park as a special project. That it may be one of the first battlefields that could potentially be acquired in full based on the original intentions of the . . . I guess, the War Department back in the 1890s. That this has been targeted as a possible achievable goal.

JL: Well . . . Tom can comment, but I . . . This is the first one that, I think it's fair to say, we will be instrumental in helping complete. We are working on a variety of ones to complete; not just Shiloh.

LS: OK.

JL: It's a goal at a national level. For example, we're working to complete Gettysburg; we're working to complete Antietam; we're working to complete Frasier's Farm/Glendale; we're working to complete Gaines' Mill . . . and Malvern Hill . . . Our objective is we've got thirty some that we're trying to complete. This would be the first one and will always be one of the most significant ones that we've completed because of the history of the battlefield and, you know, the history that took place on the battlefield.

LS: Yes, OK. And we were just looking back at land records and so Tom had acquired a list of properties that you all have secured since 2001.

JL: We've been working on this battlefield for 14 years.

LS: OK. So

JL: Since we . . . Since we formed.

LS: OK. So what are some . . . we were just starting to talk about some of the parcels and some of the areas that were

JL: Well, he can speak to that.

TG: Sure! Well, as I mentioned, we . . . Our first acquisition was in 2001. There were a couple of acquisitions that year including an old B&B that

JL: We've got the sign!

TG: We've got the sign! Somewhere!

JL: . . . in the next room!

LS: OK! Great!

TG: And, so they were mostly smaller parcels throughout the years. And we . . . I'd say we did our biggest one just last year – a 500 acre one.

LS: Oh!

JL: Was that Falling Timber?

TG: Well, actually, this was the Greer Tract

JL: The southeast . . . ?

TG: The south! Yes! The one on the Tennessee River.

JL: Down the delta?

TG: Yes! Yes.

LS: OK.

TG: Which is now part of the park. Which has been transferred to the park.

JL: We worked on that for a good ten years, twelve years.

LS: I guess that's one of my questions. How do these things come to pass?

JL: It takes years! Some of them you can do in fifteen minutes. It's up for sale; you come in; you work a deal. Some of them can take ten, fifteen years.

LS: So this one in particular, you had to meet with the landowners...

JL: Well, they were kind of ready to sell and they weren't ready to sell; and then we lost 'em for a while . . . In some cases, they go to jail! And you gotta wait 'til they get out . . . One, they were in jail . . .

TG: Well, yes! In fact, that's still an acquisition possibility, on the north end of the battlefield.

JL: You've got to wait 'til they get out on parole, or released . . .

LS: Nice!

JL: But, it varies! It's all over the lot. Real estate is totally unpredictable. We've learned that. That you cannot predict when the opportunity will occur because it's unique and so are the circumstances. And that you just never know. That's why the board, as an example, will ask for a budget: how many properties do you want to buy and what are they going to cost in the coming year? And we'll say, "We have no idea! We'll give you some numbers, but they're eighty percent inaccurate 'til the day we get 'em." And they can't get that through their heads that this is a different business.

LS: Yes. And is mostly what you do fee simple acquisition?

JL: Yes. Yes. About eighty percent.

LS: . . . or do you have other strategies . . .

TG: Yes. Eighty.

JL: About eighty percent, twenty percent other.

LS: What are some of your other strategies for protecting . . .

JL: Life estates, what else?

TG: Well conservation easements, life estates where we'll buy the remainder of the interest. Someone will have the right to live in the property for the rest of their lives and then, when they pass away, the property comes to us. Say, a lease back transaction where someone might be farming a property; they're fifty years old; they want to continue to farm it the rest of their lives. We can buy the underlying real estate, grant them a long-term lease to farm the property and they can continue to farm it for another twenty-five years, which is fine with us. So those are primarily . . .

LS: A lot of different . . .

TG: Yes, and mostly what we've been doing at the Shiloh area has been fee simple acquisitions because the strategy, in most cases, is to acquire and get it into the park. And if it can't be in the park in the near-term, and we've got, for instance, a few miles away from the park, the Fallen Timbers Battlefield, which was our other major acquisition at Shiloh a couple of years ago. That we'll acquire it and hold it with the possibility of boundary expansion, but we acquired it in fee simple, because we know that eventually it will be part of the park, or should be part of the park.

LS: After Congress votes on it!

TG: Yes!

JL: Yes!

LS: So, I guess, one of the things that came out of a recent interview was that not everybody who lives in this area is enamored with the federal government and is not always happy that, you know, that there is this much land in a National Park. How do you all deal with that kind of . . . ?

JL: Well, one we

TG: We're the only one they'll buy from because they hate the Federal Government. They don't trust them.

JL: They'd rather deal with us.

LS: Even knowing that you're going to turn it over?

JL: Yes! They just don't like the bastards! It's that simple. And a lot of the time, it's legitimate. They've had abusive superintendents over the years or the government has done something Or it's nobody's fault, but they blame the government! But they'd rather deal with us. There are people that say it's too much land, but let me just tell you something: this business is all about money. There's nothing else to it. When it gets down to land, it's about money. Good intentions are useless. And money talks. These folks will tell you it's been in the family for six generations; my grandfather fought on this property during the Civil War and he owned it . . . And they'll sell it to a rendering plant or a gravel pit for fifty cents for an acre.

LS: Yes.

JL: So, it's all about money. So, when money talks, you come in there; you got the best price, you get it.

LS: So how do you deal with assessment issues? I mean, do people try to get more for the money . . . for their land because assume

JL: The history?

LS: Yes.

JL: Well, we really resist that. We tell them, for one thing, if it's going to qualify for federal money, and we almost always use federal money, there's an appraisal process. An appraisal process cannot calculate or factor in history.

LS: OK.

JL: It's called the Yellow Book appraisal process. It's a defined term. So, we try to resist that. Now, the truth be told, if we're close, we may put a premium on it ourselves, but we resist it.

LS: OK. And most of your funds come from fundraising, or . . . ?

JL: It's . . . Well, let me just put it this way: in fourteen years, we've raised about \$120 million from the private sector and we've raised about \$100 million from the public. So, slightly more than fifty percent has been private money and the other has been federal and state money.

LS: And that's money that is appropriated for conservation . . . ?

JL: On the government side? Yes, we lobby it.

LS: Yes.

JL: We lobby it. In the states, we will work with governors and legislators Tennessee is an example, Virginia, any state we were in! And then, of course, we do a lot of lobbying at the national level.

LS: OK. I guess one of the questions I have is how the last five years have affected you all with the, you know, economic downturn Also, the sequestration and concerns about federal budgets

JL: That hasn't affected us at all! In fact, if anything, it's helped us.

LS: OK.

JL: It's helped us in two ways. One is land prices have stabilized or gone down. Although, raw land hasn't gone down a lot. Second, we've had our best revenue years, public and private, in the last three years, ever!

LS: Nice!

JL: And that's the reason CR – budgeting impasse, Continuing Resolution – which is what they passed, it locks in place previous funding. When they got into this CR, how many years ago, we were at nine million. And one particular fund just keeps rolling over nine million. So, we would have never gotten that in the normal process The budget problems have helped us because it locked in high numbers, relatively speaking. The recession has helped us because it has suppressed, or kept the same, land prices. And we've been able, for whatever reason, to have our very best years in fundraising from the private sector in the last three years.

LS: You feel that the sentiment that supports battlefield preservation is high?

JL: It's bragging, Liz, but it's the organization. We've just gotten better and better at it.

LS: You've gotten better and better at it.

JL: Yes.

TG: Mm-hmm.

LS: Very good. You've got your network and do you find that, like, social media and those kinds of things help?

JL: We do everything. We do. If you look at our website, that website will have close to four million unique visits. Five years ago, four years ago, we had under four thousand.

LS: I get your emails!

TG: Oh, you do! Good!

JL: Pardon me?

LS: I get your emails!

JL: OK, all right! Well, then, are you a member?

LS: Well, through the web site, I am. I enjoy the updates!

JL: OK!

LS: I worked on a project at Third Winchester recently and you all own parts of the

JL: We own a key piece of Third Winchester!

LS: Yes!

JL: Well, our goals are . . . One of our goals is to have the best technology in the world for our business. And by technology, I'm talking about the internet; I'm talking about digital technology. So, we use all that stuff and we stay on the cutting edge.

LS: Mm-hmm. Does that include identifying land that should be part of the protection . . . ?

JL: We have about every significant battlefield, correct me if I'm wrong, we have it mapped down to the tax map level. We know every piece of ground

LS: Nice.

JL: . . . on every battlefield that we consider important and . . . how many would that be?

TG: Oh, over a hundred!

JL: Over a hundred!

TG: Yes.

JL: And we know who owns the land, we know what it's assessed at, and anything on the public record The Twenty Year Water and Sewer Plan, the Highway Plan

LS: Nice.

JL: We know it!

LS: OK!

JL: We know as much about our targets as anybody knows . . . as the non-profits know about their real estate targets.

LS: So if something comes up, you're ready!

TG: We get the GIS data layers from, you know, in this case, it would be Hardin County and McNairy County – those are the two counties here in Shiloh. And when a landowner approaches us or we're targeting a landowner, you know, we can get the McNairy County tax map number and be able to map it. We've got on GIS, all the coordinates of the core and study areas. So, one of your questions was . . .

JL: We can overlap!

LS: Right.

TG: . . . Civil War sites update, which has the new core and study areas, which actually, for Shiloh, are not much different than the old.

LS: OK. Some have changed a lot.

TG: Some have changed a lot, added a lot of study area, but there's really not much difference at all in old and new at Shiloh.

JL: But, if you pick a battlefield, say Frasier's Farm/Glendale, and that's what . . . Is that Hanover County? No, that's Henrico?

TG: Henrico.

JL: Henrico County. BAM! We can pull that up. We can lay the battle on top of it, hour by hour, what happened. We can tell you who owns it; what's it appraised for; who owns what; what we own.

LS: It sounds like you have a lot of land that you are about to donate to Richmond National Battlefield Park.

TG: We've got a lot of stuff going on in Richmond!

LS: That's great; that's very exciting! Well, that's great because I am intrigued about how one identifies key parcels and creates a defensible preservation strategy using the KOCO military terrain principles to determine what is key terrain and what are the core areas of the battle, and incorporating the updated Civil War Sites Advisory Commission maps. And now you have the National Register eligible boundaries . . . Do you all keep in touch with ABPP?

JL: Oh, yes!

LS: . . . and try to get all of that . . . ?

JL: We get them their funding. They wouldn't have the funding if it weren't for us. We're the ones... The genesis of all this is in 1998, there was an ABPP in existence and another board member and I went up and lobbied and we got . . . Appropriation failed in the House, failed in the Senate, but the Majority Leader of the Senate went to the Sub-Committee Chairman in the House and said, "We've got eight million over here that nobody's using. Put this program" And I was one of the ones, along with three or four other people, sat and wrote the regs.

LS: Wow.

JL: But the updates you talked about, the five hundred thousand dollar . . . I went to Bruce Evans, who was a Chief Clerk, Head of the Senate Appropriation Committee . . . said, "I need half a million bucks, here's why" and he put it in.

LS: Great.

JL: So, we get the money.

LS: OK.

JL: Now, they dish it out, they don't always dish it out to our satisfaction.

LS: OK.

JL: We get the money.

LS: Because you needed that defined boundary so that you could make sure that the right land is being . . .

TG: Yes.

JL: Oh, yes! The more information you have, the better!

TG: Yes, yes.

LS: Yes, because some people say, "Oh, you're just all treehuggers and you..."

JL: Oh, yes, and the other thing is . . . !

LS: No, I don't mean you all, I mean conservationists in general get labeled

JL: Treehuggers, you're right! Hell, most of 'em are! But, we also . . . Any parcel – before we buy it – we have it vetted by two historians

LS: Oh, great!

JL:that know that particular battle.

LS: Mm-hmm.

JL: So we don't buy the wrong property.

LS: Yes. So you have a huge network of . . .

JL: Oh, huge, monster network! We . . .

TG: We've got Ed [Bearss], of course!

LS: Yes!

TG: And we have, you know, all the other historians that have any association with the Civil War!

JL: Remember, we're the only ones, in a sense, we're the only ones that buy battlefield land in America.

LS: OK. The Conservation Fund used to do that, didn't they?

JL: Before . . . when, what was her name? What IS her name?

TG: Francis Kennedy.

JL: Francis Kennedy, yes. Roger, her husband . . .

LS: Oh, yes.

JL: . . . the head of the National Parks; he's since died, but . . . They're pretty much out of it. We filled that void. The Conservation Fund did it because nobody else was doing it.

LS: Yes.

JL: And they had this enormous capacity.

LS: Yes, and then you all were established.

JL: But then we went . . . See, we're the product of a merger of two other organizations and the one group bought land, but at [estate] sales. It was a much smaller operation. And I don't mean that in a critical way. You've gotta crawl before you can walk.

LS: Yes.

JL: But they were in the crawl stage and what we've done is put it in a full wind sprint.

LS: That's very interesting. Do you have other groups that you partner with or . . . ? I mean, besides your network of historians?

JL: Well, particularly local groups. We just did one with Mill Springs. I was there yesterday, in Kentucky.

TG: Mm-hmm.

LS: Mm-hmm.

JL: Working with the Mill Springs Battlefield Association, very active group. And we've worked with them. Central Virginia Battlefield Trust, Franklin's Church . . . We've even set up local groups . . .

LS: OK!

JL: . . . to get money to incorporate, to get 'em running because a local partner is so important. You know the people on the ground, they have a certain amount of legitimacy.

LS: Yes.

JL: And when people don't like too much land being saved . . . when we work with a partner, it's harder for them to say that, because they're local people!

LS: Right!

TG: And at Shiloh, we've worked with The Friends of Shiloh...

LS: OK.

TG: Yes. And on certain transactions, so we've worked very closely with together to work with the landowners trying to get something going.

LS: Maybe we should go back to some of those parcels because we never really finished the list!

TG: Oh, it's really a combination of people who the park has established good relationships with . . . Woody, for instance, when he was there, from 1990 . . . all the way up to 2011 . . .

LS: OK.

JL: One of the most effective park superintendents in America!

LS: You know, Ed [Bearss] just said that as well. That's really great for you guys.

TG: He was great.

JL: He was!

LS: So you all worked very closely with him?

JL: Oh, yes, Woody? Absolutely!

TG: Yes, yes.

JL: And Woody was just . . . Boy, was he a master at getting money!

TG: Yes!

JL: He knew how to work the system. Extremely well-respected within the National Park Service . . . He was a good guy.

LS: OK.

JL: And you can't say that with all of 'em, although you can with most. But Woody was effective.

LS: So, what kinds of interactions would you all have? Would you sit on boards together or . . . ?

JL: No, we talked to him all the time! He'd call and say, "I've got this piece of ground! Can you help me?" I'd say, "Sure, Woody! Where is it?"

LS: OK.

TG: Yes!

JL: Woody wouldn't ask you to do something . . . Woody went out and got money! He got that TE money! Remember? He was a full partner!

TG: Over the years, he got a lot. Yes!

JL: And we'd get tangled up, or something, in Tennessee, he could help untangle it! He was a partner.

LS: OK!

TG: Yes.

JL: But what we did is we supplied the negotiating expertise through Tom and access to national money and how to get it.

LS: Mm-hmm. And were you all instrumental in the Corinth acquisition? I know there was a friends group . . .

JL: Corinth?

LS: Yes.

JL: Oh, we did a lot of work in Corinth. We had a board member named Rosemary Williams. Do you know Rosemary?

LS: I'm going to be interviewing her at some point.

JL: I understand she's in poor health.

LS: Oh . . . I am sorry to hear that.

JL: But Rosemary was a singular advocate for Corinth because that's where she lives. Did a lot of good work. She also was . . . I mean, it was Trent . . . and it wasn't Senator Lott, or Senator Cochran; it was a first name basis. And that nine million dollar joint she's got, that wasn't Trent, that deal; that was Rosemary.

LS: OK.

JL: Extremely . . . I think she went to school with Trent.

TG: Oh, really?

JL: And yes, she . . . We did a fair amount of work in Corinth.

LS: And Davis Bridge, are you also involved with that?

JL: We DID Davis Bridge!

LS: You did Davis Bridge?

JL: We are it!

LS: I'm going to go visit when I go next time for this project.

TG: Yes! And that's now part of a Tennessee State Park.

LS: OK!

TG: Yes, so we transferred

JL: How many acres did we buy after that last big one?

TG: Well, that was six hundred and forty-three acres. I can give you the exact number, but . . . yes. And a couple of other ones and . . . So, it was eight hundred and fifty-four! That we're responsible for.

JL: Earl Van Dorn was the Confederate commander, and the Union fielded Ord.

TG: Yes, the October battle . . . Yes!

LS: Very good!

TG: . . . 1862, yes! Not a well-known battle, but most of that acreage . . . We either acquired outright or were granted money to help, you know, get it. And I think almost the entire battlefield was from us.

LS: Wow! Great. And do you all get involved in the interpretation side?

JL: Hell, yes! Unfortunately, that's expected. If we're going to keep it longer than two years, then we get into the interpretation business.

LS: So, you make it accessible to the public.

JL: Yes! Yes, we have an obligation to our members to do that. And we do it.

LS: I see.

JL: If we're only going to hold it for a year or two, we'll generally just try to hold off putting any money into it and give it to whoever we're going to give it to or sell it to, which would be the National Park Service or a state park system and let them put the money in. The one thing we will tend to do is tear down twentieth-century homes or post-war homes or buildings and, in some cases, like Malvern Hill, we'll chop the trees down because it takes the Park Service forever. We don't have those constraints.

LS: Yes.

JL: We're doing the White Oak Road, right? We'll wsssst! [makes a tree chopping noise] . . . No, but we make it historically accurate.

LS: OK.

TG: Mm-hmm.

JL: And we don't put up with all the bullshit that the government

LS: No, I understand. I worked on the Cultural Landscape Report that suggested the tree clearing

JL: Who do you work for?

LS: I used to work for John Milner Associates and Oculus and we did a Cultural Landscape Report for Malvern Hill for the APCWS some years ago that recommended taking out two little houses from the '30s and those trees

JL: We took a bunch of trees down, but the federal government bitched when we gave them the land because they had to grind the stumps.

LS: Well, but you all did a lot there before . . . You gave, like, 750 acres

JL: Yes.

TG: Yes.

LS: . . . and then you gave them the West House! So, that was another large parcel.

JL: Yes, yes.

LS: And I know you have another large parcel

TG: Now, we have the Crew House!

JL: The Crew House!

LS: The Crew House!

TG: We got that most recently.

LS: Really? I never thought that would come up!

JL: YES!

LS: That's amazing.

TG: Yes!

LS: So, that's great! That's fantastic.

JL: It is. We've got 85 percent of the battlefield . . . 90 percent . . . 85 percent . . . of the core, we've got 85 to 90 percent. That's another one that's . . . almost complete.

LS: Congratulations.

TG: Yes, it's getting there.

LS: That's very exciting.

TG: Yes.

JL: Now, who do you work for now?

LS: Myself!

JL: OK, and you're doing a contract for . . .

LS: For the Southeast Region of the National Park Service.

JL: OK.

LS: I'm a sub to another firm, WJE, and . . .

JL: OK, so you're an independent contractor and a consultant.

LS: Exactly.

JL: Where do you live?

LS: In Charlottesville, so I'm right in the thick of battlefield country

TG: Yes, you're not too far!

LS: I mean, Virginia has been, the epicenter of battlefield preservation over the years

JL: No question! We've been . . . Over half our money and probably . . . How many acres did we say, about 19,000? 18,000? Have been saved

TG: In Virginia.

JL: Yes!

LS: Wow, that's amazing!

TG: Yes, right around there.

JL: 16 to 19 thousand acres, something like that. We have saved around 36,641 acres and about half of it's in Virginia.

LS: That's great! Well, I also used to work with Julie Fix who worked here

JL: Oh, yes!

LS: And I'm going to go visit her after.

JL: Will you tell her I said hi?

LS: I will!

JL: I have not seen Julie for a long time!

LS: Me neither.

JL: Would you tell her Jim said hi?

LS: I will!

JL: She's a good woman!

LS: Yes!

JL: Do you know, when I came here, there were twenty-three employees, not including me. In six weeks, there were eight. In six months, there were four. And she was one of the four.

LS: OK.

JL: And she lasted until she didn't want to work here anymore. Because she had babies and

LS: Yes.

JL: . . . and I think she wanted to do something else.

LS: Landscape design

JL: Yes.

TG: That's what she does now? Landscape design?

LS: Yes. I'm going to go talk to her about it, because I'm a landscape architect

JL: Do tell her I said hi!

LS: I will. I definitely will. So, anyway, I have been following the Trust for about twenty years because I've been working in a related field and did some projects for the APCWS and so this is a great opportunity for me to learn more about your process.

JL: OK.

LS: Let's see. I just wanted to maybe get your thoughts on the importance of Shiloh Battlefield and, you know, why it's important to do this work.

JL: Well, you know, at its time, it was the most significant battle in terms of casualties in the history of the North American continent! I mean, they had more casualties, I think, those two days than in the whole Revolutionary War, if I'm not mistaken.

LS: Mm-hmm.

JL: So, you know, it was a monster battle and it was a "holy shit" battle for the United States when it happened.

LS: Yes. Right.

JL: I mean, they had never comprehended anything like this! The other thing is, because of where it is, it's the best preserved battlefield in America, wouldn't you say?

TG: Yes.

JL: Civil War battlefield.

TG: Yes. Oh, yes.

JL: And, when you consider how huge it is, it's remarkable. So, it's significant because of how much is preserved. It's significant because it was a very important time in American History – event.

LS: Mm-hmm.

JL: What else do you need?

LS: Well, I am interested in your personal stories . . . Why you both are so passionate about protecting battlefields. What does it mean to you to protect these places of American history and dedicate your careers to this, at this point?

JL: Well, you know, for me it's a couple levels. One, I've been doing this for north of twenty years.

LS: Mm-hmm.

JL: When I was Transportation Secretary, we took TEA-21 (and the predecessor federal funding program for highways) and diverted it to the battlefields of Maryland and saved over 4,500 acres. So I have been doing this for a while. I love saving land. He loves saving land. And I think that's a DNA thing. I think it's like some people want to be firemen.

LS: OK.

JL: . . . or pilots . . .

LS: Yes, you're a conservationist.

TG: Mm-hmm.

JL: But the other thing that motivates me is this is American history, and we're preserving it for as long as there'll be a United States. And there's very few things one does in one's life, IF ANYTHING, that have as significant a degree of permanence to it. Maybe your children.

LS: Mm-hmm.

JL: That's for a generation. But there's very little that we do as human beings that are anything but footprints in the sand with the tide coming in. And this is stuff that, for generations after I'm gone, people can walk on and not know that I had anything to do with it or his ancestors or descendants . . . But . . . it's there. And it's significant! It's not just the side of the hill where the double-throated warbler or some endangered plant species can live, which is important – I'm not saying it isn't. This is human history. And it's significant human history. That's what motivates me. Tom?

TG: Yes. Same here. Absolutely. And it's the permanence and knowing when you, when we do something – even if it's one acre, two acres, or whether it's five hundred acres – you know, it's done and it's permanent.

LS: Yes.

TG: We get in there and we get it done. Then you don't have to worry about it anymore. And as Jim said, it's going to be around! It will always be around.

LS: Yes.

JL: I was in land use

TG: There's a huge satisfaction!

JL: Excuse me.

TG: No, go ahead.

JL: Sorry. I was a county executive in Maryland, that's Mayor of a county. So I did a lot of land use and people would always bitch and fight over zoning. And it occurred to me, after a period of time, if you want something permanently preserved, buy it!

LS: Mmm.

JL: Because there's no permanency. Zoning changes. Master plans change.

LS: Yes.

JL: All that changes. You can't own the future. The only way you can own the future is to own the land. And, you know, I buy park land and stuff like that and public life. But that's a DNA thing. I can't explain it.

LS: Mm-hmm. Well, I am encouraged that you said you've had three very great years in terms of fundraising

JL: Money-wise!

LS: . . . and people are giving and so it seems like, you know, a bright future for continued preservation. And I guess the other layer is how do we continue to make these sights relevant to the next generation? How do we capture these kids who are so involved with electronics and gadgets and that kind of thing? Do you see any new trends in battlefield storytelling that is exciting and . . . ?

JL: Yes! And that's what we're dedicated to being the best in the world at. Everything's migrating to digital, most everything, digital platforms.

LS: Mm-hmm.

JL: That's why we've got the battlefield apps, which is . . .

LS: Yes.

JL: . . . which you're familiar with. That's why we've got a kick-ass website.

LS: Mm-hmm.

JL: That's why we're on Android as well as iPhones. That's why we're going to iPads. We want to make this a whiz-bang experience.

LS: Yes.

JL: So that, you know, knowledge is power. Knowledge will only enhance interest. And if you can get them engaged in a medium that they will engage in, in the end, there's nothing like the real thing.

LS: Right.

JL: You know, you can watch football games with all the technology we've got on TV until your eyes bleed, but there's nothing like going to the game.

LS: Mm-hmm. Yes.

JL: And being there. And there's nothing like walking in the footsteps of . . . It's human that we want connections that are real. And you can't bring people back from the dead. So, being able to go there

LS: Yes.

JL: . . . and see what they saw, essentially, and it's . . . Humans want that!

LS: Mm-hmm. Hopefully, there's enough money in the National Park Service for staff taking people out on real tours!

JL: Yes! And that's another problem, but . . .

LS: I just remember when my son was studying the Civil War, they had to each pick a battlefield and study it. And the best way for them to do that was online, but it was great because it actually did engage and peak his interest and then he said, "I want to go there!"

JL: Mm-hmm! Sure, he did!

TG: Mm-hmm, yes!

LS: Through that! To Vicksburg, where he had studied and so, he said, "I want to go there!"

JL: Yes, yes.

LS: I thought that was great!

TG: Yes! Well, that's the other thing we do, too, is the secondary school curriculum. . .

LS: Oh, you do?

JL: Yes!

TG: . . . and the Teacher Institutes.

JL: We can go download 'em!

LS: Yes.

JL: We've got Teachers Institutes. We teach teachers how to teach the Civil War.

LS: That's great!

JL: We have regional ones, national ones. We give scholarships.

LS: Wow.

JL: You know, a lot of this is above the rim. But one thing's for DAMN sure. If the product doesn't exist, it's going to be a whole hell of a lot harder to get people interested.

TG: Yes.

LS: Mm-hmm.

JL: You look at Franklin. You're not a Civil War nut, I wouldn't think

LS: But I do know about Franklin.

JL: You know about Franklin. But one of the reasons . . . You know, Franklin's charge was twice as long as Pickett's charge. And it had no artillery support. Casualties were at least double. Bet you the average Civil War guy can't talk about Franklin for five minutes! That's 'cause it's gone.

LS: Mm-hmm.

JL: And we're bringing it back now, but

LS: You mean from the golf course site

JL: They got the golf course. Now we're buying more of the battlefield, lot by lot, or Tom is.

LS: OK.

JL: But my point is it was paved over. So it got forgotten. So you got to keep them there in front of it.

LS: Yes!

JL: You could argue about interpretation and what the war meant and all that crap and why it was fought, but if you don't have the land there

TG: Yes.

JL: You know, the Civil War was decided on battlefields. It was not decided in Congress and not by a forum. It was decided by the winning side killing more guys than the losing side.

LS: OK.

JL: In a brutal, essential, human intercourse. It was the most brutal and mean of all. That's how it was decided. You've got to save the arenas where they were decided if you're going to have an appreciation for what happened.

LS: Mm-hmm.

JL: And how it happened.

LS: Yes, I always loved the image of the students from West Point coming that still come to the battlefield and conduct a staff ride to really understand how the terrain affected the battle and the outcome and that kind of thing.

TG: Yes!

JL: And you know, until you walk it, you can't know it. Have you ever been to Slaughter Pen?

LS: I have. Yes.

JL: You ever walk it?

LS: I've walked on the trail that you can take

JL: OK, well you see how it undulates? You watch that railroad and you see a train come by and then it disappears and then it comes round again

LS: Because of the landform is . . . Yes.

JL: And you can't tell it from the road! Looks like a perfectly level area . . . Pickett's charge looks perfectly flat 'til you walk it. And so, until you walk this stuff, you can't fully appreciate what the hell happened and why it happened.

LS: Right. And Ed [Bearss] was so interesting to talk to earlier because he takes people out all the time to try to show them.

TG: Yes.

JL: Yes.

LS: And it's amazing what he is doing! OK, well that's wonderful! I really appreciate your help.

JL: You're welcome!

TG: Certainly! Yes!

JL: What are you going to do . . . write a history?

LS: This is for an Administrative History of Shiloh, a continuation of the Administrative History that was penned in 1954. So the earlier history considered the War Department era and early National Park Service administration. We are starting with the 1950s, specifically Mission 66, which is an interesting time to pick up the thread because it also encompasses the centennial of the battle, and there was a period of the federal government providing more funding for both of these initiatives. Ed [Bearss] just talked about how they were awarded a lot of money to try to improve the park by 1962. And then, you know, Mission 66 resulted in the change in the road

TG: That was the bypass that took the . . . road out of the park, essentially. Which . . . that was very significant.

LS: That was huge.

TG: Yes, at Shiloh. That was great.

LS: Yes, I wonder . . . I have a question . . .

TG: An unusual instance!

LS: Yes! How has that affected, if you know, this, western piece of the park? Do people still even go over there because the road is in between . . . ?

JL: Well, the volume of traffic on these roads is not as heavy as some places. You could practically sleep on the road.

LS: But still it was a huge change because they had a lot of through traffic

JL: Mm-hmm!

LS: . . . that interfered with the visitor experience and so it took a lot to get that done. You know, they also had some other big issues like erosion along the riverbank . . .

TG: Mm-hmm.

JL: Mm-hmm.

LS: . . . and very challenging. And they've done a lot of restoration of these fields based on Ed's map of, you know, the historic ground terrain, ground cover and stuff.

JL: Well, restoration of the battlefield is really important.

LS: Mm-hmm.

JL: If you put trees there and there weren't, it's impossible to

TG: You just lose . . . Yes.

JL: And Gettysburg's done a pretty good job of restoring the landscape.

LS: Yes, they have done a huge restoration!

TG: Yes!

JL: And the treehuggers went nuts! But it was not . . . Taxpayers' money and private money didn't go there to grow trees! It went to preserve a battlefield.

LS: OK.

JL: Trees are wonderful. But not where they are not supposed to be.

LS: I had to do a restoration plan at Vicksburg where the Audubon people didn't want to cut any trees down.

JL: No, of course not.

LS: But some park staff wanted to cut all the trees down! And so we had to come up with a compromise where we would focus clearing around very key, interpretive places . . .

JL: And if you read the charter of that park, it says to remain and look like a battlefield!

LS: Right.

JL: It doesn't say a bird park.

LS: No, but over time, almost the entire thing has become wooded!

JL: Oh yes, it grew up!

JL: Well, John Nau, former chairman of our board. Paid fifteen or twenty or thirty thousand, at least, of his own money to clear some of those damn trees!

LS: Was this the Railroad Redoubt project?

JL: I don't remember. I've been there, but . . . I just don't remember.

TG: I'm not sure where it was. But I think from that view from the What's that monument at the top of the hill? As you're looking down where they cleared the trees

LS: Do you mean the Louisiana Monument?

TG: The Louisiana . . . yes.

JL: But he paid out of his own pocket!

LS: Wow.

JL: And they still fought him.

LS: Hmm.

JL: . . . the Regional. In fact . . .

LS: Well, they have cleared more now in these key areas. But it was carefully considered because the terrain is so challenging, because the slopes are so steep

TG: Yes.

LS: And then the soil will erode really easily

TG: Yes, yes.

LS: . . . and concerns that the National Park Service would not have the money to fund the maintenance that would be needed to keep it in open grass. So there are a lot of issues to address when considering clearing.

TG: Right, right.

JL: I'll never forget I was there when they were doing that . . . having that little ceremony. They cut down fifteen acres of trees or something and one of the maintenance guys said somebody from the region was fighting it tooth and nail. The guy said that the regional guy said, "You know something? You keep this up, I'm going to go to John Nau." John Nau was then Chairman of the President's Advisory Committee, the CHP.

LS: OK.

JL: And he didn't know that John Nau was paying for this.

LS: Ohhh.

JL: The maintenance guy said, "Yes, go to John Nau!" That's a true story!

LS: Right!

JL: Said "I'm going to go to John Nau!" You will? OK!

LS: Interesting!

JL: Go right ahead!

LS: I see, but you're right, the restoration is really critical.

JL: It is! It's a classroom! It's a painting! It's a book! If you tear out some of the pages or block out some of the words, how the hell are you going to read it?!

LS: Right. I know.

JL: I don't understand it! I mean, the taxpayers' money didn't go to preserve a bird sanctuary! We got lots of land – you can have all the bird sanctuaries you want!

LS: Yes.

JL: It was not for that purpose. It was for a battlefield the way it looked at the time of the battle.

LS: So, I think a lot of restoration has been done at Shiloh. I don't know how much more needs to occur, but I can see on the maps places like this field that is not cleared.

TG: Mm-hmm.

LS: Here's a whole field that hasn't been cleared. So maybe that's in the future.

TG: Mm-hmm.

JL: Here. Here.

LS: Yes. And then there's a church here that they haven't been able to acquire. The Shiloh Church?

TG: Yes.

JL: Hmm. Yes, they haven't...

LS: It's an outparcel

TG: That's right and I was reading something that there was an original intention to donate that parcel, or a good portion of it, to the Park

LS: Yes.

TG: . . . and something changed and someone's relative got it or something like that.

LS: Yes, whatever was planned didn't happen

TG: Yes.

JL: It was the governor there? Isn't it? Went to jail for selling pardons?

TG: I don't know!

LS: Interesting! OK!

JL: Now you know the rest of the story!

LS: Yes, right! The back story! I got a lot of back stories from Ed today, too.

JL: You know who he is. He's the legend.

LS: The man, the myth, the legend. Thank you both very much.

Interview on behalf of Shiloh National Military Park Administrative History



Zeb V. McKinney

Superintendent, Shiloh National Military Park, March 28, 1976, to June 1, 1990

October 15, 2013

ZM: Zeb McKinney, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): This is Liz Sargent interviewing Zeb McKinney in support of an Administrative History for Shiloh National Military Park. I'm going to start by asking you a couple of foundational questions. Can you state your full name, your affiliation with the park, and your home address for us?

Zeb McKinney (ZM): I'm Zeb McKinney. I was Superintendent of Shiloh National Military Park for fifteen years. I live in Spruce Pine, North Carolina.

LS: We are going to mostly focus on the time you were at Shiloh National Military Park, which as I understand was between March 28, 1976, and June 1, 1990, but I would also like to find out a little more about what brought you to Shiloh. I am curious about your experience with the National Park Service

before you became superintendent at Shiloh. What other parks had you worked at and what other positions had you held with the Park Service?

ZM: I had a long career with the Park Service which started as a laborer on the Blue Ridge Parkway in 1951. I then went to work as a seasonal park ranger on the Blue Ridge Parkway for, I believe, four years, transferred to Everglades National Park as a seasonal ranger, and was subsequently hired as a park ranger at the Everglades. From there, I moved to Isle Royale National Park in Michigan as district ranger. From Isle Royale National Park, I moved to Tonto National Monument in Arizona and was superintendent there for a couple of years. Then, to Grand Canyon National Park as park planner and administrative assistant for three years. From there, to Shiloh National Military Park where I was superintendent for about fifteen years.

LS: And what was your professional training? What had you studied or intended to do as a career before you went into the Park Service?

ZM: I went to Appalachian State Community, excuse me, Appalachian State Teachers' College and prepared to be a teacher of Sciences. And, not being happy in the teaching profession, I went back to my summer jobs in the National Park Service and subsequently decided to stay with the National Park Service.

LS: So, with your science background, it appears that you worked at a lot of natural resource parks before Shiloh, which probably called for an interesting mix of cultural and natural resource management.

ZM: The natural resources were my favorite pursuit in the National Parks. I moved to Shiloh on the invitation of the National Park Service, and was introduced more to the historic side of the national park preservation program. My main interest, before and after Shiloh, however, was natural history and the natural environment.

LS: One of the interesting things about battlefield sites is that they are often rural, vernacular landscapes that feature a combination of cultural and natural resources that suggest a need to address natural resource management because it helps reduce maintenance if you can work ecologically with the site. I wondered if that was part of what you were working toward.

ZM: That was what kept me going at Shiloh since I was not particularly inclined to be a historian. The work with the natural resources really helped me get through the program; or to enjoy it more.

LS: Were there initiatives or special projects that you worked on as superintendent that fulfilled that interest particularly?

ZM: Well, maintaining the landscape of the park was very important. Historic fields, of course, had to be maintained. That included work with natural history. It was a beautiful, natural environment and there were several problems that we worked with in natural history: erosion of the river bank, preservation of the Indian Mounds, natural preservation of erosion in the area of the Tennessee River. Then we had a beautiful natural area on the west side of the park, commonly referred to as the Roberson Tract and the Owl Creek bottomlands – a really important natural area.

LS: Was that a tract that came into the park during your administration?

ZM: Yes, it was.

LS: Do you recall the process by which the park acquired that tract?

ZM: Well, the process for that really centered around our land management program in Atlanta at the regional office. We (at the park) were just peripherally involved in the acquisition of the land.

LS: Did you personally have to work with the land owners to try to make them feel comfortable with this?

ZM: I had very little contact with the land owners. They did not live on site. They owned the property as absentee landowners.

LS: Was this west of the highway that took the public through the park?

ZM: Yes, it was on the west side of the road that went through the park.

LS: Was that part of the park as integral to the storytelling or was that mostly left in its natural state?

ZM: Well, it was peripherally integral to the park because some of the Confederate troops spread out through that area as they were entering the battlefield and so they approached from that area.

LS: So it's important from the approach standpoint, but was it integral to the trail system or was it hard to get to so you didn't really access it as much?

ZM: We didn't access that side of the park nearly as much because most of the historic interpretation and the historic exhibits were on the other side of the park. Some of the troops, as they approached Shiloh, had great difficulty coming through that area because it was bottomland.

LS: So, it was an obstacle course.

ZM: Yes. But for visitors it was also an obstacle getting off the road that came into the west side of the park. For interpretation, it was important because they deployed the troops through that area as they approached the park.

LS: So, it was good to protect it under the park's umbrella...

ZM: Oh, yes.

LS: . . . but it mostly stayed in a natural state? I think it's very interesting the time that you were superintendent because I've been doing a lot of research into the 1960s and early 1970s and you see all these Federal acts that were passed, like the National Environmental Protection Act (NEPA) that started to change the way that parks were managed. Suddenly, the public was brought into the review process and you had to look at the impacts, or potential impacts, on historic resources because of the National Historic Preservation Act in 1966 in addition to natural resources with passage of NEPA in 1969. So you were probably just starting to figure out how to meet all the compliance needs during your tenure as Superintendent. You had to start adding all these new processes

ZM: The National Park Service was undergoing a service-wide change. There was a renewed, or change in, emphasis from maintenance to management. I kind of felt like, before this, that the principal duty was just to maintain in its present state... as best you could, given the resources that you had. And then as we changed the emphasis to management, it turned into a period where we were doing deeper analysis of the resources and what was required to manage the resources, rather than to just maintain the resources as status quo.

LS: I find that so interesting. Everything became sort of specialized and science-based.

ZM: Yes, it made a big transition from just, like I said, just maintaining to really looking ahead and managing, looking to the future and what the needs were and how to meet those needs.

LS: Well, I felt like, in reading – I have read all of your Annual Reports –it seems like your park was kind of remote. It seemed like you came up with a lot of clever ways to deal with management needs at the park, but maybe without a lot of support from other branches of the Park Service, such as the region, or Washington. . . . For example, I noticed you invented your own computer system for tracking resources and their maintenance. I'm interested in how you built your team. How did you train people?

ZM: I was very fortunate. My philosophy toward management was to supervise and allow people that had the responsibility to take the day-to-day duties. And I had a chief ranger, George Reaves, who was a good historian and far-seeing. He saw in the future what was needed and he saw the things that would best suit the people that were visiting day to day, because he was in visitor services as well as historic preservation. And he had a lot of ideas that he put into practice. He really did some remarkable things, based on the liberty I gave him to be autonomous, and to decide which way to go, what things were needed. And I just tried to provide the support for his programs. He was very good.

LS: That's wonderful. It seems like you all anticipated a lot of what has since come to pass. I'm actually a cultural landscape specialist, but when you started as superintendent, there was no such thing as a cultural landscape methodology. But then over the time that you were there, it became a new way of looking at managing places. But you were actually following a similar approach as superintendent in managing park landscape resources.

ZM: Yes, we went from maintenance to management, really. It's the best way to describe it. Because, we looked at the long term needs and tried to meet the long term needs. Instead of just keeping the fields mowed, we tried to reestablish the boundaries of the fields and worked toward maintaining the natural boundaries of the fields so that they looked historically correct.

LS: And you maintained that historic peach orchard as well...

ZM: Yes, the peach orchard was important and had really declined and we entered into a program of reintroducing plants into the orchard and maintaining them through an integrated pest management that was a new program in the National Parks. Instead of doing a lot of fertilizing and spraying, we tried to do natural management procedures. For example, we used human hair to keep the deer out of the trees in the peach orchard because the odor of the human hair was better than using the pesticides. It kept them from eating young trees. So that was one of the new things that the Park Service was working on. Instead of using a lot of artificial controls, we tried to go back to natural controls for the environment. They called that integrated pest management because you tried to integrate your programs to natural selection. That was good.

LS: Did you get help from the region? You probably didn't have everybody on staff that you needed to figure some of these things out.

ZM: Well, we got help from the region, but I had a young ranger that was really interested in the natural environment. His name was Gordon Wissinger and he was an outstanding ranger. He took charge of the integrated pest management program and did an outstanding job with that side of managing the resources.

LS: Great! Well, I know that based on the requirements of NEPA, you all had a couple of natural resource inventories done during your tenure as Superintendent. You had the Owl Creek bottomlands inventory

and a park flora. I actually met one of the botanists who worked on the flora in the early 1980s – Peter White. I don't know if you know him?

ZM: I don't remember him.

LS: He's at UNC in Chapel Hill and he remembers being at the park and preparing the flora. Natural resource inventories seem like another new layer of administration that you all were starting to deal with.

ZM: I don't recall having personal contact with him. He probably worked through the chief ranger, Mr. Reaves.

LS: Was that part of the scientific data that you used to manage things properly?

ZM: Yes. The Owl Creek bottomlands was an especially wonderful, unique area. It had a black gum forest that was just spectacular and probably one of the best maintained bottomland forests anywhere in the area.

LS: I bet it was beautiful in the fall!

ZM: It was just beautiful all the time, that area. Had huge trees, ninety feet to the first limb, you know – beautiful! Bottomland trees that had never been disturbed. And that was the Roberson Tract, which included a natural ecological area, undisturbed.

LS: Wow. Have you been back since to see it?

ZM: No, I haven't really been back to officially visit the park. I drove through it one time when I was passing through, but I was en route to a meeting and just didn't even stop at the Visitor Center. I just drove through to see how things still look.

LS: I'm sure Stacy Allen would love to see you sometime if you get back there.

ZM: Most of the people who were there when I was there are gone now. There's only one or two that remain who were employees when I was there.

LS: Well, I'm going to try and set up an interview with Doris

ZM: Doris Stewart?

LS: Yes!

ZM: She was the administrative officer of the park. Very capable.

LS: Yes, I'm looking forward to that. That should be interesting. To follow up on this idea about changes in Park Service procedures, I wanted to ask you about the park's General Management Plan. Under your tenure, the park went through the process of a General Management Plan, and was one of the very early ones prepared during the first wave in 1980 or 1981. I was wondering what you remember about that process.

ZM: My memory is pretty vague on the General Management Plan, but we did . . . that was the beginning of this Management By Objectives program where you inventoried your resources, determined what the priorities were for maintenance or for preservation of the resources, and what money and what people

were needed to adequately manage the resources. That's part of the transition, I think, from maintenance to management.

LS: You also had to bring the public in, correct?

ZM: Yeah.

LS: I didn't know if that had an impact on what you all did.

ZM: Yes. Yes, we did. We had a public open house where we talked about the General Management Plan and what we anticipated as changes to the park.

LS: I know that before you were the park experienced some huge changes - namely, relocating the highway and the rerouting of a lot of other internal park roads. By the time you got there, did you feel like the big projects . . . except for the riverfront erosion problem, which we will talk about in a little bit, were completed? Did you feel like the design of the park, the way that visitors arrived and got oriented and circulated and what they learned was in pretty good shape by the time you got there or did you have ideas about aspects of the park that needed to change . . . ?

ZM: Well, the park was in pretty good shape. Of course, it took me awhile to really get the general idea of what we had and what we needed. And the design of the park, the outlay of the historic roads and everything, pretty much controlled how you went about interpreting the park and how you went about preserving the park, as a matter of fact. That was pretty much . . . in my opinion, that was pretty much set in stone - we just tried to figure out the best way to use the natural resources, the fields, the roads. The state monuments - the cannon and everything - they were already all in place.

LS: But, I also noticed in your Annual Reports the way . . . the scientific practices or techniques for maintaining things like masonry monuments or metalwork went through the scientific revolution.

ZM: Yes, it did. We had a major program at the park where all of the monuments were appraised and any repairs to the joints in the stone and that sort of thing were done and all of the cannon and the carriages in the park were completely rehabilitated. Over time, rust developed on the cast-iron carriages and that sort of thing and all those were cleaned down to bare metal and restored and repainted while I was there. That was the major preservation project while I was there.

LS: Did you have adequate funding to do that or was this a period where it was a struggle to get funding for what you needed?

ZM: You know, after we set the priorities and the regional office bought in to what was needed, then they allocated the funds that were necessary to do that. That all stemmed from the General Management Plan and the inventory of the needs.

LS: So that was a useful tool, I guess?

ZM: Yes, very useful.

LS: And then, pretty soon after that I think, I noticed in the Annual Reports that personal computers started entering the work-a-day world and changed the way that you all did your work. I'm just really intrigued by all of that... how all that evolved. Whether you embraced it right away, or whether it was a struggle to adjust to this change

ZM: It was embraced right away because of Chief Ranger Reaves' interest in computers. He just kind of brought us all in line and helped the administrative staff to come up to speed on the computer, on timekeeping and all that. But Reaves was pretty much the driving force behind the transition from the old way of doing things to computerization. And Mrs. Stewart, the administrative clerk, she just fell right in line, you know. She learned quickly. We had a . . . She had a lady that helped her, Mary Rowe, that did a lot of the timekeeping and that sort of thing and interfaced between the park and the regional office to transfer the routine data, like who was at work and who was on leave, that sort of thing. Just general timekeeping duties.

LS: But I also noticed that you (the park) invented your own maintenance program and then the Park Service seemed to design something that then then, they came and said, "Oh, you need to use this one," but you had already invented something. I noticed in the Annual Reports that you stated "well, we did this and it was great, but now we have to start over!"

ZM: Well, every two or three years things would go through changes . . . and the Director of the Park Service and the regional directors . . . you always had a little bit of change in focus, you know . . . the way they wanted things done and how they envisioned your relationship to their regional supervision and Service-wide supervision. When we were going through the management process, they developed a program called Management By Objectives. And that was sort of imposed from the top down. But, we really bit into that when I was at Shiloh and we decided we were going to make that work for us just as well as we possibly could. We did workload inventories of all the people in the park and tried to figure out how to work with that workload inventory – what programs had the highest priority and what it cost to perform all those different things. So, through the Management By Objectives program, we set up a system of priorities and needs and then the annual budget was translated into priorities and, based on how much funding you had, you started from the top of your priority list and worked down through. And as you accomplished one thing, like the restoration of all of the artifacts on the battlefield, then you could change your emphasis to the next priority on the list. That, laughingly, was called "After the Flagpole."

LS: Why is that?

ZM: George Reaves invented that phrase. He said, "Well now, the priority list goes before that flagpole and after the flagpole. When you got all of your major priorities taken care of, then you paint the flagpole!" So, that was kind of a fun way to look at it.

LS: Sounds like you guys had a great working relationship.

ZM: We had a good working relationship. We really did. I was really proud of my staff.

LS: That's great. The other thing that really strikes me is that sort of scientific approach to battlefield management also occurred during your tenure. There was this initial meeting at Petersburg on earthworks management

ZM: I wasn't involved in that meeting.

LS: You weren't involved, okay.

ZM: No, but we were already deeply involved in the issue.

LS: So you followed that whole discussion and narrative? And then I noticed that . . . I don't know if it was in response to the extent of suburbanization and development that occurred throughout the, sort of, eastern United States in the 1980s, but there's this huge, sort of, emphasis on battlefield preservation that

comes about in the late 1980s, up through like 1992, where you have the American Battlefield Protection Program established and you have the Bulletin . . . the National Register Bulletin on how to document and assess Civil War Battlefields and you have the Civil War Sites Advisory Commission established and I was wondering if you remember noticing all this

ZM: I don't remember anything much about that. We were too deeply involved in the day-to-day operation of the park and people in the upper echelon were the ones that were feeding the policies down and by the time that got down to us, it was just workload.

LS: Did you regularly consult with Vicksburg or any of the other . . . you know, Chickamauga, Chattanooga, or any of the big National Military Parks?

ZM: We didn't coordinate activities with the other parks while I was there.

LS: Stones River, maybe, because it's closer?

ZM: No, we did not really coordinate our interpretive programs or anything like that. Each park kind of did their own thing.

LS: Because that's the new thing now, it's all about partnerships and linking related sites. So I was just curious about that during your tenure. What about a friends group? Did you have volunteers that helped at the park or helped finance things that were beyond the budget in any way?

ZM: No, not a great deal. Shiloh was kind of a unique park among the parks. The Tennessee River ran along the edge of the park. People on one side of the river were Union sympathizers and people on the other side of the river were Confederate sympathizers.

LS: Really?

ZM: So the battle still went on! And it was kind of interesting . . . Chief Ranger Reaves did a lot of public relations work on the Yankee side of the river and I did a lot of my public relations work on the other side of the river, trying to bring opinions together, you know, and eliminate some of the old hatreds that . . . linger! A lot of the hatred that lingered had its roots or basis in the establishment of the park and displacing of local people.

LS: So was there anger at the government still?

ZM: Oh yes, there was still a lot of anger towards the government.

LS: So it must have been interesting for the Roberson Tract to be acquired because maybe some people were not happy about the government getting more land. Is that . . . ?

ZM: Well, there were a couple of individuals that would have liked to have had that land. The Blanton family, which owned a large tract of land adjacent to the park, tried to acquire some of that land as it was coming in to park ownership. They wanted to swap some of their land for that river bottom land and when we refused to make the swap, that did not help local feelings very much.

LS: That's too bad. Did you have much trouble with vandalism or other infractions of park rules? I've read in the Annual Reports about the park having to patrol the border because hunters were sometimes crossing into the park, and vandalism was a problem during some periods, but not all the time.

ZM: It wasn't too bad. Of course, people still resented not being able to hunt in the park because that land which had always been good to hunt squirrel or deer was no longer available. And it was just part of the whole resentment problem, you know, the people being displaced by the park and the park rules not agreeing with the practices that they had always had and enjoyed.

LS: So you probably did a lot of outreach, maybe going to speak at rotary clubs or the United Daughters of the Confederacy?

ZM: Ranger Reaves was the Rotarian and I was the Lion.

LS: You were the Lion, okay!

ZM: I attended Lion's Club meetings and he attended Rotary Club meetings. We tried to coordinate, you know, our activities and address the park's needs with those interest groups. I was particularly involved in fraternal work while I was there and that brought me into a closer relationship with the people in Northern Mississippi around Corinth.

LS: Was there a movement at that point to try to protect the Corinth Battlefield, at this point?

ZM: The interest was growing.

LS: It was growing, okay.

ZM: I had been over there . . . Ed Bears led a tour of that area and we went to Corinth. My evaluation of Corinth was not too positive. Most of the earthworks had been destroyed. There was not a direct connection to Shiloh really . . . The only common thread with Corinth was the railroad, the access, you know, to the area, to the park, by railroad to Corinth. So I didn't . . . I was not very enthusiastic about establishing a unit at Corinth. And after I left, of course, the political pressure became stronger and stronger. And I have visited the new area.

LS: You've seen the new unit?

ZM: Yes. Even though it's beautiful, about the only thing that really ties that to the battlefield is the railroad that comes close by. That's my opinion. Other people don't agree with that, but that's the way I felt about it.

LS: We've touched on interpretation, but I was wondering if you remember any new programs that you all developed and what was the thought process about interpretation?

ZM: Well, we tried to keep the interpretation fresh, you know, and did . . . The seasoned staff conducted encampment demonstrations, in addition to the rifle firing demonstrations which had been a tradition all along.

LS: Oh, it had? It sounded like you guys started a new program. You got a permit for that, I saw.

ZM: We did work with the Sons of Confederate Veterans to do demonstrations in the park. That was something new. I was really concerned about that. They wanted to have encampments in the park and I just thought it would be too hard on the resources, and also too dangerous for large numbers of people with weapons . . . camping in the park and not being able to supervise all their activities while they were in encampments. So we did not have an encampment in the park, but we did allow some of the Sons of Confederate Veterans to come in with their horses and do cavalry demonstrations, which were something

new. And we had the Living History Exhibits at the War Cabin, where we had young ladies that were dressed in period dress and they stayed in the War Cabin and explained the family life. They had a little garden and they made lye soap and dried beans and vegetables by hanging them from the rafter on strings and did, you know, little things like that that were reminiscent of life at the time of the battle.

LS: I bet people loved that, especially the kids.

ZM: Yes, they like that very much. That was good. We had a lot of interest from Boy Scouts. I don't know whether you've looked into that much.

LS: I saw, in the superintendent's Annual Reports, there was a record kept of how many Boy Scout troops would come each . . . actually in the Monthly Reports . . . and it was amazing how many!

ZM: Absolutely. There was a scout executive in Memphis, Ken Humphreys, who was a real historian and he came to the park and hiked and studied and he developed a system of Boy Scout trails in the park. And he established a trail patch for them to go on their uniforms – the Shiloh Trails Patch. There was several of those trails and they had to have hiked all of the trails in the park to get their patch for their uniforms and that was a very popular activity with the Boy Scouts.

LS: It seemed like hundreds every month would come! Hundreds!

ZM: Yes, yes. And we established a special camp for them over on the west side of the road, you know, and they would come to camp...

LS: Where was that? I was curious because I haven't really figured that out yet. I don't know if that's the best map or not. I also have this wonderful . . . this more topographic map . . .

ZM: Boy Scout Camp was over here . . . not too far from the picnic area . . . over in this part of the park. But, it was extremely popular with Boy Scouts.

LS: Where were they coming from? Were they coming from all over the country?

ZM: They were coming from all over.

LS: Wow.

ZM: Primarily from western Tennessee and northern Mississippi, that general area, but the Boy Scouts came from all over . . . Of course, a lot of the trails . . . They would have, one of the trails would emphasize one part of the battle and another trail would emphasize another part of the battle, but the trails overlapped a lot. And it got boring to the scouts. They'd do a number of trails in one day. They'd do two, three, or four trails and, a lot of the time, they were repeating their footsteps, you know, because of different emphases on the trails. They'd get bored and do typical teenage things and we . . . that kept the pressure on when we had a large number of Boy Scouts.

LS: So it took a lot of ranger time to kind of manage that . . . ?

ZM: It didn't take too much, but we occasionally would have problems. Visitors would say, "The Boy Scouts won't let automobiles have the road." You know? And that sort of thing. Just small things.

LS: Did they do anything for the park, like build any trails . . . ?

ZM: Not while I was there. Now, Woody Allen [Harrell] had volunteers doing more things than I did. He got the local community more involved. Had people help put out the flags in the National Cemetery, you know, before Memorial Day and things like that that I didn't do.

LS: Did you have the Youth Conservation Corps or any of those kinds of groups come in?

ZM: The Neighborhood Youth Corps. We had Neighborhood Youth Corps encampments for a number of summers while I was there.

LS: Did they cut brush or . . . ?

ZM: They developed nature trails and cut brush helped reestablish the boundaries of the fields, and things like that. They were very helpful, especially doing nature trail work and that sort of thing.

LS: Was there more of an emphasis on the nature trails because of your background?

ZM: Well, Ranger Wissinger, who was the real resource manager, had them out doing things like that. He worked with them on the environmental activities that they worked on while they were there.

LS: What about the river erosion problem, and working with the U.S. Army Corps of Engineers. I read how you had to close Riverside Drive at one point!

ZM: Yes. We did.

LS: Sounds like it was underwater several times! I wondered how you dealt with that and what were the issues . . . ?

ZM: Well, we just, we kept working with the regional office to try to find an avenue to work with the Corps of Engineers to get the riverbank stabilized. And eventually, we did have a section of the riverbank stabilized in front of the Indian Mounds where they were in danger of sliding out. And it was temporarily very helpful. But the problem with the riverbank stabilization, you can't stabilize a short section of the riverbank because, once you put a stabilization structure there, the erosion continues before the structure and following the structure. So, once you stabilize, you just move the problem to another spot. And we had that trouble at the Indian Mounds when we were stabilizing the riverbank there. As soon as the water would go by the stabilization structure, it would cut right in behind it, you know, as the river flowed by. So even though it was helpful, in the long term, helpful in preserving the Indian Mounds, it didn't solve the problem, by any means.

LS: It looks like there was money spent to study the problem by the Corps several times, but then there was never enough money to actually implement a plan. It must have been very frustrating.

ZM: It would have been extremely, extremely expensive to stabilize the riverfront through the entire park. The topography changed, you know, from the Indian Mounds area to the Pittsburg Landing area The topography changed enough that you couldn't do one simple structure that covered the whole area. They put rip rap at Pittsburg Landing to help check the erosion there and then they put a steel bin wall up in front of the Indian Mounds. But there were problems due to river erosion at both places because you just can't stop the river from doing what it wants to do.

LS: Right. And I guess the way that boats leave a wake now, it's gotten even worse. And probably flooding has increased because of upstream development.

ZM: I guess the wake from the barge boats that travelled on the river were I haven't given that intensive thought, but they did The wake from the boats washed at the riverbank every time that a boat would come through.

LS: I guess the cemetery was also at risk. There's a picture, I think, of the corner of the cemetery wall exposed at one point.

ZM: Yes, that was when they stabilized the Pittsburg Landing area, you know, because the riverbank was undercutting that area. They placed, I think, stone rip rap down to protect the banks from further erosion...

LS: I think I read somewhere that there was a concrete road that they demolished and then they used the broken concrete or something as part of the rip rap? That might have been before your time.

ZM: My memory's not too good on that.

LS: I think that's when they put the highway through, so it was before you were there.

ZM: Oh, that was before I was there.

LS: So another change that occurred while you were there was the beginning of the Americans with Disabilities Act and the need to provide accessibility.

ZM: That was a relatively small project. We put a handicapped ramp at the bookstore, which was in front of the National Cemetery wall. We made a handicapped access ramp at the Visitor Center. That was not a really significant project; it was just responding to the Act. It required handicapped persons to be provided access.

LS: These days, you have to provide equal experiences, so trails and such have to be updated as well, but . . . at the time you were Superintendent the rules were less stringent, and I guess this wasn't a huge change for the park.

ZM: No, but, while we're talking about the cemetery area, the cemetery area was being, you know, all the space was being occupied and we had a group of citizens that wanted to expand the National Cemetery beyond its boundaries to provide additional veteran burial space. And I realized that we were going to have a problem with that based on the public's responses to the National Cemetery. So we developed a plan to enlarge the area inside the cemetery wall and allow for a few more burials, while we did public announcements and everything about how many more gravesites were available the National Cemetery, but that is was otherwise closing for additional burials due to lack of space. We were very fortunate because, in northern Mississippi, the Veteran's Administration established a new Veterans' Cemetery and it took a lot of pressure off of us. Because then we could tell people, "Well, there aren't going to be more burial sites at Shiloh, but, in northern Mississippi, just a few miles away, veterans will have a new cemetery"

LS: That's lucky.

ZM: Yeah. It was good fortune, I'll tell you! It was really good.

LS: Did it close to new burials during the time that you were there?

ZM: Yes, we closed the National Cemetery while I was there. We didn't accept any more burial requests, except for families who . . . an entire family could be buried at one gravesite.

LS: Oh, that's nice!

ZM: And if . . . when the gravesite was being prepared, if there were going to be more than one burial there, the initial burial would be deeper so that the second burial could be properly placed.

LS: Interesting.

ZM: That was kind of an interesting project.

LS: Yes! Were you also the superintendent of the cemetery or did you have another person?

ZM: The cemetery was managed along with the park. The cemetery superintendent program had already been abolished and I don't know whether it was still active when this director was there. I don't think it was. I think that the Park Service had taken over management of both areas.

LS: Okay. Because that's a huge cultural resource management issue. I've been working on a project at Stones River National Cemetery and there's so much to consider. It's so hard to keep the monuments clean and in good condition, and then the trees tend to be hard to keep alive

ZM: Well, that was a problem because many of the trees in the National Cemetery were old and they were beginning to lose limbs and that sort of thing. We had to hire a landscape specialist to come and trim the dead limbs out of the trees and try to help them survive.

LS: That must have been a big job.

ZM: That was a big job. The National Cemetery there was a wonderful place.

LS: It's beautiful!

ZM: It was really a serene experience. The big live oak trees in the National Cemetery were home to the mockingbirds. When you'd walk down through the National Cemetery and the mockingbirds would be singing in the trees and it was just like the angels were there.

LS: Wow, that's great!

ZM: I really loved that with the mockingbirds singing in the trees there in the National Cemetery. It was a beautiful spot.

LS: So it sounds like even though the trees were a management challenge, you wanted to make sure that they stayed.

ZM: Oh absolutely, you know, they were just such an important part of the cemetery scene, of course!

LS: Because, you know, there's such a difference between the way the V.A. and the Park Service maintains the cemeteries now and it's a lot for the Park Service to take care of the cemeteries, but there's a, you know, desire to make it work to protect resources like trees.

ZM: It needed to be a special experience. They . . . a lot of people really identified strongly with the National Cemetery. And on Memorial Day, we always had a big celebration in the cemetery and a lot of local people showed up, you know, and we had dignitaries, politicians, and others speak at the Memorial Day Service.

LS: Oh! So what kind of activities did you have as part of that day?

ZM: Well, we just . . . adorned all of the gravesites with a flag.

LS: Wow.

ZM: We did. We put flags up at each grave. A group of ladies – I believe they were Daughters of the American Revolution – who were really interested in the National Cemetery and its preservation and they always came to the Memorial Day Service, you know, and enjoyed that. And we enjoyed the relationship we had with them very much. But it was just a serene place, you know, and a lot of people identified strongly with the National Cemetery.

LS: The National Cemetery honors Federal dead. But in the park you also had the Confederate trenches to maintain. I understand there are five such burial trenches where Confederate dead were buried after the battle?

ZM: The communal burials of the Confederate soldiers, you know, just had trenches where they had been buried. And, of course, the people who were more inclined to remember the Confederacy really were interested in the Confederate burial trenches and, of course, we placed flags around the trenches and the Confederate sympathizers would come and put up their little flags, too, you know, that sort of thing. But, it worked out well.

LS: Well, it sounds like there might have been some issues with erosion there and that some of these groups came and helped to protect the trenches . . . Perhaps that was before your time?

ZM: I don't recall any of that activity.

LS: What about the Visitor Center? Did that change at all while you were there?

ZM: The exhibits in the Visitor Center were renewed shortly before I left.

LS: Okay.

ZM: And I don't have too much memory of that, I just remember they updated the exhibits in the Visitor Center.

LS: Okay, so maybe Harper's Ferry designed them for you, or something like that?

ZM: Yes.

LS: Did you have any significant changes in visitation while you there, like a large influx or a decline or . . . ?

ZM: It was mainly Boy Scouts and school groups out of Memphis. It became a very popular activity for students to visit in spring. They would take field trips out of Memphis and bring loads of kids, busloads of

kids, you know, to spend the day in the park. So, that was a big activity in the springtime. School field trips. And, of course, Boy Scout activity grew and grew.

LS: It sounds like it!

ZM: University of Tennessee at Martin came and did work one summer with their volunteers. Did an analysis of Boy Scout activity. They positioned cameras at different places on the battlefield and they were motion-activated and they did a study on vandalism to the monuments and that sort of thing when groups would come through.

LS: Was that a problem?

ZM: We had some problems with vandalism, primarily when the Boy Scouts were taking a rest from their hikes, you know, they'd climb on the monuments and that sort of thing. We were just trying to figure out, you know, where the activities were occurring and what impacts they were having. And the University of Tennessee at Martin did a study on that.

LS: And was it helpful? Were you able to redirect people away from areas where you had problems?

ZM: I don't have too much memory of what transpired between Ranger Reaves and the staff at Martin about what recommendations they made after their study and how the park responded to it.

LS: I see a decline in the descriptions of vandalism after the 70s. It seemed like the 70s, there was a lot more vandalism and then it kind of falls off.

ZM: Yes.

LS: But maybe more relic hunting?

ZM: Yes, more metal detector users . . . goodie hunters, they were called.

LS: The what?

ZM: Goodie hunters!

LS: Goodie hunters!

ZM: But, that activity was dying out. Of course, we were trying to be very careful about monitoring that activity, interrupting it as much as we could. But, we had a tract of land across Revue [Sarah Bell] Field from the War Cabin where the Hamburg-Purdy Road came across. There was a private tract of land that was right on the Hamburg-Purdy Road and it was still in private ownership and a lot of people would come and use their metal detectors in there. And after that came into Park Service ownership, we still had problems with people who thought that that still was okay to visit it in that way

LS: They got used to that and

ZM: Yes, it took a while to get that cleaned up. Of course, you still had the professional artifact hunters

LS: Sure.

ZM: ...that sneak in at night, and that sort of thing.

LS: What about . . . you probably had to deal with prosecuting . . . some of those had to be reported to the authorities and

ZM: Mm-hmm.

LS: Did you all have to maintain a relationship with the local police?

ZM: The local district attorney dealt with those activities. And we had some real problems with that part of our program because there was such an overload in the Federal courts in Memphis that I recall one instance where the Federal District Attorney called me and said, "We're dropping all the cases in Shiloh because they're misdemeanors and we have to have all the time in court for more serious activities."

LS: Wow. So that doesn't help you.

ZM: That really had a negative effect on how you deal with the park because if you have minor infractions, you know, by the local people, like speeding, you know, and vandalism, that sort of thing, and they're supposed to go to court and suddenly they just get a letter from the district attorney saying, "Your case has been dropped." So they felt like they could do things with impunity.

LS: That's too bad. That's too bad.

ZM: Yes.

LS: Were there ever any problems at the Indian Mounds?

ZM: We had . . . when the Indian Mounds became endangered because of riverbank erosion, they came and made a major archeological excavation of the Indian Mounds and recorded . . . did a careful recording of the Indian Mounds and their condition and what artifacts were found and that sort of thing. You know, there was a beautiful artifact came out of the original excavation of the Indian Mounds. You probably saw it when you were at the park.

LS: The Pipe Effigy?

ZM: The Pipe Effigy, yes. But *that* excavation of the Indian Mounds was not documented according to modern procedures. So the archeological center came over and did

LS: Another investigation . . . ?

ZM: Yes.

LS: Was that the only archeological study while you were there pretty much?

ZM: Yes, I think so.

LS: Sounds like it resulted in a National Register . . . Or National Historic Landmark designation for the Indian Mounds? In the 1980s, I think?

ZM: Perhaps so. I don't remember that particular effort

LS: Did you add interpretation over there? Was that one of the things that you worked on while you were Superintendent?

ZM: The nature trail was established with the help of the Neighborhood Youth Corps which came through the Indian Mounds area and down along Lake Creek, you know, down by the riverbank.

LS: Okay. A couple more questions, but I think we're almost done. I don't know how important this is, but I noticed that fees were collected for the first time while you were there and I wondered how that . . . how people responded to that.

ZM: It didn't have much impact on the financial resources of the park. We just collected money and reported collections

LS: Did visitors complain? Did visitation drop?

ZM: It didn't have much effect on visitation in the park. It did have a negative effect on visitation in the Visitor Center where the fees were collected.

LS: Oh, I see.

ZM: People, local people particularly, would bypass the Visitor Center because they didn't want to pay the fee.

LS: Yeah, okay. I was wondering what you felt like was the biggest success . . . the thing that you were the proudest of during the time that you were there?

ZM: The restoration of all the artifacts on the battlefield was very important. To renew all of the cannon batteries, to restore the carriages, which were made out of cast-iron and were rusting and hadn't really been restored since the Park Service took over from the War Department

LS: Oh, so that's a long time!

ZM: . . . and to take all those carriages apart and remove all of the rust and to do rust-preventative treatments and repaint them and put them back on the battlefield. That was a major program. Then, all of the monuments – granite monuments – where the stones . . . where the seal between the stones had eroded away. All those had to be repointed because, as water got in behind the seals, it would cause the granite to flake away. And that was beginning to be a problem. So, all the monuments were restored.

LS: Great! It sounds like a lot of the fields were restored.

ZM: Yes, we established new boundaries for the fields.

LS: And maybe you brought in this appreciation for natural resources as well?

ZM: Another thing that happened while I was there was we established sort of a warehouse for our artifacts in the basement of the Visitor Center. We put in an artifact preservation section in the basement of the Visitor Center and all the artifacts were catalogued and put in secure storage down in the artifact room.

LS: Great!

ZM: And that was important because a lot of the artifacts were not being properly handled, preserved. So, that area secured the artifacts and also provided for some environmental protection for the artifacts. And that was a good program.

LS: Great! This may not be something you remember, but I was just curious about whether there were certain other parcels that you thought were important for the park to acquire?

ZM: One of the principal . . . my own principal areas of interest was the farm of Mr. R.A. Livingston, who had been the first National Park Service Superintendent of the park.

LS: Oh!

ZM: He was the park's administrative clerk when Mr. DeLong Rice was killed, you know, in the explosion of the house.

LS: Oh, okay.

ZM: He had a gaslight explosion in the basement of his house. But after Mr. Rice was deceased, they made Mr. Livingston . . . And that was when the transition came from the War Department to the National Park Service. And Mr. Livingston had been appointed temporary superintendent under the War Department to take Mr. Rice's place. Then he transitioned to superintendent of the National Military Park. And his property was an important part of the battlefield.

LS: Mm-hmm, but it's not owned by the government?

ZM: And he maintained his livelihood and maintained his property, kept ownership of his property until his death. And then most of his property came to the National Park Service by bequest on his death. Also, the Shiloh Church property.

LS: Oh, yeah!

ZM: There wasn't anything historic about the Shiloh Church anymore. The original church was gone. And they had a school and a church there on that property. And that's something that I think still needs to be resolved. I think that the Shiloh Church needs to be moved outside the park as an active church and that the Shiloh Church site be interpreted as an important place during the battle.

LS: I think it was maybe before your time, but there was a movement to reconstruct the original church on the site, but I don't think it ever happened.

ZM: I don't think it ever happened. Of course, that Shiloh . . . the location of the Shiloh Church, there's been more than one church erected there.

LS: Oh! Really?

ZM: The original church was apparently torn down by souvenir hunters, pretty much. It was severely damaged and then souvenir hunters started taking pieces, and that sort of thing. Then they built a wooden church that was there for a long time – a church and school – and now it's a brick structure. But all of that happened before I was there.

LS: Okay!

ZM: But I still think that there needs to be a movement to remove the active church from the park and let that revert to a historic site.

LS: Is there a cemetery there as well?

ZM: Yes, there is. And that makes it extremely difficult, you know.

LS: Yes, people don't want to leave the family plots.

ZM: Yes.

LS: Well, that's about all the questions I have. Do you have any other remembrances that you think would be interesting to include or people that you remember were specifically important to the team or . . . ?

ZM: I just remember the places being serene and beautiful.

LS: Yes . . . it's very impressive, isn't it?

ZM: Yes.

October 25, 2013

Addition to Interview Received in Writing from Mr. McKinney

Mr. McKinney writes:

Thinking back to our discussions, I remember that I should have given more recognition to the maintenance division at Shiloh. The laborers were local citizens who had a deep ancestral, emotional, and political link to the park. The men took great pride in the care and beauty of the park and cemetery.

Four supervisors of maintenance served during my tenure, including Mr. J.B. Jordon, Mr. Harold Hudson, Mr. James Skope, and Mr. Gerald Skaggs. All were capable and effective leaders. I should add that Mr. Hudson made significant contributions to the Management by Objectives program at Shiloh. Many of the applications of the "MBO" systems at Shiloh were eventually incorporated into the Servicewide Management System.

Interview on behalf of Shiloh National Military Park Administrative History



Fred Prouty

Director of Programs, Tennessee Wars Commission

April 13, 2015

FP: Fred FP, interviewee

LS: Liz LS, interviewer

Liz Sargent (LS): It's April 13, 2015. This is Liz Sargent interviewing Mr. Fred Prouty at the Tennessee Historical Commission office on Lebanon Road in Nashville. We are going to talk today about his experience working with Shiloh National Military Park in terms of the Tennessee Wars Commission and other related topics.

If you would please state your name for us, and your title

Fred Prouty (FP): It's Fred Prouty. I am Director of Programs for the Tennessee Wars Commission, a branch of the Tennessee Historical Commission.

LS: Thank you! How long have you been involved here in this office and held this position?

FP: The position of Director of Programs for the Tennessee Wars Commission started in 1994 out of a need to address the fast disappearing Civil War battlefields and related sites in Tennessee. The Commission soon realized we should also consider historic military sites that included the French and Indian War, the American Revolutionary War, the War of 1812, and the US-Mexican War. To date we have recorded and categorize (as to their significance and endangerment), over 500 Civil War era military sites in Tennessee. We have also surveyed over 125 sites related to the American Revolution and 101 potential sites related to that theme. There have been ten recorded sites for the War of 1812 and seven

potential sites. It has been, at times, a daunting but always greatly rewarding experience and for me personally an extension of a life-long “hobby” that became the job of a lifetime.

LS: So you have been doing this for over twenty years now?

FP: Yes, oh, yes. And prior to that I worked six enjoyable years for the Tennessee Division of Archaeology prior to my accepting the Tennessee Wars Commission position.

LS: So how was the Commission established?

FP: I have all that information written down as well [hands Liz Sargent a written narrative]. The Tennessee Wars Commission was established through the State Legislature. We are fortunate to have several historically minded legislators who are concerned about the preservation and interpretation of our state battlefields and related historic sites. Representative Steve McDaniel, Deputy Speaker of the House, and Senator Douglas Henry, who just recently retired, are two of our Commissions most outspoken and helpful representatives. For budgetary and funding reasons the Wars Commission was placed under the wing of the Tennessee Historical Commission and has been a wonderful partnership throughout the years. I am also a “staff of one”!

LS: You are it. OK. You are the man.

FP: The Historical Commission *is* the Wars Commission as well, so that means we have from time to time over twenty commission members (appointed by the Governor) who then appoint a smaller Wars Commission Committee with whom I consult and suggest proposals and projects for the Wars Commission. Our state employed staff members of the Historical Commission are also consultants on all of the Wars Commission projects and yearly budget requests for our Wars Commission grant applications.

LS: OK, so what kinds of proposals are you talking about? Is this land acquisition or support for existing preserved battle fields?

FP: It’s both of those and includes interpretation and preservation planning of battlefield sites. I have a yearly budget and out of that fund we not only work to help acquire properties but also create interpretive and preservation plans for a wide range of historic military and related sites. We work to acquire and/or obtain conservation easements of sites as well as interpret them. A prime example is Parker’s Crossroads Battlefield on U.S. 40 about 20 minutes east of Jackson, Tennessee. The battlefield is one of our states thirty-eight most significant battlefields, as selected by the Congressional, *Civil War Sites Advisory Commission Report on the Nation’s Civil War Battlefields*, publication in 1993 and revised in 2009. Fortunately, our state representative, Deputy Speaker Steve McDaniel, is from Parkers Crossroads and has been a valuable resource for the Commission. I have been working Representative McDaniel for over 21 years on this project and we have recently acquired the last battlefield acreage within the National Register boundary area of the battlefield that totals over 450 acres.

LS: The funding to acquire those parcels was that through the State legislature or are there other sources that you use

FP: Acquisition of battlefield acreage pertaining to Tennessee’s 38 most significant sites (as per the Civil War Sites Advisory Commission Report), is acquired by obtaining 50 percent matching funds from the American Battlefield Protection Program and is matched by both state funds and /or non-profit preservation organizations, such as the Civil War Trust, the Tennessee Civil War Preservation

Association and other contributing 501c3 organizations. Prior to the creation of the Civil War Trust organization I worked with the Association for Preservation of Civil War Sites.

LS: APCWS?

FP: That's right!

LS: Okay, so you actually partner with private nonprofits.

FP: Exactly

LS: Do you have a group of private individuals who donate towards these projects?

FP: I work with many local "Friends of Groups" who help promote and raise funds and attention for their endangered battlefield sites. A case in point is the City of Franklin and their downtown battlefield property. Their non-profit Franklin's Charge Association has become a partner with the Wars Commission in obtaining grants for archeological investigations and interpretive planning for battlefield property. The Franklin's Charge association is working with other 501c3 non-profits in Franklin to recover and interpret the reclaiming significant portions of the down town Franklin Battlefield properties. There are many such organizations across Tennessee who working hard to save and interpret their own battlefield properties and/or related sites.

LS: So you are part time but you wear a lot of hats.

FP: Yeah, it's been a very interesting and personally rewarding career in an area of history that I have been fascinated with since I was a youngster.

LS: Yeah that's great. How did you come to this? What did you do before you took this job?

FP: Well, I've had an interesting life. Way back I started off as a musician and ended up doing a lot of studio recording work from the West Coast to Stax and Sun Recording Studios in Memphis, Tennessee and Fame Recording Studio in Muscle Shoals, Alabama. Although you won't see me in the recent documentary on the Muscle Shoals Sound...I am there, I'm in the drum booth.

LS: That's a great movie!

FP: Oh it was, yeah. But actually, my current occupation as a Civil War preservationist actually started when I was just a kid. I vividly remember being allowed to hold my great-grandfather's Confederate Service sword...that was the beginning that started my interest in the Civil War and later the preservation of endangered sites.

LS: Are you from Tennessee?

FP: North Carolina originally, but I grew up in Memphis, Tennessee. My father was a U.S. Naval Aviator (Commander) and career pilot. He flew off the ole' *Yorktown* in 1937 through 1940 and was on the USS Hancock during the WWII Pacific Campaigns. Seeing my enthusiastic interest in everything Civil War, my father drove me to Shiloh National Military Park from Memphis in 1958 and that experience "clinched" it for me, as the beginning of my life-long hobby. [shows Liz a photograph of himself at Shiloh]

LS: Oh wow, that's great.

FP: And that's me and my sisters (in the photo) with Dad. Being a dedicated Boy Scout I was one of the first Scouts to hike and complete the Shiloh Civil War Battlefield Trail. I received a Shiloh trail badge and not long after obtained my Eagle Scout rank.

LS: That's amazing.

FP: I recently happened to find these (photos at Shiloh) and thought you might get a kick out of them.

LS: Would it be possible to take photographs of your photographs later?

FP: Sure, sure!

LS: Oh thank you, that's wonderful. So you had a personal interest and love for the battlefields?

FP: Oh I still do, even more so. Growing up as a military brat I really got involved in all things military. My parents were very amiable and spent several summer vacations touring me around the Eastern Theater battlefields. In 1961, my folks again drove me to Manassas Battlefield in Virginia for the very first Civil War Centennial reenactment that was held on the actual battlefield (I was a 16 year old drummer for a Confederate infantry company). By 1965 I had participated in most of the major Centennial reenactments and ended my reenacting hobby some 30 years later, as a staff official for the Battle of Chickamauga reenactment in 1993 with over 14,000 participants. It has been a passionate hobby for many years and I hope we as living history participants have help "enlist" young future battlefield preservationists. My passion for history became my career. Thoreau said it best, "Success in business is his who earns a living pursuing his highest pleasure."

LS: So did you study history anywhere along the way or

FP: Oh, I constantly had a history book in hand during my early music days, and was always available to give presentations on Civil War topics to non-profit organizations. All of this lead to my finding the ultimate position at the Tennessee Wars and Historical Commission. Spending my first year in collage as a music major and I quickly decided that was not where I wanted to go and changed my major to communications and minored in archaeology, but was still very interested in military history.

LS: OK. Very good. I am interested in what projects and what efforts you have been involved in at Shiloh, specifically, and how you see those as consistent with trends and such? I feel like the Civil War battlefield preservation has taken on a life of its own since 1988. So there are some trends and a professionalization of the whole process that have gone on since right before you started this job, and have continued to the present. I feel like we are on really good footing right now, but of course development has not stopped but, it would just be interesting to get your take on how things have progressed, and how you see Shiloh as part of that.

FP: With the continued support and funding by Congress and with leadership of the NPS, American Battlefield Preservation Program (ABPP), along with the established premier Civil War preservation association, the Civil War Trust, many of the most significant battlefields in the US have been positively impacted by the both organizations. There are also many other local non-profit preservation and battlefield "friends" groups that do amazing jobs to get the word out on a local basis.

As I mentioned earlier, my involvement with Shiloh Battlefield actually started with my first visit at age 13 and as a 17 year old I participated in the 100th anniversary of the battle in 1962. Those battlefields had

a tremendous impact on me as I watered my horse in a mist shrouded “Bloody Pond” and rode through those “powerful” open spaces, where several of my ancestors had fought and died.

Many years later, as a member of the Tennessee Division of Archeology, I would again be at Shiloh National Military Park consulting with Park Historian and later Chief Ranger Stacey Allen, on possible sites to preserve connected with the Battle, but not then within the Park boundary. The recording of several endangered sites in the Shiloh area became part of our first state Archaeological thematic survey and report, *A Survey of Civil War Period Military Sites in Middle Tennessee* (published in 1990). With the help of Ranger Allen and Shiloh Superintendent Woody Harrell, we eventually surveyed several sites, one of them being the significant “Fallen Timbers Battlefield” (considered a part of the Shiloh campaign and located just below the south western park boundary). Today, the property has been purchased and saved for future addition to the Shiloh Battlefield Park system. It was purchased with federal (ABPP) matching funds and non-profit and state involvement (the Tennessee Historical Commission currently holds the conservation easements on the property). We have come a long way in helping to preserve our national parks and other significant Civil War sites across the state, but we must do much more to preserve the smaller endangered sites that languish without state or federal assistance to help save them. Tennessee currently contains miles of pristine Civil War field fortification and entrenchments, scattered across the state, most of which are not eligible for federal assistance. These endangered sites are the next properties that must be preserved and should be linked with the goals of the Tennessee Department of Tourism and other local non-profit organizations. Most of these sites are still in rural settings and would be of great significance to those smaller communities as prime tourist destinations.

LS: Did you support the Civil War Sites Advisory Commission (CWSAC) reports on the different battlefield sites? Did the information from your survey support the Civil War Sites Advisory Commission report?

FP: We were great supporters of the CWSAC survey and report. I was asked to attend National Park Service meetings with the Washington NPS (ABPP) Civil War survey folks to determine the exact locations of “core” battlefields and “study areas” across Tennessee and to make sure they were recorded correctly on U.S. Geological Topo survey maps.

LS: Yeah. Has Tennessee been updated? Like Virginia’s CWSAC maps have been updated.

FP: Yes, and the company chosen to do the Tennessee CWSAC updated report was Joe and Maria Brent of, *Mudpuppy and Waterdog, Inc. Public Interpretive Planners*. The Wars Commission has worked with the Brent’s on several of Tennessee’s Civil War and War of 1812 preservation projects.

LS: This is a lot. You are very active. It’s amazing.

FP: Yeah, and I have copies of those publications if you’d like to review the type work we have done over the years. Having been appointed by the governor to the board of the Tennessee Civil War Sesquicentennial Commission, has allowed me to begin a great partnership with the Tennessee State Tourism Development offices and staff. The folks at Tourism have made the process of connecting with all Tennessee’s local governments and nonprofits, a wonderful method for getting our preservation and interpretation information out to the general public.

LS: Are there Civil War Trails here?

FP: Yes, we are part of the national Civil War Trail System and Tennessee currently has over 400 interpretive wayside signs and trail maps to direct visitors to those historic places.

LS: You also have a heritage area, don't you?

FP: Yes, a National Heritage Area that covers the entire state. Its offices are based out of Middle Tennessee State University Preservation Department. Federal funding for the Heritage Area does not cover acquisition of battlefield property, but does help with interpretation and preservation planning for our states Civil War sites.

LS: And assist them with technical issues and that kind of thing?

FP: Yes. I'm on their National Heritage Area Board and the Wars Commission has helped as a consultant and grantor of TWC funds for several Heritage Area projects.

The Tennessee Wars Commission has helped obtained a majority of the property available within the states thirty-eight most significant battlefield sites. But, I've amassed a file cabinet of over 500 additional sites that are just as worthy of preservation and interpretation! They are all "hallowed ground" The encampment sites connected with these additional 500 locations were also real killing places, as more troops died of disease in camp than on the battlefields. We also have our state under water archeological sites that have received minimal attention. There is a virtual fleet of sunken Federal naval vessels in the Tennessee River next to Johnsonville Civil War State Park. The Wars Commission has funded and completed five underwater archeology investigation and surveys on those sunken ships and portions of recovered artifacts are now being conserved for display in the recently built Johnsonville State Park Visitor Center. We've been doing a lot but there is so much more to be done.

LS: So who are the other Tennessee Historical Commissioners? Are they ever Shiloh park staff like Stacy Allen or Woody Harrell, or people like that? Or are they only state personnel?

FP: There are twenty three Tennessee Historical Commissioners all being appointees of the governor and meet three times a year. Their main endeavor is to approve the yearly budget and THC federal and state grants. Daily work and activities of the Tennessee Historical Commission and Wars Commission are run and staffed by fifteen full time state employees, most of whom are degreed preservationists.

During my initial work on the formation and scope of services for the Tennessee Wars Commission, I realized that a "commission of one" was going to push the limits of the director. This led to the formation of the first Tennessee Civil War statewide preservation nonprofit organization, the "Tennessee Civil War Preservation Association" (TCWPA), and was chaired by former NPS Superintendent of Stones River National Battlefield, Ms. Mary Ann Peckham. For many years now Mary Ann has accomplished a herculean task of assembling an active board of directors and advisory board, created a Tennessee Civil War battlefield preservation award, conducts a yearly "Three Star Civil War Tour" of different, seldom visited historic locations across the state, she has launched its current improved web site (www.tcwpa), she also launched and continues to promote the successful, "Save our Battlefields" state license plate and many other accomplishments. When I learned that Ms. Peckham was about to retire from the National Park Service in the late 1990s, I commented to her that it would be wonderful if she would consider taking the reins of the proposed TCWPA. We are all quite fortunate that Ms. Peckham's leadership and dedication for saving of Hallowed Grounds is so passionate. The on line TCWPA battlefield site they started has now shifted to the Tennessee State Library and Archives and I'll give you information on that site. It is a state wide GIS project that locates all types of Civil War site components statewide, such as contraband camps, headquarters, earthworks and fortifications, etc. . . . it's quite phenomenal! Another project we recently funded was the State Library and Archives, "Looking Back Program." By means of public notices in state wide local newspapers, archive staff members announce the location and time they will be in town to record Civil War objects related to Tennessee. Interested persons are to write or email them to set a time to be interviewed. A state archivist will assess and/or photograph or make a high

resolution scanned copies of the Civil War items brought in and suggest how best to preserve an object. There have also been artifact donations given to the archives and will be conserved and stored for public access. The response has been phenomenal and I have been amazed at the significance of the items that have “come out of the woodwork”. This will be the last year for the program as they will soon have visited all of Tennessee’s ninety-five counties. The information gleaned from the “Looking Back Program” is to be included on line as the State Archives Civil War GIS project (tnmap.tngov/civilwar). The archives will also scan and place on line their collection of hundreds of muster rolls for Tennessee’s U.S. Colored Troops, which have information useful for genealogically research and are a treasure-trove of information. So that’s kind of neat.

LS: Also helps with the National Cemetery development, like I know was the case at Stone’s River.

FP: Sure. Oh, yeah! In 2013 the Wars Commission released our latest booklet (which I have, I’ll give you one)...it’s called, *Ready to Die for Liberty: Tennessee’s United States Colored Troops in the Civil War*. The theme of this publication has been on my mind and in my heart ever since I began work with the state division of archaeology in 1986. To my knowledge there has not been a publication on Tennessee’s Civil War United States Colored Troops (USCT) and the importance and significance of their role during the War and after. It was long overdue. The publication was written with 8th and 11th grades in mind, but it is a fascinating read for any age. There are a lot of photos and color plates to help kids stay interested in the history of their African American forefathers, and the significant role they played during the Civil War. We have sent copies to all school libraries in Tennessee and they have been used and handed out during Tennessee’s Civil War Sesquicentennial events over the last five years and at African American conferences where they have been well received and appreciated.

LS: Lots of achievements. That’s amazing.

FP: Well, much of the basic research and tools for the researcher have been established through the Wars Commission. The focus for the next wars director should include partnering with our state tourism to set up local town meetings with local government and historical associations in smaller communities that have Civil War and related sites that are endangered by development. These communities are eager for tourism as a means of additional funding and many of the existing earthworks and related sites are located in rural communities. We have hundreds of miles of existing earthworks, in towns such as Pulaski, Shelbyville, Carthage, and many others statewide. They have been surveyed and records are kept at Wars Commission office and at Tennessee Division of Archeology. These important small engagement sites should be saved and interpreted, adding a wonderful draw for tourism destinations for many smaller towns. This would be my suggestion for the next push at the Wars Commission as most of our thirty-eight “most significant battlefield sites” are now being well taken care of.

LS: Sounds like you recently targeted some acquisition near Shiloh, which is exciting. Would that be a tangential part or would it be something that would be added to the park in the end?

FP: A subcommittee on Federal Lands recently held hearings in Washington, D.C. and one of the bills introduced is for the expansion of Shiloh National Military Park boundaries (Bill; H.R. 87, Rep. Marsha Blackburn). The Tennessee Wars/Historical Commission now holds easements on two battlefield properties that are significant to the Battle of Shiloh. When this bill is passed the Tennessee Wars Commission will transfer our Conservation Easements on the two properties to the National Park Service at Shiloh who will create interpret waysides and trails for the two sites. The Fullwood tract, which we acquired for the state, contains the important Battle of Fallen Timbers (200 acres), just outside the south west portion of the current Shiloh Park boundary. The Battle of Davis Bridge (800+ acres), 20 miles southwest of Shiloh, is considered the last engagement of the Shiloh Campaign and over 1,000 men became casualties.

LS: Does the Trust acquire that?

FP: The first purchases of some 150 acres were made by the Tennessee Wars Commission for the state of Tennessee. The Civil War Trust has since purchased more battlefield property using a 50/50 match from the American Battlefield Protection Program. Federal Funds cannot be transferred directly to a non-profit organization like the Civil War Trust (a 501c3), so it is managed through the TN Wars Commission and Historical Commission offices. The Wars Commission director of programs presents the proposed property acquisition to the Tennessee State Lands Commission Board and if approved it then goes before the State Building Commission for their approval. Once approved the Tennessee Historical Commission will hold the conservation easement on the property in perpetuity or until the National Park Service takes ownership of the property for inclusion in the Shiloh Battlefield Park system.

LS: OK, because I have already interviewed a couple of people at the Trust and they mentioned that potentially they are in a position to acquire all of the land within the authorized boundary of the park, and they feel like this is one of the battlefields where all of the identified land could eventually be acquired.

LS: With Fallen Timers and with these other parcels. Yeah and that is kind of an exciting prospect. Where I am from in Virginia that seems especially amazing since so many battlefields have been at least partially developed it does not seem possible!

FP: Along with Fallen Timbers Battlefield that I mentioned earlier, the Battle of Davis Bridge (one of the 38 most significant battles in Tennessee) was purchased by the Tennessee Wars Commission with additional help from the from the Civil War Trust, the American Battlefield Preservation Program and legislative appropriations of state funding. As director of the Wars Commission I started working on possibilities of acquiring the battlefield over 20 years ago. It started out with two local history buffs from Bolivar, Tennessee who knew the battlefield site and invited me to view it during West Tennessee Civil War Site Survey I was conducting for the Tennessee Division of Archeology in the late 1980s The two men formed the Davis Bridge Battlefield Preservation Association (a 501c3) and raised enough funds to purchase the first seven acres on the battlefield property. It was all pasture and farmland property and apparently looks much like it did during the engagement in October of 1862. The Wars Commission purchased the first 150 acres of core battlefield ourselves with matching funds from the Tennessee State Lands Acquisition Commission. We eventually asked the Civil War Trust for assistance and they partnered with us to obtain more acreage. With the help of several of our history and preservation minded Tennessee legislators, we were able obtain a onetime state appropriation to purchase an additional 643 acres of endangered battlefield property and today we own over 98 percent of the entire battlefield.

LS: So is Davis Bridge a state park now or is it part of the Shiloh unit?

FP: The State owns the 800+ acre battlefield and as mentioned earlier but is not a park, we hope that the National Park Service will soon be able to accept the site from the State of Tennessee, who will transfer it to the care of Shiloh National Military Park.

LS: A National Historic Landmark?

FP: Yes, it is a National Historic Landmark Site as part of the Corinth, Mississippi, Siege and Battle, property. A case can be made for a tourist driving trail from Shiloh to Fallen Timbers, then to Corinth in Mississippi, followed by Davis Bridge and back to Shiloh. It would make an informative “triangular” historic tourism trail.

LS: Do you find, you know once you do the survey, people . . . private land owners recognize that their land be inside the targeted area, do you ever worry about the price of the land being raised or elevated, or do you have people who don't want their land acquired for this purpose?

FP: First of all the state can only purchase property at fair market value. We have been very fortunate over the years to have had only a few acquisition funding problems.

LS: So the local people would be important in that process I would think.

FP: Yes, very much so. Locals must have a "buy in" in the process. And that's one of the things that I recommend for the next Wars Commission director as a major project, to work with rural communities to establish "Friends groups" to help partner with their local governments and historical associations. We have worked closely with our state tourism folks who helped us over the years to set up statewide Civil War tourism and preservation conferences that attract local participation.

LS: So that's your boots or ears on the ground approach?

FP: Right, right. It takes just a few dedicated individuals to take charge and get historic preservationists active. A case in point and the significant and pristine Civil War field fortifications and earthworks at Triune, in Williamson County (near the City of Franklin). There were some 30,000 Federal troops stationed who left those encampments to begin the Tullahoma Campaign offensive in June and July of 1863. A very important encampment location, but because it does not have one of the 38 most significant battlefield components connected with it, we cannot obtain matching federal ABPP grants. We have finally been able help assemble several friends groups who are interested in the site and have we've had several positive meetings with the land owners. I have asked the Land Trust for Tennessee to join us and talk about conservation easements and address any problems the local land owners might have. Hopefully some time down the road we will be able to save this site and many of the other 500 sites that need similar action.

LS: So it's sort of outreach but also trying to help create these support groups?

FP: Right! I have visited over 500 sites in Tennessee and when asked about a certain site location I can pull our county site files and tell you if the site has the potential for becoming a tourist destination with easy access and ability to be interpreted for the general public. I have seen several beautiful Civil War sites that were supposedly "preserved" by local city governments, but are now endangered due to the loss of their "viewscape" having being destroyed by housing or businesses constructed right up against the property. Sadly, these become the ones that vividly show "how NOT to preserve an historic sites".

LS: Do you often have a local expert who is writing a book about the battle? Do you have people that you can use to take you out in the field and show everyone the battle events?

FP: Some of our informants are nationally known authors and/or amateur historians and military collectors. We have been very fortunate in Tennessee to have so many folks statewide who have volunteered to help over the years and we could not have completed our surveys without them.

LS: Do you plan tours yourself, or do you get involved in the planning of tours? I understand people like Ed Bearss will come here and take people around on paid tours . . .

FP: I have been asked to lead tours for many organizations over the years, such as the Civil War Fortification Study Group, the ABPP, the National Park Service, the National Civil War Round Table, the

Sons of Confederate Veterans and the federal counterpart, and many non-profit preservation groups across the state.

I have been out with Ed Bearss several times on his tours and actually was asked to join him to several Tennessee sites. He took a group of politicians from here in Nashville to Ft. Donelson and I was asked to join him and be the number 2 speaker for what became a very memorable trip. It was a great honor for me and I really enjoyed working with him. In many ways Ed is why I'm here today, but that's another story going back to the early 1960's and my first visit to the raising of the U.S.S. Cairo (US Naval iron clad) in Vicksburg, Mississippi.

LS: So, is having someone who knows the battle and be able to tie what happened to the ground, essential?

FP: Yes. I have studied these Tennessee battles most of my life, but that's not my forte. I am really interested in the military equipage and engineering and construction techniques of military fortifications.

LS: Like bridges and fortifications?

FP: Fortifications are classed as structures and we need to think of them that way and how best to preserve them. I worked with the ABPP folks on the development of their publication, "*Guide to Sustainable Earthworks Management*", back in the 1990s. It's a great tool for all types of fortification preservation techniques and I have made copies for many preservation groups across Tennessee.

LS: It sounds great. It just sounds like you are plugged in all over the state. And you can probably make connections between the campaigns and between the various types of resources.

FP: Exactly. When we were in the field doing the statewide survey's, many of these folks that took time to help us locate Civil War resources were relic hunters and/or local historians. I have nothing but praise for those folks who were so agreeable in working with us, some of whom volunteered to help with archeological metal detection surveys of several Tennessee Civil War battlefield sites.

LS: Because they can help figure out where the combat occurred by the artifacts, right?

FP: They know the locations and they can tell you exactly where an encampment perimeter stops or can locate the general area. That helps us to locate and map encampment sites, something that could not have been done without their assistance. Those encampment sites, to me, are just as important as the battlefield, because more men were lost in the camps than on the fields of battle due to disease. People need to remember and also classify these encampment sites as "hallowed grounds".

LS: You do So these are important places to protect.

FP: Oh yeah.

LS: Maybe because Shiloh is already under the umbrella of the National Park Service you haven't had to focus quite as much time there, but are there things you have worked with the Park on, any projects?

FP: Over the years I have known and worked with Chief Ranger Stacy Allen for well over 29 years.

LS: Are you on boards together?

FP: Yes, Stacy and I were historical consultants for the Tennessee Civil War Preservation Association Board for a while. What an encyclopedic mind Stacy has! Dealing with Shiloh my main interests were some of the areas around the park, like Fallen Timbers and other sites and most recently the Tennessee Civil War Monument project consumed a lot of time and energy and there is now a great monument and sculpture that all can be proud of.

LS: Where is that? [looks at the map]

FP: It is located in the Water Oaks Pond Field and close to one of the mass Confederate burial trenches. The State of Tennessee had planned to erect its own monument at Shiloh when the park was established in 1894, but due to the lack of funds the state's proposed statue was forgotten until the 1990's).

LS: And who paid for that? Was it the state?

FP: Our state legislator's appropriated funding for the creation of the monument. I was asked by state monument officials to help the sculptor with the accurately portraying the historically correct military armament, uniforms and equipage used during the Battle of Shiloh, as models for the monument. Stacy Allen and I were flown to Wyoming to review the full scale clay model for historical accuracy before it was cast in bronze.

LS: It's a beautiful sculpture.

FP: The sculpture is very close to what I had envisioned. A lot of the equipment used for modeling was from my own collection. We took extensive photos of volunteer reenactors who posed for the sculpture, and then we sent those photos to the sculptor, Mr. G.L. Sanders. He created a small (preliminary) maquette/clay model and brought it to Shiloh where I "signed off" on it with Woody Harrell and Stacy Allen. I loaned Mr. Sanders all of the equipment that he was to use for the monument modeling and personally drove the equipage material home with him to Colorado where it remained until the monument was completed. I kept a record of what I sent him to use for modeling and made a CD of all the pictures used for the monument I thought I'd give the disk to Shiloh at some point.

LS: Do you want me to take it to them this week. Or do you want to present it to them yourself?

FP: I'd be glad for you to take it with you to Shiloh, I would really appreciate it.

LS: I am interviewing both Stacy and Woody while I am here this week.

FP: Good! Well, please say hi to both of them for me. Tell Woody we miss not seeing him at Shiloh now that he's retired.

LS: Yeah Woody is living in Corinth now I guess. I am also going to interview the woman who helped establish the Corinth unit, Rosemary Williams.

FP: Rosemary has been one of the driving forces for historic preservation in the South and especially Corinth, Shiloh and Davis Bridge . . . she is an energetic advocate for preservation, a real treasure who is greatly appreciated by many.

LS: By the end of the week, I should have very full picture of the history of Shiloh.

FP: Another thing that relates to my connection with Shiloh is a film my dad made in 1962 of me and my high school buddy riding our horses at Shiloh for the Civil War Centennial, 100th Anniversary in 1962.

Back then we fancied ourselves “authentic” Civil War reenactors, but it took another 10 to 15 years of research to find out how little we actually knew. My Dad, bless his heart, paid for a trailer hitch on our old Pontiac station wagon, in order for the novice cavalryman to pull our horses all the way from Memphis to Shiloh. Superintendent Campbell was there at that point and my father had gained permission for us to set up “camp” for our horses just off the NPS property. We located our site just past the site of the first US tent hospital and near the location where Gen. Johnston was taken after being shot during the battle. We were just off the dirt road in the woods where we picketed our horses and stayed for the weekend while my father drove back to Memphis. I think we were the only two mounted reenactors there during that 100th anniversary.

LS: So they let you ride through the park? You just couldn’t put your trailer in the park?

FP: Well, I think we had permission to ride in certain areas, at certain times but that was handled by my father. The most poignant memory for me was watering our horses in the “Bloody Pound” at day break, as a mist rose from the water. We were there in reality and in spirit!

LS: They probably do staff rides on horseback, don’t you think?

FP: I don’t know what their regulations are now. I recently located an old Kodak *** 8/MM color film roll, showing made by my father of us riding down the dirt road in 1962.

LS: You said it was the 100th anniversary?

FP: Yes that was 1962. I didn’t mean to digress.

LS: No, it’s good. That’s what I am interested in really, are the digressions. It’s really great. So you have personal memories of Shiloh from the 60s.

FP: I went there every time I could, which was a long drive from my Millington Naval Air Station home (12 miles north of Memphis). I was involved in several Boy Scout activities there over the years and also one of my Memphis friends moved to the Shiloh area so I could go down and we would walk the battlefield.

LS: Has it changed much in your opinion? Have they done restoration there, such as opened up some fields, or done other projects that you know about? Like the peach orchard? What kinds of changes have occurred there that have helped the interpretation?

FP: The Park, as I first knew it, seemed much more wooded and you did not have as many open fields. I believe when the National Park Service decided to return there battlefields to their original view sheds, it was the right move. Having those vistas now “opened up” gives one a real sense of “time and place”.

LS: So they have done a good job opening up the historic fields and such?

FP: It was well done!

LS: I have been reading some interesting accounts about the interest in reconstructing the church at one point. But I am not sure that that ever happened.

FP: I don’t know the current situation with the old church site, but I would hope to see a NPS archaeological investigations if plans are made to return the site to its battle appearance.

LS: That's still an out parcel I think. So you probably were there before . . . do you remember what it was like before the highway was realigned?

FP: I remember visiting the church site back in the 1960s but I couldn't really tell you much about it.

LS: I think, maybe it was rerouted right around that time. Right around the 100th anniversary. So you would have been right on the edge.

FP: There was a small gift shop/restaurant just off the National Park called Shaw's Restaurant.

LS: Oh, yes, I have read about Shaw's restaurant.

FP: While participating in the 100th Centennial Anniversary, my fellow cavalryman and I rode our horses across the entire park, just to get a hot meal at Shaw's Restaurant, as our "rations" of water, pork and beans and crackers were gone by the end of the event. I'm sure we were a site to see, riding up and hitching our horses to a telephone pole. The old road next to Shaw's is now closed and it always brings back memories of some 54 years ago. Wow, I'm old!!!

LS: Yeah because back then I think all the traffic had to go right through the center of the Park.

FP: It did...I do remember that.

LS: I think there also used to be river boat tours that you could take and land over here.

FP: I never went on the river tour, but over the years I participated with several living history groups who were allowed to spend the night on the battlefield and it was a meaningful experience every time. In later years I participated with a unit called, "The First Arkansas Regiment," and we always tried to be as authentic as possible. We were invited back several times (probably before I ever knew Stacy Allen), for living history purposes. So there is another side to my "relation" with Shiloh's hallowed grounds. Living history at the company level is great way to engage the park visitors on a one to one basis and at the same time helps keep the original grounds from being contaminated with modern replica materials that just might confuse a future archeologist some 50 or 100 years down the road! I have had that same experience as an archeologist for several Tennessee historical Commission Civil War site investigations. I have been able to pick out most of the replica items that surface, but it will become increasingly harder as the years "disguise" the artifacts with rust and/or rich patinas.

LS: Yeah I think the National Park Service doesn't allow the reenactments but they can do some demonstrations.

FP: Right.

LS: So you were there for the opening of the Boy Scout Trail too, that's really cool.

FP: Oh yeah, 1960.

LS: So that was a big deal. They gave out medals or something?

FP: I still have my medal.

LS: That's amazing. Can I take a picture of it?

FP: I don't have it here. It's on my old scout uniform. I don't know if I have a picture of me. [Pulls out some photographs] . . . Here's a photo recently made at our church that was celebrating the 100th anniversary of the Boy Scouts of America and those are my girls in the photo with me. You can see the Shiloh Trail medal I'm wearing, next to my Eagle Scout and God and Country medals.

LS: Perhaps I can do that at the end of the interview! Did you all camp there? When you went for the trail, to walk the new trail?

FP: I did not camp that time but was there from dawn till finishing in the late afternoon and we drove home that night. It's a good long hike and you must read and write down answers that you obtain from monument text all through in the park . . . like a scavenger hunt!

LS: It's a long trail, what like 14 miles?

FP: I don't remember the exact length of the battlefield trial but there is a newer hike, from Shiloh to Corinth, and is over 20 miles.

LS: That's crazy.

LS: So what did you encounter along the way? Did the trail pass by some of the interpreted spots?

FP: Oh yeah. You had to read a lot . . . you were given a questionnaire booklet and you were to answer questions like: "At this point on the map, read the monument that mentions what officer was killed at this portion during the fight at Fraley Field?" And you had to navigate by map since you were not following a marked trail.

LS: So part of it was learning how to read a map and terrain and that kind of thing.

FP: Yes, and answering the questions and getting a feel for the battlefield. It's a great learning tool for kids and thanks for bringing this up. That is exactly what I hope we can create at the Davis Bridge Battlefield. I have had conversations with national park officials on this topic and hopefully when the park obtains the Davis Bridge a Scout trail could become a real draw for future Scouters.

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LS: So what is on the Davis Bridge site now? Are there trails there and how do you maintain the property?

FP: Well right now Tennessee State Parks is maintaining the 800 acre site, much of which is still forested. Big Hill Pond State Park (about 5 minutes north of the battlefield) has been helping to cut and maintain the site since purchased and Shiloh park officials have also sent men and equipment to help keep the open spaces from growing over. In reclaiming this battlefield we hope to see it eventually drawing visitors that will bring back some infrastructure to the small town of Pocahontas that's locate near the battlefield.

LS: That's why bringing tourism groups is helpful to the local economy

FP: Oh yeah, and you've got to eat while you are there so hopefully it's not just preserving the battlefield, but also rejuvenating the town as well.

LS: Is there parking now, can people actually go to Davis Bridge?

FP: Yes, there is some very preliminary parking. You can pull off and there are several interpretive signs and maps for the visitor. Hopefully, somewhere down the road, there will be an interpretive trail system created. That's what we have done at the state owned Parkers Crossroads Battlefield.

LS: Wow, what a process!

LS: And so those are the main people that you have interacted with so far, is the current Park Superintendent, and Woody when he was Superintendent, and Stacy.

FP: Over the past 30 years I have partnered and interacted with all of Tennessee's National Civil War park superintendents and it has been a very positive relationship.

LS: Well it sounds like a very exciting job. You keep talking how you are going to turn over this job to somebody else. Do you already have a plan to retire or are you just thinking about it?

FP: I officially retired as of January 2016 and currently I am here on a part time basis until the position is filled.

LS: So I am lucky I caught you.

FP: I am also glad you caught me . . . it has been a nice "visit". Hopefully, we will have a new Wars director soon, as I would like to have time to help familiarize that person with the process. I would hope to be able to "tour" the new director around some of the more endangered sites that should be right at the top of the "want list" for future preservation.

Recently the ABPP and C.W. Trust have turned their attention toward preservation of American Revolutionary War and War of 1812 battle sites. Tennessee does not have what are considered "significant" battlefields connected with those wars, but the Tennessee Wars Commission has been able to purchase the endangered War of 1812 Camp Blunt historic site in Fayetteville, Tennessee. As far as I know, Tennessee was the only state to purchase a War of 1812 site during the United States 200th Anniversary and Commemoration. This accomplishment was funded by the Tennessee Wars Commission, the Tennessee State Lands Commission and private donations. The 40-acre tract is now state property and during the war of 1812 was the site of General Andrew Jackson's training encampments in 1813 and 1814, and saw the likes of Sam Houston, David Crockett and many other prominent Tennesseans. The large gathering of Tennessee militia volunteers would later give rise to states motto, "The Volunteer State". The City of Fayetteville has contractually agreed to become the "primary caretaker" of the state owned property that will become the city's newest community park. The Wars Commission has also funded a City of Fayetteville grant request to create an interpretive plan for the proposed trail system and includes text for kiosk and wayside signage and trail brochures. The project is scheduled to start this April. The city is also working on their Elk River Greenway Project and the Camp Blount site will become a portion of that trail system as well. The "Friends of Camp Blount Association" (a 501c3 non-profit) has been quite active over the years and I have spoken a number of times for them at several well attended War of 1812 seminars and conferences. They also helped raise local and county matching funds to be used in the acquisition of the site. Much of the planning for the events in Fayetteville were projects of the State of Tennessee War of 1812 Commission (for which I was a board member) and many of the state wide conferences and seminars played a large role in our states 200th Bicentennial events.

As part of the 200th anniversary the Camp Blount Friends Association teamed up with the State Bicentennial Commission to recreate an onsite living history event of Jackson's 1813 and 1814

encampments and some 100 reenactors spent the weekend on the grounds. With help from the City and local friends of Camp Blount, over 3,000 county school kids were able to walk the site and “see and hear” what the encampment might have looked like 200 years ago. It was a great success and helped spur the Fayetteville City Council to become the primary caretaker of the property.

LS: The war of 1812 doesn’t get enough attention!

FP: Its significance in American history has been greatly underestimated.

LS: But it really effected so much that we did afterwards because the government really hadn’t consolidated itself and become a force in realizing we needed these naval powers and all these things. It really pushed us.

FP: Exactly! And the historic encampment itself is why we are called the “Volunteer State”. Tennessee War of 1812 Governor Willy Blount, asked for several hundred volunteers or militiamen to rendezvous at Fayetteville in 1813, but almost 3,000 showed up. Those volunteers fought in the Creek Indian War in 1813 and again reassembled in 1814 for their march to New Orleans, where they helped destroy the British Army at the Battle of New Orleans.

LS: You can use all of your positive experience from the Civil War era as encouragement!

FP: Yes, that was indeed quite helpful. When I walk these historic places I tend look at the terrain and view scape and think about how the visitor might have a “sense of time and place” by the way the property is interpreted and laid out.

LS: You should have been a landscape architect.

FP: Well, I enjoy what I do. When you hire interpretive planners to look at these sites, as we did at Davis Bridge and Parkers Crossroads Battlefields, we literally were there on site with them to place stakes in the ground locating the future trail system. So it’s been a challenging and really fulfilling to be a part of the process and exciting to see the end result, including several full size Civil War artillery pieces on the grounds.

LS: Where did you get those from?

FP: The Tennessee Wars Commission helped purchase replica cannon barrels. Some of the carriages are on loan from the National Park Service and other organizations. The friends group of Parkers Crossroads Battlefield now have their own repair shop for restoration of those cannon carriages and other military objects. Two historic 19th century log structures from near the battlefield were purchase disassembled and reassembled, by the friends group, on the battlefield where they are used as interpretive sites and living history event locations. The friends of the battlefield are dedicated hard workers and have accomplished much of the restoration of the grounds to its December 1862 appearance.

LS: You have got quite a network. It’s amazing.

FP: I have become acquainted with a lot of great people!

LS: You are going to miss it when you retire.

FP: I look forward to volunteering and consulting when needed.

LS: But it looks like you got family and lots of other activities.

FP: My two grandsons that live directly behind my home so I am not at a loss for things to do and you can bet they'll be visiting lots of historic sites if I have anything to do with it!

LS: Well thank you so much for your time.

FP: You are welcome. It's been my pleasure.

LS: I appreciate it.

Additional biographical information:

FP: I was a member of the Tennessee Division of Archeology for seven years before I came to the Wars Commission and prior to that I worked with a private archeological firm who had been hired to investigate the grounds of the 1850s Carnton Plantation on the battlefield at Franklin. It was there at Carnton that I first met Tennessee state historic archeologist Mr. Sam Smith. It was during that investigation that I mentioned to him that Tennessee was losing historic battlefield sites daily and there should be a survey of the state and record as many sites as possible before it was too late. After completion of the Carnton project I received a call from Mr. Smith asking me if I'd be interested in joining the Tennessee Division of Archeology to help him create a statewide Civil War Site Survey.

After a years' work (1988–1989) of researching, surveying, photographing and recording Middle Tennessee Civil War era sites, there were 143 that were sufficiently intact to allow them to be recorded. The report, *A survey of Civil War Period Military Sites in Middle Tennessee*, was published by the Tennessee Department of Conservation, Division of Archaeology in 1990 (by Sam Smith, Fred M. FP and Benjamin C. Nance). A second survey was conducted in West Tennessee in 1992-1993 and a report, *A Survey of Civil War Period Military Sites in West Tennessee*, was published in 1996 (by Fred M. FP and Gary Barker). A final survey was conducted of East Tennessee and completed in in 1999, followed by the final report, *A Survey of Civil War Era Military Sites in Tennessee*, by Samuel D. Smith and Benjamin C. Nance with contributions by myself (2003) and listed over 500 recorded sites.

Interview on behalf of Shiloh National Military Park Administrative History



Alvoid Rector

Former Superintendent, Shiloh National Military Park

May 6, 2014

AR: Alvoid Rector, interviewee

LS: Liz Sargent, interviewer

DS: Deborah Slaton, interviewer

Liz Sargent (LS): Today is May 6, 2014, and this is Liz Sargent in Kennesaw, Georgia, here to interview Alvoid Rector for the Shiloh National Military Park Administrative History. Deborah Slaton and I arrived this afternoon, and we will be having a conversation with Mr. Rector about his time as superintendent between 1970 and 1976.

We were just talking about how the superintendent that followed Mr. Rector was Zeb McKinney who we interviewed this fall and we are hoping that they can get in touch with each other and reminisce.

Alvoid Rector (AR): Right! Yes.

LS: So, Deborah and I have spent quite a few months already researching the history of the park from an administrative standpoint...

AR: Did you stay there for a while?

LS: We did.

AR: And where did you stay, in Savannah? Over in one of the little motels up there?

LS: Did we stay in Savannah?

AR: Savannah, Tennessee?

DS: We might have! It was close to it.

LS: Close to the park, yea.

DS: Close to the park.

AR: There's another place, Adamsville. There's a little roadside motel there.

LS: Mmhmm.

DS: Mmhmm.

LS: So yea, we got to have a tour of the park

AR: Yes

LS: And then we did a lot of research in the archives and then the other thing that we were able to do was go down to the new Corinth unit.

AR: Yes!

LS: And that's part of our task, to talk about how the Corinth Unit

AR: Did they have an attachment? Is that Corinth?

LS: Yes, there's a new unit of the park that was established using like a friends group to acquire

AR: Is it considered a branch of Shiloh Park now?

LS: It is.

AR: Or is it private?

LS: It's part of the federal

AR: So it is an attachment of the park?

LS: Yea. So they've got a visitor center there now

AR: Oh, really?!

LS: ...And some interpretive programs... and a museum

AR: Staffed by Park Service people?

LS: Yes.

AR: Oh, really. We made a lot of good friends there. The only time you heard of some of those southern dishes. And this doctor friend there, she was real big on history and, of course, they were way up the ladder financially. They invited us down for dinner one night, and we had a real southern dinner with all of the sides. Boy, it was not only steel, but stainless steel

LS: Serving dishes?

AR: Serving dishes, yea, and the black people served it Oh man, we were really out of our class. It was interesting. They were so nice. She would just drop in every few days and we would have a conversation. She was really nice.

LS: Do you remember her name?

AR: Uh... her husband was an orthodontist... 'Cause he put on my daughter's braces I don't remember his name.

LS: All right. Well, there's been a lot expansion of Civil War protection and interpretation and there's now a protected unit at Davis Bridge and another place at the Timbers. And the Civil War Trust has been instrumental in helping to acquire some of those parcels. But I think when you were superintendent, it was really just

AR: One unit.

LS: One unit

AR: Well, I had the cemetery, too.

LS: The cemetery, yes. So you were the superintendent of both?

AR: Yes.

LS: OK, was that

AR: It was kind of strange when I moved here and, of course, the superintendent here is the same grade as I was there, but the regional director he screwed me. Dave Thompson. He and I never The only bad relationship I had in the Park Service. He told me... asked me to come over here because this is known for a hard park to manage

LS: Yea.

AR: ...Because of the different theaters and things in the park. So, I told him, I said, "Well, Dave is this a promotion?" And he said, "No, it's lateral." And I said, "I'd be crazy to take that!" I said, "Because there's no tax, no sales tax in Tennessee!" And I said, "I have to go over there and I'd lose \$1,500 a year out of that!" And he said, "Well, what I'll do... if you'll take the job, I'll make you State Coordinator." You know, each park has a State Coordinator where you work with outside entities and inspect the historic landmarks and he said, "That way, I can get another grade for you."

LS: Mmm.

AR: So, I came here and I kept reminding him. I said, “Dave, you keep forgetting you told me I’d get another grade if I came” And his own excuse was, he said, “Well, in Washington, they’re cutting back grades and I’m afraid if I gave it to you, then they’d cut you back. You would be disappointed and frustrated.” And I said, “Well, I’ll take a chance on that. You just go ahead and give it to me.” He would not do it, I don’t know

LS: Oh!

AR: And so, I never had very much respect for him.

LS: Mmm.

AR: But that’s the only person in the Park Service I disrespected.

LS: Mmhmm. What was your first position with the Park Service?

AR: I was... well, that’s, I’m kind of unique, but I was raised up in the Blue Ridge Mountains, you know, not far from Spruce Pine, that’s down, right on the Blue Ridge.

LS: Ok!

AR: Yea! And my dad was a manager of a 32,000-acre tract of land that the State leased from the Park Service.

LS: Oh!

AR: I mean leased from the U.S. Forest Service. And he managed wildlife... fish and wildlife there. They had fish hatcheries and everything, of course. By the time I was five years old, I was following him everywhere he went. And, of course, it was just natural for me to like that kind of thing. By the time I was six years old, I was hunting game (laughs)! And then, of course, when I got out of high school, these friends of ours Of course, back then, out in the rural areas, the people that had a store or something unusual, was the only people that had any money.

LS: Mmhmm.

AR: And these good friends, close neighbors of ours had about three or four thousand acres and several had cattle. They had a country store and a gas station that they built and when I was in high school, I worked there after school and on Saturday and Sunday. And my dad, before he was a game protector, he was a county surveyor... elected county surveyor.

LS: Mmhmm.

AR: And, I don’t know, he had me doing everything when I was twelve, fifteen years old. I was surveying tracts of land and doing the [*could not understand*] farm when I was fifteen years old! When I got out of school, he wanted me to go to North Carolina State and get an engineering degree, but I told him He wanted me to do it so badly; he said “I don’t know how we can afford it. But that’s what I want you to do.” But anyway, I was working in that store and I was planning to spend the summer there at least. And a friend of mine worked for the U.S. Weather Bureau.

LS: Uh-huh.

AR: On top of Mount Mitchell.

LS: Oh, neat!

AR: Which is the highest point in the east: 7,000 feet... 6,787 feet!

LS: Wow.

AR: So where he worked... he was staying in a log cabin up there that was built back in the late 1800s maybe, I don't know.

LS: Wow.

AR: So we stayed up there . . . There was two of us and we would take turns being off on weekends. So he came and asked me if I wouldn't want a job. Well, the hourly... daily rate at that time in 1941 when I finished school was \$1 a day!

LS: Unbelievable!

AR: That's what it was! So he said, "It's a federal job and you have retirement benefits and it's \$100 a month." Well, that's \$3 a day! That's more than I ever dreamed of making.

LS: That's a big raise, yea!

AR: Yea. So I said, "Well, I can't turn it down!" So I talked to those friends and they said, "Well, we wouldn't expect to hold you back. You have to take the job." So I stayed there three years... or two and a half years. And my buddy volunteered and went in the Air Force.

LS: Ok.

AR: And so, soon after he went in, I thought that's what I wanted to do. Because they used meteorology in the 90 mm guns and I thought, "Well, I can do that." And with my experience, I'd probably get a commission. Be a lieutenant going in. But I told the meteorologist center in Asheville what I wanted to do and they said, "I can't release you! You're essential."

LS: Oh! (Laughter)

AR: And I said, "I've never heard that before!"

LS: Wow!

AR: And he said, "You are." And he said, "I can't legally . . . There's no way I can release you! I'd be in big trouble [by the end]." Because we have to have weather and, of course, there was the satellite station is what fed into the main stations, you know, to build all of the forecasts and everything.

LS: Was that a state job? With the State of North Carolina?

AR: No, it was U.S

LS: U.S., ok, all right.

AR: Headquarters in Asheville and . . . So, I stayed there and then by the time I could volunteer again, the draft caught up with us and I went in. I would just go in and take whatever they offered me. I thought I would still go in . . . in meteorology. And I did go in anti-aircraft. But it wound up 40 mm and the 40 mm's didn't use meteorology.

LS: Oh.

AR: But the 90 mm did. So I was stuck out in Southern California for 14 months.

LS: Wow!

AR: Yea.

LS: Was that until the war was over?

AR: No, it was while the war was going on. And then they didn't need anti-aircraft. 'Cause they were out of ammunition and gas and everything else. So they transferred everybody into the infantry because you have to clean up. So I was shipped over in January of '45, six months before the war was over. We landed in Brussels, Belgium, and I didn't sleep; I didn't have a warm bed or a warm meal from there until I walked from Brussels . . . going into Berlin. Five days before the war was over, I got hit with mortar shells.

LS: Oh, no!

DS: Oh, no!

AR: And so I lay there and bled. And they couldn't come get me because the Germans were up in the woods and they were shooting everybody. They just came out . . .

LS: Oh my gosh.

AR: So, finally, they got two German prisoners and put them in their German clothes and made them . . . put them on a stretcher and they came up and picked me up. And then I went back and had surgery, stayed in the hospital for six or eight weeks.

LS: I'm sorry.

AR: Oh . . . And I came back and then I took a couple of courses at North Carolina State and then the Blue Ridge Parkway had . . . To be a ranger, you had to have a degree in some Natural Science . . . Forestry, Biology, or Zoology or something. Of course, I didn't have that. But I wanted . . . On the Blue Ridge, they decided to have a District Ranger and a Sub-District Ranger. Well, the Sub-District Ranger was one grade level lower. They just called 'em technicians because you couldn't call 'em rangers. So I went . . . And of course, I was a ten-point veteran and they made several trips to interview me and finally hired me as a park technician. Of course, if you worked hard and got, you know, super grades . . . And of course, I did. I worked night and day . . . In three years, you could qualify for a promotion.

LS: Nice.

AR: And I mean, three years . . . So, in three years, they made me a park ranger. Then, I went up to supervisory park ranger from there, there at Appomattox.

LS: Do you remember what year you went to Appomattox?

AR: I went in 1962.

LS: Ok, so you went through the Mission 66 changes at Appomattox. 'Cause that Was that when they were building the visitor center to replicate the courthouse?

AR: That was already built.

LS: That was already built. Ok. And then so how long were you at Appomattox?

AR: Four years.

LS: Four years. So then there was still one other park before you went to Shiloh?

AR: No, I went to I was at Appomattox four years. In 1970, I transferred to Shiloh.

LS: Mmhmm. So you had some Civil War park experience when you got to Shiloh?

AR: Well, Appomattox, yea.

LS: And how did you find Shiloh? What was your initial sense of the park?

AR: Well, it was so different. We liked Appomattox so much. It was kind of hard to compare. But Shiloh, of course, is rough. They didn't tell me that Shiloh is the center of Tornado Alley.

LS: Mmm.

DS: Yes! It sure is.

AR: Of course, we weren't there very long 'til I found out that half the time, you're under warning.

LS: The shelter and, yea. So you said you actually had a tornado come through when you were there.

AR: Yes! Did you see those pictures?

LS: I have not seen that. I would love to hear about it though.

AR: Well, I did get some stuff together My wife [*goes looking for the pictures*] We lived in the house, the log house, before the Park Service took over The War Department I guess you know that.

LS: I think they demolished that eventually.

AR: Yea. When the Park Service was established, they took all... took over all those areas. And of course, the War Department got out. Back then, of course, there was a colonel, I think, in charge of the park. And of course, they just had troops work for them. They did whatever they wanted. They built this big log house and we moved into it and... beautiful home. It was so big

LS: Wow.

AR: ...From here back to here. Anything we had at church, they had the parties at our house... because it was bigger than this whole house.

LS: Wow. That's beautiful! It's got real... It's got hewn timbers, it looks like.

DS: That's lovely!

AR: That was... right after the tornado came through.

DS: Oh yea, all the trees are down.

AR: Uh-huh. Yea.

DS: Oh my goodness.

LS: Was that when you first got there? What year was the tornado?

AR: That was the year before I left.

LS: Ok, so '75?

AR: I was... Yea, that was '75.

DS: It's a wonderful house.

AR: Mmhhh. We loved it in a way, but gosh, you couldn't heat it or cool it. And this... Let's see, I don't know what this is.

LS: Is that a water tower?

AR: It's a water tower, but I don't know where.

LS: Whoo, that's a big tree down.

AR: I don't know what that is... That thing is strange. (Laughs) That night before, we went to bed. Of course, we were under tornado warnings. And at 5:00 in the morning, that thing came through and there was 22 of these big trees...

LS: Wow.

AR: ...In front of this house. And...

DS: That's terrible.

AR: It was strange. The tornado came up into the house. And then it made a direct left turn and came in the opposite direction and took all those trees out. And that was back when you had those little TV antennas?

LS: Antennas, yea.

AR: On the chimneys? And, you know, it didn't even take that... It didn't even break a window in that house.

LS: That's great.

AR: But it took all... Of course, they had an outside shelter.

LS: Did the park have any damage elsewhere?

AR: Oh, well, it went all the way across the park. Of course, the Park Service, you don't cut anything, you sell it. But they made an exception in that case. I got three logging/cutting contractors. Bid it off in four sections... 750,000 board feet.

LS: Wow, that's amazing.

AR: And they couldn't use tractors or anything.

LS: So when you studied at North Carolina State, were you doing Natural Science work?

AR: No, I was just taking a little side course or something to fill in until I could get established for the job.

LS: Ok, 'cause Zeb McKinney said that he came to Shiloh as a Natural Resource Specialist.

AR: Yea.

LS: So he was very interested in the natural resources of the park.

AR: Yea. I thought he just came as a routine...

LS: Did you have problems with the river eroding the banks?

AR: Well, I'm sure it was causing problems, but there was nothing I could do about it. You know, they have a head... I don't know if they still have that Scout Trail Project there or not, but there's a... Ain't no tellin' if it's on record, but this . . . No tellin' how many thousand certificates we gave out to scouts that walked all of the trails.

LS: Mmm. This looks almost new! It's so well preserved. It's great.

AR: Yea.

LS: It's wonderful. And Kennesaw has a big scout trail, too.

DS: Yea! It's very nice.

AR: Yea.

LS: So what kinds of issues were... was the park facing when you were the superintendent? I know that, you know, moving the road out of the center of the park was a big deal.

AR: Mmhmm.

LS: And then we heard about the river erosion and some of the issues about keeping the fields that were important during the battle... clear...

AR: Well, of course, the constant problem of every historic park is people... relic hunters... was a big thing. And, of course... That's ... I had three rangers and every moonlight night I'd go... I was a trained ranger. More the better with my rangers and so I'd go out with them and we would look around on moonlight nights and try to catch them with their metal detectors.

LS: Yea. So you could see evidence that they... Oh, wow! A Distinguished Service Award, wonderful! So this is in... Oh, "To the Kentuckians Who Fought at Shiloh." That's wonderful. So where was... where is the memorial? Is that in the park? Is there a Kentucky Memorial?

AR: Hmmmm... I don't know.

LS: Ok, so what kind of staff did you have when you were working there?

AR: I had a Chief Ranger, two rangers who worked for him, and a Chief and a Historian, and two technicians... History and, of course, Chief of Maintenance and 8 or 10...

LS: Staff...?

AR: Maintenance people.

LS: Ok. And was it pretty steady while you were there? The same people were there most of the time?

AR: Pretty much the same ones. Well, the Historians changed. Let's see... I had three different Historians. But the...

LS: Do you remember their names?

AR: ...Other staff was pretty much...

LS: Pretty steady?

AR: ...Were the same.

LS: And you asked me about Doris Stewart and we are going to be interviewing her...

AR: Doris Stewart! She's the best administrative assistant anyone ever had. She is so great! Her husband, I hope he's still living... Her husband is Allen. It's kind of strange. He worked for some big company so he traveled a lot; he would be away a lot. And she was... secretary; they called them secretaries back then... But you know, secretary is a downer. They started calling them administrative assistants. And so I was fortunate there and I transferred here and I had Ruby Kinney here. They were known as the two best administrative people in the Park Service. They had that reputation.

LS: So you had a good team.

AR: I did there. But otherwise, most of the conflicts were within... And this is typical with historical areas where you have Chief of Maintenance, Chief Rangers, a Historian, and an administrative assistant. And the people within the staff were always bitching about something.

LS: (Laughter) What kinds of things were they frustrated over?

AR: Well, I'll tell you the biggest problem – and this is understandable and typical – Shiloh and Appomattox and everywhere and here... Everywhere I've worked... Because of the nature of the establishment of the park, either rangers or historians came up with ideas, you know, for new trails or new things and the maintenance just had to work and do 'em. And that would just build a conflict everywhere I went.

LS: Yea. They didn't want to take on more responsibility.

AR: Well, they just resented somebody else coming up with the ideas and them having to do the work and that's understandable, I guess.

LS: It is, yea.

AR: That was the most constant thing I had at all three parks.

LS: Well it looks like while you there, maybe, a new Master Plan was prepared?

AR: Yea, we did get a Master Plan.... sent it back and forth to Harper's Ferry several times.

LS: Do you remember some of the things you were trying to solve or address by developing a Master Plan?

AR: Well, one thing... I was going to do that's never been done before, still hasn't... I was in Lions' Club from when I was a ranger in Appomattox all the way up... And the Lions' Club, of course, focuses on site conservation.

LS: Mmhmm.

AR: So before I left there, I came up with the idea of building a burial trail.

LS: Great!

AR: Because it's level enough. But then, you'd have to... Of course, you'd have to put in ropes, you know, and then the hole, too, and then put burial signs in and let them walk that. And I thought that would be an original, unique project. Of course, there's a lot involved in getting it done. You'd have to have money and a plan and drafts and all that stuff. But that's one thing that I would like to have done because I worked with site conservation all my life.

LS: Mmhmm.

AR: In Lions' Club. I was president of four different Lions' Clubs.

LS: Wow!

AR: Because I transferred around and was very involved in the Lion's. I don't know if anything else... any great changes were made...

LS: Were you guys involved in trying to restore the peach orchard? Did you?

AR: No, no.

LS: That came later?

AR: We didn't get involved in that.

LS: Yea. How about the Indian Mounds? Had they started to become a focus of...?

AR: No. No, they weren't a big subject.

LS: That came up later as well...

AR: Of course, the cemetery... we had to be careful. We had, I guess... I'm sure if you read the history, in 1909, we had cyclone. It wiped everything out and [floored] all the headstones.

LS: Yes, we did hear about that. That looked terrible.

AR: Yea. I don't think you want to put this in your report, but you had to be very careful in digging down because you had... Of course, you had the grave markers laid out, but one time, we hit a cast-iron casket. We got down there and got down to it and it had a glass front. And when we opened that up, there was... you could see the carcass.

LS: Mmm. Wow.

AR: Yea. But, of course, that was not talked about because cemeteries... there's a sense that...

LS: Yea. Well, the cemetery was at risk from the water from the river erosion. It actually undercut the lower wall at one point.

AR: Yea! Yea, that was after I was...

LS: I think it might have been because the Corps of Engineers was brought in to try to come up with a stabilization plan and I think it got worse and worse. Maybe in the... during your time, it hadn't quite gotten so bad yet.

AR: No, that wasn't a major thing.

LS: Yea. Was there much new land acquired during your time or did that also happen later?

AR: No... we acquired one piece... I can't remember the man's name, but he was superintendent of the park and his family owned the... I don't know, couple three hundred acres adjoining the park. He had land acquisition people in Washington and they'd come down and, you know... That wasn't always very effective...

LS: (Laughs)

AR: And they would come down and just go approach people on a real business-like approach. Of course, I was a soft touch and just established good relations with people and they made a hundred trips down there trying to get that piece of property. And I told them, "Just leave me alone, I'll work it out one of

these days.” So finally, he called me and said would I come over to his house. I went over there and he said, “I want to sign this property over to you.”

LS: Wow.

AR: And so I called the people in Region and Washington and told them to come on down and close it up. And he was a real fine old man. He was probably in his 90’s, as I am now. And there was a little conflict because some of his relatives, I think his nieces or cousins or something, you know, or family members, felt like they owned a share of the property.

LS: Ok.

AR: But he had the deed for it...

LS: So it was his...

AR: ...And he gave it all to the National Park Service.

LS: Do you remember where that parcel might have been?

AR: Yea, it was on the... It was along the road going from Adamsville to... going south toward Shiloh, the little town of Shiloh. And it was annexed then, just out of Shiloh, the little town.

LS: Ok, great! Was there anything going on with the Shiloh Church property when you were there?

AR: No, there was nothing done there. People still had services, I think, when I was there.

LS: It was still an active church?

AR: Yea, of course, it wasn’t a big deal, but...

LS: Pretty small?

AR: ...A few people went to church there.

LS: So when we talked to Zeb McKinney, he talked about... today, everybody’s about partnering and linking and joining, you know, thematically different parks that relate to one other. But he said, during his tenure, Shiloh felt like sort of an outpost. It was way out, you know, in the rural area and kind of isolated and I was just wondering, you talked about part of your job being... an ambassador with the local community. How much interaction did you have with other parks and with people in the community and that kind of thing?

AR: I was active, very active in the church and the Lions’ Club. Of course, when I was there, they had... One time they clustered the parks, are you familiar with that? Where they had a major park would cluster with smaller parks, which I guess made sense because the larger parks had the machinery and equipment and personnel to assist the smaller park. Though, I worked... Actually, my immediate supervisor was superintendent of the Natchez Trace Parkway.

LS: Oh, ok!

AR: Jack Ogel.

LS: Ok.

AR: And so... But we had... I'd go down there once a month to a staff meeting. But, he didn't get involved in operation of the park very much.

LS: Did you work with Stones River at all, being the closest Civil War...

AR: Stones River, no, I've been there. And knew the superintendent there. But I didn't have any working relationship with 'em.

LS: And the Region? Did you have a lot of interaction with the Region?

AR: Well, no. They just left me alone! (Laughter)

LS: (Laughter) That's kind of what we heard from Zeb McKinney, too!

AR: Yea?

LS: Yea.

AR: They just... They didn't... As long as everything... Unless there was a problem, and they were within reach, they just let you run the park. Pretty much.

LS: What about the idea... It looks like... that the park might get a visitor contact station? A new... Kind of a visitor station? I guess that was... a visitor center, it was proposed in the Master Plan, but I don't think it ever happened. Was that something...?

AR: I don't know... Of course... That wasn't a big thing when I was there. They still had the little visitor station with the offices upstairs.

LS: And that was the vision and you all didn't feel like you needed to expand that?

AR: No. No. I think it was sufficient at that time because it wasn't a highly visited park, being kind of out of the way of the main routes.

LS: Yea. So you didn't have huge amounts of visitors?

AR: No, no.

LS: Did you do a lot of personal interpretation? Did you have the rangers go out in the field?

AR: I let the historians and technicians do most of that. Sometimes they'd request the superintendent, you know, because you're superintendent!

LS: Uh-huh.

AR: I preferred they do it. But if they requested I give the talk personally, of course, I'd get the historians to give the outline of the talk...

LS: Yea.

AR: ...And I'd make my talk from their notes. Now, when I was there, the big deal was that that house was not kept treated like it should have been. It was beetles and termites etc. had just about chewed it down and it was just about ready to fall down. But it was nice inside.

LS: Hmm.

AR: And, of course, it's always... Nobody wanted to tear it down, nobody wanted to tear it down. When I was there, you know the house in the cemetery?

LS: Yea.

AR: I never could get any money out of Washington or the Region to do it or nobody would approve it. But I used the Maintenance, I had some good Maintenance people. They went in and they redid the whole interior...!

LS: Wow.

AR: ...Of that house and with the idea that we were going to move out of that log house and move in here because it would be easy to heat and cool and convenient. But it was ready to move in, but I was transferred and I didn't move in. I don't know whether anybody ever moved into that house or not!

LS: Is this the lodge? The superintendent lodge? Is that the house that you mean?

AR: It was inside the cemetery!

LS: I think that's the lodge.

DS: Just inside where you first come in?

AR: Say what?

DS: Just inside where you first come in?

AR: Yes.

DS: Yea.

LS: That's now the park headquarters. That's the administrative offices now.

AR: Oh.

DS: Yea. But it was a house before.

AR: Yea.

DS: Yea, I think that's the right one.

LS: That's where we did all that photocopying!

DS: Yea. Two story house?

AR: Yea.

LS: Yea.

DS: Now it's offices.

AR: Yea. Oh, so they just use the visitor center for the visitor center and offices.

LS: Yes, pretty much, right. Well, were there any other big projects like that that you remember that happened while you were superintendent?

AR: No, no, not really. Of course, that tornado was the biggest thing that happened.

LS: Yea, and I don't have any record of that so that's very helpful.

DS: That would have been 1975?

AR: '75, yea.

DS: And what month did you say?

AR: I'm not sure... I just don't remember. I can't tie it in with any weather...

DS: We can look it up. I can look it up on the Weather Service site on the computer.

LS: Yea!

DS: We could probably find it.

AR: Yea!

DS: Yea. It's amazing it missed the house! It's just incredible!

AR: It was unreal. It was about a half a mile wide and where the swath went through, there was *nothing* left. It was just like this floor. Every tree was down. And of course, we had an outside shelter... You know, a big... Everyone had storm shelters. But, it was about a hundred feet from the house. Every time we tried to get to it, the storm would get there before we did. We never did use it. But they had about a twelve-inch concrete section in the basement of the house and so we went in that at 5:00. And when we came out, after daylight, oh Lord, there was hundreds of people all around that house.

LS: Wow.

AR: Everybody with their trucks and their power saws. And, well of course, everybody thought we were blown away because it was right in the center of the path.

LS: Wow. So you were lucky.

AR: They came in and, like I say, the all neighbors and everybody else came in and cleared the roads. All they did at first was cut a swath right down on the hard top 'til the cars could get through and they'd come back and...

LS: ...Finish it up. Yea, that's a huge undertaking.

AR: Yea. Of course, they didn't allow any tractors. I think they only would allow oxen, you know, to snake the logs out. But I think they finally gave up on that and used horses. But no tractors or anything to destroy the ground or change the surface...

LS: Right. Destroy the archaeological evidence, yea. So when you were there, we've been looking a little bit at how Park Service policies were changing because there had been the National Historic Preservation Act in '66 and the National Environmental Policy Act in '69 that started to affect, sort of how you would go about doing park planning work. So you probably were right in that early phase when, you know, the NEPA was starting to affect how you would do plans and involve the public in reviewing proposals and such. Did you have any experience with that while you were at Shiloh?

AR: No, not especially. Of course, I tried to involve the public with everything you do.

LS: Yea. Invite the public to review ideas and stuff.

AR: Yea, right.

LS: But it doesn't sound like a lot of big changes occurred during that period. So the road had already been moved. That was a huge deal. And then you all were thinking about a visitor center, but that didn't happen. And so maybe it was a lot of maintaining what was already there?

AR: Mmhmm.

LS: Yea. Did you have a lot of interpretation? A lot of trails?

AR: Oh yea. We had the biggest network of Scout Trails in the whole system.

LS: Wow. Impressive.

AR: And, of course, you will find that in the records. How many thousands of scouts walked, I think we had ten or fifteen trails. They walked all of them! And then they'd get the gold merit badge.

LS: Amazing.

AR: There were just thousands and thousands.

LS: And you had a camping area where they could stay overnight?

AR: Uh, yea. Uh-huh.

LS: And did you have interpretive aids out there? Did you have cannon and artillery pieces?

AR: Oh yea.

LS: Were there any... Did you acquire pieces while you were there?

AR: Any what?

LS: Did the park acquire or add to their collection while you were there?

AR: No, not anything in particular...

LS: Looks like later there was some of that...

AR: Oh yea. We lost one cannon. One morning, I got up... because I kept the car at home and I would make a circle around the edge of the park going to the office. There was about a couple of inches of snow on the ground and there was tracks going right up to where one of the cannons was displayed.

LS: Mmhmm.

AR: And they brought a hoist of some kind and would have had to make two trips 'cause there was a rope broken in pieces there.

LS: Mmhmm.

AR: And we lost that cannon. And of course we called the FBI in and, of course, they worked with us on that. Two or three years later, we got a call from somebody in the FBI, somebody in Memphis, Tennessee. Said they thought they had one of our cannons. Sure enough, it was the one that was taken that night.

LS: Wow. They tracked it down.

AR: Somebody had it in their basement.

LS: My goodness!

DS: Whoa!

LS: That's crazy.

AR: So we just retrieved it and brought it back and put it back where it was.

LS: Were there any other issues with vandalism? I read about sometimes the Boy Scouts would get a little wild and climb on the monuments and such.

AR: Well, yea. That wasn't a big problem.

LS: Not really. The relic hunters were the worst of it?

AR: We had... I think sometimes on senior graduation nights, you know, a lot of the guys would go out and make a camp place in the woods and build fires and throw rocks. And we would have the cannons get fired off every once in a while.

DS: Oh my goodness!

LS: (Laughter)

AR: Yea, they'd fire them off. Of course, they weren't... The base of the cannon were wood, but these replicas were metal and they wouldn't withstand the jolt and it a lot of times would break 'em down. That happened several times.

LS: Mmhmm.

AR: Their favorite place for that was out in the back side of the park where you could see from the back side of the loop going forward, that cabin down there at the pond.

LS: Mmhmm.

AR: They tried to shoot that cabin, but they never could get a load heavy enough to reach it.

DS: (Laughter) That's terrible!

LS: (Laughter) That is terrible!

AR: We would find the shells in between.

LS: Wow.

AR: Mmhmm.

LS: Do you have any funny stories about incidents... while you were superintendent? Anything funny or strange that happened at the park while you were there?

AR: Well, something that was different... Of course, I was raised a park ranger and I knew that business. But at 12:00 one night, my wife said, "I heard a gun fired!" And it was pouring down rain. And I had this parked car over there and I jumped out and got in the car and grabbed my gun and went out after him and just went out. This car went by. We had this Deputy Sheriff over there from Savannah. And he was known for getting out and poaching deer.

DS: Oh!

LS: (Laughter)

AR: And animals. And so he... I pulled the car out and went around and then he passed just as I pulled out and I pulled in beside him and forced him over into the ditch. And of course, I was scared of him, because I was by myself. And I told my wife, we had radios in the house, and I told my wife to tell some of the rangers to come out there. And it was pouring down rain and I pulled him over. Here he had that big .44 Magnum on his hip.

LS: Oooh.

AR: And I was scared, I tell you. But I didn't let him know. I told him, "Get out!" And our pharmacist was in there with him!

LS: (Laughter)

AR: We bought our medicine from him over in Shiloh... over in Savannah!

LS and DS: (Laughter)

AR: And so that was kind of a strange one, but . . . So, I gave ‘em both a ticket. Because I told him to raise the hood because I thought he’d have had a young deer in the trunk. He raised the hood, I mean the trunk lid, and there’s a raccoon!

LS: Oooh!

AR: About this big. And the raccoon had run up a tree, and he’d shot it out and picked it up and took it with him.

LS: Mmm.

AR: And then I He could’ve shot me and nobody’d ever know where What happened . . .

LS: Right. That’s scary.

AR: I guess that was about the . . . My worst dangerous situation I was ever in.

LS: Mmm.

AR: So I called the Sheriff the next morning and told him to meet me at, there’s a certain place, and I told him what the damage had done. And I told him, “You need to fire him or I’m going to report you both.”

LS: Yea.

AR: And he said, “Oh, I’ll get rid of him tomorrow.” You know when I left there, he was still Deputy Sheriff.

LS: Mmm. Uh! It didn’t work! (Laughter)

AR: It was crazy.

LS: Yea, yea. That’s terrible.

AR: But, of course, historians are kind of different people. Not talking about you!

LS: (Laughter)

AR: Just talking historians. But Mickey East, he was strange. He weighed about 400 pounds and, of course, they was always telling everybody about their uniform standards. And I had to talk to him about every two weeks about gettin’ some of that gut off. And he made a garden and he planted all cabbage. And he said, “Aw, Hell, I’m doin’ everything I can! All I eat is cabbage! I don’t know why I get so fat.” But . . . and he was different.

LS: He was one of your three . . .

AR: Like I said, historians aren’t known for practical things. It’s a . . . He had his son who was five or six years old and he took . . . He went down to the garage where the mechanic worked and, of course, he emory [*could not understand*]. He said, “Now son, I want you to grow up so you’ll be able to do handyman things like Mr. Fulwood here does.” And he said, “Here’s the emory wheel. That’s for

sharpening, too.” And he pulls his pocketknife out that had a little blade about that big and he stuck the blade out there and put it against that wheel and it just melded it on down!

LS: Ahh! (Laughter)

AR: (Laughter) It had no blade left on the handle! He just didn’t have any concept of, you know, mechanical things.

LS: That was one of the three historians that you had?

AR: Huh?

LS: This man that you’re talking about, he was one of the three historians that you had at the park?

AR: Yes.

LS: What was his name again?

AR: Mickey East.

LS: Mickey East.

AR: Yea.

LS: Ok. Do you remember the name of the other two?

AR: Uh... Let’s see. The other one was a Mormon and he resigned and went back out to school and became a Mormon priest or minister or whatever they call it.

LS: Oh, ok.

AR: But the other one was... He was a younger guy. I’ve forgotten his name.

LS: Yea, we... I have to admit we have very few records from your time because I think the Park Service stopped requiring superintendent reports to be filed and so we don’t have those. So I don’t have some of the personnel that worked under you, so that’s why I’m asking, you know, if you remember any of them because we can kind of look around a little bit more, but . . .

AR: Mmhmm.

LS: All I have is Robert Nash, but he was Interpretation.

AR: Robert Nash, yea.

LS: But I don’t think he was an historian.

AR: Robert Nash was...

LS: It says that he wrote a National Register nomination for the park in 1975.

AR: Hmm.

LS: But I don't have any records of who the historians were... which is unfortunate.

AR: Do you have Doris Stewart's address... phone number?

LS: I do. I don't have it with me, but if you want, I can send it to you.

AR: Would you drop me that? I'd like to call her.

LS: Yea.

DS: We'll see if I have it. I'm not sure.

LS: Oh yea! It's in one of the documents that Stacy provided to us?

DS: Right. I don't know if I have it here, but I'll take a look.

LS: Ok. Do you have any questions, Deborah, that have come to mind?

DS: No, this is very interesting!

LS: Yea.

DS: And especially about the tornado, because we didn't know about that.

LS: Yea.

AR: No, right?

DS: Yea, that was very interesting.

LS: Yea.

AR: Well, you could see that it was no baby!

DS: No!

LS: No, small event! And you guys are lucky to be alive after that! That's crazy. Well, Shiloh looks like... It's a wonderful park and it looks like it was probably a wonderful experience managing it.

AR: Oh, it was... It looked more like a park because it was established early enough. There wasn't any resistance to the establishment because it was established in...

LS: Probably the 1890s sometime?

AR: 1896? Or something? It was one of the first historic parks.

DS: I do have it in here.

LS: You have Doris' information?

DS: Yea.

LS: We can write that here...

AR: Appomattox, I guess you've heard the story on that one. They was real segregationists. They fought the establishment of the park to the bitter end because they didn't want to remember the end of the Civil War.

LS: Uh-huh.

AR: They didn't want a Civil War Battlefield Park.

LS: It was The Lost Cause.

AR: Lost people. And so it wasn't established until 1926. I think I was the second or third superintendent there.

LS: That's all? The second or third?

AR: Yea.

LS: Wow.

DS: Wow. That's amazing.

LS: How long...? Oh you were there for... sorry, you told me that already.

DS: Doris Stewart had two different phone numbers in the phone book.

AR: Yea?

DS: So I wrote them both down.

AR: Ok.

DS: But we got these phone numbers from Stacy Allen's office at Shiloh, so they should be correct.

AR: Ok, thank you.

DS: Thank you.

LS: Yes, we will be going to Tennessee to interview Doris Stewart and several other retired people who worked at Shiloh and then some people who helped establish the Corinth Unit. So we have several additional interviews that we are going to be doing.

AR: Yea.

LS: Over the next few months.

DS: And Stacy Allen!

LS: And Stacy Allen.

DS: That will be a long interview.

AR: Yea.

DS: Because he will have a lot of things to tell us.

LS: And we did interview Ed Berris if you remember him.

AR: Mmm, Ed Berris, yea. Yea, he was a Park Service Historian. He was out of Washington.

LS: Yea. He says that... He did a historical base map for you in the park in the '70s.

AR: Yea. Yea, he was... in October.

LS: That was the date of the interview, yea?

DS: And we're going to interview Woody!

LS: Yes, Woody. Yea.

AR: Yea, Woody, I remember him. I never worked with him directly, but he worked down at the Regional or Washington office.

LS: Ok. Yes, he was very lively! (Laughter)

DS: Yea, very lively! So you were at Blue Ridge Parkway...

AR: Yes.

DS: Then you were at Appomattox in 19...

AR: Blue Ridge Parkway from 1949 until 1962.

DS: And then in 1962, you went to Appomattox as a supervisory ranger?

AR: No...

DS: Or as superintendent!

AR: Yea.

DS: Wow, you went directly to superintendent?!

AR: Yea!

DS: And then you were there for four years...

AR: Four years.

DS: And then where did you go after Appomattox?

AR: Uh, here. Oh, after Appomattox? I went to Shiloh.

DS: Shiloh. Ok.

AR: And that was in the 70s and then I went...

DS: ...And then you came over here.

AR: Then I came here.

LS: Did you retire after Kennesaw? After being the superintendent of Kennesaw? Was that your last superintendency?

AR: Yea, yea. I retired when I was 57!

LS: That's nice! I like that!

AR: It's been, gosh, 70 years ago or something?!

LS: Wow, sounds wonderful! (Laughter)

DS: Yes!

AR: Well...!

LS: And do you keep in touch with the park at Kennesaw here?

AR: No, I don't because it was not the policy. The first superintendent, I guess, at Kennesaw Mountain... was... you know way back before the park... they used to have these CCC Camps? Civilian Conservation Camps?

DS: Yea!

LS: Yea!

AR: And he had a Civilian Conservation Camp there and they kind of did away with those so they put him in as superintendent. And he just lived history. That's all he wanted to do after he retired. They forced him to retire. He stayed... he had his own collection and his own program. But he would come to the park every day and spend three or four hours in the library...

LS: Wow!

AR: ...With all the staff, you know. They kind of resented it, I guess, because... They'd say, "Well, here comes Ed again!"

LS: (Laughter)

DS: (Laughter)

AR: And so when I left there, I said, “Nobody’s ever going to say that about me!”

LS: Aww.

AR: And I didn’t leave with any bitterness or anything!

LS: Mmhmm.

AR: But I said, “When I leave, somebody else can run the park. They don’t need me in here.”

LS: Uh-huh.

AR: I just made it a point never to go back and get involved.

LS: Have you been keeping up with the acquisitions and the additions to the park?

AR: No, not really. I don’t. I just don’t get involved.

LS: Mmhmm. Yea. We did a Cultural Landscape Report for the park, for Kennesaw. So we’ve been here a couple of times studying the landscape and I think they’ve recently acquired – what’s the name of the house? That was... It was the Union headquarters during the battle...

DS: Yea, I can’t remember the name.

LS: Anyway...

DS: Yea. But when you said, when we first sat down and you were saying about the struggle to balance the history and the recreation, we saw that everywhere with this particular park, I think especially.

LS: Yea.

AR: Really. Yea.

DS: Because of such a big number of people wanting to use it.

AR: Yea. That’s the reason. This park had a reputation of being a hard park to manage even though it’s so small.

LS: Yea.

DS: Yea.

AR: It had a reputation of being a hard park to manage...

DS: There was a lot of pressure on it.

LS: Mmhmm.

AR: Of course Shiloh... I mean Appomattox had that, too, because in the 60s, you know by the time the park was established, people just didn’t want anyone to forget about the Civil War. They fought and fought every effort of establishment of the park there. But they finally got it through. I know... I think I

started out as a GS-5, which wasn't even a... Or a GS-4 which wasn't even a first class park ranger, but they said if you did well... and I worked my way up, you know, just by hard work! And I know everywhere I went, they said, "I want you to go there and solve this problem!" (Laughs)

LS: (Laughter)

DS: (Laughter)

AR: And I... That's where I resented that I guess, a little bit. Because at Appomattox, they called me from Region and I knew, most of the people in the Region I'd worked for, you know, as a ranger that comes through the Regional Office, or somewhere. And it's strange how I got in Appomattox... it's strange that I even survived! They said, "We've got a personnel problem over at Appomattox and we want you to go out and straighten our PR problem."

LS: Mmm.

AR: Public relations. Boy, what was this guy... Why if I think towards the end, they're from the West, and they had black people in for dinner and things like that. And that was right after the establishment of the park and that just... those things just didn't go over. And there was all kind of conflicts there and other things. And so they said, "Why?" My Chief Ranger every year, you know, we would write up a thing where we thought our best next assignment should be. And I had a Chief Ranger, the smartest man I've ever known, and he said... I did that thing four times and sent it back. Howard would say, "Do this again!" See, we would work it over. So finally in his last line, he said, "If Al was put in a position where they need good public relations, he would be in his element."

DS: That's quite a compliment!

LS: It is!

AR: That got... I'm sure the Director in Washington read that line and he called me right away and told me to go over there and straighten it out!

LS: That's nice. Yea.

AR: Well, I went over there and I had never had any administrative...

LS: Yea.

AR: I didn't know anything about personnel, finance, or...

LS: Wow.

AR: Anything! I could handle the maintenance and protection, but . . .

LS: Trial by fire?

AR: I got over there and I told them, I said, "I don't know anything about it . . . I'm not a historian." And they said, "Well, the historian is the Assistant Superintendent. He'll be there and he'll help you get started." You know I arrived there and the next day, they transferred him out!

LS: Oh no!

DS: Oh!

AR: Yea. They told the superintendent, if he wanted a job at the Park Service, to be at Denver on Monday morning and he would be with the BLM.

LS: So you had no support!

AR: So I walked in there with no idea and the administrative assistant, who was a secretary at that time, who was one of the first ones there as the park staff and she died the week before I got there.

LS: Oh!

DS: Oh no!

LS: So you had no one...

AR: There was nobody. I had nobody! I had a maintenance foreman...

LS: Wow.

AR: And he was a local, of course, and that's all I had.

LS: Wow. So you had to make it up as you went along.

AR: So I had a couple of technicians, you know, did the interpretive work at the desk and the visitor center. And they were pretty good. So what I'd do... I'd make a list of everything I had questions about. And of course, I was only a hundred miles from Richmond, and the headquarters there...

LS: That's good.

AR: So I'd make a list of everything I had questions about and I'd go into Richmond and I'd be there when they opened the office!

LS: (Laughter)

DS: (Laughter)

AR: And I would talk to everybody in the office all day. And then I'd leave and come back home and get my notes and next month, I'd do the same thing! So that's the way I learned to be superintendent.

LS: Mmm. Wow. That's amazing!

AR: So I finally got out and hired a secretary and then I got another historian who was transferred in. But I'll tell ya, I didn't know what I had gotten into!

LS: (Laughs) Sounds like you survived well, though. It was a successful transition!

AR: Well, it was, but of course ranger work was really my thing.

LS: Yea. Well, it's been wonderful hearing your stories, it's great! Thank you so much for agreeing to talk to us about everything.

AR: Yea. Ok!

LS: Do you have any other questions? Do you think?

DS: No, no. I'm going to be on the Blue Ridge Parkway the end of this week.

AR: Oh, really?

DS: Yea.

AR: Where are you going to be?

DS: I'm going to be in Asheville!

AR: Asheville?

DS: Yea.

AR: Yea.

DS: Yea. It's very beautiful on the Parkway. I can see why you liked it so much.

AR: Well, I was raised just north of Asheville a ways. Of course, I was a ranger on Blue Ridge 15 years. So that's... I really liked that.

LS: Yea.

AR: It was hard work, but it was enjoyable. A lot of rescue work – people going over waterfalls and getting lost and...

LS: Wow.

AR: Three fires that I was chief of... Forest fires, a thousand acres. I tell you, that's a job.

DS: Wow.

LS: That's scary.

AR: And to try to feed 'em and give 'em a little oxygen too... And then change shifts, every 15 to 18 hours is...

LS: Wow. That's a big job.

DS: That's a lot, yea. That's a big place.

LS: Well, would you mind if we took your photograph for our interview? You saw how we had Zeb McKinney and Ed Bearrs' photographs.

AR: Mmhhh, ok!

Interview on behalf of Shiloh National Military Park Administrative History

Gerald Skaggs

Former Maintenance Supervisor, Shiloh National Military Park

April 15, 2015

GS: Gerald Skaggs, interviewee

LS: Liz Sargent, interviewer

Liz Sargent: Today is April 15, 2015, and my name is Liz Sargent. I am in Shiloh, Tennessee, to interview Gerald Skaggs. We are meeting by telephone. I am in the Corinth Interpretive Center where I will be interviewing Rosemary Williams and then Woody Harrell later today.

Thank you so much for meeting with me, Mr. Skaggs. I appreciate your time. Our focus today will be on your work while employed at Shiloh National Military Park. Your efforts were highly regarded by the park, and Stacy Allen has recommended that we speak to you to learn more about park maintenance operations during your time there on behalf of the Administrative History we are preparing.

First of all, I will be tape recording our interview. I will plan to provide you with a release form that indicates how we plan to use the information from the interview. If the terms are acceptable to you, we would ask that you sign it and return it to us.

Gerald Skaggs: Yes, fine.

LS: I don't know how much Stacy or Ashley have shared with you about the intent of this project, but I can just tell you a little bit about it, and then what it would be nice to talk to you about today, if that helps. We're working on an Administrative History, which would cover the period from 1954 until the present. And we're mostly looking at park operations, and how the people who have worked at the park have done their jobs, what has been the focus, what have been some of the special projects and initiatives that you all have been involved in, and then how you've worked with other entities and organizations and partnerships to do special things, to acquire new lands, to manage new lands, and obviously, to talk about how the Corinth Unit came to be. So I will just want to ask you a few questions about your time at the park and what are some of your memories, and just some insights and how you did your job and what were some of the specific things that you were responsible for, and how they affected the visitor experience and preservation of the resources.

GS: Great. Well, hopefully I can remember some of those things. It's been eight years since I retired so

LS: Well that ties into my first set of questions which would include asking you to provide me with your full name and address, and then a bit about background and your job at the park

GS: Starting at Shiloh, or with my overall career with the National Park Service?

LS: I'd love to hear about your whole career. That would be wonderful.

GS: Okay. Well, I think I can remember most of the dates at least, and I don't know how in depth you want to be, but I do remember some of the details, supervisors and that kind of thing, if you'd be interested in anything like that

LS: Well, I would certainly be interested to hear about the parks you've worked at and some of your different positions.

GS: OK. Well, I started with the National Park Service in '77, at Abraham Lincoln Birthplace, in Hodgenville, Kentucky. And I was hired as a seasonal laborer, WG-2. So, I only worked for about three months out of the first two years that I worked for the National Park Service. Mostly doing grounds keeping; mowing, trimming, weeding, that sort of thing. They had a lot of split rail fences at Lincoln Birthplace, of course. And we did a lot of work with that . . . and then I worked at longer, I got hired after the first two years as a seasonal maintenance worker, and I was promoted, to a WG-5. Then I worked in that position until 1987, as a WG-5 maintenance worker. Worked my way up to ten months out of the year. I was still subject to furlough, laid off two months out of the year, and then I transferred to Shiloh in 1987. I think it was the last of April, first of May, in 1987, when I transferred to Shiloh, as a WG-8 maintenance worker.

The superintendent at that time was Zeb McKinney. Zeb hired me. I had had some computer experience while I was at Abraham Lincoln Birthplace. In 1986, the Park Service began a program called the maintenance management system. I had put my computer experience on my resume, and Zeb noticed that. The maintenance supervisor at that time was James Shope. When I got to the park, in addition to being the automotive mechanic Mr. Shope asked me to be a part time computer operator to run the maintenance management system

LS: Wow. That's wearing a couple of different hats.

GS: Pardon me?

LS: That's wearing a couple of different hats.

GS: [laughs] Well, I didn't have any inclination that it was going to turn out like that, but that was fine with me. I liked it, and actually, that really helped me develop my computer skills. I was the alternate time keeper at Abraham Lincoln Birthplace, and when the administrative assistant wasn't able to record the time and attendance sheets, I filled in for her, so that was my limited computer experience. Taking this job at Shiloh helped me develop those skills. I also received some training over the years.

But I worked from 1987 until 1990 as the park mechanic and maintenance worker. And then our maintenance supervisor, James Shope, retired, passing away right after that. I believe it was 1990 when Woody came as Superintendent for the park, and he appointed me acting maintenance supervisor. I worked at the position until 1992, and then Woody hired me as the facility manager or maintenance supervisor. I worked in that position from 1992 until 2008.

LS: That's a long time! That also answers another of my questions—being which superintendents did you work under. So it sounds like Zeb McKinney and Woody Harrell. For this project, I have already had an opportunity to interview Zeb McKinney, which was nice

GS: Oh, great.

LS: Yeah, down in North Carolina. So I have a little bit of his perspective as well. And one of the things that I am very interested in is how you might have seen any changes over time in, well . . . the computer

situation is one example For example I have heard about how Shiloh developed its own computer program for maintenance, and then the region, or the National Parks Service as a whole developed a system. But when they did, I have read that you all had to convert to the new system and abandon your earlier efforts. In general, it also seems like computers started to affect how things were done in the parks beginning in the late '80s. I am interested in how that affected your work, and possibly led to changes in the way the park was presented to visitors, and restoration work, etc.

GS: It definitely did change it, Liz. To be quite honest about it, it made our job harder. Because while they were developing the programs, a lot of people wouldn't buy into it, and we didn't have a lot of support from the regional staff. And you know, even though they gave us a little bit of training, it wasn't near enough, and we had to learn the programs so quickly; and that without support, they weren't effective. The programs weren't. I don't know what the National Park Service's vision was, at the time, to develop these programs. So I can't speak to that. But at the park level, it made it very difficult for us to do our jobs because of all the extra work, the daily work sheet that we had to fill out and all that stuff. And you know, the guys that worked for me didn't have any training except for what I could give them. They didn't know anything about it. A lot of us didn't care anything about it, it was something else extra that they had to do. You know how that goes

LS: Do you think it affected the morale and the length that people were willing to stay because they got frustrated?

GS: Yes, definitely.

LS: That's too bad.

GS: I don't know about the length of time they stayed in the National Park Service, but it did affect morale, and you know, a lot of them didn't think they could do their job as well as they could if they didn't have to spend time doing this.

LS: So it probably took away from your maintenance time on site, too.

GS: Right. We'd have to come in 45 minutes to an hour early, just to get all the paperwork filled out and that sort of thing.

LS: I was wondering if there was a sense that over time it ended up making your job easier as the process became more streamlined and people knew how to work with it, or whether that was never really the case?

GS: Well, it was continual change. I think I went through three different management systems while I was supervisor. It was constant change. About the time you got pretty proficient with one, at least, in our thinking, you know, the system would change, and then we had to learn it all over again. In the meantime, I had had some problems with my sight, and I thought I was going to have to retire before I did, but Woody worked really well with me, and bought, or allowed me to purchase some visual aids, you know, so I could continue working. Like the maintenance magnification program for the computers, and some other stuff that made my job easier.

LS: Good. That's so nice.

GS: Yes, it was really nice of him. But anyway, when I decided to retire, all the extra paperwork and the stress from the paperwork and trying to do the job as I was expected to do it was just too much for me. I would have probably worked in the National Park Service a little bit longer had that not been the case, but

I had a good career and I was glad to work for the National Park Service. I have the utmost respect for those that are still working. And I know it's difficult for them at times.

LS: Well, I think it's definitely worth pointing this out. I mean, people need to hear how hard these jobs are, see if there's any way that that can be amended. I am curious about what types of things you would be responsible for on a daily basis. What were some of the regular duties that you all performed?

GS: Well, we had about six or seven permanent workers year round. And then in the summer time, I had up to four seasonal workers, plus the Youth Conservation Corps. I've been responsible for up to three quarters of a million dollars per year, on a couple of occasions. That included everything. Regular salary of employees, all of our maintenance projects, the YCC crew and all of that. And I'm happy to say that I never came up short at the end of year. Always met my budget. That's one thing that I can be proud of. The budget they gave me, it was enough to see us through for that year. We had a lot of rehab projects during my time. You know, monuments, historic markers, buildings, roofs, and all that sort of thing. And worked with contractors really closely. The ones that got the contract to do the projects. And even wrote some of the small contracts myself. When I started, we had contractors in the regional office in Atlanta. And then they kind of got away from that and we had to go to through some other parks that had contracting officers. Dale Wilkerson was a contracting officer at Natchez Trace Parkway. He was one of those who worked with the superintendent at Shiloh. And he helped us out a lot. Dale did, he and the maintenance supervisor at Natchez Trace, his name was Stenis Young. And Stenis helped us out a lot, because he had some specialized equipment that we didn't have at Shiloh. And he would loan us equipment, that he had, that we didn't have, that we needed. Like boom trucks, dozers, things like that.

LS: So you just need that once in a while so they would bring it over?

GS: Yes, ma'am. They would either bring it over or I would go get it and bring it up, and Stenis was really helpful, and so was Dale.

LS: So in addition to maintaining the monuments and the markers and the buildings, I'm sure, keeping the vegetation at bay was probably an important job that you all took care of?

GS: Oh, yes. When I was supervisor, we actually mowed and kept trim about 455 acres at Shiloh. And we did that all basically with two persons on mowers plus the one that took care of the national cemetery. So actually I had three people doing the mowing, and then the seasonals would do the trimming and that sort of thing. It seemed like our park got hit a lot with storms, and that was a problem for us. We didn't have equipment to clean up after a wind storm or an ice storm. We had two ice storms, bad ice storms, while I was there. And then it seems like we averaged maybe a couple of severe wind storms a year that would blow trees across our road. We actually didn't have the equipment that we needed to take care of that efficiently. So we had to work extra hours, or get equipment from Stenis to clean that stuff up.

LS: So it was always a moveable feast, you never knew quite what you were going to face each day?

GS: And that was one of the interesting parts about the job, because it was a little different every day. And you know, I enjoyed the challenges. Sometimes it got a little overwhelming, but you know, we made it through. When our visitors got to the park, I always told my guys, the first thing they're going to see is our restroom facilities. And you know, we took pride in our restrooms. We kept them as good as we could, as good as possible. Some of them were run down and out of date, but we eventually worked on that and got those in our cyclic maintenance program, and into a rehab and repair project.

The next thing that they noticed were the grounds, you know, how well the grounds were kept. We got a lot of comments, positive comments on our restrooms and the way our grounds were kept. You know,

how clean they were, the mowing and trimming, the way the trees were trimmed and that sort of thing. And the way the buildings looked, because of course, we kept all the buildings painted and all the maintenance up to date.

LS: Yes. It sounds like a big job. What were some of the unusual or funny, or even amusing tasks that you had ended up having to take care of?

GS: One year, we had a cyclic program to rehabilitate the monument that's got the eagle on it. I'm sure you've been to the park. I can't remember the name of the monument right now. But the one that's got the big eagle on it. We had a project to rehab that. So we got a crane in there, and set it up, and we were going to take the eagle off the top of the monument, which I think is about 90 or 100 feet in the air. So we got all the scaffolding and everything set up, and the former interpretation supervisor came out and looked at all the scaffolding and everything. And as we were climbing the scaffolding all of a sudden, he realized that the contractor was supposed to set up steps on the scaffolding. So we'd been just scaling the outside, climbing the scaffolding with just a ladder on the outside, which was very unsafe, but no one seemed to realize that we were supposed to have steps. *[laughs]*

LS: Yeah.

GS: We had to hold up the work and keep the crane around until the contractor got the steps built. That probably delayed us a couple weeks, but that was sort of humorous. But no one had told that, until he came out and looked at the contract. And his name was George Reaves.

LS: Oh yeah. I remember his name.

GS: George was a really very nice fellow to work with. I told a lot of people that George was the same every day that he came to work. It didn't matter how much stress he was under or what was going on, he was still the same old jolly George.

LS: That's great. Who were some of the other people that you remember fondly?

GS: In the maintenance division, I had a fellow that worked for me, a plumber and electrician, his name was Steve White. Real good fellow. I had some really good workers over the years, Liz. And I had a couple, you know, that didn't want to work.

LS: Yeah, that happens.

GS: I also actually hired the administrative officer. She began working for me in the maintenance division, Lisa Casteel. She hired in as a maintenance management clerk. She was part time at first. She was very efficient. I mean, she really caught on to the program quickly and begin to enter all of our data and that sort of stuff. Once Woody found out how efficient she was, he took her away from me.

LS: *[laughs]* Oh, I'm going to interview him this afternoon. I'll have to remind him of that.

GS: Yeah, yeah. He took her away from me and moved her up to headquarters as the assistant to Margaret Garvin, the administrative officer, and when Margaret transferred, then Lisa got the administrative officer's position.

LS: Maybe she's . . .

GS: I always told Woody, ‘You took away the best clerk I ever had.’

LS: Did people stay a long time, typically, here?

GS: Oh, in the maintenance division, they did. It was mostly local people that would work here. We did have transfers, periodically, and I was a transfer myself, but most of the workers that I had were local. So you know, they stayed until they either retired, or their health got so bad that they had to retire.

LS: I know that working for the government, you often have a lot of policies for safety and training in different areas. Did you see that increasing over time? Or was it just enough, or how did you feel like the workers were supported in terms of the expectations for their job? Aside from the computers, which we’ve already talked about?

GS: Yeah, well, actually, the training for the employees did get better over the years, ma’am. When I first started as supervisor, it was almost unheard of for one of my employees to be accepted into a training program or a safety program or anything like that. We did most of it at the park. We had people that were certified, trained in certain types of equipment—like the use of chain saws—but we did that training in house. The ranger division did a whole lot of that. But over the years, you know, it did evolve a bit into a better training process. Not only training on the job, but we saw a trend to cross train people for future jobs that they might be able to take.

LS: OK. So probably the region came down at some point and did OSHA safety training or you had Red Cross courses?

GS: Our ranger division did most of the safety training when I first started. I can’t remember the region coming in and doing very much training at all. We would go to other parks to train sometimes or to special training where courses were offered.

LS: What about the systemwide changes that occurred in landscape maintenance, such as integrated pest management, that reflected environmental concerns?

GS: When I first started with the National Park Service, that wasn’t a very big concern at all. At Abraham Lincoln Birthplace, we didn’t use hardly anything. As far as integrated pest management for treating exotics or anything like that. It just wasn’t used. But I’m thinking of – you know, Roundup, or anything like that, it wasn’t used. Of course, in later years, we did use some, but people that applied it had to have special training, so we sent them to get that training. Tom Parson was one, and I remember sending him to train to learn how to apply some of that in the national cemetery.

LS: So was the national cemetery at that point being threatened by river erosion? Was that during the time that you were there?

GS: Oh, yes, it was. We did work on ways to stabilize the riverbank erosion. I worked on that my whole career. Finally . . . I can’t remember what year the U.S. Army Corps of Engineer finally got the stabilization project completed. Woody would probably know that. When Woody came in, he jumped on it and worked on it just about his entire career also.

LS: So what were some of the things that you had to do to respond to that problem?

GS: Well, for a while we had to close one of our roads that went down to the river. The erosion got close to Dill Branch, and actually washed part of the road out. So we had to close that area completely off. And that wasn't very well received by the tourists or the community. Woody could speak a lot more on that than I can. We got a lot of feedback, negative feedback, because of the road closure. Woody got senators and congressmen and other persons involved in it, and finally secured some emergency funding to work on that. It was a big deal.

LS: So that was a big deal.

GS: That was a very big deal.

LS: What about the Indian Mounds? Was that something that was being addressed while you were there – I know that there was some archeology going on, but they were also at risk. Did you all have to take special measures with those?

GS: Yes. The erosion was also threatening one of the ceremonial Indian Mounds. We had to erect some special barriers down there to keep the visitors away from the bluff where the river was undercutting it. That area was part of the final stabilization, that program, that the Army Core of Engineers did.

LS: I spoke with one of the archeologists who worked on that project, and I guess some of the findings were remarkable, and it's been a really interesting find. Very special site. So that's great that you all were able to help protect those against the erosion before the Corps was successful.

How about how visitors treated the park? Did you have a lot of problems with vandalism, or did maintenance have to respond to things because visitors were a problem at all?

GS: Yes, we did have vandalism from time to time, and it was our responsibility to correct that, or in some cases, try to prevent it. But most of the vandalism that we had while I was the maintenance supervisor, was local. It wasn't from our visitors, our regular tourist visitors. It was local. And you know, some of them – well some of the reasons we had vandalism, I think, was because the local people saw that the park was changing. The thinking was that the park has been here longer than you've been here, and we were here before you were here, and all that stuff. And 'it's our park, we do what we want to with it.' And then when they realized that they couldn't do what they wanted to do with it every time, then they would either tear up something or – I guess the most vandalism that we had was at the picnic area restrooms. That was terrible, we had a terrible time over there because they were so isolated from the rest of the park. And then we had some vandalism on cannons and monuments . . . graffiti, that sort of thing.

LS: Okay, but nothing . . .

GS: We did have to deal with that quite a bit.

LS: Did you also have a lot of special events that you had to do special projects for?

GS: We had two or three special events per year. When Woody was here, he used to do a candlelight tour of the park. That took a lot of our time – it was around Christmas time, holiday time, that we did that. It took a lot of time getting ready for that, getting set up, and also cleanup after it. And then we had, of

course, our anniversary weekend every year. Somewhere around April, first weekend in April. And it was actually a much larger event than it is today.

LS: Oh, OK. So it has kind of fallen off?

GS: It's since been scaled back. Actually since I have retired. We were still going strong the year I retired. I think it's been reduced because of budget cuts and other factors. I don't know. Were you at the park this past anniversary weekend?

LS: No, unfortunately, I was not. I can ask Stacy tomorrow how it was attended.

GS: Visitors, annual visitors actually increased for a few years after I came here, and then it seemed like they sort of started falling off in the last years that I worked with Shiloh. I don't know what their annual visitor rate is now, I don't know if it's coming back up, but a lot of that was because of the gasoline prices, of course, and Shiloh being so far away from any interstate highway. That had an effect on people who just didn't want to drive that extra 80 to 100 miles, you know, to visit the park when the gas prices were so high.

LS: Was Corinth opened while you were there, or was that still in the planning stages?

GS: No, it was opened. Actually, I went through all that with Woody and Stacy. We worked real hard on getting that visitor center at Corinth planned out and built. And had a lot of help on that from Mrs. Williams, there at Corinth, she was a big help.

LS: Great. So now I guess the maintenance has to be split. How does that work? Do you send crews down, or did you send crews down here, or were there people stationed here at Corinth?

GS: When we first opened up, we didn't have any staff at Corinth at all from the maintenance division, so we had to go down, take people from Shiloh, and go down and do the maintenance and come back. The last few years, I did have one permanent person down there and a couple of seasonals in the summer time. Of course, we still had to bring equipment from Shiloh to mow the grounds and do all the maintenance that we needed—backhoes and that sort of thing. I don't believe Randy still has got the type of equipment down there that he needs. He still has to transport some of it down there.

LS: That's definitely got to add to your management issues.

GS: It does. It kind of presents a hazard too, a safety hazard, pulling the heavy equipment down there so much, being on the road.

LS: Interesting. Well, it's a wonderful facility, but I can see that it took a lot of planning and then some logistics to keep it going, so bravo for all the work that you participated in. Is that one of your favorite memories, helping to open Corinth? Or what would you say are some of your best memories of your job?

GS: Well, my favorite memory, I guess, would be just working with the people at the park, particularly those that worked for me, and the other divisions. I had a really good working relationship with the ranger division and administrative division. I never had any real problems. Of course there's always problems popping up, but nothing you couldn't work around, you know? And the people that were in the positions were good to work with. And that's my favorite memory—just working with the people and having the good memories of working with them, and how well we got along.

LS: Oh, that's nice.

GS: You know, we take pride in our visitor center, and the park, as one of the cleanest parks that they visited. And working through the different maintenance projects, you know, like repair-rehab, building the visitor center at Corinth. Another thing that I might mention is when I got to Shiloh, we had two flagpoles, one in the national cemetery and one out in front of the visitor center, that were in really bad shape. They were rusted where they came into contact with the ground surface. And I finally got both of those replaced with new, up-to-date, flag poles. We put them on the cyclic program and got money for those. And when we built the visitor center at Corinth, we put up one there like the one at Shiloh. We liked the one at Shiloh so well that we went with the same basic design and everything down there.

Another thing that I'm proud of was how we improved our equipment. When I got to Shiloh, our equipment was a bunch of rusted bolts. That's all you can say. Our mowing equipment and trucks . . . we had trucks that actually had the floorboards rotted out of them. And when I left, we had a good fleet of vehicles. We had good equipment. We didn't have all the equipment that we needed, but the old equipment had been replaced, and we had new equipment, reliable equipment where we didn't have to spend so much time repairing and working on those things. So that's one of the things that I'm proud of is how well we were able to improve the quality of equipment that we had.

LS: How did you get that done with all of the budget cuts and everything?

GS: Fortunately, while I was supervisor, we didn't have a lot of budget cuts. Matter of fact, our budget increased just about every year. Fortunately, when I put equipment on the equipment replacement list, it got funded in a year or two. So that's the way I built up the quality of our equipment, was through the equipment replacement funds and cyclic funds.

LS: Very good. Well, it sounds like a very successful career at Shiloh. And I've enjoyed hearing about all of your successes. I don't know if you have any other thoughts you want to share?

GS: I really can't think of anything, ma'am. I didn't really know what to expect, so I just tried to remember some of the things that I *could* remember.

LS: Well, this is exactly, it's very helpful. Everything that you've talked about will inform the administrative history, including talking about who you had working for you, and how many people, and your budgets and those kinds of things, and then some of the ways that you did your work, this has been extremely helpful, and I really appreciate your time today.

GS: When do you expect the Administrative History to be completed and published?

LS: Well, we submitted a 75 percent draft, and then it has kind of languished for a while because everyone's been very busy, but I'm conducting nine interviews this week, and that's really going to push us ahead. I'm hoping to wrap it up this summer. It will have to be reviewed again, but I would love for it to be finished this calendar year, so we'll work towards that. I will send you a copy of the transcribed interview, and you can look at that, and if you want to make any changes before we use the information, you'll have an opportunity to do that.

GS: OK. And I'm sure you'll just pick the highlights of what we've talked about.

LS: Right.

GS: Edited as you see fit.

LS: Yes. Well, you'll have an opportunity to strike anything, that's fine. But I'll send you a printed copy when we get it transcribed. I'll get your address from Ashley and we'll mail it to you.

GS: Yeah, the reason I was asking there is I would like to read the final report or even the final draft would be fine. But I'd be interested in reading that.

LS: I'll make a note of that. And I'll talk to Stacy about how they plan to distribute it when they get the next draft.

GS: Yeah. Even if I had to go out and read their copy, that'd be good.

LS: OK. That sounds great. We'll work towards that. I'll let Stacy know.

GS: There's still a lot of people working at Shiloh, Liz, that I hired in as a supervisor out there. And I'm very proud of them. Stacy Brooks is still out there, Ruth Borden is still out there, Randy Martin, the maintenance chief. Tony Rinks is still there. I can't think who else would be there. Even some of them that worked for me as seasonal are permanent out there now.

LS: Great. So the legacy continues.

GS: *[laughs]* Well, they're their own individuals and they've got their own style. That's for sure.

LS: Well, you were there during that important transition with the computers, and I'm sure you helped get that up and running.

GS: We worked on it quite a bit.

LS: Yeah, I'm sure. It sounds crazy that it got changed so many times.

GS: I understand Randy has had another version since I've retired.

LS: Oh my gosh. Wow.

GS: He's had to learn an entire new program.

LS: I can't imagine. I can't even stand changing my phone.

GS: *[laughs]* Randy was very helpful when I was out there. As a matter of fact, I pulled him, and he actually took the position that I vacated, a few years after I vacated it. He was the mechanic for a few years until I retired, and then he got my position after I retired. And two or three years before I decided to retire, I pulled Randy in the office and gave him some extra duties that he probably would think it was extra work. And it was. But I was kind of trying to groom him for that position. And of course I'd talked to the superintendent about it, and he agreed. And then it worked out that where when I retired they would be able to promote Randy into my position.

LS: That's great. Well, any other thoughts before we say goodbye?

GS: Not that I can think of. It's been nice talking to you, and I sure wish I could have met you, but I've got a few health problems this morning and I just couldn't make it out there.

LS: I understand, and I really appreciate your being on the phone this morning. I know how it is sometimes. So this was great. And this has been one of the best interviews I've had. You've been very, very informative, so I really appreciate it.

GS: Well, for me it feels like it's kind of hit and miss. But if I can give you a little information that you can use, I'll be happy.

LS: OK, great. Well, I'll send you the transcript. If I have any additional questions, I'll maybe include those in the package.

GS: Tell Woody and Rosemary that I said hello.

LS: I will, I will. All right, well, thanks again.

GS: Thank you. You have a good day.

LS: You too. Take care. Bye.

GS: Bye.

Interview on behalf of Shiloh National Military Park Administrative History



Timothy Smith

Former Park Ranger, Shiloh National Military Park

April 16, 2015

TS: Timothy Smith, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): All right, today is April 16. This is Liz Sargent interviewing Tim Smith for the Shiloh National Military Park Administrative History. For our transcript, I would appreciate it if you could give me your full name and your connection to the park.

Timothy Smith (TS): OK. My full name is Timothy B. Smith, and I was a park ranger here from – well, I first came to work in the archives. That was in '99, I guess. And then I actually moved here in 2000, I guess. I just kept on, going seasonal before I became permanent. And I left in, I think, August of 2006.

LS: OK. And had you worked for any other park units before that?

TS: Nope, no, straight out of graduate school. In fact, I got here – there was a deal with the Mississippi State University librarian to deal with the archives. And he would hire graduate students. And it just kept on going.

LS: Yeah. And what was your degree? In what kind of history?

TS: It's a Ph.D. in American History. Civil War mainly. Military history.

LS: Excellent. And the same undergrad? Were you a history major?

TS: No, I went to Ole Miss to get a bachelor's and master's, and then went to Mississippi State, which you're not supposed to do. That's like Auburn and Alabama or Michigan and Michigan State, but I did.

LS: (Laughs) Were there any things in your childhood that led to your interest in the Civil War?

TS: Oh, yeah. Shiloh's always been my favorite battlefield. I grew up roughly between Vicksburg and Shiloh, down in Mississippi, and we would go to both numerous times a year.

LS: OK.

TS: So, yeah.

LS: That's great.

TS: Yeah, it was – it was an opportunity I just jumped at when he first called and said, "Hey, you want to go work for me at Shiloh?" I said, "Sure."

LS: So, what aspect of it was the most interesting to you? Was it the military tactics, or the terrain . . . ?

TS: Well, the battle. I liked the battle and terrain and all that, but what really got me up here was working in the administrative archives down there, the files and so on. I just became fascinated with the administrative history of the park . . . And wound up writing my dissertation on that, which turned into the first book. So

LS: Yeah, and I have a copy of that. How many books have you written? I saw another book in the Corinth bookstore yesterday.

TS: Right, yeah. Well, I think it's up to fourteen now. So

LS: Fourteen books?

TS: Yeah.

LS: Oh, my goodness.

TS: Yeah.

LS: Wow.

TS: And several of those are on Shiloh and various aspects of Shiloh.

LS: OK. So, Eastern National puts them in a lot of the –

TS: Yeah, they're in a lot of the battlefield bookstores, yeah.

LS: And who have your publishers been mostly?

TS: Mostly university presses. Two of them, I guess, with Kansas. I've done two or three with Mississippi. A lot of them, six or eight or so, have been with Tennessee – University of Tennessee Press. And I've done a couple with commercial publishers, but mostly university presses.

LS: OK. So, you've written both about the battle period and then the early park development period?

TS: Right, right.

LS: But you mostly kind of go up to 1933, the War Department era?

TS: Well, yeah. In the book I've cut off the dissertation in the book, of course, in 1933. I dealt with just the War Department administration. But I have written quite a few articles on – for like the *Tennessee Historical Quarterly* and so on, I think – and one of the reasons I came here, of course, was to write the administrative history, which I suppose you're doing. That never – I got tasked with doing web pages and ranger programs and all that. So, I never really had time to do it. But I did a lot of research and interviews and so on like this. But I wrote several articles on, like, the CCC at Shiloh, the New Deal at Shiloh, all of the – you know, the WPA and the CWA and all that.

LS: Yeah. Well, you have a coda in your book that talks about that period. You have like an epilogue

TS: Well, in the first book I do, yes. But most of these others that have been printed, I've written a couple of other – published a couple of other books of essays.

LS: OK.

TS: One is – it's been so long ago, I don't remember. Shiloh – *The Untold Story of Shiloh*, that's the first one, and it has essays on, for instance, DeLong Rice and D. W. Reed, biographical things. And it has a chapter on Shiloh National Cemetery, the history of it. And then the other is *Rethinking Shiloh*. And it has the articles on the CCC and the New Deal and the movie over here. I did an article for the *Tennessee Historical Quarterly* on the original film *Shiloh: Portrait of a Battle*.

LS: OK.

TS: And then there's another one I wrote that was never published; it's the property of the park. All those books I did on my own time, of course, but I did the article on park time. They asked me to write a history of interpretation at the park. And a lot of that goes up through the modern era. So, they have it here somewhere; I have no idea where. If it would be of any help to you, I've got a copy of it.

LS: Okay.

TS: I would need to send it to you

LS: Well, I'll tell you what the differences are between what you were doing and what we have been asked to do. We are beginning with 1954 – essentially following the Shedd administrative history and focusing on the last 60 years of the park's history.

TS: Mm-hmm.

LS: Of course we are summarizing what Shedd wrote, but we are not revisiting the research. I will say that there is nothing in Shedd about the national cemetery. So, we are spending a bit of time going back to the origins of the cemetery.

TS: Well, Shedd's important, but there's a lot more to it than what Shedd did. You know?

LS: Sure, but our project will not touch on that.

TS: Sure, I understand.

LS: So, that was probably what you were working on, and we're really tasked with '54 to the present, which means that we are really starting with Mission '66 because of the time frame.

TS: Right, yeah. I haven't done much at all since '54.

LS: I thought that was the case. But nonetheless, any work you might have done on the history of interpretation and the national cemetery history would be germane to our project. If you are able to send us copies of your efforts in those areas, it would be very helpful.

TS: Right, OK.

LS: And so, I do have a section started on interpretation. And I may have already used that to get started, but I hadn't really gotten to dig into that enough yet. So, that would be wonderful. So, it sounds like even though we've been on the same track, we're doing different –

TS: Two very different things, yeah, yeah.

LS: Well, it's interesting. I'd be interested in your take on the administrative history. I'm going to be in a working group at the National Council of Public Historians Conference in Nashville tomorrow on the administrative history. And what are your thoughts about its value and maybe what framework we should be using to develop them – to make them more useful?

TS: Oh, well my trouble with park administrative history is that they are terribly boring.

LS: Yes. That's what Woody said yesterday.

TS: . . . Writers of them tend to focus on the place rather than the people. And I know the place is what is the park, but to me, the people that fought here make the place. The place wouldn't be important without the people here. And in terms of administrative history, then, when you go back to creating the park, and I'm thinking in terms mainly of veterans . . . You know, Reed, and Cadle, and the commission. The people that are involved are the real story. Because they deal with the place. And the place is important, but I've always tried, and particularly in the dissertation and the first book and all that, to really focus in on the people, the preservationists that did this. And without them, you know, the story of the place itself is just – it's – it has no life in it, obviously.

LS: Yeah, that's a good point.

TS: So, that's my – that's my take on administrative histories. And I have read quite a few of them. I've just finished a book on the whole 150-year history of battlefield preservation, national parks, state parks, city parks, local, Civil War Trust, all of that. And reading these administrative histories, like Gettysburg and Antietam, that they – you know, the – if you want to know the minutiae of when a guidepost was set in the ground at this place, you know, there's a whole paragraph quoting a letter about it. And it's just agonizing to read. And frankly, it doesn't do a whole lot of good for anybody, unless you need to know when that guidepost was put in there. And for that purpose, I guess it serves its purpose. But, you know,

you have public history, and you have academic history, and you have military history, and these different things and so on, but these park administrative histories are just mind numbing.

LS: Yeah, yeah. Well, I've recently gotten to interview the last three superintendents, at least from Woody and back, and Gerald Skaggs, who worked in the maintenance department, and Doris Stewart this morning. Then Kent Collier, who was involved in establishing the Tennessee River Museum. And that really has brought it alive for me. I am going to try and incorporate their stories as much as possible.

TS: Yes. Speaking of people and so on in more modern times, in doing – periodically I would do interviews, you know, to lay the groundwork for if I ever did get a chance to – they kept promising to make me the historian here. And that was the whole thing, when I came here, you know, “We’ll make you historian with funding and all that.” But they never got around to it. But they – you know, when I would find somebody, they would send me to interview them. And I interviewed Al Rector. I don’t know if you’ve run across him?

LS: Yes, I interviewed him, too.

TS: And

LS: Zeb McKinney is another one.

TS: Zeb McKinney, yeah. But anyway, I went and interviewed Ed Bearss ten years or so ago. So, it may be a little bit different or so, but I’ve transcribed the whole thing. And I went superintendent by superintendent, who would tell me, “Why don’t you tell me about so-and-so.” “Oh, blah-blah-ra-ra-ra. He was so-and-so, and he was – they caught him as he went out the park; the deputies arrested him.” You know? And all that.

LS: Yes, I spoke to him about that, too.

TS: You may be interested in a ten-year-ago version.

LS: Would you be willing to share those?

TS: Well, it’s not mine; it’s the park’s. I’m sure I’ve got a copy

LS: They’re in the archives somewhere?

TS: I’ve got a copy of it digitally, but it’s the park’s property. I’m sure they’ve got it around here somewhere.

LS: OK.

TS: And Rector’s, and Zeb’s, and all of them.

LS: OK, great. Alvoid Rector, I think he’s close to 90, and I didn’t get a lot of information. One of the things I struggled with is that we have no records from 1969 I am afraid that the ‘70s are a bit of a black hole

TS: Oh, really?

LS: Yes.

TS: Well, yeah, there's some stuff from Al Rector in there. Now that I'm thinking about it, I don't remember whether I transcribed that or not. I did it on a little – is this a digital recorder? The one I used had little cassette tapes. And I left all that with the park. So, where they are now, I have no idea.

LS: I'll talk to Stacy.

TS: Ask Stacy or Joe or someone and see if they can come up with them.

LS: Yeah, great. Just to give you a little background, I am a historical landscape architect, and I primarily work on cultural landscape reports. And so we do have to find those bits of minutiae because we're trying to age date everything and then talk about what features fall within a period of significance. So, in our administrative history we've included a bulleted chronology of development so that you have all that detailed information incorporated, but tried to make the narrative more interesting. Have you ever seen an administrative history that you would recommend, that you really liked, that did that well? Conveyed the information from a thematic standpoint rather than a chronological standpoint, or mixed the two in a way that was interesting?

TS: Well, probably not a National Park Service one, to tell you the truth. The one for Chickamauga – who was it? – Greene and – Paige and Greene, I believe.

LS: Yes, yeah. That's old now.

TS: It's old, but it's fairly entertaining. It's fairly well written, and it's not just minutiae after minutiae. The ones that are, I think, more impressive are, for lack of a better way of saying it, academics that are writing their dissertations, like Susan Trail. You know Susan at Antietam?

LS: I know the name.

TS: She's the superintendent there, but she did her Ph.D. at the University of Maryland on the history of the Antietam battlefield. And lots of good material there. And there are various graduate students that have done dissertations, and they're just worlds apart from the standard National Park Service thing.

Now, Shedd's is pretty good as far as narrative.

LS: It is, yeah.

TS: But it doesn't obviously go into a whole lot of detail on anything.

LS: Right, right, that's the trouble, you don't want these to be 500 pages long, but –

TS: Which some of them are, so (laughs).

LS: Yeah, right; that's right, yeah. Well, I'm also interested in the book you mentioned, 150 years of preservation history. Do you remember the name of that?

TS: Well, I've just sent it to the publisher.

LS: Oh, it's your book?

TS: Yeah, yeah, my book. It's just starting through the publishing process.

LS: OK. Well, I took a crack at that in the administrative history, too. I'm trying to put things into context. So...like what happens here and how it fits within that broader context. And, you know, looking at that, sort of 1988 to 1996 period for battlefield preservation is just – it's so fascinating.

TS: That's when it mushrooms.

LS: Yeah.

TS: So, yeah. In fact, I did the book, and I can send you a draft copy if you wanted it, but I did it generation by generation. For instance, the initial veteran generation, reconstruction and all that, they didn't want to touch this at all. And then what I call the Golden Age generation of the 1890s, that really had the opportunity to do what they did here for every battlefield, and they marginally missed the opportunity, but the battlefields that they did preserve, the main five, are just light years ahead of all the rest of them. But because of funding and the death of the veteran generation, like we see with World War II now, you start to see kind of a lack of interest again, all the way to the 1920s. And that's when the War Department steps in and says, "All right, we got all these battlefield bills in Congress. We've got to come up with some kind of system to do it." And they do these studies, the War Department studies, and all that. And you really have a mushroom effect then, federal government wise, in the 1920s and 1930s with the New Deal. You know, there's money out there to be had. But starting in the 1930s, even with the New Deal, and certainly World War II will end a lot of the money, and going into the 1950s and all the way to the Centennial, actually, you start to see the federal government backing away and really not involved much at all. And you know, the farther we go, even the national parks that are established, like Pea Ridge, and Wilson's Creek, and Harper's Ferry, they're not funded by the government. They are . . . the states themselves are forced to buy that land and donate it to the government. That's the only way you're going to have a park if you spend several hundred thousand dollars to buy this land. So, you start to see the backing away, and then after the Centennial there's a small spike, of course, with interest in the Centennial. But you get into the post-Centennial generation – I call it the Dark Ages, because it's just – there is one national – major national park established, and that's Andersonville, and it's not really a battlefield.

LS: Yeah, yeah.

TS: And over time, of course, what has happened is that the federal government has kind of handed this off to the state parks. You start seeing the state park systems rise in the 20s and 30s and so on, and really in the Centennial it's more states doing preservation than it is national – national parks.

LS: Yeah.

TS: But, of course, you get into the economic problems of the '70s and the Dark Ages, and the Reagan fiscal conservatism of the '80s, and you just don't have – you know, it's literally the Dark Ages. But starting in the late '80s and really –

LS: But they're putting emphasis on recreation and the outdoors –

TS: Focus on seashores and recreation areas and all that

LS: Yes, and rivers.

TS: Right, and you get into the liberalism of the urban renewal movements and all that kind of stuff. So, yeah, the emphasis is not on preservation per se. And, you know, I tied all that into, you know, anti-

Vietnam and antiwar, and there's just that sentiment. But if we call the '70s and '80s the Dark Ages, then I term the 1990s and what's happened till today as the Renaissance, because it's literally been a renaissance. It's a new way of thinking, with the Civil War Trust and all that. So, it's really . . . if you like this administrative history stuff, it's fascinating. If you don't, it's the most boring thing in the world for anybody. But to me, it's really fascinating, looking at the generational change over time of the whole preservation movement.

LS: Well, and, you know it's a result of the threat of development outside of Washington and Manassas, but it is remarkable, because you go from this grassroots preservation thing to . . . all of a sudden, you know, you've got the *National Register Bulletin* being written on battlefield preservation. You've got the APCWS being formed and the Civil War Trust being formed, and then you have the ABPP being formed, and you have preservation standards being more professionalized, I guess. And the Civil War Sites Advisory Commission, obviously.

TS: Right, right. But what's interesting, you go from the grassroots efforts of the veterans back through the whole process of federal and state and local and all that, back to the grassroots movement. The key mover and shaker today is the Civil War Trust.

LS: Yeah. So, do you interact with them much?

TS: Oh, yeah, yeah. I've looked through their archives, and I've done tours for them, and all that. One of my themes is that the federal government has really dropped the ball the whole way through this thing. They had opportunities, really, to set up a national comprehensive plan for Civil War battlefield preservation. They had an opportunity in the 1890s, in the 1920s, certainly in the '30s, and the 1960s, in the 1990s with the Advisory Commission and the American Battlefield Protection Program. But they never took the step to do it. And so, there's not been a national leader in the preservation movement till the Civil War Trust and the ABBCPS –

LS: APCWS, yeah (laughs).

TS: Whatever that thing was, till they combined into the Civil War Preservation Trust in – what? – late 1999 or 2000. And, you know, they're doing great work, but it's a shame that it's a grassroots movement that has to do it. The federal government should step in and do it. And that was one of the recommendations of the Civil War Sites Advisory Commission, "You've got to create a comprehensive plan, more than just our temporary commission." And they don't do it.

LS: Well, how do you feel that the Heritage Area movement and then this expansion of history to move away from the primary figures to the more regular folk, how is that playing into this whole movement?

TS: One of the themes is a continual movement away from – and I get back to the people -- the veterans. Over time we have moved farther and farther away from the veterans and their mentality. These are their battlefields, you know? And I think the Heritage Area movement thing is just . . . You know, it's a good idea, I guess, and I don't know that I'd go so far as to say it was a waste of money, but it's certainly a result, I would think, of the new left history of the 1960s.

LS: Mm-hmm.

TS: . . . and the emphasis on the common people, bottom up history, rather than top down and all that. So, I know Van West and the Tennessee Heritage Area and all that, and they're fine. You know, I don't have a problem with them at all, but it just seems like we're spreading mighty thin. There are heritage areas in every state now, or what . . .

LS: Yeah. Well, that's the question. Is it diluting the importance of what happened here, or is it encouraging a broader audience to come here because there's more things that they can relate to personally? And that's the debate in my mind. You know?

TS: Right, yeah. And I would go with the former, probably.

LS: Yeah. Well, for me, though, I have to say, when I went to Corinth yesterday, the Contraband Camp was a really moving place to visit.

TS: Sure, yeah.

LS: And that's a story that wasn't being told.

TS: Right. And it does need to be told. And that's an important site-specific thing that, you know, contrary to other things, you don't have a whole lot of people – there are a lot of records. Fisk University, I think, they're at Tulane, now, the records and so on. But there are quite a lot of records and archives out there that if somebody would dig into it – and I've had some of my students interested in doing some of that. But, you know, somebody could really do some good work on that.

LS: Yeah. Well, going back to this idea that it's the people, and I'm focusing on this more contemporary history, do you have a sense of who the people are that have been involved here or at Corinth that have made that difference? That have done things that have really inspired change?

TS: Sure. Well, obviously, you have to start with the superintendents. I mean there's – what's that saying, "God on Earth" – there's a general on a battlefield, and I would add a superintendent on a park.

LS: Yes, sure.

TS: They are their own little fiefdom, and they're king of their domain. And so, whatever their mentality was, whoever was the respective superintendent here, that's what you got. Some, I understand, were better than others. In terms of the people, obviously, Woody was here so long, he's a major, major player. You can get down into various staff and lower level, lower than superintendents, you know, and that was important. I did that in the book on the creation of the park. Atwell Thompson, the engineer, and the historian Reed, and even some of the lower level workers and all that. And there's a story behind a lot of that. For instance, a lot of the workers here at Shiloh, under the Commission, were Iowans who happened to have been veterans of the 12th Iowa. And, of course, the way all that turns out, D. W. Reed, the historian, was 12th Iowa.

LS: Oh.

TS: The congressman that sponsored the park was David B. Henderson, who was in the 12th Iowa. So, he got all his buddies jobs, basically. And got the park established, and so on. So, there are a lot of underneath stories like that. You would definitely I would think, have to go to the politicians too.

LS: Yeah, I have learned that, definitely.

TS: You know, Trent Lott and Thad Cochran, particularly in terms of Corinth, down there, getting Corinth established and so on. So, yeah, there are people – the whole thing is heavily endowed with people, obviously, and just tons of things like that I would concentrate on. But starting with the superintendents is probably the first thing I would do.

LS: And how do you feel about the Corinth Unit? Has that been a success? Was that a good addition to this park? [TS *hesitates*] You don't have to answer that.

TS: I understood I was not in the upper-level echelons of the decision-making or anything about that, but I understood the National Park Service didn't want the Corinth Unit. But the politicians said, "No, we're gonna have it and fund it," and that's where it came from. There was some interest among staff, I guess. But up here at Shiloh, Corinth was getting a whole lot of the new stuff, the new material, new money and all that. And they would have, like, 10 to 15 visitors a day (laughs), you know, during the winter. And even staffing wise, sometimes we would send a ranger down there to help them with staffing, when we would have hundreds of people up here. And there was a little bit of a disconnect, I think, with that, certainly among the feelings of the staff.

LS: Yeah. So, that's been a tough, possibly divisive issue? Kent Collier mentioned that it's been hard for Tennessee to have it siphon away energy from what's going on in Savannah.

TS: Collier wants money –for the River Museum. But I don't know if I would say divisive. It was certainly recognizable, of course. But, you know, I mean it's a wonderful center.

LS: It is a wonderful center.

TS: They do a good job down there, and I'm firmly convinced that it is needed down there.

LS: Well, it's an interesting connection to the story. I mean it does – it does have an important connection.

TS: And I mean you can't talk about Shiloh without talking about Corinth. But then, on the other hand, I mean how far back do you go on any battlefield? If you talk about Gettysburg, then, you know, you've got to go back to other areas and so on. Antietam. If you do something on Antietam, well, are you going to include South Mountain and all that? And so on. So, every story has a preceding story that sets it up, and I guess the trick is finding how far you need to go back, and how far you need to go back and preserve and all that.

LS: Yeah. That's interesting. Well, it sounds like you have a strong love of this park and –

TS: Oh, I do; I do.

LS: What are some of your favorite aspects of it?

TS: Well, I think the pristine nature of the battlefield itself is just – it's amazing. Most battles, of course, are fought right around the towns. And if you name them, most battles have town names. They fight over the transportation routes, where they cross and so on. And as a result of the 150 years since, we've seen all the urbanization and so on, and these battlefields are pretty much gone. But Shiloh is a definite exception in that –

LS: You think this is the best preserved of all the battlefields?

TS: Oh, I would think so, yeah, yeah. And in fact, one of the books that I just did, the big battle book, *Conquer or Perish*, the best source I had on the battle of Shiloh was the battlefield. I learned a whole lot as a ranger out here. But since then, tramping around and the tablets out there, you know, the monuments where the veterans – and it's why I call it the Golden Age – they had the opportunity that they didn't have in the 1920s or '30s or '60s or whatever, but they could come back when they still had at least some of

their memory. I mean they weren't terribly old by that time. They had pristine battlefields, because this is before the Second Industrial Revolution, when urbanization and mobilization, the car and all that takes a lot of the battlefields. And they had willing congressmen in Congress. These are – the 1890 Congress was over half veteran, Civil War veteran. So, they were willing to spend some money on this. Weren't willing to spend a whole lot, but were willing – certainly more than later generations – to spend some money on this. So, it was really, you know, the stars kind of aligned in the 1890s to allow this. And we see the tangible results here, and it's just absolutely great. Shiloh's a great place.

LS: Mm-hmm, yeah, it is wonderful.

How do you feel about the rerouting of the highway through the park – was that a success?

TS: In the 1950s? Mission 66?

LS: Yeah.

TS: Oh, yeah, I think it was – it was absolutely essential, because as you know, heavy traffic coming through the park – and, as we know, they don't always slow down, and rerouting it on the – presently Highway 22 was really the only major Mission 66 project – I mean everybody else was getting visitor centers and all that kind of stuff.

LS: Well, that's my next question. There were proposals, but nothing ever happened.

TS: Right.

LS: Do you think there were missed opportunities here, or do you think the way it is, is successful?

TS: I think there were missed opportunities, and I dealt with this in the preservation book, I'm not . . . sure there was a backlog in the 1950s and all that, but in the whole context of the thing, you'd just come out about 20 years before, when all this started with the New Deal. And I mean a heavy, heavy influx of money into the national parks, and so it's amazing that just 20 years later, they turn right around and do all this again. I'm not sure it was necessarily needed, and I'm not sure from the preservation standpoint it was that great, because, if I understand it correctly, a lot of the visitor centers that go in, they go in right smack in the middle of the most important points on the battlefields. Like Antietam . . .

LS: Yeah, like here, where did they propose a visitor center, was it Fraley Field?

TS: Yeah, out at the south end of the park, yeah. Of course, there is the new edition on the auditorium out there, but there's not a lot of Mission 66 stuff here, I don't guess. But what was the original question? I'm getting off topic (laughs).

LS: I was just curious whether, in looking at the records from that period, whether some of the proposals should have happened, or whether it was a good thing they didn't happen?

TS: Oh, well, yeah, I think it was a good thing. For instance, Highway 22 out there, but whoever designed that – and why they didn't go to the other side of Owl Creek, I don't know. I mean you're – yeah, you're rerouting traffic off the major part of the park, but you're still on the battlefield.

LS: That's my question, too, yeah.

TS: You know, why on Earth didn't they just . . . all they had to do was move over half-a-mile across the creek over there, and you wouldn't be on terribly historic land and it wouldn't have taken much to do that. So, I don't know why they did it that way.

LS: Right. Good point.

On a related note, are there any things about the way that the tour route works that seem disjunctive to you?

TS: Well, you know, that's one of those things that every superintendent has the power to change.

LS: I know; I know.

TS: And this one, now, since I've left, I can't keep up with any of the tour stops now. I think it does kind of a figure eight. The fact is, though, there's no good way to do it. I mean there's no good way to get around the battlefield, especially chronologically, because it's so fluid back and forth on two days of battle. But that, I guess, is part of a larger issue that I've become – you know, when you work at a park, for instance, my six, whatever, seven years here, that was kind of a snapshot in time. And I, for better or worse, kind of just assumed that it was always that way and always would be that way. But, you know, seeing Woody retire, and new superintendents come in, and now another one come in and studying the list of superintendents before, and all that, it makes you realize, you know, that Shiloh is – for all the importance of the people, the place is still, obviously, important. And it's been here a long time before we got here, and it's going to be here a long time after we got here. And the tour route was completely different than it was when I came here, and it's completely different now, and so – and it's going to be completely different in decades to come.

LS: Yeah.

TS: So, the constancy though, or the consistency, or the common denominator that what makes this important is, obviously, the battlefield and the people who fought here, though, and that never changes.

LS: And you can connect them to what happened through the terrain, which is amazing.

TS: Exactly, exactly.

LS: But, unfortunately, like you said, there's not no good way to tell the chronological story, just because of the movements and the toing and froing.

TS: Exactly.

LS: Well, I really appreciate your time, and I would be interested in following up with you.

TS: Sure, just e-mail.

LS: I'll talk to Stacy about some of these documents, because I am tasked with repeating some of what you've already done, and it would be wonderful to look at your experience. We will of course cite your work wherever appropriate.

TS: Oh, that's fine; that's good.

LS: But it sounds like you've really been turning out a lot of work.

TS: Well, yeah, it's a hobby. I don't shoot pool or play golf, so

LS: Do you have a job besides writing all these books?

TS: Yeah, I teach at the University of Tennessee at Martin.

LS: Oh, you do? Okay. That's interesting.

TS: I'm their online professor So, I only go to the office on Monday and Wednesday mornings to teach a couple of classes, and that's only September through April. So, most of the time I spend at home and write.

LS: Good for you.

TS: Of course, the kids are in school and all that. My wife's a teacher, so I have a lot of time at home. And nothing is more enjoyable to me than research and writing and all that.

LS: Well, that's great; that's very exciting. That's inspirational for me. I've been contracting and writing reports my whole career. But I feel like some day there'll be a book in it maybe, because I've worked at parks all over the country.

TS: Maybe so.

LS: And these themes that are running through stuff are just fascinating to me.

TS: They are. They absolutely are.

LS: (Laughs) So, I'm excited to see the 150-years of preservation history, because that's one of my pet themes. And I'd love to see what you have come up with.

TS: OK, good, yeah. Just e-mail and let me know what you want, and, you know, if they can't find stuff here I'll be glad to share.

LS: Great. Well, thank you so much.

TS: All right, you are quite welcome.

Interview on Behalf of Shiloh National Military Park Administrative History

Doris Stewart

Former Administrative Officer, Shiloh National Military Park

April 16, 2015

(Interview conducted by telephone)

DS: Doris Stewart, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): Today is April 16, 2015, and my name is Liz Sargent. I am in Shiloh, Tennessee, to interview Doris Stewart. We are meeting by telephone. I am in the park headquarters.

Thank you so much for meeting with me, Mrs. Stewart. I appreciate your time. Our focus today will be on your work while employed at Shiloh National Military Park. Your efforts were highly regarded by the park, and Stacy Allen has recommended that we speak to you to learn more about park operations during your time there on behalf of the Administrative History we are preparing.

First of all, I will be tape recording our interview. I will plan to send you a release form that indicates how we plan to use the information from the interview. If the terms are acceptable to you, we would ask that you sign it and return it to us by mail. If you wouldn't mind giving me your mailing address, I will send you the form filled out from my end.

Doris Stewart (DS): OK. My address is 347 Rosewood Drive, Savannah, Tennessee 38372.

LS: Great. OK. Thank you so much.

I don't know how much anyone's filled you in on the purpose of this project that I'm working on, but I'm a contractor and I was hired through the Southeast Region to support the development of the administrative history of the park that would follow up on the Charles Shed history that went through 1954. Our focus is really on operations, park operations, for example how things were run, how ideas were implemented, and how any new programs and policies introduced by the region or by Washington were executed here at the park. I know from speaking with other people that you worked here at the park for many years. One of the other people we interviewed, former Superintendent, Alvoid Rector, was thrilled to hear that we were going to interview you. He spoke so very highly of you. He even asked if we could provide him with your telephone number as he wanted to call you to say hello. I've also interviewed Zeb McKinney and Woody Harrell yesterday, two other superintendents at the park during your tenure.

DS: OK.

LS: So I believe those are the three Superintendent's that you worked with

DS: Well, there was one prior to Al Rector. Ivan Ellsworth. I think he's deceased now.

LS: OK. Well I would love to get your perspective about how you saw the different superintendencies and what programs they might have had in mind that they wanted to accomplish, and talk maybe a little bit about the different styles and how that affected the park. Is that something that would work for you?

DS: Well, I hope so (laughs). You do realize I've been retired 21 years now.

LS: Really?

DS: Yes I have.

LS: That's remarkable.

DS: Well, I retired in May of '94, 1994, and of course here we are in 2015. So 21 years.

LS: Amazing.

DS: Mm hmm.

LS: Well, I know a lot...

DS: If I can remember enough to (laughs) tell you how it went.

LS: Well I'd love to hear any stories you might have about the different Superintendents and what you felt that their strengths were and how they . . . what they chose to focus on.

DS: Well of course the experience of working for Ivan Ellsworth. I don't know if anybody has even mentioned him to you or not . . . but it was all so new to me being in that particular position. I don't know if I was just so green at the job, or what it was, but I just took directions from him basically for everything I did because I was not familiar with all the regulations and everything at that point. I can't remember exactly how long I worked for him, but then Al Rector was the next one I worked for and he was a super Superintendent. He really was. In fact, all three of the next ones I worked for, I had no, absolutely no complaints because they were all fine people to work for and our comradery to work together was OK. I really can't go back to the dates that specific things happened, for example, as to when the Superintendents were at the park. So I don't know if I'm going to be able to help you in that regard.

LS: That's OK. Well, maybe I should jump back just a little bit and ask you what year you first started working at the park.

DS: Ok. It was in December of 1965.

LS: OK. And what was your

DS: That was way back then wasn't it?

LS: Yeah. (Laughs) What was your title when you were first hired?

DS: Clerk-Typist, GS-3. When I retired I was administrative officer.

LS: OK. And did you have different titles along the way?

DS: Yes I did. In fact, let me back up a little farther. Before I came to work for the National Park Service I was employed at three different federal agencies. Prior to having moved to Tennessee, in 1960, and prior to working for the National Park Service, I started government employment in 1955 as a key punch operator at Robins Air Force Base in Warner Robins, Georgia. And then from there I was employed as a key punch operator at the U.S. Marine Corps Supply Center in Albany, Georgia. And then after that I came to . . . as a key punch operator and stock control operator . . . at the U.S. Navy Base in Byron, Georgia. And then my husband was working for the paper industry in Georgia and when they built this paper mill in Savannah, actually it's at Pickwick, when they built that paper mill we moved from Georgia to Tennessee, that's what brought us to Tennessee. And having had at least three years prior employment with the federal government I was eligible for reinstatement without competition. I had in the meantime been working at Paris Manufacturing Company and the U.S. Post Office in Savannah, and I was also secretary for First Baptist Church. When the opening came at Shiloh Park I applied because I already had federal experience. And so anyhow, that's what brought me to Shiloh.

LS: OK. That's great. And your first job title again when you were hired?

DS: OK. The first job title was Clerk-Typist, GS-3.

LS: OK.

DS: And then I went from GS-3 to GS-4 in 1966, Clerk Steno, and to GS-6 Admin Clerk in 1971. And from that I went to a GS-7 Admin Tech in 1978. And then from there I went to GS-9 Administrative Officer in 1992.

LS: Great.

DS: And then like I said before, I retired in March, excuse me, in May 1994.

LS: OK. So, at that time, were there a lot of women working in the National Park Service?

DS: There were none (laughs).

LS: There were none.

DS: I can't even remember when the first female employee came in because it was for years and years that we didn't have any. It was just the Superintendent and park rangers and then of course the maintenance crew. From what I am told, there might now be females in the maintenance crew but there, in that time, there was none.

LS: Yeah. But it sounds like you were maybe encouraged and able to advance pretty comfortably throughout that time. Did the National Park Service support the training that was needed to . . . ?

DS: Oh absolutely. Yes. In fact, I was trying to remember . . . If I could just read you a little bit from a document I have here that maybe will help you. This is going back to when I told you we came from Georgia to Savannah, Tennessee. And in this document it says "in 1960, she resigned to be with her husband, Allen, who accepted employment with the Tennessee River Pulp and Paper Company in Counce, Tennessee." That's when we were lucky enough to have her come into our area just forgive all of these things . . . (laughs). (This was read at my retirement.) Anyhow, it says "on December the 20th, 1965, she started at Shiloh at the temporary appointment as a Clerk Typist GS-3. The first Superintendent she worked for was Ivan "the Terrible" Ellsworth. One year later in 1966, she was . . . she was promoted to Clerk Steno GS-4. A year after that in 1967, Superintendent Herb Olsen gave her a with-in grade

increase for superior performance on her job. Allen, [my husband], received a promotion in his job [and we moved] to Texarkana, Texas. Doris decided to join him there and resigned on June the 1st, 1968.” I totally resigned my position. “A few months later her old job at Shiloh had not been refilled.” I remember that so distinctly because I called back from Texarkana. I had gone to work out there with another federal agent. When I found out it had not been filled, I thought, oh this is wonderful! (laughs). It said “with lots of persuasion from then Superintendent Alvoid Rector, Doris returned as GS-4 Clerk Stenographer. On January the 10th, 1971, she was promoted to Administrative Clerk GS-6. Later, Allen was promoted and transferred again, so Doris resigned and joined him in Valliant, Oklahoma.” I did not go to work out there. I was so bored out of my mind I didn’t know what to do. I was even reading the cereal box labels (laughs). But anyhow, it says “She had second thoughts about giving up her job, so a few months later returned. She was reinstated as the Administrative Clerk, GS-6.” OK, I’m sure you’re quite confused about all of this.

LS: No, this is great. This is so interesting.

DS: “In 1974, she received a Quality increase in pay. Also, she received a regional level suggestion award for suggesting a logo stamp be used to stamp all the bicentennial correspondence for the year. In 1975, she received a Special Achievement, Outstanding Service quality increase. In 1977, she received another outstanding performance award which resulted in a quality increase in pay. Superintendent Zeb McKinney stated in his evaluation ‘Doris continues to be a strong asset to Shiloh’s orderly operation. She has been an outstanding employee for so long we had to have perhaps come to expect too much of her. She is devoted to her job and to the welfare of her fellow employees.’

On June 18, 1978 she was promoted to GS-7, Administrative Technician. In 1983 and 1987 she again received suggestion awards for innovative ideas which improved park operations. During this time she served as the Park’s ‘Federal Women’s Program Coordinator’ and had these collateral duties added to her already overloaded job description. She also served on the Administrative Payment Team on the Southeast Region’s Fire Overhead Team. She had had fire assignments in Southern Florida, Washington D.C. area, and on the Cherokee National Forest. She received a Letter of Commendation from the Chief of Accounting Operations in Washington for work performed during the Yellowstone ‘Year of Fire,’ as it is called. This work involved getting the thousands of fire fighters waiting for pay that year paid. On May the 17th, 1992, she was promoted to GS-9 Administrative Officer,” and that’s the position I held until I retired in 1994.

LS: Great. Wow, that’s amazing. What a wonderful tribute

DS: Well, I’ll just read you the rest of it. It just thrills me. It brings back so many good memories.

LS: Yes.

DS: “Her present job description is awesome – reads as if she is Chief Executive Officer of a large company. Some areas of responsibility include - manages and oversees budget operations, property management, contracting officer, personnel officer, and on and on and on. The knowledge required to do this job required the memorization of hundred, and perhaps even thousands, of various rules, guideline and regulations . . .” and this was added down there. “And through it all, she has raised two families on the park. One, her own wonderful family, consisting of her two daughters and one son; and a second family, a Park Service family-with green Superintendents (she has trained at least three on the fine art of working a budget)-several maintenance foremen – and lots of wet behind the ears Park Rangers Through it all - Her door has always been open; She always had time to listen; She has always been concerned about our problems; As reflected in all of her past performance evaluations, she has had a great

sense of humor; She's always been a respected lady and an outstanding representative of the National Park Service."

LS: Wonderful. That's amazing. Well that's definitely the sense that Mr. Rector gave me of your contribution. I don't know if it might be possible to get a copy of that tribute when we exchange a transcript of the interview but it certainly would be wonderful for me to have.

DS: Yeah, who were you speaking of when you said you

LS: Al Rector was very complimentary when I met with him. He just spoke in glowing terms of your contributions and your working relationships at the park, so

DS: Liz, I think one thing that comes to mind that is so impressive on my whole career was the overall change in technology . . . increase in technology . . . because when I went there, now this is going to sound so funny to you, but when you wanted to make a copy of something, you had to type it onto a stencil, take it to a machine, and drag it through some kind of a developer fluid to make a copy.

LS: Mm hmm. I know that time (laughs).

DS: You know, over the years it just changed, changed, changed (laughs).

LS: I know.

DS: And then another thing, and this is really hilarious, and I don't even know if any of the park rangers even remember. Well, they probably don't remember this . . . but before we ever had cell phones, the rangers were out there on duty as they were making their rounds they didn't have any way to communicate with the headquarters building or anything. So if you needed to reach someone when he was making his rounds, if you needed for the park ranger to come into the headquarters building you just put a blank sheet of paper up in the window (laughs). This was his signal to come into the office.

LS: Kind of like a surrender flag (laughs). Wow, so yeah, things changed dramatically.

DS: Over this period of time, all those thirty something years, I just saw advanced technology that just . . . it almost blows you away if you could remember back then and how it is now.

LS: Mm hmm. You know it's funny that you mention that because I actually put a whole section on the way computers changed the way things work . . . in this report. You were probably there during the transition period and the early use of computers at the park. I know they're much more entrenched now. What was that like? Did people get frustrated?

DS: It was really difficult for me because I had not previously had any training on the computer. We did go to the Tennessee Technology Center over at Crump, Tennessee, to take some courses in computers. But it was really a disadvantage for someone who had never worked with computers to have to make that drastic change. The ones who already had the experience and the training, well, they really had an advantage over us. So it was a little hard, but as you work into it, it's just like anything else that changes. You know it's out there and you know you have to do everything you can to advance to where you need to be.

LS: So that was part of what the National Park Service did, was support the training?

DS: Oh yes. Yes.

LS: Well, intrigued by that, I'm also intrigued by the logo stamp that was mentioned in your retirement tribute. I'm just going to tell you one of the areas that I'm having trouble with in this report and that is the period between 1969 and 1983 is not well represented in the documents . . . there's not a lot of Superintendent's reports that I can look at. And we've recently found some to take me back to 1980 and I can kind of get through the 60s but the 70s are just not very well represented. So, the logo stamp, I guess, was for the bicentennial?

DS: Yes it was.

LS: Do you remember why you were designing that and what happened with that?

DS: Well, I can't specifically remember but it was the bicentennial year and we were just trying to think ahead, you know, and what that bicentennial year meant to us. And so I just came up with this idea of why don't we use a stamp to commemorate that year and maybe that would be longer lasting than to just write a report on it.

LS: So what did you use the stamp for? Was it using correspondence, or for visitors?

DS: Yeah, it was used on correspondence.

LS: Ok. Great. It would be fun to get a copy of that.

DS: Well, I bet you could go back Liz and find some things in the archives (laughs).

LS: Yes, you've kept everything filed I'm sure.

DS: Well I sure tried to.

LS: Yeah. It's a big job. I spoke with Gerald Skaggs yesterday and he talked about . . . he was one of the people that had a little bit of computer experience when he got here so he was tapped to work on computer-related things for maintenance, but he mentioned how the paperwork and the record keeping increased over time. I don't know if that was your experience as well.

DS: Well, it was. I think about special use permits. Special use permits were issued to people in the surrounding area to farm crops. We didn't have very many of those when I first went to work there. But over time there were more of those, and of course you had to ensure that all of the paperwork was done very closely on that. Much of this record maintenance was on the computer.

LS: Yeah. Were there other things that kind of evolved like that over time?

DS: An administrative person is also involved in contracting. I was the contracting officer for the park.

LS: Really?

DS: Yes. You're just involved in so many different things, the personnel part of it really increased, because with all the new regulations coming in that would affect every person on the payroll for instance, or guidelines for . . . maybe hiring, it just covered a large gamut of regulations and that did increase.

LS: Yeah. Well you were there right before the National Historic Preservation Act was passed and then right before the National Environmental Policy Act was passed and I think those two things probably

changed your work as well because the way things had to be done also changed. Do you remember any effects from those two acts?

DS: No, not specifically. I knew as all the regulations came across that you had to be up on everything that affected the park in general.

LS: Yes. Well one of the things I noticed that changed was the National Park Service did a lot of master plans for parks in-house and then they were required to include the public in some of the process of deciding what would happen in parks. So there was a, first there were contractors that did master plans and then the GMP came along. Do you remember any of those projects?

DS: Well, just vaguely. Vaguely. But not anything that I could contribute.

LS: Did the region come and help understand how to do some of those things?

DS: Yes they did. Yes they did.

LS: So you all worked pretty closely with the region?

DS: Oh yes, we always did.

LS: What other entities do you remember working with? Were you involved with some of the friends groups and the commissions and those kinds of things?

DS: Well, did I mention to you about being Federal Women's Program Coordinator?

LS: Yes, I'd be really interested to hear about that.

DS: Well, as the guidelines came down through our regional office to Shiloh Park, I had to review all of that material. And having so few women there, it wasn't a big chore at all to relate to the ones who were there, what the regulations were, and what we were to abide by.

LS: So you were the coordinator for a regional area?

DS: No, it was the park.

LS: Oh, for the park. OK.

DS: For all of us . . . directions for the federal women's program came from the Southeast Region.

LS: I got you. OK. Do you remember about when that program was established?

DS: Let's see. It was after 1987. Around that time but I don't know exactly the date.

LS: I can look that up as well. The internet does help with some of these things (laughs).

DS: Oh I bet (laughs).

LS: But I've never heard of that program before so that's helpful to mention it. And you also had, you were cited for innovative ideas. Do you remember what some of those were . . . ?

DS: Well I had several suggestions that were adopted (pauses.)

LS: We can come back to that if you think of anything. That's not a problem. So you mentioned Alvoid Rector was a wonderful Superintendent when he was there.

DS: Yes he was. Yes he was.

LS: Do you remember what some of his interests were or what some of the things were that he focused on while he was here?

DS: Well, I remember one project we worked on and that was inventory of . . . it was park-wide, and it was an inventory of monuments and everything. That sounds as if it had been over in the interpretive division. We located all of the monuments . . . but I think that was a personal thing with him. He wanted to be sure that everything out there was accounted for. And I remember we would spend quite a lot of time reviewing the maps and other information that we had related to monuments and things of that nature out on the park.

LS: So that might be something we take for granted today but it was a new idea back then.

DS: Yes.

LS: Did he work on making sure that they were all in good condition also? Was that something that he thought about . . . ?

DS: Well, I just played a small part in this because I was actually just taking notes, but I would go with the Superintendent and at that time George Reaves was Chief of Interpretation Resource Management but he would be there and maybe one of the park rangers and whoever else they needed out there. Maintenance was represented too. We went from place to place out on the battlefields to review the conditions and basically what was needed out there. If the ground around it had eroded or anything, it was noted that that part needed to be done by maintenance. But it was just, I don't know if that was just a thing that they were expected to do. I would say it would be but anyhow, the Superintendent was very involved in that.

LS: Great. And it sounds like you were as well

DS: Well, like I said, I was just taking notes (laughs).

LS: Well your notes probably translated into a big help...

DS: But it sure taught me a lot (laughs). I can tell you what some things are that I didn't know before.

LS: That's great. That's great. So, Mr. Rector was there until 1974? Is that right?

DS: I didn't have down any dates

LS: So, do you remember Zeb McKinney who came after Mr. Rector?

DS: Oh yes. Yes I do.

LS: I had a nice interview with him as well down in North Carolina where he was

DS: You know, I haven't heard anything from him in so long. I had for a short while kept up with the Rectors when they moved. After the McKinneys moved, I just kind of lost track. I didn't even know if they were still living or not (laughs). I'll just be honest with you.

LS: Yeah, they're both still living, and I learned from interviewing them on the Blue Ridge Parkway that Mr. McKinney was born in that area and then I think his family's land became part of the Blue Ridge Parkway. So he grew up with that transition, and I think he early on, he worked for the National Park Service and then over time ended up here. But he said he came from a natural history background, or a natural science background, and that he might have had a different focus in managing the park at Shiloh. I don't know if you remember anything about his tenure, what initiatives he might have been interested in.

DS: Well, not, no I really can't comment on that because I don't know anything specific, you know.

LS: He mentioned being excited about the, was it the Owl Creek tract being acquired.

DS: Right. I do remember that.

LS: And I think the Indian Mounds became a focus of preservation during that time.

DS: Right. They did.

LS: And then, there was the long and winding struggle to deal with the erosion along the river.

DS: Oh that was always a major concern.

LS: What kinds of things did you have to do because of that? I know there was probably constant...

DS: Well actually, they had to close off that road going around the Indian Mounds area until, and I am hesitant to say exactly what they have in there now because I've not been back in a while, but they did have to close off that Mounds area to public transportation. I think they were still able to access it for maintenance and all that, but it did become quite a problem.

LS: Mm hmm. So did you have to help draft all kinds of requests for the Army Corps to help to get the park erosion taken care of . . . ?

DS: Well I can't remember specifically but I'm sure I did (laughs). You know, that's been a while ago now.

LS: Yeah. Well let's see, what are some of the other things that happened during that time?

DS: One thing I remember is when I, from the time I first began my career there at Shiloh, we had burials in the national cemetery and I can't remember the year specifically that the cemetery was closed for burials because all the space had been filled. So I don't know if you have anything there or not.

LS: Well someone mentioned the last burial plot was purchased in 1987, but there are still burials now of veterans and their widows and other people who own those plots.

DS: Well, it would be. Back when I was there when they were doing burials, a veteran was able to reserve a gravesite next to the one he or she was to be buried in. And then they changed the regulations, and I don't remember a date for that, but anyhow, they changed the regulation to where only one gravesite could be designated for a veteran. And at the time of the veteran's or spouse's death, one gravesite would

be used, and they would bury the first one deeper. And then when the other eligible person was ready, then they would put that one on top of the first one.

LS: Yes, I think that's still what's happening now.

DS: Mm hmm. I can't imagine that there would be very much space left now for burials in the cemetery.

LS: Yeah, someone mentioned there are still one or two burials a year now but there are definitely, you know, not as many as there used to be.

DS: You know, and this is kind of off the record Liz, but we used to live in the house in the national cemetery.

LS: Really?

DS: Yeah, we did. When I first came to work there at Shiloh, our admin office was upstairs in the visitor center and then at that time I lived in the house in the national cemetery. My dad hated to come to visit me (laughs). But anyhow, I understand that they've changed a lot and they changed this before I left, but they moved the headquarters. After that, I moved down on the circle back of the visitor center into one of the residences. But they changed that building in the national cemetery to an admin office and that's where I was when I retired.

LS: OK. I'm in the building right now actually. I'm in the Superintendent's office, so yes, they have changed it. It looks very nice, but I bet it was a wonderful home as well.

DS: Well it was but I could tell you a funny story about that.

LS: OK.

DS: My husband and I were eating breakfast one morning, and he had been out for something and come back in and he didn't lock the front door. And, anyhow, like I said, we were eating breakfast that morning and I heard somebody in the living room and I thought "well who could that be," you know, because the children were not downstairs yet. Anyhow, we got up and went around and they were visitors (laughs). They were visitors and they were just looking around, like it was a museum or something, and I told my husband, "I told you I needed new furniture." (laughs)

LS: That's great.

DS: But we had to explain to them, you know, that that was a private residence.

LS: And then you moved to one of the houses. Were those the CCC-era buildings?

DS: They were on the little street down back of the visitor's center, down back of the headquarters building. There were four houses down there. I don't even know if they're still there or not.

LS: I think there's at least a couple. How were those in comparison? They were probably much smaller.

DS: No, it wasn't bad at all. They were, let's see, the one we lived in was three bedrooms.

LS: Nice.

DS: Yeah, it was nice.

LS: So it sounds like it was a big family here with everybody who was working for the park and some living on site.

DS: Well indeed it was, Liz, because it just seemed like such an atmosphere . . . I tell my friends you just don't know what it was like to work in a place where people were so compatible and you're away from everything. You know, that's an advantage and it's a disadvantage, because, of course, Shiloh Park is on the other side of the river. We live over here in Savannah now and somebody will call someone's name and I'll say "well I don't remember them." And it's because I spent the majority of my time at Shiloh Park and I didn't get to know people in Savannah.

LS: Yeah, so this was your world.

DS: Yeah.

LS: Yeah. So did you all have social events together?

DS: Oh yes, yes we did. And we would have them down in the basement of the headquarters building over there. On occasion we did go out to the picnic area out there on the bypass road. But it was just a great, great, great bunch of people to work with.

LS: Well one name that keeps coming up that you mentioned earlier is George Reaves and everyone seems to have fond memories of him. Is he one of the people you worked with?

DS: Oh yes, George and I worked together. In fact, you said you are calling from the Superintendent's office. Well, across the hall over there in that front office, or that front room, I don't know if it's an office now or a conference room. And that's where we always had our Monday morning meetings.

LS: OK.

DS: And, everybody, you know how it is when you go in, everybody has a certain place they sit?

LS: Yes.

DS: Well George always sat right beside of me, and it was for the longest time that I could hardly go to that meeting because it just brought back such memories, and George's death was just so unexpected. It was just like losing a member of your family.

LS: Yeah, it was a great loss. Everyone talks about it. I've heard that his wife is here in the area?

DS: Oh yes, I see Alice occasionally. In fact, she goes to the same place to get her hair done as I do.

LS: Oh OK. Well Kent Collier who I met with earlier today suggested that I contact her for some memories so I may end up doing that.

DS: Oh she would love that Liz. She really would.

LS: OK. That'd be wonderful.

Well, anybody else you remember that you want to talk about that, because there are a lot of names that come through, you know, the Superintendent reports, but it's nice to have a more vivid understanding of them. So I don't know if there are any other people that you want to mention.

DS: Well, I just think of the people in the maintenance area, they were long-serving employees and I don't suppose there's but one person left in maintenance that was there when I was there and that's Billy Joe Lewis.

LS: Mr. Skaggs mentioned several people that he had trained that were still there. I don't have my notes from that meeting in front of me, but anyways he was really wonderful. He had a lot of great memories too.

DS: Oh yes. Yes. Great people to work with.

LS: And then you also were here when Woody became the Superintendent.

DS: Yes. Yes. I was there when Woody was there. In fact, Woody was the Superintendent when I retired.

LS: OK. It sounds like a lot was going on when he first came here. There was the Tennessee River Museum that was being established, and he was working hard on the river erosion project. Do you remember anything from that time that affected your work or was a big part of what you did?

DS: No. Basically the Tennessee River Museum was mainly through the interpretive division. Of course they were trying to get that established here in Savannah. I don't know if you've been there or not.

LS: Yeah, that's why I was a little late because I had started there this morning with Kent Collier and we went over time a little bit (laughs). But it was wonderful. I enjoyed it.

DS: Oh yes. And I went down when they dedicated that museum. I was still working at the park at that time.

LS: That's wonderful. How about any of the other partnerships like the Youth Conservation Corps came here to work. Were you ever involved in any of those activities?

DS: The only involvement I had with that Liz was . . . we would have Youth Conservation Corps who were assigned to the clerical part of it, the office personnel worked with them and some of them worked out in the field. Some of them worked in maintenance, but yes, I was familiar with that.

LS: How about the Boys Scouts. It sounds like we have a long history of the Boy Scouts here.

DS: Right, right. And, you know, the Memorial Day service in the national cemetery was always a highlight.

LS: And the anniversary of the battle?

DS: Right. Oh, I remember when we first moved to Savannah, and this was before I ever went to work for the park, they used to have . . . to commemorate the battle they would have a big parade in Savannah. And it was really, really interesting, and at that time, I didn't even know what Shiloh Park was about, because I'd never worked there, and this was prior to my having been there. But it was so interesting. The people were in the period costumes and it was really exciting. And then they had the 100th anniversary and it

was a big reenactment. It was wasn't on National Park Service land, but it was over adjacent to the park, and oh my goodness that was a big, big deal.

LS: Oh yeah. That's neat. So a lot of people came for that?

DS: Oh yes.

LS: I met with a gentleman

DS: I can remember when we had the big reenactment on the park but it wasn't like shooting of the cannon or anything like that, that kind of things happened off the park . . . But there were people lined up from the park entrance all the way to Crump. And some people thought they wouldn't get there in time. The cars were going all the way across that levee, and they worried they wouldn't get there in time to see what was going on, so they parked their vehicle, and walked. It's about several miles across that levee, you know, when you leave Crump and go to the park.

LS: I just drove that this morning. I know exactly what you're talking of.

DS: Yeah, it was bumper to bumper . . .

LS: Wow, that's incredible. I guess the sesquicentennial hasn't been quite as well attended nationwide, I don't know.

DS: I kind of doubt it. But I know the people from the interpretive division have told you about the reenactment when they would had the lighted candles over the whole battlefield. Did they tell you about that they had a candle for each person that was killed, wounded, or missing in the battle?

LS: Amazing.

DS: Amazing. I wish you could have seen that, it was the most amazing thing.

LS: It sounds beautiful.

DS: I'll tell you little . . . My daughter is a schoolteacher and she's been teaching for about 37 years, but she worked for about 8 years as a seasonal park ranger and of course after that reenactment part where they had the lighted candles all over the battlefield, of course the rangers the next day had to get out and clean this up all day. And she said, she told me this a couple of times. She said "mother, we were way over there in Fraley Field" I believe she said. And she said "there was one candle that next morning that was still burning." And she said "it makes you wonder if that soldier had such a hard time dying."

LS: Aww.

DS: I said "Oh Denise, maybe not. Maybe that's not what it meant."

LS: Yeah, yeah. But I'm sure it was very moving.

DS: Oh it was. It was.

LS: So they're not doing that anymore?

DS: No.

LS: It's probably too much work with the budget cuts and everything.

DS: Well I'm sure that's one of the reasons, but it was so impressive to see.

LS: Yeah. Well that is a wonderful story. I appreciate your sharing that with me. I wish I could have seen one of the candlelight services. That would've been amazing. Well I don't know if you have other stories to share, but I've taken already about almost an hour of your time and I don't want to . . .

DS: Oh well I've enjoyed every bit of it. I know I'm not very detailed on some of the things I've told you but it's because of the time evolved. I can't remember the dates.

LS: That's ok. We have, I have access to dates, I just don't have access to the personal side, you know. And that's what's so wonderful is to hear it in your own words and your memories of people and activities and things like that. And I can just sense from everything you've said that it was a wonderful, positive experience.

DS: Oh, it truly was.

LS: Yeah, and that's wonderful. And we want that to be conveyed in the document because we want to show how dedicated people are to the national parks because of that kind of experience that they take away. Well, what I'll do is, we're going to type up the interviews, and I will send a transcript to you and you'll have an opportunity to either add anything that we might have overlooked, or you can tell me you'd like to scratch some things if you feel uncomfortable about them because I don't want anyone to feel like we've stolen memories.

DS: Can I get a final copy of it? How do I get a copy?

LS: Of the document or of the transcript?

DS: Well, of the final document I guess.

LS: I'm going to talk to Stacy Allen today about that because a lot of people have asked for it. They're very interested in the final product, so I'm going to ask him how that can be made available to people. We have submitted a 75% draft that's been reviewed and now we're trying to catch up the interviews. They are a major piece of what's left to do and then I mentioned that I really don't have enough records for the 1970s so we've got some research going on for that. But I'm hoping to finish before the end of the calendar year and so hopefully Stacy can get enough copies to send them to all the interviewees so that they have it at that point.

DS: OK.

LS: Good.

DS: OK.

LS: Alright, well thank you so, so much. I really appreciate it.

DS: If you have any questions just give me a call.

LS: OK.

DS: I'll do my best to help you.

LS: OK. Thank you so much and talk to you later.

DS: Have a great day.

LS: OK thanks, you too. Bye.

Interview on behalf of Shiloh National Military Park Administrative History



Dale Wilkerson

Superintendent, Shiloh National Military Park

August 2016

DW: Dale Wilkerson, interviewee

DS: Deborah Slaton, interviewer

LS: Liz Sargent, interviewer

Deborah Slaton (DS): Thank you so much for making time to talk to us. As you know, we're wrapping our administrative history for Shiloh that captures the history from about 1956 to the present, and Liz has been conducting a series of oral history interviews with everyone from Stacy Allen to Ed Bears to some of the state personnel involved with the park. In fact, I had a great conversation with Jim Woodrick at Mississippi Archives and History yesterday, and he sends you his regards.

Dale Wilkerson (DW): Oh, good. Well, I haven't talked to Jim in a while. I hope he is doing OK

DS: Yes. He is great. He's very dynamic, and he just published a book on the Siege of Jackson, so he's very good. I'll let Liz explain our goals for this conversation. If you don't mind, we're going to tape the discussion, instead of trying to take accurate notes.

DW: That's fine. I'll put you on speakerphone.

Liz Sargent (LS): Thank you so much for agreeing to talk to us today. I think we're trying to fill in a couple of gaps that we had, both from the scope, but then also from a slight modification of our original plan based on the fact that the project exceeded the timeframe that we first anticipated. For example, we were originally going to end this with the Sesquicentennial, and we have lots of information about that from Stacy, but now that we're here at the National Park Service Centennial, we thought it would be really nice to include what the park has been doing this past year and anticipates continuing to do through August 25th, because we don't have anything in our records about that yet. Ashley Berry suggested that

you would be the best person to talk to about the park's Centennial plans because you've really been thinking about that a lot and been involved in everything. That was one of our needs.

The other need is to address a section of the report called "Future Planning Needs." That's the other area where we wanted to see if we could get your input. So those would be the two topics for discussion. However you would like to structure the time is fine with us. We just were hoping to get you to comment on those two topics.

DW: Okay. Let me just start on the future planning needs, and then maybe we can go from there.

I assume you have a copy of the foundation document that was recently finalized. Do you have a copy of that?

LS: We do, and we've actually excerpted a lot of information from there for our document.

DW: If you look in the back of the document, there are a couple of useful sections. One's called "Planning needs," and the other is called "Data needs," and there are several items that are identified as high-priority needs on both sides. And really, that's kind of where we need to go in the next 10 years or so. Over the last several years there has been a lot of land acquisition, especially in Corinth. All of those parcels were added to the authorized boundary of the park, and that opened the door for us to get started with land acquisition.

But now that we have them, we don't always have a good idea of the next step in managing them. When you look at the foundation document, a lot of the planning and data needs that are high priority really relate to how we go about getting information associated with the recently acquired lands, or even lands that are planned for acquisition. Once we acquire better information on the historic landscape, then we can move forward with the development associated with those sites. If you're familiar with the NPS funding process at all, from the time we request funding to do a study or data collection effort, it can be three to five years before we actually receive that money, and then maybe another year or two after that before we actually get a deliverable associated with that project. Once we have the deliverable, then that forms the basis for a project request to actually execute what the data tells us we ought to be doing, and then we start that three-to-five-year process again.

So you're looking at probably 10 years to get there, by the time you acquire the information you need, and then we do the follow-on request for a project. I don't know whether to classify that as a long-term effort or a medium-range effort, but between the next 10 and 15 years, we really have to focus on how to make those lands that we've been acquiring make more sense to our visitors, so that they are part of the battlefield and the park experience, and to potentially develop minor park use facilities, like trails and parking and that kind of thing.

DS: Is it often the case that because things occur over an extended period of time, you have to look for ways to phase the improvements, so you might have a larger plan, but you have to go at it in small steps?

DW: Absolutely. I'll give you a great example. Right now, pending before Congress is a bill that would authorize the boundary of the park to be expanded. If the bill passes Congress and is signed by the president, it would include three areas: The Fallen Timbers battlefield, Russell House battlefield, and Davis Bridge battlefield site. Now Davis Bridge alone is almost a thousand acres, and so trying to do anything at that site – for example, put in a small parking lot, or put in trails, or waysides – you're probably looking at over a million dollars to do just that, and we're not likely to get that money, so we've had to break it down into chunks. We might start with some trails, and the second step might be waysides,

and then down the line might be some parking. To your point, potentially three or four phases that stretch over many years.

DS: And do they typically have the small kind of entry-level projects first, or does it just depend how the funding is apportioned?

DW: Well, the way I think that parks have been most successful with this is that it generally starts with a report. We know the battlefield is significant enough for us to acquire it, but once we do acquire it, then we really shouldn't just go out there and start setting up signs. We have to study the site in detail to determine what it is that we're trying to say and how we're trying to say it and where we ought to say it. So that first step is a report, or an analysis, or a historic landscape report, or something like that, and the report will form the basis for the subsequent project request. It is a lengthy process, but frankly, we plan to care for these sites forever, and if it takes 15 to 20 years to get signs up, that really is not that bad.

In Corinth, we had the same kind of thing. The Corinth unit was actually added to the park in 2000 by legislation, and then the interpretive center was built and opened in 2005, which is very fast indeed and kind of unheard of in modern-day. There were 18 separate properties that were identified in the special resource study for Corinth that were appropriate for the park to acquire. And as of right now, I think we have 12 of those properties. It's the same thing as the Davis Bridge. We have the properties, but we've not done anything to develop it, interpret it, put visitor-use facilities on there, or anything like that.

At Shiloh battlefield, you have one consolidated land mass. You draw a big circle on the map, and that's the park. But in Corinth, these 18 properties are all disassociated, so they're spread out throughout Alcorn County and throughout the town, and they're just little islands out there by themselves. Trying to thematically tie all that together in a way that our visitors can understand it and it all basically makes sense, why we have these 18 little islands of properties out there, is critical. So again, I think that goes back to the need for a planning document that has yet to be generated, and then a subsequent request for the projects to actually move forward with the plan design.

LS: In the case of Corinth, you all have worked pretty closely with some private organizations. How do you see the future of planning continuing to involve partnering organizations?

DW: I think that it's extremely important to keep partners in the loop and keep them engaged with us, because we really want the community to have a sense of ownership in the park. One of the best ways to accomplish that is to get and keep them involved.

The folks in Corinth, once they were able to establish the Corinth unit and get the visitor center built, have become somewhat inactive. The people that are in the leadership positions are not as interested in being that active anymore, and they're looking for people to step up and take the leadership positions. It's an ongoing process to keep those groups going, but it's very important that we do that.

LS: Great. Are there other themes that emerge from the foundation document that you consider high priority, that you would raise to the same level as land acquisition and management?

DW: Identified in the planning needs is the museum here at Shiloh, and that's a high-priority need. The park completed a long-range interpretive plan a few years ago, but we haven't really been able to implement all of that. This year, we did request a project to redo our museum exhibits in the Shiloh visitor center. We believe that was approved for funding in 2018. Assuming we receive the money in 2018, then we'll start the planning for redoing the visitor center exhibits, and then it will take a couple years of planning and design before we would actually install it.

And hopefully, in about five years from now, we'll have all the exhibits in the Shiloh museum updated. Right now the museum is primarily an object-based display. Our plan is to cut that in half. About half of it will be artifacts, and the other half will be more interactive exhibits, some of which will be multimedia presentations or touchscreens and those kinds of things. But five years from now, who knows what the technology actually looks like, so we're trying to keep an open mind. The project is on the horizon, so it's close enough that we could probably call that one a medium-range plan.

LS: Okay. So switching out or redoing the visitor center exhibits, that's just at Shiloh, not at Corinth, because Corinth is relatively new, is that right?

DW: Corinth is practically new, 12 years old, and it's fairly new by museum standards. But we are in the process of finishing up a couple of contracts at Corinth where we are rehabilitating a few of the exhibits to make them a little friendlier for folks who have disability impairments. We just installed a new system for visitors with hearing impairments, and a text descriptor system for those with a visual impairment, so we've been working on that. But other than that, that's really about all that we've been working on in the museum in Corinth.

LS: When I was speaking with Stacy Allen, I think he was mentioning that part of the challenge you face today is to try to reach a more diverse audience, and to bring people of different backgrounds into the park. Is that part of the interpretive design that you'll be looking at for the visitor center?

DW: I don't know how much of that we'll do with our Shiloh visitor center. The Civil War has limited meaning for some groups. You can't just make up something that might appeal to one particular user group that is not part of our story, but we do have some parts of the story that we really could do a better job of telling. At Corinth, there's a site there called the contraband camp, where former enslaved people experienced their very first taste of freedom. It's really kind of a unique experience within the American tale, in that there weren't that many contraband camps in the United States. It's a great story that we can do more to try to tell. That story is prime for working toward trying to attract a more diverse audience.

LS: I see. So it seems like the foundation document is a good source for us, and we're fortunate to have that in terms of talking about the future planning. Do you feel like that really is a good representation of where you are, in addition to these things that you've told us today?

DW: I think it really is. In all honestly, there's a whole lot more. There are more needs in the foundation document than we can probably actually do. So at this point, I think we really have to focus on those items that have been listed as high priority. We might reach down into some of the medium or low priorities if the timing was right and we just had a moment of opportunity. I was trying to think about what we might talk about before you called, and what it came down to is property acquisition. Because we've acquired this property and continue to acquire property, at some point, we really have to take a breath and determine what it is we want to do with this property, and how we going to interpret it. That's going to require planning documents and we're just not quite there yet.

LS: Okay, we'll emphasize that then. That's great. Deborah, did you have any other questions on the future planning needs?

DS: No. That's incredibly helpful, and I like for us to be able to comment on how the park is looking at prioritization in some of these examples, so that's really good to flesh out what we learned from the foundation report. I will say – I probably should've explained this in the beginning – the report submittal we're working on now is titled 100 percent for signature. Superintendent DW, you, as well as Stacy Allen and others will have a chance to look at it again even though it's 100 percent for signature. Obviously, a lot of this material, like the discussion we'll add based on this conversation, is new, so when you have a

chance to review it, if you see things you'd like us to revise, or it makes you think of other things you'd like us to document, of course, we can make changes, even though we'll essentially be at 100 percent. We've had changing personnel in the region as well as the park throughout the project, so we want to be sure that you have a chance to look at the completed document, as well as Stacy Allen, of course.

DW: Sure, that makes sense. Thank you. I've only been at the park for about a year and a half, and Stacy's been here 25-plus years, so –

DS: Yeah. He's a fount of information.

DW: Yes, he really is. He knows all the corporate history around here, and what's going on, so I really rely on him a lot.

DS: Yes. He's been really amazing in terms of what he knows about the park and just, of course, knowledge about the subject area. So before we move on to our other topic, which I think is the Sesquicentennial –

LS: Actually, the Centennial

DS: Right . . . I just wanted to say, in terms of schedule, that we are going to have a follow-up call with the Mississippi SHPO, probably early next week, and then we've got a few loose ends to tie up, so our goal is to be able to submit this within the next few weeks, and then it goes back to you and the region at the same time. And so I'll e-mail when we're sending it, and you'll get the print copy as well as an electronic copy in PDF form, and then it'll come with the signature page that gets circulated, obviously, from you back to the region, but it's quite a lengthy report, and we're looking forward to getting this final submittal in for you to have another look at.

DW: Okay, that sounds great.

DS: Okay, so I will stop talking and let Liz circle us back to our second question.

LS: *[Laughs]* OK. So when we started this project, the centennial was still a long way out . . . and now, here we are. It's mid-August 2016, and August 25th is the National Park Service Centennial. When I mentioned to Ashley Berry that we were hoping to talk about what you all planned to do on the 25th, she said, "Oh, well, don't limit it to the 25th. We've been doing stuff all year." And I said, "Oh, great. Well, how should we record that information?" and she said that Superintendent DW had really been spearheading that effort and would be the best person to talk to about the types of events that have been held and that are planned to be held and how they tie into what's going on nationwide. So that's what we're hoping to talk about next.

DW: Okay, I'm happy to talk about that. Director Jarvis really set the stage for the Centennial around five years ago, when he published the Call to Action plan. In that, there were several goals and objectives that were laid out for the National Park Service that set the direction for us to think about, and where we were headed. As you know, the Park Service tends to be an agency that is proud of its traditions, and that's a great thing, but sometimes we find ourselves mired in our traditions and not looking forward. So the goal of the Call to Action was to get us to think about how to move forward.

I'll just call out a couple of the things that were in there. One of them was called "Out with the Old." This goal didn't necessarily have to do with any new work, but more the need to freshen things up. That led the park to freshen up our signage. We decided to take old black and white and grayed out wayside exhibits and introduce bright, colorful ones that have more modern graphics.

This year we've been presenting events and providing the public with a reason to come to the park. We tried to approach it from a different point of view. Our first Centennial event occurred on the anniversary of the battle in April. We staged a large living history demonstration, with reenactors portraying infantry, cavalry, and artillery. I'd say we had in the neighborhood of about 200 or 300 reenactors here, and we had between 4,000 and 6,000 visitors come for the event, which was really big for us to have that many people come to the park.

Our signature event has been a concert in the park series. We planned and presented five concerts, one per month, starting on Memorial Day, and scheduled to finish on Labor Day. Each concert has been a different genre of music to, again, try to attract different people to the park. The first concert in May was a Civil War themed concert, with Civil War music, featuring the Old Towne Brass Band and renowned musician Bobby Horton. In June, we did one that you might call 'newgrass,' kind of bluegrass but contemporary bluegrass kind of music. Featured at that event was the National Park Radio Band, the Mason Jar Fireflies, and Papertrader. And then in July, on the 4th of July weekend, we presented New Orleans jazz and Memphis blues, where we had the National Park Service Centennial band from New Orleans Jazz National Historic Park play, and Ms. Ruby Wilson from Memphis, the "Queen of Beale Street," a renowned blues singer. Unfortunately, she passed away just last weekend, and our concert may have been the last one she did. She did a great job.

On August 25th, for the actual founder's day, we'll be having country music with country music star Darryl Worley headlining. Darryl is local, from Savannah. He's had several number-one country hits and top 10's, and he's known throughout the world, so we expect we'll probably have a pretty good crowd that night. Our last concert will be on Labor Day weekend, and feature the Germantown Symphony. That concert is co-sponsored by the Savannah Arts Council.

We have one final event scheduled this year, and that will be luminaries in Corinth. We will place one luminary for every casualty associated with the Siege and Battle of Corinth, about 12,000 luminaries.

LS: Great!

DW: That's what we're doing in this calendar year, and then we'll really bring all this to a head on the anniversary of battle next April, which will mark a whole calendar year of events. Next year, instead of doing a large living history, we'll be doing luminaries for Shiloh casualties, which will total about 24,000.

LS: Wow.

DW: The park has done this before, but it's been about five or six years since the last one. A lot of activities, like large living history presentations or luminaries, lose some of their luster if done every year. The audience just doesn't see it as special, so the fact that it's been five or six years since we did this is already starting a huge buzz and conversation here in town.

The last thing, which is kind of a surprise, is we're working with the Civil War Trust right now to develop a smartphone app that presents a tour of the battlefield, both here and at Corinth. We plan to roll that out in April of next year, in conjunction with the anniversary.

DS: Wow, that's terrific. That would be really fun. I know there's phone audio tours, that a couple of parks give. Gib Backland at Stones River had recorded one that we heard when we were on site, so a smartphone app would be great. And you think it's okay for us to mention that?

DW: It's okay. It's not like a real, real secret or anything. I would like to have it be a surprise for the community, like a gift, but it's already getting out that we're working on this. We're not the first park to do this. The Civil War Trust has several Civil War battlefield apps. It's a cooperative effort, but these things are great. I mean, you can take a tour of the battlefield right there in your home, whether you have physically visited here or not, so that's another way to reach a different audience. I've been around a long time, so in my way of thinking, you've have to actually come to the park and see it, touch it, and feel it, but not maybe not so much for the younger generation. If they can get it on their cell phone, maybe that's how you start with them. That's pretty much what we've been working on for the Centennial.

LS: Okay. Will you do anything on the 25th?

DW: Yeah, the Darryl Worley concert.

LS: Oh, right. You said that.

DS: That'll be great. You must be incredibly busy, trying to keep up with the social calendar and the work calendar.

DW: It's busy! And you know what is interesting about these concerts in the park is that it's obvious that we are attracting people who had never been here to the park, because of the questions they ask. They don't know where to park. They don't know where the restroom is. They have no clue where the water fountain is or anything like that, and then we hear comments from them like, "This was so nice. I enjoyed it. I'm coming back in a couple weeks just to see the park." And that's really, to me, what the goal of the Centennial is, to try to connect with new people who otherwise might never come.

LS: Yeah, that's great.

DW: I think our challenge, of course, is how to connect people to the park. I think things are starting to change. Where before the local community did not feel very connected to the park, now I hear them saying, "I can't wait to come back to the park." They've done a lot of great things that are interesting and fun," and that's great. We want them to feel like it's their park.

LS: That's wonderful, so good to hear.

DS: Yeah, that's great. That's really exciting, and a lot going on, and a lot of things that we didn't know about, so this is very, very helpful, and I feel good because our report will be a lot more up to date than it would have been otherwise.

DW: Well, good, and if you guys are in the area next week, you're certainly welcome to come visit with us during our concert.

DS: That would be great.

LS: That would be great.

DS: Yeah, that would be excellent. Liz, is there anything else you wanted to ask?

LS: No, I don't have any other questions. I did want to just note that I'm going through a piece of the report that deals with Gerald Skaggs' interview and talking about maintenance. And he had mentioned how helpful you had been when you were a contracting officer at Natchez Trace Parkway, helping him

with lots of contracts, so I guess you'd had a lot of experience with the park before you became superintendent?

DW: I've worked for the Park Service for 22 years now, and I started off as a contracting officer. I actually retired from the military, and I was a contracting officer in the military before I came to work for the Park Service. One of the interesting things about working in contracting is that you get in the middle of a lot of things that are going on. You may be paving a road one day, roofing a building the next, and contracting for a cultural resources study the day after that, and so just like what you guys are doing, it's a contract, and some contracting officer out there is touching this in some way.

Back when I was doing that kind of work, we really got hands-on with a lot of these things. I've stood on top of roofs, and I've stood in the bottom of a mud trench and everywhere else. And what I think that did for me was to help me understand a lot about the nuts and bolts of how the place actually works. After that, I moved into the administrative officer business. That was really my next logical step. In that position, I was chief of finance and property, and IT services and human resources fell underneath my control. Overall, I think that's probably a pretty good background for being a superintendent. I deal with a variety of items all through the day, and I draw upon my past experiences to help me along. So it's been a great career, but I'm not done! But it has been great so far.

DS: *[Laughs]* That's great. Liz, do you think, because we now have quite a bit of material, and this turned into kind of an oral history interview by phone – should we discuss incorporating a transcript and also adding a photo of the superintendent? I think we have enough material to support it. Liz, what do you think?

LS: I think that'd be really helpful, and I especially like hearing about your past experience and how it's helped you in your current position, because our document is an administrative history, so I think comments about what's helpful to the job of superintendent and running the park is useful.

DW: Well, running a park is like running a small city. It is more like a community management project than anything else, so I think you cannot be basing things on emotions. You need these cultural reports in order to move forward with these land projects. Meanwhile, if the air conditioner across the street breaks, somebody has to fix it.

DS: I think this is a great quote, and we should put that – most of what you just said directly into the report. Thinking of the air conditioner. I really like that analogy. Particularly what the superintendent said about how running a park is like running a small city. That was a great quote.

LS: Yes, very good. Okay, well, we can certainly type this up and send it to you to review

DW: I will be happy to do that, or whatever way you want to use it in the report, whatever's easy for you.

DS: That's what we've been doing is providing the transcript as a Word document, and asking the interviewee to read through it and make sure we've got everything right. Would you have time in the next few weeks to do that?

DW: Oh, yes. I will do that.

DS: And then could you ask Ashley to send us your photo?

DW: I sure will.

DS: Great. Color would be excellent.

DW: Okay.

DS: Okay, and then you'll be in a collection with Stacy Allen and Ed Bearss and all kinds of people that were with the park for its recent history, so that will be fantastic.

DW: Right up there in the rogues gallery.

DS: Exactly.

LS: Well, we have interviewed several superintendents going all the way back to 1970 for the oral history, so that's pretty cool.

DW: Oh, that's great.

DS: Yeah, and you'll enjoy looking at what they had to say, I think.

DW: I'm looking forward to that. I know Superintendent Harrell pretty well.

DS: Oh, he's wonderful.

DW: If you go back to 1970 that is probably just Woody all by himself. Woody was here for like 24 or 25 years as superintendent. I think about that from time to time, that I believe the day of superintendents staying in one place for 25 years is probably over. There might be a few exceptions to that, but mostly, that's not what happens anymore. Superintendents stay somewhere five or six years, and that's about it. So Woody had an opportunity to make an impact on the park and to bring his knowledge about what this park should be in a way that probably no other superintendent ever will. He did such a great job.

DS: That's a nice quote also. We had a chance to meet him when we were started our project. He's just great, so another great advocate for the park. Well, this is terrific, and thank you so much for your time, and we'll be in touch by e-mail.

LS: Thank you so much.

DS: Thank you so much, and if we don't get there next week, which I think is kind of doubtful, enjoy the concert.

DW: All right. Well, if you do, I look forward to it, and if not, I certainly understand. It was nice to talk to you.

LS: Thank you.

DS: Okay. Thank you so much.

DW: All right. Bye.

LS: Bye.

DS: Bye.

Interview on behalf of Shiloh National Military Park Administrative History



Rosemary Williams

Siege and Battle of Corinth Commission Chair

April 15, 2015

RW: Rosemary Williams, interviewee

LS: Liz Sargent, interviewer

Liz Sargent (LS): Today is April 15, 2015, and my name is Liz Sargent. I am in Corinth, Mississippi, to interview Rosemary Williams. We are meeting in the Corinth Interpretive Center.

Thank you so much for meeting with me, Mrs. Williams. I appreciate your time. Our focus today will be on the work you were involved in to protect the battlefield land associated with the Civil War Battle of Corinth. This work has resulted in the protection of more than 1,000 acres of land, the establishment of the Corinth Unit of Shiloh National Military Park, the Contraband Camp, a walking tour, a driving tour, and the Corinth Interpretive Center.

Rosemary Williams (RW): Are we going to start by categories, or something?

LS: That's probably a good idea. Well . . . I would love to hear your story of how this came to be, so where the idea came from, and how the planning was undertaken, and then how the land acquisition happened, and then how the interpretation was planned. Followed by some of the management issues. That would be really about establishing the Corinth Interpretive Center here. But I think there are perhaps some other side stories that may come into play, which you should feel free to discuss as well.

So, getting started and to establish a foundation for our discussion . . .

Were you the founder of the Siege and Battle of Corinth Commission?

RW: Well, I was not the founder. Just to start at the beginning . . . I will tell you about an important person in this story . . . a Native Corinthian, is a Washington resident now, and has done a lot of lobbying, and has a law office there that has been rather successful. With his interest in his home town – and in the contacts he kept in touch with in Washington – he sensed that there could be interest in the National Park Service coming here. And his name was Lanny Griffith. It's my understanding – this was before I was involved – that he sensed all of this and brought some of them here to look. They just liked what they saw in this trip. I was not really involved in that much.

But, the next thing I knew, the National Park Service *was* interested in looking at it, and sent Paul Hawke here to spend a summer. He was taken in the woods and doing archeological work and exploring and working with Stacy at Shiloh and doing map overlays and that kind of thing. Through that summer's work, several of them – Paul led it – found that we have, I believe, the largest number of earthworks dating to 1862 in the United States, all through these woods, everywhere.

So, that sparked more interest, and I was involved on a task force that was first formed as people in town became knowledgeable about this and everybody was getting excited. I was asked to be on this twenty-plus member task force. We were all people who were interested in the history of the area.

LS: Can you remember some of the other people who were involved?

RW: Margaret Rogers; our mayor, Mayor Bishop; Bailey RW. Oh my goodness; I'm just totally blank. Lanny Griffith's brother Jack was on it.

LS: Was it established by the town itself?

RW: No. I remember the state archives and history people came. They met with the Mayor and Woody . . . Woody had not been in town too long. They weren't in Corinth for too long, but they all got together and decided that a community task force would be a good idea. So, we met in someone's home late one afternoon, and we said we would be a task force, and would be here to help do whatever we needed to do. I ended up being chairman of the task force, and they just started moving, and we had ideas about what could happen. We were trying to get people in Washington interested; they already had some knowledge of what was going on.

Next thing we knew, Frances . . . forgetting the last name.

LS: We can look it up.

RW: Frances was assigned to come here to help with land purchases. Two pieces of land (her last name will come to me in a minute).

LS: Was she in the National Park Service real estate office?

RW: She worked for her husband . . . who was National Park Service Director at one time. Anyway, they came and advised us some on what needed to be done . . . to work along with – and everybody was excited about the findings in the woodlands here . . . so we were able to get the Department of the Interior interested at the time. By fall, I believe it was . . . and with Frances, Frances Kennedy.

LS: Frances Kennedy. I was actually thinking that might be the person you were talking about. What year are we talking?

RW: We're talking about 1991.

LS: So, right after Woody came?

RW: Or 1992. Woody was new. I was new to this, done a lot of community work in the past. Stacy had been around probably the longest – Stacy Allen at Shiloh.

LS: I've heard he started maybe in '88.

RW: Something like that, and he's quite knowledgeable about the history of the whole area. We were all working together, Department of the Interior becomes interested, and that fall I was asked to head up a big reception here and he was going to travel to Corinth. And these sites had been located that they thought were really special.

LS: You had a sense of what you might want to target?

RW: Certain things were important, including the only home left that's open to the public, just down the street. My home, and I think two others, plus all of the battlefield lands were named National Historic Landmarks and that's why Manuel Lujan (Secretary of the Interior) came here. We had a big party and to do at the Civic Center downtown. That sort of kicked the whole thing off.

Then, Frances – she was interested. She worked with land conservation.

LS: So she knew about easements

RW: Exactly, all of that. I think the National Park Service must have contacted her. Anyway, we became friends, and she said, "Rosemary, you all really need to be representing the city and county governments in this and not just operating." We were not even a non-profit; we were just a task force. I talked with our local politicians, and they agreed that they would be happy to appoint a commission.

I'm moving on now. This is getting to be late 1992, and the commission was formed. We probably didn't meet until 1993, as such. But the city and county each appointed two people and I was the joint appointee and was elected chairman in 1993. I've been there ever since. They had different ones to trade places with me and whatever. That never has worked, so it's one of these volunteer positions I guess I'll have until I pass on.

LS: That's a lot of work.

RW: Anyway, I became really interested, and we worked hard at getting community support. We formed a non-profit Friends support group and decided, with our advisors' opinions – Frances being one of them, Woody and others – that we had to secure this one piece of land out just beyond the Interpretive Center.

LS: How did you acquire that piece of land?

RW: We raised money from local industry and gifts and were able to finally pay it off. It took us several years to pay for that.

LS: This was right in town?

RW: It's just about a mile south of here.

LS: Do you remember how large that first parcel was?

RW: Let's see. Two houses were being built on it. It was the last six or so rifle pits that guarded the city, located on these two lots in a subdivision. Then, the battery was just at the back of these two lots in the woods behind. So, we had to talk two families into stopping. One had the foundation already poured for the house. These people were good enough to sell our lots and then we were able to buy another parcel of land to make that whole area.

LS: Early on you were able to achieve that?

RW: Yes, and then pay it off over a number of years. The Conservation Fund helped us fund that, but they had to be paid back for the loan. That was the toughest thing to do in the beginning. I thought it was particularly important that we try to save these other sites before development started with Corinth spreading out a bit with subdivisions and things like that.

Finding money was just going to be a huge problem because we struggled so much with that first part. But, it all worked out that there was more interest in that period of time with saving battlefield lands. Growing interest in Washington . . . growing interest in Virginia in particular.

LS: I was going to ask you about that.

RW: With the Civil War Trust, and there were a couple of other organizations all interested in it. I was invited to be on the board of the Civil War Trust. They grant money for that, and they gave us our first grant.

LS: They did; so they helped you get more land.

RW: Then the state of Mississippi, later came up with several million dollars that they put in a fund to be granted for buying battlefield land only so we could match the Civil War Trust money against the state money. We took advantage of that opportunity just in that window of time and were able to buy what we have today with the exception of that school property.

We had generous people here, too, who would let their land go for less than land value – would use it for a tax write-off – so that was very nice, on a couple of occasions.

LS: Did the Trust help you with some of those strategies?

RW: Yes. They did.

LS: I know that they are pretty expert at that.

RW: They did.

LS: You guys probably had lots of advisors, as you call them.

RW: We did. As I said in the beginning, before you turned the recorder on, we could not have done without partnerships?

LS: What other groups? I have notes that the Corinth Visitor and Convention Bureau was possibly helpful to you all, and the Alcorn County African-American Historical Association.

RW: Yes. When the Contraband Camp site was located – which was a number of years later – we did need to organize an African-American group of those interested in history and preservation out there to help us with that. We were able to get some more grants through that organization to be able to do the Contraband Camp park.

LS: When did you discover that, or how did that come to pass that you realized that there had been this Contraband Camp and the site?

RW: We discovered that in all the research we were doing for the battlefield lands. You could see that there was a Contraband Camp here, but finding it was like a needle in a haystack; it took several years.

LS: Was that through archeology?

RW: No. We proved it through the archeologists that came here from the National Park Service, but a local genealogist had done some work for a family that owned a farm here, and the farm had previously been owned by another family during the Civil War period. It's just east of town and a mile from the rail crossing, actually. We had thought it would be in a more outlying area, but here it was right under our noses. You had to imagine back in that time that the town was not developed in that direction and it was just a big Phillips farm, I believe it was. So, through her genealogy work for a family she ran across information that was a clue about that being there.

LS: That's remarkable.

RW: We had a couple of archeologists from the state, provided through Archives in History, and some of our local people who were just interested as enthusiasts, and then the people that the National Park Service bring from Florida, I believe. It was amazing what they found; everything just fell in place – it must have been meant to be – we were able to buy 21 acres of that original site which is now the Contraband Camp Park.

LS: Is that separate from the Corinth Unit?

RW: No, it's part of it. It's one of our National Historic Landmarks. We have made a park there with a walk-through, and we've done wonderful bronze statues telling the story of what went on in the camp. We were able to find grant monies for that.

Anyway, I became a grant writer, too – had to be. We started out paying to have this done and we just couldn't afford it because we needed to save every penny. I got into that a bit.

LS: You said that was in the late 1990s that the Contraband Camp was discovered?

RW: It was. I can't remember; it must have been at least 1996 or 1997.

LS: Pretty soon after you started to acquire land and got your commission going?

RW: Yes. We were acquiring land; everything was just moving so fast.

I've always thought interpretation was so important, and that was one thing I worked on with the Civil War Trust; I was their program chairman for a number of years.

It just felt like if you had the land you need to interpret it. If it's going to be public, people have to have access to the land that's public, it has to be safe, and you need to tell the story of what happened there. So, we then went to Mississippi Wildlife Fisheries and Parks and were able to get grants to go into these pretty remote woodland places – just walking trails and that sort of thing – benches, bike racks, and all that. Then I went to the Federal Highway Department through the state highway and got I think about a \$2 million grant to build hiking and biking trails. We built those from downtown where the railroad crossing is located and put public rest rooms in there and a map stand – it became the starting place for the hiking and biking trails, and they go 20 miles. They connect up to these trails that go into the sites, for the most part.

LS: That's brilliant. How did you figure that out?

RW: It just starts, and it goes like that. The other sites we did not put trails into were accessible anyway, and of course the Contraband Camp, that's a park.

LS: Were you able to put those trails in right away, or did this take years to put together?

RW: It took several years.

LS: So by 2000 you had gotten all of those connected?

RW: Yes. Um-hmm.

LS: Did you do – the National Park Service has these wayside exhibits. Did you use those?

RW: We did that. We raised money – I can't remember where at the moment – but for having several hundred thousand dollars of those done. We also put up signs saying, "This is 'whatever' general, or where a certain battle was held, or a skirmish," so that you would know the location. I wish you had one of the maps; I'll get you one up front. We had these wonderful maps done and I was able to get a little nest of grant money that could be used for maps and things like that – paper things. We did wonderful maps that have the whole area – all of Shiloh's land and all of our area here – and it's a wonderful piece because it tells the story as well. It's a great interpretive piece that we've tried to make available to visitors and then they could follow – it's a little out of date now because we've done a little more – but they could follow from place to place.

LS: A driving tour?

RW: Yes, a driving tour. There's a separate walking tour guide for the historic downtown area because so much of the Battle of Corinth, the skirmishes and so forth, took place in the downtown area – because of the railroads.

LS: That's wonderful.

RW: It was just crazy. We had interpretive work going on. We hired a firm from just outside of Washington in Maryland I think it was.

LS: How did you find the people to help you with these things?

RW: We put out requests for proposals, just networking. We talked to this one and that one and who does this and who does that. Archives in History would give us some names and somebody else would, and so we'd send out requests for proposals and take the one we thought would be the best.

LS: When you develop an interpretive panel, you have to have someone write the text and collect the images.

RW: We did all of that. Stacy was a huge help.

LS: Who gave you some of the grant money? What were some of the grantors?

RW: I can't remember . . . I think that was – a Mississippi grant, for the maps. Appalachian Regional Commission, because they could see that as a development tool. We're just in the tail end of the Appalachian region and the Commission has an office based in Tupelo, so we got that money from there, and we had to match it with some local money. That was good. Just looking everywhere you can to get money make it fit something you needed to have done here. It was amazing, but it was so much fun, too.

LS: Good. I'm glad it was so successful.

RW: Success gives me the energy to go ahead and move ahead and think of another thing and get another project going.

LS: You basically spent the decade of the '90s pulling all this together.

RW: I was making trips to Washington to lobby to get enough money for the unit.

LS: What was that process like? Did you go and speak to Congressmen, Senators?

RW: Our Senators, primarily. Another stroke of luck, Senator Trent Lott was in office, later, majority leader, before this was all over. Also, Senator Pat Cochran, who is now our appropriations; and he was head of appropriations in the Senate before. We had gone to college with them, so we knew them well.

Then, Congressman Roger Wicker from Tupelo, Mississippi – which is just south of here – we've known him and his family for a long time. He represented us in the House and we all worked together.

LS: They put together a bill?

RW: Put together a bill, yes.

LS: Did it take more than one try?

RW: Oh, of course. It's painfully, painfully slow. We probably started on that around '98 or something, or maybe before. It took years. You'd just get it approved one time and the next time you would ask for an appropriation, well that takes up about two years right there. If it falls through the first time, you have to go back and work on it all again.

LS: Did you have to help write the bills?

RW: I didn't actually write them. Their help with their interior staff people did that. We communicated about it; we had to agree on it, but I didn't actually write it.

LS: So you were on the move a lot?

RW: I did have to go for interviews before the subcommittees, and some of those were a little tough. We always had somebody sitting back here who was against it.

LS: So they would ask negative questions or suggest things?

RW: Or didn't want any more federal money to go to parks – that kind of thing.

LS: What do you think was the tipping point, or how do you think it ended up getting through? Just perseverance?

RW: Perseverance. That is the primary word. You never give up.

LS: How does the State of Mississippi see adding park land, because they were involved in the beginning?

RW: They've been happy about it.

LS: Very supportive of that?

RW: They're very supportive, and we've gotten grant money through them for land and the Contraband Camp and so many things.

LS: Did you have to coordinate with Tennessee, given that Shiloh was in Tennessee? How did it come to pass that this would be part of the Shiloh unit? Was that always the idea?

RW: Actually, the Battle at Shiloh was over the railroads in Corinth, and it just happened that men took off marching – Order Number Eight was agreed on, and the house I was telling you about down the street – one night, and the next day they were marching towards Shiloh, and wherever the two met was going to be the battle.

LS: It's just geography.

RW: Yes, and it ended up that they met at Shiloh, the little community. That's how it happened, but they were fighting over the railroad crossing.

LS: The railroad is still right outside here!

RW: Yes, the same railroad crossing is in the identical place, and a very busy railroad today.

LS: That's great; that's an interpretive tool as well.

What year, do you remember, was the enabling legislation for this passed?

RW: Woody could tell you right off. It had to be in the late '90s.

LS: Oh, it was in the late '90s. Okay.

RW: It had to be in the late '90s because we were getting into the Interpretive Center early after the turn of the century.

LS: You were?

RW: Um-hmm.

LS: Oh, okay.

RW: It took several years to get this place funded and built.

LS: So, the enabling legislation was passed and you knew there would be a National Park unit here?

RW: Right.

LS: But then there was a whole new process to go through?

RW: I could look up all these dates.

LS: That's okay; I probably can find some. I do have reports for some of these things, but I don't have the in-between stuff: who was doing what and how the process worked. I was just curious. I'm sure you stayed involved, then, for the transition and to support the design and the construction?

RW: Absolutely. Woody was good enough to take me to San Antonio where the architects were.

LS: That's neat. What kinds of elements here were you involved in envisioning? Were you part of that discussion about what stories should be told and how they would be told?

RW: Yeah. I just remember that we all talked about it and pretty much agreed on it.

LS: I love the bronze sculpture out front.

RW: The whole layout here. The pool was Woody's plan, so he gets credit for that. I'm glad it worked out like he had envisioned it.

LS: I also just love all the exhibits

RW: I was interested in having an auditorium. When the federal money came about for this building and architects were working with us, we were going to have to leave the auditorium off. I was able, through one of our state Senators, to get the state to provide the money for the auditorium so that we could get that on. I just couldn't see coming back, adding later. We needed to do it then.

LS: I think having films available for people is one of the best ways to get them oriented.

RW: We could not have done this without our state and federal national politicians. The time was just right and everybody was working together so well.

LS: It sounds like you found the right people, which is really not always easy.

RW: We all just worked together. Not everything was perfect every day, but for the most part I thought we were congenial.

LS: Do you all have to work on things like earthworks preservation? I know that can be kind of challenging.

RW: We have gotten into that; we've had several studies done. It's just been beyond our means and time to really do much. We have really not done anything other than fill the trails in and try to keep the – we feel like the trees have provided a shelter for the earthworks or they wouldn't be there. The National Park Service has been really good when we've had ice storms and –

LS: I've heard there have been lots of storms.

RW: – wind and stuff like that pulling out the things that are destroyed, that could destroy.

LS: Because if the tree is growing on it and it tips over, it can disrupt the soil.

RW: Right. I think we do have a place out at one of our trails now with a slight incline. It was pretty much a rock-covered dirt trail, and I think it's eroded a bit, so we need to work on that. There's always something like that. But pretty much the earthworks are just in their natural state and we've tried to keep it that way.

LS: Just interpret the forest as a later addition.

RW: We also have to try to keep these four-wheelers and vandalism out.

LS: Has that been a problem?

RW: That has been a huge problem. We still have not turned over all of our land we purchased at the National Park Service. Dale Wilkerson gave us a good report at our meeting Monday night that I think they will transfer the rest in the next year.

LS: How much land do you still have?

RW: We bought – I'm just giving you an approximation – a thousand acres. We still have probably half of it.

LS: Wow. I had no idea you all were able to acquire a thousand acres. That's amazing.

RW: With the vandalism, it gets into a need for ranger help, police help. We've gotten some help from our neighbors around these places, and we call the Sheriff's Department, or the city police. But mostly when they get out there, the people are gone.

LS: Is it mostly vehicles driving where they're not supposed to?

RW: We have these four-wheelers.

LS: Four wheeling, yeah.

RW: That's great fun, to get down into a rifle pit and ride up on it and jump off. But they're just eroding the rifle pits.

LS: They're destroying them, yeah.

Do you have problems with people looking for artifacts?

RW: Oh yes. You can't control that. Go out at night in black t-shirts and jeans.

LS: That's so sad.

RW: We just don't have the police force to do that.

LS: Even when the National Park Service has a ranger force, it remains a challenging issue. And it is not possible to put a fence around the whole place

RW: We have also been looking after mowing. It used to be a lot more work for me in the beginning because we had to have money to pay the people to mow. Most of what we have left now is in a woodlands, so it's not mowed. The National Park Service has taken over some of the mowing. In other areas, like farmland, we are able to get somebody to farm that.

LS: They still grow crops on it?

RW: Just grow a crop, or something, on it – mostly soybeans or something like that. That sort of relieved me of a task there, looking after that.

LS: Who is it that actually owns the land? Is it the Commission?

RW: Our Friends Group, the 501(c)(3). We were advised that the land should go to a non-profit rather than a city/county commission because it would virtually be in the hands of city and county government.

LS: So you still have to pay taxes on the land?

RW: No.

LS: No you don't, tax exempt?

RW: Yeah.

LS: That's interesting.

RW: We had to buy liability insurance.

LS: Against people getting hurt and all that?

RW: Mm-hmm.

LS: That's quite a lot - that the Friends are overseeing all of the management of this land. How many people are part of the friends group?

RW: We had over 200. Right now the active part of Friends is the same as my commission. We're the same people. We may stop a commission, end or adjourn a commission meeting, and open a friends meeting to cover a few points that involves the land if need be.

LS: So, the people who are really managing the Friends group is a small group. But then, are the other –

RW: Others donate money, which is wonderful.

LS: Do they help with the maintenance at all?

RW: No. Once a year we do the Civil War Trust park cleanup day. We seem to have fewer and fewer turn out all the time.

LS: You're still working with the Trust?

RW: Yes.

LS: Are you still on the board?

RW: No. I retired after about an eight or nine year term.

LS: They seem to be doing great things.

RW: They are.

LS: I'm very impressed with them. I interviewed Jim Lighthizer and Tom Gilmore for this project.

RW: Did you?

LS: Enjoyed that.

Do you offer tours or other things periodically?

RW: Well, I wish we could. I'm talking to our local tourism group about doing that. Our group does not do that; it was just one thing we didn't have time to do, but we'd like to see the National Park Service be able to do more.

LS: Maybe once they get the rest of the land.

RW: I'd like to see our local tourism do that, but we have a new tourism director and she's quite a novice and not quite into the history yet.

LS: Is that Corinth Visitor and Convention Bureau?

RW: Mm-hmm.

LS: That's one of the topics I'd like to cover to some degree.

RW: We have had better situations there than we do right now. We've had Smithsonian tours . . . I can't even name all of them, there are several men in Mississippi that like to lead tours. We've had them come up here with organized bus tours. Those are wonderful. The last year or year-and-a-half we have seen a slowdown in those activities, so we really need some help in that area.

LS: It sounds like, based on the fact that you just acquired some more land, that you still have goals for the future, that there are still plans to acquire more land? Is that true?

RW: There are several more pieces here in the vicinity of the Interpretive Center we'd like to have that would be original Battle of Corinth connected land.

LS: You're going to stay focused on that?

RW: We're going to stay focused on those parcels, and probably will ask for some help from the Civil War Trust. Money is a problem now. The money of the '90s is not here anymore.

LS: The Trust seems to be able to send out these email requests now to save certain things. Hopefully, they can take up the cause.

RW: That's right. We're thrilled to have gotten the bargain we got across the street.

LS: That's nice.

Has anyone written about your history? Has anyone written a little booklet or an article?

RW: No. We don't slow down enough to do that.

LS: I think it would be well worth it; it's very interesting. We'll incorporate it, obviously, into this project.

RW: It's been a really interesting project and very educational.

LS: You've had so many friends through this.

RW: Oh yes.

LS: What are some of your favorite places that have been saved?

RW: This place, for one, and the Contraband Camp.

LS: I'm going to go see that later.

RW: It was really fun to work along with the landscape. Right now I'm working on the last project. . . We have a master plan.

LS: That was a question I had. Good.

RW: We had consultants from Kentucky come and lead the public. If I could say one thing about starting something like this, you must have the public involved and have a master plan. We aired a lot of things that could have been probably problems through these public meetings with these two people. Then they compiled this plan about so thick. Sure enough, we have followed it pretty carefully. This is the last one that I'm getting ready to mark off.

We are restoring the Verandah-Curlee House, the house I keep mentioning, that's downtown.

LS: I'm sure that takes a lot of money.

RW: It's taken a lot of money and we're running into big trouble with that. We have restored the structure. The contractors practically destroyed the landscape, so we have reestablished the landscape – new water system, all that – and the structural parts of the house: new foundation, new roof, new porch

supports with steel inside of the core of the columns, and all of that. It's well done. Now we're into the interior, and we've had some of the best interior advisors in the country. We've used some of our saved money because we'd like to do it like it probably was done in 1860 to 1862. We've had a paint analyst from Baltimore come and take chips and all of this, and we've gotten that report back. We've gotten the interior designers back. They've done places like Monticello, all these famous houses, and this one is not that famous. But they must have been needing work. They came here for what we could afford to pay them. We all had more fun.

We have those plans ready for this house, but we cannot find money to do the interior.

LS: I'm sure you'll find a way.

RW: We're working on that.

LS: One question I have is . . . I work with master plans a lot and it's very interesting to me that you established a framework for how you wanted to proceed and you used the public facilitation of the master plan consultant to get buy-in, and, as you said, you have checked off the projects one by one. Is there any chance I could get a copy of that just to show in the report what the projects were, even just a list of projects?

RW: Let me see if I have an extra copy; I don't know. I know I have done that I use quite a bit.

LS: I don't know if maybe you could provide even just the page of projects. That would be interesting, just to see the types of things that you were trying to accomplish because that's very interesting. The administrative history is about operations, but there's an impact on the physical composition and the sense of place, so that master plan has really directed what you've done, and would be of interest.

RW: It's indispensable. When we really appreciated it was when we got into the hiking and biking trails. People started complaining about that and we said, "It's on the master plan and we have had all these public meetings and you didn't come to the public meeting."

LS: It's been a blueprint for you all and it was supposedly accepted or approved by people, so that does make a difference.

RW: There was lots of newspaper publicity.

LS: Right.

RW: That was before computers and Facebook and all that these days.

LS: The master plan was done in the '90s?

RW: Yes.

LS: I know. I've transitioned, myself. I predate all that stuff too, in my work. It's amazing how different things are.

RW: Things change so fast.

LS: Yes.

RW: I was not computer-confident when we started, didn't even own one. Now I couldn't live without it.

LS: That's right. Well, email changes everything. It's so wonderful.

RW: Absolutely. I think of all those letters I typed, and phone calls. My husband put in an extra phone line.

LS: I bet he did; I can just imagine.

RW: That was the way we had to do it.

LS: Well, you were on the phone a lot, I'm sure.

These are all the pamphlets that are outside.

RW: You probably have what . . . This is the Guide to Corinth campaign map I told you about

LS: Yes, it looks beautiful.

Is this something that you're also involved in, the Crossroads Museum?

RW: No.

LS: Okay.

RW: We were . . . in the beginning, early.

LS: You were?

RW: Early on.

LS: Then another group took that over?

RW: Yeah. But I've kind of let my connection to this drop because I just had so much else to do.

LS: That is another topic we are hoping to talk about in our report, so I just wanted to ask you about it.

RW: We talk all the time and we agree on various things, but I'm not on that board, or don't deal with it on a daily basis.

LS: But there's probably reference to each other's organizations in the pamphlets?

RW: Yes, and I know Ashley stays in touch.

LS: Are there any other groups or organizations that you worked with closely that would be good to know about?

RW: Not that I can think of, other than city and county governments.

LS: I'll make note of that.

Any other thoughts on the whole process, or wrap-up thoughts about how you think it turned out?

RW: The only thing I can say is that we happened upon this when the times were right, both here and with the people here and in Washington, and the people we had there to help us and in the state. That made a huge difference. The partnerships were extremely valuable, and I guess I can't even count at the moment the number of partnerships we had: 60 to 75, or something like that, that we could list.

Wonderful contributions came in from all around the country. That has dropped off some now. I think once people see the Interpretive Center built and things more in place they tend to not be as interested in donating as they once were.

LS: How did all the people around the country get to hear about this so that they were able to donate? What were some of the avenues you used?

RW: Through Civil War Roundtable groups, and Sons of Confederate Veterans, Sons of Union – through those organizations.

LS: Small, local, private groups that spread the word for you.

RW: Right. Then once we started a mailing list, that started things going. We did a newsletter that I got out, first once a month. That was wild, trying to get that mailed out when we were so busy. Then we dropped off to about one a quarter; we went to every other month – one a quarter. In the last few years we have not done a newsletter. It's just too expensive now. Postage started going up, and even though we used the non-profit, we just did a one-liner kind of newspaper. It was one page, folded, kind of like the Kiplinger Letter – if you're familiar with that – from Washington.

LS: So, you had a mailing list and you kept track of all your friends and partners and would get the word out.

RW: That's right, get the word out. That really helped a lot to let everybody know what was going on and what we needed. Once a year we asked for membership renewal.

LS: Now, do you have a website? Do you use the internet for any of that?

RW: No, we don't. We have a website that's sort of shared with tourism.

LS: You can post things, information, if you need to?

RW: Mm-hmm.

LS: Great, that's all.

RW: We'd love to have a newsletter project again, but we would like to email it this time. It's just impossible to get people to send in their email addresses.

LS: Oh, that's too bad.

RW: That is too bad.

LS: I know some organizations right now are toggling back and forth. They have some people on email and some people they mail to.

RW: That would be the way we did; we have more to mail these days than we do email, so we're not quite ready to go there. But we could easily send one a month or one every two-or-three months if we had email addresses.

LS: Maybe people will transition to that.

RW: I think all of the help we needed was in the right place at the right time. I think here at home we had to persevere and just never give up. You lose some and you win some.

LS: I'm sure it exceeds your wildest dreams how much has been accomplished.

RW: It's just taken, what? Twenty-something years?

LS: Yes, 20 years, 25 I guess. Are you at your 25th anniversary?

RW: I don't know; is it that long? I know it's more than 20.

LS: Well, if it was 1990, then this would be the 25th anniversary.

RW: Oh my gosh. I knew I would get to be an old person from when I started this. So, here we are.

LS: Did you say you started in May, or something?

RW: Something like that.

LS: This could be the anniversary.

RW: I hadn't even thought of that.

LS: You guys need to have an event.

RW: Oh me. It's been quite a challenge.

LS: Well, I'm very impressed.

RW: I think we've been very successful, and I could not be more pleased.

LS: Great. I'm very impressed. I'm going to go visit a lot of these sites this afternoon after I interview Woody, and go to the Contraband Camp.

RW: I noticed a couple of big trees back from a little windstorm and rainstorm about a week ago, but I think the walk through there is clear. You should go by there.

LS: I definitely will. Now I realize this is the map I'm going to follow, right? This is my tour.

RW: Yeah. This is the Contraband Camp.

LS: This puts it all in perspective.

RW: Do you have someone going with you?

LS: Probably not.

RW: Don't get lost.

LS: Okay.

RW: This downtown one is fairly easy to follow. This is the house I'm working on now.

LS: Wonderful; I'll definitely check that out as well.

RW: We're hoping to open it June 5th, although the interior will not be redone. We just decided that it's educational to let people see preservation work going on.

LS: I agree wholeheartedly.

RW: We'll work through the summer and fall to get money and work on that.

LS: You have a historical marker out front.

RW: It's terribly faded. That's my 1:30 meeting, is to meet with a man who has a firm that does that kind of work and get a proposal from him on redoing that.

LS: To clean it or refinish it?

RW: I think it has to be refinished.

Is there anything else?

LS: I think that's perfect. I appreciate all your time.

Interview on behalf of Shiloh National Military Park Administrative History

Jim Woodrick

Director, Historic Preservation Division

August 16, 2016

JW: Jim Woodrick interviewee

LS: Liz Sargent, interviewer

DS: Deborah Slaton, interviewer

Liz Sargent (LS): Please provide us with your full name, address, and title.

Jim Woodrick (JW): Jim Woodrick, Director, Historic Preservation Division

LS: How long have you been in your current position, and with the MS SHPO office?

JW: I have been director of HP since 2010 and with the MS SHPO since 1997

LS: What is your background?

JW: Prior to MDAH, I have served in a number of volunteer roles related to Civil War history, although my degree (B.A.) was in Political Science (Millsaps College, 1985)

LS: What other positions did you hold prior to your current job?

JW: At MDAH, I have served as the Civil War Sites Historian, Review and Compliance Office/FEMA Liaison, Administrator of the State Historical Marker Program and Acting Director.

LS: Can you talk broadly about your interest in and personal experience with Civil War historic sites and resources, in Mississippi and elsewhere?

JW: For many years, I have had a deep interest in documenting Civil War sites in Mississippi and participated in the NPS study of the Vicksburg Campaign Feasibility Study. Beyond that, I have given particular focus to documenting sites associated with the 1864-65 campaigns in southwest Mississippi and northeast Mississippi.

LS: What projects and efforts at Shiloh National Military Park—notably the Corinth Unit and other battlefields addressed by the Siege and Battle of Corinth National Historic Landmark property—have you specifically been involved in, in your capacity at the SHPO office?

JW: We were part of the planning and site selection group for the Corinth Interpretive Center and our office acted as the pass-through agency for the acquisition of associated battlefield properties in Corinth and along the siege lines (in concert with the ABPP). We have also been actively involved in the ongoing restoration of the Curlee/Verandah House and with the implementation of the Civil War Trails project, which included hiking/biking trails and the Crossroads Museum at the depot. Most recently, I served as the MDAH liaison to the Mississippi Veterans Monument Commission for the Mississippi Monument at Shiloh project.

LS: Can you talk a little about the support, financial and otherwise, afforded by the state in establishing the park unit, contraband camp site, and interpretive center and auditorium at Corinth?

JW: As I recall, there was some investment on the part of the state with the auditorium at the Interpretive Center (but not sure of the amount), but we provided support through the MS SHPO on site selection, reviews of interpretation and in processing property acquisition through the ABPP. The Mississippi Legislature also provided funding in the initial battlefield acquisition program, through which more than twenty (20) individual properties were acquired.

LS: Have you participated in other initiatives at the park/associated with the National Park Service in any other capacity (other than with the SHPO office)?

JW: In years past, I participated in a couple of living history events at Shiloh.

LS: Can you talk about the types of interaction you have enjoyed with park personnel, at the park and in other capacities?

JW: We have a very good working relationship with the park staff, and the information we receive has always been first rate and complete. Mississippi's interagency relationships, unlike many other areas of the country, are extremely good and we've never had anything other than a very productive partnership with Shiloh/Corinth.

LS: What changes have you noted over the years in the way battlefield preservation is approached by the National Park Service, the MS SHPO, and other stakeholders/partnering organizations?

JW: I think the biggest change in the past twenty years is the availability of funding. Congress is no longer providing the type of funding needed to acquire property, so we've had to rely more and more on local and national 501(c)(3) organizations to carry the load, and in general interest seems to have waned in local communities. So, I think the approach to battlefield preservation has been more reactive than in the past; luckily, we do not have much development pressure in Mississippi, so in that respect we are fortunate.

LS: What impact has the emergence of the cultural landscape as an area of focus had on the way the SHPO looks at historic properties, including battlefields?

JW: In Mississippi, we've always considered the cultural landscape to be a significant feature of battlefields, despite the fact that the enabling legislation of NPS sites are generally very narrowly interpreted. From the perspective of NRHP significance, however, the SHPO has always considered other periods of significance at battlefield properties, along with landscape design as NR-eligible components.

LS: What current projects are you involved in that relate to the park?

JW: I am not currently involved in any projects directly related to Shiloh/Corinth.

LS: Thank you for your time!