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"A full and accurate account of this phase of parkway history can only be produced after all relevant data will have been extracted from the papers of Busby and Stephens. Since Senator Harrison had some part in the origins of the Parkway, his papers also should be looked into. These papers, I believe, are in the University of Mississippi Library and are being catalogued. Senator Bilbo's papers should yield some insight into parkway history. They now are in the library of the University of Southern Mississippi, and also are being catalogued.

"The essay, 'Evolution of a Parkway Concept,' which should be the heart of the work, suffers so seriously from insufficient documentation as to require redoing by an experienced hand. To make it a viable work, the compiler should have untrammelled access to the files of both the Service and the Department, particularly the papers of Secretary Ickes. For a comprehensive understanding of the evolution of the idea, something more than a cursory look at the Blue Ridge experience should be had. To assure the author of a keener appreciation of the many differing views and clashes of opinion, he should be afforded an opportunity to interview and in the immediate future, Messrs. Drury, Vint, R.F. Lee, Tolson, Truitt, Allen, Cox, Zimmer, Kahler, Porter, Young, and Gardner. Is there any likelihood that A.E. Demaray kept a diary? If so, it could prove valuable.

"This project has been in the mill for many years, and has suffered because it always had the lowest priority on every research program. Only little odds and ends of time could be devoted to it because the research staff normally had deadlines to meet.

"Most of the research was done by Dawson Phelps. However, both Guy Braden and Bill Kay made significant contributions. Dean Crabbs did the research and wrote Part 3 of Chapter XI. I suggest that, for a more useful story and keener appreciation of the internal development of parkway management, the Assistant Superintendent write Part 1 of Chapter XI, and that division heads write Parts 2, 4, 5, and 6. Only a knowledgeable employee of the Bureau of Public Roads could write Part 7.

"I hope that the Superintendent can find time to share his knowledge and understanding of parkway history by dictating his memoirs, to be the last chapter, XII, entitled, 'Retrospect: 1934-1965.'"

Dawson A. Phelps
March 1965

I THE OLD TRAIL

The Natchez Trace Parkway is one of the units of the National Park System. Its birthday is May 18, 1938. This date represents a climax in the overall story or history of the Natchez Trace rather than the beginning. On that day the President of the United States signed a measure, hitherto passed by both the House of Representatives and the Senate of the United States, creating the Natchez Trace Parkway with the proviso that it be administered by the National Park Service.

"Going West" is our national epic. During the years 1783 to 1819, while diplomats and statesmen were arguing over our national boundaries, pioneer homeseekers were crossing the mountains into the Old Southwest. They settled and populated the lands to and beyond the Mississippi River. Within a generation, they had created five new commonwealths--Kentucky, Tennessee, Louisiana, Mississippi, and Alabama. All had been admitted to the Union as States by 1819.

Peopling of the Old Southwest left many landmarks, high points in the historic process which transformed a region larger than France from a "howling wilderness" to a land of farm or plantation, village or city, trail or road, a land which millions of Americans call home. These landmarks are many and various. One of the best remembered is the Natchez Trace, a road which for two decades was used by the men and women who created the Old Southwest and made it an imperishable part of the American Union. Long before the white man came to the Old Southwest, Indians used the trail which was to become the Natchez Trace. Indians who lived in what is now middle Tennessee traded with tribes of the lower Mississippi. In so doing, they beat out a trail which the white man found useful.

Eventually, it became a segment of the most important means of overland communication between the National Capital and the distant frontier outposts in Mississippi and Louisiana. For more than two decades it was the most significant highway of the Old Southwest, and one of the more important in the nation. It was an avenue of exploration, international rivalry, warfare, trade, settlement, and development. This old road, with its distinctive landmarks, forests and canebrakes, ridges and swamps, recalls an early and heroic chapter in our national epic.

Today the old pioneer road is being paralleled by a national parkway, an elongated park wherein are preserved some existing parts of the old trail and many landmarks associated with events and people who used it during a stirring and eventful period of American history.

Despite the color, drama, and adventure associated with it, the Natchez Trace, except for those who lived along its tortuous course, for a century was all but forgotten. Tennesseans, Mississippians, and Alabamians who had heard exciting and gory tales from the lips of men who had adventured along the Old Trace, added to and passed them on. In such a fashion, its history became a part of the folklore of the region, but never elicited nationwide popular interest. Singularly enough, it was neglected by writers of western fiction and by the movies and radio.

Other frontier roads--the Wilderness Road, the Old National Road, the Santa Fe Trail, and the Oregon Trail--had vastly greater fame. Josiah Gregg's Commerce of the Prairies, narrating in a vivid fashion the story of the Santa Fe Trail, was published in 1844, while Francis Parkman's Oregon Trail appeared in 1849. Both were repeatedly published and became minor classics, well known in millions of American homes. These books, innumerable novels, biographies, poems, and eventually movies and television made incidents and personalities associated with these colorful roads familiar to even the youngest of school children.

Why then did Congress choose to commemorate the Natchez Trace rather than one of the better known historic roads? The answer is, as will appear later in this history, that an ambitious and alert Congressman happened at a propitious time to "hit on an idea" and followed it up.

II MISSISSIPPI DAUGHTERS OF THE AMERICAN REVOLUTION DISCOVER THE NATCHEZ TRACE

The movement to commemorate the old road began in 1905 when Mrs. Egbert Jones of Holly Springs suggested to the Mississippi Daughters of the American Revolution at their first statewide conference that they "commemorate the Trace" by erecting granite markers, with appropriate inscriptions, in every county through which it ran. How much of its history was known to Mrs. Jones and her colleagues is impossible to guess. Perhaps they had read John Swain's "The Natchez Trace" in the September 1905 issue of Everybody's Magazine. Since it contained precious little history, Mrs. Jones must have been mainly inspired by the flamboyant folklore of the old road.¹

Prior to this time, neither article nor book on the old road had appeared in print. Experiences of men who had made the journey between Natchez and Nashville had occasionally been published. Probably the best known was from the pen of James Parton, who, in 1860, published a Life of Andrew Jackson, a chapter of which was devoted to the march of the Tennessee Volunteers over the Old Trace in 1813. The less well known narrative of Francis Baily, an Englishman who had made the same journey in 1797, was published in 1856. Aside from Parton and Baily, only a few short notices in treatises, biographies, or memoirs had been put into print. It was unknown to the reading public and familiar to only a few specialists working in the history of the Old Southwest.

Mrs. Jones' idea was slow germinating. Only in 1908, after she had become the State Regent of the Mississippi Society of the Daughters of the American Revolution, did her idea bear tangible fruit. Erecting the markers became an official Society project. Simultaneously, patriotic societies in Alabama and Tennessee were invited to participate in the project and erect similar markers in their respective States.

Progress was slow. Money was scarce. It required a real effort by the Society to raise \$230 to erect the first marker at Natchez in 1909. Another was erected in 1910 at Port Gibson, and still another at Kosciusko in 1912. The fourth was located in Tishomingo County in 1913 on the State line, to which the Alabama Society contributed half the cost. In 1914, the Lee County marker was erected.

Rather hopefully, Mrs. A. F. Fox of West Point, in 1910, commented on what had been achieved.

"It requires no stretch of the imagination to look back upon a time when the Natchez Trace was practically unknown to the people of Mississippi * * *. But with pardonable pride we

claim for the Mississippi Society of the DAR the credit for awakening general public interest * * *."

At this point the mild response to the marking project produced discouragement, if not despair, and led to a change in tactics. The Daughters, not yet terrified by the spectre of big government, turned to the State legislature for help. Mississippi solons in recent years had been quite liberal in providing funds for Civil War memorials at Shiloh, Vicksburg, and elsewhere. The veteran vote--Revolutionary--was not as potent as the veteran vote--Confederate. Their request was spurned.

Like good "Continentials," the Daughters took the refusal in good spirit, continued their effort, and succeeded in adding two or more to the list of markers, French Camp in 1915 and Houston in 1916. During these years, Tennessee and Alabama organizations--Daughters of the American Revolution, The Daughters of 1812, and a local historical society--placed markers in all their counties except one, the lone exception being Hickman County, Tennessee. Many of these markers were metal tablets, much cheaper to erect than those of granite in Mississippi.

Midstream had hardly been reached in 1916, but at that point the Daughters again changed tactics. Public opinion at that time was preoccupied with good roads. Chambers of Commerce had their local objectives. Nationwide and state conventions were urging and pleading the cause of good roads.

Just who it was that suggested the new approach cannot be determined. Mrs. A. F. Fox signaled the change in 1916 when she reported:

"Last November a movement was inaugurated by the Natchez Chamber of Commerce to reconstruct the Natchez Trace and make it a great highway from Nashville, Tenn., to Natchez and on to New Orleans * * *. We were invited * * * to join in a convention, January 19, 1916, at Kosciusko to organize the Natchez Trace Association * * * a Highway Association was organized and a charter adopted."

The new organization began a short lived campaign, and had windshield stickers printed, bearing the label "Pave the Natchez Trace," which were widely distributed in Natchez, Kosciusko, Clinton, and elsewhere. Nothing came of the effort at the time. The Federal Highway Aid Act of 1916 made the selection of roads to be designated as interstate highways a function of the State Highway Commissions, which were just coming into being. They were disinclined to improve a road merely to commemorate its history when there were insufficient funds to build trunk highways. Moreover, America, in 1916 was becoming more and more

engrossed in the war in Europe. After our entry into the war, the Natchez Trace sank into the dim background.

Undaunted, the Daughters stuck to their muskets and succeeded in erecting a single marker, Jefferson County, near the site of Old Greenville, in 1920. Then followed a six-year lull. A new burst of energy resulted in placing three markers in five years, 1926 to 1930, in Hinds, Prentiss, and Madison Counties. In the depression years of 1932 and 1933, the markers in Pontotoc, Webster, and Leake Counties were erected.

When the last marker, Leake County, was dedicated in 1933, it must have seemed to the "Daughters" that their work had been done. These inscriptions which they had had incised into stone or moulded into metal would remind each new generation of the Natchez Trace and of the heroic deeds of the men who had traveled its tortuous course.²

Newspaper publicity and dedicatory addresses did create public interest, and quite possibly were the sparks that led to serious study of the history of the Natchez Trace. Between the years 1910 and 1926, four articles appeared in local historical journals and one in a scholarly publication with nationwide circulation. These did much to dispel the fog of myth and tradition which had enveloped the old road. Collectively, they provided a solid foundation for a serious search for the truth about the old road and for its significance in the larger history of the region and nation. Also, they served as a point of departure for an increasingly large number of news stories and feature articles in Sunday supplements, and for talks to patriotic societies and civic organizations.

In such a fashion the Mississippi Daughters of the American Revolution, by giving wide currency to the story of the Old Natchez Trace, unknowingly planted the seed from which a national parkway grew.

DAUGHTERS OF THE AMERICAN REVOLUTION
NATCHEZ TRACE MARKERS IN MISSISSIPPI

<u>County</u>	<u>Near</u>	<u>Date Erected</u>
Adams	Natchez	1909
Claiborne	Port Gibson	1910
Attala	Kosciusko	1912
Tishomingo	Tishomingo	1913
Lee	Tupelo	1913
Choctaw	French Camp	1915
Chickasaw	Houston	1916
Jefferson	Old Greenville	1920
Hinds	Clinton	1926

Prentiss
Madison
Pontotoc
Webster
Leake

Marietta
Old Madisonville
Belden
Mathiston
Thomastown

1927
1928
1932
1933
1933

III PAVE THE NATCHEZ TRACE

Of the several Daughters of the American Revolution marker dedicatory addresses, the most significant was that made by Thomas A. Bailey, later Governor of Mississippi, in January 1932 at Mathiston. Ned Lee, the editor of the Webster Progress, was present and became interested. Soon thereafter, he suggested that Jim Walton, an itinerant piano tuner, amateur journalist, self-styled colonel, and "International Hobo," devote his talents to the Natchez Trace "to substantiate its actual route and a study of its history in that part of Mississippi." This Walton did in a column, "Bits and Tidbits," which was well received locally.³

In August 1933, Walton called on Congressman Thomas Jefferson Busby of the Mississippi Fourth District, at Houston, described the Daughters' recently completed marking program, and suggested that he " * * * introduce a bill in Congress for a survey of the Old Natchez Trace * * *." Walton frankly expressed little hope of such a bill being passed by Congress, but he thought it would be a pleasing gesture to the "ladies of the DAR" and that they were entitled to this recognition for the work they had done.⁴

Busby thereupon became interested and called on the Library of Congress for information on this famous old road. He was not disappointed. That great repository furnished maps, documents, letters, books, and periodicals--a small library. After poring over these materials, he soon came to the conclusion that the Old Trace possessed greater historical significance than he had suspected and resolved to seek legislation to restore and pave the Natchez Trace. Such a proposal was certain to appeal to Mississippians. It promised to bring money into the state at a time when every community was eagerly seeking projects to put the unemployed to work.

Moreover, the moment was propitious. Congress had provided, by the National Recovery Act of June 1933, for a comprehensive system of public works embracing highways, parkways, and other useful projects. Thereupon, both Congressmen and local officials began an eager search for projects, any kind of project that the Public Works Administration would approve, which would create local payrolls and pour money into states, counties, or cities.

Busby then let his home folks know that he intended to introduce his bill into the next session of Congress and that he would need enthusiastic popular support. Commenting on this matter years later, he humorously remarked, "We needed somebody to whoop and holler."

The response was gratifying. Leaders of opinion formed local groups to support their Congressman. Encouraged by the success of his column and fortified by the knowledge of Busby's intention, Walton appointed himself to be "Organizing Director" of an imaginary organization, the Natchez Trace Military Highway Association. He issued a call for a meeting of representatives from patriotic societies, county boards of supervisors, and others interested in history and good roads to meet in Jackson, Mississippi on January 10 and 11, 1934, to create a permanent organization whose stated purpose was to pressure Congress to rebuild the Natchez Trace as a military highway.⁵

He announced through the press that Governor Mike Connor, Senator Pat Harrison and Congressmen from Mississippi, the heads of the Departments of Archives and History of Alabama and Mississippi, the State Librarian and Archivist of Tennessee, and many others interested in the historical preservation movement would be present. As a finale, the super-imaginative Colonel promised a banquet and ball with Senator Harrison and the actress Tullulah Bankhead leading the grand march.

Despite the failure of the celebrities invited by the grandiloquent ex-piano tuner to appear, there was a large turnout in Jackson on January 10. Every county through which the Trace ran was represented, as was the National Park Service. The Colonel presided and addresses were made by Mrs. A. L. Bondurent for the Daughters of the American Revolution, E. T. Winston of Pontotoc for the press, and others for their communities. Among those attending the meeting were Mrs. Roane Fleming Byrnes of Natchez and Ralph L. Landrum of Kosciusko, who were destined in the years to come to be tremendously effective organizers of public support for the Natchez Trace Parkway. The Mississippi legislature appeared en masse at a night session, and the next day unanimously passed a joint resolution requesting Congress to appropriate funds to pave the Old Trace.

Before winding up business on the third day, the group perfected a permanent organization with the slightly ridiculous name, the Natchez Trace Military Highway Association. Later, under a simplified name, the organization was to play a useful role in keeping the project before the public. Busby now had not only a great many influential Mississippians but also the entire membership of the State legislature "to whoop and holler."⁶

Assured of popular support from Alabama and Tennessee, and having secured the approval of Congressional colleagues, Congressman Busby, on February 14, 1934, introduced two bills into the House of Representatives. The first would authorize the appropriation of

* * * a sum not exceeding \$50,000 to be used by the Department of the Interior through the National Park Service with which to make a survey of the Old Natchez Trace. * * * with the objective of determining matters concerning the construction of the Natchez Trace Parkway.⁷

The second would authorize an appropriation of \$25 million to construct the Natchez Trace Parkway.

Speaking in support of these measures, he narrated briefly the story of the road, described its location, and explained how important it had been during the War of 1812. The nub of his argument seemed to be that, since the old road had so much historical importance, the Federal Government should rebuild it, and that it would be "an advantageous and useful investment by the National Government for all the people."

Congressman Busby further observed that his proposal has a wide measure of public support from the people back home.

* * * unusual interest is being manifested in the building of a national parkway by the Government, Natchez Trace organization having been perfected in almost every county through which the Trace passes; * * * ⁸

Five days later, Senator Hubert D. Stephens, at Busby's request, introduced an identical bill into the upper House. Both bills were referred to the House Committee on Roads. The Chairman, Wilburn Cartright, thereupon scheduled a hearing, which began on March 5, 1934, and lasted for two days. Busby explained the purpose and scope of his proposal and ably defended it before a not unfriendly committee. He set forth the story of the old road and explained its historical importance. He then suggested that, if improved with Federal funds, the old road might regain its importance and become a part of a national road system. But why begin with the Natchez Trace? Busby was frank. He said:

It is a scenic highway, but it also is a utility proposition, a project of great usefulness * * *. People of the country must find the best way they can from New Orleans, Baton Rouge, and points in Texas across to Nashville, Paducah, and other sections of the North and East; but there is no system of roads that is adequate to this particular territory and there is not likely to be any for many years to come.⁹

To lend added support, Busby persuaded the two Senators from Mississippi and ten of his House colleagues, including the

Democratic Floor Leader, to support his measure. Further support came from the testimony of six Mississippians, among whom were Mrs. Edith Wyatt Moore of Natchez and Mrs. J. S. Mayfield, who had appeared before a joint session of the Mississippi Senate and House of Representatives on January 10, 1934. All the witnesses generally amplified and corroborated Busby's estimate of the historical significance of the Old Trace. Senator Harrison's testimony reinforced that of his colleague from the House of Representatives.

* * * the people of My State are deeply interested in this proposed legislation. They are interested not only because of the commercial benefits * * * but also because it will mean the marking of a very historic trail.¹⁰

To Congressman Russell Elzey from Mississippi, the "good roads" aspect was paramount. He said:

First it is important * * * as it will expedite motor transportation from the Southwest and the South to Washington, and will facilitate the transportation of troops and raw materials of all kinds * * *. This project * * * is a typical Public Works project of this administration. It would put many men to work on a worthwhile project.¹¹

After committee approval and passage by both the House and Senate, the bill authorizing the survey went to the Bureau of the Budget for an opinion. The Secretary of the Interior, Harold Ickes, reported the measure to be "not in accord" with the President's program and advised a veto.

The White House informed Senator Pat Harrison of the proposed action, and he in turn notified Busby, then sojourning in Mississippi. The ever-diligent Busby hastened to Washington and arranged for a meeting on May 19, 1934, with President Roosevelt. Congressional delegations from Mississippi, Alabama, and Tennessee answered the summons of their colleague from Mississippi to support "his bill." Harrison, by common consent it seems, became the spokesman. Neither is it known what he said, nor is it particularly important. As Chairman of the Senate Finance Committee, he, even though he had little sympathy with some of its measures, was loyally supporting the Administration. His continued support was essential.¹²

Possibly less impressed by the merit of the proposal than his need for Harrison's continued support, the President agreed to withhold his veto.¹³ He advised the delegation that it would not be necessary to request an appropriation, and subsequently directed that the survey be financed by an allotment from the 1935 National Park Service's Roads and Trails appropriation.¹⁴

This action, by which the Government of the United States assumed a highly tenuous conditional obligation to provide the millions necessary for the creation of a unit of the National Park System, is almost without parallel. Except for the Blue Ridge Parkway, years of agitating and campaigning usually had been necessary before Congress could be persuaded even to consider adding a new unit to the National Park System.

As matters then stood, there was no assurance that the project to restore the Old Natchez Trace could or would be carried out. Since Congress did not authorize any appropriation to construct but only to survey and to determine its feasibility, it seems clear that the leadership had decided to wait the outcome of the investigations which the National Park Service and the Bureau of Public Roads began in 1934.

Moreover, the sponsors well knew that the Chief Executive could not, by allocating public works or relief funds to begin a project, commit the Federal Government to its completion. As a matter of fact, two presidentially favored projects, the Florida ship canal and the Passamaqueddy tidal power development, were already under severe attack, and eventually were killed by Congressional opposition.

Today the dreams of the Daughters of the American Revolution, the imagination of "Colonel" Walton, the vision of Busby, Stephens, and Harrison are taking form. Archeologists and Historians have searched the past, others guard the azalea, the dogwood, and the oak. Engineers and their bulldozers will in time complete a modern parkway so that you may see and feel a portion of this country in much the same light as did your forefathers.

IV THE NATCHEZ TRACE ASSOCIATIONS

In the fall of 1933 a movement was begun in Mississippi for the organization of a Natchez Trace Association.¹⁵ At its first meeting in Jackson, Mississippi in January 1934, an organization was effected and officials were elected. Affiliated with this state organization were county units, one for each of most of the Mississippi counties through which the Old Trace passed, and state organizations for Tennessee and Alabama.

Passage, in May 1934, of the act of Congress authorizing the survey of the Natchez Trace was followed, on June 10, 1934, by a reorganization of the Natchez Trace Association in Mississippi, this time on a more permanent basis. It was an amorphous, shadowy organization through which a small group of adept and knowledgeable people worked for a single aim--"a paved road from Nashville, Tennessee, to Natchez, Mississippi." The sole purpose of the Natchez Trace Association is to sponsor the memorializing of the Trace and the construction of a parkway along its route. The membership embraces the members of all civic or patriotic groups interested in the Old Trace on sentimental, patriotic, historic, and economic grounds. It is this latter interest which sets the Natchez Trace Associations apart from all other organizations interested in the Natchez Trace.

While many people, some prominent in local and State affairs, paid dues and took some part in association affairs, its more effective work in the early years was done by four Natchez Trace enthusiasts. They gave freely of their time, talent, and considerable influence to this self-imposed task. It was in large part due to the behind-the-scenes activities of Mrs. Ferriday Byrnes of Natchez, Ralph Landrum of Kosciusko, P. M. Estes of Nashville, and Paul Coburn of Tuscumbia that the movement to establish the Natchez Trace Parkway succeeded. Except for some coordination by Mr. Landrum, these people, each in his or her State, worked almost independently but along parallel lines. Except for a few hundred dollars for postage, travel, and clerical help, they paid their own travel and asked no other reward than satisfaction in a job well done.

Mrs. Byrnes became president of the Mississippi Natchez Trace Association in 1934--a vantage point from which she conducted a marvelously effective promotional campaign. As a behind-the-scenes operator, she made excellent use of a unique talent for friendship. She entertained the great, the near great, and mere namedroppers in her home and at the Natchez Pilgrimage functions, always making the point that these delights would be available to innumerable others if only the Natchez Trace Parkway were

completed. She had organized many civic enterprises in Natchez, and, along with Mrs. Balfour Miller, was largely responsible for the success of the Natchez Pilgrimage, a cooperative enterprise in historic preservation which gained national attention. Her dream was not merely to see Natchez become the terminus of a paved road. Eventually, she developed a broader concept and a keen appreciation of its history, and saw in the parkway, with its frontier associations and interpretive developments, a fitting introduction to the glories of antebellum Natchez.

She assiduously cultivated U.S. Congressmen and Senators, State officials, governors, legislators, and highway commissioners--anyone who might support the Natchez Trace Parkway. Editors, novelists, poets, artists, historians, and hack writers all sat at her feet, "drank moonshine and ate meat loaf," and left her presence convinced supporters of the Natchez Trace. Scribner's published a Natchez Trace edition of Stark Young's So Red the Rose. Eudora Welty did her part in The Robber Bridegroom. Lesser writers laid the scene of their novels in Natchez, and as a matter of course, touched on some phase of Natchez Trace history; while others trooped their fictional characters through primeval forests, waded them through dreary swamps, hid them in caves, and threatened them with robbers and Indians.

Mrs. Byrnes was equally effective in a quite different sphere of activity. She organized and promoted rallies of Trace supporters--annual meetings of the Natchez Trace Association. Here, distinguished public figures extolled the glories of the Trace while those who administered parkway affairs detailed the preceding year's achievements. Committees presented sonorous resolutions which made those who voted for them feel as if they were partners in a great enterprise.

With a keen appreciation of spectacle and drama, Mrs. Byrnes organized appropriate gala celebrations to call public attention to specific events. Thus at Canton, the Governor of Mississippi turned the first spade of soil to mark the beginning of parkway construction. On another occasion she induced high officials of the Mexican Government to visit Natchez to promote the idea that the parkway might become a link in a great highway connecting Washington, D.C., and Mexico City.

The commemoration of the completion of the parkway road between Jackson (Ridgeland) and Kosciusko in 1952 was the occasion for another of these affairs; speech making and rejoicing, a ribbon cutting, and a parade characterized the occasion. Leading the procession was a bevy of hoop-skirted Natchez belles riding in a ox-drawn vehicle, followed by a similar bevy in contemporary costumes in open convertibles. This tableau symbolizing the progression from frontier trail to parkway was merely one of the

attention-drawing devices conceived by Mrs. Byrnes and her associates. All were apt, in good taste, and produced good pictures and good copy--a public relation man's or woman's dream.

How or why Patrick Mann Estes became interested in the Natchez Trace and constituted himself a one-man Tennessee Natchez Trace Association will never be known. President of a great insurance company and a man of wealth, inclined to regard all New Deal projects as wasteful, and so far as is known having little interest in historical restoration, it is strange that he did interest himself and devote considerable time and effort to promote the parkway.

At first he had no idea of what a parkway might be and thought that merely to pave the Trace, eliminating a few crooks and turns, would be a fitting memorial. It would be cheap and Tennessee would get some portion of the funds which the New Dealers were wasting on ill-conceived useless projects.

Tennessee, as he once remarked, had a more highly developed public road system than did Mississippi. There was a paved road south from Nashville to Florence, Alabama. Because of this situation, wide public demand for a parallel road did not exist and could have been created only by means of an expensive campaign effort. Under these conditions, Estes proved to be the ideal man to induce the State of Tennessee to join in a cooperative development program. He knew almost everyone in the higher echelons of Tennessee government and many in positions of authority in Washington. Men in high places respected his judgment and acted on his suggestions.

Among the men whom he consulted on parkway matters, either face to face or by letter, were J. S. Byrnes and Homer Rainey, both speakers of the U. S. House of Representatives, three Governors of Tennessee, Hill McAllister, Gordon Browning, and Gordon Cooper, and officials of the Tennessee Highway Department.

It perhaps is accurate to say that Mr. Estes was a very effective mediator between the National Park Service and the Tennessee authorities. He familiarized himself with Service and parkway policies and presented them to the State authorities in such a fashion as to secure their acquiescence, if not enthusiastic support.

In evaluating the service of P. M. Estes to the Natchez Trace Parkway, it is safe to say that without his efforts it is doubtful that the State of Tennessee could have been induced to join in the cooperative effort to create the parkway.

That Alabama joined Mississippi and Tennessee as cooperators in the Natchez Trace enterprise is largely due to the work of Paul Coburn. He was the editor and publisher of a weekly newspaper, the Tuscumbia Reporter, and represented Colbert County in the Alabama Legislature. His interest in the Trace must have resulted from the proposal that the parkway would cross his county, rather than any wish to preserve a historic landmark. During the years from 1935 to 1940, the Reporter, with dozens of stories relating to the Trace, built up some local interest in Colbert and Lauderdale Counties, but had little influence on the State at large.

It would seem, although there are no resources available to document such a conclusion, that Coburn's contribution to Trace promotion lay in the political field. County editors frequently become adroit politicians, know how and with whom to make deals, and exercise considerable influence in governmental affairs. Because of Coburn's "horse trading," the Alabama Legislature was induced to enact parkway legislation and to provide funds for land acquisition.

During those early years when the future of the parkway was touch and go, Ralph Landrum's services were indispensable. A young and aggressive attorney, he was an ideal promoter. As executive secretary of the association, for many years he ably seconded Mrs. Byrnes, and on his own conducted a never-ending campaign. By letter and personal contact, he made sure that the right people attended the numerous public meetings, made detailed arrangements for entertaining distinguished guests, and saw to it that the news media were properly informed. His infectious enthusiasm, unfailing good humor, and tact were instrumental in holding the organization together and contributed not a little to ultimate success.

These early efforts contributed materially to the creation of the Natchez Trace Parkway. It is inconceivable that without them the three States could have been induced to join the cooperative effort merely to secure the expenditure of Federal funds on approximately a 10 to 1 matching basis. Action came because there was always someone, when these matters came up, to remind governors, legislators, and highway commissioners of the Natchez Trace and its needs.

The same holds for action on the Federal level. United States Senators and Representatives are busy men, subject to constant pressure from their constituents, who probably would not have been quite so diligent in supporting legislation or cajoling administrative authorities for allocations without a constant reminder from Mrs. Byrnes or P. M. Estes.

When Mrs. Ferriday Byrnes died in 1970 Mr. Landrum became president and continued to provide leadership, including making several trips to Washington to talk with the Congressional delegation, until his death in 1976. At the annual business meeting in Tupelo, September 24, 1976, S. A. Hancock, Jr., was elected to succeed Mr. Landrum as President of the Mississippi Natchez Trace Association. Mr. Hancock was serving as Vice President for the north chapter of the association and through the years had been an active supporter of both the parkway and the association.

The Bicentennial year of 1976 brought renewed interest from all three Natchez Trace Associations as well as promising actions toward completion of the parkway. Early in the year a "Finish Trace" Committee was organized within the Tupelo Community Development foundation Special Events Committee and a slide program, folder, and bumper stickers and buttons were produced, all promoting "Finish Trace."

For the first time representatives of the three states through which the Natchez Trace Parkway passes got together in a joint commitment and united effort to finish the long delayed project.

Over 200 people from Alabama, Tennessee, and Mississippi met in Tupelo during the annual Natchez Trace Association meeting held September 25 in conjunction with the Old Trace Crafts Festival and the Mid-America Antique Car Show. All three events were designed to publicize the need for early completion of the Natchez Trace Parkway. At the noon luncheon meeting Deputy Secretary of the Interior Douglas Wheeler announced that President Ford's Bicentennial Land Heritage Program included approximately \$30 million for parkway construction and overlay in the 1977 FY.

The 46th annual meeting of the 3-state Natchez Trace Parkway Association was held April 22, 1978, at Tishomingo State Park. Mississippi Representative Jamie L. Whitten was the principal speaker. On September 1 the Tennessee Natchez Trace Parkway Association sponsored a "Finish the Trace" country ham breakfast in Nashville. Superintendent Ogle brought the group up-to-date on estimated costs for parkway completion.

Approximately 500 people attended the 1979 Natchez Trace Association banquet held in Tupelo July 6. National Park Service Director Whalen and Southeast Regional Director Joe Brown attended. Principal speakers were Director Whalen, Superintendent Jack Ogle, and Representative Jamie Whitten. Association members from Mississippi, Alabama, and Tennessee attended and showed strong public support for completion of the parkway. Another meeting scheduled in Natchez in September was cancelled because of lack of interest and inability to locate a keynote speaker.

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Past Presidents { goes back further? }

Mrs FERRIDAY BRYNES	1934-1970
Mr RALPH LAWORUM	1970-76
Mr J.A. HANCOCK JR	1976- 78 78 ?
Mr P.O. BEARD	1978 78-80
Mr R.B. DOSSETT	1980-83
Mrs GENE RATHIFF	1983 -

V THE SURVEY

The National Park Service, apparently on the specific order of the President, allocated \$50,000 from its 1934 Roads and Trails appropriation and set up an ad hoc organization to carry out the vaguely outlined work envisaged by the Natchez Trace Parkway Survey Act of May 21, 1934.

The said survey shall locate the Natchez Trace as near as practicable to its original route. An estimate of cost of construction of an appropriate national parkway over this route, and such other data shall be obtained by said survey with the objective of determining matters concerning the construction of the Natchez Trace Parkway. 16

To the Bureau of Public Roads of the Department of Commerce was allocated \$40,000 to locate on the ground and mark the old Natchez Trace, and to select the location of the parkway road and to estimate its cost. F. L. Brownell, Associate Highway Engineer, was selected to conduct the survey.

The Service, for its part, retained \$10,000, and assigned personnel from its branches of Plans and Design and Historic Sites and Buildings to advise, aid, and direct the work of Engineer Brownell. E. S. Zimmer and his assistant, J. H. Haynor, Landscape Architects, proceeded to Jackson, Mississippi, and set up an embryo field organization.

To look into the history of the Old Trace, the Service assigned Ruth E. Butler to do the necessary investigation in Washington; O. T. Hagen to locate the Old Trace in Mississippi; and R. B. Truett to do the same thing in Tennessee and Alabama.

The first job was to find the Natchez Trace. This could only be done by the historians. They ransacked the holdings of the Library of Congress, the U. S. Geological Survey, the Post Office Department, the Engineering Division of the War Department, and the General Land Office. The most immediately useful information came from the last mentioned organization.

It came from the township plats drawn from the original surveys of Alabama and Mississippi. They revealed the location of a road, or roads, sometimes named but frequently not, in every township in those States through which the Old Trace ran. No such maps existed in Tennessee. Consequently, the location of the old road was determined from physical remains and local

tradition. It is true that early research turned up a map of the Old Trace prepared under instructions from General Wilkinson, but it was useless to an engineer trying to identify the road and trace its meandering course over a distance of more than 450 miles.

The method of locating the Old Trace varied from State to State, and indeed within a State. In the Old Natchez District, lack of regular surveys vitiated the value of the township plats. They did show a road which might be called the Old Trace, but the "metes and bounds" surveys, made many years before township lines were surveyed, were of no value in detailed location. However, a road or a series of roads were tentatively identified, then checked on the ground. The result was approximately accurate.

From the Hinds-Claiborne line to the Tennessee-Alabama line, the township plat information was basic. After the general location was mapped and checked by location of control points, markers, road and stream crossings, towns, and historic sites, it was possible to identify local roads as part of the Old Trace. Where roads had been abandoned, it was frequently possible to identify the route by existing remains. Where all evidence had disappeared, the exact route, in a relatively few places, had to be guessed at.

After an immense volume of information had been assembled, Bureau of Roads engineers, advised by National Park Service historians, flagged the route by painting red blazes on trees, fence posts, buildings, and stones. The results of about a year of research, archival and field, were entered on a map of the old Trace; the most accurate, the most detailed, and withal the most authoritative yet produced.

With this data in hand an inspection party, including Messrs. Tolson, Vint, Chatelain, Zimmer, Hagen, and Truett, all of the National Park Service, Spellman and Brownell of the Bureau of Public Roads, and John Nolan, city planner and Harvard Professor, on March 14-21, 1935, inspected the proposed project and apparently agreed on and recommended the broad line of policy on location and development to be followed if construction of the parkway should be authorized. 17 The basic idea underlying the recommendation of the group was this: The major aim was not to preserve or restore the Old Trace, but to memorialize it by a "new Parkway".

Concurrently with the process of finding the Old Trace ran two closely related jobs. The first was to identify, locate, describe, sketch briefly the history of, and evaluate all historic sites on or near the Old Trace. This was deemed

necessary not only to give life and color to the narrative, but to illustrate it and to further an understanding of the role of the Trace in American history. This phase of the survey resulted in that part of the final report which contains thumbnail sketches and photographs of 42 historic sites.

The second concurrent job was to write a definite narrative history of the Old Trace. Although some aspects had been covered in periodical articles and books, no even semi-authoritative or comprehensive history had been written. Only a cursory delving into the voluminous sources of information was required to make it apparent that a definitive work would be urgently needed before even an approximately valid evolution of its significance could be arrived at and defended.

The narrative history, completed in mid-1935, consisted of an introduction and six chapters, more than 200 pages in typescript. It was the first comprehensive history, covering the period from about 1790 to 1830 of the Old Trace. The first two chapters were written by Truett, the next two by Butler, and the remaining by Hagen. They were somewhat repetitive and lacking in unity, as works of composite authorship frequently are; yet it was a solid piece of work. Its greatest contribution to existing knowledge was to be found in the last two chapters. Hagen explored for the first time the many factors which accounted for the decline and virtual disappearance of the historic road. Also, he sketched briefly the revival of interest in its history, which partly explained why a proposal to memorialize it met with popular favor.

The text was revised and edited by Alvin Stauffer and Malcolm Gardner in 1936-37. Most of the revisions seem to have related to style and eliminating mechanical and other errors. It underwent further revision and editing in 1940. At this time a chapter dealing with the Indian background of the Trace from the pen of J. D. Jennings was added and the entire work was published as a Senate Document No. 148, 76th Congress, 3rd Session.

The Bureau of Public Roads, as did the Service, performed two distinct functions as its part of the survey. With the Branch of Historic Sites and Buildings, it participated in, as heretofore mentioned, physically locating and flagging the Old Trace. Furthermore, it collaborated with the Branch of Plans and Design in selecting the route of the parkway road, carefully estimated the cost of construction, and perhaps also evaluated the feasibility of the proposed parkway. The tenor, content, and recommendations of said report are unknown to this office. Oral

tradition dating back to the years 1939-41 is that the Bureau recommended construction and estimated its cost as about \$25 million.

VI THE LANDS AND THE EVOLUTION OF A PARKWAY CONCEPT

Anyone who undertakes to faithfully and accurately write the history of an institution, be it that of a great nation or minute segment, frequently encounters gaps in the sources of information. Unfortunately, there was no Saint Simon to record the inner history of the Natchez Trace Parkway during its formative years. These matters were of too little magnitude to engage the attention of a Procopius, whose secret history of the inner working of the Byzantine Court is more revealing than the official chronicles.

This is not intended to suggest that what we today term the "in fighting" or "behind the scenes" moves and counter-moves that swirl around the seats of power in Washington resemble too much those that boiled up in 18th century Versailles or the 20th century Kremlin. Yet there are similarities; to a reflective observer, obscure events often reveal and illuminate not only the complexities but often the significance of what transpired.

That the Natchez Trace report, submitted to the Director in April 1935, produced varied reactions in the higher echelons of the Service, and also of the Department, goes without saying. If minutes were kept of the various meetings in which the Service's official position on the project were defined, they never came to the parkway office. At this date, nearly 30 years later, we are in the dark about what responsible officials thought or said. The parkway was, of course, informed of the decisions which came down from on high in the form of directives and instructions. To complete even a foggy outline of the "picture", we must depend on rumor cloaked in a dim haze of memory.

The 1935 survey report made two things obvious. The first was that the old Natchez Trace had a history. Many of the deeds of key figures of the Old Southwest occurred in its neighborhood. The existence of the old road had an appreciable and occasionally a decisive bearing on many stirring events in the history of the region, possibly of the Nation. No single event had any overpowering significance, but the total accumulation did. On such a showing of documented history, there was little doubt that the Natchez Trace merited a niche in the National Park System.

On the other hand, the report made it clear that there was a meager, and in many respects tenuous, physical base for historic site development. Elsewhere in America, those who designed historical parks had had an abundance of land from which to choose; land on which historic events had happened. Indeed, in most instances, historic land was so plentiful that planners, with rare exceptions, had a wide choice from which to make their

selections. It was impractical to embrace within park boundaries all the land over which contending armies in such encounters as Antietam, Chancellorsville, or Saratoga had fought. Always it was possible to include the setting of significant or dramatic events out of the American past--the Highwater Mark at Gettysburg, Railroad Redoubt at Vicksburg, or Independence Hall.

Quite a different situation faced those whose responsibility it was to acquire Natchez Trace Parkway land. The survey revealed that it was impossible to identify and locate the Old Natchez Trace. cursory investigation revealed the existence of at least three old trails or roads, each of which might with some validity be regarded as the road. Later investigation revealed several others.

In 1935 reports, historical and more particularly engineering, revealed the nature of the fundamental question to which an answer must be found before the decision to create the Natchez Trace Parkway could be made. Was it desirable to set up a unit of the National Park system, in effect a historical park, no matter what name it bore, in which less than 10 percent of the estimated requirement of 45,000 acres was historic ground?

Whatever doubts those who managed the Service may have had, a decision to proceed was reached. What happened next is the most obscure part of the story. This much, however, is certain: Senators and Representatives from Alabama, Tennessee, and above all Mississippi, mounted a campaign to induce the Public Works Administration to allot funds to begin construction, which the Service had already requested. Who in the Service made the decision to request the funds is not known. There is some reason to believe that the Secretary's Office was bypassed, and that only when official advice that the allotment had been made did Secretary Ickes learn he had funds with which to begin construction. On December 12, 1935, an allotment of \$1.5 million was obtained to defray the cost of preparing plans for short parkway sections, and also to begin construction. The decision to proceed, however, did not allay the doubts. Higher officials of the Service, and probably of the Department, still were not convinced that the Natchez Trace could, with propriety, be admitted to the System, or to say it another way, was of National Park Service caliber. It is, or was at one time, almost an article of faith that the Secretary shared this opinion.

That there were deep-seated differences of opinion within the Service is not unusual. They arise most frequently over less fundamental misgivings; whether or not the propriety of admitting the Blue Ridge Parkway to the lodge also came into question we do

not know. It is unlikely since that area possessed sterling scenic resources, resources which were recognized and appreciated even by the dedicated "Westerners".

The existence of these attitudes would hardly be worthy of mention, being difficult if not impossible to document, except that they exercised a powerful influence in the Service and continued for years to influence policy. It seemed at times as if they might bring about the liquidation of the Natchez Trace, if not all parkway projects. How widespread was the disparagement that penetrated Service circles is illustrated by a personal experience which occurred to Dr. Phelps as late as 1962 when he presented himself at the Great Smokies information desk. To the inquiry "Where are you from?", he confessed with some pride to being a Service man stationed at the Natchez Trace. To his astonishment the Ranger replied, "I certainly feel sorry for you!" To Dr. Phelps' "Why?", the Ranger replied, "Because you have nothing for visitors to see."

Looking back today, it is obvious that those who persistently questioned the propriety of parkways as units of the National Park system performed a useful service. They made it necessary to explore the parkway concept, find out where it originated, test its validity and determine to everyone's satisfaction that it was not an outgrowth foisted onto a conservation organization by project-hungry legislators who could think of nowhere else to put it.

A. E. Demeray examined the origins of the concept in a paper presented before the American Planning and Civic Association in 1936. He left no doubt that the concept grew out of the Act of May 23, 1928, authorizing the construction of the Mount Vernon Memorial Highway, which really was the first National Parkway. Furthermore, he made the point that the concept was "catching on"; at that moment the development of five parkways was being seriously discussed.

During the next five years, discernable progress was made in elaborating and defining parkways, what they were, and their place in the American scheme of things. That public opinion, as reflected in legislation, was in advance of that of those concerned with parks and park development seems to be indicated by the passage of the little noticed Parkway Act of June 18, 1940. (Stat. 54, 247). It authorized a series of studies looking toward the development of a national outdoor recreational policy. One extremely important result was the publication by the Department of the Interior in 1941 of A Study of the Park and Recreational Problem in the United States. Among other things, it suggested that the parkways might, on a national scale,

be utilized "to supplement and complement the Federal Park System and the Federal-Aid Highway System." T. C. Vint did this in the 1941 American Planning and Civil Annual. He baldly proclaimed that the parkway was not a highway, "It was a road," he said, "that is entirely for recreation, one that is built to display certain natural landscapes or historical country." Furthermore, parkways should never be permitted to infringe on highways. They were developing into motorists' parks and when crossing State lines very properly could be national in scope, supplementing, but never competing with national parks.

As a parkway theory or concept, whichever one prefers, was being hammered out in discussions in Washington, Richmond, Roanoke and Tupelo, there was action on another front. Those who originated the Natchez Trace idea, and their spokesmen in House or Senate, cared little about the form and shape their parkway assumed. They wanted a road--a road which the Federal government would, in large part, pay for.

Since it is impossible, without recourse to WASO files, to follow the twists and turns, confusion, and uncertainties of the years 1935-37, about all that can be said is that solid progress toward the establishment of the parkway was made. The Public Works Administration did allot funds, of which \$1,286,686 was to be spent in Mississippi. This action was followed by a period of intense activity. The Service hastily improvised a lands policy. Mississippi improvised a system of acquisition, and prior to June 30, 1937, had acquired about 40 miles of right-of-way near Jackson and Natchez.

Congressional delegations of the three states then directed their efforts toward getting legislative recognition. During the 1936 legislative session, a determined effort to secure funds by way of an appropriation act failed. Not to be foiled, these determined men resumed their battle in 1937.

This time they succeeded, getting a direct appropriation of \$1.5 million for the fiscal year 1938. Encouraged by such a success, the embattled parkway warriors kept up the pressure and persuaded their Senators and Congressmen to procure the passage May 18, 1938, of the act creating the Natchez Trace Parkway as a unit of the National Park System.

The backdoor approach had succeeded in getting the law onto the statute books, but the doubt still persisted. Did the Natchez Trace Parkway, or indeed any other parkway, properly belong in the National Park System? Both the Roosevelt and Truman administrations, as well as Congress, were committed to the parkway programs, and from 1935 to 1953 made available, either by

appropriation or allotment, a total of \$17,286,390 for construction. Absence of specific appropriations during the war years, 1943-46 and 1948-49, indicates not a lack of support and interest but rather that national resources were going into the war effort.

Natchez Trace Appropriations and Allotments 18

1935 - \$	18,823	1945 - \$	---
1936 -	43,754	1946 -	---
1937 -	95,550	1947 -	4,400,000
1938 -	2,194,141	1948 -	---
1939 -	1,978,685	1949 -	---
1940 -	1,359,546	1950 -	1,903,388
1941 -	700,000	1951 -	1,201,763
1942 -	2,100,000	1952 -	800,000
1943 -	80,740	1953 -	410,000
1944 -	---		
			<u>\$17,286,390</u>

need more years

With the advent of the Eisenhower administration there was a reappraisal of many programs which had originated under the New Deal. To a high level commission was entrusted the job of thoroughly investigating the parkway question and determining finally whether or not these areas might be eliminated from the National Park System. Perhaps they could be assigned to the Bureau of Public Roads for administration as part of a national highway system. Another possibility was that the parkways might be surrendered to the states to become parts of the State Park systems or perhaps made part of the State highway systems. Since copies of the commission minutes never came to the parkway, we can only guess at what happened. From conversations with some of those who had followed the discussions, it appears that what seemed to be an easy way to pare down big government was no simple task. The commission in due course reluctantly recommended that the parkways should remain in status quo.

If hearsay can be relied on, there were three compelling reasons for this decision. The first was that, having many park-like features, interpretive installations, scenery, and concessions, the parkways more nearly resembled parks than highways. Secondly, crossing state lines they were of more than local or state significance. Besides, the fact that the States, in good faith, provided free land, made the obligation to complete the parkways a morally binding contract. Lastly, a sum in excess of \$100 million had already been invested in road construction and facilities. Would any administration have hesitated to incur the protests not only of Congressional delegations but also the many that derived pleasure from the parkways?

Thereafter, the manner of providing funds for parkways was institutionalized. What sum should be appropriated each year came to be the main question. Completion of approved projects was no longer in annual jeopardy. Congressional committees, as a matter of course, provided annual appropriations, some disappointingly minute.

Many years after the Natchez Trace became a legally constituted unit of the National Park System, the Service itself resolved the question that had bothered not the promoters but many of the "purists" of the 1930's and 1940's. This it did by simply recognizing what had long been a fact. Namely, that there were three major types of resource values in the units of the system--natural, historic and recreational. Flexibility is to be achieved by a stated determination to develop every usable resource in each individual park.

Experience has demonstrated that the primary function of the Natchez Trace is recreational. At the same time, there are historical and natural values. For example, the role of Andrew Jackson in the history of the frontier is more understandable when viewed from the ground where it was played out. After all, he took his first step toward the Presidency of the United States on the Natchez Trace. As for beauty, there is more color on the Blue Ridge and it may display a wider variety of tints and shades. Color on the Blue Ridge is on steep hillsides; on the Natchez Trace it is on gentle slopes or rolling hills. Furthermore, there is probably a wider variety of scenery along the length of the Natchez Trace Parkway from the rolling foothills and limestone outcrops in Tennessee and Alabama through the rolling pine-covered plains and agricultural lands of northern Mississippi to the deeply eroded loess soil and spanish moss draped live oak of the southern portion near Natchez, Mississippi.

VII RESEARCH

"No geographic designation in the New World is more evocative than the Spanish Trail. None is more misleading. For the Spanish Trail never was. Instead there were many."

So remarked Hodding Carter to begin a book on the Spanish Trail in McGraw-Hill's American Trails Series. If National Park Service historians, to whom in 1933 had been given the job of locating the Natchez Trace, had been as perceptive, they, too, would have reported that there were many Natchez Traces.

Had so forthright an answer been incorporated into the 1935 Natchez Trace Report, would the National Park Service or Congress have authorized the creation of the Natchez Trace Parkway as a unit of the National Park system? Perhaps it was the wording of the Congressional act authorizing the survey of the old road which tended to direct research effort into a vain search for the Old Trace; a search which continued, intermittently, for several years. Fortunately, the men who selected the location of and designed the parkway road were guided by practical considerations. They, possibly unconsciously, knew that there never was an Old Trace and were never too concerned when it became necessary to deviate from one to another of the alleged locations. Adherence to the general location of a main line of communication was the criterion.

In this respect, the road designers were like those who had plodded the weary distance between Natchez and Nashville. No traveler followed all the crooks and turns of the old trail if there was an easier way around mudholes, swamps, or steep hills.

The objective of the National Park Service in planning the Natchez Trace Parkway was to commemorate, or to "call to memory", the history of a historic trail.

What were they like, the travelers on this road? They gave it meaning. With every footstep and hoofbeat that wore deep ruts into the soil, they changed its being. To what purpose did they journey? How, as a consequence of their journeying, was the history of the land and nation changed?

The remark of a man high in the administrative circles of the National Park Service illustrates the insistence on a historical interest concerned primarily with physical remains--landmarks directly associated with the Trace. Reviewing a report on a historic house, he observed, "It is primarily a saga of John Gordon's activities rather than a study of the historical significance of Gordon's Ferry." And this about a man who was the first U. S. Postmaster at Nashville, who had traveled part of

the Old Trace for 30 years, who had lived beside it and for many years had operated a ferry to facilitate travel between Nashville and Natchez.

To seek a devil on whom can be loaded the responsibility for the narrowly circumscribed outlook which governed the objectives of the study of Natchez Trace history is bootless. The National Park Service in 1933 found itself saddled with the administration of 37 existing historical areas; a task for which it was ill prepared. During the following years, the Service was deluged with proposals calling for the establishment of new historical areas. Unfortunately, adequate criteria and procedures had not yet been developed. Playing by ear was the only way in which these matters could be handled.

To perform the tremendously important research job, the Service had to rely on a staff of hastily assembled, academically trained and oriented historians, who, by force of circumstances, devoted most of their time to creating and administering a history program; a program in which interpretation, at first called originally education, had first priority. The result was that research was neglected; it could be done only after the visitors had been taken care of--administratively along the corridors of the Interior Building in Washington, or along the trenches at Petersburg.

There is cause for wonder that so much sound research was done by the green historians in the field. With little in the way of leadership and working fitfully between talks to visitors, the field historians produced a respectable volume of work, sound scholarly work at that.

Such was the situation in 1934 when study of the history of the Natchez Trace began.

The three inexperienced men who were assigned the job of locating the Natchez Trace on a map and then flagging this location on the ground worked under a misconception that proved to be a serious, but not fatal, handicap. They were seeking a road that never was; which had acquired a name, retrospectively, many years after it and its component parts had lost those characteristics assigned to it in the preamble of Busby's resolution of 1934.

It took only a little digging around in contemporary sources of information to learn that, beginning in the 1780's, there had been considerable travel along an old Indian trail between Natchez and Nashville. Next they learned of the postal route, mapped and in part opened up by the United States Government, and finally that by use of appropriated funds the job begun by General Wilkinson in 1801 was completed in 1807.

The richest and most authoritative source of information proved to be the original township maps based on surveys made by the General Land Office from 1810 to 1834. Supplemented by field notes, these maps provided sufficient data to show on a map a road extending from Natchez through Mississippi and Alabama to the southern Tennessee line.

This road, with its extension through Tennessee to Nashville, which was identified largely from oral tradition gathered by the U. S. Geological Survey for its maps, was erroneously described as the Natchez Trace. As justification for using such a name, it was correctly pointed out that this, under various names, was the route between Natchez and Nashville. Indeed it was. But it was not the Trace to the men who used it, although some parts of it were, as early as 1830, being called the Natchez Trace.

Although it was not spelled out on the map (U. S. Department of Agriculture, Bureau of Public Roads, Natchez Trace, 1935) or in the conclusion and recommendations, failure to identify the Old Trace was made abundantly clear in the text of the 1935 report. The report, except for this ambiguity, was in its broad outlines correct, and set forth for the first time a reasonably complete history of a frontier route of travel.

The report also provided a tentative and incomplete answer to the question, "What were they like, the travelers on this road?" Tentatively, likewise, the report contained an inventory of sites--places where the activities of human beings had left their imprint on the land traversed by this ancient trail.

Later study modified in some respects the basic story put on paper by Butler, Hagen and Truett. Errors were corrected. Further research brought out many details which beefed up the narrative. Some few misapprehensions were replaced by more accurate and objective interpretations.

The 1935 report, despite its relatively minor shortcomings, was an able, sound, and clear-sighted planning document. Not the least of its virtues was that the authors perceived that in planning a parkway most of the maxims which governed the preservation of historic sites would not apply. It served as the all important basic pattern of parkway planning during the critical years 1936-38. Probably, it has had a more profound and pervasive influence on parkway planning than all subsequent research and study.

Except for a dip into the history of Anglo-French colonial rivalry and a close look at the Ackia campaign, little effort was

devoted to research during the years 1935-40. Then began an intensive study of locations and historic sites. Some additional data bearing on locations were unearthed, and a considerable volume of evidence dealing with the location and history of many sites on or near the parkway was assembled. In some instances it merely amplified information on sites discussed in the 1935 report. On the other hand, some sites were studied whose relationship to the parkway had not hitherto been perceived.

The newly dug up information was then integrated into and combined with that gathered earlier and was used in the preparation of an adequately documented historical base map. With supporting data, this map, completed in February 1943 and revised in 1946, became a part of the first edition of the Natchez Trace Parkway Master Plan in 1944.

With the completion of the historical and archeological base map, there was a considerable change in emphasis. Thereafter, research was devoted in part to a study of the people who traveled the old trail, and also to more intensive study of historic sites. All in all, about 75 research projects were completed in 1963. These included lengthy studies, like those dealing with Mount Locust and the Gordon House, and minor studies whose functions were to authenticate the location of sites of secondary importance and provide data for interpretive markers.

Some 25 of these studies were published in the Journal of Mississippi History, the Tennessee Historical Quarterly, the Alabama Review, and the Alabama Historical Quarterly. This great volume of research has been necessary because little study had been devoted to the Trace prior to 1930. Also, the region had not received the same amount of attention from local historians as had such states as Georgia and Massachusetts.

With the exception of such major projects as studies of Natchez and Nashville and a few minor studies such as Clinton or Port Gibson, most of the research necessary for parkway development to broaden and deepen our appreciation of the role of the old road in the American past will be needed to strengthen the parkway interpretive program as it expands and develops with completion of the parkway and development of additional facilities.

The frontiersmen who walked or rode the old trail could not have failed to note and to wonder about other obvious products of human effort--Indian mounds. After the passage of more than a century, these earthworks also attracted the attention of a new type of explorer, the National Park Service historians. They were not seeking furs or rich virgin lands, but evidence of human

activity about which visitors to a future Natchez Trace Parkway certainly would ask.

In appreciation of this possible resource, the Service selected an archeologist who tramped along almost every foot of the old trail during the years 1939-42 and made many side trips to points a mile or a dozen miles away. On these voyages of discovery he visited many sites already well known to that breed of historians who seek out, classify and understand information left by men who had not yet learned to leave a written record of their activities.

The result was amazing. Literally hundreds of sites were discovered--camp and village sites, and mounds of several types, large and small. All were carefully mapped. From surface collections, the prehistorian made a brief evaluation of each site, guessed that they should be classified as deriving from one or more of the Indian cultures known to have thrived in the southeastern United States.

These data were entered onto the historical and archeological base map. From these the archeologist selected nine sites which he believed would constitute a valid cross-section of aboriginal cultures and recommended that they be intensively researched.

Aside from a brief excursion into historical archeology in a vain effort to locate the site of the village of Ackia, the Service has investigated three sites--mounds in the Chickasaw Old Fields, Gordon Mound and the Bynum Group. Sampling was done at Emerald and Anna Mounds, and at several lesser sites. Results of the investigations were published--one volume in the National Park Service Research Series, and others in the Journal of Mississippi History and to numerous issues of American Antiquity.

The year 1963 marked a new beginning in parkway archeology. Excavation and study of the Mangum and Boyd Sites began. All of the sites recommended for study by J. D. Jennings in 1945 were excavated during the 1960's. Emerald Mound was further excavated in 1972 and in 1975, 1976 and 1977 extensive archeological surveys were conducted on the right-of-way of all unconstructed portions of the parkway to satisfy the requirements for an Environmental Impact Statement.

Those responsible for parkway planning had from the beginning an uncomfortable feeling induced by the scarcity of physical remains. In other historical areas, structures or earthworks existed which the visitors might see and touch. Suppose it had been possible to have identified the Trace, all 450 miles of it?

Conventional standards of historical preservation could not govern the development of this, or for that matter, of any parkway.

The planners soon grasped the significance of a truth so simple that it might have been overlooked. Visitors would see vegetation mile after mile--trees, shrubs, grasses and weeds, plants in flower and plants in fruit. Here were the "acres of diamonds," a resource which, if properly utilized, might help make the parkway not just another highway but a window; a window opening on a view of the swirling life of not merely the old southwestern frontier but of what it became.

It is altogether likely that the beginning of a natural history program originated with those early planners who day after day had occasion to pass and repass a swamp in an old abandoned bed of the Pearl River. It must have caused them to wonder; it certainly aroused curiosity. A few years later when Director N. B. Drury saw a similar swamp, he audibly wondered about Southern swamps and remarked that they constituted a resource which could add immeasurably to any parkway program.

The outcome was the selection in 1946 of a distinguished plant ecologist and competent botanist, W. B. McDougall, to conduct a survey to identify and catalogue the botanical resources of the parkway. He devoted six and one-half years to the project, collecting specimens of 1,050 plants. These were then identified, classified, labeled and placed in a herbarium, arranged according to families, genera and species in the same order as that found in Gray's Manual of Botany.

Another product of Dr. McDougall's tour of duty was the production of an illustrated plant book with keys to assist rangers and interpretive personnel in plant identification. This work, exceeding 450 typed pages, includes most of the plants common to all of Mississippi except the Gulf Coast and the Delta. It probably is the most comprehensive work existing on Mississippi flora. Its coverage of Tennessee is much less extensive, covering less than one-fifth of the area of the State.

With the addition to the staff of Donald M. Black, whose training and interest was geology, serious investigation of the geological background of the parkway began. He originated a program to achieve this objective, and during the years 1958-62 completed several minor projects and one major one, namely "Ordovician Geology of the Natchez Trace Region."

One product of geological research was the installation of the Fossil Exhibit and tentative approval of several others.

With much of the basic historical, archeological, geological and botanical research completed, the direction of research or documenting, the need for additional research in the 1970's was directed toward management needs. Two basic management documents, Natural Resource Management Plan and Historical Resource Management Plan prepared in 1975 and 1977 respectively, documented for the first time management of the resources and those areas requiring additional information to determine how to manage the resources.

Archeological investigations which began in 1976 on all unfinished portions of the parkway in order to satisfy the requirements of the Environmental Protection Act were completed in 1977 by personnel from the the Southeast Archeological Center.

A first draft of the final report, Archeological Tests on the Natchez Trace Parkway: 1976-1977, by Chris Hamilton was completed in November 1977. These investigations included excavations at Mount Locust oriented toward retrieval and structural data for the brick walk approaching the front of the house and at the Gordon House to provide structural details to assist in the initial preservation and stabilization of the building.

In July of 1977 a survey, "Scenic Evaluation of the Natchez Trace Parkway" was initiated by Dr. Gary Hampe, Department of Sociology at Mississippi State University under a contract with the National Park Service Coastal Field Research Laboratory. Selected motorists were stopped at Ridgeland, Jeff Busby and Colbert Park and asked to complete a questionnaire evaluating visitor reaction to landscaping preferences to be used as a guide for maintenance of the visual zone of the parkway. By the end of 1978 the field work and preliminary reports of the project had been completed.

Archeological investigation and salvage took place through much of 1978 under the guidance of Resident Archeologists Chad Braley and Mike Wisenbaker. Much of this work was concentrated on two parkway sections under construction, 3B in Mississippi and 2D in Alabama. At Pharr Mounds (3B) features of a stockaded village were discovered which radioactive carbon dates indicated to date prior to approximately 910 A.D. This site is one of the earlier, if not earliest, stockaded villages known in Eastern Northern America and the only one thus far known for the Late Woodland Period. These findings were presented in a paper given at the Southeast Archeological Conference in Knoxville, Tennessee, on November 10, 1978.

Archeological investigation and salvage took place through much of 1979 under the guidance and supervision of Resident Archeologist Carlos Martinez. Mr. Martinez, representing the Southeast Archeological Center, took up residence at Tupelo headquarters April 2, 1979, for the purpose of protecting and/or salvaging archeological sites subject to disturbance by parkway construction. Archeological investigations on Section 3U2 under construction were officially complete August 20 with the completion of artifact cataloging (over 5,000) from four prehistoric Indian sites discovered on 3U2. A major site to be impacted by construction, Rock Creek Complex (A-Ct-44 and 45), was discovered on Section 2-D in Colbert County, Alabama. A request for proposal for field investigation and salvage was prepared and a contract awarded to Memphis State University, effective February 25, 1980. Also in 1979, research of courthouse records and site salvage of artifacts was conducted on two early 1800 house sites with wells on Section 1-D under construction in Tennessee.

On May 29, 1979, Eastern National Park and Monument Association issued a \$1,500 purchase order to Dr. Marius Carriere, University of Southern Mississippi, Natchez Campus, to prepare a Mount Locust Historic Grounds Report. Payments were to be in three installments of \$500 each after receipt and approval of the outline, draft report and final report. The draft report was submitted December 7, 1979, and the final report, "Grounds Report on Mount Locust Plantation" was received and accepted February 11, 1980.

Several major archeological survey and salvage contracts took place in 1980 under the supervision of Resident Archeologist Martinez and his assistant, John Sparks, who left the parkway in August to return to school and was replaced by David McCullough. A \$12,994 contract let to Memphis State University in February 1980 for archeological testing at the Rock Creek Sites (1-Ct-44 and 1-Ct-45) was completed in May. This testing indicated that a centerline shift of approximately 100 feet to the north, approved by FHWA and the parkway, would preserve most of the 1-Ct-44 site. Salvage excavations (data recovery operations) by Memphis State University began in November under provisions of a \$68,000 contract and was still underway at the end of the year on those portions of the sites which would be destroyed by road construction. Several thousand artifacts, two human burials and ten prehistoric refuse pits had been uncovered at Rock Creek. Archeological testing of nine prehistoric sites of the Shelby Bend Complex on Section 1-D was completed in December through a \$42,000 contract let in July with the University of Alabama.

Two archeological reports were published in 1980, "Archeological Investigation at the Anderson and Tinsley Places, Section 1-D, Natchez Trace Parkway" (a report of salvage work on two 19th century houses in Tennessee) and "Archeological Investigations at the Pharr Village and Mackey's Creek Site in Northeast Mississippi" (a report of Florida State University's excavations at Pharr Mounds in Itawamba County).

In 1981 monitoring of construction areas resulted in recording eight previously unknown archeological sites--seven in Mississippi and one in Alabama. Archeological salvage excavations (data recovery operations) were completed by Memphis State University on Section 2D2 at the Rock Creek Sites (1-Ct-44 and 1-Ct-45) in April under the provisions of the contract awarded in 1980. Rich archeological deposits dating from the Middle Archaic through Mississippian Period (ca. 5000 B.C. - 1500 A.D.) were excavated within the impact zone of the parkway construction. Seven burials, two of which contained whole funerary pots, and the remains of four prehistoric Indian houses were uncovered at the Upper Creek Site (1-Ct-44). Most of the lower Rock Creek Site (1-Ct-45) was preserved by a shift in the parkway centerline.

A \$59,795 contract was awarded August 3, 1981, to the University of Mississippi for testing and data recovery of two prehistoric Indian village locations at Mud Island Creek. Archeological testing of the roadway impact corridor in the vicinity of Gordon Mounds (22-Je-1), Section 3V2, was completed by David L. McCullough in July. One delimited area of archeological significance was discovered near Station 23+50.

A draft preliminary report by the University of Alabama of archeological testing at the Shelby Bend Site on Section 1-D was received in August 1981. It identified five additional sites, recommended additional work and recommended reducing the size of the Shelby Bend Archeological District National Register boundary. One archeological report was published in 1981, "An Archeological Testing Project at the Gordon Mounds Site, Jefferson County, Mississippi," a report of the findings of test excavations in the parkway impact corridor near Gordon Mounds.

Archeological data recovery which began in 1981 at 1-Ct-44 and 1-Ct-45 was completed in 1982. The final draft report on these sites was submitted by Dr. Jerald P. Smith of Memphis State University and contained substantive analysis of both the late Archaic (ca. 3,000-1,000 B.C.) and the Mississippian (ca. A.D. 900-1500) periods in the Rock-Bear Creek area of the Tennessee River drainage.

Testing and data recovery operations at the Mud Island Creek complex and the Gordon Site both on Section 3V2 were completed by the University of Mississippi under the direction of Dr. Jay K. Johnson. The field work was completed in March and the analysis in August. A preliminary archeological reconnaissance of Colbert Ferry and Lauderdale was conducted by Staff Archeologist Carlos Martinez during September and October of the year, documenting the need for a thorough archeological and historical field survey prior to development of the two areas.

A final report for the Shelby Bend Archeological Testing was submitted by the University of Alabama in November. This report evaluates the significance of nine prehistoric Indian archeological sites along the terraces and floodplain of the Duck River in middle Tennessee. Five additional sites were also found and recorded (but not evaluated) during the project. Of the nine evaluated sites, six were recommended for further work and the remaining three were determined to be of little significance or archeological value. One of the five unevaluated sites appeared to be significant.

The Natchez Trace Parkway archeological master site file was updated by David McCullough during 1982. Of the over 270 recorded sites, 127 were determined to be within the parkway boundaries.

VIII PEARL RIVER RESERVOIR

By many of the criteria the Pearl River Reservoir, or as it has been officially named Ross Barnett Reservoir, could have been another blessing in disguise to the Natchez Trace Parkway. True, it promised the temporary disruption in travel and visitor use of 45 miles of parkway and interpretive and recreational facilities. To the local visitor, as well as the interregional visitor, we could have justified this by pointing to the 31,000-acre lake and its recreational and industrial potential. We would, of course, have to relocate a considerable portion of the parkway, but this would permit the application of new construction techniques. We would in effect have a scenic lakeside drive. Our facilities would be restored to visitor use and in some instances would provide better service. The National Park Service and the Bureau of Public Roads could not object to any discomfort that promised to be so short lived and would ultimately be an improvement in our program of service to the public.

The first public mention of the project was a story in the Jackson Daily News on June 15, 1957. At that time it evoked little comment among parkway personnel beyond the coffee-break and the Superintendent's report to our Regional and Washington offices. Over the next several months articles continued to appear, giving mention of further studies of the proposal to create a lake. Locally, the Service's apprehension grew. Rumors and publicity moved toward reality when on May 1, 1958, Governor J. P. Coleman signed the act authorizing the creation of a Pearl River Water Supply District. The act stipulated that the District would have the authority to acquire land, either by purchase or condemnation, and to develop it for

. . .the preservation, conservation, storage and control of the waters of the Pearl River and its tributaries and its overflow of waters for domestic, municipal, commercial, industrial, agricultural and manufacturing purposes, for recreational uses, for flood control, timber development, irrigation and pollution abatement. . .

Thus, a purpose with which the National Park Service could live with but not completely endorse.

The summer of 1958 was one in which the reservoir promoters lobbied for, and the Service personnel speculated on, the impact of the project. On August 25, 1958, President Dwight D. Eisenhower signed the act which authorized the Secretary of the Interior to

. . . enter into an agreement with the Pearl River Valley Water Supply District which shall provide for the district, upon terms and conditions which the Secretary determines are in the public interest, to relocate those portions of Sections 3-0 and 3-N of the Natchez Trace Parkway in Madison County, Mississippi, required in connection with the Pearl River Reservoir.

. . . Secretary of the Interior is authorized to transfer to the Pearl River Water Supply District the aforesaid portions of the existing Natchez Trace Parkway lands and roadway in exchange for the contemporaneous transfer to the United States . . . on the basis of approximately equal values.

. . . Secretary of the Interior is authorized to accept and to use until expended

On March 4, 1959, the parkway gave the figure of \$3,215,750 to the District as the cost for relocating 8.6 miles of roadway and for raising the profile of 4.7 miles. This price later adjusted to \$3,306,250 which included a number of grade separations, county road realignments, as well as associated administrative costs. The Service, now most apprehensive of the project, hoped that these figures would overwhelm local planners. Lack of the details, which involved political maneuvering, prevents a detailed analysis of the actions over the next few months. Suffice to say that the District gave the Treasury of the United States \$600,000. Next, some of the Mississippi Congressional delegation secured, by an amendment to the Federal-Aid Highway Act of 1959, an appropriation of \$2 million ". . . to relocate a section of the Natchez Trace Parkway for the Pearl River Reservoir project in Mississippi."

Details of a tentative agreement were drafted in a meeting between the Service and parkway personnel and District authorities on January 21, 1960. This preliminary document guided the agencies concerned until September 18, 1962, when the definitive pact was signed. Perhaps it is significant that during this time both sides played the ground rules in good faith and in the final agreement were able to integrate much of that learned by trial.

The new route as determined by the National Park Service and the Bureau of Public Roads and the plans for other related work were

approved by the Director on February 21, 1962. The District made the necessary surveys and completed its land acquisition by mid-1963. On June 28, 1963, the first of the land was conveyed to the Service. Difficulties began to arise around one of the basic agreements which stipulated that exchange of lands should be on the ". . . basis of approximately equal values."

The last and presumably the final transaction between the Service and the District was one scenic easement dated January 14, 1966. Unfortunately, the Service was still faced with some requests for access and special use that were alien to the parkway's purpose after that date.

Over the years the parkway staff and Bureau officials have heaved traditional sighs of relief as contracts were signed with construction companies. Too, they now believed they could settle back and work with the contractors in accomplishing the task with perhaps only the infrequent needs of anything beyond on-site suggestions. This relocation created a new chapter in parkway development. Two contracts, one with the N. W. Caldwell and Sons, Inc., dated December 10, 1963, and a supplementary one with the Delta Construction Company dated September 17, 1964, should have provided a relocated parkway available for full use no later than 1966. By June of 1967 this feat was still approximately a year from completion. The Service had been embarrassed and its image tarnished before a visiting public forced to take a circuitous detour.

Efforts on the part of the Bureau to expedite work failed and the Bureau notified N. W. Caldwell and Sons, Inc., that, because of the company's inability or failure to make progress in the allotted period of time the contract would be terminated. The company replied that it had been unable to perform efficiently due to government harrassment and indecision. On June 29, 1967, a new contract was awarded to the Cook Construction Company and work commenced almost as the ink of the contract was drying. This renewed effort resulted in the major portion of the relocation being completed in a year and Section 3-0 around Ross Barnett Reservoir was opened to through traffic June 8, 1968.

Nearly \$4 million in Federal funds were spent on a project that was originally proposed as not costing anything beyond a few incidentals. But the real harm and damage was to the image of the National Park Service because of the extended period of time that the approximately 20 miles of parkway was closed to through traffic between 1962 and 1968. Travel figures for June 1968 show a 41 percent increase over June of the previous year as a result of the parkway once again being opened to through traffic. The

strained Federal-State relations have long since been strengthened and today the experience of driving the parkway is greatly enhanced by the scenic beauty of the Ross Barnett Reservoir shoreline drive.

IX PLANNING AND DEVELOPMENT

Following the completion of the survey and the marking of the route of the Old Trace in 1935, funds totaling \$1,286,686 were allotted for construction in Mississippi under authority of the Emergency Appropriations Act of June 1934. Three construction projects were agreed on: 12 miles in Adams and Jefferson Counties near Natchez in southwest Mississippi (Section 3-W) and 22 miles northeasterly from Ridgeland, Mississippi, in Madison County (Sections 3-0 and 3-N-2). Contracts for these three grading projects were awarded June 30, 1937, following the acceptance of title of the rights-of-way for the three sections by the Federal Government. The rights-of-way were acquired on the basis of 100 acres to the mile in fee simple, plus an additional 50 acres per mile of scenic easement control. All right-of-way was to be acquired by the three States, Mississippi, Alabama, and Tennessee, and conveyed to the United States for construction and development of the parkway.

Construction of the motor road began in the late summer of 1937 under the administration and supervision of the Bureau of Public Roads. The role of the Bureau of Public Roads in the development of the Natchez Trace Parkway has been largely that of a consulting engineering organization, providing engineering services for the location, design and construction of the motor roads.

The duties and responsibilities of the Bureau are described in the agreement executed in 1926 between the National Park Service and the Bureau of Public Roads. This agreement provides for the Bureau's engineers to make preliminary investigations and preliminary estimates of cost in cooperation with landscape architects of the National Park Service. Following this preliminary phase and the decision to proceed with the project, the Bureau's engineers make the location surveys and prepare plans, specifications and estimates, also in cooperation with the landscape architects. Following approval of the plans, the Bureau is directed to advertise for bids and to proceed with construction of the project. Most of the work has been done by contract, with the Bureau being the representative of the contracting officer and the supervision and inspection being performed by the Bureau's engineers.

This 1926 agreement was continued in regulations issued by the Secretary of the Interior and the Federal Works Administrator in 1944. These regulations provided for the collaboration of the Bureau and National Park Service in regard to all phases of

reconnaissance, preliminary, and location surveys to establish a location which was satisfactory to both agencies. In the design of the project the general road location, the width of pavement and roadway, the character and standards of alignment and grade, and the location and layout of access roads are determined jointly by the Bureau and National Park Service.

The size of drainage structures, the elevation of grade lines across streams, the depth of surfacing, the character and size of foundations, the structural design of bridges, and all phases of the improvement which affect the integrity of the proposed construction are the primary responsibility of the Bureau. The architectural design of bridges and other structures, the rate and shape of slopes in cuts and fills, the landscape development of the right-of-way, the location and design of parking areas and overlooks are features for which the National Park Service is primarily responsible.

During the construction of the project, supervised by the Bureau, the Service makes inspections of the work and collaborates with the Bureau's engineer. The final inspection and acceptance of the completed work is done jointly by the representatives of the Bureau and National Park Service.

The cooperative procedure was continued in a new agreement executed August 10, 1964, between the Secretary of the Interior and the Secretary of Commerce. This agreement states that the Bureau of Public Roads has an engineering organization proficient in the survey, design and construction of highways, and the National Park Service, in the interest of economy and efficiency, desires to utilize the professional services of the Bureau. The agencies agree that the National Park Service will utilize to the fullest extent possible the professional engineering skills of the Bureau in connection with the planning, programming, survey, design and construction of certain National Park System roads, and the Bureau will cooperate with the National Park Service in making its services available for such work, consistent with its other responsibilities and available personnel. The agreement, in the interest of avoiding any duplication of services and costs, provides that on projects undertaken by the Bureau for the National Park Service, the Service shall be responsible for the performance of all architectural and landscape architectural services, and the Bureau shall be responsible for the performance of all highway engineering services.

The Bureau's responsibilities were assigned to what is now the Eastern Federal Highway Administration Office-Region 15, which

consists of a group of engineers, technicians and administrative personnel proficient in designing, constructing and administering highway projects in the Federal domain.

To implement surveys and design of the motor road, a residency office was established at Jackson, Mississippi, in 1936, under Mr. Brownell with C. H. Buchanan as design engineer and chief assistant. H. J. Spelman, District Engineer, with headquarters at Arlington, Virginia, was in overall charge of direct Federal construction in the eastern part of the United States for all park and forest roads.

The nucleus of the forces established at Jackson was transferred there from work on the Blue Ridge Parkway, and consequently was already familiar with parkway design and construction.

The Congress appropriated \$1.5 million for the fiscal year 1938 for continuing construction of the Natchez Trace Parkway. These funds were made available on the basis of ratable expenditure in the three States through which the parkway was to be constructed according to the mileage of parkway within each State. Further appropriations were made for the fiscal years 1939, 1940 and 1941 totaling \$3,550,000. These appropriations continued to be based on the same ratable expenditure of funds.

In Mississippi the funds were concentrated between Jackson and Tupelo with the exception of the 12 miles of Section 3-W near Natchez.

Prior to the onset of World War II, construction consisted largely of grading and drainage. Three bridges had been built, stabilized base had been constructed on one 25-mile section, and two 10-mile sections had been gravel surfaced. According to Senate Document Number 148, 19 a total of 95 miles was under contract and in various stages of construction in Mississippi and a contract for grading 9.4 miles of parkway for the first section north of the Alabama-Tennessee line (Project 1-J-1) was started on April 8, 1940. This early construction was administered by two Bureau of Public Roads resident engineers. Maintenance of these first sections of parkway was the responsibility of the Bureau of Public Roads.

During World War II no construction was undertaken. One engineer's residency was disbanded, most of the personnel of both residencies were transferred elsewhere and a skeleton force with one resident engineer remained to take care of maintenance. Preliminary and location surveys were made with available personnel.

Construction was resumed in 1947. During the interim there was a change in basic design of the motor road. Originally, it was planned to construct grade separations at railroads and major highways only, with minor roads crossing at grade. The new concept called for eventual grade separation of all public road crossings.

Construction was quite active through 1952. This consisted of grading, drainage, gravel base, bridges and bituminous surfacings. Part of the work was done by contract and part by Government forces. As bituminous surfacing was completed, maintenance of these sections was assumed by the National Park Service.

As 1952 drew to a close, construction was greatly curtailed, due to limitation of financing, and most of the Bureau's forces were transferred to other areas. In the 19-year period, 1935-53, approximately \$17.2 million dollars had been appropriated for surveys and construction. 20 In 1954 there was a resurgence of interest and financing by the national authorities and funds were made available once again for construction.

MISSION 66 for the Natchez Trace Parkway was a period of substantial accomplishment. The MISSION 66 Prospectus for the Natchez Trace Parkway was an idealistic document that envisioned the virtual completion of the 450-mile scenic and historic parkway in the ten-year period between 1956 and 1966. It proved impossible to complete the parkway within the hoped for ten-year period, yet the prospectus should not be faulted as a dream, since dreams were the basis of the MISSION 66 concept.

In an article appearing in the April 1960 issue of Westways magazine, former Director Conrad L. Wirth reviewed some of the factors that had led him toward the creation of the MISSION 66 program:

Conservation and protection of the priceless scenic, scientific and historic features of the National Park System, and development of roads, trails, and facilities adequate for current and future public use requirements are the prime objectives of the National Park Service MISSION 66 program.

During World War II, areas administered by the Service deteriorated because funds and manpower were unavailable as the nation concentrated its might on winning the war.

Maintenance in some areas was extremely difficult, and our national parks seemed destined to become Government-operated blight areas.

The years that followed the end of the war brought new problems as increasing millions of people visited areas in the National Park System that were wholly unprepared to meet the need.

MISSION 66 was conceived as a crash program to alleviate these problems and to create a new forward impetus which would allow the Service to meet its inherent responsibilities to the American people.

The Natchez Trace Parkway Prospectus was overly ambitious in its hopes for the ten-year program because Director Wirth intended that all areas of the Service plan the ideal solutions to their problems, rather than patchwork solutions as had been necessitated by the strangled economics of the years prior to 1956.

In 1955 the parkway had barely begun to realize its potential as a source of recreation and memorialization of the historic Trace. There was a total of 113 miles of paved parkway. A 79-mile unit of parkway connected Ridgeland and French Camp in Mississippi, permitting traffic to move north from the state capital of Jackson toward northeast Mississippi. The remaining 34 miles were located in Alabama and Tennessee and connected Highway 20 in Alabama with U. S. Highway 64 in Tennessee. The southern portion of the parkway contained limited visitor use facilities and interpretive sites. The northern section of the parkway contained no visitor use facilities. There were no modern comfort stations on the parkway, no campgrounds, no provisions for gasoline, and only one small wayside museum that had been opened to the public in 1951 at Ridgeland.

Utility buildings, district Ranger offices, and staff housing along the parkway were largely non-existent. The first entrance exhibit shelters at U. S. Highways 64 in Tennessee and 61 in Mississippi were in place, the beginning of a long series of exhibit shelters that would become one of the trademarks of the Natchez Trace Parkway.

Meriwether Lewis National Monument and Ackia Battleground National Monument were physically isolated from the paved section of the parkway. Brices Cross Roads and Tupelo National

Battlefield Sites had been fairly well developed. The potential was there and the prospectus had spelled it out, but there remained the problems of land acquisition, construction, research, specific area plans, staffing, and all the other elements that were needed to develop the parkway into a full scale unit of the National Park System.

On August 10, 1961, Ackia Battlefield and Meriwether Lewis were legislatively reclassified and officially became a part of the Natchez Trace Parkway. By May of 1962 the parkway was completed between U. S. Highway 45, north of Tupelo, and U. S. Highway 51 (I-55) north of Jackson. Also in 1962, a short two- and one-half mile one-way drive following the original winding route of the historic Old Trace in Tennessee was completed.

By the end of MISSION 66 the parkway had developed a total of 19 picnic areas. Three campgrounds were in operation and a fourth one was being planned at Colbert Park. Twenty-three administrative and service buildings had been constructed during the ten-year period, bringing the total to 44. Twenty-five utility buildings were completed and in use. Eighteen modern comfort stations had replaced the primitive facilities that existed in 1955. One service station, operated by a concessioner, had been opened on May 1, 1961, at Jeff Busby. Mount Locust, an historic building, had been open to the public since February 1957. The Tupelo Visitor Center and headquarters building was opened in 1962.

Also by the end of 1966 there were interpretive roadside and trailside exhibits at some 30 locations, permitting the visitor to gain a wide historical perspective from the period of the early Indians through the final days of the Old Trace's usefulness. Nature areas with associated trails permitted the visitor to gain an understanding of the varying ecological conditions from central Tennessee to southern Mississippi.

By the end of 1966 the parkway was still less than two-thirds complete, yet real progress had been achieved under the MISSION 66 program. A total of 269 miles of paved parkway with related park facilities were complete and open for public use at a total cost of \$77 million -- 50 miles in Tennessee, 17 in Alabama, and 202 in Mississippi. The paved sections of the parkway had grown from two relatively short sections, fairly well isolated from normal interstate patterns of travel, to four sections that interconnected major highways, permitting the visitor to travel from Nashville to Natchez following the route of the historic Old Trace. These four sections were: a 12-mile section just north of Natchez, a 36-mile section between Port Gibson and Jackson,

154 miles between Jackson and Tupelo, and 67 miles in Alabama and Tennessee. Under construction were 35 miles of parkway, of which 11 miles was relocation of existing road beside the Ross Barnett Reservoir at a cost of approximately \$3.5 million dollars.

A major accomplishment was the completion of the mile-long Tennessee River Bridge and the short section of parkway from the bridge to Route 15 in Alabama, permitting the bridge to be opened to the public on June 2, 1966.

Land acquisition had been a perennial problem since the beginning of the parkway, and it was not until 1966 that land acquisition finally was appreciably ahead of construction. At the close of 1966 there had been conveyed to the United States 346 miles of Natchez Trace Parkway right-of-way, of an eventual total of approximately 447 miles between Natchez and Nashville. Of great significance during 1966 was Mississippi's conveyance to the Federal Government of 38 miles of Natchez Trace Parkway right-of-way. For the first time in ten years Mississippi parkway lands in Federal ownership were appreciably ahead of funds available for construction; the current fiscal year funds provided for only six miles of new parkway road construction. In Alabama and Tennessee the parkway road was either complete or under construction on all right-of-way that had been conveyed to the United States.

XAll of the right-of-way in Alabama had been acquired and deeded to the Federal Government by 1968 except for one 128-acre tract known as the Carter Tract which was tied up in litigation and finally accepted by the Federal Government January 8, 1973. Mississippi continued to acquire right-of-way and on May 22, 1975, the deed and title insurance for Section 3-X were presented to the Natchez Trace Parkway by former Chief of Right-of-Way Robert Bell at informal ceremonies at Tupelo headquarters, completing the state's land acquisition for parkway purposes. By 1975 Tennessee had deeded all but 44 miles of right-of-way. Of these 44 miles, 22 miles had been purchased and the Tennessee Highway Department was actively engaged in acquiring the northernmost 22 miles of remaining land.

Between 1967 and 1975 the pace of construction slowed down considerably and at the end of 1975 there was a total of 319 miles of completed parkway at an approximate total cost of \$86 million. A fifth isolated 6-mile section through Tishomingo State Park was completed in 1971 and the U.S. Highway 45 overpass at the southernmost end of section 3-C immediately north of the Tupelo Visitor Center was opened to traffic in 1975. In 1975 and 1976 several contracts were let for construction of bridges and

roadway to complete the 16 miles in section 3-C between U.S. Highway and Knoxville.

In 1977 \$15,881,000 was provided for overlay of all existing parkway needing resurfacing and contracts were let for 175 miles of parkway, the most ambitious paving project ever undertaken by the National Park Service. Over \$14 million was provided for new construction and contracts were let for construction and final paving of the 4.8 miles of section 2-D-1 in Alabama and for clearing and grading of section 3-B-1, 8.9 miles, including clearing and stabilizing Pharr Mounds. Another 5.3 miles was added to the parkway when section 3-C-2 north of Hwy 363 was accepted in July and opened to the public in October. Also in 1977 a 1978 FY Congressional "add on" of \$8 million provided money for planning and constructing a portion of 1-D in Tennessee.

By the end of 1978 resurfacing was completed or nearing completion on 216 miles of parkway. On August 21 an additional 4.1 miles of parkway, 3-C-3, was completed and accepted but was not opened to the public pending completion of the remaining sections between U.S. Highway 45 and Knoxville. On September 29, 1978, two additional contracts were awarded: \$5,111,315 for 6.2 miles of section 1-D-2 north to Jackson Falls in Tennessee, and \$2,844,090 for the 2.0 miles of 3-U-2 in Mississippi. Congress appropriated \$19 million for 1979 FY construction and planning to be allocated as follows: \$15 million for continuation of 3-B in Mississippi, \$3.5 million for continuation of 2-D in Alabama, and \$500,000 for planning 3-V in Mississippi.

Also by the end of 1978 Tennessee had acquired all remaining right-of-way on sections 1-A, 1-B, and 1-C and had deeded 1-D to the parkway. The state was actively completing all the legal work on the remaining three sections in order to deed them to the Federal Government.

In 1979 the remaining portions of section 3-C were completed and the entire 16 miles between U.S. Highway 45 and Knoxville (MS 371) were open to public use. For the first time the entire detour between Mississippi and Alabama was signed, providing a viable alternative to the crowded and dangerous U.S. Highway 45 route between Tupelo and U.S. Highway 72 in Alabama.

Meetings and cooperative planning with the Corps of Engineers culminated in 1979 with approval of an agreement for shared costs in construction of the parkway bridge over the Tennessee-Tombigbee Waterway. Dement Construction Company was awarded a \$9,592,089 contract for this structure (3-A-2, B-2) and initial

clearing and grading began in late 1979. Also late in 1979, Hays Company was awarded the 3-B-3 contract in the amount of \$2,347,364 for eight bridge structures and other work at Donovan Creek as well as work on seven county roads in Itawamba and Prentiss Counties.

Funding of an additional \$24 million in 1979 was to provide for completion of the missing links between Mississippi (3-A) and Alabama (2-D) with contracts to be let in 1980.

During 1979 the parkway cooperated with the Mississippi State Highway Commission and TVA (powerline relocation) toward construction of a relocated four-lane divided U. S. Highway 78 two miles southeast of parkway headquarters. Old Town Pond, a landmark and minor recreation site at milepost 263.5, was drained to make way for the new highway and to be relocated just north of the old location.

The Draft Land Acquisition Plan for the parkway was completed in April 1980 following three public meetings to receive oral and written comments held March 18, 20, and 21 at Meriwether Lewis, Kosciusko, and Tupelo, respectively. While attendance at these meetings was generally light, several parkway neighbors expressed their concern over any changes that would restrict existing parkway access. Total acreage included was not large but involved numerous tracts for county road adjustments to eliminate grade crossings.

An estimated crowd of 200 to 250 attended a ribbon-cutting ceremony held Saturday, November 15, to officially open the 6.2 miles of section 1D2 in Tennessee. Tennessee Senator Jim Sasser presented the keynote address at the Jackson Falls turnout on the northern end of the new section at 11:45 a.m. Representing the National Park Service were Superintendent James Bainbridge and Regional Deputy Director C. W. "Jack" Ogle.

Two additional contracts completed in 1980 were 2D1, 4.8 miles of final parkway in Alabama south of Buzzard Roost Creek, and 3B1, 8.9 miles north of MS Hwy 371 but which could not be opened because it did not include bridges and final surface. Work progressed well on the eight separate 3B3 bridges under contract to Hays Company, Inc., and another contract, 3B4, for .76 miles of parkway including five bridge structures at Browns Bottom was awarded to Patterson and Lewis Construction Company for \$3,317,948.

Five additional contracts, three in Alabama and two in Mississippi, were awarded in 1980. Servidone Construction

Company was awarded two contracts for the remaining mainline parkway in Alabama, 2D3, 3.1 miles from 2D1 south to Mynot Road, \$3,361,526, and 2D2 for the remaining 3.4 miles south to Cedar Creek, \$4,298,754. A contract of \$739,000 was negotiated with N. L. Carson Construction Company to build the bridge over Colbert County 1. There was no funding for the Cedar Creek bridge to close the gap between Alabama and the Tishomingo section in Mississippi. Dement Construction Company was awarded 3A2, 3.6 miles from Bay Springs north to Mississippi Hwy 4, \$3,531,211, and Patterson Construction Company was the successful bidder, \$2,737,058, on the 3A4 contract of 3.2 miles north of Mississippi Hwy 4.

Late in 1980, Tennessee provided quit claim deeds for sections 1B and 1C, totaling 2,212 acres, and final acceptance was completed on January 29, 1981.

Four miles of additional parkway were officially opened for public use in 1981 when the 3U2 contract for two miles of mainline parkway north of Mississippi Hwy 552 was completed and officially dedicated on July 25. Two additional contracts were completed and accepted in 1981, 2D6, Colbert County 1 bridge in Alabama, and 3A2, 3.6 miles between Bay Springs and Mississippi Highway 4. These were not opened for public use pending final paving and completion of additional adjoining sections of the parkway.

In 1981, 2.9 miles of parkway north of Mississippi Highway 553, 3V2, was contracted to Patterson Enterprises, Ltd. for \$4,476,502. Four additional bridge contracts in Mississippi were awarded in 1981: Mississippi Highway 4 bridge to Lewis Construction (\$597,788), Mississippi Highway 25 bridge to Hays Construction (\$1,164,522), two county road bridges, 3A5 and 3A6, for \$534,000 to Dement Construction, and a negotiated contract with N. L. Carson for \$534,064 to build Wills Creek bridge.

Funding of approximately \$11.5 million was provided for construction in the 1982 fiscal year, ensuring completing the gap between Mississippi and Alabama. Lewis Construction was awarded a \$2,977,699 contract for the two miles of section 3A6 and they were also successful low bidders at \$695,390 for the Cedar Creek bridge on 2D. These two contracts placed all uncompleted portions of the parkway between Mississippi Highway 371 and U. S. Highway 72 in Alabama under construction.

Additional construction funded in 1982 included grading and drainage for 3V3 negotiated with Edgar Williams Contractors for

\$958,984, 3Q5 bridge repair over Mississippi Route 467, Jackson Falls interpretive shelter/comfort station, and a paving project, 1E2A.

1982 saw completion of 3A3, B2, bridge structure and related work at the Tennessee Tombigbee Waterway; 3A4, 3.4 miles of parkway; 3A7 and 3A9, bridges over Mississippi Highways 25 and 4; and 3B4, five bridge structures and related work at Browns Bottom.

At the end of 1982 the Tennessee Department of Transportation had acquired all the property on 1-A, save two parcels which were to be acquired by condemnation, and was preparing the deed to transfer the entire section to the National Park Service. Also in 1982, tract 126-16, 8.09 acres at Palmetto Crossing on section 3-D was purchased from Mrs. Lazette Metcalfe, who retained a 25 year use and occupancy right to 1.58 acres with improvements.

Stop

X ADMINISTRATION OF THE NATCHEZ TRACE PARKWAY

In December 1934, after the Congressional authorization for the survey of the Natchez Trace and feasibility study of building a parkway along its route, funds in the amount of \$1.5 million were allotted to the National Park Service for construction of three sections of parkway road in Mississippi. This was the beginning of the long-range program of construction and physical development of the Natchez Trace Parkway which eventually would require maintenance, protection of park visitors and property, visitor services and other activities.

Through the years an organization to meet these needs evolved consisting of a Superintendent and his immediate staff and four divisions, each responsible for one of the primary functions of maintenance, administration, interpretation and visitor services, and resource management and visitor protection.

For convenience the history and evolution of each is discussed separately although in actual day-to-day operation the divisions cooperate and work closely. In order to accomplish the missions and objectives of the Natchez Trace Parkway and National Park Service no division or individual can function without the support and cooperation of all of the other divisions and employees. Also accomplishments, and changes and improvements cited in the account of one office or division often affected all divisions because of the interdependence of these various roles and functions.

Growth in size and complexity of the entire Natchez Trace Parkway organization as well as the total number of parkway employees parallels closely parkway construction, acquisition of right-of-way, and increase in visitor use with the attendant increase in management and visitor protection responsibilities.

1. Office of the Superintendent

(Overall supervision and coordination of all activities involving operation, management, planning and development of the Natchez Trace Parkway.)

As a result of initial parkway funding in 1934, an organization was needed beyond the temporary survey and study groups in order to initiate and carry forward the planning, land acquisition, and development of the Natchez Trace Parkway Project. Edward S. Zimmer, a Landscape Architect with the old Eastern Office of the Branch of Plans and Design who had supervised on the ground the planning aspects of the previous feasibility survey, remained in Mississippi as Resident Landscape Architect for the Project. Frank L. Brownell, representing the Bureau of Public Roads, remained as Resident Engineer to make location and topographic surveys, in cooperation with Zimmer, and to prepare construction plans.

Early in 1936, Malcolm Gardner, a Historian in the Washington Office, was transferred to the new Project Headquarters at Jackson, Mississippi, as Resident Historian. In a memorandum to Messrs. Vint and Chatelain of February 19, 1936, Associate Director A. E. Demaray set forth the procedures to govern the Service's field activities on the Project:

"The Branch of Plans and Design, through the Resident Landscape Architect (Mr. Zimmer), will be responsible for the organization and administration of the field office, for the conduct of surveys and the preparation of detailed plans, and for contracts with the Bureau of Public Roads. Also, Mr. Zimmer will report to Mr. Vint on the progress of the field work.

"The Branch of Historic Sites and Buildings, through the Resident Historian (Mr. Gardner), will be responsible for the historical research and historical planning, for all right of way matters with the State, for contracts with the Washington Office regarding these phases of the work, and for all public relations except those with the Bureau of Public Roads.

"It is expected that on all major questions Mr. Zimmer and Mr. Gardner will confer and agree before taking steps which might in any way commit this Service to a line of action."

Thomas L. Heffernan, Historian on the Washington Office Historical Research Staff and an attorney by training, was also transferred to Jackson as Gardner's assistant.

By virtue of their positions, Brownell, Zimmer, and Gardner were

a de facto triumvirate for carrying forward the variety of Natchez Trace field activities which, however, did not yet include ownership and protection of any park land or operation of park facilities. The stout egos and self-confidence of the members of this informal committee were not always conducive to expeditious decisions and concerted action. Many of the project activities were interrelated and inextricably bound together. On April 26, 1937, Demaray issued more specific instructions:

"All contacts with the State are to be made through Mr. Gardner, and all State officials should correspond only with Mr. Gardner. Mr. Gardner will then refer the matter to the proper Park Service or Bureau official for preparation of reply. *** We must insist that all contacts with State officials be handled through only the designated representative of the Service. *** matters relating to design and construction problems must be deferred to the technical views of Mr. Zimmer."

In July 1937, Director Arno B. Cammerer designated Gardner as "Representative-in-Charge, Natchez Trace Parkway Project."

In the fall of 1937 Gardner was furloughed as one of two Service employees who had been awarded fellowships at Yale University for the 1937-38 school year. Designated as Acting Representative-in-Charge during Gardner's absence was Randall B. Truett, a former Historian at Shiloh National Military Park who had been previously assigned to the Natchez Trace Project as an Assistant Historian.

In February 1938, H. Reese Smith, an ex-Ranger and then Assistant Engineer at Colonial, was assigned to the Project's Jackson Office as Assistant Superintendent. In addition to providing normal administrative duties on a project in the initial stages of development, Smith also was the Service's Right-of-Way Engineer, working in close association with the Mississippi Highway Department on property line surveys for right-of-way and the many details of land acquisition.

An Act of Congress of May 18, 1938, had established the parkway as a unit of the National Park System. In August 1938 the Secretary of the Interior, on the Director's recommendation, named Gardner as Acting Superintendent, with the payroll title of Associate Research Technician. Dr. Dawson A. Phelps joined the staff as Assistant Historian in 1939, succeeding Truett who went to Washington, and did most of the early historical work, picking up where Heffernan and Truett had left off. Gardner's time was primarily taken up with administration, and he was named Superintendent in July 1942.

In the late spring of 1937 the State of Mississippi conveyed about 34 miles of Natchez Trace right-of-way to the United States, and construction was started that summer and fall on the first three parkway road projects. Jackson continued to be the field headquarters for Natchez Trace activities of both the Service and Bureau of Public Roads. As surveys for parkway location and land acquisition were being started northeast Mississippi and in Alabama and Tennessee, the Bureau divided its Natchez Trace operations between two field offices--an existing residency at Vicksburg, and a new residency which was established at Florence, Alabama. In June 1941 the field headquarters of the Service's Natchez Trace administrative and planning activities was transferred from Jackson to Tupelo, Mississippi, a more central location, roughly halfway between Nashville and Natchez.

The new headquarters at Tupelo was a 170-acre tract about five miles north of town at the intersection of the proposed parkway location and U. S. Highway 45. Previously, this had been the Tupelo Homesteads, a subsistence housing project of 35 small three-to-five-room houses on large lots for the benefit of lower income workers by means of 20-to-40-year purchase contracts. This social and economic experiment of the Roosevelt "New Deal" was begun in 1935 under the Resettlement Administration. By 1940 only two units were under purchase agreements, and the program was being liquidated by the Department of Agriculture, which valued the Tupelo Homesteads at \$80,000. The Service desired the northeast corner of the tract for parkway right-of-way. After some negotiations at the Washington Office level, the Department of Agriculture, on August 31, 1940, transferred the entire tract to the Interior Department for parkway purposes. With the aid of a CCC Camp, four dwellings were combined for offices and drafting rooms. The other dwellings, while not up to Service standards, were utilized for quarters, thereby facilitating recruitment of parkway personnel and providing a true park community at the central headquarters.

The approach of the World War II greatly reduced progress on going construction projects, with entry of the United States into the war terminating one contract, 3-M-1, about 12 percent complete. Many employees of both the Service and the Bureau went into military service or transferred to various projects connected with prosecution of the war effort. Remaining personnel provided protection and maintenance of the 104 miles of right-of-way in Federal ownership on which some construction had been undertaken. Only about 36 miles, located in Mississippi, had an all-weather surface treatment allowing public use. The few remaining planning people were engaged in preparation of "plans on the shelf" for resumption of construction after the war and to facilitate eventual transition of the national economy to a peacetime basis.

In June 1942 Assistant Superintendent Smith entered on military duty, serving as an engineer officer in the Near East and in Europe. During his three and one-half year absence the job was not filled and its duties were divided between the Superintendent and Chief Ranger Clifford J. Harriman. On return from military service, Smith served almost a year in his old position, until his promotion to Park Engineer in December 1946. Warren Hamilton was the second Assistant Superintendent at Natchez Trace Parkway from May 1947 to March 1952, and since then a number of individuals have served in that capacity. Elbert Cox, long-time Regional Director of the Southeast Region, summarized the status of Assistant Superintendents at Natchez Trace as being a training ground for them.

The secretaries for the Superintendent's office took care of details and drudgery and, in that role, often worked for the entire administrative staff, leaving the Superintendent and Assistant Superintendent free for the more pleasant duties of supervision, management, much travel, and participation in numerous conferences and meetings. In succession the Secretaries were Nancy E. Parrish, Pauline C. O'Hara, Patricia Prince, Mable Turman, Joyce W. Anderson, Leola H. Barber, and Barbara A. Sides. These heroines should not be allowed to remain anonymous.

Mississippi's conveyance in 1937 of the first lands for Natchez Trace Parkway purposes began the carrot-and-club diplomatic tasks of protecting the property, of explaining Service policies of conservation and development and of converting agricultural and woodland tracts into park lands, locally and slowly accepted as set apart and preserved for historic, scenic, and recreational purposes. After World War II, with units of the parkway road and park facilities being completed for public use, much greater emphasis had to be given to maintenance, to staff development and training, to visitor protection and interpretive services, and to constant emphasis that the Natchez Trace Parkway was a park and not a public highway.

The regional reorganization of the Service, instituted in the late 1930's, had little effect on Natchez Trace administrative relationships for many years. Interim maintenance of the parkway motor road under stage construction was provided by BPR personnel and "post-construction" procedures. Costs of the Service's field administrative, research, protection, and planning activities were all borne for many years by allotments from construction funds. Still in the early development or project stage, the Natchez Trace was under the Washington Office's direct supervision, primarily that of Associate Director Demaray and

Chief Landscape Architect Vint. In 1945, soon after Regional Director Tom Allen's return from military service to his civilian post in Richmond, the Natchez Trace was completely "regionalized." The planning, design, and construction activities of the field office of the Branch of Plans and Design were placed under the general supervision of the Superintendent who in turn reported to the Regional Director. In the role of "spiritual advisor" Tom Vint continued to take a very active and helpful interest in all phases of Natchez Trace development and operation. After the Service reorganization of 1954, the technical functions of planning and development were placed in the Eastern Office of Design and Construction in Philadelphia.

The accelerated development under both the Service's MISSION 66 program and the Eisenhower Administration's impetus for a massive national highway and road construction effort provided a ten-fold increase in funds for parkway development. Although there were many unanticipated and frustrating delays in conveyances of essential parkway land, or right-of-way, by the cooperating States of Mississippi, Alabama, and Tennessee, much progress was made toward completion of the parkway in the 60's. The expansion in acreage of Natchez Trace lands, provision of many additional park facilities, and the great increase in public use all required an expanding staff and increased the activities of park administration. Until the Natchez Trace is completed there remain the continuing responsibilities of attempting to coordinate Federal planning and development with land acquisition procedures of three Highway Departments and the local road systems of 26 individual countries, not to list innumerable intersecting public utility lines and requirements of egress and ingress for many tracts of residual lands that have been isolated by parkway land acquisition.

In 1949 Lelmer C. Reynolds joined the parkway as the first Management Agronomist to develop a Soil and Moisture Conservation Program and to provide technical assistance for the agricultural leasing program; he made the original Soil and Moisture Control inventory of parkway lands. He was succeeded by Paul Balch and in 1962 the position was established as Soil Conservationist on the Superintendent's immediate staff when Joe Lynch entered on duty February 9, 1962.

In the late 60's and early 70's Mr. Lynch assumed additional duties and responsibilities including concession management, safety and environmental impacts. By 1975 his Safety Officer duties comprised 30 percent of his time. This variety of duties and additional assignments such as parkway representative for the

Bureau of Outdoor Recreation's study of the proposed Natchez Trace Scenic Trail from 1974 to 1976 resulted in the local evolution of title from Soil Conservationist to Staff Assistant.

On March 12, 1967, Mr. Gardner was promoted to Assistant to the Deputy Director in the Washington Office, after serving on the parkway as its head manager for 31 years. In January of that year he summed up the position of Superintendent as follows:

"The Superintendent has needed to coordinate a wide variety of complex and inter-locking activities and to reconcile divergent, and often conflicting, viewpoints and interests. Much of his duty to advance the Service's conservation and esthetic policies required close cooperation with independent agencies at various governmental levels and much effort and persuasion. Within the Service's own field organization the Superintendent has helped to recruit and train new people and tried to aid in maintaining morale and a satisfactory working climate. He also serviced in part as chairman of a highly competent committee of specialists, some of whom doubled as both staff and line officers. Individuals have come and gone, but the team spirit has continued; all have cooperated in doing an outstanding job. The Superintendent's responsibilities are many and varied--a challenging and rewarding job."

He was succeeded by Joseph C. Rumburg who managed the parkway for a year and a half from April 9, 1967 to September 21, 1968. In that time much of the remaining right-of-way in Mississippi was acquired. The Service-wide programs of Equal Employment Opportunity and Incentive Awards were emphasized and continue to be an integral part of park management. In 1967 the annual budget for parkway operation was \$1,142,205 and the number of employees totaled 154 of which 107 of the 113 authorized permanent positions were filled.

Park Management assumed an additional responsibility and workload in 1967 with designation of the Superintendent as State Coordinator for Mississippi which, particularly in the 70's, occupied much of the Superintendent's time with renewed interest in completing the parkway. Designating the Superintendent as State Coordinator made the position of Assistant Superintendent much more critical and important as that position assumed more responsibility for daily parkway management and for making decisions in the absence of the Superintendent.

In September of 1968 Robert C. Haraden became Superintendent until January 23, 1972. Unfortunately, the National Park Service discontinued the annual Superintendent's report from 1968 through

1971 and much of the administrative history was not recorded. In 1968 passage of the National Trail Systems Act which included the Natchez Trace brought renewed attention to the Natchez Trace Parkway. In 1969 the parkway began participating in the Neighborhood Youth Corp (NYC) program and the FOST concept of management was being considered in various units of the National Park System as an attempt to manage the parks in the face of critical manpower shortages. The Natchez Trace Parkway was included in this study but the concept was never implemented.

Another means of managing and providing assistance to parks within personnel ceilings was the "cluster" concept, and in 1970 the parkway assumed group responsibility for Shiloh, Stones River, Vicksburg, and Chalmette. Vicksburg and Chalmette were removed from the Natchez Trace cluster in 1972 and the entire group was dissolved in 1976 with the removal of Stones River and Shiloh.

During February 1971, Congressman Julia Butler Hanson, Director Hartzog, and Southeast Regional Director Thompson visited the parkway. Mrs. Hanson arrived in Tupelo the evening of February 10 and traveled south over all existing sections of the parkway to Natchez. At various times during their stay on the parkway the party was joined by Congressmen Whitten, Montgomery, and Griffin, all of whom have a portion of the parkway within their districts. This visit presented a fortunate opportunity to discuss parkway problems with the various individuals.

In 1972 the National Park Service celebrated 100 years of the National Park idea and the Natchez Trace Parkway entered the second century of parks with a new Superintendent, C. W. (Jack) Ogle, who entered on duty April 16, 1972.

Also in 1972 the first permanent position of Landscape Architect, funded by and as part of the parkway's allotted permanent positions, was established with Billy Morgan entering on duty March 19, 1972, and assigned as a staff member to the Superintendent. Prior to this time all resident architects were on temporary duty or assigned to the parkway from their home offices of Design and Construction or the Denver Service Center.

In January 1973, the Superintendent accepted membership as an advisory member of the Mississippi Historic Preservation Professional Review Board and attended meetings and reviewed nominations to the National Register.

During the next five-year period, 1972-1977, there was a renewed interest in completing the parkway. Congressional delegations

from Tennessee, Alabama, and Mississippi went on public record supporting early completion of the parkway and several bills were introduced to fund parkway completion; these received no action. A vigorous letter writing campaign by citizens of the three states demonstrated grass roots concern.

A visit to the Natchez Trace Parkway February 13-14, 1973, by four members, and their wives, of the House Appropriations Subcommittee on Interior and Related Agencies attested to the renewed interest in the parkway. Arrangements for this trip were made by Representative Thad Cochran of Mississippi. The four subcommittee members were Rod Taylor of North Carolina, Joe Skubitz and Keith Sebelius of Kansas, and John Happy Camp of Oklahoma. They left with a better understanding of parkway problems having actually traveled the road and seen the disconnected sections. In that same year at its July 23rd annual meeting at Pickwick Landing State Park, the Tennessee River Valley Association went on record as endorsing and supporting the early completion of the parkway.

This activity and interest culminated in a "Finish the Trace" meeting held in Tupelo, September 25-26 at the annual meeting of the Natchez Trace Association. For the first time the associations from all three states of Tennessee, Alabama, and Mississippi were united in a common effort to seek a commitment from the Department of Interior and from Congress to fund a plan presented at the meeting to complete the mainline parkway in seven years. Much of the Superintendent's time, as well as that of selected staff members, was devoted to meetings, public contacts, and upgrading data and figures in support of parkway completion.

Simultaneously the National Park Service accelerated its program of completing management plans which also occupied much of the time of the Superintendent's office as well as staff members. A Natural Resource Management Plan was drafted in 1974 and approved June 1976. Immediately following this was the call for the first draft of the Historic Resource Management Plan which was begun in late 1976 and submitted to the Southeast Region in February 1977. Also in 1976 a Statement for Management was drafted, and issued for public review in November, final approval was received from the Southeast Region, February 28, 1977. Comments on the draft Historic Resource Management Plan were received from the Southeast Region in September 1977 and the final draft was submitted November 30 with copies being distributed to all subdistricts.

During this time the Denver Service Center was preparing the Environmental Impact Statement for the parkway master plan and

parkway construction. The first draft was received from the Service Center in 1974, reviewed by the park and Region and returned to the Service Center for refinement. A final statement was distributed for internal review in early 1977. On March 7, 1978, the first draft statement was made available to the Environmental Protection Agency and to the public and the final statement was released on June 20. A notice was published in the Federal Register June 27, and the Environmental Impact Statement became official on July 27 following the 30-day review period.

Effective June 17, 1978, Landscape Architect Billy Morgan transferred to the Denver Service Center as a Project Supervisor with duty station on the Natchez Trace Parkway. At the end of 1978 the landscape architect position was still vacant because of Servicewide personnel ceilings. The position was filled September 23, 1979 by Marcel Crudele who transferred from Ozark National Scenic Riverway.

Superintendent Ogle worked actively through 1979 with Natchez Trace Association members and officers to maintain cordial and supportive relations. All news media--television, radio, and newspapers--continued to provide favorable coverage on the status of construction and parkway activities. Major items of interest concerned construction appropriations and the rate of completion of the parkway.

During 1979 the Natchez Terminus Study, a cooperative effort of the State of Mississippi, FHWA, and the National Park Service to determine the best and most feasible route for parkway section 3-X and the terminous location continued. Three public meetings were held April 24 and 25 at Jefferson College and Natchez City Hall.

The study report, "The Natchez Trace--A Potential Addition to the National Trails System," was presented to the Congress by the Administration and in August 1979 President Carter expressed support of this study in his environmental message to the Congress.

Assistant Superintendent Black retired on August 29, 1980, but returned to duty as a reemployed annuitant until December 1 when Superintendent Ogle accepted a transfer and promotion to Deputy Director, Support Services, Southeast Region, effective October 5. James L. Bainbridge, Associate Regional Director, Operations, Southeast Region, was reassigned to the parkway as Superintendent, effective October 5. Don R. Thompson, Superintendent of George Washington Birthplace, was promoted to fill the Assistant Superintendent position, effective December 14, 1980.

During 1980 Superintendents Ogle and Bainbridge both worked actively to encourage strong public support for completion of the parkway. Under their leadership the Natchez Terminous Study continued and a field study of the Natchez Bluffs area took place in November to review onsite the existing conditions, problems and alternatives.

Mr. Ogle received formal recognition for his achievements as Superintendent during a special joint meeting of the Travel and Tourism Committee of the Community Development Foundation and the Natchez Trace Parkway Association on September 30 at the Lee County Library. The new President of the Natchez Trace Association, R. B. Dossett, came all the way from Natchez for this ceremony; P. O. Beard, past president, came down from Iuka; Buddy Bishop represented Congressman Jamie Whitten; and Gray Megginson, President of CDF, and retired Assistant Superintendent Black participated in the many nice things that were said about Jack in regard to his performance over the past eight years as Superintendent of the Natchez Trace Parkway.

A retirement party was held for Bruce and Barbara Black November 14 at the Ramada Inn in Tupelo. Mr. Ogle returned from the Southeast Region to attend the party and to present Mr. Black with a Superior Service Award.

Several meetings and contacts worthy of note took place in October and December 1980. On October 20, Deputy Regional Director Ogle introduced Superintendent Bainbridge to the President of the Natchez Trace Association of Tennessee in Nashville, and then on October 29 they met with the President of the Mississippi Natchez Trace Association in Natchez and with city and local officials to discuss the Natchez terminous. Superintendent Bainbridge discussed the status of parkway construction with Representative Jamie L. Whitten and his staff on October 23, and on December 8 he met with the president and various officers of the Alabama Natchez Trace Association.

During 1981, Superintendent Bainbridge made three public appearances worthy of note. On January 17, he presented a talk at the Kosciusko "Polish-American Heritage Day" celebration to an estimated crowd of 1,500. Mr. Bainbridge represented the National Park Service and State Treasurer Ed Pittman delivered the address and cut the ribbon at the July 25 ceremony officially opening four miles of section 3-V north of Mississippi Highway 552. On November 1, Mr. Bainbridge gave the keynote speech to a crowd of 200 at the dedication of the Samuel Gibson House Welcome Center in Port Gibson.

In addition, Superintendent Bainbridge and Tupelo Major Clyde Whitaker participated in the dedication and ribbon-cutting ceremony for the Chickasaw Village Hiking Trail in May in conjunction with the commemoration of National Recreation and Parks Month.

Throughout the year, the Superintendent worked closely with the news media and the Natchez Trace Associations keeping them informed about the progress of parkway construction and encouraging public and new media support for parkway construction funding. In October, in conjunction with the Meriwether Lewis Country Fair and Arts Festival, Mr. Bainbridge spoke at the annual Natchez Trace Association meeting.

On August 14, 1981, Mississippi Senator Thad Cochran held a news conference at the Tupelo Visitor Center for the local news media announcing his intention to introduce legislation calling for orderly completion of the parkway. In September, Superintendent Bainbridge and Chief of Maintenance Matthews visited in Washington, D. C., with Senators Cochran and Stennis and Representatives Dowdy and Whitten of Mississippi and Tennessee Senator Sasser.

Near year's end, the Natchez Terminus Study was nearly ready to be submitted to the State Building Commission for review. The final report was approved by National Park Service Director Russell Dickenson and published February 1982. It recommended using the existing 3X right-of-way and terminating the parkway at Sergeant Prentiss Drive.

Revision and updating of the Land Use and Maintenance Plans, begun in 1981, continued into 1982. Cover title sheets along with the land lease schedule sheet for each parkway section were redrawn to improve the quality of future prints. Statement for Management revision and updating in 1981 included new graphics and revised data pertaining to recently completed parkway sections. In addition, all suitable agricultural tracts were plotted onto Sections 1-B, 1-C, and 1-D of the Land Use Plans. Acreage figures were then calculated as a prerequisite to placing these tracts in the lease program.

The 106 Compliance Statement submitted by the parkway for selected vista clearing and stabilizing the surface of Old Trace section 414-1D in Tennessee was approved July 14. The final Resource Management Plan (cultural and natural) submitted to the Region August 18 was approved September 7 and copies were subsequently distributed to all subdistricts.

Superintendent Bainbridge was appointed by Mississippi Governor William Winter to serve on the Governor's World Fair Council for Mississippi's participation in the 1984 Louisiana World Exposition. As a member of the Council and Transportation Committee, Mr. Bainbridge attended monthly meetings in Jackson and went with members of the council to the Knoxville World's Fair in September. Mr. Bainbridge also continued to serve on the Tupelo Community Development Foundation Travel and Tourism Committee, attending monthly meetings.

In September 1982, Superintendent Bainbridge attended two meetings on the Mississippi Gulf Coast. He went to the Governor's Conference on Tourism in Biloxi September 17-19. On September 29-30, he attended the annual Mississippi Recreation and Park Association meeting, where he presented a program, "Recreation Programming - A Dying Issue in Outdoor Parks," to the Outdoor Section.

Twenty-nine news releases were issued in 1982. Superintendent Bainbridge worked closely with the news media and Natchez Trace Associations keeping them informed about the progress of parkway construction and encouraging public and news media support for parkway construction funding. Mr. Bainbridge made several appearances on the Tupelo TV Station, WTVA, including the 30 minute weekly "Focus" program on October 12.

In 1983, Superintendent Bainbridge was appointed to serve on the Executive Committee of the Governor's World Fair Council to plan for Mississippi's participation in the 1984 Louisiana World Exposition. In conjunction with his post, he attended monthly meetings in Jackson. Mr. Bainbridge also continued to serve on the Tupelo Community Development Foundation Travel and Tourism Committee, and the Northeast Mississippi Tourism Council, attending monthly meetings.

In September Superintendent Bainbridge attended two meetings on the Mississippi Gulf Coast. On September 14-16, he attended the annual Mississippi Recreation and Park Association meeting, where he was responsible for arranging for the presentations of Jay Gogue, Chief Scientist, SERO, and Dominic Dottavio, NPS, Clemson University. He also attended the Governor's Conference on Tourism in Biloxi, October 17-19. On November 3, Superintendent Bainbridge and Staff Assistant Jim Kretschmann were at Horseshoe Bend National Military Park, Alabama, along with other NPS park superintendents from Alabama, to present a program on NPS areas to the staff members of the Alabama congressional delegation.

Archaeologist research conducted on the parkway in 1983 was very limited. Jack Walker, Archeologist from the Southeast Archaeological Center, monitored construction activities on 3V1, 3V2, and 3V3 on a quarterly basis.

In December SEAC let a contract with the University of Mississippi and Dr. Jay K. Johnson for archaeological investigations at Colbert Ferry on 2C. Preliminary work was to begin by the end of December and to be completed by the spring of 1984.

Two studies of pre-1983 work were received and accessioned into the parkway library. The Rock Creek Archaeological Project, Colbert County, Alabama, 1982, was written by Gerald P. Smith of the Department of Anthropology, Memphis State University. Excavations At the Mud Island Creek Archaeological Complex and the Gordon Mounds Site, Jefferson County, Mississippi, 1983, was written by Jay K. Johnson, Abigayle Robbins, and John T. Sparks, Center for Archaeological Research, University of Mississippi.

Due to inclement weather in early December, the parkway participated in only one Christmas parade this year. On December 6 a patrol car was driven in the Houston, Mississippi, parade. The parade for Mathiston and Maben, Mississippi, to be combined this year, was rained out and not rescheduled. At Tupelo, Mississippi, the parkway planned to have a patrol car and float, ridden by three park employees, in the parade, but it was cancelled because of rain and not rescheduled.

Thirty-eight news releases were issued in 1983. Superintendent Bainbridge worked closely with the news media and Natchez Trace Associations, keeping them informed about the progress of parkway construction and encouraging public and news media support for parkway construction funding. Mr. Bainbridge made several appearances on the Tupelo TV station, WTVA, regarding parkway construction activities. Assistant Chief Park Interpreter Claycomb was featured in a short segment on WTVA about the formal opening of the Pharr Mounds comfort stations and exhibit area.

During 1984, Superintendent Bainbridge continued to serve on the Executive Committee of the Governor's World's Fair Council to plan for Mississippi's participation in the 1984 Louisiana World Exposition. In conjunction with his post, he attended both the opening and closing ceremonies for the fair in New Orleans. Mr. Bainbridge also served on the Tupelo Community Development Foundation Transportation Committee, and the Northeast Mississippi Tourism Council, attending monthly meetings.

Mr. Bainbridge served as Chairman of the Outdoor Section for the Mississippi Recreation and Park Association. As chairman, he submitted messages to the membership through the MRPA Quarterly Journal. Numerous meetings of the association were attended throughout the state. On November 1, Superintendent Bainbridge was a speaker at the dedication of the Kosciusko Welcome Center. On November 19, he participated in the dedication ceremonies for the Jamie L. Whitten Historic Landmark and the last remaining section of parkway to be opened in Northeast Mississippi. On November 26, he also participated at the Duck River, Tennessee, groundbreaking ceremonies for a new section of parkway that will extend northward from Jackson Falls to Tennessee Highway 50.

Numerous public meetings were conducted in communities along the Natchez Trace Parkway concerning the Natchez Trace National Scenic Trail.

The Superintendent and members of his staff presented numerous programs to community organizations to acquaint parkway users with the parkway, its significance, and safe appropriate use.

In February 1984, James Atkinson, Southeastern Archaeological Center, entered on duty at Natchez Trace Parkway as full-time archaeologist. During the year he conducted surveys of the 3V1 and 1D3 sections as well as several other smaller project areas. One site in the 1d3 section was excavated under his supervision.

In May Preliminary Report of Survey and Testing Operations at Colbert Ferry Park, Colbert County, Alabama, was submitted to SEAC by Dr. Jay K. Johnson, University of Mississippi. This project begun in 1983 was completed in March 1984.

An archaeological project for Data Recovery at Shelby Bend, Maury and Hickman Counties, Tennessee (Section 1D3), was awarded in May to the Department of Anthropology, University of Tennessee, Knoxville. The field work was accomplished between June 4 and September 15 and a report of findings is now in preparation.

As a means of increasing familiarity with the parkway and encouraging its use by the public while traveling to or from the 1984 Louisiana World Exposition in New Orleans, the parkway, in conjunction with Leo Willette, Office of Public Affairs, WASO, produced two 30-second public service announcements on cassette tape. The announcement was sent to 115 television stations, and the audio portion of the announcement to 115 radio stations through the east and southeast.

On April 12, the Little Mountain Service Center, Inc., was sold by C. W. Gary to Tommy Brooks. The concession operation remains essentially the same under the new management. The brand of petroleum products has been changed, however, from Standard to Texaco. Too, the hours of operation have been extended one hour per day.

The Statement of Requirements was prepared for the Colbert Ferry Development by the Southeast Region and was made available to the public. Unfortunately only one offer was received. It was turned down as being non-responsive to the Statement of Requirements.

A cooperative agreement was signed with the Attala County Chamber of Commerce to allow them to construct a welcome center/museum on parkway land at the intersection of Mississippi Highway 35 and the Natchez Trace Parkway. The structure was completed in October 1984, and is currently in full operation. This center serves as a visitor contact point between the parkway's visitor center at Tupelo and Jackson, Mississippi, and is staffed and operated by VIPs of the Attala/Kosciusko Chamber of Commerce.

On November 18, 5.7 miles of parkway in Northeast Mississippi between Mississippi Highways 4 and 25 were formally opened, thus providing a continuous stretch of 305 miles of parkway from near Jackson, Mississippi, to Jackson Falls, Tennessee. This intersection of the parkway and the Tennessee-Tombigbee Waterway was declared a Historic Landmark. The bridge was named the Jamie L. Whitten Bridge. Congressman Jamie L. Whitten of Mississippi's First Congressional District delivered the dedication speech.

In December the parkway participated in the Tupelo, Mississippi, Christmas parade with a float entitled "Colorful Natchez Trace."

Twenty-four news releases were issued in 1984. Superintendent Bainbridge worked closely with the news media and Natchez Trace Associations keeping them informed about the progress of parkway construction and encouraging public and news media support for parkway construction funding. Mr. Bainbridge made several appearances on the Tupelo television station, WTVA, regarding parkway construction activities.

The ADP Management Program progressed nicely in 1985. The Staff Park Ranger is now responsible for managing the park's ADP functions. During 1985 the Natchez Trace Parkway started using the Regional Electronic Mail System and input payroll data to

region using PAYPERS. In addition a parkwide accounting system, a parkwide basic operations accounting system, tap sheets, park inventory, GSA vehicle summary, and park photograph file were entered onto the computer system.

In 1985, Superintendent Bainbridge continued to serve on the Governor's Council of Tourism, the Tupelo Community Development Foundation, and the Northeast Mississippi Tourism Council.

A joint Cooperative Agreement was signed between the Natchez Trace Parkway, the U. S. Fish and Wildlife Service and the Tennessee Wildlife Resources Agency to protect the threatened slackwater darter breeding sites on parkway lands in Tennessee.

Modification No. 1 to the Interagency Agreement between the National Park Service and the Corps of Engineers was approved. This modification defined the area within the Natchez Trace Parkway right-of-way in which the Corps of Engineers must notify the National Park Service prior to use.

A Cooperative Agreement was signed between the National Park Service and the Town of Centerville, Tennessee for the design and construction of a 2-inch water line across the Duck River in Hickman County, Tennessee. The waterline would supply water to the Gordon House Site which is now under development. The document called for the payment of \$34,050.00 to the Town of Centerville, Tennessee for this service.

Plans-in-hand centerline walks took place on Projects 1-B and 1-C during the year. Parkway staff as well as personnel from Denver Service Center and the Federal Highway Administration participated in this planning effort. These centerline walks were a prerequisite to the completion of the final construction drawings and specifications for these two projects.

The parkway's Statement for Management was submitted to the Regional office after it was revised and updated. It was approved in November by the Regional Director.

Work on the parkway's General Management Plan and Comprehensive Trail Plan continued in 1985. Completion of these documents is expected early in 1986.

An Interpretive Team from the Harpers Ferry Center visited the parkway two weeks during the fall of 1985. They worked closely with the parkway's interpretive staff in reviewing all interpretive features along the parkway. The objective of this document will be to guide the future development of interpretive media and facilities.

The Land Use and Maintenance Plans for Section 3-V were completed late in the year. Copies of these documents will be prepared and distributed to field personnel before this section is open to traffic in the summer of 1986.

A 653-page report entitled, Cultural Adaptations in the Shelby Bend Archeological District, was submitted by the Department of Anthropology, University of Tennessee. The report covered findings of excavations conducted in the summer of 1984.

A 155-page report entitled, Archeological Survey and Testing at Colbert Park, Colbert County, Alabama, was submitted by the Center for Archeological Research, University of Mississippi. The report covers archeological findings during investigations completed in 1984.

In-house archeological work included mitigation of an early 19th century anglo site in the Highway 61 Bridge construction area near Natchez, the removal of an historic cemetery on Section 1C in Maury County, Tennessee, and routine archeological survey and monitoring of sections under construction.

In December the parkway participated in the Tupelo, Mississippi, Christmas parade, winning third place in the float competition.

Christmas Open House special events were held at seven different parkway locations during the month. On December 15, open house was held at the Colbert Ferry Contact Station, with 104 in attendance, and at the Kosciusko Welcome Center, with 65 in attendance. Christmas cookies, candy, punch, and coffee were served.

On December 20, open house was held at the Tupelo Visitor Center where the film, "National Parks, Our Treasured Lands," was shown twice to 34. Christmas cookies, coffee, and punch were served. Attendance during the day was 123. Little Mountain Service Center served refreshments throughout the day. The Ridgeland Crafts Center offered visitors refreshments, the music of Guild member J. B. Keith's dulcimer, and a tree decorated with ornaments handcrafted by Guild members.

On December 21, open house was held at the Rocky Springs Contact Station with several films being shown. Coffee and donuts were served to the 45 in attendance. The following day, December 22, open house was held at Mount Locust with 25 in attendance. Coffee and donuts were served.

Twenty-four news releases were issued in 1985. Superintendent Bainbridge worked closely with the news media and Natchez Trace

Associations keeping them informed about the progress of parkway construction. Mr. Bainbridge made several appearances on the Tupelo television station, WTVA, regarding parkway construction activities.

2. Division of Administration

(Formulates and interprets policies, standards, programs and procedures for administrative activities including budget, finance, personnel and property management, and general services.)

A position of Clerk who performed clerical and stenographic duties for both the Historian and Representative-in-Charge was established in the Jackson office and filled by Miss Nancy Parrish (later Mrs. Malcolm Gardner) who resigned in 1939. On July 1, 1939, August P. Koster entered on duty as Clerk and served in subsequent positions of Senior Clerk effective February 24, 1941, then Chief Clerk from July 14, 1944, until his transfer to Great Smoky Mountains on February 4, 1952. On June 15, 1955, the position was officially entitled Administrative Officer.

By the 1944 FY the original parkway staff of three had increased to a permanent ceiling of 22 plus two regular employees allowed for Meriwether Lewis and one part-time Caretaker each for Brices Cross Roads and Tupelo Battlefields.

World War II had a drastic effect on both parkway personnel and budgets. As of June 30, 1944, six men were on furlough for military duty, four for war industry, and four additional employees had been transferred to other government agencies engaged in war work. Limitations placed on expenditures to the amount spent in 1942 impaired operations. An allotment of \$48,209 was made for administration, protection and maintenance of the Natchez Trace Parkway for the 1944 FY, increasing to \$54,327 in FY 1945. Appropriations for the coordinated areas in 1944 were: Ackia Battleground \$185, Meriwether Lewis \$3,194, Brices Cross Roads \$165, and Tupelo \$286.

The end of the war saw the return to the parkway of much needed administrative and planning personnel who had been furloughed for military service or transferred to essential war work. By FY 1947 all men furloughed for military service had returned to duty and the number of regular full-time employees had increased slightly above the pre-war number to 32. For the fiscal year 1947, \$347,091.88 was allotted of which \$133,000 was for administration, protection and maintenance and \$5,421 for the coordinated areas.

A U. S. Civil Service Commission inspection of the personnel records and review of the personnel procedures and policies was made in March 1948 with the conclusion that the method of recruiting and employing personnel for the parkway was

satisfactory. By the end of the 1948 FY there were 41 full-time and 27 part-time employees on the rolls. Collections totaling \$2,209.18 from rentals, leases, and trespass fees were credited to Miscellaneous Receipts during the year.

During the 1949 FY Chalmette National Historical Park was added to the coordinated areas served by the Natchez Trace Parkway Field Finance Office and on August 1, 1953, the office assumed the accounting function for Shiloh and Fort Donelson. Effective February 1, 1955, accounting functions for Shiloh, Fort Donelson, and Chalmette were transferred to the Region One Office.

During 1957 the administrative workload had become so great and diversified that three branches were recognized for the first time with personnel and property management being separated as distinct functions. A new position of Personnel Assistant was established April 2, 1957 and Clerk Joyce Anderson was promoted into it effective April 7. In July 1960, the position was redescribed as Personnel Officer; when Miss Anderson retired September 13, 1975, the position was filled with a trainee Personnel Management Specialist, GS-07, Miss Susan Bartlett. On April 2, 1976, the position was redescribed at the GS-09 level and Miss Bartlett was promoted into the position on January 16, 1977.

In May of 1957 the Property and Procurement branch was established with the position of Supply Assistant. Donald R. Sarver entered on duty in this position in October 1957. Through the years the title changed to General Supply Officer and then to Contract Specialist in 1975.

Administration became involved with concession operations on the parkway for the first time in 1959 and in December the proposed concession at Little Mountain for a service station and staple food supplies in addition to oil products was advertised. Little Mountain Service Center at Jeff Busby was opened by Mr. C. W. Gary the last week in April prior to the official May 1 opening. Through the years he has maintained satisfactory service and new five year contracts have been negotiated, the most recent only becoming effect January 1, 1973. Gross operating income reported during 1971 was \$230,555 and \$285,433 for 1974, with net income increasing during the same period from \$10,436 to \$21,317.

The administrative division assumed another workload in 1960 with implementation of the Federal Health Benefits Program. In June 1960 the Health Benefits registration program was completed with 70 percent of the 79 eligible employees enrolling.

Operation of the Natchez Trace Parkway was expanded to the point by the end of June 1961 there were 94 permanent budgeted positions of which 86 were filled.

Allotments for the 1961 FY for Management and Protection and Maintenance and Rehabilitation totaled \$718,784 with an additional \$1,127,938.78 obligation authorized for construction. An audit team from the Washington Office conducted an audit of the fiscal and accounting activities of the parkway during the period January-April 1961.

During the 1961 fiscal year seven employee suggestions were submitted to the Region One Incentive Awards Committee. Three cash awards totaling \$110 were received for work improvement ideas. By the 1967 FY these statistics, with accompanying workload, had increased to 17 work-improvement suggestions resulting in eight employees receiving monetary awards totaling \$390 for suggestions submitted.

In September 1961 offices for all headquarters personnel in the new park headquarters building were occupied correcting a long term need and facilitating administration, operation, and management of the parkway by all headquarters personnel. At the end of June 1962, 87 of the 103 permanent budgeted positions were filled and the 1962 FY allotment for operating the parkway and associated areas was \$682,917. The number of permanent budgeted positions had increased to 113 by June 30, 1963, and allotments for the fiscal year totaled \$3,302,928 of which \$801,374 was for operations and \$2,501,554 was for construction. Comparative figures show that the workload of the accounting section had increased approximately 50 percent between the time of its reorganization in 1959 and 1963.

In June of 1965 the accounting division underwent a drastic reduction in personnel and responsibility when the Field Finance Office was moved to the Region One Office in Richmond, Virginia. With the closing of the Field Finance Office three employees remained within the parkway headquarters office. Account Clerk Gladys L. Rice was relocated as the Interpretive Division Secretary, Payroll Clerk Mary Catherine Kellum went to the Maintenance Division as Clerk-Stenographer, and Fiscal Accounting Clerk Gladys R. Steele remained as General Accounting Clerk, the one remaining accounting section position.

Allotments for operation of the parkway reached the seven figure mark for the first time in the 1966 FY with \$1,003,324 allotted for Management and Protection, and Maintenance and Rehabilitation. Miscellaneous revenue collections deposited during that same time totaled \$11,272.09.

Equal Employment Opportunity was receiving emphasis in the late 60's as evidenced by the following quotation from the 1967 FY annual report:

In connection with the Equal Employment Opportunity Program, Parkway employees represented the Park Service in Federal Employment Outlook Programs sponsored by the U. S. Civil Service Commission at four minority group colleges--Jackson State College, Stillman College, Oakwood College, and LeMoyne College. In addition, the Assistant Superintendent, as Park Service Recruiter, interviewed Negro students at LeMoyne, Jackson State, and Tougaloo Colleges, selecting seven for seasonal employment in various parks. Eight Natchez Trace seasonal positions (two Park Ranger and six Conservation Aid) were offered to Negro college students and Negro teachers, with appointments scheduled to begin June 5. An American Indian was recruited and appointed as seasonal Tractor Operator.

In the latter part of the 1960's the parkway suffered under stringent personnel ceilings and in 1969 six positions were abolished. Also, a Service-wide evaluation and reclassification of positions as they became vacant resulted in many positions, including Superintendent and division chiefs, being downgraded in 1972 and in ensuing years as the positions became vacant.

Total operating funds in 1972 were \$1,867,632 increasing to \$2,374,400 for park management in the 1974 FY with an additional \$304,300 for road overlay surface and \$89,000 to cover the purchase of a radio system. For the 1976 fiscal year funds allotted to the Natchez Trace Parkway were \$2,939,400 for management and operations and an additional \$540,000 in cyclic funding for major rehabilitation jobs.

Administration first felt the direct affect of the computer age in 1969 with implementation of the Departmental Integrated Personnel System (DIPS) utilizing the U.S.G.S. computer in Reston, Virginia. For the first time payroll and personnel actions needed to be closely coordinated. For a number of years the system gradually improved as forms were perfected and personnel became more familiar with the computer requirements. The major improvement in the system came about in 1975 with the installation of terminals in the Southeast Region allowing direct computer access at the regional level to feed personnel actions and corrections directly into the computer which previously could be done only in Washington.

In 1970 forms were completed for every piece of capitalized equipment on the parkway to make this information available on computer printouts. This property management system also steadily improved in speed and reliability. Another major computer task undertaken by property management in November and December of 1976 was completing the forms required for amortization information to be placed on a computer printout.

In 1971 Director Hartzog implemented the system of Management by Objectives (MBO). During the ensuing five years the Administrative Division assisted the Superintendent and divisions with developing and improving various portions of the system including Activity Standards, Role and Function Statements and Performance Standards, and integrating these with parkway objectives, goals and long-range budgeting and programming. Success of the implementation and application of the system on the parkway is attested by the Southeast Region's informal recognition and acknowledgement that the system was working well, if not better, on the Natchez Trace Parkway than anywhere else in the Southeast Region.

During the latter part of 1972 a petition was filed with the Area Administrator of the Labor Management Services Administration, Nashville, Tennessee, by Local 1298, National Federation of Federal Employees, seeking an election for the establishment of a union on the Natchez Trace Parkway. Later the American Federation of Federal Employees, AFL/CIO, also requested to intervene and be listed on the ballot. As a result of elections conducted in early 1973 the American Federation of Employees won. Negotiations were conducted during the month of June and a signed contract along with the supplemental agreement was approved in August.

Local No. 3449, American Federation of Government Employees was now officially established on the Natchez Trace Parkway with several members as employees.

Special labor-management cooperative committees were established to carry out the activities of the union and management to improve working relationships and conditions. At the close of 1974 membership was 39 and the committee had met on established dates with membership dropping to 24 at the end of 1976.

The Personnel Office assisted in working out two assignments under provisions of the Intergovernmental Personnel Act of 1970. One agreement was worked out between the parkway and the Tupelo Separate School System to assign Environmental Specialist Mac Heebner to the school system for a one year period for the 1973-

74 school year. He lived at park headquarters and occupied a full-time permanent position but had his office in the Tupelo School administrative building and worked under the direct supervision of Assistant School Superintendent Bill Rieves. On March 2, 1975, James Waters from the Mississippi State Park Commission entered on the parkway rolls for a one year training assignment as an Interpretive Staff Assistant.

In addition the Personnel Office has assisted with several other special Federal programs. In 1974 these special program enrollees included 14 Neighborhood Youth Corps, four Comprehensive Employee Training Act (CETA) employees, and two cooperative education students. The following year, 1975, 16 NYC, 17 CETA, and two cooperative education students were reported.

Early in 1976 notification of funds being provided for a Youth Conservation Corps day camp resulted in an extremely accelerated period of recruiting and selecting staff and 20 participants and in developing projects and ordering the required supplies and materials. The experience gained in this initial program resulted in a much more orderly preliminary arrangement for the expanded 3-camp 1977 YCC program.

Throughout the early 1970's the parkway continued to emphasize and make progress in its Equal Employment Opportunity efforts. The maintenance division had been traditionally well represented with minority persons through the years and in 1971 the parkway began hiring black protection personnel. In 1972 a cooperative education program for black students was initiated under an agreement between the Natchez Trace Parkway and Jackson State College. In 1973 three black college students including one woman, were employed alternately as student assistant interpreters. Because of problems in obtaining students from Jackson State our agreement with that institution was terminated and a new one signed with Rust College with the first student from the college entering on duty in the Tupelo Visitor Center, March 2.

By 1975 progress had been made in improving the parkway EEO program through compliance with strict guidelines of employment of all employees regardless of national origin, race, creed, or color. During 1975 a new EEO Affirmative Action Plan was written in accordance with regional guidelines and first submitted to the Southeast Region and then forwarded to the Civil Service Commission for approval. A designated EEO Counselor for the parkway and Vicksburg initiated a standard continuing practice of making scheduled trips in the field to consult with employees.

During 1976 the administrative division assumed much of the additional workload resulting from the change in the Federal fiscal year from July 1 through June 30 to October 1 through September 30. This change resulted in a one-time 3-month separately funded and budgeted Transition Period from July 1 through September 30, 1976. Also in 1976 renewed interest in the completion of the parkway and the announcement of President Ford's 10-year Bicentennial Land Heritage Program which included significant amounts of money for parkway construction resulted in the National Park Service preparing a 5-year program for financing complete construction of parkway and including money for operating and maintaining the mainline mileage at an acceptable standard. In May 1977, it was announced that President Carter had signed the Land Heritage Program passed by Congress and that it was condensed into a 5-year program with the Natchez Trace Parkway receiving an additional \$29,278,000 in FY 77 for construction and overlay of all existing road surface.

Total operating funds for the parkway in the 1977 FY were \$3,123,000 with an additional \$62,400 allotted for cyclic funding of major rehabilitation jobs. Four contracts totalling \$71,810.56 were administered by the parkway and an additional paving contract in the amount of \$700,063.49 was prepared by the parkway staff and administered by the Southeast Regional Office staff. Four Federal Telecommunication System lines were installed at Tupelo headquarters in 1977 greatly facilitating telephone communications throughout the United States. On December 4, 1977, Clerk-Typist Royce Ellington at Ridgeland was transferred from the Maintenance Division to Administration as the South District Clerk-Typist to serve better the administrative functions of the South District for all divisions.

On October 1, 1978, at the beginning of the 1979 FY, the parkway vehicle passenger fleet was converted to the GSA fleet. The transition went smoothly with no visible change in the daily routine and operating of the vehicles other than the replacement of Interior license tags with GSA tags. At the end of 1978 six permanent positions were vacant without authority to fill them because of Servicewide personnel ceilings resulting from the Administrations's commitment to reduce the number of Federal employees. These were: Chief of Maintenance, Landscape Architect, Meriwether Lewis Subdistrict Ranger, two Radio Dispatchers, and Tupelo Maintenance worker. Early in 1979 authority was granted to fill the Chief of Maintenance position as a GS-12 and a vacancy announcement was issued February 5 and Civil Engineer Bobby Matthews was selected, effective March 25.

Later in the year, the permanent Landscape Architect position was filled and the two radio dispatcher positions were converted to less-than-full-time and filled; the parkway lost the Tupelo Maintenance worker and Meriwether Lewis Subdistrict positions.

In 1979 major changes occurred in the Division of Administration, with Clerk-Typist Sheila Massey transferring to the Division of Interpretation in July and, in December, Administrative Officer Good transferring to the Southeast Region, Contract Specialist Garrison transferring to Mammoth Cave, and General Accounting Clerk Rice retiring. On December 30 Clerk-Stenographer Jan Thrift was reassigned to General Accounting Clerk and Doris E. Engle entered on duty as clerk-typist.

Participation with Rust College in the Cooperative Education Program was ended in 1979 and a new agreement was signed with Jackson State University. A preliminary meeting was held at Tupelo headquarters with a representative of the Jackson State University Placement Office in July 1979, and a recruiting trip made in November resulted in two students being recruited to enter on duty in 1980. In connection with the Cooperative Education Agreements with Russ College and Elizabeth State College, two former co-op students were added to the parkway's rolls as intake trainees, each to alternate between a year at the parkway and a year in the Southeast Regional Office.

Upon receiving classification and staffing authority for all wage grade positions, the parkway's Personnel Management Specialist became responsible for desk auditing 25 percent of all permanent wage grade positions each year. Desk audits in 1979 FY involved Kosciusko, Dancy, Tupelo, and Cherokee Subdistricts. Twenty-one audits were completed and reported in November 1979.

In 1979 the concession permit for the Craftsmen's Guild of Mississippi was renewed with a three-year permit. The concession permit with James Franks for the Tupelo sorghum demonstration expired, and, because he did not want to continue the demonstration, a prospectus was prepared for a new permittee. Because the Denver Service Center was working on the recommendations for the Jeff Busby concession, a two-year extension was approved for Mr. C. W. Gary to permit completion of planning and negotiating a new permit, starting January 1, 1980.

The first full year of operation of the GSA motor fleet was completed in 1979 with relative success, and by year's end bookkeeping procedures and maintenance arrangements were integrated. On December 26, 1979, the parkway was informed of

cuts in funds for travel and transportation, which, when combined with GSA rate increases, caused field operations to fall to approximately 20 percent of normal.

Major changes in administrative personnel continued in 1980 with assignment in January of Amil Mask, Appraisal and Rent Analyst, Housing permits and Utilities Office, Denver, to the position of Administrative Officer. Personnel Management Specialist Joe Aull was reassigned to Blue Ridge Parkway in March. Both the vacant Personnel Management Specialist and Contract Specialist positions were changed to upward mobility positions and filled with parkway employees. Supply Assistant Mildred Helms was promoted to Contract Specialist, GS-7, and part-time Personnel Clerk Mary L. Bush was temporarily promoted to permanent full-time Personnel Assistant, GS-6, and reassigned June 1 as Personnel Management Specialist, GS-5 with promotion potential. Two radio dispatchers were selected to fill administrative vacancies. Denise Cooper was reassigned as Secretary in March and promoted to GS-5 in September, and Wayne Owens was promoted to GS-5 Supply Clerk in July. Clerk-typist Doris Engle accepted a transfer and promotion to Purchasing Agent, GS-5, at Hot Springs, effective January 25, 1981.

A freeze in hiring from outside to fill permanent full-time positions went into effect in February 1980. During the year, the parkway requested waivers to fill permanent full-time positions. Three were approved and at the end of the year seven were still pending, three of which involved minority employees.

Two intake trainees, former cooperative education students, were reassigned to Administrative Officer positions, one to Cumberland Island National Seashore and the other to Castillo de San Marcos National Monument. In connection with the Cooperative Education Agreement with Jackson State University, one student Kenneth Moore, was appointed. An alternate student was not available, leaving the parkway without a co-op student from May until December 1980.

Desk audits in FY 1980 involved Kosciusko, Cherokee, and Meriwether Lewis Subdistricts. Ten audits were completed by Personnel Management Specialist Aull before he was reassigned to Blue Ridge Parkway. Mr. Aull chaired the EO Committee in 1980 until he transferred; in June, Mary L. Bush was assigned to that position and assumed the duties as chairperson of the committee. The committee met twice during the year. General Accounting Clerk Janice L. Thrift continued to serve as the EO Counselor for

the Natchez Trace Parkway during 1980. Her duties as EO Counselor for Vicksburg National Military Park were terminated with the appointment of a Vicksburg staff counselor.

On November 12, 1980, a Departmental Contracting Warrant System was implemented. The system provided that an absolute minimum number of persons be designated and trained to accomplish the contracting requirements of the agency. The parkway Contracting Specialist was authorized to sign contracts up to \$100,000; the Supply Clerk up to \$10,000, and contracts in excess of \$100,000 would be signed in Region.

Six residences in Tupelo Headquarters, Quarters Number 4, 7, 11, 16, 19, and 24 were declared surplus, and advertised for sale in 1980 and removed in March and April of 1981.

During 1981, a handicapped employee received a promotion and transferred to Death Valley National Monument, another received a promotion at the parkway, and a legally blind employee at Gulf Islands National Seashore was reassigned to the parkway. The EO Committee was chaired by Personnel Management Specialist Mary L. Bush and met twice during the year. Janice L. Thrift continued to serve as EO Counselor until she transferred to the Soil Conservation Service in June. Ray L. Claycomb was subsequently named as EO Counselor, and in October 1981 completed the EO Counselor training offered in Atlanta by OPM. In December 1981, the Personnel Specialist and Administrative Technician visited Rust College and Mississippi Industrial College in Holly Springs, Mississippi, for the seasonal recruitment program. In addition, the Chief Park Ranger assisted with the seasonal recruitment program at Memphis State University during the same month.

In June, General Accounting Clerk Jan Thrift transferred to the Soil Conservation Service and Administration Secretary Denise Cooper was reassigned to fill the vacancy. Sheila Massey was promoted from Interpretation to the full-time GS-5 Secretary position in Administration. Supply Assistant Wayne Owens accepted a transfer and promotion to Fort Caroline National Memorial in November with Administrative Technician (Trainee) Kenneth Moore assuming the duties of the position.

Desk audits in 1981 involved employees in the Ridgeland, Port Gibson, and Natchez Subdistricts. The Southeast Region required that all Automotive Mechanic positions be audited since it had been determined that many of these positions in the region were misclassified because of the use of GSA vehicles. The Regional Chief Classifier performed these audits as well as auditing the

foreman at Port Gibson and Natchez. Personnel Specialist Bush received on-the-job training in classification by observing the Chief Classifier during these audits.

The Federal Employees Group Life Insurance Program was significantly changed in 1981 to enable employees to have more life insurance coverage and to offer some coverage to spouses and children. The parkway Personnel Specialist explained the new program and options to the employees in the subdistricts. An Open Season was not held in 1981 for the health benefits program.

At the end of 1981, the parkway did not have any cooperative education students. The co-op student from Rust College was terminated since he was unable to be placed in a position within 120 days of graduation. The co-op student from Jackson State University was placed at the parkway in a career seasonal Administrative Technician position. Since the Southeast Region has a Cooperative Education Agreement with Memphis State University, the parkway's Administrative Officer and Chief Park Interpreter visited the campus to explore that agreement for interpretation. Although this visit resulted in some interest but no applicants, it did initiate a new direction for possibly appointing a Resource Management and Visitor Protection co-op student.

During 1982, a severely handicapped non-minority male was appointed to the position of Radio Dispatcher and a handicapped employee was converted to career-conditional. The EO Committee was chaired by Administrative Officer Amil Mask and met once each quarter during the calendar year. Ray L. Claycomb continued to serve as the EO Counselor for the parkway and in November Supply Clerk Cynthia Thaggard was appointed an additional EO Counselor by virtue of former service at Padre Island NS and Yellowstone NP and previous formal training. In December 1982 Personnel Management Specialist Mary L. Bush visited Rust College and Mississippi Industrial College to pass out seasonal recruitment information. In addition, Chief Park Ranger Dave Tomlinson assisted in the NPS seasonal recruitment program at Memphis State University during December. Also, a parkway ranger lectured to Memphis State Law enforcement students, a large percentage of whom were minority students.

One personnel change took place in the Division of Administration in 1982; Administrative Technician Kenneth Moore, a former co-op-education student transferred to the Southeast Archeological Center, effective August 22. Radio Dispatcher Cynthia Thaggard was selected to fill the vacancy as Supply Clerk, starting October 3.

Desk audits in 1982 involved employees in Ridgeland, Kosciusko, Dancy and Tupelo Subdistricts and as positions became vacant during the year, the position descriptions were reviewed and rewritten as necessary. Several changes in positions were also made as a result of desk audits performed in late 1981. In relation to other personnel matters, the Jackson Area Office of OPM was placed under the supervision of the Huntsville Area Manager and Mississippi was divided into zones for recruiting purposes and an inventory register system was reestablished. Inventories established for specific positions and zones remain active for one year.

An Open Season for the health benefits program was held in May 1982. Another Open Season was scheduled for November 22 to December 10, but due to delays in getting comparison charts, rate schedules, and other brochures, it was extended to December 23. Because of rate increases and benefit changes, one-third of parkway employees changed coverage during Open Season - 90% of these chose Government Employees Hospital Association (GEHA) benefit plan.

Several changes in concession operations on the parkway occurred during 1982. The Little Mountain Service Center contract was negotiated with C. W. Gary and was submitted to Southeast Region for review and transmittal to Washington. A Statement of Requirements was prepared for the operation of the Ridgeland Craft Center and the notice to negotiate a concessions permit was published in the Federal Register. A five-year concession permit was negotiated with the Maury County Creative Arts Council to provide the annual Meriwether Lewis Country Fair and Arts Festival.

Initial contacts were made concerning a potential concession operation at Rocky Springs. Feasibility studies were conducted concerning a concession developed and operated facility at Colbert Ferry (park) on the Tennessee River (Pickwick Lake), several prospective concessioners expressed interest and commented on the overall feasibility of the proposal.

Fiscal year 1983 full-time equivalency (FTE) ceilings were given to the region as one ceiling, but the parks in the Southeast Region were requested to continue tracking and managing the ceilings in both categories--permanent and other than permanent. As of January 8, 1983, the parkway had expended a combined FTE of 36.92, and projected a requirement of 85.97 permanent and 17.41 other for the remainder of the year. Thus our total FTE needs for the year were 140.3. The parkway monitored FTE carefully throughout the year and at the end had used 118.85 permanent and

22.05 other for a total of 140.9, which was .6 over ceiling. The overage was caused largely by conversion of eleven part-time and career-seasonal positions to permanent, full-time, during the year.

Classification desk audits in 1983 involved employees in the Natchez, Port Gibson, Ridgeland, Kosciusko, and Dancy Subdistricts. As positions became vacant in 1983, position descriptions were reviewed and rewritten as necessary. The position description for the Clerk-Stenographer GS-312-04, Division of Interpretation and Visitor Services, was rewritten to include tasks the incumbent was performing. SERO classified the position as Secretary (Typing), GS-318-05, and the incumbent was promoted without competition.

Open Season for the health benefits program was initially scheduled for the period November 14, 1983, to December 9, 1983. As usual, comparison charts were not available for distribution to employees by November 14; therefore, Open Season was extended to December 16, 1983. Nineteen employees changed coverage: some changed to GEHA, some from Blue Cross/Blue Shield High Option to Standard Option, and several changed to other plans.

The Development Concept Plan/Environmental Assessment for the proposed concession facility at Colbert Ferry was prepared and approved in 1983. Public meetings on the development were held and most comments were favorable. The Statement of Requirements for Colbert Ferry is being drafted in the Southeast Regional Office with input from the parkway.

A Statement of Requirements was made available to the public for the proposed concession development at Rocky Springs. The deadline for submission of a proposal was December 13, 1983. Unfortunately none were submitted.

The concession contract with C. W. Gary was signed by Mr. Gary on October 4, 1983, and forwarded to WASO for review on October 17, 1983. It was forwarded by WASO to Congress on November 2, 1983, for 60 days. It will be signed and in force January 2, 1984.

A three year concession permit was successfully negotiated with Craftsmen's Guild of Mississippi for the continued operation of the Ridgeland Crafts Center.

The Fiscal Year 1984 full-time equivalency (FTE) ceiling remained the same--140.3. Due to the change to PAY/PERS, it became increasingly difficult to balance our FTE figures with theirs. At the end of the fiscal year, PAY/PERS reported our FTE usage as 2.48 under ceiling.

The Personnel Specialist is now required to audit 25% of the positions each year for which the parkway has classification authority. That would be 18 positions. In FY 1984, this amount was exceeded: 19 positions were desk audited and 5 were reviewed while vacant, making a total of 24 positions reviewed. Of these, four required personnel actions: Worker Foremen were changed to Maintenance Mechanic Foremen.

On August 19, Park Technician, GS-026-5/6, positions (20) were changed to Park Ranger, GS-025-5/6. Three positions were filled from OPM as Park Technicians according to instructions from the Southeast Regional Office. A task force was appointed in Washington to study the 025/026 positions. At year end, the Regional Office was still waiting for clarification on this change from 026 to 025. We have been told that the new Park Technicians will not be changed to Park Rangers in 90 days as was previously planned.

Open Season for the health benefits program was held from November 5, 1984. As usual, there was a shortage of brochures and a number of brochures were Xeroxed in order that each subdistrict would have a copy of each plan for the employees to review. Nine employees changed coverage.

The Fiscal Year 1986 full-time equivalency (FTE) ceiling remained the same as in 1984--140.3. At the end of the fiscal year, PAY/PERS reported our FTE usage as 125.57 permanent, 13.63 other for a total of 139.20. This figure is 1.10 under ceiling.

Park Ranger, GS-025, position description and qualification standards were approved in 1985, and as a result the 1984 conversions from Park Technicians to Park Rangers were validated. Also parkway GS-06 Parkway Rangers were promoted to GS-07 as a result of application of new standards.

On April 15-19, the Southeast Regional Office conducted an on-site personnel management evaluation. The Management Summary is quoted partially as:

"No major personnel problems were noted. The overall finding is that the park personnel program is in good shape. A substantial majority of the interviews conducted reflected a feeling of support for the park personnel program."

Action items generally dealt with supervisory training, updating performance standards, updating position descriptions, and refining the awards program. There were also a number of position management recommendations to which the park responded.

The Personnel Specialist is required to audit 25% of the positions each year for which the parkway has classification authority, 18 positions. IN FY 1985, 13 positions were desk audited and 8 were reviewed while vacant.

The Personnel Specialist visited Rust College on behalf of service-wide Park Aid/Technician/Ranger seasonal recruitment and for the Southeast Region in recruitment of seasonal laborers.

Open Season for the health benefits program was held from November 4, 1985, through December 6, 1985.

ADMINISTRATIVE HISTORY
of the
NATCHEZ TRACE PARKWAY

Compiled by

Dawson A. Phelps
in 1965
and
updated annually since
1976

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PREFACE

In 1965 Supervisory Historian Dawson Phelps completed compiling the first draft administrative history of the Natchez Trace Parkway entitled "The Natchez Trace Parkway: Fact and Surmise." This draft was to contain 12 chapters, of which two, XI Administration and XII Retrospect: 1931-1965, were not written.

No more work was done on this draft until 1976 when Chief Park Interpreter John Mohlenrich rewrote and updated the 1965 draft, completed the chapter on administration, compiled the appendix, and combined two original chapters, "VI Land" and "VII Evolution of a Parkway Concept" into one chapter. This administrative history is updated annually as necessary by the Division of Interpretation and Visitor Services.

The original 1965 draft prepared by Dr. Phelps is retained in the Natchez Trace Parkway library. Quoted herewith is the original preface from that paper:

"The Natchez Trace Parkway: Fact and Surmise" is not and cannot be a definitive history, but rather a series of essays which I hope will shed some light on a complex subject.

"That the idea of permanently commemorating the Old Trace originated with the Mississippi Daughters of the American Revolution is not open to question. However, that organization keeps only the sketchiest records, a fact which precludes a more detailed look-see into their story.

"Who conceived the idea of paving the Natchez Trace? Here the testimony is conflicting. Jeff Busby told his story many times--with vim and color. His role, as set forth in this work, comes largely from his lips, supplemented by the reminiscences of Ned Lee, editor at that time of the Webster Progress, and by stories from the pen of "Col." Jim Walton. When a draft was presented to Busby, he, in effect, said, "Phelps is all wet." However, he refused to either make any corrections or suggestions or to permit an examination of his papers.

"Some time ago I touched on this subject briefly in a talk with Mrs. W. F. Smith, a sister of Senator Hubert Stephens. For many years she was the librarian at New Albany, Mississippi. She let me know that it was erroneous, unjust, and scandalous to deprive her brother of the credit for establishing the Parkway. She maintained that Col. Walton approached the late Senator with the same story with which he regaled Jeff Busby, and that as a consequence he initiated the legislation which authorized the survey of the Trace.

4. Division of Maintenance

(Plans and directs maintenance of parkway roads and trails, grounds, buildings, utilities, other facilities and equipment and prepares engineering plans, estimates, and specifications for physical improvements assigned to the parkway for performance.)

Maintenance is by far the largest division on the parkway and this abridged account of its history covers only major positions and cannot include the faithful endurance and the backbreaking hard work of the majority of the people who have contributed to maintaining the parkway through the years.

The organization of the Maintenance Division had its beginning in 1941 with the transfer of parkway headquarters from Jackson to Tupelo. Initial responsibilities concerned the various types of engineering surveys necessary for development of the parkway. In 1941 Sidney W. Holditch entered on duty as an Engineering Aid and for a period of years there were two positions filled at the same time.

A Civil Engineer position was established in 1941 and filled by John H. Saxon. In later years a second position was created and there were two concurrently filled Civil Engineer positions until the position occupied by Lamar M. Haynes became vacant in 1965 at which time this second position was abolished.

In July 1951 the Natchez Trace Parkway assumed responsibility for maintenance of major roads, which until this time, were maintained by the Bureau of Public Roads (BPR). The inventory then consisted of 83 miles of major roads, none of which was surfaced, and 3.5 miles of secondary roads. At that time several men transferred to the Natchez Trace Parkway from the Bureau of Public Roads. One of them, Otis Robertson, was placed in charge of maintenance for the southern district in 1954 and in 1977 Otis was still serving in that position. In July 1952, the Natchez Trace assumed responsibility for the maintenance of remaining major roads from BPR. This consisted of 16 additional miles of unpaved parkway motor road in Tennessee.

Parkway development accelerated and the Maintenance Division expanded during the MISSION 66 decade from 1956 to 1966.

H. Reese Smith became the first Parkway Engineer (later Chief of Maintenance) in 1946, and in December of 1950, an Assistant Park Engineer position was established and filled by John H. Saxon. In 1971 this position was abolished and Civil Engineer Bobby Matthews assumed the additional responsibility of Assistant to the Division Chief.

Under the authorizations of the Federal Highway Act of 1954 and the Service's MISSION 66 program beginning in 1956, rate of progress on construction of the parkway motor road and related facilities was greatly increased. As these facilities were opened to the public along unconnected units of the parkway in the 450-mile length between Nashville and Natchez, decentralization of activities and responsibilities became necessary for supervision and performance of the Service, as well as construction projects and maintenance of completed facilities. Districts were established geographically as the Northern, Central, and Southern with headquarters at Meriwether Lewis (near Howenwald, Tennessee), Tupelo, and Ridgeland (near Jackson, Mississippi).

Heading the Service's maintenance and construction activities in these three districts were Otis Robertson in the Southern, Sid Holditch at Tupelo, and Marcelle Mann at Meriwether Lewis. All three of these men had extensive experience as engineering aides and in related construction responsibilities. Consequently, they were able to assume much responsibility in supervising and carrying forward the work of the maintenance and engineering division. Even after Design and Construction functions were taken out of the park and centralized in the Eastern Design Office in Philadelphia, the highly competent maintenance supervisors (subsequently titled Foreman IV (Maintenance) in each of the three districts and the foremen of the subdistricts were able to give much assistance to the Design and Construction personnel in supervision of numerous and widely scattered construction projects.

The responsibilities of the maintenance supervisors increased with the completion of extensive units in the parkway so that in April 1966 their positions were converted from Wage Board to Classified Series 1640 as Construction and Maintenance Representative (General) and later as Maintenance Supervisors. Upon the death of Sidney W. Holditch in 1969, two districts were established (Northern and Southern) with the Northern extending from Nashville, Tennessee, to Jeff Busby Park and the Southern from that point south to Natchez, Mississippi; the Central District position was officially abolished May 7, 1970. Marcelle Mann was moved to Tupelo in the spring of 1970 and in 1976 the title of these two positions was changed to Facility Manager.

The basic organizational operation was set up on a district and subdistrict basis, with a foreman and/or sub-foreman, and various positions (such as Maintenance, Operators, Caretakers, etc.), in each subdistrict. By 1958 there were eight subdistricts at Natchez, Port Gibson, Ridgeland, Kosciusko, Dancy, Tupelo,

Cherokee and Meriwether Lewis, with one additional sub-district planned for the extreme northern portion of the parkway when that portion is completed.

In addition, there are smaller maintenance operation areas at Jeff Busby (formerly Little Mountain) and Rocky Springs. Five journeyman craft positions (Auto-mechanic, Electrician, Signmaker, Carpenter, and Painter) were established to serve the entire parkway from Tupelo headquarters with a major portion of their time devoted to maintaining the major complex and residential area in Tupelo.

The first clerk-stenographer position for the division was established and filled by Ernest L. Martin, November 23, 1953. When the Field Finance Office was closed in 1965 Payroll Clerk Mary C. B. Kellum was reassigned to the maintenance division as clerk-stenographer and through the years her position became a full-time Program Assistant responsible for keeping track of the budget and expenses incurred in the myriad of maintenance operations and programs. In 1967 a clerk-typist position was established at Ridgeland and filled by Royce Ellington, May 21, 1967, to take care of clerical duties for the southern portion of the maintenance division.

In 1957, it was determined that resurveying and original marking of the boundary of Natchez Trace Parkway with concrete posts should be financed with construction funds. Accordingly, two engineering aid positions were created.

Throughout the 60's as construction continued, tree planting continued to be an important function financed and supervised by maintenance. In the 1962 FY 25,000 trees were planted to screen unsightly developments on private property and to eliminate construction scars. In FY 1963 9,000 pine, 500 baldcypress, and 2,000 oak seedlings were reported planted, and in 1965-66 15,000 shortleaf pine, 2,000 cottonwoods, and 1,000 each of longleaf pine, red cedar, baldcypress and yellow poplar seedlings were planted with the number increasing to 33,500 in the next fiscal year.

During the 1962 FY bids were opened for resealing 18.6 miles of parkway on Section 3-M-2 and 3-N-1 and completed August 1, 1962, at a cost of \$27,339.39. A sign maintenance handbook was developed in 1961 and distributed to all supervisory maintenance personnel.

Many projects were accomplished by day labor under the accelerated Public Works Program. Eleven APW day labor projects were awarded in the 1962 FY including boundary marking, planting projects, selective roadside cutting, relocating a picnic shelter and revising a sewer system.

As more and more of the parkway was completed older sections required resealing and each year specifications were prepared, bids opened and contract work supervised by maintenance personnel.

In 1963 three accelerated Public Works projects were awarded for bituminous resealing of 15.5 miles of motor road in Attala County in Mississippi at a cost of \$38,065 and for hot bituminous concrete pavement overlay on approximately 34.7 miles in Madison and Leake Counties in Mississippi for \$380,208.50 and on 11 miles in Wayne County, Tennessee for \$137,647.83.

Resealing of approximately 28 miles of parkway was accomplished during the 1966 FY and new, special type maintenance equipment acquired included a bulldozer, slip-in type asphalt distributor, combination type winch-stake-dump truck and a 15-foot rotary mower. Two additional 15-foot rotary mowers were purchased the following year to keep up with the every increasing mowing requirements.

During the 1967 FY the division wrote specifications and supervised test well drilling at four locations: Tupelo, Colbert Park, and at Holly and Glenrock Picnic areas. As a result a 200 gallon per minute supplemental well was developed at Tupelo and production wells were developed at the other three areas. In agreement with the Philadelphia Service Center supervision of construction of utilities for the Cherokee Maintenance Area was assumed by maintenance and in that same period approximately 35 miles of parkway were checked and monumented.

Several maintenance contracts for cleanup work in picnic areas, campgrounds, and comfort stations were awarded this same year (1966-67) to reduce and practically eliminate overtime of regular parkway employees. Contracts were also let to paint several elevated water tanks.

About this same time safety began receiving more attention and became an important management function and responsibility. Two parkway maintenance subdistricts, Port Gibson and Natchez had acquired a record number of accident free days, 2,013 and 1,720 respectively as of May 31, 1967. In 1967 hard hats were provided for all maintenance and firefighting personnel and all oil heaters in government quarters were replaced with electric heaters.

Maintenance implemented the milepost system in 1969 with installation of the posts at five mile intervals. The goal of placing them at one mile intervals was completed in 1972. This

system has proven to be an invaluable management and reference tool for all divisions and employees as well as a handy reference for the visitor.

Advertisement and construction began in 1972 for central sewage collection and treatment systems to replace the old system of individual septic tanks at Tupelo headquarters, Jeff Busby, and Meriwether Lewis. These were completed in 1973. Roof maintenance was also a problem in 1972 at the Tupelo Visitor Center continuing throughout the year despite repairs made under a 10-year warranty. Additional office partitions were installed in the visitor center and a contract was let for installation of carpeting in the library, auditorium and lobby.

Also in 1972 maintenance began developing six environmental campgrounds involving clearing of sites, trail construction and providing basic facilities including log benches, fireplaces and pit toilets. These were ready for use early in 1973.

In 1973 approval was received for yellow centerline striping and white edge striping along with funds for complete marking of the parkway and maintenance personnel physically located "no passing" zones along the entire road. In 1974 edge striping was placed on 305 miles of parkway by contract and in 1975 centerline striping was placed on 166 miles of parkway between Tupelo and Jackson and on 18 miles south of Jackson. As an added safety measure in 1973 rumblebars and reflectors were installed at all paved roads crossing the parkway at grade and each parkway segment terminus.

In 1974, reflective markers were placed to identify hidden culverts and reduce the hazard to cars driving and parking on the road shoulder.

Major leaks continued to plague operations at the Tupelo Visitor Center and maintenance personnel worked with the Regional Architect in an effort to draft contract plans and specifications which resulted in a new built-up roof being placed on the roof by contract in 1974.

During 1973 in a effort to conserve energy aluminum storm doors and windows were installed in all employee residences in the Tupelo area and an exerted effort was made to operate all parkway buildings in strict accordance with prescribed national energy conservation standards with very satisfactory results.

The interior and exterior of water storage tanks were sandblasted and repainted using a durable vinyl paint system at Meriwether Lewis, Jacks Branch, Glenrock, Tupelo Headquarters, Dancy, Jeff Busby, and River Bend.

One major site improvement during 1973 was at Boyd Site where the mound and surrounding area was cleared and planted in grass and a trail constructed around the mound. Maintenance personnel assisted in taking down and crating for shipping 26 exhibit panels for rehabilitation and then installing the rehabilitated exhibits back in place when they were returned later. The following year a total of 26 cast aluminum wayside exhibits were installed at Boyd Site, Rocky Springs, Mangum Mound, and Grindstone Ford.

In 1973 three Tupelo maintenance employees retired during the year based on age and 30 years of service: Electrician Maynard Swinney in January, Maintenance Worker Jack Barnes in October, and Tupelo Subdistrict Foreman William "Gene" Hughes in December. Tucked away in the files of the personnel office is the obscure paragraph written by Mr. Swinney at age 26 when he returned after losing a leg in the military service:

"I am very sorry to say that I won't be able to hold down my old job because I had rather do that kind of work than any other kind I know of but I won't be able to do it. You see this leg they gave me has a hinge in the knee joint and every time I make a step I have to sling it back straight to make another step. I will be able to do most any kind of work that is on a level place but I won't be able to climb or work in close places like I used to do."

Further energy conservation measures were instituted in 1974 by bringing in mow lines to reduce the amount to be mowed and the number of mowings per year was also reduced. Storm windows and doors were installed on eight residences at Meriwether Lewis, Dancy, Jeff Busby, Kosciusko, and Ridgeland.

In 1974 the Natchez Trace Parkway was selected by the Region as a pilot area to test, using monitoring equipment, the feasibility of using Swedish-type toilets and a toilet was installed at the wayside exhibit shelter on section 3-W near Natchez. In the same year a parkway-wide conversion to the Best Lock System was accomplished with Best locks on all gas pumps, gates, and exterior buildings.

A concerted effort was initiated to upgrade the rapidly deteriorating road surface through use of Regional reserves and parkway end of the year savings. In 1974 six miles of parkway was resealed on section 3-K by maintenance personnel and a 2-inch hot bituminous concrete overlay was placed on 18.4 miles of parkway as well as the roads and parking areas at Jeff Busby, Bynum Mounds, Witch Dance, and the Old Trace pullout.

The following year an additional five miles on section 3-K were resealed by maintenance personnel and 66 miles of the parkway, including all parkway areas and accesses were resealed by contract on sections 3-D, 3-E, 3-H, 3-J, and a portion of 3-G. In 1976 funds were available to let a contract to overlay sections 3-D and 3-E with hot bituminous mix and the remaining 67 miles of parkway requiring attention were resealed including sections 1-J-1, 2-A and 2-C north and sections 3-S, 3-T, 3-U and 3-V between Jackson and Natchez.

During 1975 additional overhead insulation was installed in 26 employee residences at Tupelo headquarters and heat pumps were installed in residences 194 at Jeff Busby and 160 at Mount Locust and built-up roofing was replaced on all buildings in the Tupelo maintenance compound and on the Kosciusko warehouse. This work continued in 1976 with built-up roofing being placed on two residences and four maintenance buildings at Ridgeland and on two maintenance buildings and two residences at Dancy.

In 1975 and 1976 a number of 106 Compliance Statements were submitted and approved for clearing sections of the Old Trace, Napier Mine, Emerald and Mangum Mounds, build a brick sidewalk at Mount Locust and to replace a temporary roof on the John Gordon House in Tennessee. At the end of 1975 materials were on hand for both roof projects and approximately one-half of the Mount Locust roof had been replaced. Early in 1976 the shingle roof was completed on Mount Locust and a temporary sheet metal roof was placed on the John Gordon House.

A 20-person YCC day camp was activated at Tupelo in the summer of 1976. This very successful operation resulted in repainting of the NEED Center and construction of 2.5 miles of hiking trail between Old Town Overlook and Chickasaw Village. In 1977 funds were allocated to expand the program to three day camps, one each at Ridgeland, Tupelo, and Meriwether Lewis.

Projects accomplished by these three camp crews included vista clearing at Black Belt and 20-mile Overlooks, rehabilitation of Cypress Swamp, Chickasaw Village, and Beech Springs Nature Trails, nine miles of boundary clearing and posting in the Nashville subdistrict, and exterior painting of six comfort stations.

A \$57,626 contract for initial preservation and stabilization of the exterior of the John Gordon House was awarded on September 20, 1977, and work officially began October 17. During 1977 roof replacement continued with built-up roofing being placed on two Port Gibson maintenance buildings at Natchez. Modern 10-person underground storm shelters were installed at Mount Locust,

Kosciusko, Ridgeland, and Meriwether Lewis residential areas. Also in 1977 insulation was installed under the floor of all 20 Tupelo headquarters residences and smoke detectors were placed in all parkway residences.

Installation of subdistrict storm cellars was completed in 1978 with five additional shelter units, one each at Port Gibson, Rocky Springs, Ridgeland, Kosciusko, and Meriwether Lewis. Building improvements continued with light-weight concrete decking and built-up roofing on three Kosciusko maintenance buildings. Built-up roofing was replaced on two each residences at Kosciusko and Jeff Busby and on four exhibit shelters. Two new heating and cooling systems were installed in residences at Ridgeland and Kosciusko and two residences at Meriwether Lewis received new heat pumps. To conserve energy, the fireplaces in many of the Tupelo headquarters residences were bricked up and wood burning heaters were installed by the occupants.

On August 11, 1978, the initial preservation and stabilization contract for the Gordon House was completed and officially accepted. Also in 1978 the historic approach to Mount Locust was restored through a brick walk built by contract. Initial preservation and stabilization of the Pharr Mounds began in 1978 as part of the 3-B-1 parkway construction contract. By the end of the year, all the trees had been cleared and the area between the mounds had been graded and planted in a temporary crop of winter wheat to be replaced with coastal bermuda in the spring of 1979.

Chief of Park Maintenance Stump transferred to the Denver Service Center September 24, 1978, and Civil Engineer Bobby Matthews was promoted to the downgraded GS-12 position, effective March 25, 1979. Stennis Young was selected to fill the Civil Engineer vacancy, effective January 27, 1980. Other changes in the maintenance headquarters staff were the hiring of William Stout as an Engineering Aid in August and the optional early retirement of Program Assistant Mary C. B. Kellum, effective October 1, 1979.

Two Subdistrict Maintenance Foremen positions were vacated in 1979, Tupelo, by the death from a heart attack of Johnny Herring, Jr., in August and Kosciusko through retirement of Herbert Adams in November. Maintenance Mechanic Leader Swindle was promoted to the Tupelo Subdistrict Maintenance Foreman position and Maintenance Mechanic Percy L. Young was promoted to the Kosciusko position, both effective February 24, 1980.

The old Natchez Trace Parkway administration building which was created by joining four homestead quarters and used as parkway

headquarters from 1935 until 1961 was sold and hauled away in 1979. Also in 1979 lightweight concrete decking and built up roofing was replaced on the River Bend picnic shelter and on three exhibit shelters at U.S. Highway 82, Bynum Mound, and U.S. Highway 64.

Energy conservation measures in 1979 included purchasing and installing 19 wood burning heaters in all subdistrict maintenance office buildings, completely eliminating use of diesel fuel for heating in all maintenance areas. The combined use of gasoline and diesel fuel was 122,696 gallons, a 17.7 percent reduction from that used in 1975 and a step toward meeting the 20 percent reduction by 1985. Storm windows were installed in two residences each at Rocky Springs and Port Gibson, one each at Mount Locust, Jeff Busby, the Feltus House and, at the Cherokee Subdistrict Office.

Roads and trails improvements in 1979 included paving 28 miles of sections 3-D and 3-E with hot bituminous concrete paving and 10 miles of 3-Q with bituminous seal coat and limestone aggregate. Contracts were then let to centerline and edge stripe all 38 miles. Approximately 60 percent of the old wood mileposts were replaced with metal mileposts and the remainder were replaced in 1980 completing the project.

Clerk-Stenographer Betty Adcock was promoted to Budget Assistant, GS-6, effective March 23, 1980, to fill the Program Assistant vacancy. She continued to perform secretarial duties as well because the clerk-stenographer vacancy could not be filled because of the hiring freeze. Ridgeland Subdistrict Maintenance Foreman Rogers retired August 29, 1980, and the vacancy was filled by reassigning Cherokee Maintenance Foreman Carmon Lindsey, effective November 30. Cherokee Automotive Mechanic Hubert Thompson was promoted to the Maintenance Foreman position January 25, 1981. Also in 1980, Ridgeland Maintenance Mechanic Buford Stewart was reassigned to Kosciusko.

In 1980 storm windows were installed on the subdistrict offices at Dancy, Kosciusko, Ridgeland, and Port Gibson and on two Ridgeland residences to conserve energy. A new A-frame roof with asphalt shingles was constructed on the residence and one-half of the office building at Natchez, replacing flat roofs. Asphalt shingle roofs were also included on the two Rocky Springs residences.

Improvements in roads and trails in 1980 included resealing eight miles of section 3-Q with a bituminous seal coat, treating 20 miles of section 3-F and a portion of 3-G with a slurry seal, and resealing 10 miles of sections 3-Q and 3-R with a bituminous

seal coat and limestone aggregate. New edge stripe was painted on 28 miles of sections 3-D and 3-E, while new centerline and edge stripes were painted on 20 miles of section 3-F and portions of sections 3-G and 3-Q. The handrail on the one-mile long Tennessee River bridge was sandblasted and painted.

In June and July of 1980, YCC crews cleared 13,850 feet, or 2.6 miles, of Old Trace at three interpretive sites along the parkway. In Tennessee, 10,700 feet of the Sunken Trace at milepost 350.5 were cleared; in Mississippi, 100 feet at the Confederate Grave-site, milepost 269.4, and 3,050 feet at milepost 221.4 were cleared.

During 1981, 16 miles of parkway were resealed with a bituminous seal coat and new centerline and edge stripes were painted on portions of 3Q and 3R. Centerline and edge stripes were also repainted on 51 miles of sections 3N and 3O and portions of 3M and 3P. Leveling work consisting of 622 tons of hot bituminous asphalt was performed by contract on sections 3D and 3E.

The Ridgeland Crafts Center was rewired, a new switch box was installed and the roof was re-shingled. A new heating and cooling unit was installed in one section of the Tupelo Visitor Center and wood heaters were installed in 10 quarters along the parkway.

A pulpwood contract was let in the Dancy Subdistrict to assist the Maintenance Division with the selective removal of vegetation along the mow-lines which had become overgrown. The objectives were many and included improving sight distant on curves, removing vegetation encroaching on shoulders, bridges, and drainage structures, and selective clearing of slopes and around specimen trees.

During 1981 FY the amount of energy used in buildings and facilities was 20.5 percent below the same period of the 1975 fiscal year base. The energy used in vehicles and equipment during the 1981 fiscal year was 24.1 percent below the same period of the 1975 fiscal year base. This gave the park a total energy reduction of 22.3 percent, in line with meeting the goal of a 25 percent reduction by the 1985 fiscal year.

Twenty-eight enrollees participated in an abbreviated six-week YCC program, with 19 of the enrollees at Tupelo and nine located at Dancy. Work projects centered around trail and roadside maintenance. Two foot bridges were constructed along a hiking trail. By the end of 1981, there were only three enrollees in the program and the last of these was terminated in March 1982.

In February 1981, two 106 Compliance Statements submitted by the parkway in 1980 were approved, a Blanket Statement for Maintenance Activities at Tupelo NB and Brices Cross Roads NBS and a statement to relocate a sidewalk at Tupelo NB. Two additional compliance statements were submitted and approved in 1981, restoring Gordon Mound A, and constructing a trail between the Tupelo Visitor Center and Colbert Ferry. Clearing Mound A was accomplished in November by the 3V2 contractor. In October, a letter was sent to the Tennessee State Historic Preservation Officer explaining our proposal to plant a screen of trees between Tennessee Highway 50 and the Gordon House. After receiving a determination that there would be no adverse effect and that we could proceed, an initial planting of native hardwoods was made in November.

During 1981, considerable progress was made in restoring cultural resources as a result of previously approved 106 Compliance Statements. Vegetation was removed from Elizabeth Female Academy wall and foundation and the brick wall was repaired, stabilized, and capped to prevent any further deterioration. Napier Mine was cleared of trees and shrubs, restoring it to the appearance of an open pit mine. Fourteen individual sections of Old Trace, totaling 12,225 feet or 2.3 miles, were cleared in all three states (Alabama, Tennessee, and Mississippi).

During 1982, 56 miles of parkway were leveled and resealed with a bituminous seal coat on sections 3D, 3E, 3F and a portion of 3G; six miles of section 3R were resealed with a bituminous seal coat. Centerline and edge stripes were repainted on 161 miles of parkway in Tennessee, Alabama, and Mississippi.

During the year, two sections of the Old Trace in Mississippi totaling 1700' in length were cleared, a 400' section at milepost 8.5 (112-3W) and a 1300' section at Grindstone Ford, milepost (132-3T).

The amount of energy used in buildings and facilities during the 1982 fiscal year was 14.9 percent below the same period of the 1975 fiscal year base and energy used in vehicles and equipment was 19.3 percent below the same period of the 1975 fiscal year base. This gave the park a total energy reduction of 17.9 percent. A new heating and cooling unit (heat pump) was installed in one wing of the Tupelo Visitor Center and wood heaters were installed in 10 quarters along the parkway, adding to the 10 installed during 1981.

During 1982 blue and white hospital symbols were installed along the parkway in Mississippi to help direct visitors to nearby

hospitals offering 24 hour emergency room service. This project was conducted in cooperation with the Mississippi State Highway Department who provided the required signing between the parkway and local hospitals.

The 1982 Youth Conservation Corps Camp along the parkway was the first in which the enrollees worked directly under maintenance personnel and not under YCC staff. Fourteen enrollees participated in the program in 1982 with eight enrolled in the Tupelo Subdistrict and six in Dancy. Two main work projects were construction of a new interpretive loop trail with foot bridge and the general thinning of parkway slopes of young pine, sweetgum and honeysuckle.

During 1983, approximately 12 more miles of parkway were opened to the public as well as a new interchange of Highway 78, two miles south of headquarters. This resulted in a significant increase in sign installation by park maintenance forces. New parkway entrance signs were received early in the year and several were installed at major parkway entrances. The new sign incorporates the N.P.S. routed arrowhead as well as the parkway postrider logo into its design.

Old Trace section 180-3N in Mississippi, milepost 119.7, 800' long, was cleared by the Ridgeland Subdistrict maintenance crew in February.

An ice storm which struck the parkway early in the year resulted in the loss of numerous trees in the Ridgeland and Kosciusko Subdistricts. A contract was required to assist maintenance with cleanup and removal.

Vista clearing work continued as several parking overlooks were selectively thinned to enhance the view. Conversely, the ongoing program of selective planting to help screen unsightly views along the parkway continued in 1983.

Several sign orders were placed and filled by UNICOR during the year. However, late in the year UNICOR announced that it would no longer manufacture routed wood signs leaving the parkway without a supplier. Efforts are underway to locate a local manufacturer.

The amount of energy used in buildings and facilities during the 1983 fiscal year was 24 percent below the same period of the 1975 fiscal year base. The energy used in vehicles and equipment during the 1983 fiscal year was 9.1 percent below the same period of the 1975 fiscal year base. This gave the park a total energy

reduction of 13.2 percent below the total amount of energy used during the 1975 fiscal year.

Twenty enrollees participated in the 1983 YCC program with four enrollees in the Cherokee Subdistrict, six in Tupelo, five in Kosciusko, and five in Port Gibson. The work program was fairly diversified but centered around roadside vegetative control, trail building, and maintenance and construction of a footbridge at River Bend.

During 1984, sixty-seven miles of parkway were sealed with bituminous seal coat on Sections 3-G, 3-H, 3-J, 3-K, 3-L and 3-M.

The steel girders on the Town Creek Bridge, Section 3-D, were cleaned and painted.

Additional steel sheeting was installed at the southeast and southwest abutment on the Chiwapa Creek Bridge, Section 3-D.

Natchez Trace Parkway boundary was surveyed and concrete monuments installed on 19.5 miles of boundary line on Section 1-D, Tennessee, and 17.92 miles on Section 2-D, Alabama.

Roadside clearing was accomplished on 15 miles of parkway motor road in the Ridgeland Subdistrict.

The amount of energy used in buildings and facilities during the 1984 fiscal year was 14.4 percent below the same period of the 1975 fiscal year base. The energy used in vehicles and equipment during the 1984 fiscal year was 10.7 percent below the same period of the 1975 fiscal year base. This gave the park a total energy reduction of 11.2 percent below the total amount of energy used during the 1975 fiscal year.

Twenty-seven enrollees participated in the 1984 YCC program with enrollees located in the Meriwether Lewis, Cherokee, Tupelo, Dancy, Kosciusko, Port Gibson, and Natchez Subdistricts. The work program once again was fairly diversified, but centered around roadside vegetative control, trail maintenance and sign installation and maintenance.

The sign program in 1985 was fairly routine and uneventful. Several orders were placed and filled by UNICOR for the replacement and directional and traffic control signs. The availability of funds through the Federal Lands Highway Program to replace worn or damaged traffic signs has allowed the parkway to replace many of its older signs.

A contract was awarded for 35 miles of parkway to be sealed with bituminous seal coat on Section 3-M, 3-N, and 3-O.

The steel girders on the Frisco Railroad Bridge, Section 3-D; IC&G Railroad Bridge, Section 3-G; C&G Railroad Bridge, Section 3-H; and Big Bywy Bridge, Section 3-H were cleaned and painted.

Roadside clearing was accomplished on 15 miles of parkway motor road in the Kosciusko Subdistrict.

The amount of energy used in buildings and facilities during the 1985 fiscal year was 14.2 percent below the same period of the 1975 fiscal year base. The energy used in vehicles and equipment during the 1985 fiscal year was 10.2 percent below the same period of the 1975 fiscal year base. This gave the park a total energy reduction of 10.8 percent below the total amount of energy used during the 1975 fiscal year.

Twenty-seven enrollees participated in the 1985 YCC program with enrollees located in the Meriwether Lewis, Cherokee, Tupelo, Dancy, Kosciusko, Ridgeland and Port Gibson Subdistricts. The work program once again was fairly diversified, but centered around roadside vegetative control, trail maintenance and sign installation and maintenance.

This 8-week summer program not only provided gainful employment to participating youngsters but assisted the maintenance division on several labor intensive projects.

5. Division of Interpretation and Visitor Services

(Plans and directs programs concerning the human and natural history of the region necessary in planning, development, presentation and interpretation of the parkway and surrounding region.)

It is somewhat difficult, perhaps immaterial, to say which came first in the evolution of the parkway, administration or interpretation because the two were inseparable in the early years for several reasons. This actually was a necessary and natural case of parallelism in order to fully utilize the talents of a staff limited in number. The contributions made by these pathfinders are still vital to the interpretive program. These were the people who produced the basic Senate Document No. 148, "Natchez Trace Parkway Survey," a letter by which the Secretary of the Interior transmitted findings and recommendations to the Congress for further development of the idea of the Natchez Trace Parkway.

One of these pioneers, Malcolm Gardner, remained as Superintendent, but by personal inclination, training, and early experience has been a factor in interpretation beyond those duties as a mere administrator. While respecting the organizational lines, Mr. Gardner, through his ability as a writer, training as a historian, and innate love for natural history, provided professional review and guidance seldom found in a field area superintendent.

As an entity, the Interpretive Division was born June 1939 with the entry on duty of Mr. Dawson A. Phelps as Assistant Research Technician for the Branch of Historic Sites at Large, Jackson, Mississippi. During the next two years his title evolved to that of simply Historian, and he assumed the major task of instituting and executing the parkway historical research program and later, with the help of others, the broader interpretive program. This release from research gave Gardner more time for his increasing administrative responsibilities, although he retained the payroll title of Associate Research Technician until July 1942.

Despite the often mentioned shortages of World War II, research was hindered very little except when extensive travel was required. This fact is attested to by the great body of research done in that period and found in the library at the Tupelo Visitor Center. The war did of course defer full implementation of the interpretive program as it drained off manpower and funds that could have added completed parkway mileage and exhibits.

Dr. Phelps continued in his role as head of the Interpretive Division until September 1962 when he became Research Historian. From 1962 until his retirement in March 1965, Dr. Phelps devoted his efforts to research and at the same time assisted his successors in learning something of the intricacies of the position. In 1962 he was succeeded by Herbert Olsen who left in November 1963 and was replaced by Guy B. Braden who had had previous duty on the parkway in 1957 and 1958, and who remained as the Chief Park Interpreter until his death January 2, 1972.

Because the major interpretive theme and emphasis has been human history, the early interpreters and people selected as Chiefs of the Division were historians. However, to present a well balanced story the natural history also needed to be considered. In 1946 a second permanent position of Naturalist was established and occupied by Dr. Walter B. McDougall who brought unusual professionalism to the Natchez Trace Parkway. His years from January 1946 to August 1952 were spent in establishing a herbarium and writing the unpublished book, Plants Along the Natchez Trace. He left a herbarium with over 1,000 specimens plus his writings as a permanent reference for his successors.

In November 1954 Francis H. Elmore succeeded McDougall and remained until May 1958 and each successor was chosen because of his natural history background and the title included the word "Naturalist." Two naturalists in particular, Francis Elmore and Don Black, left major contributions in development of nature trails and trail labels. Don Black conducted research in the field of geology and produced detailed geological maps as well as many papers about the geology of the region.

Emphasis in the early years of interpretation was placed on development of self-guiding facilities including nature trails and interpretive signs. Through the years a comprehensive series of distinctive, large (approximately 6' x 9') wooden routed panels mounted on concrete posts were placed at numerous interpretive pullouts. Large arrowhead-shaped hanging signs marked the site and smaller approach signs were placed 1/2 mile ahead of each interpretive site as well as at other sites including campgrounds and picnic areas. An integral part of the design of these hanging and approach signs was the inclusion of the distinctive postrider emblem. In 1976 with the implementation of the new National Park Service sign system the decision was made to continue the wooden signs only at interpretive sites thus making them a distinctive part of the interpretive program and facilities.

Research was also emphasized and today the shelves of the Natchez Trace Parkway library are filled with the results of many years of painstaking research and data gathering and subsequent documentation to provide the basis and background for future interpretive development. Between September 1955 and January 1970 a permanent historian position was filled by a total of eight individuals whose primary duties included research. This position was abolished after it was vacated by William E. Cox, January 11, 1970.

In 1962 Jack V. Houston's transfer from the Protection Division to Interpretation in March, for health reasons, began the Park Guide service to man the recently opened visitor center at Tupelo although he was designated as a naturalist. When not occupied with visitors at the information counter these individuals also conducted research. This permanent position was abolished in 1971 and converted to a temporary Cooperative Education Student

position. Additional research was accomplished by three trainee historians, James L. Brown, Edward L. Trout, and Linda Finn, who were all assigned to the parkway for approximately one year from September 1968 through late 1969.

The archeological research necessary to learning about the early inhabitants of the Natchez Trace country has been in the hands of a number of individuals over the years. These gentlemen, Jesse Jennings, John Corbett, Jack Cotter, and Fred Bohannon, for the most part are relatively well known throughout the Service. Of the group, Bohannon was the only one actually on the parkway staff for any length of time, from July 1963 to January 1967, when he accepted the Superintendency of Ocmulgee. Bohannon not only performed archeological research in a most professional manner but was able to pursue some of his work through to the exhibit planning stage, showing exceptional ability in this area.

The division, as others, has been fortunate in having able secretaries who have taken their work seriously. A number of these have been only temporary or have worked for the division on loan from other divisions. Barbara Sides joined the division as Clerk-Stenographer in January 1961 and remained until moving to the Superintendent's Office in July 1965. She was replaced by Gladys Rice as a result of the dissolution of the parkway's accounting functions who returned to Accounting in August 1973, and Lucile Kearney transferred from Personnel Clerk to the interpretive division effective August 19, 1973.

The first of the parkway's major interpretive establishments came into being when the Ridgeland Museum was dedicated and formally opened to the public in November 1951. This facility was rarely manned until 1972 and during the period of construction of Ross Barnett Reservoir and relocation of the parkway in the late 60's visitation dropped drastically. Since then visitation increased and by 1976, coupled with 7-day operation as a crafts center, annual visitation had increased to 36,737.

Second and more popular was the opening of the historic house, Mount Locust, in February 1957. This once well used farm house also doubled as an inn for Trace travelers, and these two stories were fitted into the interpretation there. The installation was manned on a seasonal basis, as well as during March which is the time of the Natchez Pilgrimage. Early interpretation consisted of a wayside exhibit shelter with a series of exhibits telling the story of the house and its occupants. The seasonal on duty conducted tours of the house and told the story of the house, its furnishings, and occupants.

The first of the parkway's major manned visitor centers was opened at Tupelo to receive visitors in March 1962, although it was some time, however, before full visitor services were available. The audiovisual program "Path of Empire" was revised in 1966 and was replaced in 1977 with a new program designed to

provide more comprehensive orientation of what to see and do on the parkway and to encourage people to spend more time on the parkway.

Visitation at the Tupelo Visitor Center increased steadily from 16,240 in 1967 to 31,315 in 1973. The full impact of the energy crisis was felt in 1975 when annual visitation dropped to 17,032. In 1976 total visitation was up to 34,260.

Up until 1972 much of the interpretation on the parkway was accomplished through self guiding facilities and all interpretive personnel were stationed at Tupelo except for the seasonal tour guide at Mount Locust. Also the primary story being presented was that of the history and events along the Old Trace.

In 1972 both the Chief Park Interpreter and naturalist positions became vacant. Chief Park Naturalist John Mohlhenrich transferred from Lassen Volcanic National Park to be the new chief of the division April 30. The naturalist position was abolished and redescribed as Assistant Chief Park Interpreter with William E. Cox entering on duty in November.

Mr. Mohlhenrich initiated a renewed emphasis in providing personal services and visitor involvement which resulted in a continued and rapid expansion of the interpretive program during the next five years. Personal services were expanded and a new theme, "Roots and Routes of Man" evolved to tell a more regional story of the life and customs of the people associated with the Old Trace and its modern counterpart, the Natchez Trace Parkway.

Three seasonals were hired to man, for the first time, the information stations at Rocky Springs and Colbert Park and the Ridgeland Museum. With the help of a VIP seven day coverage was provided at Ridgeland. A program of conducted walks and evening talks began at Rocky Springs. Low visitation at Colbert Park resulted in this position not being refilled after the first summer but summer coverage at both Rocky Springs and Ridgeland became part of the recurring annual program with coverage at Rocky Springs expanding to weekends in the spring and fall. At Rocky Springs in 1976, 41 talks were presented to a total of 1,505 visitors for an average attendance of 37, and 47 walks were conducted for a total of 604 for an average attendance per walk of 13.

A sorghum making demonstration was conducted for the first time in 1972 at the Tupelo Visitor Center through a concession permit with the parkway providing the site, cooking shed, evaporator pan, and mill, and the concessioner, Mr. James Franks of Booneville, providing labor, animals, and cane in return for opportunity to sell the sorghum. Enough sorghum cane was located in the first year to operate only 2-1/2 weekends but wide news coverage and local interest resulted in between 7,500 and 8,000 visitors viewing the operation during the 5 days.

This success resulted in establishing a second demonstration in the Kosciusko area in 1973 and after two locations and two concessioners, the demonstration was moved to French Camp in 1977. Length of both demonstrations was expanded in 1973 to five 3-day weekends through October and including Friday to allow school groups to take advantage of the educational opportunities provided by this activity. Also in 1972 environmental education and awareness received increased attention with formulation of an Environmental "Outreach" Action Plan in August establishing a ranger as environmental coordinator in each of the eight subdistricts. Six sites were selected for overnight environmental campgrounds which were completed by April of 1973. In 1973 MacDonald Heebner became the parkway's first Environmental Education Specialist and was assigned to the Tupelo Separate School System for the 1973-74 school year through provisions of the Intergovernmental Personnel Act.

Lack of personnel to schedule use and to conduct workshops at outlying environmental campgrounds resulted in little use of these facilities and by 1975 efforts were concentrated in Tupelo where office space in the old administration building had been rehabilitated and assigned as the Tupelo NEED (National Environmental Education Development) Center and Environmental Specialist office upon his return to the parkway after his assignment with the Tupelo schools. Upgrading of the NEED Center environmental campground was completed in March 1975 with construction of four wooden duplex cabins to replace the tents. Mr. Heebner and his successor, Dave Baker, concentrated their efforts to cooperate with the Three Rivers Educational Cooperative to initiate environmental education in the six-county region served by the cooperative in order to develop an environmental program that could serve as a model for the entire state of Mississippi.

STEP was officially established for the first time in Mississippi in 1976 with the first 10-hour STEP workshop for six Tupelo high school students held January 23-24. During the 1976-77 school year, additional STEP groups were organized at Saltillo and Shannon High Schools and plans had been made for a fourth group at Mooreville.

When Mr. Cox entered on duty in November 1972, he was assigned the major duties of expanding the living history program started earlier by Mr. Mohlhenrich. Special emphasis was directed toward creating a farm scene at Mount Locust in time for the Natchez Pilgrimage starting March 10, 1973. With less than three months until the pilgrimage Mr. Cox arranged for a complete blacksmith demonstration with two blacksmiths, planting of a subsistence garden, quilting, carding, spinning, and other household demonstrations and the introduction of chickens to create an early 1800 scene. In 1974 a young couple was hired to portray a husband and wife role and to get away completely from any resemblance to a tour guide service. Both were dressed in authentic period clothing, and the male assumed outdoor activities of shake-making, splitting rails, hewing logs, etc., using authentic

reproductions of period tools. This arrangement, which has been continued, provides 7-day coverage with both employees on duty Friday, Saturday, and Sunday.

Two crafts festivals were conducted for the first time on the parkway one in Mississippi at Kosciusko and one in Tennessee at Meriwether Lewis in 1973; both have become well established events with the Mississippi event traditionally scheduled for the last weekend in September and the second weekend in October reserved for the Tennessee event. The Meriwether Lewis Country Fair was an immediate success in its first year bringing together 106 craftspeople from a 13-county area demonstrating and exhibiting to an estimated crowd of 10,000 attending the 2-day event October 13-14. By 1975 the number of participants had leveled off at 165 with visitation estimated at 35,000 in 1975 and 1976. Gross sales increased from \$6,600 in 1973 to \$21,478 in 1976.

The Mississippi event had a much slower start because of location, lack of facilities, and no organization to sponsor it. Approximately 750 people came to watch 13 demonstrators on Saturday with rain causing the event to be cancelled the second day. A location change and sponsorship by the Craftsmen's Guild of Mississippi resulted in an estimated crowd of 12,000 and 26 craftspeople participating. Because of parking limitation, lack of electricity and other facilities the event was moved to Westwood Park adjacent to the parkway in Tupelo and renamed "Old Trace Crafts Festival." This resulted in a much better event and under the sponsorship of the Northeast Mississippi Art Association the 1976 festival, held September 25-26, attracted approximately 36,000 people and nearly 100 participants.

An Open House to celebrate the 35th anniversary of the establishment of the Natchez Trace Parkway was held Saturday, May 19, 1973, and has also become a traditional annual event with tours through the building, living history demonstrations and cannon or firearm demonstrations. An "Artist-in-Parks" program to demonstrate and interpret contemporary and traditional arts and crafts was started in 1973 with artists at Ridgeland and Tupelo. By 1975, as Volunteers in Parks, 46 people participated at five locations demonstrating 24 various arts and crafts. Two outdoor folk music performances were conducted each weekend from June through mid-August by Volunteers-in-Parks Bill and Cheryl Clayton on Saturday afternoons at Ridgeland and again that same night at Rocky Springs.

Lack of VIP funds forced the 1976 program to be arranged through concession permits and resulted in the program being conducted only at the Tupelo Visitor Center under sponsorship of the Northeast Mississippi Art Association.

Early in 1975 a concession prospectus was issued for operation of the Ridgeland Museum as a crafts center and on June 14 the Ridgeland Crafts Center was officially opened by the Craftsmen's Guild of Mississippi. Operation of this facility seven days a week

added a new dimension to interpretation of regional crafts through exhibits and sale of Mississippi handicraft items, crafts demonstrations and workshops open to the public and also provided a second major manned visitor contact station on the parkway at no cost to the National Park Service. Total visitation in 1976 was 30,737 excluding an estimated 6,000 people who attended a special 2-day crafts festival in October.

As a result of the variety of activities being offered on the parkway a mimeographed schedule of activities was produced in 1974 and for the first time a printed Visitor Activity Schedule was offered in 1975 through an Eastern National Park and Monument Association donation.

Thus by 1977 through trial and error, and through use of VIP's, concession permits, and cooperative agreements, the expanded Natchez Trace Parkway interpretive program included an 8-month living history program at Mount Locust, a 7-month weekend schedule of conducted walks and evening talks at Rocky Springs, two sorghum demonstrations each fall, two annual crafts festivals, one each in Mississippi and Tennessee, an annual Open House at Tupelo, year-round operation of the Ridgeland Crafts Center including demonstrations and workshops, and of the Tupelo Visitor Center with weekend artist demonstrations from May through October, and, a NEED Center with a full-time environmental specialist working with schools in a six-county area in northeastern Mississippi.

During this period of expansion efforts were also made to improve other interpretive facilities through extensive rehabilitation of wayside exhibits, upgrading and rewriting of interpretive panels, and a complete redo and upgrading of the study collection, library, and photo file records. Early in 1974 a complete review and analysis of 13 nature trails was made with emphasis on assigning themes and revising introductory and trail sign texts to support these themes. Etched aluminum trail signs with illustrations were chosen to replace the locally made signs on 11 trails. One trail, Turpin Creek was abolished and the Chickasaw Village trail already had professional laminated plastic signs. Ten trails were completed by the end of 1976 and conversion of the final one, Bullen Creek, including a 750-foot loop extension of the existing trail, was completed in 1977.

Four employees received official recognition for their efforts and contributions in developing this expanded program which resulted in increased attention and awareness of the Natchez Trace Parkway culminating in a series of articles in newspapers and magazines throughout the country. Chief Park Interpreter Mohlhenrich was awarded a Quality Increase in December 1973, and in April 1977 Clerk-Stenographer Lucile Kearney also received one. A cash Special Achievement Award was presented to Assistant Chief Park Interpreter William Cox in April 1974 and to his successor, Ray Claycomb three years later, April 1977.

In 1977 the "Path of Empire" program at the Tupelo Visitor Center was replaced by a new 12-minute program emphasizing what to see and do on the parkway and a new 8-page midifolder with mileposts on the map replaced the minifolder. The wayside exhibit plans for Boyd Mounds, Mangum Mound and Rocky Springs was completed with the installation of cast aluminum exhibits with a base containing an audio station. Effective December 2, 1977, the NEED Center building was permanently closed and Environmental Specialist Baker moved to the visitor center to assume responsibility for the visitor center and interpretive activities on the northern portion of the parkway and implementing an interim district interpreter concept with Assistant Chief Park Interpreter Claycomb responsible for activities on the southern portion of the parkway.

The living history role of the male at Mount Locust was changed in 1978 from that of an innkeeper to that of a "Kaintuck" to emphasize the story of the boatman and the rigors of travel on the Old Trace. This role change helped to support the interpretive theme of early 1800 travel on the Old Trace and also helped the visitor to understand the historical significance of the Natchez Trace.

Also in 1978, a wayside exhibit plan for all uncompleted portions of the parkway north of Tupelo was completed by Harpers Ferry Center and approved by the Southeast Region November 15, subject to incorporation of the parkway's comments. A new nature trail, Dogwood Valley, was constructed on 3-C-2. While the signs and posts were on hand in July, the trail was not officially opened until April 1979.

Interpretation at Chickasaw Village was improved in 1979 by removing two obsolete wooden signs and concentrating interpretation at the exhibit shelter. The nature trail was extended to the exhibit shelter and extensive work was performed on installing new sign frames, relocating signs to healthy specimens, and planting new specimens to improve the interpretive quality of the trail. Also in 1979, two new exterior orientation panels and a wayside exhibit shelter were installed at the approach to the Crafts Center at Ridgeland.

The parkway's Scope of Collection Statement was approved by the Southeast Region on February 20, 1979, and on September 17 Regional Chief of Interpretation Bruce recommended approval of the Natchez Trace Parkway Statement for Interpretation which was approved September 14 by Superintendent Ogle.

When Clerk-Stenographer Lucile Kearney retired at the end of June 1979, the position was redesignated as a permanent less-than-full-time, 32 hours, GS-4. Sheila Massey, who had been filling in on a temporary promotion, was selected to fill the position September 23 and was designated the Alternate Agent for ENP&MA. On December 6, 1979, ENP&MA Fiscal Administrator Minnucci audited the Natchez Trace Agency operations and reported that everything

was in order and that the Natchez Trace operations could serve as a "model" for all small ENP&MA outlets.

Two interpretive activities conducted by concession permits at the Tupelo Visitor Center were discontinued in 1980, the sorghum-making demonstration and the Artists-in-Parks program. No one could be found to conduct the sorghum demonstration because Public Health Service standards prohibited selling sorghum produced onsite. The concession permit for the artists was cancelled because the art association arranging the program was unable to provide the variety of crafts demonstrations needed to meet the interpretive objective of the program.

Completion of 3C4 and 1D2,E6 contracts created six new interpretive pullouts with 1/2 mile approach and hanging signs. Standard routed interpretive panels were installed at four of these, Old Trace on 3C4, and Tobacco Farm/Old Trace Drive, Old Trace Walk, and Jackson Falls on 1D2. A 2-mile one-way Old Trace Drive was also opened for public use on 1D2.

Three interpretive trails were improved and an additional one activated in 1980. Rocky Springs Townsite and Cypress Swamp were extended with additional signs to include more points of interest and Beech Springs was upgraded by rewriting the 25 sign texts and relocating several signs to interpret the theme assigned to the trail. Interpretive signs were placed on the Mount Locust trail between the Old Trace and blacksmith shop.

Two other interpretive sites were improved in 1980. A trail was built at Phosphate Mine leading to the abandoned railroad bed, mine shaft, and new wayside exhibit. A free standing exhibit was installed at Fossil Exhibit, replacing the routed interpretive, paved walk, and unsightly and vandal-prone plexiglas and concrete exhibit container. In August of 1980 midifolder dispensers were installed at Tupelo NB and Brices Cross Roads NBS to provide folders onsite.

Several interpretive personnel changes took place in 1981. Environmental Specialist Dave Baker transferred to Big Thicket National Preserve in April; the position was not filled and Assistant Chief Park Interpreter Ray Claycomb assumed the responsibility for environmental activities. Clerk-stenographer Sheila Massey was promoted to the full-time GS-5 secretary in the Administrative Division, but continued to help out in Interpretation until the vacancy was filled. This GS-4 position was converted to full-time and filled by Carolyn Fairley effective September 21, 1981. Seven-day coverage of the Tupelo Visitor Center was improved by replacing the Cooperative Education Student slot with two local part-time employees to supplement the one part-time employee providing coverage on the co-op student's lieu days.

Replacing old silkscreen wayside exhibits with fiberglass panels continued in 1981 with a new living history panel at Mount Locust, four new exhibits at the U. S. Highway 82 shelter, and two

exhibits at the U. S. Highway 61 shelter, completing conversion of all panels at these two latter locations.

In May, the initial shipment of 17 of 19, 24" x 44" wayside exhibits in the Northern Wayside Exhibit Plan were received, followed by two prefabricated concrete forms. Four of these exhibits had been installed by the end of 1981 with installation of the two Tobacco Farm exhibits with audio pending providing electricity to the site. Additional improvements included three interpretive signs on the Bynum Mounds trail, eight interpretive signs on the Chickasaw Village Hiking Trail, and relocating the three interpretive exhibits at the new Old Town Pond parking area in August.

Three special activities were presented on May 30, 1981, in conjunction with the Open House weekend to commemorate National Recreation and Park Week; an early morning bird walk, a Chickasaw Village Hiking Trail dedication with brief talks and a ribbon-cutting ceremony by Superintendent Bainbridge and Tupelo Major Clyde Whitaker, followed by a Fun Run with approximately 35 participants. A special autograph and recipe tasting party was held in the Tupelo Visitor Center by Mrs. Gladiola Harris on December 18, 1981, to publicize her new "Old Trace Cooking" cookbook.

In 1982 supervision and management of the interpretive program and facilities on the southern portion of the Natchez Trace Parkway was improved with the establishment of a full-time permanent South District Interpreter position. It was filled by Rayford Harper who EOD June 13 as a GS-7 interpreter and subsequently was promoted to a GS-9 October 17. Assistant Chief Park Interpreter Claycomb assumed the duties of North District Interpreter for programs and facilities on the northern part of the parkway.

Installation of the two Tobacco Farm wayside exhibits and conversion of the Colbert Ferry audio station from battery to commercial power was completed in March. In July extra message repeaters were distributed to the subdistricts, providing a spare at the subdistrict level for each audio station. Rehabilitation of four U. S. Highway 64 wayside exhibits was completed in December when four old silkscreen panels were replaced with redesigned fiberglass exhibits.

Chickasaw Village nature trail was improved by replacing all of the dead trees in March. In July the YCC completed the Donovan Slough nature trail and installed the signposts. The interpretive signs were installed in the spring of 1983 after section 3B was opened to traffic.

Two of the three special activities initiated in conjunction with the Open House in 1981 were continued in 1982, an early morning bird walk and a Fun Run with 20 participants. Mrs. Gladiola Harris again conducted an autograph and tasting party for her Old Trace cookbook.

On October 2, 1982, the concession-operated Ridgeland Crafts Center conducted a special "Choctaw Day - Native Mississippians Past and Present," featuring Choctaw Indian crafts, stickball demonstrations, and archeological exhibits. Staff Archeologist Carlos Martinez and South District Interpreter Ray Harper represented the parkway with an estimated attendance of 1,000 people.

Several personnel changes took place during 1983. In April, Chief Park Interpreter Mohlhenrich accepted a lateral transfer into a similar position at Lake Mead National Recreation Area. His successor, Dale L. Smith, transferred from his position as an Interpreter Planner in the Midwest Regional Office in Omaha, Nebraska, arriving on the parkway in October 1983. Carolyn Fairley, clerk-stenographer in the interpretive division, received a special achievement award in March 1983 for performance in 1982. In November 1983 the interpretive position of clerk-stenographer occupied by Carolyn Fairley was changed to Secretary (Typing) and upgraded from GS-04 to GS-05.

Several changes also took place with the management of the interpretive program and facilities on the parkway. In November, the duty station of the South District Interpreter was changed to Ridgeland, this in conjunction with the realignment of the South District Interpretive District to U. S. Highway 82, milepost 204.1. The North Interpretive District will now be from this location to the north end of the parkway.

Rehabilitation of wayside exhibits at three locations was completed during the year. In February old-style exhibits were replaced by new fiberglass exhibits in the Bynum Mounds exhibit shelter. In June three fiberglass exhibits were installed at Pharr Mounds during construction of the comfort station. The two aluminum exhibit panels at Brices Cross Roads NBS were replaced by fiberglass exhibits in July.

Improvements were made to three parkway interpretive trails. In January the Donovan Slough Trail was completed with the installation of 22 signs. Two additional signs were installed on the Bullen Creek Trail and the job of relocating signs on the Native Food Plants Trail at Little Mountain was completed.

Two annually scheduled special events were conducted for the 11th consecutive year--an open house and a crafts festival. An estimated crowd of 27,000 came to see the crafts in the 72 booths at the Meriwether Lewis Country Fair and Arts Festival on October 8-9. Two special activities were presented on May 28 in conjunction with the Open House weekend to commemorate National Recreation and Parks Month--an early morning bird walk, attended by 12 people; and a Fun Run, with 20 participants. The May 29 Open House had an estimated attendance of 110 people. Activities conducted this year included carding and spinning, weaving, hominy and soap making, and a Civil War camp life scene. Aunt Glad's tasting party was conducted for the second year.

During 1983, 19 active VIP's contributed a total of 936 hours, as compared with seven VIP's and 69 hours in 1982. Total VIP funds expended during 1983 were \$471.17, compared to no funds expended in 1982. During the year, VIP's were used at five parkway locations. Nine VIP's worked 154 hours at Tupelo in direct public service to the visitor, updating the parkway herbarium collection and in clerical duties. At Ridgeland, one VIP contributed 308 hours of clerical duties. At Rocky Springs, seven VIP's contributed 114 hours demonstrating their skills in various arts and crafts to parkway visitors stopping at the contact station. The Mount Locust living history program benefited by the contribution of 320 hours by one VIP. One VIP at the Colbert Ferry contact station contributed 40 hours in a visitor contact position. It is hoped that the VIP program can be expanded in 1984 in anticipation of the expected increase in parkway use by visitors traveling to and from the New Orleans World's fair.

Rehabilitation of wayside exhibits and installation of new exhibits at several locations were completed during 1984. In January and in June, the two aluminum exhibits at the Tupelo National Battlefield were replaced by new fiberglass exhibits. In April standard-size, wood-routed interpretive signs were installed at Donivan Slough, Brown's Bottom and Pharr Mounds. The new NATR portable travel exhibit was received during June, reviewed for accuracy and immediately shipped to the Mississippi Pavilion at the Louisiana World Exposition for display. After being returned from the Exposition in November, the exhibit was placed on display in the Kosciusko Welcome Center on the parkway. In September, a new double-sided, free-standing exhibit and two replacement wall exhibits were installed in the exhibit room at Meriwether Lewis. In October, the new parkway locator map exhibit was installed in the Colbert Ferry contact station. Two new fiberglass-embedded exhibits on metal bases were installed at the Tennessee-Tombigbee Waterway. The Jamie L. Whitten Historic Landmark exhibit was installed at the same site in December.

Two annually scheduled special events were conducted for the 12th consecutive year--an open house and a crafts festival. An estimated crowd of 37,000, a record high, came to see the crafts in the 69 booths at the Meriwether Lewis Country Fair and Arts Festival on October 13-14. The May 20 Open House had an estimated attendance of 225 people. Activities conducted this year included carding and spinning, weaving, hominy and soap making, and a Civil War camp life scene. Aunt Glad's tasting party was conducted for the third year.

The Colbert Arts and Crafts Council held a crafts fair at Colbert Ferry, Colbert County, Alabama. A concession permit was negotiated with the Council to cover only the period of May 1-15, 1984. The fair was held on the second weekend of May and, while small, attracted approximately 10,600 people to see it. The Council is very interested in holding another fair on the same weekend in 1985. At year's end negotiations on a new permit were underway.

During 1984, 11 individuals and 6 groups contributed a total of 9,009 hours, as compared with 18 individuals and 928 hours in 1983. Total VIP funds expended during 1984 were \$126.50, compared to \$471.17 in 1983. During the year VIP's were used at 7 separate locations on the parkway. At Tupelo, volunteers assisted in the annual open house, working in administration and in the parkway library, in trash pick-up on the parkway, and in the planning, construction and riding on the parkway Christmas parade float. Groups were responsible for the presentation of two separate weekend arts and crafts festivals at Colbert Ferry and Meriwether Lewis, the staffing of the Mississippi Crafts Center and conducting craft demonstrations, staffing the Kosciusko Welcome Center, conducting a sorghum-making demonstration at French Camp, and clearing a section of Old Trace in the Nashville Subdistrict.

A documented VIP program was prepared to give direction and instruction to parkway employees.

A training session on the Volunteers-in-Parks program was presented to 20 parkway employees.

No changes took place with the management of interpretive facilities on the parkway during 1985, although the year was primarily one of planning and of improving the interpretive program at Mount Locust. With the transfer of one of the Mount Locust permanent, subject-to-furlough GS-04 employees at the end of the year, the position was upgraded to a full-time GS-05, Site-supervisor, effective with the selection of the next employee.

Awards: A special achievement award was presented to Dale Smith for performance in 1984.

Both permanent positions at Mount Locust were authorized to wear the NPS uniform. This step improved security through increased NPS visibility, added an improved feeling of pride to the permanent interpretive staff, and increased the visitor's perception of National Park Service professionalism.

An Eagle electric cart was purchased and utilized at Mount Locust to assist visitors with access to Mount Locust from the parking area.

Rehabilitation of wayside exhibits and installation of new exhibits at several locations were completed during 1985. In February, a wall panel containing parkway scenes was installed in the office entrance lobby of the parkway headquarters building. Three exhibit panels (The Chickasaw Nation, The Chickasaw Village, and the audio station panel at Chickasaw Village) were replaced in March due to vandalism. A 30" x 40" original exhibit, "Indians Along the Trace," and an 8" x 10" masonite-mounted color print of the Old Trace and Confederate Cemetery were stolen from the Meriwether Lewis exhibit room. The 8" x 10" print was replaced in July. Although a reward was offered and

the theft of the large exhibit was given much publicity, the exhibit was not recovered. In August, two anodized aluminum interpretive labels (Milo and Soybeans) were installed at the crop demonstration plot in front of the Tupelo Visitor Center. In September, six 8" x 10" color photographs were replaced on the National Park Service exhibit in the Tupelo Visitor Center.

A handout entitled "Visitor Activity Planner" was developed and replaced the previously used Visitor Activity Schedule. More emphasis was placed on visitor safety and easier location of facilities, services, and interpretive exhibits.

The photograph file for color prints of parkway scenes was developed and computerized.

Two annually scheduled special events were conducted for the 13th consecutive year--Anniversary Celebration (formerly Open House) and a crafts festival. The May 19 Anniversary Celebration had an estimated attendance of 395, compared to 225 in 1984. Activities conducted this year included carding and spinning, weaving, hominy, and soap making, a Civil War encampment, food tasting, and continuous programs in the auditorium. An estimated crowd of 35,300, down slightly from 37,000 in 1984, came to see and purchase the crafts and food in the 70 booths at the Meriwether Lewis Country Fair and Arts Festival. The second annual Georgetown Fair conducted on May 11-12 at Colbert Ferry drew an estimated attendance of 9,500 on the two days, down from 10,600 in 1984. Although considered a success, due to problems within the council, it was doubtful that the fair would be conducted in 1986.

Dale Smith spent the period of June 6-11 coordinating that segment of the filming of the miniseries North and South at Mount Locust.

During 1985, 11 individuals and 6 groups contributed 18,343 VIP hours, as compared with the same number of individuals and groups and 9,009 hours in 1984. Individuals assisted in the interpretive program at Tupelo, Rocky Springs, Colbert Ferry, and Mount Locust. Groups were responsible for the presentation of two separate weekend arts and crafts festivals on the parkway, the staffing of the Ridgeland Crafts Center, and conducting craft demonstrations, staffing the Kosciusko Welcome Center, conducting a sorghum-making demonstration at French Camp, and clearing a section of the Old Trace in the Nashville Subdistrict.

The VIP program at Mount Locust was expanded to provide costumed interpretive demonstrators. A total of 995 hours were volunteered for this interpretive operation.

In May, Dale Smith presented two training sessions at the Kosciusko Public Library to a total of 70 volunteers who staff the Kosciusko Welcome Center.

Awards: Special achievement awards were presented to Ray Claycomb and Carolyn Fairley for work performance in 1985.

No changes took place with the management of interpretive facilities on the parkway during 1986 although the year was primarily one of planning and improving the interpretive program at Mount Locust Historic House. The site-supervisor position was filled at the GS-05 level in the effort to maintain greater continuity in both personnel and in the program.

The preliminary "Team" draft of the Interpretive Prospectus was received in June and was under review throughout the rest of the year.

A handout entitled "Travel Planner" replaced the "Visitor Activity Planner." The map was updated to show visitor services in communities within one mile of the parkway and a short section on the history of the parkway replaced the safety section that was in turn incorporated into the new parkway folder.

Visitation at the Tupelo Center increased 4,482 (10%), from 43,443 in 1985 to 47,925 in 1986. Seven-day coverage of the Tupelo Visitor Center continued to be provided through the use of three local part-time employees.

Attendance at the concession-operated Ridgeland Crafts Center was 26,647 compared to 29,526, a decrease of 2,879 (10%).

Twenty-seven different demonstrations were conducted 232 times on 173 days for 18,730 visitors. The Indian and Pioneer Fair in October was attended by approximately 3,000 visitors.

A total of 24,501 visitors was recorded at Mount Locust Historic House February through November, no appreciable change from the 1985 attendance of 24,406.

No evening talks were presented at the Rocky Springs Campground in 1986 due to the lack of attendance in 1985 and scheduling problems.

French Camp Academy, operating under a cooperative agreement, conducted a total of 18 sorghum, sugar cane and ribbon cane demonstrations, mostly on Wednesdays and Saturdays, during September, October and November. The 18 demonstrations produced 1,776 cans or 888 gallons of sorghum or cane and were viewed by approximately 2,750 visitors.

The Kosciusko Welcome Center, operating under a cooperative agreement, is now in its second full calendar year of operation. Attendance at the center was 38,457, compared to 33,450 in 1985, an increase of 5,007 (15%).

Several wayside exhibit changes were completed during the year. In March the two revised exhibit panels were installed at the Tennessee-Tombigbee Waterway and in September, the living history panel at the Mount Locust exhibit shelter was removed. Changes were also made to four parkway bulletin boards during the year.

In April a new water safety bulletin board was installed at River Bend on one side of the new mini-exhibit shelter. In December new general information bulletin boards were installed at River Bend, Ridgeland Crafts Center and Rocky Springs Campground.

Special exhibits were on display at the Tupelo Visitor Center during much of the year. "Folkroots" was on exhibit from February 21 through March 23 and was viewed by a potential 3,173 visitors. "Mississippi - the 30's" was on exhibit from April 23 through July 21 and was viewed by a potential 15,810 visitors. From July 17 through September an expoframe exhibit panel with a selection of color parkway photographs was on exhibit and on October 1 the first phase of the "Take Pride in America" exhibit was installed in the visitor center.

In March the new orientation program developed by Harpers Ferry for the Colbert Ferry Contact Station was installed. In May 99,000 copies of the new multi-color parkway folder were received and, although much more expensive to print, are much improved over the old folder.

Cooperating Association - total sales for the Natchez Trace Parkway Agency of Eastern National Park and Monument Association in fiscal year 1986, including October 1986, a 13-month period, were \$27,537, compared with \$26,377 for the same 13 month period a year ago, an increase of \$1,160, or 4%. Sales would have increased even more had adequate stock been on hand.

During the year, the sales inventory was improved with three additional new titles, including the reprint of The Outlaw Years and a new pictorial book, The Natchez Trace.

In addition, two slide strips and three new postcard scenes were added.

In July Robbin O'Neal was hired as a part-time (10-week) sales clerk at the Tupelo Visitor Center. After a two-week training period, her schedule was 9:30 a.m. to 4:00 p.m. daily, Monday through Friday. Robbin worked a total of 45 days for 270 hours.

Program funds received from ENP&MA were a percentage donation of \$1,184. With a balance of \$381.90, 25,000 copies of the revised and renamed "Travel Planner" were printed for a total cost of \$1,496.80.

VIP Program - During 1986 nine individuals and four groups contributed a total of 17,491 hours, as compared with 11 individuals and six groups and 18,343 hours in 1985. Individuals assisted in the interpretive program at Tupelo and Mount Locust, answered the telephone and provided information in the Cherokee Subdistrict, assisted with a trail ride on the parkway and provided litter pick-up at the Tupelo National Battlefield Site. Groups were responsible for the presentation of a weekend arts and crafts festival at Meriwether Lewis, the staffing of the Mississippi Crafts Center, and conducting craft demonstrations, staffing the Kosciusko Welcome Center and conducting a sorghum-making demonstration at French Camp.

In June Dale Smith presented two training sessions at Kosciusko to a total of 122 volunteers who staff the Kosciusko Welcome Center.

Cultural Resource Preservation and Management - No 106
Compliance Statements were submitted by the parkway in 1986.

Parkwide cleared sections of Old Trace were maintained to a standard width of ten feet by mowing and other appropriate means.

Research Accomplished - The final report on the 1984 Shelby Bend excavations on the Duck River in Maury and Hickman Counties, Tennessee, was submitted by the Department of Anthropology, University of Tennessee. The report is titled Cultured Adaptations in the Shelby Bend Archeological District.

A draft report titled An Analysis of Two Site Assemblages From The Natchez Trace Parkway in Jefferson County, Mississippi was submitted by the Center for Archaeological Research, University of Mississippi.

The final report titled Excavations at the Historic Locus of T-HK-29 (40HI151), Natchez Trace Parkway, Hickman County, Tennessee was submitted and distributed by the Southeast Archeological Center, Tallahassee, Florida.

Rough drafts of two in-house projects were finished and review drafts will be submitted in FY 1987. These are titled The Bolls Site: An Early American Period Occupation on the Natchez Trace, Old Natchez District, Adams County, Mississippi and the Blackburn Cemetery; An Abandoned Burial Site on the Old Natchez Trace in Maury County, Tennessee. Other in-house work included routine monitoring of construction and evaluation of new sites discovered.

Special Events and Public Relations - Two annually scheduled special events were conducted for the 14th consecutive year-- Anniversary Celebration and a crafts festival. The May 18 Anniversary Celebration had an estimated attendance of 180, compared to 395 in 1985, even though a tornado warning had been issued for the afternoon period. All outdoor activities (soap and hominy making and Civil War campfire scene) were cancelled due to heavy rains. The only special indoor activities conducted were the carding and spinning demonstrations and pioneer cooking. At the Meriwether Lewis Country Fair and Arts Festival an estimated crowd of 21,800 (down considerably from 35,300 in 1985 because of unfavorable weather on the weekend) came to see and purchase the crafts and food in the 65 booths.

Superintendent Bainbridge continued to serve on the Governor's Council on Tourism, the Transportation Committee of the Tupelo Community Development Foundation, and the Northeast Mississippi Tourism Council.

The Superintendent and Members of his staff presented numerous programs to community organizations to acquaint parkway users with the parkway, its significance, and safe, appropriate use. The portable exhibit developed for display at public functions to acquaint visitors with activities appropriate to the parkway was used several times throughout the year both on and off the parkway.

On Saturday, October 18, the concession-operated Ridgeland Crafts Center conducted the fifth annual Natives and Pioneers Fair. This fair featured demonstrations and sales by Mississippi Choctaw Indian craftspersons and Craftsmen's Guild members working in crafts practiced by Mississippi pioneers. Estimated attendance at the one-day event was 3,000.

In December the parkway participated in the annual Tupelo, Mississippi, Christmas parade.

Christmas Open House special events were held at five different parkway locations during the month. On December 12, open house was held at the Tupelo Visitor Center where the film, "The Challenge of Yellowstone," was shown. Christmas cookies, coffee, and punch were served. Attendance during the day was 59.

The concessioner at the Ridgeland Crafts Center held open house December 20 and there were 160 visitors attending. Refreshments were served.

There were 24 news releases in 1986. Superintendent Bainbridge worked closely with the news media and Natchez Trace Associations keeping them informed about the progress of parkway construction. Mr. Bainbridge made several appearances on the Tupelo television station, WTVA, regarding parkway construction activities.

Awards: Dale Smith received a High Quality Increase in March 1987 for work performance in 1986.

One major change took place with the management of the interpretive program during 1987. Effective October 1, the duty station for the South District Interpreter was moved from Ridgeland to a newly constructed office at the Natchez (Mount Locust) maintenance facility. The move was made to station the South District Interpreter closer to his major staffed interpretive facilities, Mount Locust and Rocky Springs. This move will allow for more time to be spent at these two facilities and greatly reduce the amount of duty time spent driving back and forth from Ridgeland.

Although the GS-05 site-supervisor position at Mount Locust was filled by the person returning from the previous year, problems with the GS-04 position continued. Three different individuals with duty dates of 3/15 to 4/20, 6/8 to 8/13, and 8/17 to 8/27, were in the position during the year. At other times the South District Interpreter and the site-supervisor were on duty.

In September, the draft Interpretive Prospectus was received from Harpers Ferry. On October 20, the document was returned to the Regional Director, SER, with comments by parkway staff members.

In June, 51,400 copies of the "Travel Planner" were received from the printer. The planner is being handed out on the parkway as well as being sent off-site in response to requests for parkway folders. This is necessary due to the cost of the parkway folder and the limited numbers of these folders being received from Harpers Ferry.

Visitation at the Tupelo Visitor Center was basically unchanged from last year, with 48,351 in 1987 compared to 47,925 in 1986. Two part-time employees resigned during the year, one in late August due to health reasons, and the other in late October due to full-time employment elsewhere. Due to the freeze and the restriction on outside hiring, the two positions were combined into a 4-day per week position and subsequently filled off the seasonal register.

Attendance at the concession-operated Ridgeland Crafts Center was 26,647, compared to 29,526 in 1986, a decrease of 2,879 (10%).

Twenty-four different demonstrations were conducted 146 times on 95 days for 10,476 visitors. A mini-festival was held in July with over 400 in attendance, while over 1,000 visitors attended the Pioneer Fair in October.

A total of 30,885 visitors was recorded at the Mount Locust Historic House February through November, compared to 24,501 in 1986, an increase of 6,384 (26%).

On March 30, at Mount Locust, barriers were removed from the Boy's room, Philadelphia's room, the Tap room (rear entrance) and Polly's room. Plexiglass barriers were installed in the doors of Polly's room, Philadelphia's room, and the Tap room (rear entrance). The installation of the plexiglass barriers provides for a more open feeling to these rooms while at the same time offering maximum protection to the rooms and their contents. In May, a new smoke detector system was installed in the house.

French Camp Academy, operating under a cooperative agreement, conducted a total of 11 sorghum (10) and ribbon cane (1) demonstrations, on Wednesday and Saturday, during September, October and November. The 11 demonstrations produced 1,043 cans or 522 gallons of sorghum and ribbon cane. A record of those viewing the demonstrations was not kept.

The Kosciusko Welcome Center, operating under a cooperative agreement, recorded an attendance of 39,946, compared to 38,457 in 1986, and increase of 1,489 (4%).

The Interpretive Staff assisted educational television in Mississippi and Tennessee on two Natchez Trace Parkway documentaries during the year.

Several wayside exhibit changes were completed during the year. In May, in-park rehabilitation work was completed on the exhibits, "The Natchez Trace Parkway in Tennessee and Alabama," for the Meriwether Lewis exhibit room and on the "The Natchez Trace," for the Rocky Springs contact station and the exhibits re-installed in their respective locations. In August, in-park rehabilitation work was completed on the exhibit, "The Farming Years," for the Little Mountain exhibit shelter and the exhibit re-installed. Another Little Mountain exhibit, "Nature Along the Natchez Trace," was removed because of its outdated contents. In October, a total of 16 fiber-glass embedded spare replacement exhibit panels were received from Graphic Solutions, contractor for Harpers Ferry. Two of one exhibit had photographs switched and had to be replaced. The panels were individually wrapped for protection, labeled, and stored.

Special exhibits were on display at the Tupelo Visitor Center during much of the year. "Southern Rhythms" was on exhibit from January 29 through February 22 and was viewed by a potential of 1,651 visitors. The "Blessings of Liberty" exhibit, two, four-sided free-standing units and a table with related reproduction historical documents, was on exhibit from mid-May through mid-December and was viewed by a potential of 31,982 visitors. Also on display much of the year was a selection of color National Park Service area photographs on expoframe exhibit panels. This exhibit is a continuation of the "Take Pride in America" exhibit which began last year.

In May, a straight reprint of 74,000 copies of the new multi-color parkway folder was received. These folders are dispensed only on the parkway at 13 locations.

Several improvements were made to the parkway's museum collection facilities. In July, installation of new door seals was completed on seven museum collection storage cabinets in the Tupelo Visitor Center basement storage room. In addition, a 4-drawer fireproof file cabinet for museum records was received and installed in the office of the Assistant Chief, Interpretation & Visitor Services. All museum records were subsequently transferred into the new cabinet.

During July and August, visitor registers were installed in the Tupelo Visitor Center, Colbert Ferry Contact Station, and the Mount Locust interpretive shelter. As sheets are filled, they are sent to the interpretive office at Tupelo for filling.

Cooperating Association - Total sales for the Natchez Trace Parkway Agency of Eastern National Park and Monument Association in Eastern National's fiscal year (Nov.-Oct.) 1987 were \$34,049, as compared with \$24,830 for the same period a year ago, an increase of \$9,219 or 37%. The increase in sales is directly attributed to a better overall inventory of sales items with increased sales at the Tupelo Visitor Center and the Colbert Ferry Contact Station.

During the year, the sales inventory was improved with the addition of numerous titles, most notable were several constitution related titles, the passport book and stamps, one Civil War title and several wildlife and national park books.

In April, Geraldine Faulkner was hired as a part-time (32.5 hours per week) sales clerk at the Tupelo Visitor Center. After a 2-week training period, her schedule was 9:30 a.m. to 4:00 p.m., Wednesday through Sunday. Her last duty day was October 31, 1987.

Program funds received from Eastern National Park & Monument Association was a percentage donation of \$1,376. \$1,278 of this amount was used to print 51,400 copies of the revised Natchez Trace Parkway Travel Planner, with a balance of \$98 left.

VIP Program - During 1987, eight individuals and five groups contributed a total of 15,727 hours, as compared with nine individuals and four groups and 17,491 hours in 1986. Individuals assisted in the interpretive program at Tupelo and Mount Locust, answered the telephone and provided information in the Cherokee Subdistrict and provided litter pickup at the Tupelo National Battlefield Site and in the Meriwether Lewis area. Groups were responsible for the presentation of a weekend arts and crafts festival at Meriwether Lewis, trail clearing and rehabilitation at Jackson Falls, the staffing of the Mississippi Crafts Center and conducting craft demonstrations, staffing the Kosciusko Welcome Center and conducting a sorghum-making demonstration at French Camp.

In March, Dale Smith presented two training sessions at Kosciusko to a total of 176 volunteers who staff the Kosciusko Welcome Center.

Cultural Resource Preservation and Management - No 106 Compliance Statements were submitted by the parkway in 1987.

All cleared sections of the Old Trace were maintained to a standard width of ten feet by mowing and other appropriate means.

Research Accomplished - Two archeological sites were tested for National Register eligibility determinations, the Gray Site in Section 1A and 40WM84 in Section 1B. Archival research was conducted with regard to the Gray Site, a 19th-20th century farmstead.

Special Events and Public Relations - Two annually scheduled special events were conducted for the 15th consecutive year-- Anniversary Celebration and a crafts festival. The May 17 Anniversary Celebration had an estimated attendance of 105, the low turnout due to the fact that the news release did not get published in the paper. Outdoor activities included sheep shearing and wool spinning, and soap and hominy making. Indoor

activities included carding and spinning, pioneer cooking and taste tasting, and several special film programs. At the Meriwether Lewis Country Fair and Arts Festival an estimated crowd of 31,444 (up considerably from 21,800 in 1986 because of unfavorable weather on both days) came to see and purchase the crafts and food in the 76 booths.

Superintendent Bainbridge continued to serve on the Governor's Council on Tourism, the Transportation Committee of the Tupelo Community Development Foundation, and the Northeast Mississippi Tourism Council.

The Superintendent and members of his staff presented numerous programs to community organizations to acquaint the public with the parkway, its significance, and safe, appropriate use.

Two portable exhibits developed for display at public functions to acquaint potential visitors with activities appropriate to the parkway was used several times through the year both on and off the parkway.

On Saturday, October 17, the concession-operated Ridgeland Crafts Center conducted the sixth annual Natives and Pioneers Heritage Fair. This fair featured Choctaw dancing and stickball, square dancing, gospel singing. There were 33 exhibitors and demonstrators present. Estimated attendance at the one day event was over 1,000.

In December the parkway participated in the annual Tupelo, Mississippi, Christmas parade.

Christmas open house special events were held at two different parkway locations during the month. On December 18, open house was held at the Tupelo Visitor Center where the film "National Parks, Our Treasured Lands" was shown. Christmas cookies, coffee, and punch were served. Attendance during the day was 78.

Open house at the Kosciusko Welcome Center was held on December 13 from 1:30 to 4:30 p.m. Christmas cookies and punch were served to approximately 50 people.

There were 21 news releases issued in 1987. Superintendent Bainbridge worked closely with the news media and the Natchez Trace Parkway Association, keeping them informed about the progress of parkway construction. Mr. Bainbridge made several appearances on the Tupelo television station, WTVA, regarding parkway construction activities.

Awards: Special Achievement awards were presented to Ray Claycomb and Carolyn Fairley for work performance in 1987.

During 1988, at the Mount Locust Historic House, the temporary GS-4 position was filled when funds became available. The incumbent immediately resigned from fear of the ever present wasps and

her hypersensitivity to wasp stings. The position was again filled, and the program operated at full staff until September. The South District Interpreter's change of duty station from Ridgeland to Natchez in October 1987 resulted in a more effective interpretive operation during 1988.

Staffing problems at the Tupelo Visitor Center were numerous. Kevin Allen, GS-4, was hired in November 1987 and resigned in February 1988. The position was converted to full-time, temporary, and Richard Sparks entered on duty in March. At the expiration of his appointment in November, the position was converted to permanent, full-time. Jeff Penney accepted the position, Park Ranger GS-4, and entered on duty in December.

New trail labels were developed and installed on the grounds of the Mount Locust Historic House in October.

A special Alaskan Parks Exhibit, designed and set up by Park Rangers Sean McGuinness, Dorothy Bensusan and Evan Jones-Toscano, was shown at the Tupelo Visitor Center April 1 through May 5. Highlight of the exhibit was a 50-pound chunk of glacial ice from the Mendenhall Glacier in Alaska.

Four special Golden Anniversary exhibits were constructed and placed on display at the Tupelo Visitor Center, Kosciusko Welcome Center, Colbert Ferry Contact Station and in Nashville.

A "Take Pride in America" exhibit of photographs taken by parkway employees of National Park Service areas was on exhibit at the Tupelo Visitor Center throughout the year.

The Parkway's Interpretive Prospectus was approved in May 1988.

The Resources Management and Visitor Services Division contributed greatly to the parkway's interpretive program by the presentation of 50 on and offsite programs covering a variety of topics to a total of 8,577 people.

VIP Program - During 1988, 12 individuals and six groups contributed a total of 16,332. Individuals assisted with the interpretive program at Tupelo and the Mount Locust Historic House, accompanied the Superintendent on special parkway functions, answered the telephone and provided information in the Colbert Ferry Contact Station, and provided litter pickup at the Tupelo National Battlefield and in the Meriwether Lewis area.

Groups were responsible for the presentation of a weekend arts and crafts festival at Meriwether Lewis, trail construction at Baker Bluff and in the Ridgeland area, staffing the Mississippi Crafts Center and conducting craft demonstrations, staffing the Kosciusko Welcome Center and conducting sorghum making demonstrations at French Camp.

Two XXX Forms were completed and submitted for the proposed planning and construction of Mississippi parkway sections 3-P and 3-X.

The remaining trees were removed from the top of Emerald Mound in June.

Ultraviolet screened plexiglass was installed in all windows at Mount Locust Historic House to reduce ultraviolet light damage to furnishings in the house.

The Southeastern Archeological Center conducted two major archeological survey/site evaluation projects during the summer. The 3-P Section in Mississippi was surveyed, resulting in the recording of 43 new sites. One of these, the Choctaw Agency site near Ridgeland, was tested, resulting in the discovery of a subterranean brick structure, apparently the cellar of the Agency house.

Additional surveys and site evaluations were conducted on Section 3-X near Natchez, resulting in the recording of 27 new sites. Seven of the new sites were tested, and five were judged potentially eligible for the National Register of Historic Sites. Two previously recorded and tested sites were also recommended for National Register status.

A preliminary draft report for Sections 3-P and 3-X was completed.

Special Events and Public Relations - On May 18, Natchez Trace Parkway establishment day, the United States Postal Service was at the Tupelo Visitor Center from 9:00 a.m. to 4:00 p.m. for a special stamp/cachet cancellation day. The film, "National Parks, Our Treasured Lands," was shown twice during the day. Punch, coffee, and a variety of homemade cookies were served throughout the day. The highlight of the day was cutting the birthday cake and singing "Happy Birthday" to the parkway. Approximately 530 visitors were recorded during the day. Reporters for Television Channel 9, WTVA, and the Northeast Mississippi Daily Journal were present for media coverage.

The Golden Anniversary Celebration for the parkway was held at the Tupelo Visitor Center from 12 noon until 4:00 p.m. on May 28. Jim Howard, Southeast Regional Office Communication Specialist, was the Master of Ceremonies and did an outstanding job. A total of 5,800 visitors attended the celebration that included refreshmentss sold at 1938 prices, arts and crafts demonstrations and sales, Choctaw Indian dancing and stickball demonstrations, live entertainment on the outdoor stage, and the special commemorative program. The highlight of the program was the keynote address by U. S. Congressman Jamie L. Whitten. Others taking part in the program included representatives from the Salvation Army, Daughters of the American Revolution, and Boy

and Girl Scouts; the Mayor of Tupelo, the Superintendent of the Parkway, and the President of the Natchez Trace Parkway Association.

Several times during the month, Dale Smith, Chief, I&VS, made appearances on local television, WTVA, Channel 9, to discuss the events being held on the parkway in conjunction with the 50th Anniversary Celebration. He also wrote and videotaped a 30-second television spot concerning the festivities for use by TV Station WTVA.

On May 19 Superintendent Bainbridge and Chief of I&VS Smith attended the Open House at the Kosciusko Welcome Center to commemorate the 50th Anniversary of the Natchez Trace Parkway. Mayor Freddie George welcomed all the visitors. A birthday cake was cut and refreshments served. Area artists and craftsmen demonstrated their talents.

Superintendent Bainbridge continued to serve on the Governor's Council on Tourism, the Transportation Committee of the Tupelo Community Development Foundation, and the Northeast Mississippi Tourism Council.

The Superintendent and members of his staff presented numerous programs to community organizations to acquaint parkway users with the parkway, its significance, and safe, appropriate use. Programs were also presented about the National Park System in general. All programs included the "Take Pride in America" theme and travel safety messages.

Awards: A High Quality Increase was presented to Ray Claycomb and Special Achievement Awards were presented to Dale Smith and Carolyn Fairley for work performance in 1988.

14. Superintendent, Natchez Trace Parkway, to the Director, September 14, 1954.

15. Sources of Information: There is remarkably little written information on the Natchez Trace Association. It kept no files. Mrs. Byrnes' papers for the years 1934-54 have been examined and are of some value. They contain copies of invitations, lists of invitees to meetings, letters from Mississippi Senators and Congressmen assuring her of their undying support for her project, and a few letters from fans and well-wishers.

Landrum's papers contain a remarkable series of his letters, November 3, 1934, to September 4, 1935, to various people in Mississippi in support of the project. These and later random letters reveal his method of operation. His file also contains letters from Mississippi legislators which tend to show that the Association had some influence on their official conduct.

Press notices contain little more than the date and place of the meeting, names of speakers, a list of prominent guests, and copies of resolutions passed.

Personal interviews with some of the participants contributed more to an appreciation and understanding of the association than did study of the above mentioned files. Among those who were interviewed and furnished helpful information were: Mrs. Ferriday Byrnes, and Mrs. Edith Wyatt Moore of Natchez, Ralph Landrum, Jones Woodward of Kosciusko, Thomas H. Lambert, Editor of the Natchez Democrat, Oscar Harris of the Florence Herald, Judge Hugh Lee Webster, Columbia, Tennessee, and Malcolm Gardner, Superintendent, Natchez Trace Parkway, and many, many others.

16. 52 Stat. 407.

17. Memorandum for the Director, June 11, 1936.

18. Compiled by Superintendent Gardner in 1953 or 1954.

19. Natchez Trace Parkway Survey, Senate Document No. 148, GPO, Washington, D. C., 1941, Foreward, p. vi.

20. Compiled by Superintendent Gardner in 1953 or 1954.

21. Material for each section of Chapter X was obtained from monthly and annual reports on file at parkway headquarters.

CHRONOLOGICAL PROGRESS OF
NATCHEZ TRACE PARKWAY CONSTRUCTION

SECTION	GENERAL LOCATION	MILES	CONSTRUCTION STARTED	GRADING & DRAINAGE COMPLETED	BITUMINOUS ASPHALTIC SURFACE
3-W	Emerald Mound	12.0	1937	1939	1956
3N2	River Bend	11.6	1937	1938	1950
3-O	Ross Barnett Reservoir	12.5	1937	1939	1948
3-K	French Camp	10.6	1938	1942	1956
1-J1	Holly	9.0	1940	1940	1954
3-D1	Blackbelt Overlook	8.3	1940	1961	1961
3-L	Kosciusko	10.4	1940	1951	1956
3-M2	Robinson Road	11.3	1940	1941	1951
3-N1	Choctaw Boundary	8.6	1940	1942	1951
3-J	Yowani	10.2	1941	1950	1959
3-M1	Holly Hill	13.6	1941	1950	1951
2-A1	State Line	5.8	1947	1952	1954
2-A2	Alabama Highway 20 336	4.6	1947	1964	1964
1-H	Glenrock	12.3	1948	1950	1954
1-J2	McGlamery Stand 352.9	7.0	1949	1952	1954
1-G	Old Trace Drive	7.4	1950	1961	1961
3-D2	Chickasaw Village 251.8	2.6	1950	1960	1961
3-D3	Tupelo Headquarters 255.0	3.8	1952	1957	1961
3-H	Little Mountain	13.4	1954	1958	1959

CHRONOLOGICAL PROGRESS OF
NATCHEZ TRACE PARKWAY CONSTRUCTION

SECTION	GENERAL LOCATION	MILES	CONSTRUCTION STARTED	GRADING & DRAINAGE COMPLETED	BITUMINOUS ASPHALTIC SURFACE
3-G2	Line Creek	9.3	1955	1956	1959
3-G1	Dancy Headquarters	8.6	1956	1959	1961
3-F	Witch Dance	17.1	1957	1960	1961
1-F	Metal Ford	9.4	1958	1961	1961
3-E	Monroe Mission	12.4	1958	1960	1961
3-R	Choctaw Boundary	14.3	1958	1960	1964
2-B	Tennessee River Bridge	0.9	1960	1966	1966
3-S	Rocky Springs	10.5	1960	1962	1964
2-A3	Lauderdale	3.1	1962	1964	1964
1E2B	Meriwether Lewis	4.7	1963	1966	1968
3-P2	I-55	1.2	1963	1965	1965
3-UI	U.S. Highway 61	5.1	1963	1966	1966
3-T	Port Gibson	11.2	1963	1966	1966
2-C	Cherokee Headquarters	6.2	1965	1967	1967
3-Q3	Raymond	6.6	1965	1966	1966
1-E2A	Fall Hollow	7.6	1966	1968	1968
3-Q1,2	I-20	6.8	1966	1967	1967
3-A1	Tishomingo	6.0	1968	1971	1971
3-C1,D24	U. S. Highway 45	0.5	1973	1975	1975
3C2-9	Saltillo	15.3	1974	1977	1979

CHRONOLOGICAL PROGRESS OF
NATCHEZ TRACE PARKWAY CONSTRUCTION

SECTION	GENERAL LOCATION	MILES	CONSTRUCTION STARTED	GRADING & DRAINAGE COMPLETED	BITUMINOUS ASPHALTIC SURFACE
3-B-1	Pharr Mounds	8.9	1977	1979	1983
2-D-1	Buzzard Roost Creek	4.8	1977	1979	1980
3-U-2	Mississippi Highway 522	2.0	1978	1979	1981
1-D-2	Jackson Falls	6.2	1978	1979	1980
3A3, B2	Tenn-Tom Waterway Bridge	1.1	1979	1981	1982
3-B-3	Donivan Creek (bridges)		1979	1981	1983
3-B-4	Browns Bottom (5 bridges)	0.76	1980	1981	1983
2-D-3	2D1 South to Mynot Road	3.1	1980	1981	
2-D-2	2D3 to Cedar Creek	3.4	1980	1981	
2-D-6	Colbert County 1 Bridge		1980	1981	1981
3-A-2	Bay Springs to MS Hwy 4	3.6	1980	1981	1982
3-A-4	MS Hwy 4 North	3.2	1980	1981	1982
2-D-4	Wills Creek Bridge		1981	1982	1982
3-A-7	MS Hwy. 25 Bridge		1981	1982	1982
3-A-9	MS Hwy. 4 Bridge		1981	1982	1982
3-V-2	MS Hwy. 553 north	2.9	1981		
3A5, A8	County Road Bridges		1981	1982	1982
3A6	MS Hwy 25 S. to 3A4	2.0	1982		

CHRONOLOGICAL DEVELOPMENT
OTHER THAN ROADWAY

Date	Location	Building Numbers	Construction Costs
1931	Tupelo Battlefield Markers		2,143.50
1935	Tupelo Subdistrict Headquarters		
	Headquarters building	33	10,534.00
	Quarters	11	1,767.00
		12	2,000.00
		13	2,287.00
		14	1,767.00
		15	2,000.00
		16	2,000.00
		17	2,287.00
		18	1,767.00
		19	2,000.00
		20	2,287.00
		22	2,287.00
		24	1,767.00
		25	2,287.00
		31	2,287.00
		35	2,287.00
1935	Garages (19)	71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 84, 85, 86, 87, 88, 89, 90	9,500.00 (500 each)
	Barns (9)	91, 92, 93, 94, 95, 96, 97, 98, 99	1,575.00 (175 each)
	Meriwether Lewis		
	Museum and office	128	4,000.00
	Equipment storage & warehouse	130	10,000.00
	Pump house	131	1,000.00
	Quarters	172	15,061.14
1936	Tupelo Subdistrict Headquarters		
	Quarters	1	3,250.00
		2	2,733.00
		3	3,250.00
		4	3,250.00
		5	3,000.00
		6	3,250.00
		7	2,733.00

Date	Location	Building Numbers	Construction Costs
1936	Tupelo Subdistrict Headquarters Quarters	8 9 10 34	3,250.00 3,250.00 3,000.00 2,287.00
	Tool houses (19)	51, 52, 53, 54, 55, 56, 57, 58, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70	15,200.00 (800 each)
	Garages (10)	61, 62, 63, 64, 65, 66, 67, 68, 69, 70	8,000.00 (800 each)
1941	Tupelo Headquarters Building Remodeling	33	3,000.00
	Pumphouse	30	200.00
1948	Tupelo quarters remodeling Storage building	31 50	3,896.35 600.00
1949	Tupelo quarters remodeling	11 14 16 18 19 34	
1950	Kosciusko Subdistrict Office and shop Equipment storage Oil and paint storage Warehouse	118 119 120 121	70,000.00 45,178.00 9,000.00 32,000.00
	Tupelo residential area Road grading and surfacing		53,506.14 13,876.07
1951	Ridgeland Museum Office and shop Equipment storage Oil and paint storage Warehouse	113 108 109 110 111	36,328.00 37,500.00 20,000.00 13,422.00 18,000.00

Date	Location	Building Numbers	Construction Costs
1951	Brashears Stand parking		8,784.14
1952	Cypress Swamp Nature Trail and foot bridge		2,899.05
	Tupelo garages remodeled	71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 84, 85, 86, 87, 88, 89, 90	
	Tupelo Quarters remodeled	5, 10	
1953	Ridgeland Museum Exhibits		6,328.21
	Brashears Stand, River Bend, Southern Pines and Choctaw Boundary Interpretive markers		900.00
1954	Tupelo quarters remodeled	1, 2, 3, 4, 7, 8	3,000.00 (500 each)
1955	Emerald Mound Stabilization		26,292.80
	Parking and trail		1,791.73
	Coles Creek, Bullen Creek, Turpin Creek Nature Trails and parking		717.77
	Mount Locust House restoration	100	29,252.82
	Tupelo quarters remodeling	13, 17, 20, 22, 25	3,250.00 (650 each)
	Glenrock Branch and Sweetwater Branch Nature Trails		4,220.80
	Glenrock Branch Picnic area Tables, fireplaces		517.20
1956	Turpin Creek picnic area Tables, fireplaces		1,271.39

Date	Location	Building Numbers	Construction Costs
1956	Mount Locust		
	Exhibit shelter and comfort station	159	14,508.67
	Natchez Subdistrict Headquarters		
	Pumphouse	157	424.76
	Shop and equipment storage building	158	35,930.90
	Quarters	160	19,122.16
	Coles Creek picnic area		
	Tables, fireplaces		1,118.73
	River Bend picnic area		
	Picnic shelter	254	6,651.00
	Cole Creek Nature Trail and foot bridge		1,937.00
	Chickasaw Village Site		
	4-panel interpretive marker		892.59
	Tupelo Maintenance Area - grading		15,394.92
	Headquarters remodeling	33	475.00
	Automotive shop	138	98,744.92
	Warehouse	141	52,886.60
	Firehouse	142	19,725.52
	Highway 64 Exhibit Shelter	151	3,364.00
1957	Highway 61 Exhibit Shelter	161	5,165.18
	Chickasaw Village		
	Exhibit and curbs		2,520.14
	Landscaping and barriers		2,085.69
	Tupelo Quarters remodeling	9	6,656.26
	Water system		62,860.54
	Sewer system		808.00
	Power system, Maintenance area		7,873.00
	Maintenance area paving		22,965.49
	Quarters relocation	35	7,100.00
	Pump house	233	1,446.00
	Oil pump house	239	1,423.23
	Cypress Creek pit toilet	203	910.94

Date	Location	Building Numbers	Construction Costs
1957	Glenrock Branch Picnic area		
	Water system		13,437.92
	Sewer system		2,047.96
	North comfort station	152	9,511.26
	South comfort station	153	9,685.97
1958	Loess Bluff		
	Ridgeland quarters	162	19,870.73
		163	19,870.73
	Holly Hill, Hurricane Creek, Yowani and Beaver Dam trails		2,521.46
	Cypress Swamp interpretive marker		267.00
	Yowani Picnic area tables		3,367.84
	Jeff Busby/Little Mountain		
	Roads		89,019.33
	Water and sewerage		35,336.70
	Trails		2,932.28
	Tables, fireplaces		2,340.93
	Tupelo Headquarters remodeling	33	450.00
	Quarters remodeling	6	5,980.21
		35	8,004.54
	Maintenance area fencing and landscaping		5,469.00
	Holly and Cypress Creek Picnic areas		
	Tables, fireplaces		4,153.82
	Meriwether Lewis pumphouse remodeling	131	
1959	River Bend parking		46,658.90
	Comfort station	206	7,444.37
	Yockanookany parking		8,289.73
	Red Dog Road parking		6,648.06
	Beaver Dam exhibit shelter	148	5,869.81
	Beaver Dam parking		13,559.60
	Holly Hill comfort station	173	8,437.76
	parking		23,475.75

Date	Location	Building Numbers	Construction Costs
1959	Kosciusko Quarters 44 & 45	182	24,392.79
		183	24,392.79
	Yowani Picnic area		
	Water system		10,381.94
	Sewerage system		3,336.00
	Comfort station	178	7,516.37
	Jeff Busby comfort stations	198	7,516.38
		199	7,517.38
	Little Mountain Headquarters		
	Road resurfacing		3,433.95
	Water system		29,546.04
	Quarters 42 & 43	193	21,826.00
		194	21,826.00
	Workshop and equipment storage	230	15,429.81
	Highway 82 Exhibit Shelter	155	5,569.66
	Dancy Subdistrict		
	Equipment storage	186	63,907.06
	Storage building	187	19,101.89
	Quarters 40 & 41	196	21,826.00
		197	21,826.00
	Tupelo Quarters remodeling	9	700.00
		15	2,134.80
	Meriwether Lewis Quarters 38 & 39	169, 240	69,635.62
1960	Natchez storage building	180	3,870.22
	Coles Creek comfort station	241	7,924.45
	River Bend walks and steps		4,496.28
	Tupelo quarters remodeling	12	3,561.84
	Old Trace Drive		
	Exhibit shelter	175	5,359.60
	Jacks Branch picnic area		
	Tables, fireplaces		3,319.29
	Comfort station	188	9,396.67
	Napier Mine Exhibit shelter	176	4,180.75
	Metal Ford road and trail		24,866.81

Date	Location	Building Numbers	Construction Costs
1960	Meriwether Lewis		
	Quarters remodeling	172	
	Maintenance area sewerage system		1,674.44
	Office, shop, warehouse	165	70,166.34
	Equipment storage	166	20,438.68
1961	Tupelo Visitor Center	143	294,833.32
	Kosciusko pump house	262	679.08
	Dancy pump house	189	1,396.96
	Bynum Mounds trail		2,826.90
	Radio Equipment buildings (12)	154, 164, 174, 179, 229, 231, 248, 249, 250, 251, 252, 253	17,797.08 (1,483.09 each)
	Jacks Branch Picnic area foot trails		2,720.74
1962	Coles Creek picnic area pump house	261	679.08
	River Bend pump house	216	679.10
	Holly Hill pump house	262	679.08
	Yowani pump house	177	679.08
	Jeff Busby campground		2,335.39
	Pump house	263	679.08
	Tupelo Visitor Center parking		38,722.78
	Glenrock Branch pumphouse	264	795.11
	Metal Ford signs and markers		3,631.54
	Meriwether Lewis residence area drives and walks		2,242.79
1963	River Bend picnic shelter remodeled	254	6,651.00
	Jeff Busby Nature trail		1,043.73
	Little Mountain		
	Exhibit shelter with comfort sta.	195	19,291.13

Date	Location	Building Numbers	Construction Costs
1963	Little Mountain pump house	247	1,331.77
	Tupelo Visitor Center landscaping		8,159.99
	Beech Springs trail		2,762.28
	Old Trace Drive surface treatment		21,524.72
	Meriwether Lewis fencing and landscaping maintenance area		4,264.05
1964	Port Gibson office, shop & warehouse	214	71,473.65
	Equipment storage building	215	20,992.15
	Rocky Springs Campground foot trails		22,384.00
1965	Turpin Creek picnic area sign		
	Port Gibson quarters	167	22,087.15
		190	22,087.15
	Mangum Mound, Grindstone Ford archeology		10,975.28
	Rocky Springs Campground Tables, fireplaces		12,293.10
	Comfort stations	146	9,628.95
		149	9,628.95
		150	9,628.95
	Rocky Springs quarters	257	20,794.75
		258	20,794.75
	Fossil exhibit, Boyd Site archeology		10,372.84
	Jeff Busby trailside exhibits		2,625.53
	Bynum Mounds exhibit shelter	232	7,524.28
	Witch Dancy, water, sewerage, and comfort station	267	29,285.27
	Tupelo Bridle path		7,595.03
	Phosphate mine interpretive sign		227.36

Date	Location	Building Number	Construction Costs
1966	Witch Dance Picnic area parking		22,690.89
	Tupelo quarters relocation	34	11,164.54
	Well pump house	280	826.58
	Cherokee Subdistrict Headquarters		
	Maintenance and office building	222	116,356.90
	Equipment storage	223	21,924.43
	Buzzard Roose exhibit shelter	225	7,736.85
	Meriwether Lewis		
	Campground roads		26,131.82
	Campground tables, fireplaces		10,382.13
	Picnic area comfort stations, water systems	265, 266	44,693.85
1967	Mangum Mounds/Grindstone Ford walks and trails		7,051.05
	Cherokee Headquarters fire pump house	224	12,930.99
	Hernando DeSoto parking		6,000.00
1968	Rocky Springs Visitor contact station	145	30,547.48
	Equipment shed	270	19,176.34
	Chickasaw Village exhibit shelter	156	6,304.60
	Colbert Park		
	Comfort station	202	14,354.72
	Visitor contact station	276	40,725.04
	Utility building	287	3,841.29
	Utility building	290	5,488.24
	Lauderdale Park pit toilets	288, 289	2,000.00
	Meriwether Lewis walks and trails		4,653.41
	Phosphate Mine parking		5,152.63
1969	Cherokee Headquarters		
	Water system		43,587.52
	Sewer system		7,728.51
	Fencing		3,020.99
	Grounds		4,199.66

Date	Location	Building Numbers	Construction Costs
1969	Buzzard Roost trails		8,840.03
	Colbert Park parking		26,075.94
1970	Witch Dance horse trail and parking		16,397.05
1975	Tupelo central sewerage and treatment facilities		161,104.07
	Jeff Busby central sewerage and treatment facilities		88,229.92
1979	Dogwood Valley Nature Trail		7,828.25
1982	Donivan Slough Nature Trail		9,000.00

APPENDIX D

ANNUAL PARKWAY VISITATION

<u>Calendar Year</u>	<u>Number of Visitors</u>	<u>Calendar Year</u>	<u>Number of Visitors</u>
1953*	1,425,629	1971	11,823,190
1954	1,721,781	1972	13,297,839
1955	2,197,326	1973	14,080,500
1956	2,414,725	1974	12,868,595
1957	2,841,466	1975	13,237,525
1958	3,141,323	1976	13,188,000
1959	3,362,269	1977	14,656,185
1960	3,482,150	1978	14,595,226
1961	3,685,309	1979	14,212,958
1962	5,327,994	1980	15,902,350
1963	5,288,835	1981	16,740,911
1964	4,476,704	1982	16,576,712
1965	4,979,163	1983	19,185,998
1966	5,652,415	1984	20,217,390
1967	6,781,664	1985	19,397,959
1968	8,911,718	1986	21,546,012
1969	10,451,011	1987 (1)	14,912,421
1970	11,256,132	1988	17,528,371

*Earliest year for which figures are available; 64 miles of parkway paved in 1953.

(1) Lower more accurate multiplier used.

APPENDIX E

CHRONOLOGY OF LAND ACQUISITION

Section	Date Accepted by Federal Government	Section	Date Accepted by Federal Government
1-A		3-D-2	02-26-52
1-B	01-29-81	3-D-1	01-12-40
1-C	01-29-81	3-E	12-08-53
1-D	09-29-77	3-F	03-11-54
1-E-2	10-18-62	3-G	03-25-53
1-E-1	01-18-67	3-H	10-05-50
1-F	02-26-58	3-J	03-13-40
1-G	10-05-50	3-K	12-10-38
1-H	12-09-41	3-L	11-21-39
1-J-2	01-29-51	3-M-1	01-19-43
1-J-1	02-03-40	3-M-2	11-21-39
		3-N-1	03-13-40
2-A-1	05-21-41	3-N-2	11-09-39
2-A-2	08-06-43	3-O	08-21-39
2-A-3	05-17-62	PRVWSD30&N	05-28-65
2-B	10-29-59 (TVA)	3-P	10-10-68
2-C	09-10-64	3-Q	05-18-65
2-D	09-20-68	3-R1	02-17-56
		3-S	02-27-56
3-A	03-18-66	3-T	07-22-63
3-B	10-12-67	3-U	05-18-64
3-C	04-27-72	3-V	10-25-66
3-D-3	09-02-52	3-W	11-09-39
		3-X	03-09-77

APPENDIX E

CHRONOLOGY OF LAND ACQUISITION

Section	Date Accepted by Federal Government	Section	Date Accepted by Federal Government
1-A		3-D-2	02-26-52
1-B	01-29-81	3-D-1	01-12-40
1-C	01-29-81	3-E	12-08-53
1-D	09-29-77	3-F	03-11-54
1-E-2	10-18-62	3-G	03-25-53
1-E-1	01-18-67	3-H	10-05-50
1-F	02-26-58	3-J	03-13-40
1-G	10-05-50	3-K	12-10-38
1-H	12-09-41	3-L	11-21-39
1-J-2	01-29-51	3-M-1	01-19-43
1-J-1	02-03-40	3-M-2	11-21-39
		3-N-1	03-13-40
2-A-1	05-21-41	3-N-2	11-09-39
2-A-2	08-06-43	3-O	08-21-39
2-A-3	05-17-62	PRVWSD30&N	05-28-65
2-B	10-29-59 (TVA)	3-P	10-10-68
2-C	09-10-64	3-Q	05-18-65
2-D	09-20-68	3-R1	02-17-56
		3-S	02-27-56
3-A	03-18-66	3-T	07-22-63
3-B	10-12-67	3-U	05-18-64
3-C	04-27-72	3-V	10-25-66
3-D-3	09-02-52	3-W	11-09-39
		3-X	03-09-77

NOTES

1. This chapter is based largely on the reminiscences of Mrs. Edith Wyatt Moore of Natchez and Mrs. Florence Sillers Ogden of Rosedale. The latter published them in part in the Jackson Clarion Ledger, May 26, 1963. The files of the Daughters of the American Revolution's year book also have been consulted. The marker inscriptions, of which copies are in the Natchez Trace Parkway files, are also a valuable source of information.
2. Mrs. Dunbar Rowland, "Marking the Natchez Trace," Publications of the Mississippi Historical Society, XI (1910), 345-61. Park Marshall, "The True Route of the Natchez Trace," Tennessee Historical Magazine, I (1915), 173-82. George J. Leftwich, "Some Main Traveled Roads Including a Cross Section of the Natchez Trace," Publications of the Mississippi Historical Society, I, Centenary Series I, (1916), 463-76. J. P. Bretz, "Early Land Communications with the Lower Mississippi Valley," Mississippi Valley Historical Review, XIII (1926-1927), 1-9.
3. Ned Lee to Malcolm Gardner, November 17, 1957.
4. Busby to Capers, October 6, 1950. Busby told this story with variations many times in private interviews and in Natchez Trace Association meetings, but except for this letter never committed his story to paper. See also his letter to Senator Pat Harrison, June 18, 1935.
5. Jackson, Mississippi, Clarion Ledger, December 13 and 15, 1933, and January 3, 1934.
6. Ibid., January 10, 11, and 12.
7. Committee on Roads, House of Representatives, 73rd Congress, 2nd Session. Hearings, On H. R. 7312 and H. R. 7345. Cited hereafter as Hearings, 1 & 2.
8. For Busby's address on February 15, in support of his proposal, see Hearings, 61-66.
9. Ibid., 3.
10. Ibid., 20.
11. Ibid.
12. Busby, Address, Canton Meeting, Natchez Trace Association, November 12, 1950.
13. Jonathan Daniels, The Devil's Backbone: The Story of the Natchez Trace (New York, 1962) 255-56.

14. Superintendent, Natchez Trace Parkway, to the Director, September 14, 1954.

15. Sources of Information: There is remarkably little written information on the Natchez Trace Association. It kept no files. Mrs. Byrnes' papers for the years 1934-54 have been examined and are of some value. They contain copies of invitations, lists of invitees to meetings, letters from Mississippi Senators and Congressmen assuring her of their undying support for her project, and a few letters from fans and well-wishers.

Landrum's papers contain a remarkable series of his letters, November 3, 1934, to September 4, 1935, to various people in Mississippi in support of the project. These and later random letters reveal his method of operation. His file also contains letters from Mississippi legislators which tend to show that the Association had some influence on their official conduct.

Press notices contain little more than the date and place of the meeting, names of speakers, a list of prominent guests, and copies of resolutions passed.

Personal interviews with some of the participants contributed more to an appreciation and understanding of the association than did study of the above mentioned files. Among those who were interviewed and furnished helpful information were: Mrs. Ferriday Byrnes, and Mrs. Edith Wyatt Moore of Natchez, Ralph Landrum, Jones Woodward of Kosciusko, Thomas H. Lambert, Editor of the Natchez Democrat, Oscar Harris of the Florence Herald, Judge Hugh Lee Webster, Columbia, Tennessee, and Malcolm Gardner Superintendent, Natchez Trace Parkway, and many, many others.

16. 52 Stat. 407.

17. Memorandum for the Director, June 11, 1936.

18. Compiled by Superintendent Gardner in 1953 or 1954.

19. Natchez Trace Parkway Survey, Senate Document No. 148, GPO, Washington, D. C., 1941, Foreward, p. vi.

20. Compiled by Superintendent Gardner in 1953 or 1954.

21. Material for each section of Chapter X was obtained from monthly and annual reports on file at parkway headquarters.

CHRONOLOGICAL PROGRESS OF
NATCHEZ TRACE PARKWAY CONSTRUCTION

SECTION	GENERAL LOCATION	MILES	CONSTRUCTION STARTED	GRADING & DRAINAGE COMPLETED	BITUMINOUS ASPHALTIC SURFACE
3-B-1	Pharr Mounds	8.9	1977	1979	1983
2-D-1	Buzzard Roost Creek	4.8	1977	1979	1980
3-U-2	Mississippi Highway 522	2.0	1978	1979	1981
1-D-2	Jackson Falls	6.2	1978	1979	1980
3A3, B2	Tenn-Tom Waterway Bridge	1.1	1979	1981	1982
3-B-3	Donivan Creek (bridges)		1979	1981	1983
3-B-4	Browns Bottom	0.76	1980	1981	1983
2-D-3	2D1 South to Mynot Road	3.1	1980	1981	
2-D-2	2D3 to Cedar Creek	3.4	1980	1981	
2-D-6	Colbert County 1 Bridge		1980	1981	1981
3-A-2	Bay Springs to MS Hwy 4	3.6	1980	1981	1982
3-A-4	MS Hwy 4 North	3.2	1980	1981	1982
2-D-4	Wills Creek Bridge		1981	1982	1982
3-A-7	MS Hwy. 25 Bridge		1981	1982	1982
3-A-9	MS Hwy. 4 Bridge		1981	1982	1982
3-V-2	MS Hwy. 553 north	2.9	1981		
3A5, A8	County Road Bridges		1981	1982	1982
3A6	MS Hwy 25 S. to 3A4	2.0	1982		

APPENDIX C

CHRONOLOGICAL DEVELOPMENT
OTHER THAN ROADWAY

Date	Location	Building Numbers	Construction Costs
1931	Tupelo Battlefield Markers		2,143.50
1935	Tupelo Subdistrict Headquarters		
	Headquarters building	33	10,534.00
	Quarters	11	1,767.00
		12	2,000.00
		13	2,287.00
		14	1,767.00
		15	2,000.00
		16	2,000.00
		17	2,287.00
		18	1,767.00
		19	2,000.00
		20	2,287.00
		22	2,287.00
		24	1,767.00
		25	2,287.00
		31	2,287.00
		35	2,287.00
1935	Garages (19)	71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 84, 85, 86, 87, 88, 89, 90	9,500.00 (500 each)
	Barns (9)	91, 92, 93, 94, 95, 96, 97, 98, 99	1,575.00 (175 each)
	Meriwether Lewis		
	Museum and office	128	4,000.00
	Equipment storage & warehouse	130	10,000.00
	Pump house	131	1,000.00
	Quarters	172	15,061.14
1936	Tupelo Subdistrict Headquarters		
	Quarters	1	3,250.00
		2	2,733.00
		3	3,250.00
		4	3,250.00
		5	3,000.00
		6	3,250.00
		7	2,733.00

Date	Location	Building Numbers	Construction Costs
1936	Tupelo Subdistrict Headquarters		
	Quarters	8	3,250.00
		9	3,250.00
		10	3,000.00
		34	2,287.00
	Tool houses (19)	51, 52, 53, 54, 55, 56, 57, 58, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70	15,200.00 (800 each)
	Garages (10)	61, 62, 63, 64, 65, 66, 67, 68, 69, 70	8,000.00 (800 each)
1941	Tupelo Headquarters Building		
	Remodeling	33	3,000.00
	Pumphouse	30	200.00
1948	Tupelo quarters remodeling	31	3,896.35
	Storage building	50	600.00
1949	Tupelo quarters remodeling	11 14 16 18 19 34	
1950	Kosciusko Subdistrict		
	Office and shop	118	70,000.00
	Equipment storage	119	45,178.00
	Oil and paint storage	120	9,000.00
	Warehouse	121	32,000.00
	Tupelo residential area		
	Road grading and surfacing		53,506.14 13,876.07
1951	Ridgeland		
	Museum	113	36,328.00
	Office and shop	108	37,500.00
	Equipment storage	109	20,000.00
	Oil and paint storage	110	13,422.00
	Warehouse	111	18,000.00

Date	Location	Building Numbers	Construction Costs
1951	Brashears Stand parking		8,784.14
1952	Cypress Swamp Nature Trail and foot bridge		2,899.05
	Tupelo garages remodeled	71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 84, 85, 86, 87, 88, 89, 90	
	Tupelo Quarters remodeled	5, 10	
1953	Ridgeland Museum Exhibits		6,328.21
	Brashears Stand, River Bend, Southern Pines and Choctaw Boundary Interpretive markers		900.00
1954	Tupelo quarters remodeled	1, 2, 3, 4, 7, 8	3,000.00 (500 each)
1955	Emerald Mound Stabilization Parking and trail		26,292.80 1,791.73
	Coles Creek, Bullen Creek, Turpin Creek Nature Trails and parking		717.77
	Mount Locust House restoration	100	29,252.82
	Tupelo quarters remodeling	13, 17, 20, 22, 25	3,250.00 (650 each)
	Glenrock Branch and Sweetwater Branch Nature Trails		4,220.80
	Glenrock Branch Picnic area Tables, fireplaces		517.20
1956	Turpin Creek picnic area Tables, fireplaces		1,271.39

Date	Location	Building Numbers	Construction Costs
1956	Mount Locust		
	Exhibit shelter and comfort station	159	14,508.67
	Natchez Subdistrict Headquarters		
	Pumphouse	157	424.76
	Shop and equipment storage building	158	35,930.90
	Quarters	160	19,122.16
	Coles Creek picnic area		
	Tables, fireplaces		1,118.73
	River Bend picnic area		
	Picnic shelter	254	6,651.00
	Cole Creek Nature Trail and foot bridge		1,937.00
	Chickasaw Village Site		
	4-panel interpretive marker		892.59
	Tupelo Maintenance Area - grading		15,394.92
	Headquarters remodeling	33	475.00
	Automotive shop	138	98,744.92
	Warehouse	141	52,886.60
	Firehouse	142	19,725.52
	Highway 64 Exhibit Shelter	151	3,364.00
1957	Highway 61 Exhibit Shelter	161	5,165.18
	Chickasaw Village		
	Exhibit and curbs		2,520.14
	Landscaping and barriers		2,085.69
	Tupelo Quarters remodeling	9	6,656.26
	Water system		62,860.54
	Sewer system		808.00
	Power system, Maintenance area		7,873.00
	Maintenance area paving		22,965.49
	Quarters relocation	35	7,100.00
	Pump house	233	1,446.00
	Oil pump house	239	1,423.23
	Cypress Creek pit toilet	203	910.94

Date	Location	Building Numbers	Construction Costs
1957	Glenrock Branch Picnic area		
	Water system		13,437.92
	Sewer system		2,047.96
	North comfort station	152	9,511.26
	South comfort station	153	9,685.97
1958	Loess Bluff		
	Ridgeland quarters	162	19,870.73
		163	19,870.73
	Holly Hill, Hurricane Creek, Yowani and Beaver Dam trails		2,521.46
	Cypress Swamp interpretive marker		267.00
	Yowani Picnic area tables		3,367.84
	Jeff Busby/Little Mountain		
	Roads		89,019.33
	Water and sewerage		35,336.70
	Trails		2,932.28
	Tables, fireplaces		2,340.93
	Tupelo Headquarters remodeling	33	450.00
	Quarters remodeling	6	5,980.21
		35	8,004.54
	Maintenance area fencing and landscaping		5,469.00
	Holly and Cypress Creek Picnic areas Tables, fireplaces		4,153.82
	Meriwether Lewis pumphouse remodeling	131	
1959	River Bend parking		46,658.90
	Comfort station	206	7,444.37
	Yockanookany parking		8,289.73
	Red Dog Road parking		6,648.06
	Beaver Dam exhibit shelter	148	5,869.81
	Beaver Dam parking		13,559.60
	Holly Hill comfort station parking	173	8,437.76
			23,475.75

Date	Location	Building Numbers	Construction Costs
1959	Kosciusko Quarters 44 & 45	182 183	24,392.79 24,392.79
	Yowani Picnic area		
	Water system		10,381.94
	Sewerage system		3,336.00
	Comfort station	178	7,516.37
	Jeff Busby comfort stations	198 199	7,516.38 7,517.38
	Little Mountain Headquarters		
	Road resurfacing		3,433.95
	Water system		29,546.04
	Quarters 42 & 43	193 194	21,826.00 21,826.00
	Workshop and equipment storage	230	15,429.81
	Highway 82 Exhibit Shelter	155	5,569.66
	Dancy Subdistrict		
	Equipment storage	186	63,907.06
	Storage building	187	19,101.89
	Quarters 40 & 41	196 197	21,826.00 21,826.00
	Tupelo Quarters remodeling	9 15	700.00 2,134.80
	Meriwether Lewis Quarters 38 & 39	169, 240	69,635.62
1960	Natchez storage building	180	3,870.22
	Coles Creek comfort station	241	7,924.45
	River Bend walks and steps		4,496.28
	Tupelo quarters remodeling	12	3,561.84
	Old Trace Drive		
	Exhibit shelter	175	5,359.60
	Jacks Branch picnic area		
	Tables, fireplaces		3,319.29
	Comfort station	188	9,396.67
	Napier Mine Exhibit shelter	176	4,180.75
	Metal Ford road and trail		24,866.81

Date	Location	Building Numbers	Construction Costs
1960	Meriwether Lewis Quarters remodeling	172	
	Maintenance area sewerage system		1,674.44
	Office, shop, warehouse	165	70,166.34
	Equipment storage	166	20,438.68
1961	Tupelo Visitor Center	143	294,833.32
	Kosciusko pump house	262	679.08
	Dancy pump house	189	1,396.96
	Bynum Mounds trail		2,826.90
	Radio Equipment buildings (12)	154, 164, 174, 179, 229, 231, 248, 249, 250, 251, 252, 253	17,797.08 (1,483.09 each)
	Jacks Branch Picnic area foot trails		2,720.74
1962	Coles Creek picnic area pump house	261	679.08
	River Bend pump house	216	679.10
	Holly Hill pump house	262	679.08
	Yowani pump house	177	679.08
	Jeff Busby campground Pump house	263	2,335.39 679.08
	Tupelo Visitor Center parking		38,722.78
	Glenrock Branch pumphouse	264	795.11
	Metal Ford signs and markers		3,631.54
	Meriwether Lewis residence area drives and walks		2,242.79
1963	River Bend picnic shelter remodeled	254	6,651.00
	Jeff Busby Nature trail		1,043.73
	Little Mountain Exhibit shelter with comfort sta.	195	19,291.13

Date	Location	Building Numbers	Construction Costs
1963	Little Mountain pump house	247	1,331.77
	Tupelo Visitor Center landscaping		8,159.99
	Beech Springs trail		2,762.28
	Old Trace Drive surface treatment		21,524.72
	Meriwether Lewis fencing and landscaping maintenance area		4,264.05
1964	Port Gibson office, shop & warehouse	214	71,473.65
	Equipment storage building	215	20,992.15
	Rocky Springs Campground foot trails		22,384.00
1965	Turpin Creek picnic area sign		
	Port Gibson quarters	167	22,087.15
		190	22,087.15
	Mangum Mound, Grindstone Ford archeology		10,975.28
	Rocky Springs Campground		
	Tables, fireplaces		12,293.10
	Comfort stations	146	9,628.95
		149	9,628.95
		150	9,628.95
	Rocky Springs quarters	257	20,794.75
		258	20,794.75
	Fossil exhibit, Boyd Site archeology		10,372.84
	Jeff Busby trailside exhibits		2,625.53
	Bynum Mounds exhibit shelter	232	7,524.28
	Witch Dancy, water, sewerage, and comfort station	267	29,285.27
	Tupelo Bridle path		7,595.03
	Phosphate mine interpretive sign		227.36

Date	Location	Building Number	Construction Costs
1966	Witch Dance Picnic area parking		22,690.89
	Tupelo quarters relocation	34	11,164.54
	Well pump house	280	826.58
	Cherokee Subdistrict Headquarters		
	Maintenance and office building	222	116,356.90
	Equipment storage	223	21,924.43
	Buzzard Roose exhibit shelter	225	7,736.85
	Meriwether Lewis		
	Campground roads		26,131.82
	Campground tables, fireplaces		10,382.13
	Picnic area comfort stations, water systems	265, 266	44,693.85
1967	Mangum Mounds/Grindstone Ford walks and trails		7,051.05
	Cherokee Headquarters fire pump house	224	12,930.99
	Hernando DeSoto parking		6,000.00
1968	Rocky Springs Visitor contact station	145	30,547.48
	Equipment shed	270	19,176.34
	Chickasaw Village exhibit shelter	156	6,304.60
	Colbert Park		
	Comfort station	202	14,354.72
	Visitor contact station	276	40,725.04
	Utility building	287	3,841.29
	Utility building	290	5,488.24
	Lauderdale Park pit toilets	288, 289	2,000.00
	Meriwether Lewis walks and trails		4,653.41
	Phosphate Mine parking		5,152.63
1969	Cherokee Headquarters		
	Water system		43,587.52
	Sewer system		7,728.51
	Fencing		3,020.99
	Grounds		4,199.66

Date	Location	Building Numbers	Construction Costs
1969	Buzzard Roost trails		8,840.03
	Colbert Park parking		26,075.94
1970	Witch Dance horse trail and parking		16,397.05
1975	Tupelo central sewerage and treatment facilities		161,104.07
	Jeff Busby central sewerage and treatment facilities		88,229.92
1979	Dogwood Valley Nature Trail		7,828.25
1982	Donivan Slough Nature Trail		9,000.00

APPENDIX D

ANNUAL PARKWAY VISITATION

<u>Calendar Year</u>	<u>Number of Visitors</u>	<u>Calendar Year</u>	<u>Number of Visitors</u>
1953*	1,425,629	1971	11,823,190
1954	1,721,781	1972	13,297,839
1955	2,197,326	1973	14,080,500
1956	2,414,725	1974	12,868,595
1957	2,841,466	1975	13,237,525
1958	3,141,323	1976	13,188,000
1959	3,362,269	1977	14,656,185
1960	3,482,150	1978	14,595,226
1961	3,685,309	1979	14,212,958
1962	5,327,994	1980	15,902,350
1963	5,288,835	1981	16,740,911
1964	4,476,704	1982	16,576,712
1965	4,979,163		
1966	5,652,415		
1967	6,781,664		
1968	8,911,718		
1969	10,451,011		
1970	11,256,132		

*Earliest year for which figures are available; 64 miles of parkway paved in 1953.

APPENDIX E

CHRONOLOGY OF LAND ACQUISITION

Section	Date Accepted by Federal Government	Section	Date Accepted by Federal Government
1-A		3-D-2	02-26-52
1-B	01-29-81	3-D-1	01-12-40
1-C	01-29-81	3-E	12-08-53
1-D	09-29-77	3-F	03-11-54
1-E-2	10-18-62	3-G	03-25-53
1-E-1	01-18-67	3-H	10-05-50
1-F	02-26-58	3-J	03-13-40
1-G	10-05-50	3-K	12-10-38
1-H	12-09-41	3-L	11-21-39
1-J-2	01-29-51	3-M-1	01-19-43
1-J-1	02-03-40	3-M-2	11-21-39
		3-N-1	03-13-40
2-A-1	05-21-41	3-N-2	11-09-39
2-A-2	08-06-43	3-O	08-21-39
2-A-3	05-17-62	PRVWSD30&N	05-28-65
2-B	10-29-59 (TVA)	3-P	10-10-68
2-C	09-10-64	3-Q	05-18-65
2-D	09-20-68	3-R1	02-17-56
		3-S	02-27-56
3-A	03-18-66	3-T	07-22-63
3-B	10-12-67	3-U	05-18-64
3-C	04-27-72	3-V	10-25-66
3-D-3	09-02-52	3-W	11-09-39
		3-X	03-09-77

APPENDIX E

CHRONOLOGY OF LAND ACQUISITION

Section	Date Accepted by Federal Government	Section	Date Accepted by Federal Government
1-A		3-D-2	02-26-52
1-B	01-29-81	3-D-1	01-12-40
1-C	01-29-81	3-E	12-08-53
1-D	09-29-77	3-F	03-11-54
1-E-2	10-18-62	3-G	03-25-53
1-E-1	01-18-67	3-H	10-05-50
1-F	02-26-58	3-J	03-13-40
1-G	10-05-50	3-K	12-10-38
1-H	12-09-41	3-L	11-21-39
1-J-2	01-29-51	3-M-1	01-19-43
1-J-1	02-03-40	3-M-2	11-21-39
		3-N-1	03-13-40
2-A-1	05-21-41	3-N-2	11-09-39
2-A-2	08-06-43	3-O	08-21-39
2-A-3	05-17-62	PRVWSD30&N	05-28-65
2-B	10-29-59 (TVA)	3-P	10-10-68
2-C	09-10-64	3-Q	05-18-65
2-D	09-20-68	3-R1	02-17-56
		3-S	02-27-56
3-A	03-18-66	3-T	07-22-63
3-B	10-12-67	3-U	05-18-64
3-C	04-27-72	3-V	10-25-66
3-D-3	09-02-52	3-W	11-09-39
		3-X	03-09-77

APPENDIX A

CHRONOLOGY OF PERSONNEL
OFFICE OF THE SUPERINTENDENT

Superintendent

Malcolm Gardner	4/16/36-3/12/67
Joseph C. Rumburg, Jr.	4/9/67-9/21/68
Robert C. Haraden	9/22/68-1/23/72
C. W. (Jack) Ogle	4/16/72-10/04/80
James L. (Jim) Bainbridge	10/05/80-11/30/90
Daniel W. (Dan) Brown	5/5/91-

Assistant Superintendent

H. Reese Smith	2/1/38-9/3/42 (military furlough)
RTD	1/16/46-12/11/46
Warren Hamilton	5/15/47-3/29/52
Charles S. Marshall	9/12/55-4/13/63
Karl T. Gilbert	5/5/63-8/1/64
Edward J. Kurtz	8/2/64-12/19/65
Richard H. Boyer	1/16/66-11/5/67
Keith E. Miller	1/14/68-5/31/70
Bruce W. Black	11/15/70-8/29/80
Don R. Thompson	12/14/80-

Soil Conservationist/Staff Assistant

Lelmer C. Reynolds	6/7/49-1/17/54
Paul L. Balch	8/2/55-1/20/62
Joseph S. Lynch	2/18/62-3/20/82
James F. Kretschmann	2/07/82-8/03/85
David L. Tomlinson	8/18/85-

Secretary

Nancy E. Parrish	
Pauline C. O'Hara	
Patricia Prince	
Mable Turman	
Joyce W. Anderson	1/20/47-4/6/57
Leola H. Barber	4/21/57-5/1/65
Barbara A. Sides	7/4/65-10/28/83
Evelyn S. Young	10/30/83-

Landscape Architect

Billy F. Morgan	3/19/72-6/17/78
Marcel F. Crudele	9/23/79-

Resident Archeologist

Jesse D. Jennings	1939-1942
John Cotter	Late '40's
Charles Bohannon	7/63-1/67
Carlos Martinez	3/11/79-12/10/82
James R. Atkinson	1/29/84-

DIVISION OF ADMINISTRATION

Administrative Officer

August P. Koster, Jr.	7/1/39-2/4/52
L. T. (Ted) Davenport	2/4/52-10/7/56
James R. Allen	12/30/56-4/21/57
Victor L. LaFollette	6/2/57-10/29/61
Gordon P. Cox	11/12/61-4/24/66
Donald R. Sarver	5/8/66-3/14/76
Charles D. Goode	5/9/76-12/2/79
Amil D. Mask	1/13/80-12/31/88
Margaret Garvin	5/21/89-

Accounting and Field Finance Office (1)

Accounting Officer

James R. Allen	12/30/55-12/29/56
Kenneth S. Beck, Jr.	1/6/57-10/31/59
Robert T. McDonald	12/28/59-4/14/62
Bruce E. Heiser	4/29/62-6/6/65

Accounting Technician

Gladys R. Steele 4/19/59-7/31/65

Fiscal Accounting Clerk

Gladys R. Steele	2/20/50-4/18/59
Gladys L. Rice	4/19/59-7/31/65

Time, Leave, and Payroll Clerk

Gladys R. Steele	6/6/49-2/20/50
Gladys L. Rice	8/10/52-8/15/53
	and 8/22/55-4/18/59
Mary C.B. Kellum	4/19/59-8/27/65

Clerk-Typist

Leola H. Barber	5/31/56-4/20/57
Gina A. Dunn	3/18/57-6/21/57
Mary C.B. Kellum	5/2/57-4/18/59

General Accounting Clerk (1) Administrative Technician in 1986

Gladys R. Steele	8/1/65-6/14/72
John H. King	9/3/72-8/5/73
Gladys L. Rice	8/19/73-12/21/79
Janice L. Thrift	12/30/79-6/21/81
Denise Roebuck	6/28/81-

(1) When the Field Finance Office was closed and moved to Region One, all positions were abolished except one, General Accounting Clerk.

Donald R. Sarver	12/20/57-9/5/59
Clarence E. Davis	9/27/59-9/18/60
William E. Edwards, Jr.	10/9/60-8/1/65
L. V. Smith	8/15/65-11/6/66
William D. Turner, Jr.	1/1/67-11/24/67
William C. Trotter	10/22/67-11/23/74
Frank J. Garrison Jr.	4/13/75-12/15/79
Mildred H. Coggins	3/09/80-

Barbara Sigafoos	6/30/58-7/16/65
Lois D. Bogle	9/26/65-9/7/68
Mildred H. Helms	10/28/68-3/8/80
Wayne W. Owens	11/16/80-11/29/81
Kenneth Moore	10/4/81-8/22/82
Cynthia Thaggard	10/03/82-2/12/88
Sandra Foster	5/22/88-

Joyce W. Anderson 4/7/57-9/13/75

Susan Bartlett	9/14/75-4/8/78
Joseph W. Aull	7/16/78-3/22/80
Mary L. Bush	6/1/80-12/22/85
Helen Giffin	4/13/86-4/10/88
Jeanne Callinan	7/31/88-

Katie R. Bush	3/29/63-1/22/65
Lucile W. Kearney	7/16/65-8/18/73
Nancy B. Enlow	10/14/73-1/31/75
Janice L. Thrift	9/24/74-7/5/75
Mary Louise Bush	6/8/75-3/23/80
R. Sidney Kirksey	7/20/81-2/2/82
Vanessa R. Beene	12/12/82-12/10/83
Linda Gardner	2/5/84-

Gladys R. Steele	9/17/45-6/5/49
Gladys L. Rice	10/17/49-8/9/52
	and 8/15/53-8/21/55
Joyce Glenn Parry	12/19/55-11/22/57
Evelyn S. Young	12/1/57-8/18/62
Phyllis F. Nichols	8/21/62-12/4/65
Sylvia Ann Lee	12/18/65-3/19/66
Jeffie B. Griffin	4/10/66-8/3/74
Madene S. Harris	10/27/74-7/5/75
Janice L. Thrift	7/6/75-12/29/79
Susan Denise Cooper	3/9/80-6/27/81
Sheila Massey	7/12/81-9/26/86
Carol A. Barker	11/09/86-

Evelyn S. Young	8/19/57-11/30/57
Sheila N. Massey	10/8/78-7/14/79
Doris E. Engle	12/30/79-1/24/81

Royce C. Ellington 12/4/77-3/31/80

DIVISION OF RESOURCE MANAGEMENT AND VISITOR SERVICES

Chief Ranger

Clifford J. Harriman	10/1/43-11/13/56
James B. Light	12/30/56-7/3/61
Edward J. Kurtz	7/20/61-8/2/64
Gilbert Calhoun	9/13/64-9/17/72
David L. Tomlinson	1/7/73-8/17/85
Patrick H. Reed	1/19/86-

Assistant Chief Ranger

Willard W. Danielson	7/5/55-8/30/57
Norton M. Bean	10/20/57-6/22/63
Robert D. Cheesman	7/14/63-5/7/67
Jesse F. Stamey	8/27/67-5/25/74
Coy J. Hanson	8/4/74-1/28/78
Sibbald Smith	2/26/78-12/15/79

Secretary

Evelyn S. Young	8/19/62-10/29/8
Vanessa R. Beene	12/11/83-

Staff Park Ranger

James A. Riley	9/4/72-9/1/74
Ronald E. Medford	8/24/80-6/22/

Deputy Chief Ranger

Maurice E. Phillips, Jr.	04/27/86-
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Resource Management Specialist

Patrick L. Toops	9/28/86-
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South District Ranger

DeFrance McCormack	8/15/54-10/31/69
James R. Walker	9/20/70-10/29/72
Nicholas Eason	12/24/72-4/11/76
Sibbald Smith	8/1/76-2/25/78
Carroll Nichols	3/12/78-6/2/86

North District Ranger

Robert J. Ramstad	6/16/53-8/9/57
James E. Estes, Jr.	8/16/57-1/18/7
Norman D. Hinson	1/9/72-3/28/76
Robert S. Armstrong	5/23/76-1/28/7
Coy J. Hanson	1/29/78-1/8/82
M. E. Phillips, Jr.	7/11/82-4/26/8

Central District Ranger

Philip W. Ward	9/2/62-12/7/63
Henry M. Hilliard	1/5/64-6/6/65
Stanley R. Clark	7/18/65-8/9/70
Norman D. Hinson	11/29/70-1/8/72
Jesse F. Stamey	1/23/72-5/25/74
Robert S. Armstrong	11/23/75-5/22/76

Subdistrict Rangers
District Rangers 1987

Natchez

Frederick V. Vest 2/28/57-11/15/57
Clyde J. Lussier 4/6/58-3/5/60
L. W. Chamberlain 3/6/60-5/13/61
Francis T. Wolfe 5/14/61-8/31/63
Lloyd K. Whitt 9/29/63-1/14/68
Guy F. Taylor, Jr. 2/25/68-5/27/73
Robert J. Holden 8/19/73-3/26/78
Ronald E. Medford 7/2/78-8/23/80

Port Gibson

L. W. Chamberlain 5/14/61-6/30/73
Floyd H. Gunderson 9/16/73-3/31/80
Hollis G. Morris 8/24/80-1/31/87
David R. Lattimore 6/21/87-2/12/89
Richard Jones 5/8/89

Ridgeland

E. Ford Kennedy 6/25/51-1/6/58
William P. Fisher 2/12/58-6/20/61
Stanley R. Clark 7/2/61-1/4/64
Don R. Thompson 2/2/64-5/8/66
K. O. Morgan, Jr. 5/22/66-10/17/71
Hollis G. Morris 3/19/72-8/23/80
and 2/1/87-

Kosciusko

William H. Clemons 6/1/54-9/20/57
Herbert W. Hunt, Jr. 2/2/58-5/13/61
Phillip W. Ward 6/4/61-9/1/62
Guy F. Taylor, Jr. 10/14/62-4/10/66
Henry T. Hughlett 5/29/66-1/10/71
G. E. Neusaenger 2/21/71-9/30/73
Maxwell S. Sanders 12/9/73-

Dancy

Frederick V. Vest 8/26/53-2/27/57
James E. Estes, Jr. 7/28/57-8/15/57
Peter L. Parry 8/25/57-5/14/60
Henry M. Hilliard 5/15/60-6/27/62
Robert W. Peters 7/22/62-5/2/64
Edward A. Nichols 5/3/64-7/17/65
James P. Fleetwood 7/18/65-11/19/67
Lloyd K. Whitt 1/14/68-8/10/68
Roger E. Giddings 9/22/68-9/5/71
James A. Riley 10/17/71-9/3/72
Edward E. Lacy 10/17/72-4/16/83

Tupelo

William P. Fisher 6/21/61-1/20/62
Robert W. Bell 1/21/62-7/21/62
Lawrence D. Roush 6/23/63-6/6/65
Edward A. Nichols 7/18/65-4/10/66
Weston P. Kreis 5/22/66-5/1/71
E. Westmoreland 6/13/71-11/9/74
Paul F. Tipton 11/24/74-4/16/83
Edward E. Lacy 4/17/83-

Cherokee

Henry M. Hilliard 6/28/62-1/4/64
Stanley R. Clark 1/5/64-7/17/65
Marlo G. Acock 7/18/65-7/13/69
Raymond A. Kimpe 9/21/69-11/12/72
L. J. Masters, Jr. 4/29/73-8/3/74
Henry L. Tunks 9/29/74-

Meriwether Lewis

Francis T. Wolfe 4/17/60-5/13/61
Jacob P. Hamilton 1/21/62-1/13/79

Nashville

George E. Herron 7/20/75-

DIVISION OF MAINTENANCE

Parkway Engineer

H. Reese Smith	12/11/46-11/7/54
John H. Saxon	12/19/54-12/30/67
Glenn C. Farrar	2/11/68-4/1/73
James M. Stump	4/15/73-9/24/78
Bobby S. Matthews	3/25/79-

Assistant Parkway Engineer

John H. Saxon	12/28/50-12/18/54
G. Gordon Cummings	4/10/55-4/2/60
Billy W. Vick	9/3/61-8/24/63
Glenn C. Farrar	8/25/63-2/10/68
Thomas E. Barton	11/2/69-6/27/71

Engineering Aid (2 positions)

Sidney W. Holditch	11/18/41-10/25/52
Arthur H. Smith	9/2/47-4/13/51
Marcelle Mann	11/21/49-6/1/54
Troy F. Carr	1/4/54-3/24/57
Charles E. Hattaway	6/11/57-11/29/57
Thomas E. Barton	8/19/57-1/20/62
Thomas Q. Easterling	12/22/58-4/4/60
Earl R. Huffman	11/11/62-1/17/64
Lawrence C. Barnard	6/7/64-7/2/75
William L. Stout	8/12/79-12/1/84

Clerk (Typing)

Royce D. Ellington	5/21/67-12/3/77
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Civil Engineer

John H. Saxon	10/6/44-12/27/50
A. J. Tricon	1951
William Loftis	1951
Glenn C. Farrar	2/6/56-10/5/57
James L. Ayers, Jr.	1/15/59-6/24/62
Jerry A. Eubanks	5/6/60-5/6/62
Thomas R. Lowe	8/20/62-1/30/66
Lamar M. Haynes	2/24/63-4/24/65
Bobby S. Matthews	11/1/66-3/24/79
Stennis R. Young	1/27/80-

Clerk-Stenographer

Ernest L. Martin	11/23/53-2/21/63
Lois D. Bogle	3/18/63-3/28/64
Nancy D. Watson	10/25/64-4/1/66
Betty S. Adcock	4/4/66-3/22/80
Lois D. Bogle	10/17/82-7/4/87
Nancy L. Kresge	08/30/87-

Program Assistant

Mary C. B. Kellum	8/1/65-10/1/79
Betty S. Adcock	3/23/80-

District Maintenance Supervisor

North

Marcelle Mann

5/29/60-

South

Otis E. Robertson

6/1/54-12/31/87

Central

Sidney W. Holditch 10/26/52-8/22/69

Subdistrict Maintenance Foreman

Natchez

Jewel Thomas 11/7/65-1/2/87
Michael P. Doelger 5/24/87-

Dancy

G. C. Stevens 11/30/58-09/30/87
Buford Stewart 1/3/88

Port Gibson

Robert Breazeale 11/26/61-7/3/66
Oscar L. Messer 5/21/67-2/28/87
Jackie D. Messer 5/24/87-

Tupelo

Winfred H. Beasley 7/1/46-8/15/52
William E. Hughes 3/31/52-12/31/73
John D. Herring Jr. 3/3/74-8/26/79
James T. Swindle 2/24/80-

Ridgeland

Archie L. Rogers 9/4/51-8/29/80
Carmon Lindsey 11/30/80-

Cherokee

Garnet B. Sutphin 8/21/60-12/30/77
Carmon Lindsey 3/12/78-11/29/80
Hubert P. Thompson 1/25/81-6/3/86
Troy Brown 9/28/86-

Kosciusko

Leroy B. King 6/25/51-1/27/56
Herbert W. Adams 5/14/56-11/31/79
Percy L. Young 2/24/80-

Meriwether Lewis

Marcelle Mann 6/1/54-5/28/60
Jerry L. Fite 2/12/67-3/31/89

DIVISION OF INTERPRETATION AND VISITOR SERVICES

Supervisory Historian

Dawson A. Phelps	6/1/53-3/31/65 (1)
Herbert Olsen	9/30/62-11/30/63
Guy B. Braden	3/29/64-1/2/72

Chief Park Interpreter (2)

John S. Mohlhenrich	4/30/72-4/30/83
Dale L. Smith	10/02/83-

Historian

Raleigh C. Taylor	9/2/55-7/13/56
Guy B. Braden	1/31/57-9/5/58
William K. Kay	12/1/58-6/24/61
Robert L. Lagemann	7/16/61-8/13/61
Robert R. Madden	7/21/63-6/4/66
Albert J. Benjamin	7/17/66-3/9/68
John J. Slonaker	12/17/67-9/21/68
William E. Cox	12/17/67-1/11/70

Naturalist

Walter B. McDougall	1/9/46-8/23/52
Francis H. Elmore	11/21/54-5/17/58
Donald M. Black	7/13/58-6/22/63
William L. Sigafos	7/21/63-3/27/66
Richard L. Vance	6/19/66-7/23/72

Assistant Chief Park Interpreter (2)

William E. Cox	11/26/72-12/21/74
Ray L. Claycomb	4/27/75-

Clerk-Stenographer

Secretary (Typing) in 1983

Carolyn P. Crumley	9/18/57-8/15/58
Dorothy R. Huff	8/25/58-5/30/59
Barbara A. Sides	1/16/61-7/3/65
Gladys L. Rice	8/1/65-8/18/73
Lucile W. Kearney	8/19/73-6/30/79
Sheila N. Massey	9/23/79-7/11/81
Nina C. Fairley	9/21/81-

Environmental Specialist

MacDonald Heebner III	6/10/73-8/30/75
David F. Baker	9/28/75-5/2/81

South District Interpreter

Rayford Harper 6/13/82-9/11/88
Robert Kramer 1/29/89-

Mount Locust - Park Ranger/Supervisor

Robert W. Petersen 5/25/86-11/6/88

Park Guide (Visitor Center)
Park Ranger (Visitor Center) 12/4/88

Jack V. Houston	3/9/62-1/13/63
Robert R. Madden	1/21/63-7/20/63
Laura J. Bowers	2/24/64-4/24/66
Mildred Coggins	6/5/66-10/19/68
Don Martini	6/14/70-8/14/71
Jeff Penney	12/4/88-

(1) Dawson Phelps EOD 6/8/39, but it was not until 6/1/53 that the position was designated as Supervisory Historian. In 1962 Dawson Phelps was designated as a Staff Assistant and was no longer division chief until his retirement in March 1965.

(2) Effective September 16, 1970, the Supervisory Historian position was reclassified as Chief Park Interpreter and when Dick Vance transferred in 1972, the Naturalist position was abolished and the Assistant Chief Park Interpreter position established 7/27/72.

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NOTES

1. This chapter is based largely on the reminiscences of Mrs. Edith Wyatt Moore of Natchez and Mrs. Florence Sillers Ogden of Rosedale. The latter published them in part in the Jackson Clarion Ledger, May 26, 1963. The files of the Daughters of the American Revolution's year book also have been consulted. The marker inscriptions, of which copies are in the Natchez Trace Parkway files, are also a valuable source of information.
2. Mrs. Dunbar Rowland, "Marking the Natchez Trace," Publications of the Mississippi Historical Society, XI (1910), 345-61. Park Marshall, "The True Route of the Natchez Trace," Tennessee Historical Magazine, I (1915), 173-82. George J. Leftwich, "Some Main Traveled Roads Including a Cross Section of the Natchez Trace," Publications of the Mississippi Historical Society, I, Centenary Series I, (1916), 463-76. J. P. Bretz, "Early Land Communications with the Lower Mississippi Valley," Mississippi Valley Historical Review, XIII (1926-1927), 1-9.
3. Ned Lee to Malcolm Gardner, November 17, 1957.
4. Busby to Capers, October 6, 1950. Busby told this story with variations many times in private interviews and in Natchez Trace Association meetings, but except for this letter never committed his story to paper. See also his letter to Senator Pat Harrison, June 18, 1935.
5. Jackson, Mississippi, Clarion-Ledger, December 13 and 15, 1933, and January 3, 1934.
6. Ibid, January 10, 11, and 12.
7. Committee on Roads, House of Representatives, 73rd Congress, 2nd Session. Hearings, on H. R. 7312 and H. R. 7345. Cited hereafter as Hearings, 1 & 2.
8. For Busby's address on February 15, in support of his proposal, see Hearings, 61-66.
9. Ibid., 3.
10. Ibid., 20.
11. Ibid.
12. Busby, Address, Canton Meeting, Natchez Trace Association, November 12, 1950.
13. Jonathan Daniels, The Devil's Backbone: The Story of the Natchez Trace (New York, 1962) 255-56.

14. Superintendent, Natchez Trace Parkway, to the Director, September 14, 1954.

15. Sources of Information: There is remarkably little written information on the Natchez Trace Association. It kept no files. Mrs. Byrnes' papers for the years 1934-54 have been examined and are of some value. They contain copies of invitations, lists of invitees to meetings, letters from Mississippi Senators and Congressmen assuring her of their undying support for her project, and a few letters from fans and well-wishers.

Landrum's papers contain a remarkable series of his letters, November 3, 1934, to September 4, 1935, to various people in Mississippi in support of the project. These and later random letters reveal his method of operation. His file also contains letters from Mississippi legislators which tend to show that the Association had some influence on their official conduct.

Press notices contain little more than the date and place of the meeting, names of speakers, a list of prominent guests, and copies of resolutions passed.

Personal interviews with some of the participants contributed more to an appreciation and understanding of the association than did study of the above mentioned files. Among those who were interviewed and furnished helpful information were: Mrs. Ferriday Byrnes, and Mrs. Edith Wyatt Moore of Natchez, Ralph Landrum, Jones Woodward of Kosciusko, Thomas H. Lambert, Editor of the Natchez Democrat, Oscar Harris of the Florence Herald, Judge Hugh Lee Webster, Columbia, Tennessee, and Malcolm Gardner, Superintendent, Natchez Trace Parkway, and many, many others.

16. 52 Stat. 407.

17. Memorandum for the Director, June 11, 1936.

18. Compiled by Superintendent Gardner in 1953 or 1954.

19. Natchez Trace Parkway Survey, Senate Document No. 148, GPO, Washington, D. C., 1941, Foreward, p. vi.

20. Compiled by Superintendent Gardner in 1953 or 1954.

21. Material for each section of Chapter X was obtained from monthly and annual reports on file at parkway headquarters.

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10. Ibid., 20.

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