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Edwin Small
October 19, 1971

Interview conducted by S. Herbert Evison
Transcribed by Bertha M. Braithwaite
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ORAL HISTORY INTERVIEW
OF
EDWIN W. SMALL

INTERVIEWED BY S. HERBERT EVISON
October 19, 1971

Tape Number 101 and 102

FINAL

(Tape #101, 102 - Sides 1 & 2)

TYPED BY: Bertha M. Braithwaite

August 13, 1982

[START OF SIDE 2 OF TAPE 101]

Herbert Evison: This is the morning of October 19, 1971. I'm Herb Evison and this morning I am up on the 14th floor of the Boston Post Office and Court House and with me is Edwin W. Small. And before we get very far, I will get Ed to put on the record what he is now, but I'm - I want to start back at his very beginnings. Ed, give me your birth date and where you were born and something about the family you were born into.

Edwin Small: Yes. I was born December 21, 1907, at Goshen, Connecticut, in Litchfield County. I lived there and was educated in Connecticut, by graduating from Yale College in 1930 and receiving the degree of Master of Arts in History in 1934. For a year and a half before entering graduate school, I worked for the Aetna Life Insurance Company in Hartford. I came into the National Park Service in June of 1935, being interviewed and hired by Ronald F. Lee, who was historian in the ECW program. Mr. Lee was on a field trip looking for people who would deal with problems of historic preservation in the program.

Herbert Evison: Good! You know you're one of the few historians who started back in CCC days.

Edwin Small: Oh, yes.

Herbert Evison: Who was not hired by Verne Chatelain.

Edwin Small: Oh, yes. Yes.

Herbert Evison: He really hired a flock of them.

Edwin Small: Yes.

Herbert Evison: Well, how did Ronnie get a line on you?

Edwin Small: Well, he didn't. He came to New Haven to interview prospects for jobs and I was one of them; and I was particularly well qualified because I'd just written a master's essay on the origins of the conservation of New York state, which dealt largely with the establishment of the Adirondack Forest Preserve, and which was more or less also a cultural history of the Adirondack region.

Herbert Evison: Oh, yes. So, you had that as evidence that you were qualified.

Edwin Small: Exactly.

Herbert Evison: Well, now you were hired on the rolls of the CCC, or the Emergency Conservation Work, which was what the Civilian Conservation Corps did.

Now, what sort of assignment did you draw when you started also drawing your pay from the funds of the CCC?

Edwin Small: I started work in the old Eight-Region set-up of ECW in the Park Service in Springfield in June of 1935.

Herbert Evison: Who was head of the office then? Don Alexander?

Edwin Small: Don Alexander.

Herbert Evison: Oh, yes.

Edwin Small: And the office continued there until January of 1936 and was then eliminated and consolidated with the Second Region Office at Bronxville, New York.

Edwin Small: I went into Washington and was there from January to March when a district office was opened here in Boston at 150 Congress Street.

Herbert Evison: Yes.

Edwin Small: And I was in that office for one year until March of 1937 when the office moved out to the Custom House in Salem. The Custom House was one of the essential buildings included in the new Salem Maritime National Historic Site.

Herbert Evison: Oh, yes. It had been established?

Edwin Small: It had—

Herbert Evison: —By the time you moved out there?

Edwin Small: I'd have to check and see. Yes. The Custom House had been transferred from the Customs Service to the Department of the Interior and we went down from Boston to occupy the building, but the site was not designated by Executive Order of the Secretary until March 17, 1938.

Herbert Evison: I see.

Edwin Small: However, we were anticipating the establishment of the site as soon as all of the property for it had been acquired.

Herbert Evison: Yes. Now, let's - let's move ahead rather rapidly on these different assignments of yours.

Edwin Small: Yes. Well, I became the first superintendent at Salem in 1938 and I remained in that role until I received a commission in the Navy Reserve, March of 1943, and I was out of the Park Service until late July of 1946 when I returned to Salem as superintendent.

Herbert Evison: Who had been superintendent while you were away?

Edwin Small: Alvin Stauffer filled in first and then Lockett.

Herbert Evison: Oh, yes, I'd forgotten Lockett's connection was there.

Edwin Small: Yes, Lockett was there.

Herbert Evison: Yes.

Edwin Small: Oh, and before Lockett there was a chap who was an archeologist, Kelly. Do you remember him?

Herbert Evison: From Ocmulgee?

Edwin Small: Yes.

Herbert Evison: Yes. Very well.

Edwin Small: He had a very hard time there. He had a family and a frightful time to get a place to live.

Herbert Evison: I suppose. Now that was a common experience during the war, anyway.

Edwin Small: Yes.

Herbert Evison: Well, and you stayed on as superintendent at Salem until— ?

Edwin Small: Until February of 1956 when I came up to Boston to become the functionary to the Boston National Historic Site Commission, created by Act of Congress in the previous year.

Herbert Evison: And how long were you on that assignment?

Edwin Small: Well, the commission existed for four years. It didn't expire until June 30th of 1960. During that period, I turned out two reports that went to Congress - the first was the interim report on Boston or on the Lexington-Concord Battle Road which resulted in the legislation for the Minute Man Park in 1959; and the final report on the sites and buildings in Boston went to Congress in March of 1961. There was a change of administration.

Herbert Evison: Yes, I remember hearing about it.

Edwin Small: —that was one of the first reports that went into Congress after Udall became Secretary.

Herbert Evison: Okay. Let's go on from there. What was your next chore?

Edwin Small: Well, with the creation of the Minute Man Park, I was the first superintendent and remained so until April of 1965 and I then became a project coordinator and I've been in a very similar position as assistant to the Director of the Northeast Region for the last three years.

Herbert Evison: What is your current title now?

Edwin Small: I'm Assistant to the Director, Northeast Region, New England Field Office.

Herbert Evison: Does that mean that the whole of New England is your territory?

- Edwin Small: Well, I'm supposed to function as state coordinator in five of the states. The Superintendent at Acadia is the state coordinator for Maine, logically, because the Acadia Park is there.
- Herbert Evison: Yes.
- Edwin Small: And the Superintendent of Cape Cod serves as state coordinator for Massachusetts for natural area problems, which is also logical; but I have the contacts with all of the states, particularly on problems relating to historic preservation and the program of registered national historic landmarks. I make the biennial visits and write reports; that is, they're about 130 that I have, and I plan to do about half one year and half the next.
- Herbert Evison: That involves a good lot of travel. I tell you - this is your current job and maybe the thing to do is work back from it.
- Edwin Small: I also have been project key man for new area propositions. I was project key man for the legislation leading up to the establishment of the Kennedy Birthplace National Historic Site and also the Saugus Iron Works.
- Herbert Evison: I wondered about the Saugus Iron—
- Edwin Small: Yes, both of those came in and, well, 1968 I think - just a minute here - yes, 1968 it was authorized; April 1968; and Kennedy I think was the year before, but we didn't take it over until '69.
- Herbert Evison: Yes.
- Edwin Small: That came up in a hurry. Yes, it was authorized May 26, 1967.
- Herbert Evison: Yes.
- Edwin Small: Then there'd been other new areas propositions I'd worked on - the Longfellow House in Cambridge, the Plymouth Rock - the proposed Plymouth Rock National Memorial, and I've also been the key man and contact in Providence for the authorized Roger Williams National. That was authorized way back in 1965 and the property for it is yet to be turned over by the Providence Redevelopment Agency.
- Herbert Evison: I see, but it will be turned over to the Federal Government without having to buy it?
- Edwin Small: That's right. No, they - the Park Service has to put up \$105,000 or a little more on property to be acquired by the redevelopment authority which will cost over a million and a half dollars.
- Herbert Evison: Oh, really. Well, that's pretty fair percentage.
- Edwin Small: Yes.
- Herbert Evison: Donation.

- Edwin Small: It's a new type of thing - the national memorial - some less enthusiastic about it than others; but it's a solution to a problem of an area that really doesn't have anything of survival value on it.
- Herbert Evison: Oh, really? But it's a purely a memorial like a statue or something of that sort?
- Edwin Small: Well, it's a memorial park there on the site of the town spring or the Roger Williams Spring. It's approximately the location where Roger Williams settled in Providence in 1636.
- Herbert Evison: Yes. Well, you're - one of the things that I'm particularly interested in is your concern with the National Historic Landmarks which seems to me have had a phenomenal kind of growth - I suppose largely since the new Historic Sites Act went in in 1967.
- Edwin Small: Yes. No, the Registered Landmarks is an outgrowth of the Historic Sites Act of 1935 in which was authorized a survey of historic sites and buildings throughout the country to determine which have exceptional value in illustrating and commemorating the history of the United States of America. But the program was really not implemented until the late 1950's and the first designations weren't made until the fall of 1960. It was in the last days of the Eisenhower Administration.
- Herbert Evison: Well, more recent legislation, though, has given added impetus to the program, hasn't it?
- Edwin Small: Yes, certainly, it's the Preservation Act of 1966 which initiates the concept of grants-in-aid to historic preservation.
- Herbert Evison: Up until that time all you could do was have an area designated and give them a tablet to put on it.
- Edwin Small: That's right.
- Herbert Evison: Well, do you think that that addition of financial help to people who were taking good care of historic sites or areas has been a real stimulant?
- Edwin Small: Well, it's - I know many are looking for help from the program. The problem so far has been to get adequate appropriations for grants-in-aid but it's beginning now and there was a distribution made to the states this year.
- Herbert Evison: Yes. Well, now, is that made on the basis of providing for certain historic sites or is it just a percentage out of—
- Edwin Small: —Each state has to have a historic preservation plan and then they submit to the Office of Archeology and Historic Preservation a priority list of projects for which they want to use the money. The catch to the whole thing is the matching grant on the 50-50 basis and even the state governments - and even more so, with private societies - they have a hard time getting their 50 percent as a sponsor's contribution.

- Herbert Evison: How do you size up that program as far as its values are concerned - its real contribution to historic preservation?
- Edwin Small: Well, it makes local people aware of the significance of some of the things they're trying to preserve. And I think it's useful because, as changes continue to take place, it makes us aware of the things that should have priority and an effort made to save them.
- Edwin Small: And if they are going to be preserved in anywhere near first-class condition, they've certainly got to have some Federal money to help out and some states have gone into the program undertaking ventures - new ventures, on the assumption that they will get grants-in-aid.
- Herbert Evison: Yes. Well—
- Edwin Small: —For example, in New Hampshire, Udall talked Tobey and the Governor into acquiring the Robert Frost homestead in Derry. Well, they bought it for \$40,000 and they aren't going to do much with it until they can get grants-in-aid under this program.
- Herbert Evison: Of course, one of the things that's always appealed to me about it - basically, of course, it is encouragement to people who want to do right by historic sites, but it also seems to me that from the Park Service public relations standpoint, it's also very important since it's opened up channels of communication between the Service and a lot of influential and intelligent and important people.
- Edwin Small: Well, that's certainly true.
- Herbert Evison: I can't think of anything else that would be more likely to open up a congenial sort of relationship—
- Edwin Small: That's true.
- Herbert Evison: —friendly and constructive kind of relationship. Well, now, you don't have any concern with the natural landmarks?
- Edwin Small: Yes, I have made several presentations. I made one in Vermont a year ago to Governor Davis for the Camel's Hump.
- Herbert Evison: Oh, yes.
- Edwin Small: And there are, let's see, another one there, Willoughby Lake. There's the two granite - the Granite Cliffs on either side of the lake that are important geologically.
- Herbert Evison: Oh, yes.
- Edwin Small: That's another one in Vermont; and just recently announced by the Secretary is Franconia Notch in New Hampshire which has been very controversial from the standpoint of putting Interstate 93 through it.

- Edwin Small: The Department of Public Works and Highways in New Hampshire is still proceeding with plans to put a double-barreled road through the mountain.
- Herbert Evison: Right through the Notch.
- Edwin Small: Yes, despite the fact that the Department of Transportation hasn't gone along with it. They have suggested the study of alternate routes.
- Herbert Evison: Yes, which sometimes is a very hard thing to induce a determined highway department to do.
- Edwin Small: Yes. Yes. The important - most important thing in the Historic Preservation Act of 1966 is the provision to withhold federal funds from any project that would damage a historic site or building that's on the national register. There isn't quite the same thing for - for natural areas. There should be a more - further legislation that would specifically protect natural areas.
- Herbert Evison: Yes. It's surprising, too—
- Edwin Small: —I think that the program for natural landmarks needs specific legislation. Anyway, it's almost ridiculous that these natural landmark designations are made under the authority of the Historic Sites Act of 1935.
- Herbert Evison: And a very shaky authority for it—
- Edwin Small: It certainly is.
- Herbert Evison: —In my opinion.
- Edwin Small: I wasn't aware of it until I received the certificate to present to Governor Davis and saw the Historic Sites Act of 1935 cited as the authority.
- Herbert Evison: Yes. I just don't think, personally, that it is the authority. I don't, I don't think anybody—
- Edwin Small: —I don't.
- Herbert Evison: —If anybody were to raise the question and make a fight about it, I think that could be thrown out.
- Edwin Small: Yes.
- Herbert Evison: There's just not - I've examined that Historic Sites Act word by word to find anything that could be interpreted as that kind of authority.
- Edwin Small: Well, I feel that we need something with more teeth in it than both the Historic Sites Act of 1935 and the Preservation Act of 1966 have. I think here in Massachusetts they have stronger legislation for their state landmarks - that is, no property that's a Massachusetts certified landmark can be taken for any purpose without prior leave of the Legislature. At least, it forestalls any immediate taking for highway purposes.
- Herbert Evison: Requiring a specific authorization for that taking.

- Edwin Small: Yes. Yes. So that it - that is, that's a stall for time and you can build up support against such a thing in the Legislature.
- Herbert Evison: Yes.
- Edwin Small: And to be prepared for any emergency, the Massachusetts Historical Commission, before it makes a designation of a state landmark, makes a complete search of the title of a property.
- Herbert Evison: Oh, yes. Now, of course, that I suppose is something that the Park Service can't do.
- Edwin Small: Well, you'd have to get some specific authority from Congress to do that. I think the - it might come in time, but I think this is true of some recipients of the registered landmark status. It's more or less the same thing for a site or building as a college giving an honorary degree to an individual.
- Herbert Evison: Yes.
- Edwin Small: That is, it really doesn't have any teeth in it other than in the Preservation Act of 1966 where Federal funds can be forestalled.
- Edwin Small: Now, we've got an example of that right down here in Boston now at the corner of Congress and State Street, the Boston Redevelopment Authority went along with a developer who wanted to build an office building with a 648-foot tower. Well, of course, the Redevelopment Authority used Federal funds to acquire the property and a wrench has been thrown into it because the Boston Landmarks Commission objected to the adverse effect on Faneuil Hall and Quincy Market, which are registered landmarks. And it's been held up - the office of Archeology and Historic Preservation reviewed it, and they agree there would be an adverse effect. The argument was that it would cast a shadow at all times on Faneuil Hall. And the Act of 1966 has rather intricate implications, particularly what constitutes adverse effect on a property, even though the adverse effect is outside the actual boundaries of the property.
- Herbert Evison: Yes.
- Edwin Small: You're getting into the environmental approach to things.
- Herbert Evison: Yes, well it's - reminds me of a remark that Albert Turner made many years ago - "When you're in a park, all that you see is a part of the park."
- Edwin Small: Yes.
- Herbert Evison: And the surroundings of a historic building are just as much a part of that historic site as the building itself.
- Edwin Small: Yes.
- Herbert Evison: And that's why I contend that the Blue Ridge Parkway is the world's biggest park because all that you see is a part of it.

- Edwin Small: Well, I have probably done more with the program of registered landmarks - participated more than anyone else in the Park Service out in the field. I'm sure I've made more presentations at presentation ceremonies, and I'm also sure that I've made more biennial visits and reports than anyone else. I may say that I've seen some of the attempts that have been made by others to do this and quite frankly, some of the artwork that they have been typed on - they're so sketchy.
- Edwin Small: I've approached it from the point of view that the visit and report should contribute information that would be of specific value if the subject property became a subject for a grant-in-aid; that is, it is a great deal of detailed information that it is useful and almost necessary to have. And just to state that a property is in excellent condition doesn't cover the ground. You've got to know specifically what - what is the matter for building a structurally weak and I also, try to find out about other problems and what they've done to solve them there. There are very serious ones now of vandalism and breaking and entering - particularly historic buildings - to get valuable antiques and there have been a number of cases of that.
- Edwin Small: The solution in those cases has been to install burglar and fire alarm systems. I was just this last week beside Wheeler-Ticonderoga that used to be on Lake Champlain - now the Shelburne Museum in Vermont. It's been hauled out of the water and is one of the attractions at that place and the whole museum - all of the buildings - are now protected with a combination detection system covering burglary, fire and even hold-ups.
- Herbert Evison: Yes. Well—
- Edwin Small: —And it's an expensive thing.
- Herbert Evison: That's the time we live in.
- Edwin Small: Yes. Yes, it's really the signs of a deteriorating society which I am sure we're in.
- Herbert Evison: Yes. I couldn't believe anything more strongly than that. The human race has lingered far behind perfection.
- Edwin Small: Oh, gracious, yes.
- Herbert Evison: Let's leave this landmark thing for the moment and go back to what I think is one of the most interesting and probably one of the most complicated things that you've been involved in and that is the Minute Man National Historical Park. I don't suppose there's any area in the system which is less compact than the - what the Federal government owns in Minute Man. Isn't that about true?
- Edwin Small: Exactly. I viewed the situation there when I undertook the study of it that if something weren't done very soon it would be completely absorbed in a sprawling suburbia. And I think as a result of creating the park, we'll have

an attractive green stretch that in another decade will be completely surrounded by a built-up suburbia.

Herbert Evison: Now it seems to me that determination of the decision on your recommendations as to where the boundary should lie must have been a pretty complicated and difficult job.

Edwin Small: Well, it was a time-consuming proposition because, of course, to get estimates for the cost of land acquisition we had to know what the properties were - none of the three towns involved in the park had property maps for the towns - that is, Lexington, Lincoln, and Concord. Mind you, this was back in the late 1950's.

Edwin Small: And the one page of statistical material is a basis for land acquisition took just a year's time for my secretary and me to get together with the help of the town planner in Lexington who, incidentally, was Sam Snell and was the last person to teach with Waugh at Massachusetts State College before he retired. Sam Snell - he was one of his best pupils. He was in the class of 1936 and he's now - he worked as town planner in Lexington for a time, then did consulting work for a number of towns but he's gone back to Alabama now to be head of landscape architecture. He taught there as a youngster. Now, he's head of the department.

Herbert Evison: At Massachusetts State?

Edwin Small: No. At Auburn, in Alabama.

Herbert Evison: Oh, yes,—

Edwin Small: He taught there for a time with Waugh; then he took this job at Auburn; then he came north again and now he's gone back as head of the department. But he was town planner at Lexington at the time we were working on this, and he was an immense help to us.

Herbert Evison: One thing that I remember from some talks that I had with Albert Turner years ago - he, of course, had been involved in the acquisition of a lot of park land in Connecticut - the matter of boundary descriptions for properties in New England - I presume that the same kind of difficulties that he had there must have existed - must still exist pretty well all-over New England.

Edwin Small: Again, with the - my secretary and I studying properties at the registry of deeds and preparing maps of the properties, we were interested in acquiring for the park - unfortunately the initial Park Service plan didn't follow property lines but straight lines that would involve many severances; and as a result, there had been a revision according to property boundaries in less than two years' time. Of course, indulging in too many severances would increase enormously the cost of land acquisition.

Herbert Evison: Now, you say it took two years to get those boundaries, proposed boundaries. rectified? In the meantime, had you or anybody started the acquisition process?

Edwin Small: Oh. yes, we got the funds in the 1961 fiscal year. We got half a million dollars to start land acquisition; and Kennedy was elected President and was interested in the park, so we got the full amount next year. But I meant to say that the legislation had smooth sailing in Congress because of the important part that Congressman McCormick played. He was majority floor leader in the House. He's always been interested and - in historic and patriotic matters - and I'm sure he used his strength in a quiet way to push this along. And it went through without any difficulty in the same session the bill was introduced in Congress.

Herbert Evison: Yeah. That's a rather extraordinary record, isn't it?

Edwin Small: Yes.

Herbert Evison: Did it go through in the form in which the Park Service wanted it?

Edwin Small: Yes. Yes, we - we had no problem there. The only restriction was a ceiling placed on the cost of land acquisition and development - that is, there was five million for land acquisition and three million for development. That figure has been raised by an amendment last year.

Herbert Evison: I wondered. That seems to be the usual fate of those fund limitations.

Edwin Small: Yes. Because there isn't - there's hardly a locality in the country where land is at a greater premium. And the figures that I compiled in 1958 certainly didn't hold through 1963 and '64.

Herbert Evison: No.

Edwin Small: But I had enormous help from Sam Snell in Lexington, and a friend of his, Harry Bergland, who was a real estate man, gave us the initial estimates of the values of these parcels. And he was later used as an appraiser and was an excellent one - very helpful to our land acquisition people. He's now deceased.

Herbert Evison: Oh, yes. I'm glad that you take the trouble to bring in the names of some of these people who have been helpful in these things.

Edwin Small: I think one reason we were successful too is we had a local commission - a commission of prominent people in this Boston area who were known people in the towns, and we approached it in the right manner. Before we went ahead with the scheme at all, we got town officials in first we had them from Lexington and Lincoln and Concord to sound them out if they thought the project was feasible; and I think they appreciated being let in on it from the very beginning and having a part in it. I think it's a mistake to make these studies - to go out and make studies without letting the local people know what you're doing.

Herbert Evison: Oh, yes. Well, there's another side to that sort of procedure. That is, unless you are working with people who are actually pretty honest and pretty public spirited, somebody will pass the word along to a friend that has some property likely to be taken and you'll go ahead with adverse developments on that before the thing is sprung. I take it from the way you talk that you didn't have any such thing—

Edwin Small: —Well, I may say this; there's a difference in towns and their outlook; some towns are homogeneous - have people with a determined outlook and they're less divided than elsewhere - now I would say that Lexington, Lincoln, and Concord are very high-class towns, with people who don't want to see adverse change. And - and on the other hand at places with a mixed or heterogenous population - they're more difficult to deal with.

Herbert Evison: Closer to Boston?

Edwin Small: Yes. Now, I think that's illustrated in Concord where, in the commission's report, we recommended the creation of historic districts in addition to the park, and I may say the town went beyond what we ventured to recommend in creating historic districts and I think the reason for that is that Concord is simply a high-class town with people interested in not having it change adversely.

Herbert Evison: That's a very, very interesting aspect of that proposal. Well now—

Edwin Small: —I might, you know, this is off the record here, actually the reason that Concord—

Herbert Evison: The thing that I'm interested in in connection with the Minute Man project - has there been to any appreciable degree the giving of land?

Edwin Small: No. It's too valuable.

Herbert Evison: Yes.

Edwin Small: Too valuable. It's interesting. About the first person I talked to about the project was Roger Greeley who years ago was president of the Trustees of Public Reservations. He was a prominent Boston architect and when I approached him with the scheme, he said, "Well." he said, "There are probably people who will be even willing to give their property." But it didn't prove to be the case, at all.

Herbert Evison: Nobody did?

Edwin Small: No. Well, the point is there weren't any people in the category who'd do that kind of thing. It seems that we had to eliminate a lot of small houses. There were houses built along the battle road in the early 1950s in Lincoln when the house lot size was reduced from 80 to 40,000 square feet.

Herbert Evison: Yes.

[END OF SIDE 2 OF TAPE 101]

[START OF SIDE 1 OF TAPE 102]

- Herbert Evison: You were just saying something about the reasons why people are less likely nowadays to donate lands to the Federal government.
- Edwin Small: Well, there are fewer and fewer people in a position to do so; and since the government has established the policy of buying land, it's very easy for people to want to sell rather than to give property.
- Herbert Evison: Yes. Now, I think I told you I was at the Minute Man headquarters yesterday or at the visitor center and Boston Group headquarters and I found them in a very imposing mansion. I'd like to know - is the area in which that mansion stands one of the essential parts of the Minute Man Park area?
- Edwin Small: Yes, indeed. That's the Buttrick Hill side and the muster field of the Minute Men was across Liberty Street from the Buttrick Mansion and the road they marched down to the bridge to attack the British goes to the property.
- Herbert Evison: Oh, yes.
- Edwin Small: And there were two 18th century Buttrick houses standing in the front door yard of the pseudo-Georgian mansion which wasn't built until a few years before the First World War.
- Herbert Evison: Yes. 1911, I think it's—
- Edwin Small: Yes, and it replaced a Greek Revival house that had been there in the 19th century. Change takes place much more than most people can see, though; for example, here in Boston on any lot there's been a change on the average of about once every century. That is, 17th century buildings were replaced by 18th century buildings, 18th and 19th century and now 20th century, we're pulling down buildings that were built in the last half of the 19th century.
- Herbert Evison: Another very important assignment you were engaged in that I want to get some reminiscences of from you - you went up to Salem by transfer with a group.
- Edwin Small: Yes, it was the district office that was here in Boston.
- Herbert Evison: Yes. Who headed that? Do you remember?
- Edwin Small: Well, there - I think as much of the head there were planners there, draftsmen, and I think Jerry Hyde was probably in charge as much as anyone.
- Herbert Evison: Oh, was he?
- Edwin Small: Yes. He's now, oh, he's been dead a long time.

Herbert Evison: He lived in Memphis, I believe, the last part of his life, didn't he?

Edwin Small: Well, I know, he went from here. I went there to handle the historic site project right from the beginning. See, after the Richmond office was established, we had a larger office on the top floor of a building on Congress Street here and that was getting in March of 1937 and the people were scattered. I know Oscar Bray, no, he was but some people I think went into Richmond. You were at Richmond from the beginning, weren't you?

Herbert Evison: Well, there was a small - there was a district office in there under Erle Weatherwax for a year or year and a half, but when they consolidated everything in the East and South, clear through Louisiana on the first of June 1936, that was when I went down there.

Edwin Small: Oh, you did.

Herbert Evison: I was regional officer for the first 15 months of what you might call modern regionalization - Park Service regionalization—

Edwin Small: Carl Russell came in.

Herbert Evison: Then Carl Russell came in August of '36. Tillotson early in January 1939.

Edwin Small: Yes, I remember both of them.

Herbert Evison: Well, now, let's get back to your Salem assignment. Who - who had the original idea of making an historic site out of it?

Edwin Small: Oh, it would never have come into existence without Harlan P. Kelsey.

Herbert Evison: Yes.

Edwin Small: It was his idea. He sold it to the mayor of Salem, and they went ahead from there.

Herbert Evison: I see.

Edwin Small: And, of course, Kelsey was a good friend of Cammerer.

Herbert Evison: Yes. Yes. Of course, he had been involved in the eastern national park survey.

Edwin Small: Oh, he was a member of the Appalachian study that—

Herbert Evison: Yes.

Edwin Small: —That resulted in Shenandoah, the Blue Ridge, and Great Smokies.

Herbert Evison: Yes. Well, not the Blue Ridge; the Blue Ridge came after.

Edwin Small: Oh, it did?

- Herbert Evison: Quite a long time after, but Mammoth Cave was one of - was their third recommendation for an eastern national park. Yes, I knew, of course, Harlan Kelsey quite well.
- Edwin Small: Yes, he was born in the Great Smokies.
- Herbert Evison: I didn't—
- Edwin Small: —He didn't, I guess he wasn't born there but he lived there for a time, and I think he was born in Kansas.
- Herbert Evison: Yes.
- Edwin Small: But then they lived in a place called Highland, North Carolina, it was called.
- Herbert Evison: I visited there last year, just a little over a year ago.
- Edwin Small: —And - he knew the country and was so familiar with the plant life there. He was a logical choice for that commission back in the day it was in the Coolidge Administration, wasn't it?
- Herbert Evison: That's right. That's right. Now, when you went there and the rest of this group went there, the only thing that Uncle Sam had or that the Department of the Interior had was the Custom House—
- Edwin Small: —Custom House, transferred from the Treasury to the Interior Department.
- Herbert Evison: Yes. But now you ended up by acquiring the Derby Wharf and—
- Edwin Small: —Yes, Kelsey raised by subscription \$7500 to buy the wharf from the Eastern Massachusetts Street Railway Company.
- Herbert Evison: Oh, yes.
- Edwin Small: And Salem put up the money to buy Central Wharf property and the Society for the Preservation of New England Antiquities which had rescued the Derby House in 1927 and had partially restored it, turned it over to the project. They still had a mortgage on the property, and I learned later that Mrs. Frances B. Crowninshield paid off the balance of the mortgage.
- Herbert Evison: Yes. Of course, that was—
- Edwin Small: That isn't commonly known.
- Herbert Evison: That was one of her great interests as I remember it.
- Edwin Small: And Mr. Demara interested her in furnishing the house and she acquired - got loans and also contributed a good many items of her own for it. She was also a member of the Boston National Historic Sites Commission.
- Herbert Evison: Oh, yes.

- Edwin Small: That was really, I feel, the peak of my career to deal with the people I had in the commission; and they were a fine group of important and interested people.
- Herbert Evison: Yes. Now that is another phase of your career, of course, on which I want a little flesh. I'd like some- thing on - I'm interested just how you worked - who you found out stuff from, where you got your material on which to base the ultimate recommendation of the commission?
- Edwin Small: Well, I had been at Salem for some years, and I was naturally interested in the subject, and I knew what had gone on. I'd been through the Lexington and Concord area in the middle 1930s and that would have been the time to have created the park because it was before suburban development began. It actually began about 1939. There were the first houses built, but if we had been able to get at it in 1935, it would have cost a great deal less.
- Herbert Evison: Of course—
- Edwin Small: —And I knew about Shurcliff's plan very, very early. I hadn't been in the Park Service very long before I was aware of it. And I got a blueprint of it.
- Herbert Evison: Oh, yes. Well, you were - you were picked to work with this commission as what? What would you call it? Executive Officer?
- Edwin Small: Well, I was really, to use a more general term - functionary. I actually did all the work and I'm quite frank to say that I initiated and presented the ideas. They were appointed in the summer of 1955 after the act for the commission was passed in June and I didn't come in until late February; and they had a couple of public hearings, but nobody knew quite what to do so I came in. I got a hold of things and got 'em going.
- Herbert Evison: You formulated a program—
- Edwin Small: —Then I inventoried what I thought should be considered among the Colonial and Revolutionary sites here in Boston and in the vicinity. We assumed that the act was worded Boston and vicinity and I immediately interpreted Lexington and Concord as within the vicinity of Boston.
- Herbert Evison: Yes. Do you have any idea where you'd have stopped? If there had been something important, say 40 miles further out?
- Edwin Small: Well, we might have gone into that; I don't know, but the events of the 19th of April were obviously the most important thing.
- Herbert Evison: Of course, that's the day I picked to be born, incidentally!
- Edwin Small: Oh, really! And it went over in the three towns better than I had expected it would. As a matter of fact, we were cautious in the legislation that was prepared to limit the acreage to 750. It would have been better to have made it 1000.
- Herbert Evison: Yes.

- Edwin Small: Because we saw this problem. that the towns might object to so much taxable property being taken off the rolls; but actually, they haven't suffered at all and, for instance, the smallest portion of the park is in Lexington and when I prepared the initial statistics, I found that the tax revenue the town got out of the properties on the westerly side of 128 was less than what they paid or were paying their superintendent of schools.
- Herbert Evison: Oh, for heaven's sakes.
- Edwin Small: At that time.
- Herbert Evison: You didn't figure that would be a very big blow to their finances.
- Edwin Small: No. No. There was more concern in Lincoln, being a smaller town, and they were frightened somewhat at the prospect of hordes of visitors coming in. I was asked how many visitors there should be in. I said it shouldn't - wouldn't be long before there were a million a year, but I said, "Don't be frightened. They all won't come at the same time." I think helpful, too, has been the creation in the legislation of an advisory commission. That also gives the locality a sense of participation.
- Herbert Evison: Yes. I would take it from what you said about them that you think these local commissions - of which the Park Service now must have ten or dozen or more - are on the whole good things, primarily from a public relations standpoint.
- Edwin Small: Oh, yes. Yes, they tie in the locality with the project; that is, the town representatives on the commission should be in a position to keep the concerned people in the town informed - at least the town officials. There have been fewer problems I think on the whole than were expected at the beginning.
- Herbert Evison: You know, I forget what state it was, but I know some - one of the states established the system of having advisory groups or commissions for each of their state parks.
- Edwin Small: Yes.
- Herbert Evison: And there was quite speedily a reaction against that because too often somebody appointed to one of those commissions wanted to take the bit in his teeth and run the thing.
- Edwin Small: Yes.
- Herbert Evison: Now, you hadn't been dealing with your Boston Commission or with the local commission there for the Minute Man - you haven't found anything like that, I'd guess.
- Edwin Small: You mean with this commission I worked with here now nobody - after I came in, they really did just about what I recommended to them.
- Herbert Evison: Yes, but—

- Edwin Small: But they didn't know too much how to proceed or what to do. I really did all of the work and, well, I had some good people. The chairman of the commission was Mark Bartman who knew his way around Washington. He's the person who originated this People-to-People business with foreign countries.
- Herbert Evison: Oh, yes.
- Edwin Small: And Boston had the first one; Boston's group from Rome came here and he initiated the idea. That was way back in the middle 1950s. He's a plastics manufacturer-Jewish, born in Hungary - and he became a collector of silver and very much interested in the cultural institutions as a member of the Massachusetts Historical Society and the Ancient and Honorable Artillery Company.
- Herbert Evison: Oh, yes.
- Edwin Small: And then another person who was important until he died was Mr. Charles Watkins, who was a friend of Senator Saltonstall's. Saltonstall was nominally a member of the commission, but he never did anything much except to go along if the idea was favorably received elsewhere. Much more helpful was Congressman O'Neill, who is now the party whip in the House.
- Herbert Evison: Oh, yes.
- Edwin Small: And he worked with McCormick on the bill. He's - I think this helped Minute Man legislation, too. He was a member of the all-important Rules Committee in the House.
- Herbert Evison: Yes.
- Edwin Small: And he saw that the bill got up to the floor for a vote.
- Herbert Evison: Even in the face of that so-and-so, who was chairman of the committee from Virginia all those years.
- Edwin Small: Yes.
- Herbert Evison: Smith.
- Edwin Small: Yes. Yes, he was a very great help - we did have this advantageous position; there had been nothing come along here in Massachusetts, in a long time. You might as well admit it, in Congress it's a trading position and a state can't get too much all at once.
- Herbert Evison: Yes.
- Edwin Small: As O'Neill explained to me; you have to wait your turn.
- Herbert Evison: Yes.

- Edwin Small: And that is why the Longfellow House, which is all ready to come, will probably have to wait another session or two and then there's another project that's come up - the Springfield Armory Museum. This is one thing that's going to happen in the future - to designate or cite a building as a registered national historic landmark is the same thing as admitting that the area is eligible for inclusion in the National Park System.
- Herbert Evison: Oh, wait a minute, start that over again. Do we have an example of that?
- Edwin Small: The Park Service taking over a registered landmark in the park system in the Saugus Iron Works. I made the presentation there - oh, I think it was about 1964 - and the American Iron and Steel Institute, which had supported the restoration and undertaking, withdrew its support so the thing was going on the rocks. And the Iron and Steel Institute, I'm sure helped get the bill through Congress. I know the lobbyist from Bethlehem Steel was at work on it in Washington. They had sort of a guilty conscience - they'd left the thing high and dry.
- Herbert Evison: Yes.
- Edwin Small: And another example is coming along now at Springfield Armory.
- Herbert Evison: What makes the - what's the significance of the armory?
- Edwin Small: Well, that was the first armament place established during the Revolution.
- Herbert Evison: Oh, really!
- Edwin Small: Yes. There was a gun factory there and then it was formally established as an armory in the 1790s. Why, the famous Springfield rifle was developed there.
- Herbert Evison: Yes.
- Edwin Small: A long history in the history of small weapons and this magnificent collection there.
- Herbert Evison: See, armory now-a-days means principally a place where a regiment or a company drilled.
- Edwin Small: Yes. Yes. Well, this was arms manufacturing dating from the Revolution on.
- Herbert Evison: Yes. Related, therefore, to Branch Kreight the Hopewell Village —
- Edwin Small: — Yes, yes, and there was another armory at Harpers Ferry. And after Harpers Ferry was knocked out at the beginning of the Civil War, why Springfield Armory was the principal source of supply for the Union Army.
- Herbert Evison: I hadn't realized that.

- Edwin Small: Yes. You see, I think Harpers Ferry had been established in the early 19th century sometime, but it was knocked out after John Brown's Raid.
- Herbert Evison: Yeah. Well now—
- Edwin Small: —And there's a tremendous, small weapons collection that belongs to the Department of the Army, but it's on permanent loan there; and Longfellow visited there, and he wrote a poem about the organ of guns there.
- Herbert Evison: Oh, yes, well now—
- Edwin Small: —And the buildings are, many of them, from the middle and early years of the 19th century.
- Herbert Evison: In good shape?
- Edwin Small: Yes. They left them in reasonably good shape.
- Herbert Evison: Now, who—
- Edwin Small: —Well, we won't have it all. Part of it is a community technical college by the state, but this move for a national historic site there is the result of a failure of a private organization. A private organization was formed but they couldn't raise the money to keep it going.
- Herbert Evison: Well, who owns it now?
- Edwin Small: Well, it's divided. The state owns the portion that's a community college and the community of Springfield owns the part that would be turned over to the Park Service for a national historic site.
- Herbert Evison: And they've indicated their willingness to do that, have they?
- Edwin Small: Well, I haven't been in on that, but I think they are agreeable to it. The head of this museum group is a close friend of Congressman Boland from the district and Boland has pushed the legislation. I expect that will - may go through in the next session of Congress, ahead of the Longfellow House. Now, that's a case of an endowed place suffering from inflation. That is, the Longfellow House Trust was set up in 1913 and the Longfellow and Dana families thought there was enough in the endowment to keep it forever. Well, the endowment doesn't yield more than ten or \$12,000 a year.
- Herbert Evison: Yes.
- Edwin Small: Well, you can't maintain a big house and grounds on that today. But that will come with a contribution of a couple hundred thousand dollars when it does come—
- Herbert Evison: —That is, the endowment will come along with it?

- Edwin Small: Yes. It's a case similar to that of the - of the Roosevelt House at Oyster Bay. That has an endowment with it which, of course, is far from adequate for annual running expenses.
- Herbert Evison: Yes, but still a lot better than a kick in the shins to get.
- Edwin Small: Yes. But that's the way things are going - private groups really can't continue to keep up with a big house or a big property. You see it where there are a private ventures still running. Take the Wayside Inn in Sudbury; when Henry ford had it, they mowed the fields, and sheep and cattle grazed there. Well, there's none of that today - the grass just stands uncut. And a private group has a hard time to maintain any sizable area of land.
- Herbert Evison: Well, now so far as I knew, the Ford Foundation or somebody still owned the Wayside Inn.
- Edwin Small: No, they turned it over to the National Trust, oh, at least, well, ten years ago, anyway.
- Herbert Evison: Really? I hadn't realized that that was one of their properties.
- Edwin Small: Yes, they pulled out of there. It was the Ford family; I think that the grandsons didn't want to continue. And now I think the National Trust has a separate local committee and corporation that handles it. But when they went in there they were spending far too, too much money to - they were running into a deficit. It was too heavily staffed for what they were getting in the way of revenue. These big propositions are going to be more and more difficult even for state and local governments.
- Herbert Evison: Let's get back right to your beginnings with the Park Service. I think you said you started in 1935.
- Edwin Small: Yes, in the old eight-region ECW set up in Springfield with Donald Alexander as regional director.
- Herbert Evison: Now you were - you were not part of any area staff of the CCC, but of a central office.
- Edwin Small: Yes. I was historian in the regional office.
- Herbert Evison: Now what kind of chores did you find yourself doing as a regional historian?
- Edwin Small: Well, the first thing I did is - I went around to all of the state parks where we had camps to see if there was anything of historical value that should be preserved. I think the move to put on historians in each regional office was because of the situation they'd run into at Hopewell Village in Pennsylvania. There were valuable records there and things of survival value that were erroneously dispensed with. I know Roy Appleman was put on as the historian in Region Two and he dealt with Hopewell for - it was the first problem he ran in to.

Herbert Evison: Oh, really.

Edwin Small: We didn't have any state parks up here really that had anything of major historical interest. It was mainly marginal - most of the Massachusetts State Parks and Forests were on marginal wooded land.

Herbert Evison: Yes.

Edwin Small: You know they had a restriction then they couldn't pay more than \$5 an acre for land.

Herbert Evison: Oh, yes.

Edwin Small: As a result, they had mainly areas in the Berkshires.

Herbert Evison: And, of course, one of the unusual things about it was that most of the CCC Camps in Massachusetts that we operated were on state forests.

Edwin Small: That's true, yes.

Herbert Evison: There was no other place that I know of like that where the Park Service was invited.

Edwin Small: That's right.

Herbert Evison: To run the development, of course, it made sense because the principal value of those forests wasn't the production of timber but of recreation.

Edwin Small: Yes. Well, even in Connecticut where they had state parks, Turner was very cautious about having too much development.

Herbert Evison: Yes. Yes. More than almost anybody else that I have—

Edwin Small: —I think you were able to do more in Vermont with Perry Merrill and with Foster in New Hampshire but there, Bear Brook was a considerable thing.

Herbert Evison: Yes. Now as I remember there was Bear Brook and Moose Brook in—

Edwin Small: —Yes, farther upstate; I never went to Moose Brook.

Herbert Evison: I have never been there either.

Edwin Small: But I was at Bear Brook, and they still run it. They still have organized camps there in the summertimes.

Herbert Evison: Yes, yes. I was in there, oh, I think around 1950 or maybe a little earlier and the first time that I had seen it; it was very well kept.

Edwin Small: Yes.

Herbert Evison: And a lovely place, of course.

Edwin Small: You may remember this in the Richmond era before the war; they decided they'd have a staff of historians in the regional office and that the people in

the field would do the survey work. Do you remember Rob Roy MacGregor who came into the regional office as a historian? He was to organize the survey work and they were planning to have the work done by the superintendents and staff out in the areas in the field. Well, I got a list of things that I was supposed to do, places to investigate, and the thing just broke down. There wasn't enough staffing in the field to be able to do it.

Herbert Evison: Yes.

Edwin Small: And they eventually eliminated those positions in the regional offices.

Herbert Evison: I don't remember that particular phase of it. Of course, when I went down to Richmond, Roy Appleman was the regional historian as I remember it.

Edwin Small: Yes.

Herbert Evison: And a darned good one.

Edwin Small: Oh, yes. He was a hard worker.

Herbert Evison: A hard worker and very conscientious.

Edwin Small: Yes.

Herbert Evison: Very forthright.

Edwin Small: Oh, yes, too blunt sometimes to get along diplomatically with people.

Herbert Evison: Yes. But on the whole, an extraordinarily valuable employee.

Edwin Small: Oh, yes. Yes, he - he had a great career as a historian with the Division of Military History in the Army.

Herbert Evison: Yes. I've had two very fine taping sessions with him that didn't impinge the least on Dr. Homer's stuff and some very frank expressions from him about some things, franker I suspect than you would feel free to - if you wanted to.

Edwin Small: Yes, well, I could say some very brutal things if I wanted to.

Herbert Evison: The time for me to tape you is after you've retired.

Edwin Small: Well, I tell you I'm virtually there now. As you probably know, I retired officially at the end of July a year ago, but I've been retained as a full-time rehired annuitant. And I think that's about due to come to an end. I - they're splitting up the office in Richmond now to go to Atlanta and I think the region is going to get some of those people. George Palmer told me they might get at least seven or eight and probably someone qualified will come up here to replace me in a little different role. You see, they're following this regional city plan.

Herbert Evison: Yes.

Edwin Small: Now and probably my successor I - I think he - I'm looking for someone to come in possibly in another month or so.

Herbert Evison: Really!

Edwin Small: And if I remain at all, then it will be as a - much as Ronnie Lee is now.

Herbert Evison: Consultant.

Edwin Small: But as I understand it, they want someone - there's apparently going to be more of a relationship in these regional cities to other agencies in the department; and I look for this to happen eventually that in these regional cities you'll have all of the people in the same department more or less grouped together. This is what's happening in the states. Now in Vermont, the forest and park people are right on the same floor. Well, they're in the same building. They have a building under this new agency of Environmental Protection and Bob Williams who has succeeded Perry Merrill as director of Forests and Parks, is the secretary of this new agency.

Herbert Evison: Oh, yes, I see.

Edwin Small: And they're all together in the same building. Now, the historic sites people are in the agency of development and community affairs. That's an interesting thing - there's some people who feel that historic preservation should be with the parks and forests, but I notice in Vermont they put them in community affairs and it's the same situation in Rhode Island. Rhode Island Historical Preservation Commission is under the Department of Community Affairs and in Connecticut the Historical Commission is an independent agency. It has nothing to do with forests and parks or this Environmental Protection Department that's being set up.

Herbert Evison: Don't you have a feeling that there's an awful lot of - that the states and the Federal Government too, as a matter of fact, are feeling their way. They haven't quite made up their minds just what the proper relationships of various activities are.

Edwin Small: Oh, I think it's still in an embryonic condition.

Herbert Evison: One thing, now that I think of it, when we were getting your personal history - somewhere along the way you got around to matrimony.

Edwin Small: Yes, I married in 1953.

Herbert Evison: Yes, and you married whom?

Edwin Small: Yes, Carmen Rich. She had worked in a Boston bank, and we very happily married - I believe in late marriage because I got all I wanted out of independence for a long time. And I'll say there's less friction in a late marriage than an early one.

Herbert Evison: Well, you know, it's interesting that I should tape in succession two people who waited quite a little while before they took the plunge. I don't know how old Olson was, but I am sure he was past forty when he married.

Edwin Small: Yes. Well, I have no family and, as a matter of fact, my family is dying with me. I have two sisters who have no children.

Herbert Evison: Oh, really?

Edwin Small: Really. I may say that I've been hit on this population problem for a long time and one of my - the thing is I feel I have great foresight in that I have seen things long before they're generally accepted. I was aware of this population problem when I read a book when I was in high school called Mankind at the Crossroads. It was by Edward M. East, a Harvard sociologist and he pointed to the problem then. And I have had it in mind ever since.

Herbert Evison: He convinced you.

Edwin Small: I certainly did! It was a book published in 1923 and I read it a year or two later when I was in high school and there was no doubt in my mind at all that the population problem is at the root of all other problems. We're just - we've just arrived at that general point of view; the point of view, generally, within the last five or ten years.

Herbert Evison: Yes, that's right. Now you are retired without being retired yet, but as you say one of these days and probably fairly soon, you're going to be actually retired.

Edwin Small: Yes.

Herbert Evison: I'm curious to know what your plans are for retirement.

Edwin Small: Well, the first project I have - the MIT Press wants the good meat that was in both the interim and final reports of the commission revised to get out as a paperback in connection with the Bicentennial. So that's one of the jobs that will take me some time.

Herbert Evison: Yes, and a darned interesting one to you, I'm sure.

Edwin Small: Yes. Yes, it'll be in paperback and amply illustrated and some of the gobbledygook that I've put in that you'd expect to have in every report that goes to Congress taken out. Mainly the materials in the appendices of these reports - somewhat simplified and abridged.

Herbert Evison: Well now, I presume that's something that will occupy you for what - six months or a year?

Edwin Small: Well, it could take a whole year.

Herbert Evison: Well—

Edwin Small: Part-time.

Herbert Evison: That, of course, - that's possibly one year of what in your case - 'cause you're still a kid - ought to be a good long retirement.

Edwin Small: Well, I come from a family that's long-lived. My mother lived to be 97 and my father 82, so I should have a few years.

Herbert Evison: Yes.

Edwin Small: Yes.

Herbert Evison: So, I'm wondering what after you've done - this chore—

Edwin Small: —I have plenty; as a matter of fact, I have so many private interests that I've never been at a loss for anything to do.

Herbert Evison: Well, now what are your private interests besides history?

Edwin Small: Well, that's the main one. If I get through with this MIT (Massachusetts Institute of Technology) project, the Essex Institute in Salem - David Little, chairman of the Minute Man Advisory Commission, is a native of Concord, but he's director of the Essex Institute in Salem and there are papers there and collections that they want edited and I may undertake some of that and maybe undertake a little popular writing of some of the material. For instance, they have there the records of the Pinkerton Detective Agency in protecting the estates on the North Shore from the last quarter of the last century on and there's some very interesting material there that could be popularized.

Herbert Evison: I'll bet there is.

Edwin Small: And then I have family things to do. I would - two of my uncles were among the last owners of sailing vessels on the Maine coast and my grandfather was also a shipmaster and vessel owner. I'd like to write up their maritime enterprise. I will have to use the Customs records. I'll have to consult some of them in Washington in connection with that project. Then, too, I thought I might possibly prepare an autobiography and I've even thought of a title. A Minor Bureaucrat in Retrospect.

Edwin Small: From Hickel to Morton.

Herbert Evison: Very good; I like that.

Edwin Small: And I might even add from Cammerer to Hartzog.

Herbert Evison: Yes. Well, I know that—

Edwin Small: —There are other sides to my career. I was part of the political Navy or chair Navy during the war. I was in Washington, and I had the unique assignment for twenty months of being the ONI (Office of Naval Intelligence) representative over in the Library of Congress Annex. It's queer war duty but I had a cubicle over there in the same corridor with Gifford Pinchot, whom I became acquainted with, and Brigadier General

Palmer, who wrote a number of biographies of different secondary military figures, but my most important achievement there was the Court-Martial of Captain McVeigh of the Indianapolis (USS Indianapolis) which came up at the Washington Navy Yard. This was right at the end of the war. It was in December. I wasn't married at the time, so I was a long time getting out on points. And I didn't get out until April of 1946; and well, the Indianapolis was sunk by a Jap submarine while returning from delivering the atomic bombs that were used at Hiroshima, and the skipper, Captain McVeigh hadn't zig-zagged in accordance with Naval Regulations. They wanted the skipper of the Jap submarine to testify against him. Well, objection was raised by the defense that there was no precedent for it in American history. So, I was called on to find a precedent and I finally found it. During the Revolution, after Saratoga, the British prisoners were marched to Boston and General Burgoyne lived in Cambridge during that period; and he testified against a Captain Haley, an officer in the Continental Army, for mistreatment of the British prisoners who were incarcerated in barracks in Cambridge. Well, I found that and that was used as precedent and the basis on which the Jap skipper of the submarine was allowed to testify that the Indianapolis had not been zigzagging properly in accordance with Naval Regulations.

Herbert Evison: What happened after that?

Edwin Small: So that was my - what you might say - my contribution to World War II.

Herbert Evison: Well, of course; it was a contribution that was right down your alley, that required historical records.

Edwin Small: Well, it's a strange thing. My experience in the Navy was of immense value to me when I got to Salem because the first thing, I was faced with was a Naval Reserve Training Center. I hadn't been back more than a month before the captain of the Public Works Division in the First Naval District came into my office and plumped down a set of plans that showed a set of Quonset huts erected on the waterfront directly across from the Derby House.

Edwin Small: The Congressman from the district, Bates, had been responsible for going along with Kelsey. He had been mayor of the city, but he had gone to Congress, and he was a big bug on the Naval Affairs Committee. It was before the Department of Defense was formed and, well, I had to go to work on that right away to avoid that. So, I finally got the thing relocated and the Regional Office in Richmond designed a suitable building on Central Wharf. Well, they're still there but they will probably get out in another two or three years. But I averted a really bad thing by getting it redesigned and placed where it would screen out undesirable factory buildings on the westerly end of the waterfront. And I might say my experience in Washington in the Navy Department was very helpful to me in dealing with that situation.

- Edwin Small: As a matter of fact, it was helpful again on the Minute Man thing. One of the crises there that came up very soon was in Lincoln where the Minute Man Boulder is where a Lincoln resident fired and killed some British retreating on the roads. It is known as the Minute Man Boulder. The Air Force was going to build a series of houses for officers. They're right up behind the stone wall which was on the battle road.
- Edwin Small: Well, I had to deal with that in the commission. I went out to the base and the commander there was enthusiastic, of course, as you'd expect anyone in the military establishment about anything that has a patriotic overtone. When he found that we were - wanted them to give up their housing project in that location he about-faced. Well, Saltonstall was useful in that connection. He was a member of the Senate Armed Service Committee and he saw to it that that area was eliminated from the Air Force housing project.
- Herbert Evison: That was an Air Force housing project?
- Edwin Small: Yes, yes. The Hanscom Air Force Base adjoins the park in Lincoln on the north. And so, my experience with the chair Navy was - gave me a little advantage in some respects. I worked in ONI and then when the war was over, until I got out on points, I worked for the Director of Naval History, who was a four-star admiral, and I went around to various bureaus within the department to see what they were doing. I was in BUA the Bureau of Ordnance, but I wound up the last three months before I got out on points in the Bureau of Medicine and Surgery and Ross McIntyre was the admiral in charge and he was writing his book, White House Physician, at the time and I used to see him in the lunchroom there. It's where the Naval Observatory - the Observatory up at 22nd and Constitution Avenue. I don't know whether it's still there or not.
- Herbert Evison: The Naval Observatory - the only one that I know of - is the one out on Massachusetts.
- Edwin Small: Well, this was an old observatory and Bureau of Medicine and Surgery was occupying it at the time. I finally got out and came back; and then, of course, we had those very bad years right after the war when we got no money at all. That is, your appropriation came through year after year in succession with no increases. You recall that?
- Herbert Evison: Yes.
- Edwin Small: And the roads in the parks got in very bad shape.
- Herbert Evison: How I recall it! I went along as Chief of Information for about five years there with exactly the same appropriation for publications in spite of the fact that the demand for them was doubling.
- Edwin Small: Yes. Yes.
- Herbert Evison: I have very vivid memories of that—

- Edwin Small: —Of course you do.
- Herbert Evison: —period. Well, your career has been—
- Edwin Small: —Well, Herb, it's the kind of a career that will never be duplicated again because people move around every two to three years. I think there's something very wrong.
- Herbert Evison: Yes. I want to—
- Edwin Small: —Horace Albright was down in the spring, and I took him on a trip up to New Hampshire and he feels that morale is the lowest it's ever been.
- Herbert Evison: With that I agree.
- Edwin Small: Well, I think it's frightful.
- Herbert Evison: Of course, I have thought a lot about that. Of course, I have a son in the Park Service.
- Edwin Small: Yes, I gathered that he must be your son. He's in Washington, isn't he?
- Herbert Evison: No, he's now assistant superintendent of Grand Teton.
- Edwin Small: Oh! Is that so.
- Herbert Evison: Visited him out there last month, but, while I think there has been an unnecessary amount of shifting, people stay in a place not even long enough to get onto the job - to say nothing—
- Edwin Small: —Mrs. Albright mentioned the cases of some people in the western parks just don't bother to unpack all their stuff.
- Herbert Evison: Of course, one of the things that has aggravated that has been the rapid acquisition of new areas to which you have to assign people.
- Edwin Small: Oh, yes. Yes.
- Herbert Evison: You assign this experienced man from here and you pick this experienced man over to take his place and so on. It's in some cases, almost an endless chain because of one necessary move.
- Edwin Small: Yes, it is. Yes. Well, some of the expenditures that have come up really would almost merit censure. Spending \$5000 to transfer an interpretive man from Hawaii to the New York Group for instance. And bringing Harris, who was the chief of interpretation for the Boston Group, from some place out in Idaho, a move that cost over \$2000.
- Herbert Evison: Well, I think somebody figured not long ago that under current regulations with all the allowances that they make, including paying the commission on the sale of your house, that the average now is around \$7000—
- Edwin Small: Yes, yes.

- Herbert Evison: Per plain move.
- Edwin Small: It's not a luxury that the country can keep up with continually. I don't think so.
- Herbert Evison: I don't either. Well, I'm going to have to light out of here to get back to Concord—
- Edwin Small: —I will speak quite frankly that if I were starting out today, I wouldn't give the Park Service five minutes consideration. For this reason, is that you'd start - I was hired in as a 9 and with the qualifications I'd have to offer, I wouldn't want to start out as a 4 or 5 and go through a lot of unnecessary orientations they do at the Grand Canyon.
- Herbert Evison: Yes.
- Edwin Small: I would certainly - there are other fields that are greener, I'm sure.
- Herbert Evison: Well, before I close this off, I can't help wondering about whether travel figures in your plans for the future to any extent?
- Edwin Small: Travel figures in it?
- Herbert Evison: Travel - personal travel.
- Edwin Small: Well, I tell you, I traveled before I came into the Park Service. I made a memorable trip abroad in the summer of 1930 and I kept a diary and I'm hopeful that maybe 100 years hence the historical society I'm going to leave that to may find it of interest, the way we find it of interest, the way we find diaries of 100 or 200 years of interest today.
- Edwin Small: I was in Germany right at the time the swastika and Nazi movement was getting its start. And I'm one of the few people who have - sat in the pen in the House of Commons. I stayed at a place near the British Museum and got acquainted with a Scottish member of the House of Commons who got me a pass to sit in this little pen that holds four people. And Ramsay McDonald who was Prime Minister, passed right in front of me and there was a debate going on that afternoon about the - it's a funny thing that Parliament should be discussing such things as the uniforms of the London Policemen, isn't it?
- Herbert Evison: Of course, they are a direct instrument of Parliament, if I remember rightly.
- Edwin Small: Oh yes! And I had a superb trip. I saw the Passion Play and yes, there are a lot of things of which the details were very interesting. I'd get far more out of a trip now because I know so much more. I tell you, if I were ever going to travel again and go abroad, I would review and study up a good deal of what I already know so that I would hardly have to ask anyone anything by way of interpretation.

Herbert Evison: Well, of course, my question was directed at whether you had any plans to do that again.

Edwin Small: No, I don't. I might like to go abroad again, but I'd certainly find it very, very different from what it was forty-one years ago.

Herbert Evison: But still very enjoyable.

Edwin Small: Yes! Yes.

Herbert Evison: I say that on the basis of four trips to Europe in the last eleven years.

Edwin Small: Yes. Yes.

Herbert Evison: And all together I've spent more than a year in Europe.

Edwin Small: Yes.

Herbert Evison: So that I would go back there again at the drop of a hat.

Edwin Small: Yes, I would especially like to go to England to see some of the places I've written about. I might publish this article eventually; when I was in graduate school, I wrote an article on the development of agriculture in Hereford here during the 18th century. Now that's a very important article, because it's in that period the breed of Hereford cattle as we know it now was developed.

Herbert Evison: Really.

Edwin Small: And, of course, the Hereford was introduced into this country in the last century and is the great beef breed of the Plains and Mountain states.

Herbert Evison: Getting lots of competition from the Angus.

Edwin Small: Yes. Yes. I - I might, but the thing is, there are other things I have to do. My career has been unique in that I've been rooted near home during all of my career. I have a place in southern Maine that my family's owned since the 19th, middle 1800s, and there is this - I think one thing that has kept me going in that I've had a change almost every week and I haven't been rooted to one place and that's been very valuable in keeping a fresh outlook. I think people suffer who are stationed in a park and have to be there all the time.

Herbert Evison: Oh, yes. Disastrous.

Edwin Small: I've avoided all of that. I've really - one of the first people who's worked almost completely in an urban environment.

Herbert Evison: Yes, that's unusual too, for Park Service—

Edwin Small: Yes, it is. It is and it's the - and I may say that I really got the Park Service started with its historical program here in New England, the Salem site; and I handled the details of the transfer of the Adams property in Quincy.

Fran Ronalds was supposed to, but he gave it over to me to do and one of my chief claims to fame is that I hired Mrs. Harris in 1948.

Herbert Evison: Yes. And she's still there.

Edwin Small: Yes, yes.

Herbert Evison: Well, I'm going to have to cut this off, Ed, but—

Edwin Small: All right, that's fine.

Herbert Evison: —I am immensely obliged to you for being willing to give me this time this morning for a very extraordinary tape.

Edwin Small: Yes. Well, it's unique and I'm sure it's very different. There are few people who've had careers that are more or less parallel - I think Weig has; he's been at Morristown—

Herbert Evison: Yes.

Edwin Small: —And there's Appleman. I think Weig's and Appleman's careers - they both came in the same year I did, and they've been more or less parallel to me, but there's no others I can think of.

Herbert Evison: No. That's right. Well, I'm particularly happy to have gotten this and again, I thank you very, very much.

[END OF SIDE 1 OF TAPE 102]

[END OF INTERVIEW]