

A Conversation with Bo Callaway

HE WAS GEORGIA'S FIRST REPUBLICAN CONGRESSMAN – A CONFIDANTE OF PRESIDENTS – AND - ALMOST - GEORGIA'S ONLY REPUBLICAN GOVERNOR OF THE 20TH CENTURY.

HOWARD HOLLIS CALLAWAY – BETTER KNOWN AS “BO” – WAS BORN IN LAGRANGE IN 1927.

THE CALLAWAYS HAD SETTLED IN WEST GEORGIA IN THE MID-19TH CENTURY AND SOON BECAME KNOWN FOR THEIR BUSINESS ACUMEN AND THEIR PHILANTHROPY. A FAMILY FORTUNE WAS BUILT ON TEXTILES, BUT THE CALLAWAYS WOULD BRANCH OUT INTO MANY OTHER AREAS.

AFTER STUDYING AT GEORGIA TECH AND WEST POINT, BO CALLAWAY FOLLOWED THE FAMILY TRADITION OF PUBLIC SERVICE.

HE SPENT TIME IN THE U.S. ARMY – HELD POLITICAL POSITIONS – AND SERVED ON MANY BOARDS.

BUT HE ALSO INHERITED HIS FAMILY'S ENTREPRENEURIAL SPIRIT.

IN GEORGIA, HE HELPED TO DEVELOP CALLAWAY GARDENS – EVEN TAKING PART IN THE ANNUAL CIRCUS.

AND FURTHER AFIELD IN COLORADO, HE DEVELOPED THE CRESTED BUTTE MOUNTAIN RESORT.

CALLAWAY IS ALSO A FAMILY MAN. HE AND HIS WIFE, BETH, HAVE FIVE CHILDREN AND A HOST OF GRANDCHILDREN, WHO KEEP THEM BUSY IN RETIREMENT.

FAMILY GATHERINGS TAKE PLACE AT BEAUTIFUL CALLAWAY GARDENS, WHICH IS JUST ONE OF THIS REMARKABLE MAN'S LEGACIES TO GEORGIA.

Hoffman: Howard Bo Callaway, Thank you so much for this conversation, I'm so glad that you're here.

Callaway: Susan, it's just great to be here. You do so much talking about Georgia history on your programs and I'm honored to be a part of it.

Hoffman: Tell me where Bo came from. You were born Howard, but you always go by Bo.

Callaway: I've known it every since I was born. I think it was my brother, he used to call me “Bro” when I was first growing up; I never knew any other name.

Hoffman: It's sweet; it's catchy.

Callaway: Very funny, one of the lawyers came to me when I was 25 years old and says you got to change that name back o Howard. You might want to run for politics and then Bo will never make it. And actually Bo is the best thing you can have for politics because people never come and say: Howard, but they will come up to Bo.

Hoffman: Bo? It's easy, he's approachable. Go Bo...

Callaway: Yeah, all that...

Hoffman: It all works.

Callaway: So I think it's very fortunate that I got it...It's just - Had it all my life

Hoffman: You were born in 1927 to Virginia and Cason Callaway in LaGrange, Georgia. What was it like growing up in rural Georgia in the thirties?

Callaway: Well we don't call LaGrange rural...that's the big city, but growing up there was like all childhoods...We had dogs, and parents, and walked, as kids used to do then, walked to school a mile and half away, nobody thought anything of it, nobody worried about crime anything like that in the little schools there...and then in the sixth grade I moved to Hamilton, which was in the rural, that was rural.

Hoffman: Very rural. What was your mother like?

Callaway: Mother was the oldest of nine children. And so she was sort of the head of the brood and we got to know all the cousins very well. I had a lot of cousins as you can imagine with nine children. And she sort of ran that for everybody. Very loving. I had a brother and sister...not at all like, I look at my grandchildren and they wake up and get hugged when they wake up, get hugged when they have breakfast and I didn't get a hug my whole life; we didn't hug but, but love was just there, and you knew it was there.

Hoffman: And what about your father?

Callaway: Very busy. Very successful businessman. Did things that were quite unusual for Georgia...changed Georgia agriculture enormously.

Hoffman: How?

Callaway: Well, he had a program called "Better Farm Program" where he actually got a hundred different farms started where he had seven people in each

one put up a thousand dollars apiece. That doesn't sound like much, but that was a lot in... this was about 1941 or 42. All of them had books on how to farm. And everybody says you know you can't budget a farm because you don't know whether it's going to rain or not. Well, you know all businesses have changes that you don't know what's going to happen. But he showed them that you have to have it on a budget and had to figure out what you were doing and run it like a business. The book was called the Business of Farming. And, these hundred farms, he encouraged them to try different crops, not just cotton and corn, which was about the only thing going when he started. And just totally changed Georgia agriculture; he really did.

Hoffman: He also ran the mills and you said he would go away for long periods of time up to New York to sell the wares and wouldn't come home?

Callaway: During the Depression, he just had a rule, that he would stay in New York, most of the sales were done in New York, and he would stay in New York, until he'd sold enough to keep the mills running, and he just wouldn't come back. So, you know, he said, "I want to go home," so I've got a motivation to sell.

Hoffman: And you were comfortable in the Depression? Your family? The mill stayed open? You didn't really suffer at that point.

Callaway: We saw a lot of hungry people, but we didn't have a problem.

Hoffman: Do you remember your family helping those that went without?

Callaway: Well mostly it was on an organized basis. People would come by the door; you would have that as well. But mostly on an organized basis. Callaway Mills had a lot of programs to help particularly the mill workers.

Hoffman: You ultimately went to high school in Virginia...a private high school in Virginia. Why? Why did you make the switch up there?

Callaway: Well my mother had three brothers that went there. It's sort of in the family. It's called Episcopal High School. It's not owned by the Episcopal Church, but you did have church services every Sunday and Chapel every night. You got a lot of bible studies in there.

Hoffman: You said you fought with you brother, but you were extremely close to your sister. You adored her. Why?

Callaway: Well, she was six years older than I was and she was a girl and I was a boy. No need to fight with that, you know. And, we just had fun, everything we did we had fun together. After we were both adults, we still

had a lot of fun together. My brother, I'm close to, it's just that three years apart, boys are going to fight, and mother had a rule, I thought it was a normal rule that everybody had it. We got one fight free everyday and that was free, no punishment, the second fight we got punished, we might be sent to your room or whatever it was.

Hoffman: How severe was it? If you were sent to your room, was it for 20 minutes, an hour, a day?

Callaway: Well, probably 20 minutes, but the worse was getting some kind of lecture. We kept saying "just go ahead and spank me, I don't want you to tell me how bad I was." You know, We're tired of hearing the lecture, "spank me and let me go."

Hoffman: I get that too from my kids as a matter of fact.

Hoffman: I know that your sister's fiancé, husband, had a big influence on you.

Callaway: His name was Mark Bailey, came from Atlanta, from a military family. Went to Westpoint. And graduated from Westpoint in 1939. Came out and married 2 or 3 years later, and I was in the wedding. And it was just a picture book wedding of this beautiful girl and this very handsome man. George Patton was there at the wedding. He was under George Patton at the time, he was a Colonel. And he served in the Second Armored and was trained Fort Benning, Louisiana Maneuvers, and a lot of places like that. And just as he was leaving to go through the port in New York, my sister Jinx, we call her Jinx, had her first child, Mark Bailey Jr. And she left him about one day old and went to New York to be with Mark for the last two days and that was the last time she saw him because he was killed in Normandy.

Hoffman: But you decided to go to West Point, anyway?

Callaway: Well, I talked to him a lot and you know, West Point, we all know it's going to be tough, but it's sort of an exotic place to you know, I feel pretty good about being a West Point cadet.

Hoffman: You went to Georgia Tech for a year and studied chemical engineering, and went on to West Point, where you studied military engineering.

Callaway: Yes

Hoffman: When did you arrive in Korea?

Callaway: In Inchon, which was in September of, I don't know the exact, mid-September of 1950.

Hoffman: You were a platoon leader?

Callaway: Yes.

Hoffman: Tell me about it.

Callaway: Best job in the army. Well, company commander is the best, but best job in the army in many ways. My first troop duty with troops, and I formed the platoon. I was the first one there and the others came in and we put them all there. That was in the Camp Fuji right at the bottom Fujiama in Japan. That's where we trained and put them together. They started coming in around at the first of July and we went into Inchon, September, so we had two months to train, which isn't a whole lot to get trained for combat. I had maybe in the platoon maybe eight GI's and maybe 15 or 20 KATUSAs, Koreans assigned to the U.S. Army. And they were just picked up off the streets of Seoul; I mean they had no military experience whatsoever. We washed them good and put a uniform on them. They were soldiers.

Hoffman: And you said they were quite the sharpshooters?

Callaway: One or two of them got very good at, we had some machine guns protecting us - 75 and 5 millimeter rifles, but one or two of them actually fired the seventy-fives occasionally, but mostly they fired their hand-held weapons or machine guns, but they got to be good at it.

Hoffman: You narrowly escaped with your life at one point, what happened?

Callaway: The Inchon invasion ended the war as it was. The war in South Korea was over the day we landed in Inchon. The marines and the seventh division, when we landed, we cut off all the supply lines so nobody could surround Pusan anymore, they had no supplies. So the war was over and we thought, "we're going back home." Instead, we went to a little place called Iwan in North Korea and went all the way to the Yellow River, which is on the Chinese border, but you've got about forty thousand people, not a lot of ammunition, cold, I mean it was forty below zero much of the time, and cold, and in come half a million Chinese. And it was a massacre. They were south of us and they had to come around us to get in. If they wanted us, they could have had us. But we didn't have to fire a round at any one of them.

Hoffman: And you got home safely?

Callaway: Went out through Hunan.

Hoffman: And you actually returned after six months because your wife, Beth, who you met in sixth grade, was home pregnant with your first child, and her life was in jeopardy?

Callaway: It really was. She had all kinds of, she was in bed about the last three or four months of the pregnancy, unable to get out at all. and it was, if not life threatening, it was close. And through the regular procedures they had with the Red Cross, I went home on emergency leave and got there about three days before the child was born, so that was pretty nice to be there for that.

Hoffman: Now about this time your father also suffered a heart attack. You had a lot going on, you almost lost your wife, she ultimately had the baby, the baby was fine, but now you were a young father and your own father was struggling, and you were trying to teach at Fort Benning. You were an instructor at Fort Benning at that point. You had an honorable discharge in 1952 and went to work with your dad, every day for the next 8, or 9, 10 years until his passing. What was that like?

Callaway: Well, he was a strict task master in the sense that if he said to do something, he wanted it done, he didn't want you to , you know, you could always talk about how you wanted to do it with him, he wasn't autocratic in saying do it my way or the highway. but he also said - somebody said, "Well, how do you get along with Bo? He said, "Well we don't do anything both of us don't agree on." Well, that was true, but anything he said, I agreed to. So, that wasn't any big deal as far as giving up anything. But just an unbelievable person, so far ahead of his time, everywhere he'd been in his life. We used to kid, people would kid about him and say that if he walked in somewhere, in a barbershop, they'd stop cutting hair just when he walked in. They just knew this guy had so much charisma . It was just unbelievable. When he died I had so many people who wrote me letters from all over the country that I had never met and said, You can't imagine how much your father has meant to my life. The way he touched people's lives, the way he'd run into them somewhere or ask for advice. And he always was figuring out, he was answering, when they asked questions, on what would help you? Not, so many people answer advice, well let me see if I can do something that helps me, you know, and he didn't do that at all. And he just could find whatever was bothering the person and give them some advice and they'd go on off and do it.

Hoffman: Now your father passed away in '61, and around this time you are a Herman Talmadge supporter, late fifties, early sixties, yet in 1964, you decided to switch parties decades before it was chic. Why? You went from a Democrat, born a Democrat, switched to a Republican.

Callaway: There's no such thing as a Democrat or a Republican in Georgia unless it's what you say you are. But having voting in Democratic primaries, you could say I was a democrat, but I never joined a Democratic party, you're born a Democrat. That's just what it was. You couldn't be a Republican; there wasn't a party then. On the statewide basis, there was no Republican party. But I did get involved in the Republican Party when I ran for Congress in '64 and I had to go through a whole convention to get nominated and all that sort of thing.

Hoffman: 1964, though, again, Barry Goldwater's running for President and some people are a little anxious about what he may or may not do to Civil Rights progress, and many painted him as a radical right wing, and here you were a large Barry Goldwater supporter in a state as you say was very Democratic. Of all of the sheriffs, which as we know the sheriffs were the ones that brought the people to the polls, all but one sheriff in the state of Georgia was a Democrat.

Callaway: That's true and all of the clerks were that way, the ordinaries were that way. Everywhere you went the courthouses - except with a few little places in the cities, Atlanta, maybe Savannah, just one or two there, but it was totally a Democratic state.

Hoffman: But what was remarkable about it all is that you won and broke a barrier. You won that race for Congress.

Callaway: That's right. If I'd just gone to Las Vegas and taken odds, I could have been a rich man very early.

Hoffman: Well you know people were going, "is he out of his mind?"

Callaway: They didn't even know what was going on then to even do that, but anyway I was on the ballot, so we had to have a debate, so we got the school in Columbus, and it held about 500 people in the auditorium. And we got about 400 people who are our folks there and they didn't think much of us, so they had maybe a few of theirs there. And the first question I asked him was, and Barry Goldwater was very popular in that district, I think he carried it 58% or something like that. So he was very popular, so I said, first question, Garland, we got a presidential ballot on the same ballot we're on and I'm going vote for Barry Goldwater, who you going to vote for? And poor old Garland, he got caught in a trap. And instead of saying I'm a democrat and I'm going to vote for a Democrat and I may not like it, but that's what I have to do now, let's get on with the issues. Had he done that, it'd been over, but he didn't. He said, "I can't believe you're running for Congress when you don't have any more sense to know that we have a secret ballot in America. And you can't ask me a question like that. It's my secret, it's in my heart, and I don't tell you what I do. It's a

secret ballot, don't you have a secret ballot?" So that goes on for a while and he's a little pompous about it. Third time he gives me the lecture, and at the end of the third time, I say, "How many people in this room think he answered the question?" and everybody raised their hands. "Garland, you can talk about your secret ballots as long as you want, and a secret ballot's important in America, but if you're running for office and you're going to be a part of a Congress, a Congress that reacts to what's presented to you by a President, people want to know whether you're going to be a part of that President's program or against it. They want to know who you're for, for President and you're not a private person so it is appropriate for you to answer. Everywhere we'd go, there were signs up saying, "Are you going to vote for...?" It was just tough on him.

Hoffman: It made that campaign for you.

Callaway: Oh, it really did. It made it fun for us, it wasn't as much fun for him.

Hoffman: What was it like the first day you stepped on the House floor?

Callaway: Oh, I couldn't believe it. To me you can talk about the White House, it's just awesome, you can talk about the Supreme Court building, talk about the Washington Monument, the Jefferson Memorial, whatever. The Capitol is what this country is all about. When you walk in that great big dome and you walk in there and you realize, "Hey, I'm a part of this." I still... you can always go back, once you've been there, you can always go back on the floor anytime that you want to and anytime I pass by, I just walk in to see who I know there. But, it is awesome, it's just... you never get over it, I don't.

Hoffman: You could have stayed longer. You stayed one term, and in 1966 you decided to run for the Governor of Georgia, and you actually got the most votes, but you didn't get the Governor's mansion. Why?

Callaway: There was a run-off in the Democratic primary and Lester Maddox defeated Ellis Arnall and so, Lester Maddox... a lot of democrats didn't like Lester Maddox, and Ellis Arnall had been a popular governor, so it was a close race, but Lester won. There was a lot of pressure on Ellis Arnall to run as a write in candidate, which he did. He got about 50,000 votes. I think you could talk to anybody and his votes were my votes that came out of me. Nevertheless, I still got more than either one of the other two and in every state but Georgia, I would have been Governor. I kid people and say I am the only man ever lived in America that got the thrill of running for Governor all around a great state then didn't have to serve, but it was pretty disappointing for a while.

Hoffman: Describe that feeling after, when you knew you had the most votes, but the legislature said, “no.”

Callaway: The Lord moves in mysterious ways. I’ve had a wonderful life, and it’s just been great, but at the time I really wanted to be Governor. You can’t run for a race and go out there everyday and work for something; you get to want it.

Hoffman: It was a long time. And then something wonderful happened for you. You were appointed Secretary of the Army, and you say out of all the positions you’ve held, it is the most rewarding. Why?

Callaway: First of all, you have to understand what a West Point graduate is, he’s a person who’s steeped in the Army, loves the Army, he wouldn’t be there if he didn’t, believes in it. And to leave the Army as a first Lieutenant and come back as a Secretary of the Army, I mean, what a difference. I had a 300,000 civilians working for me.

Hoffman: Describe the role of this particular position. I don’t think a lot of people understand what it is.

Callaway: The Secretary of the Army is responsible for the welfare of the people in the army, the morale, the recruiting of everyone in the Army, all of the acquisitions, all the equipment, all the maintenance, all of that sort of thing. All the personnel kinds of things; not responsible for battle plans and things of that kind. That’s all the military staff.

Hoffman: All right. You did this under Nixon at first and then you transferred when Gerald Ford became President. And you said during that time, when you first took this position, you felt we should end the draft, and members of Congress were adamantly opposed, yet you miraculously converted them. How?

Callaway: Nixon campaigned on ending the draft. He was clearly going to live up to that campaign promise and most of the people in Congress who were opposed to it, were people who served in World War II. And they saw how World War II worked. We had a great, fantastic army and when I say army, I mean Army, Navy, Air Force, all the same with Army. Everybody knew that worked, and they didn’t know how this was going to work because we had had a draft all the time of World War II and all the years after that up until then and so there was a lot of concern about it. And in the military itself, the general officers had always served in that, the sergeants that had been there a long time had served in that, the field grade officers had...everybody really had... really concerned about it. And I just had to get everybody together. One thing about the Army, when the top guy speaks, everybody listens. And I got every three and four-star

general in the building together after I'd been there about a week and said, you know, "a lot of you here don't want a volunteer army, I understand that. There's going to be one. The President said there's going to be one; nobody's going to change that. We got two choices, we can have a good volunteer army and we can have a bad one; that's all we got. Anybody who wants a good volunteer army stick with me and raise your hands, you with me. And anybody not, I'll get you transferred to somebody, can't work with me unless you're with a volunteer army." They said, "Oh well now we had it explained to us, yes we love the volunteer army."

Hoffman: It's a great idea.

Callaway: You had to change, you can't believe every single thing in the army, you can't find anything small enough we didn't have to change and not many people understood that. You can't just say, "ok, today we'll have volunteers, let's go recruit volunteers." You can't have an army where the mentality was always, "Private, if we wanted you to use your brains, then we would have issued you brains. We don't want you to think." You have to change it where you do want them think. You do want them to be a part of it. You want them to be a part of the by-in of the army and not just be required to involuntary servitude.

Hoffman: You were appointed in 1973 again under Richard Nixon, and then in 1976, Democratic Senator Floyd Haskell said that you used that position to benefit Crested Butte, a ski resort in Colorado that your family owned and you said it wasn't true, and you ultimately took a leave of absence. You went to Dick Cheney who was then Chief of Staff and said, "If you'll give me a little bit of time, I know this will be resolved." Can you briefly explain what happened and ultimately how you felt that was resolved?

Callaway: Well, in the long story short, and this is a very long and complicated story, been written about a lot. It was pretty unusual. I was on the front page on the Herald-Tribune in Paris; it was a big story above the fold. It was big. The allegation was that Crested Butte, I owned the Crested Butte ski area and that I'd used my position as Secretary of the Army to influence an associate I had before I ever came up there in the Department of Agriculture to get special favors for that. And as proof, they showed that the ranger who was supervising Crested Butte - because all ski areas all in Colorado being on high ground are under the permits from the forest service - so the ranger in charge was someone from New England somewhere and about the time I did this, he was transferred and one from Georgia and came in and that was just all the proof they needed that I had done this. I didn't know either one of them, hadn't talked to them, I didn't know anything about it. I told Dick, "hey, give me a week, I'll get it cleared up and I'll just take a leave of absence for a week." At the end of the week, it was clear that it wasn't getting cleared up; it was just building,

building, and building. So I resigned. People say I was asked to resign, I was not.

Hoffman: You made that choice?

Callaway: Yes.

Hoffman: Because you didn't want to bring Gerald Ford down?

Callaway: Well of course, it was a no-brainer. If you can't get it over quick, you got to get out.

Hoffman: I understand. You actually served as chair of his campaign, Gerald Ford's. And were doing quite well if I remember.

Callaway: Well, we won all the primaries.

Hoffman: Except for North Carolina you say.

Callaway: North Carolina was right after I left.

Hoffman: Right. That created some problems for you. And ultimately in 1980, while living in Colorado, you moved there in 1977, 1980 you decided to run for U.S. Senate out of Colorado. What made you decide after 14 years that you would like to try again?

Callaway: Well the time was right and there was no clear opponent to Gary Hart who was going to be the Democratic nominee. And so it wasn't like an incumbent that you had to run against him, so the timing was right and Bill Armstrong who was a U.S. Senator asked me to run, and a few others. It doesn't take many people to ask you to run for something before you say there's a ground swell out there.

Hoffman: I can feel it!

Callaway: I had enjoyed the House and knew a lot about the Senate. People like Dick Russell I'd worked with so well.

Hoffman: It turns out that the Secretary of State in Colorado ultimately got the nomination.

Callaway: The Secretary of State for Colorado, a lady named Mary Buchanan – and Colorado has a two-step process: you have to first go through the convention to get on the ballot, and then after that you go through the primary. There were three of us that got on the ballot and then Secretary of State did not get on the ballot, but there's a way to petition on and she

petitioned on, but did not have enough petition and she was not in anything. The Colorado Supreme Court for reasons unbeknownst to anyone used laws that weren't even on the books to put her on the ballot. And they put her on the ballot four days before the primary. She hadn't been in anything. I beat the other two handily. There were three men against one woman; there were three conservatives against one liberal. She won by half a voter precinct. And Gary Hart was in Atlanta not long ago and was telling a group there, "You people know him from Georgia, but I'll tell you about Colorado, if he had won that primary, he would have beat me so bad." From the beginning, we knew the primary was the problem. The general election we knew we had it won.

Hoffman: So again, did you have to go through a little bit of a sort of downward cycle to sort of recoup after that? I mean that was your third attempt at an office. First time, successful, and the next two you were not. It had to be disappointing.

Callaway: Yeah, you're disappointed, but I don't look back.

Hoffman: It was meant to be in your mind?

Callaway: I don't know if I say it was meant to be, but I don't look back. Like I said, I've had a wonderful life; more things than I got any business doing.

Hoffman: Talk to me about the Gardens. The gardens are about 50 years old at this point.

Callaway: A little more

Hoffman: Yeah, a little bit more.

Callaway: They're the most wonderful place and how it could have happened, I mean, there's no way it could have happened.

Hoffman: You actually told me, it would not have happened had we not had a depression. Why?

Callaway: Well because Dad couldn't have collected the land. He didn't own any land in Harris County until he was in his 30s. He came out to start buying land in Harris County and the land was so cheap and everybody else thought he was just land poor because he kept buying land, but he eventually acquired all contiguous about 40,000 acres and so he had a lot of land and didn't know quite what to do with it, but knew it was so cheap he had to have it and loved watersheds, and got all the watersheds right, which meant all the lakes that we had were clear and don't get muddy and all that sort of thing. And he loved to dam up streams because he loved

the lakes. They gave all the recreation, people at that time did not worry about the ecology of streams the way they do now, but at the that time it was not an issue, it never came up. And there was this wonderful dam site and he kept looking at the dam site and said, "That dam site's put there for me to dam it up." He just had to dam it up, so he did. When the lake started filling up we said, "What are you going to do with it?" He said, "I don't know, but I got this most beautiful lake." And he thought about having what today would be called a development of some of his friends to come and this and that and the other, but finally he said, "It's too pretty, we're going to open it to the public now." If you're going to open a garden to the public, he was not stupid; he knew that there has never been a public garden in the history of this country that's ever made money. I mean, look at the Atlanta Botanical, wonderful garden, but they're begging for money all the time, we're begging for money all the time. All gardens are begging for money all the time. So if you know if it's not going to make money, but you if you want to get it where it doesn't lose as much money, you would probably have it in a city where there are more people could come. You couldn't find Atlanta when we started; you'd go on dirt roads to get to Atlanta. If we couldn't find Atlanta, how does Atlanta find us?

Hoffman: A several hour drive, I'm sure.

Callaway: Oh yes, interstates were not there then. If also you're going to do it, you'd have a small, little compact garden so it wouldn't cost you so much. We opened the largest garden in the world: 2500 acres there and 14,000 acres all put together. You have to maintain this huge scale and all of this. The people in Pine Mountain, the people there loved my mother, they would come and say, "Cason, don't you worry, we'll take care of Virginia when you go broke." They all knew he was going broke. And the fact that it still exists now is a lot of things we've done to make to the finances work and all of that. They were very difficult, but they were working and it's going on.

Hoffman: What does it mean to you?

Callaway: The Gardens?

Hoffman: Yeah

Callaway: Well, what doesn't it mean to me? It means everything to me. The gardens is just a place that where you do everything you want to do. And now we're getting so much into the habitats and man's connection with nature. For example, long leafs are very important to us. When George Washington was born, he could ride on his horse from Mount Vernon all the way to Louisiana, not being out of sight of long leafs, except in a few places, and long leafs was everywhere. Now you don't see much of it; it's

the most magnificent tree we have down here. You've got to have fire to have long leaf. Now, so OK, we have to control burning. People think Smokey the Bear; no, fire is good, very good. Everyone knows that now, except the people who read too Smokey the Bear at the time. So now we've got to have homes and burning - doesn't fit so well. How do you get that worked out? And you have to work it out because we're not going to abandon long leaf and we want some homes in there, and you can work it out. Actually, we're quite sure we will have less need for water after we put the homes in there that we do now because we're figuring out how to store the water and how use it in all kind of ways.

Hoffman: How would you like to be remembered?

Callaway: Well, Dad said, "anybody would like to leave the world better than they found it." I'd like to be remembered that way.

Hoffman: Bo Callaway, I appreciate your time very much. I'm really glad that you came to see me.

Callaway: You're fun. Thank you.

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