

Central Region Allied Orders Conference

September 30 & October 1, 2016

Fort Negley, TN

Present: Commander Don Palmer Jr, Color Bearer John Palmer, Acting Sec Walt Busch, Jim Pahl, Historian Alan Teller, David & Cindy McReynolds, Rachel McReynolds, Jim Crane, SVC Ken Freshley, Ed Krieser, Mike Downs, Clyde Getman, DarwinConcon, Caryl Lamb, Mike Downs, Tim Graham, Dale Aurand.

Friday, September 30

4:30 to 6:00 PM -Registration Check In, hotel lobby
6:30 PM - Informal dinner at the Chop House, Franklin, TN

Saturday, October 1

9 to 9:45 PM Registration Check In, hotel lobby
10:00 AM Meet in hotel lobby for a discussion led by Sam Gant on the history and preservation of the Franklin Battlefield (at the conclusion a self-guided driving tour map will be provided to participants)
12:00 NOON Lunch on your own.

Business meeting at Fort Negley in Nashville

1310 Opened by Commander Don Palmer

Prayer led by Walt Busch

Pledge led by John Palmer

Commander Palmer then appointed a nominations committee consisting of Alan Teller, Jim Pahl and Mike Downs.

Commander Report:

Judy Rocks resignation as treasurer created problems as she left the country, but Don Shaw took on the responsibilities.

Reported that the CRA has donated about \$2000.00 since the year 2000 to various organizations and allied orders.

Don conducted a branding exercise since no one knows what the CRA is.

Represented the organization at Lincoln Tomb Ceremonies

2016 Vendor table at the National Encampment

Tasked Bob Petrovic to get new past commander medals (see below).

SVC Report: Ken Freshley reports he has been keeping the website up to date.

JVC Report: None – Cindy Norton is absent.

Sec/Treas: No report as Don Shaw absent and Walt just filling in.

Communiques – Judy's Resignation & Bob Petrovic regarding medals (see below)

Unfinished Business

Sec/Treas needed for 2 year vacancy

Discussion about form 990N – No need as we have an EIN for banking purposes only.

Past Commander's Medals

Bob Petrovic led much of discussion. The new medal has a top bar with drop. He Received 3 bids and the best bid was \$7 per unit. 75 medals were purchased.

Motion by Jim Pahl that if a past department commander wants a second medal they Can purchase at the cost of \$10/each. 2nd by Mike Downs. 12 medals purchased. Passes

Challenge coins passed around. Retail at \$10 each. To reduce stock Walt Busch made a Motion seconded by Alan Teller that camps/departments can but them at \$6 each when purchasing 10 or more at a time for either the camp or dept to sell or give away. Price does not include postage. Passes with Jim Pahl opposing.

1347 break

1410 resume

Nominating Committee Report: Alan Teller reports the following candidates for office:

Commander – Ken Freshley

SVC – Tim Graham

JVC – John Eger

Sec/Treas – Walt Busch

New Business

Need **CRA Wreath** for ceremonies. Don Palmer says one is needed. Tim Graham says one can be made easily and says he will make the wreath.

Awards – We have a meritorious service and it is recommended that the award be renamed the “**Lee Ann Teller Meritorious Service Award,**” after its first recipient. **MUST BE PASSED AGAIN IN 2017 MEETING.** Vote is unanimous. It would amend Article 15 Sections 2 & 4

Don Palmer re the **philanthropic aspect** of the organization. Back to year 2000 we have given out about \$2000. A Branding Exercise suggests that the CRA brand is to provide an educational element to the Allied Orders “**Strengthening the Allied Orders through Education, Collaboration, Charity & Fellowship.**” Tim Graham made a motion to which there was a voiced second to make the motto ours. Passes with Walt Busch objecting.

Next Meeting is in Cleveland October 7, 2017. 2018 is tentatively in Indiana. We need to work up a list of what is needed to hold a CRA meeting, the minimal requirements. Incoming commander is tasked to form a committee to come up with guidelines.

Donation to host department – on a motion by Alan Teller \$200 for the project of their choice is to be donated to the Dept of TN SUVCW with a caveat that they provide a report of what they did with the money.

Michigan reports **they never got theirs** from last year and they need it.

There needs to be a 2 year audit next year.

Election – officers as listed above. Jim Pahl makes a motion to have the secretary cast one ballot for the slate. Seconded by Dale Aurand. Passes and Secretary does so. The installation of officers was done by Jim Crane.

Additional officers appointed by the Commander were James Pahl, Chaplain; James Crane, Patriotic Instructor; Alan Teller, Historian; John Palmer, Guide; and, Mrs. Freshley, Color Bearer.

Closed at 1500

- 3:00 PM - Presentations by PNCinC Don Palmer, Jr, and CC and National Treasurer David McReynolds
- A. PNCinC Don Palmer will discuss generational attitudes and growth strategies for fraternal organizations
 - B. CC and National Treasurer David McReynolds will present a case study in the building of successful organization
- 6:00 PM - Dinner at Cracker Barrell.

CENTRAL REGION ASSOCIATION
Of the Allied Orders
Franklin and Nashville, Tennessee
September 30 and October 1, 2016

Program

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Informal dinner at the Chop House, Franklin, TN – 6:30 PM

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10 AM Meet in hotel lobby for a discussion led by Sam Gant on the history and preservation of the Franklin Battlefield

(at the conclusion a self-guided driving tour map will be provided to participants)

Lunch on your own.

1 to 2:45 Business meeting at Fort Negley in Nashville

Break

3:00 PM Presentations by PNCinC Don Palmer and CC and National Treasurer David McReynolds

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- B. CC and National Treasurer David McReynolds will present a case study in the building of a successful organization

6 PM

Dinner at nearby Cracker Barrel

Questions, please call:

Mike Downs

574-210-9267

Join Us in Nashville for Central Region 2016!

The 77th annual Central Region Association Conference will be held in Nashville, TN on October 1, 2016. The Central Region Association was founded with the purpose of bringing the Allied Order organizations closer together to promote fraternity and a spirit of collaboration. The Department of Tennessee, SUVCW, has organized an outstanding event that balances history with educational opportunities. You won't want to miss it!

Tour of Franklin Battlefield



BATTLE OF FRANKLIN

The Battle of Franklin was fought on November 30, 1864 as part of the Franklin-Nashville Campaign. It was one of the worst disasters of the war for the Confederate Army. Confederate Gen. John Bell Hood's Army of Tennessee conducted numerous frontal assaults against fortified positions occupied by Union forces under Maj. Gen. John Schofield and was unable to break through or to prevent Schofield from a planned, orderly withdrawal to Nashville. The Confederate assault of six infantry divisions containing eighteen brigades with 100 regiments numbering almost 20,000 men, sometimes called the "Pickett's Charge of the West", resulted in devastating losses to the men and the leadership of the Army of Tennessee. After its defeat against Maj. Gen. George H. Thomas in the subsequent Battle of Nashville, the Army of Tennessee retreated with barely half the men with which it had begun the short offensive, and was effectively destroyed as a fighting force for the remainder of the war.



Gant

The Civil War Trust continues to rank the Franklin Battlefield in the top 10 most endangered Civil War sites. Over the past several years, a number of preservation groups including the Civil War Trust have reclaimed battlefield lands, including the site where Confederate Gen. Patrick Cleburne was killed. As part of the Central Region Conference, Brother Sam Gant will discuss the preservation efforts associated with the Franklin Battlefield. After this presentation, maps will be provided for a self-guided tour of the battlefield.

Meeting at Historic Fort Negley

In February 1862, once Confederate forces were routed from Forts Henry and Donelson, Confederate commanders decided that any further effort in the defense of Nashville would be pointless, and they abandoned any attempt to keep Nashville behind their lines. It was almost immediately occupied by Union forces, who rapidly began preparations for its defense. The largest of the fortifications erected was Fort Negley, a star-shaped limestone block structure atop a hill south of the city. Interestingly, when the Battle of Nashville finally began in December 1864, it was largely fought on the heights south of Fort Negley, which despite its then-impressive appearance, never played a leading military role. Shortly after the war, the fort was abandoned and fell into ruin; however, its outline could be readily discerned for many years afterwards in the encroaching woods. After many years of decline, the fort was restored in the early 2000's and re-opened to the public in December 2004. Afterwards, an additional \$1 million was raised and a visitors center was developed and opened in 2007. As an additional treat, the Central Region business meeting and education/training program will be held at historic Fort Negley.

Education and Training

After the business meeting, an education/ training session will be provided by Central Region Commander Don Palmer and McTeer Camp 39 Commander David McReynolds. One of the issues facing all fraternal organizations is growth in the 21st century. Commander Palmer will discuss generational attitudes and how they affect interest in fraternal organizations. He will also discuss organizational growth strategies that factor in key issues facing all of our Allied Order organizations. Commander McReynolds will supplement this discussion with a case study on building a successful organization focusing on the Abraham Lincoln Award winning William McTeer Camp 39 in the Department of Tennessee.



Palmer



McReynolds

Questions?

If you have any questions on the conference, agenda or hotel accommodations, please contact: Mike Downs at mpdowns76@gmail.com

For additional information and registration information, please access the website at www.craalliedorders.org.

October 1, 2016

Allied Orders of the GAR

Central Region Association Conference

Registration Form – **Deadline: September 16, 2016**

Name _____ Allied Order _____

Address _____

City _____ State _____ ZIP _____

Registration \$10.00 X _____ = \$ _____ Grand Total \$ _____

Make your check payable to the **Department of Tennessee, SUVCW**

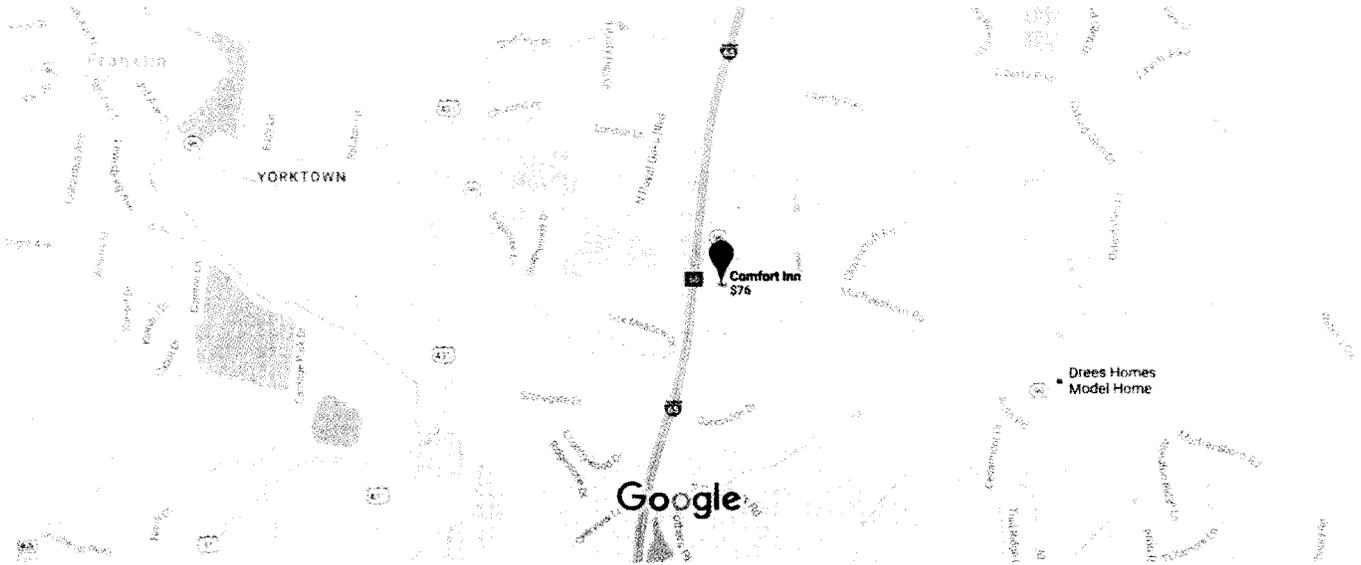
Mail to: Geoffrey Hintze, 2046 Rosebury Lane, Huntsville, Alabama 35803

The Allied Orders of the Grand Army of the Republic, Central Region Association, will be meeting in Franklin and Nashville this year. Saturday morning we will talk about and tour the Franklin Battlefield while the business meeting will be held at historic Fort Negley located in Nashville.

The Comfort Inn, 4202 Franklin Common Court in Franklin will be the designated hotel with a block of rooms reserved for us.

For more information go to the Central Region Association web site at www.craalliedorders.org or email Mike Downs at mpdowns76@gmail.com

Google Maps Comfort Inn



Map data ©2016 Google 2000 ft



Comfort Inn

3.7 ★★★★★

2-star hotel

Book a room Ad

Sun, Oct 9



Mon, Oct 10



DEAL 24% less than usual



Expedia.com

\$76

	Hotels.com	\$76
	priceline.com	\$76
	Orbitz.com	\$76

Casual lodging offering rooms with minifridges & microwaves, plus free breakfast & an indoor pool. - Google

4202 Franklin Commons Ct, Franklin, TN 37067

choicehotels.com

(615) 591-6660



Amenities

Free Wi-Fi

Free breakfast

Free parking

Accessible

Indoor pool

Air-conditioned

Hotel details

Off I-65, this unpretentious hotel is 3 miles from Fort Granger and 4 miles from Carnton plantation hou...

Review summary

- 5
- 4
- 3
- 2
- 1

3.7

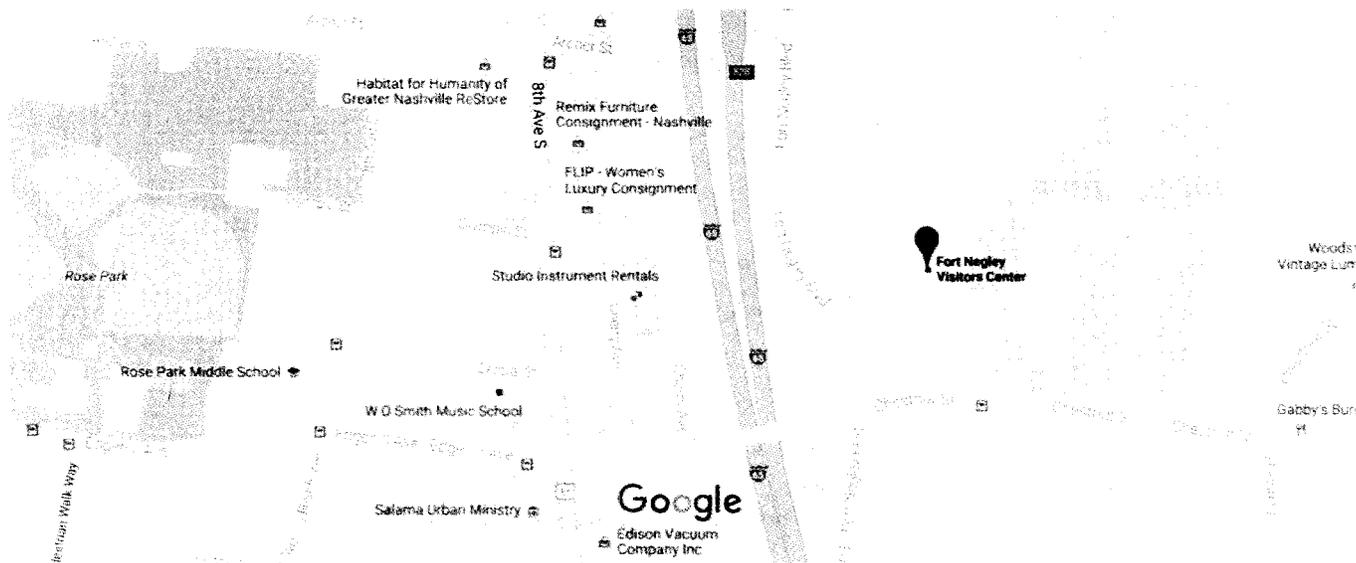
Rooms · 2.7

Guests liked the large rooms, though some said cleanliness & maintenance could be improved · Some guests mentioned bathroom cleanliness could be improved

Location · 4.6

Service & facilities · 3.9

Google Maps Fort Negley Visitors Center



Map data ©2016 Google, Nashville Davidson County 200 ft



Fort Negley Visitors Center

4.5 ★★★★★ 5 reviews

Historical Landmark

1100 Fort Negley Blvd, Nashville, TN 37203

nashville.gov

(615) 862-8470

Closed. Opens at 12:00 PM



Review summary

- 5
- 4
- 3
- 2
- 1

4.5

5 reviews

"The **staff** was beyond helpful, very cool/humbling **experience** to walk history."

"He was helpful, informative, and **down to earth**."

"This can be a quick **hour** stop that is well worth the visit."

Quick facts

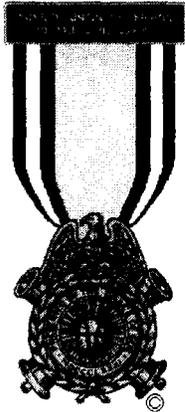
Fort Negley was a fortification built for the American Civil War, located approximately 2 miles south of downtown Nashville, Tennessee. It was the largest inland fort built in the United States during the war. [Wikipedia](#)

Opened: 1862

Area: 3 ha

Architect: James St. Clair Morton

People also search for



SUVCW LEADERSHIP COMMUNIQUE #2

THE IMPORTANCE OF “BRANDING”

Donald D. Palmer, Jr
Commander-in-Chief
Sons of Union Veterans of the Civil War
27 December 2011

One aspect of organizational development that is frequently overlooked by non-profit organizations is “branding”. The first question that one might ask is, “What is branding?” The answer that many come up with is that branding is simply establishing a logo for the organization. This is dead wrong. Although establishing a logo is part of the process, effective branding involves much more.

First, let’s start with the definition of a brand. Tom Beach defines a Brand as the sum total of how the public feels about something, or for our purposes, an organization. It is the emotional response that people have when interacting with or seeing about an organization. Melvin Young-Lewis defines it as something that communicates who you are, what you stand for and the unique and meaningful benefits you deliver to your constituents. Here are some examples of well known brands:

- Volvo = Safe
- Jeep = Rugged
- Breyer’s = Natural
- Häagen-Dazs = Indulgent
- Apple = Innovative, Cool
- IBM = Business, Conservative

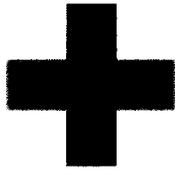
All agree that a successful brand is one that forges a strong emotional connection with its audience.

Non-profits, perhaps even more than other organizations, need to be able to tap into these emotions. Ultimately, non-profits are trying to get people rally behind a particular cause. **People not only need to like them, they need to believe in them.**

The bad news is that you can’t decide how someone is ultimately going to feel about you. The good news is you can, and should, do some things to influence

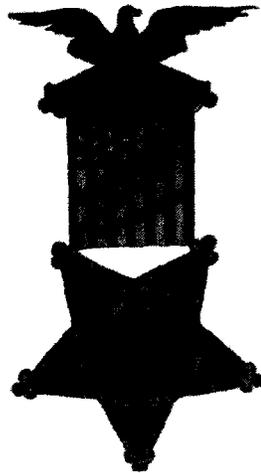
their opinion. Now let's define branding. **Branding is the intentional and systematic attempt to shape your Brand perception.**

Let's now look at some non-profit branding successes. Ever seen these before?



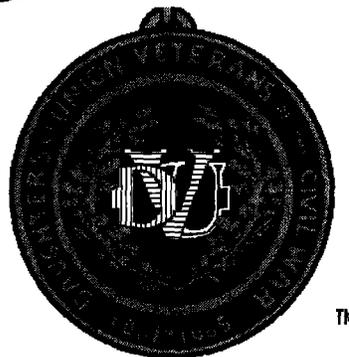
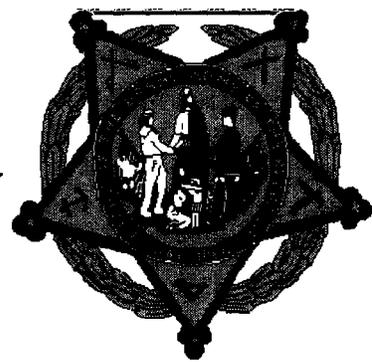
The first is the Red Cross, an organization that should be near and dear to our heart. Why? For many reasons, but not the least the fact it was Clara Barton, a Union heroine that started this organization the same year the SUVCW was born. This organization has become known for disaster relief and generates over \$3.5 billion in revenues each year. The next is another "can't miss", especially since we just passed Christmas, one time during the year this organization is highly visible. The Salvation Army branded itself as its own Christian-affiliated church that helps the needy. This organization, which started in Great Britain in 1865, generates \$2.5 billion in revenues annually and operates world wide. A more recent non-profit venture is the Susan Komen for the Cure organization focused on breast cancer awareness and research. This organization was started in 1982 and comes to mind anywhere one sees the color pink. In its short history, this organization has grown to the point where it generates nearly \$500 million each year. What do all three have in common? They have all successfully branded themselves. Most Americans would recognize these logos and their immediate thoughts about these organizations are overwhelmingly positive. The general public is willing to donate to these causes without too much thought. I can't walk by a Salvation Army kettle without making a donation.

Let's look at an organization a little closer to home.....the Grand Army of the Republic.



The GAR survived for only 90 years, life limited by plan. But in its heyday, it was a branding success. Although it's difficult to determine the financial attributes of this organization, the brand was definitely there. The GAR logo/badge was a familiar sight across the country, and their messages on veterans affairs, patriotic education and the observation of Memorial Day resonated with the general public. This logo was visible in town squares, cemeteries and an array of annual events. The branding was so effective, that modern day veterans groups such as the American Legion and the Veterans of Foreign Wars modeled much of their organizations after the GAR.

Now, how about these?



These are, of course, the logos for the five Allied Order organizations....the Sons of Union Veterans of the Civil War, the Auxiliary to the SUVCW, the Ladies of the Grand Army of the Republic, the Woman's Relief Corps and the Daughters of Union Veterans of the Civil War. If you took a random survey of the general public, I can almost guarantee that an extremely low percentage could correctly identify these logos and an even lower percentage could accurately describe what each of these organizations is doing. I have a basis for this hypothesis....back in 2002, I helped PCinC Steve Michaels develop a training program on "Marketing the Allied Orders" for the Central Region Conference. To support the training program, I randomly surveyed a number of people by showing them the SUVCW logo. None of those surveyed could correctly identify it. When I mentioned the name of the organization and asked these same people what they thought the SUVCW was all about, nearly all thought we were a Civil War re-enactment group. This all adds up to the SUVCW being a branding failure. Why a failure? Because the general public cannot connect our logo with our organization and their perception of our purpose is completely wrong.

So now let's go back to the basics of branding....

In these difficult economic times where organizations are competing for limited resources, there has been a lot of interest and conversation about nonprofit branding, and rightfully so. In an evolving media landscape and global market where information overload and clutter are the norm, organizations are not being heard or even worse, their intended messages are not being heard correctly. Still today some nonprofits view branding as something big corporations do rather than it being an integral part of their mission. This is the furthest thing from the truth, especially in a saturated and competitive environment where nonprofits and charities are competing for donations, awareness and ways to proactively engage their audiences, advocates, volunteers and partners. It is most imperative that nonprofits (large or small) understand what branding is and how to apply and integrate an effective brand strategy across their organizations, programs and into their content strategy.

The Importance of a Brand

The reality is that, without a strong brand and consistent messaging, it is harder to achieve anything else whether it is fundraising, telling your story, creating a signature event or cause-related marketing programs, lobbying before federal, state or local governments or mobilizing advocates and volunteers to serve as ambassadors for the brand. If there is one thing I have learned during my professional career, it is that if you have no brand strategy you are bound to create confusion for your business consumers (audiences) and your employees.

Misconceptions About Branding

As mentioned before, the overwhelming misconception about branding is that it simply involves a logo and colors. **WRONG.** When organizations hand off a brand identity assignment without any real guidelines or creative brief, the result is invariably unprofessional and lacks continuity. Logos are key elements of a brand programs, but the development of a brand strategy goes far beyond a logo and design elements. Branding is all about creating expectations and delivering on that brand promise for your audiences. A rewarding brand strategy delivers on your brand promise in a clear and relevant way that is easily understood by your audiences.

Social Currency Drives Brand Equity

Nonprofits have so much to say about their “social good” and their impact on communities, neighborhoods or individuals that it is important to get it right! Taking cues from some corporations, nonprofits need to do better at identifying and leveraging emotional triggers that ignite favorable reactions and feelings about their brands. In today’s market, a brand’s equity is determined by its “social currency” – people’s reaction to and interaction with your brand. In a world of social media where perceptions of your brand or organization can be determined in a matter of seconds, how your brand shows up is more important than ever before. How do nonprofits identify their brand triggers? First, start with conducting research or interviews from all constituents to determine your brand essence.

Authenticity Leads To Differentiation

Every organization’s success — revenue generated, increase in advocacy and volunteers, program creation and expansion, and legislation passed on its behalf — is directly related to its ability to develop a authentic brand strategy that (1) differentiates the brand and organization, (2) expands reach beyond core base and (3) helps build and establish relationships with key audiences, influencers and constituents interested in its causes and programs.

A brand is only as good as its IDEA. Although the idea must be promoted, more important it should be compelling, simple and relevant to your target audiences. If the public has to think hard about “your message” then you have already started to create some resistance to your brand and receptivity to your messaging.

Young-Lewis also provides 10 “Must-Haves” for an effective brand strategy

1. Conduct market research. It’s essential.
2. Understand who you are and what you stand for.
3. Define your purpose – you can’t be all things to all people.

4. Understand and leverage core competencies within competitive framework.
5. Identify key brand attributes.
6. Understand the value and equity of your design elements.
7. Incorporate your essence into all communications. Reinforce what you stand for.
8. Develop clear and concise messaging.
9. Create marketing plan that incorporates all disciplines and leverages technology and new media.
10. **Always remain consistent!!**

So often, nonprofits complain about a lack of receptivity to their message, a decline in donors or fundraising, and lack of advocacy and volunteer support. These issues more than often can be linked to two things, (1) a lack of clarity with regard to what the organization does (purpose) and (2) inconsistency in its messaging and image. For any nonprofit, corporation or small business, a cohesive brand strategy communicates a clear and concise message, authentically engages and interacts with audiences, and links together programs and services that deliver on brand promise. A successful brand strategy develops a clear identity and creates brand loyalty.

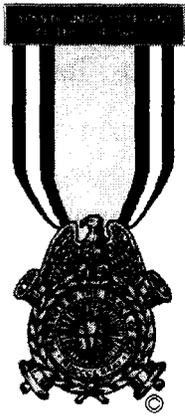
In summary, nonprofits (and companies) need to tell their stories. It is one of the most effective ways to establish a deeper meaning to your mission and emotionally connect audiences to what you do. Implementing a brand strategy offers your organization the opportunity to deepen its relationship with its audiences, establish credibility and authentically position itself among the competition.

Now, back to the Sons of Union Veterans of the Civil War. Based on the information presented, do you think the SUVCW has a good branding strategy? I certainly don't. Do we need to develop a branding strategy to achieve the results of an American Red Cross or a Salvation Army? No....that's not realistic. But can we do better than simply scrape by with less than \$200,000 annual income at the National level?...Absolutely. As you are probably aware, I established several new special committees this year to address key areas that will support our long term growth strategy. One of these committees is the Marketing and Promotion Committee, chaired by Senior Vice Commander-in-Chief Perley Mellor. Historically, promoting the Order has been a task of the Senior Vice Commander-in-Chief, but given his other key responsibilities, combined with the amount of effort needed to develop and execute an effective marketing program, I believed

that a committee was needed to support the Senior Vice Commander-in-Chief in this area. I know there are a number of Brothers who are chomping at the bit to work some specific marketing and promotion opportunities, but until we define our brand and develop a brand strategy, these efforts will end up being relatively ineffective. We need to move away from the usual "ad hoc" approach to addressing issues facing our Order.

As a Brand will be built with or without our participation, the best course of action is to take an active role. The first step should be to do a brand audit, where we take a look at every piece of marketing and identity pieces we have produced, as well as surveying what others have said about us. This includes not only traditional media, but also online and social media. Google ourselves. Run a search on Twitter. See what comes up. It may be surprising. It's also a good idea to do an internal survey to see how our organization thinks it is represents itself, and what it aspires to be.

Hopefully, this provides a better understanding of branding and why we need to develop a good branding strategy. My next communiqué will focus on generational attitudes and what I think is needed to accelerate membership growth over the next decade.



SUVCW LEADERSHIP COMMUNIQUE #1

WHY A VISION?

Donald D. Palmer, Jr
Commander-in-Chief
Sons of Union Veterans of the Civil War
28 October 2011

Since the National Encampment in Reston, several Brothers have asked me, "Why do we need a vision?" This answer is simple, but needs some explanation. "Vision" is a widely used term, but not well understood in the context of business operations. Unfortunately, many leaders don't understand what vision is, or why it is important. Over the past few years, I researched this topic to a great extent and pulled together some information from various references to help answer that question. I will first tackle the general topic of "vision" and then expand on the vision defined for our organization as defined in my General Orders #1 dated 26 August 2011.

First, consider this excerpt from a SKY Magazine article by Mapes in 1991, as it applies to many organizations today:

"A specialist was hired to develop and present a series of half-day training seminars on empowerment and teamwork for the managers of a large international oil company. Fifteen minutes into the first presentation, he took a headlong plunge into the trap of assumption. With great intent, he laid the groundwork for what he considered the heart of empowerment-team-building, family, and community. He praised the need for energy, commitment, and passion for production. At what he thought was the appropriate time, he asked the group of 40 managers the simple question on which he was to ground his entire talk: "What is the vision of your company?" No one raised a hand. The speaker thought they might be shy, so he gently encouraged them. The room grew deadly silent. Everyone was looking at everyone else, and he had a sinking sensation in his stomach. "Your company does have a vision, doesn't it?" he asked. A few people shrugged, and a few shook their heads. He was dumbfounded. How could any group or individual strive toward greatness and mastery without a vision? That's exactly the point....they can't. They can maintain, they can survive; but they can't expect to achieve greatness."

Much of the literature on vision focuses on “for-profit” businesses and corporations, but it clearly applies for “non-profit” organizations as well. One definition of vision comes from Burt Nanus, a well-known expert on the subject. Nanus defines a vision as a **realistic, credible, attractive future for [an] organization**. Let's dissect this definition:

- **Realistic:** A vision must be based in reality to be meaningful for an organization. For example, if you're developing a vision for a computer software company that has carved out a small niche in the market developing instructional software and has a 1.5 percent share of the computer software market, a vision to overtake Microsoft and dominate the software market is not realistic!
- **Credible:** A vision must be believable to be relevant. To whom must a vision be credible? Most importantly, to the members of the organization. If these people do not find the vision credible, it will not be meaningful or serve a useful purpose. Two purposes of a vision include inspiring those in the organization to achieve a level of excellence, and to provide purpose and direction for the work of those people. A vision that is not credible will accomplish neither.
- **Attractive:** If a vision is going to inspire and motivate those in the organization, it must be attractive. People must want to be part of this future that's envisioned for the organization.
- **Future:** A vision is not in the present, it is in the future. In this respect, the image of the leader gazing off into the distance to formulate a vision may not be a bad one. A vision is not where you are now, it's where you want to be in the future.

Nanus goes on to say that the right vision for an organization, one that is a *realistic, credible, attractive future for that organization*, can accomplish a number of things for the organization:

- **It attracts commitment and energizes people.** This is one of the primary reasons for establishing a vision for an organization...its motivational effect. When people can see that the organization is committed to a vision - and that entails more than just having a vision statement - it generates enthusiasm about the course the organization intends to follow, and increases the commitment of people to work toward achieving that vision.
- **It creates meaning in members' lives.** A vision allows people to feel like they are part of a greater whole, and hence provides meaning for their work. The right vision will mean something to everyone in the organization if they can see how their efforts contribute to that vision. Consider the difference between the hotel service worker who can only say, "I make beds and clean bathrooms," to the one who can also say, "I'm part of a team committed to becoming the worldwide leader in providing quality service to our hotel guests." The work is the same, but the context and meaning of the work is different.

- **It establishes a standard of excellence.** A vision serves a very important function in establishing a standard of excellence. In fact, a good vision is all about excellence. Tom Peters, the author of *In Search of Excellence*, talks about going into an organization where a number of problems existed. When he attempted to get the organization's leadership to address the problems, he got the defensive response, "But we're no worse than anyone else!" Peters cites this sarcastically as a great vision for an organization: "Acme Widgets: We're No Worse than Anyone Else!" A vision so characterized by lack of motivation would neither invigorate nor excite anyone about that organization. The standard of excellence also can serve as a continuing goal and stimulate quality improvement programs, as well as providing a measure of the worth of the organization.
- **It bridges the present and the future.** The right vision takes the organization out of the present and focuses it on the future. It's easy to get caught up in the crises of the day, and to lose sight of where you were heading. A good vision can orient you on the future, and provide positive direction. The vision alone isn't enough to move you from the present to the future, however. That's where a strategic plan comes in. A vision is the desired future state for the organization; the strategic plan is how to get from where you are now to where you want to be in the future.

Another definition of vision comes from Oren Harari: "**Vision should describe a set of ideals and priorities, a picture of the future, a sense of what makes the organization special and unique, a core set of principles that the organization stands for, and a broad set of compelling criteria that will help define organizational success.**" Are there any differences between Nanus's and Harari's definitions of vision? What are the similarities? Do these definitions help clarify the concept of vision and bring it into focus?

Now, let's discuss our SUVCW vision as it is currently defined, which I refer to as Vision 2020....

"To be recognized by Government, academia and the general public as the leading source of information pertaining to: (1) history, genealogy and preservation initiatives associated with the Grand Army of the Republic and the Soldiers, Sailors and Marines who fought to preserve the Union and (2) patriotism, the duties of citizenship and honoring those that made the supreme sacrifice in defense of this Nation."

Our mission, as defined by our Federal Charter, is as follows...

- To perpetuate the memory of the Grand Army of the Republic and those who fought to save the Union 1861 to 1865;
- to assist in every practicable way in the preservation and making available for research of documents and records pertaining to the Grand Army of the Republic and its members;

- to cooperate in doing honor to all who have patriotically served our country in any war;
- to teach patriotism, and the duties of citizenship, the true history of our country, and the love and honor of our Flag;
- to oppose every tendency or movement that would weaken loyalty to, or make for the destruction or impairment of our constitutional Union;
- and to inculcate and broadly sustain the American principles of representative government, of equal rights, and of impartial justice for all

What does this all mean to us? In its simplest sense, it boils down to reaching the public...be it on Civil War history, genealogical research and information, or the elements of good citizenship. Have we fared well in reaching the public up to this point? In some aspects, we have. However, the largest segment of the public either mistakenly identifies the SUVCW with other organizations, or knows nothing about us at all. So given our current state, can we say...mission accomplished? Vision 2020 takes the key elements of our mission and defines where we want to be by the year 2020. How will we measure success? Among other things, we can certainly track volume of web site searches, official requests for information (Gov't, academia, youth groups, etc.), opportunities for community involvement (lectures, living history programs, etc.) and membership growth.

Now that the vision has been communicated, how do we go about implementing it? This is where **strategic planning** comes in. To describe the relationship between strategic visioning and strategic planning.....**visioning can be considered as establishing where we want the organization to be in the future; strategic planning determines how we get there.** Strategic planning links the present to the future, and shows how we intend to move toward our vision. The process of strategic planning first involves developing goals to help us achieve our vision, then identifying actions that will enable the organization to reach these goals. That's what we will be doing next. As you may be aware, I have established the special committee on Vision and Planning led by PCC David LaBrot to develop the strategic plan needed to implement this vision. During the next several months, this committee will be working with other committees and officers of this organization to help develop this strategic plan. At a minimum, this plan will include strategies for effective advertising to increase public awareness, increasing membership, improving cooperation between Allied Orders, growing youth programs, establishing stretch goals on key data gathering initiatives and developing sound financial strategies.

Hopefully, this provides a better understanding of our vision, why we established it, and what we will be doing to develop a plan to achieve it. My next communiqué will focus on "Branding"...what it is and why it is important for organizations with growth goals.

Generational Differences Chart

Birth Years	1900-1945	1946-1964	1965-1980	(1977-1994) 1981-2000
Current Age	63-86	44-62	28-43	8-27
Famous People	Bob Dole, Elizabeth Taylor	Bill Clinton, Meryl Streep	Barak Obama, Jennifer Lopez	Ashton Kutcher, Serena Williams
#		80 Million	51 Million	75 Million
Other Names	Veterans, Silent, Moral Authority, Radio Babies, The Forgotten Generation	"Me" Generation, Moral Authority	Gen X, Xers, The Doer, Post Boomers, 13 th Generation	Generation Y, Gen Y, Generation Next, Echo Boomers, Chief Friendship Officers. 24/7's
Influencers	<p>WWII, Korean War, Great Depression, New Deal, Rise on Corporations, Space Age,</p> <p>Raised by parents that just survived the Great Depression.</p> <p>Experienced hard times while growing up which were followed by times of prosperity.</p>	<p>Civil Rights, Vietnam War, Sexual Revolution, Cold War/Russia, Space Travel</p> <p>Highest divorce rate and 2nd marriages in history.</p> <p>Post War Babies who grew up to be radicals of the 70's and yuppies of the 80's.</p> <p>"The American Dream" was promised to them as children and they pursue it. As a result they are seen as being greedy, materialistic and ambitious.</p>	<p>Watergate, Energy Crisis, Dual Income families and single parents, First Generation of Latchkey Kids, Y2K, Energy Crisis, Activism, Corp. Downsizing, End of Cold War, Mom's work, Increase divorce rate.</p> <p>Their perceptions are shaped by growing up having to take care of themselves early and watching their politicians lie and their parents get laid off.</p> <p>Came of age when USA was losing its status as the most powerful and prosperous nation in the world.</p> <p>The first generation that will NOT do as well financially as their parents did.</p>	<p>Digital Media, child focused world, school shootings, terrorist attacks, AIDS, 9/11 terrorist attacks.</p> <p>Typically grew up as children of divorce They hope to be the next great generation & to turn around all the "wrong" they see in the world today.</p> <p>They grew up more sheltered than any other generation as parents strived to protect them from the evils of the world.</p> <p>Came of age in a period of economic expansion.</p> <p>Kept busy as kids</p> <p>First generation of children with schedules.</p>

Core Values	Adhere to rules Conformers/Conformity Contributing to the Collective good is important Dedication/Sacrifice Delayed Reward Discipline Don't question authority Duty before pleasure Family Focus "Giving Back" is important Hard Work Law and Order Loyalty Patriotism Patience Respect for authority Responsibility Savers Stabilizing Trust in Government	Anti war Anti government Anything is possible Equal rights Equal opportunities Extremely loyal to their children Involvement Optimism Personal Gratification Personal Growth Question Everything Spend now, worry later Team Oriented Transformational Trust no one over 30 Youth Work Want to "make a difference"	Balance Diversity Entrepreneurial Fun Highly Educated High job expectations Independent Informality Lack of organizational loyalty Pragmatism Seek life balance Self-reliance Skepticism/Cynical Suspicious of Boomer values ThinkGlobally Techno literacy	Achievement Avid consumers Civic Duty Confidence Diversity Extreme fun Fun! High morals Highly tolerant Hotly competitive Like personal attention Self confident Socialability Members of global community Most educated generation Extremely techno savvy Extremely spiritual Now! Optimism Realism Street smarts

<p>Attributes</p>	<p>Committed to company Competent Confident Conservative Dedication Doing more with less Ethical Fiscally prudent Hard-working Historical viewpoint Honor Linear work style Loyal to organization/employers (duty, honor, country) Organized Patriotic Respectful of Authority Rules of conduct Sacrifice Strong work ethic Task oriented Thrifty-abhor waste Trust hierarchy and authority</p>	<p>Ability to handle a crisis Ambitious Anti-establishmentism Challenge Authority Competent Competitive Consensus Leadership Consumerism Ethical Good communication skills Idealism Live to work Loyal to careers and employers Most educated as compared to other 3 generations Multi-taskers Rebellious against convention beginning with their conservative parents. Traditionally found their worth in their work ethic but now seek a healthy life/work balance Optimistic Political correctness Strong work ethic Willing to take on responsibility</p>	<p>Adaptable Angry but don't know why Antiestablishment mentality Big Gap with boomers Can change Crave independence Confident Competent Ethical Flexible Focus on Results Free agents Highest number of divorced parents High degree of brand loyalty Ignore leadership Independent Loyal to Manager Pampered by their parents Pragmatic Results driven Self-starters Self sufficient Skeptical of institutions Strong sense of entitlement Unimpressed with Authority Willing to take on responsibility Willing to put in the extra time to get a job done Work/Life Balance Work to live</p>	<p>Ambitious but not entirely focused. Look to the workplace for direction and to help them achieve their goals. At ease in teams Attached to their gadgets & parents Best educated - Confident Diversity Focused - Multiculturalism Have not lived without computers Eager to spend money Fiercely Independent Focus is children/family Focus on change using technology Friendly Scheduled, structured lives Globalism (Global way of thinking) Greatly indulged by fun loving parents Heroism -Consider parents their heroes High speed stimulus junkies Incorporate individual resp. into their jobs. Innovative-think our of box Individualistic yet group oriented Invited as children to play a lead role in family's purchasing and travel decisions Loyal to peers Sociable -Makes workplace friends "Me First " Attitude in work life Most doted upon of any generation@work Net-centric team players Open to new ideas Optimistic Parent Advocacy (Parents are advocates) Political Savvy (like the Boomers) Respect given for competency not title Respectful of character development Self -absorbed Strong sense of entitlement Techno Savvy - Digital generation Think mature generation is "cool" Want to please others Hope to make life contributions to world Very patriotic (shaped by 9/11) Seek responsibility early on in their roles</p>
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Family Experience	Traditional Nuclear	Disintegrating "Cleaver Family" Mom stayed home As children were seen as "special"	Latch-key kids Women widely expected to work outside the home The first "day care" generation Dual Income families	Merged families Coddled kids (they got a trophy for coming in 8 th place)
Education	A dream	A birthright	A way to get there	An incredible expense
Value	Family/Community	Success	Time	Individuality
Dealing With Money	Put it away Pay cash Save, save, save	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend
% of Workplace	%5	45%	40%	10%
Work Ethic	Dedicated Pay your dues Work hard Respect Authority Hard work Age=seniority Company first	Driven Workaholic-60 hr work weeks Work long hours to establish self-worth and identity and fulfillment Work ethic = worth ethic Quality	Balance Work smarter and with greater output, not work longer hours. Eliminate the task Self-reliant Want structure & direction Skeptical	Ambitious What's next? Multitasking Tenacity Entrepreneurial
Focus	Task	Relationships and Results	Task and Results	Global and Networked
Technology	Adapted	Acquired	Assimilated	Integral
Entitlement	Seniority	Experience	Merit	Contribution
Workplace View on Respect for Authority	Authority is based on seniority and tenure.	Originally skeptical of authority but are becoming similar to Traditionalists-Time equals authority	Skeptical of authority figures Will test authority repeatedly.	Will test authority but often seen out authority figures when looking for guidance.
Workplace View on Time at Work	Punch the clock Get the job done	Workaholics Invented 50 hr work week Visibility is the key	Project oriented Get paid to get job done	Effective workers but gone @5PM on dot. View work as a "gig" or something that fills the time between weekends.
Workplace View on Skill Building	Training happens on the job Newly developed skills benefit the company, not the individual	Skills are an ingredient to success but they are not as important as work ethic and "face time".	Amassed skills will lead to next job, the more they know the better. Work ethic is important, but not as much as skills	Training is important and new skills will ease stressful situations. Motivated by learning / want to see immediate results.
View on Work/Life Balance	Work hard to maintain job security	Were hesitant of taking too much time off work for fear of losing their place on the corporate team. As a result, there is an imbalance between work and family.	Because of parents who are Boomer workaholics, they focus on clearer balance between work and family. Do not worry about losing their place on the corporate team if they take time off.	Not only balance with work and life, but balance with work, life and community involvement and self development. Flex time, job sharing, and sabbaticals will be requested more by this generation.

BusinessFocus	Quality	Long Hours	Productivity	Contribution
Work Ethic and Values	Adhere to rules Dedicated work ethic Duty before fun Expect others to honor their commitments and behave responsibly Individualism is NOT valued Like to be respected Like to hear motivational messages Linear Work style Socialization is important Their word is their bond Value due process and fair play Value Honor Value compliance Value Sacrifice Value Dedication Value Hard work Value Good Attitude Value Attendance Value Practical Knowledge Value Loyalty	Challenge authority Crusading causes Dislike conformity and rules Heavy focus on work as an anchor in their lives Loyal to the team Question authority Process oriented Relationship focused at work Strive to do their very best Value ambition Value collaboration Value Equality Value Personal fulfillment/gratification Value personal growth Value teamwork Value youthfulness Want respect from younger workers Want a flexible route into retirement Willing to take risks Work efficiently	Care less about advancement than about work/life balance Expect to influence the terms and conditions of the job Work/family balance is important to them Enjoy work, but are more concerned about work/life navigation Have a work ethic that no longer mandates 10 hr days. Like a casual work environment Looking for meaningful work and innovation Move easily between jobs and criticized for having no attachment to a particular job/employer Outcome oriented Output focused Prefer diversity, technology, informality and fun Rely on their technological acuity and business savvy to stay marketable. Want to get in, get the work done and move on to the next thing.	Believe that because of technology, they can work flexibly anytime, anyplace and that they should be evaluated on work product-not how, when or where they got it done. Expect to influence the terms and conditions of the job Have a work ethic that no longer mandates 10 hr days. High expectations of bosses and managers to assist and mentor them in attainment of professional goals. Want long-term relationships with employers, but on their own terms "Real Revolution">decrease in career ambition in favor of more family time, less travel, less personal pressure. Goal oriented Looking for meaningful work and innovation May be the first generation that readily accepts older leadership Looking for careers and stability Mentoring is important to them Obsessed w/ career developments Prefer diversity, technology, informality&fun Recognize that people make the company successful Tolerant Thrive in a collaborative work environment Training is important to them Understand importance of great mentors Want to enhance their work skills by continuing their education
Preferred Work Environment	Conservative Hierarchical Clear chain of command Top-down management	"Flat" organizational hierarchy Democratic Humane Equal Opportunity Warm, friendly environment	Functional, Positive, Fun Efficient Fast paced and Flexible Informal Access to leadership Access to information	Collaborative Achievement-oriented Highly creative Positive Diverse Fun, Flexible, Want continuous feedback

Work is...	An obligation A Long Term Career	An exciting adventure A Career Work and then Retire	A difficult challenge A contract Just a Job	A means to an end Fulfillment Flexible Work Arrangements
<p>What They Are Looking For In a Job</p>	<p>Recognition and respect for their experience Value placed on history/traditions Job security and stability Company with good reputation and ethics Clearly defined rules/policies Do what you know needs to be done</p>	<p>Ability to "shine"/"be a star" Make a contribution Company represents a good cause Fit in w/ company vision/mission Team approach Need clear and concise job expectations, and will get it done Like to achieve work throughteams.</p>	<p>Dynamic young leaders Cutting edge systems/tech Forward thinking company Flexibility in scheduling Input evaluated on merit, not age/seniority If you can't see the reason for the task, they will question it. If you can't keep them engaged then they will seek it in another position.</p>	<p>Want to be challenged-Don't want boring job Expect to work with positive people and company that can fulfill their dreams Strong, ethical leaders/mentors Treated w/ respect in spite of age Social network They expect to learn new knowledge and skills(they see repeating tasks as a poor use of their energy and time and an example of not being taken seriously) Friendly environments(Respond poorly to inflexible hierarchical organizations. Respond best to more networked, less hierarchical organizations. Flexible schedules Want to be evaluated on output not input-on the work product itself They expect to be paid well They want to make a difference Because of being a product of the "drop down and click menu", they may need to be given a list of options</p>

<p>Work Assets</p>	<p>Bring value to the workplace with their experience, knowledge Consistent Disciplined Dependable Detail Oriented Hardworking Loyalty Stable Thorough Use their institutional experience and intuitive wisdom to face changes in the workplace.</p>	<p>Anxious to please Challenges the status quo Can creatively break down the big picture into assignments. Good at seeing the big picture Good team players Mission oriented Politically Savvy-gifted in political correctness Service oriented Will go the extra mile Works hard</p>	<p>Adapt well to change Consumer mentality Direct communicators Don't mind direction but resent intrusive supervision. Eager to Learn, Very Determined Good task managers Good short term problem skills Highly educated Multitaskers Not intimidated by authority Thrive on flexibility Technologically savvy Will do a good job if given the right tools Value "information" Want feedback</p>	<p>Consumer mentality Collaboration Goal oriented Highly educated Multitask Fast Optimistic Positive attitude Technical; savvy Tenacious</p>
<p>Work Liabilities</p>	<p>Don't adapt well to change Don't deal well w/ ambiguity Hierarchical Typically take a top down approach modeled by the military chain of command Avoid Conflict Right or wrong</p>	<p>Expect everyone to be workaholics Dislike conflict Don't like change Challenge Authority of Traditionalists Judgmental if disagree Not good with finances Peer loyalty "Process before results" Self-centered</p>	<p>Built "portable" resume Cynical;skeptical Dislike Authority Dislike rigid work requirements Impatient Lack people skills No long term outlook Respect Competance Mistrusts Institutions Rejects rules Don't understand the optimism of Boomers and Gen Y</p>	<p>Distaste for menial work (they are brain smart) Inexperienced Need supervision Need structure Lack discipline High expectations Lack of skills for dealing with difficult people Impatient Lack of experience Respond poorly to those who act in an authoritarian manner and/or who expect to be respected due to higher rank alone.</p>

<p>Keys to Working With</p>	<p>Think that work is not suppose to be fun They follow rules well but want to know procedures. Tend to be frustrated by what they see as a lack of discipline, respect, logic and structure especially if the workplace is more relaxed or spontaneous. Consider their feelings Tend to be conservative in Workplace Like the personal touch</p>	<p>Want to hear that their ideas matter. They were valued youth, teens and young adults and expect to be valued in the workplace. Their careers define them, their work is important to them. Silly routines are frustrating. They expect their work, and themselves to matter. Before they do anything, they need to know why it matters, how it fits into the big picture and what impacts it will have on whom. Do well in teams Are motivated by their responsibilities to others Respond well to attention and recognition. Don't take criticism well Less likely to offer necessary recognition. Need flexibility, attention and freedom</p>	<p>Want independence in the workplace and informality Give them time to pursue other interests Allow them to have fun at work Give them the latest technology</p>	<p>Like a team oriented workplace Want to work with bright, creative people Take time to learn about their personal goals They expect to be treated respectfully. Raised to feel valued and very positive about themselves;they see as a sign of disrespect any requirement to do things just because this is the way it has always been done or to pay one's dues. Want to work with friends Provide engaging experiences that develop transferable skills Provide rational for the work you've asked them to do and the value it adds. Provide variety Grow teams and networks with great care;develop the tools and processes to support faster response and more innovative solutions. Provide a work environment that rewards extra effort and excellence Pay close attention to helping them navigate work and family issues. Offer structured, supportive work environment Personalize work and also involve in teams Interactive work environment</p>
<p>Leadership Style</p>	<p>Hierarchy Directive Command-and-control</p>	<p>Consensus/Consensual Collegial</p>	<p>Competence Everyone is the same Challenge others Ask why</p>	<p>Achievers TBD(this group has not spent much time in the workplace so this characteristic is yet to be determined)</p>
<p>View of Authority</p>	<p>Respectful</p>	<p>Impressed</p>	<p>Unimpressed</p>	<p>Relaxed</p>
<p>My heroes are....</p>	<p>The unit</p>	<p>Kennedy's, Martin Luther King ..</p>	<p>What's a hero? Boss</p>	<p>My grandparents Boss-if things are right Themselves</p>
<p>Interactive Style</p>	<p>Individual</p>	<p>Team Player Loves to have meetings</p>	<p>Entrepreneur</p>	<p>Participative</p>

Technology is...	Hoover Dam	The microwave	What you can hold in your hand;cell, PDA	Ethereal - intangible
Communications Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Communication	Discrete Present your story in a formal, logical manner Show respect for their age/experience (address as Mr, Sir, Mrs) Use good grammar and manners (no profanity) Deliver you message based on the history/traditions of the company and how they can fit Use formal language Don't waste their time Use inclusive language (we, us) Focus-words not body language Slow to warm up Memo Like hand-written notes, less email and more personal interaction	Diplomatic In person Speak open – direct style Use body language to communicate Present Options (flexibility) Use E-Comm's/face-to-face Answer questions thoroughly and expect to be pressed for details Avoid Manipulative/controlling language Like the personal touch from Managers Get consensus-include them or they may get offended Establish a friendly rapport OK to use first names Learn what is important to them Emphasize the company's vision and mission and how they can fit in	Blunt/Direct Immediate Use straight talk, present facts Use email as #1 tool Learn their language & speak it Use informalcommunication style Talk in short sound bytes Share info immediately and often Has the potential to bridge the generation gap b/w youngest and oldest workers. Don't mico-manage Use direct, straightforward approach Avoid buzz words and company jargon Tie your message to "results" Emphasize "WIIFM" in terms of training and skills to build their resume	Polite Use positive, respectful, motivational, electronic communication style.(Cell phones, email, IM, text)-these are "fun" Communicate in person if the message is very important Use email and voice mail as #1 tools Don't talk down-they will resent it Show respect through language and they will respect you Use action verbs Use language to portray visual pictures Be humorous-show you are human Be careful about the words you use and the way you say it(they are not good at personal communication because of technical ways of communicating) Be positive Determine your goals and aspirations and tie message to them Prefer to learn in networks, teams using multi-media while being entertained and excited
Feedback and Rewards	No news is good news Satisfaction is a job well done Feedback on performance as they listen Want subtle, private recognition on an individual level without fanfare.	Feel rewarded by money and will often display all awards, certificates and letters of appreciation for public view. Like praise Title recognition Give something to put on the wall. Somewhat more interested in soft benefits than younger generations Enjoy public recognition Appreciate awards for their hard work&the long hrs. they work	Not enamored by public recognition. Want to be rewarded wit time off. Freedom is the best reward Prefer regular feedback on their work but as less dependant on being told that they are good people. Somewhat more interested in benefits than younger generations Need constructive feedback to be more effective Are self-sufficient,give them structure, some coaching, but implement a hands-off type of supervisory style	Like to be given feedback often and they will ask for it often. Meaningful work Be clear about goals and expectations Communicate frequently Provide Supervision & Structure Want recognition for their heroes;bosses and grandparents. Managers who balance these frames of reference in rewarding workers create a more valuable experience for both the employee and worker.

Messages that Motivate	"Your experience is respected"	"You are valued" "You are needed"	Do it your way Forget the rules	You will work with other bright, creative people
Motivated by...	Being respected Security	Being valued, needed Money	Freedom and removal of rules Time Off	Working with other bright people Time Off
Money is...	Livelihood	Status Symbol	Means to an end	Today's payoff
Work and Family Life Balance	"Ne'er the two shall meet" Keep them separate At this point in their lives they are interested in flexible hrs and are looking to create balance in their lives after working most of it.	No balance "Live to work" At this point in their lives they are interested in flexible hrs and are looking to create balance in their lives. They have pushed hard, all work and no play and they are beginning to wonder if it was worth it.	"Work to live" Balance is important. They will sacrifice balance, but only occasionally. They work to live, not live to work.	"Work to live" Balance is important. They will sacrifice balance, but only occasionally. They value their lifestyle over upward mobility. If presented with a work promotion that will throw their life out of balance, they will choose their lifestyle.
Mentoring	Investment in long term commitment Support-long term commitment Show support for stability, security and community Actions w/ focus on standards and norms Allow the employee to set the "rules of engagement" Ask what has worked for them in the past and fit your approach to that experience Let them define the outcome that you both want Use testimonials from the nation's institutions Respect their experience Emphasize that you have seen an particular approach work in the past, don't highlight uniqueness or need for radical change	Stellar career important as they question where I have been and where I am going Appreciate they paid their dues under the hierarchical rules Teach them balance:work, family, financial, etc. Need to know they are valued Show them how you can help them use their time wisely Pre-assess their comfort level with technology before new projects Demonstrate the importance of a strong team and their role Emphasize that their decision is a good one and a "victory" for them Follow up, check in, and ask how the individual is doing on a regular basis, but DO NOT micro-manage.	Offer a casual work environ.&lighten up. Get them involved, Encourage creativity Allow flexibility, Be more hands off Encourage a learning environment Listen - and learn! They work with you, not for you Offer variety and stimulation May need help in taking responsibility for full process completion and in appreciating how their input affects the whole. Need their managers to appreciate that they have a life/can be more efficient one task at a time. They will leave in a second if a better deal comes along. Provide learning and development opportunities Provide situations to try new things. Ask for their input in selecting an option Be prepared to answer "why" often Present yourself as an information provider, not Boss Use their peers as testimonials Appear to enjoy your work Follow up and meet your commitments. They are eager to improve and expect you to follow through with information	Encouragement to explore new avenues through breaking the rules Raise the bar on self as they have high expectations Goals – in steps and actions Establish mentoring programs Honor their optimism and welcome and nurture them Be flexible Challenge them Respect them Offer customization-a plan specific to them Offer peer-level examples Spend time providing information and guidance Allow options, including work from home and flex time Be impressed with their decisions

Career Development	Not really an option for the Traditionalists. Just taught to keep their nose to the grindstone. The ultimate goal was simply to move up within the organization, but realized this happened only to a few.	Focus on developing their careers through opportunities within one organization or at least one industry. Moved up based on seniority, not always based on skill and expertise.	Take a pro-active approach to career development through more degrees and experiences both within the organization and without. This is often seen as being dis-loyal to the company, but Gen Xers see it as being loyal to themselves.	Millennials will enter the work force with more experiences than any generation before them. They will continue to seek this through requests for more experiences and opportunities. If they don't get it at their work, they will seek it elsewhere.
Training and Development	Training should contribute to the organization's goals	Training is a contribution to the organization's goals, but is also a path to promotion and additional compensation.	Training enhances their versatility in the marketplace and investment in their future. Not necessarily loyal to the company who trained them.	Willing and eager to take risks; don't mind making mistakes-they consider this a learning opportunity.
Retirement	Put in 30 years, retire and live off of pension/savings	If I retire, who am I? I haven't saved any money so I need to work, at least part time. I've been downsized so I need to work, at least part time.	I may retire early; I've saved my money. I may want different experiences and may change careers. I may want to take a sabbatical to develop myself.	Jury is still out but will probably be similar to Gen Xers.
Fundraising Tips	<p>Offer them conservative planned giving and financial management tools.</p> <p>Have one on one meetings and ask their advice.</p> <p>No email fundraising here. The more personal the better.</p> <p>Older generations (include Boomers) may be more interested in planned giving and financial management tools. They will respond better to traditional solicitation strategies like personal letters and fact to face meetings.</p>	<p>Put them out front and in the spotlight.</p> <p>Get them involved, allow them to find self-fulfillment through work with your organization.</p> <p>Offer them more aggressive planned giving and financial management tools.</p> <p>Appeal to their idealism</p> <p>Could your agency be where they spend their "third age.?"</p>	<p>Use humor in appeals.</p> <p>Allow them to work independently for your agency and on their own terms-can't stand infinite committee meetings.</p> <p>Social entrepreneurs-"micro-loans".</p> <p>Creative use of new technologies.</p> <p>Understand their primary focus is their family.</p> <p>Lone ranger philanthropy and volunteerism.</p> <p>Younger generations have shorter attention spans. The trick is to engage them quickly (often with humor) let them see how they can make a difference, and connect things they care about like their families and environment.</p> <p>Messages can be delivered by technology but need to be short and to the point.</p>	<p>Use them for focus groups, ask their opinions.</p> <p>Put them in charge of using technologies for appeals-no long appeal letters.</p> <p>Utilize their networks-have them plan events that interest them.</p> <p>Act fast on their interest or you will lose them.</p> <p>Link your cause to sustainability.</p> <p>"Mid Century Modern" is cool again.</p>

The Battle of Franklin

November 30, 1864

A Self-Guided 12-mile Driving Tour

1. **The tour begins at the Carter House Museum** – *From Columbia Ave, just north of the Carter House, turn into East Fowlkes Avenue to the Carter House Museum parking lot.* An overview of the Battle of Franklin is available here. The Carter House and Museum are open for tours.

The Carter House ^{National Landmark} (1140 Columbia Ave) – The Carter House is considered the epicenter for the Battle of Franklin, with vicious hand-to-hand fighting raging all around during the battle. It is scarred by more than 1,000 bullet holes, still visible today. Built in 1830 by F.B. Carter, this house remained in the Carter family until 1896. On the morning of the battle, the parlor of the house was commandeered by Federal General J.D. Cox as his headquarters, and was used as such until shortly prior to the battle. F.B. Carter's son, Confederate Captain Tod Carter, was mortally wounded just southwest of the home and, the following morning, was carried inside where he died on December 2nd. Arthur McArthur, father of WWII General Douglas MacArthur, was shot in the chest, shoulder and knee near the front of the house. *Leaving the Carter House Museum, turn right onto Columbia Avenue, drive two miles to the Winstead Hill Overlook on the right. Winstead Hill City Park is next to the overlook.*

2. **Winstead Hill Overlook** ^{National Landmark} (4023 Columbia Pike) – This hill commands a view of the Franklin Battlefield terrain. A Battle of Franklin topographical map is mounted in the overlook shelter. Along “Generals’ Walk” are monuments to the six Confederate generals who died at the Battle of Franklin. Winstead Hill was Confederate Lieutenant General John Bell Hood's command post during the battle. It was here that he observed the entrenched Federal troops before he went to the Harrison House to brief his division and corps commanders for the assault on the Federal Army. Below the hill, Major General Benjamin F. Cheatham's Army Corps formed alongside Stewart's Corps for the frontal assault on the entrenched Federal forces of General John M. Schofield's 4th and 23rd U.S. Army Corps. One of the most impressive spectacles of war unfolded below (likened to Pickett's Charge at Gettysburg) as eighteen Confederate brigades marched in formation through the fields along Columbia Pike with their battle flags waving and bands playing.

From Winstead Hill Overlook, turn right on Columbia Pike continuing past the Harrison House on the right.

3. (No Stop) **The Harrison House** ^{NRHP} (4800 Columbia Ave – private residence – not open to public) General Hood held his last staff conference here before launching his Army of Tennessee against the Federal positions. Hood's generals argued strongly against the assault, but Hood ordered them to attack. Following the battle, the house held several wounded Confederate wounded, including Brig Gen John C. Carter, who died here ten days later.

Continuing south on Columbia Pike turn around at a business on left just past Harrison House to follow the line of march following Columbia Avenue north up Winstead Hill toward Franklin. Continue on Columbia Pike/Avenue 2.7 miles

4. (No Stop) **Federal Forward Line** (1410 Columbia Ave – 1.5 miles from Winstead Hill) On the left, is a marker for the where the advancing Confederates encountered their first resistance. Colonel Conrad's and Colonel Lane's Federal brigades were placed east and west of the pike as a forward defense line. The massive Confederate charge overran the position and the Federals became intermingled with the Confederates in a race toward the main line.

Just past Cleburne Street, turn right into the parking at Carter's Hill Battlefield Park.

5. **Carter's Hill Battlefield Park** (100 Cleburne Street) – The Carter's Cotton Gin stood on the north side of Cleburne Street forming a deadly salient for angling fire at the Confederates occupying the outer breastworks' trenches. Here was the battle's epicenter. Veterans referred to this area as the "Slaughter Pen." East of Columbia Pike, Federal Brigadier General Jacob D. Cox's Division manned the left flank breastworks that bordered along Cleburne Street. Federal Brigadier General Thomas H. Ruger's Division occupied the forward breastworks west of Columbia Pike and rear breastworks on the south side of the Carter's farm office building. Confederate Major General John C. Brown's troops charged along with men routed from the Federal forward line and broke through this line for some 50 yards before being repulsed by heavy fire. Major General Cleburne, and Brigadier Generals Hiram B Granbury and John Adams were cut down along present Cleburne Street looking east. Brigadier Generals Otto F. Strahl, John C. Carter and States Rights Gist fell along present Strahl Street looking west.

6. **The Lotz House** ^{NRHP} (1111 Columbia Ave) – This was the home of the Albert Lotz family who sought refuge in the basement of the Carter's home during the battle. From this vicinity, Federal Colonel Emerson Opdycke's brigade rushed up to close the gap in the Federal line opened by the charging Confederates. The clashing troops engaged in pitched hand-to-hand fighting. The Lotz House is open for tours.

Drive south on Columbia Avenue; turn left onto Cleburne St. and then turn right onto Lewisburg Ave., across railroad tracks to Collins' Farm on the right.

7. **Collins' Farm** (418 Lewisburg Avenue) - This land originally was the northwestern parcel of Carnton Plantation. During the Battle of Franklin, Brigadier Generals Scott's, Adams', and Featherston's Regiments of Major General William Loring's Division advanced under artillery fire through this part of Carnton Plantation to face Osage Orange abatis and entrenched Federal forces. *Continuing on Lewisburg Ave, at the sign to Eastern Flank Battlefield Park and Carnton Plantation, turn right onto Eastern Flank Parkway.*

8. **The Eastern Flank Battlefield Park** (820 Lewisburg Pike) – Major General William Wing Loring's Confederate division received a considerable number of casualties as they advanced under artillery fire from Fort Granger. Loring's brigades were under the commands of Brigadier Generals Thomas M. Scott, Winfield Scott Featherston, and John Adams. In 1877, the first large Confederate soldiers' reunion was held here in McGavock's Grove, the trees "still bearing scars of the battle." *Continue on Eastern Flank Parkway Loop to Carnton Plantation.*

9. **Carnton Plantation** ^{National Landmark} (1345 Eastern Flank Parkway) During the Civil War, Carnton was the home of Colonel John and Carrie McGavock, featured in the best-selling novel, *Widow of the South*. As the Battle of Franklin began, Confederate General W.W. Loring's division swept across the grounds of Carnton to meet cannon fire and rifle crossfire from the eastern Federal line a few hundred yards away. Many of these soldiers were carried back to Carnton, grievously wounded, as were their comrades from other parts of the battlefield. More than three hundred wounded and dying soldiers filled the rooms, the veranda, and the grounds surrounding the house. The bodies of at least three Confederate generals, Cleburne, Granbury and Strahl, were laid out on the back porch after the Battle. Carnton Plantation is open for tours. *Continue on Eastern Flank Parkway Loop to McGavock Confederate Cemetery.*

10. **Confederate Cemetery** ^{National Landmark} – After the Battle, the dead were buried where they fell in shallow graves. In the spring of 1866, Colonel John and Carrie McGavock had the bodies of Confederate soldiers properly buried on their land adjoining their family cemetery. The bodies of quite a number of the soldiers were claimed by their families and returned home. This is the only private Confederate Cemetery. *Continue on Eastern Flank Parkway Loop to Lewisburg Pike. Leaving the Eastern Flank Battlefield Park, turn left onto Lewisburg Pike. Drive on Lewisburg Pike to South Margin St. (approx. 1 mile). Bear right on South Margin St. to 5th Ave. Turn right on 5th Ave. / Murfreesboro Rd. to Eddy Lane. Turn left onto Eddy Ln. Continue on Eddy Ln. to Fort Granger on the left.*

11. Fort Granger ^{National Landmark} (308 Eddy Lane) In the spring of 1863, Federal forces commanded by Major General Gordon Granger occupied Franklin. Construction of major fortification began under the direction of Captain W.E. Merrill, U.S. Corps of Engineers. Fort Granger, the largest of these fortifications was placed on Figuers Bluff, above the Harpeth River and near the Nashville & Decatur Railroad bridge. The artillery at Fort Granger saw action twice in 1863 against Confederate cavalry forces as well as during the Battle of Franklin when two six-gun rifled U.S. artillery batteries were fired across the river into Stewart's advancing Confederates south of Lewisburg Pike. During the Battle of Franklin, the site served as command post of Major General John M. Schofield. *Leaving Fort Granger, turn left on Eddy Lane to Eddy Court. Turn left into Eddy Court to railroad underpass.*

12. Nashville & Decatur Railroad Underpass / Fort Granger Complex –This general area was part of the Fort Granger complex with warehouses, camps and corrals. The Confederate rearguard, retreating from Nashville clashed with the Federal Cavalry across the outer perimeter of Fort Granger. *Walk through the underpass to view the historic marker. Return to Eddy Lane. Turn left onto Eddy Lane to Liberty Pike. Turn left onto Liberty Pike, and drive to East Main St. Turn left onto East Main St. Continue on East Main St. to the Public Square.*

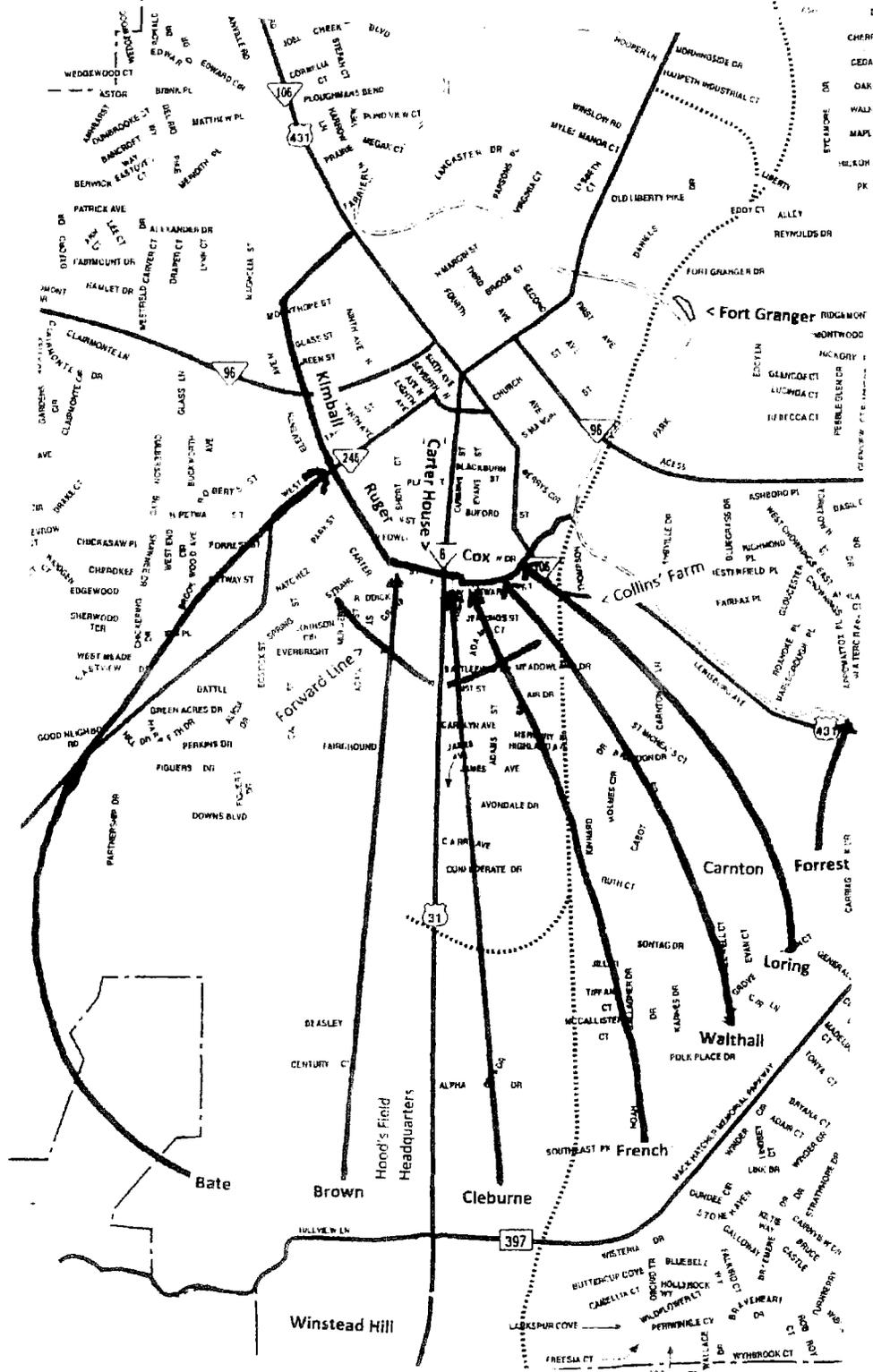
13. Public Square — Courthouse ^{NRHP} – The Williamson County Courthouse was used as a Provost Marshall headquarters during the Federal occupation and as a Confederate hospital after the Battle of Franklin. **Confederate Sentry Statue** – “Chip” in the center of the Square, was erected in 1899 by the United Daughters of the Confederacy to commemorate the 35th anniversary of the battle. **Cannons** – Cannon tubes are original bronze Federal Model 1841 6-Pounder Field Guns mounted on reproduction Number 1, Field Carriages. Two were cast in Springfield, MA, by N. P. Ames Founder in 1847; one in Chicopee, MA, by Ames Company in 1853; and one in Boston by Cyrus Alger & Company in 1861. *Continue on West Main Street 1 block to 4th Ave. N. Turn right on 4th Ave. N. and continue for 2 ½ blocks to Rest Haven Cemetery on left.*

14. Rest Haven Cemetery ^{NRHP} (325 4th Avenue North) Rest Haven Cemetery on the left is the final resting place of Franklin's Unknown Civil War Soldier. The remains of the soldier were found on Columbia Pike in May 2009 and re-interred in Rest Haven Cemetery with an appropriate ceremony on October 9, 2009. Buried here are Captain Tod Carter who was mortally wounded near his home during the Battle of Franklin and Dr. F.P. Sloan who died of his Franklin Battle wounds on June 19, 1865, more than seven months after the battle . Here also are the graves of Lt. Col. George Grummond, 14th Mich., U.S., provost marshal during occupation, and of Brig. Gen. James P. Brownlow, 1st Tenn. Cav., U.S., Union commander at the September 1864 engagement near Winstead Hill. The Old City Cemetery just across 4th Avenue North contains the graves of Fountain Branch Carter and his wife. *Continue north on 4th Avenue N; turn left onto 3rd Avenue to 5th Avenue N; turn right on 5th Avenue N; turn left on Del Rio Pike. Cemetery is on the immediate left.*

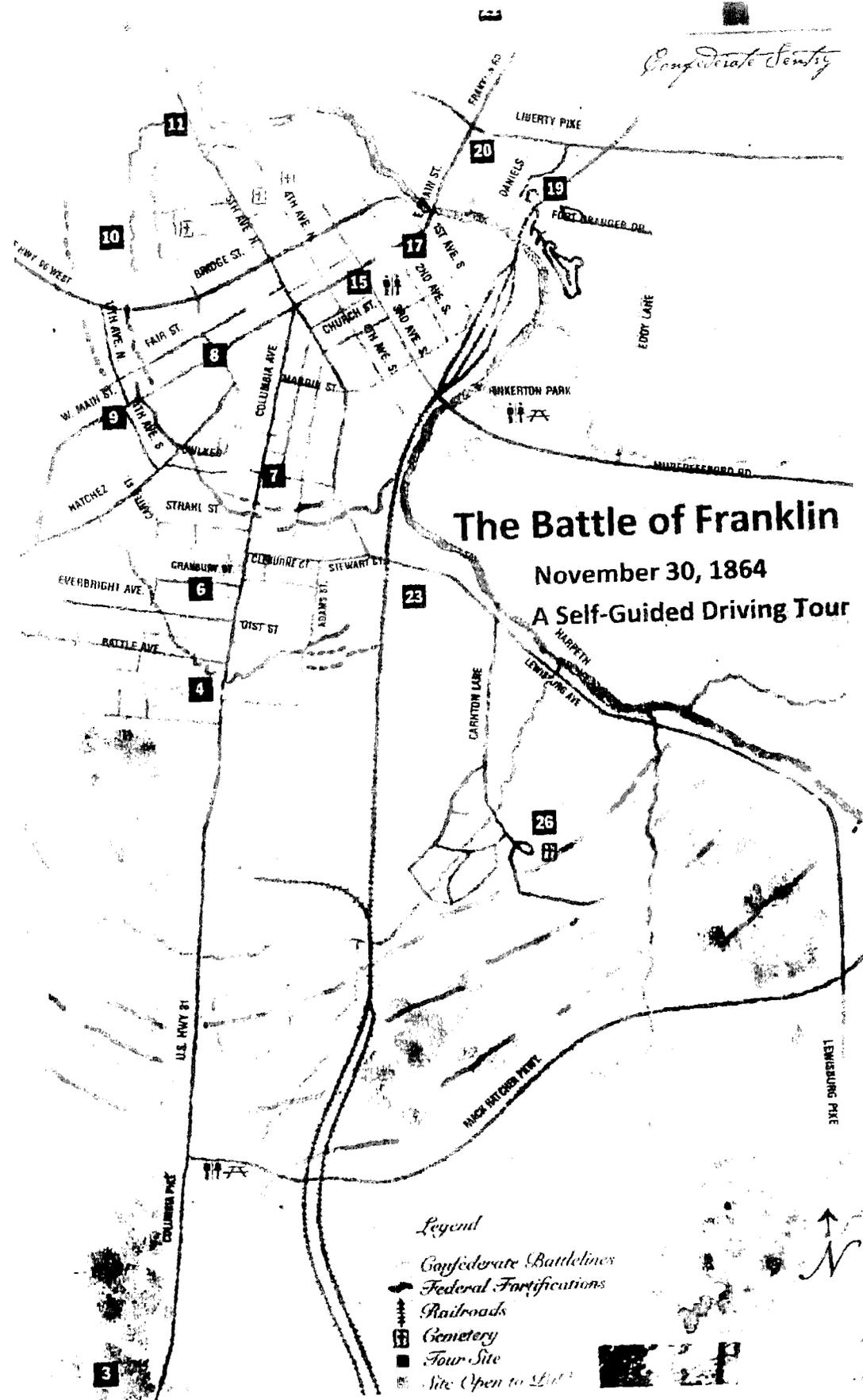
15. Toussaint L'Ouverture Cemetery ^{NRHP} (Del Rio Pike at 5th Ave N) This historic African-American cemetery, where burials date to 1869, contains the grave of reconstruction businessman A.N.C. Williams, several military veterans, and many citizens of the early-emancipated neighborhoods in Franklin. Among the military veterans, are the graves of Civil War U.S.C.T. veterans, Freeman Thomas, John Dubuission, and Peter Ratcliffe. *The tour ends here. From the cemetery road, turn right onto Del Rio Pike and, immediately, turn right on 5th Avenue N toward downtown: At the fourth traffic light, turn into the right lane in order to bear right onto Columbia Ave. (Rt. 31) where signs direct you back to the Carter House.*

Battle of Franklin

November 30, 1864



Confederate Cemetery



The Battle of Franklin

November 30, 1864

A Self-Guided Driving Tour

- Legend*
- Confederate Battlelines
 - Federal Fortifications
 - Railroads
 - ☠ Cemetery
 - Tour Site
 - Site Open to Public



Franklin Battlefield Preservation General Timeline

This document is a work in progress by Save The Franklin Battlefield, Inc. See www.franklin-stfb.org for the latest revision.

1866 - John McGavock donates two acres near Carnton Plantation for a Confederate Cemetery. Nearly 1,500 Confederate dead are recovered from the battlefield and buried there

1899 - The Confederate Soldier Monument, dedicated on Franklin Square. Tenny Pinkerton Dozier aided the fundraising. She was also instrumental in organizing the United Daughters of the Confederacy Chapter #14 and in petitioning Congress to establish a Battlefield Park at Franklin. Sadly, nothing came of it.

1913 - UDC Chapter #14 forms the Franklin National Park Committee chaired by Mrs. N. B. Dozier. They asked Tennessee's Senators to sponsor a bill to buy battlefield property for a National Park. Congress did not appropriate the funds. See STFB newsletter Jan 1997.

1948 - Winstead Hill Ridge donated to UDC Chapter #14 by Walter Roberts.

1982 - UDC sells the property to the Sons of Confederate Veterans who interpret and maintain this site where Gen. Hood's Headquarters overlooked the battlefield.

1997 - City of Franklin buys 63 acres north and west of Winstead Hill as a City Park

1951 - Carter House purchased by Tennessee Historic Commission as a State Historic Site

1994 - The Carter House Association is formed to interpret and maintain the site

1971 - City buys Fort Granger 14.5 acres

2007 - City acquires adjacent 3.43 acre 4-H property in land swap with Williamson County

2014 - The property is improved and opened as the new entrance to Fort Granger City Park

1974 - "Fort Granger (Franklin, TN): A Study of Its Past and a Proposal for Its Future" is published by Ty L. Dilliplane with a grant from the National Parks Service

1978 - Dr. W D Suggs donates Carnton Plantation and 38 acres to Carnton Association 501© (3) to preserve, restore, and interpret this historic plantation house

1983 - Carnton Plantation Association sells 38 acres to State of Tennessee

1989 - Save The Franklin Battlefield, Inc., is founded to organize and sponsor the 125th Battle Reenactment northeast of the Franklin Road and Mack Hatcher Pkwy intersection. (brilliant sunshine and 10 degrees)

1992 - STFB begins monthly newsletter and sends to membership, local governments. State Representatives and Congressmen, libraries, the CWT and APCWS. STFB begins series of public battlefield tours of Fort Granger, Ropers Knob, Confederate Cemetery, Battle of Thompson's Station and lesser known battlefields in the county

1992 - STFB acquires 1-acre artillery lunette south of Ropers Knob near the intersection of Mack Hatcher Pkwy and Liberty Pike. The lunette is part of the original Fort Granger complex but is now landlocked.

1992 -

1993 -

1994 -

1995 - The Heritage Foundation and Williamson County Convention Center and Franklin Alderman Gale Haddock arranges Annual Preservation Conferences in Franklin with representatives of all local preservation groups, state historical groups, University staff, National Parks Service and ABPP, APCWS and the Civil War Trust. The purpose is to establish contacts and conversation among the local, state and national proponents for reclaiming some part of the Franklin Battlefield. It worked. A recurring theme of these conferences was that 1) local governments are powerless to assist battlefield preservation unless there is broad public support to do so and 2) local groups should stage tours and events to attract and coalesce public support.

1994 - STFB becomes a 501© (3) tax exempt and begins developing member donors to fund preservation projects. Early projects include Williamson County Historical Markers at the Highway 96 trench line, Cotton Gin Site, the Advanced Line, Opdyck's counter charge, Collins Farm and others.

1996 - Ropers Knob purchased by Tennessee Wars Commission (22 acre summit) and the Heritage Foundation (south flank 43 acres) and by many Friends of Ropers Knob (\$100 each). The south flank is now a City Park.

1997 - Heritage Foundation buys Cotton Gin (Blue House 109 Cleburne St) *CHBP See June 1997 Newsletter

1999 - State of Tennessee acquires old Franklin High School gym site adjacent to Carter House in a land swap with Williamson County. The much needed County Community Center is now located in the bottom below the Carter House, and the gym site is added to the Carter House State Historic Site.

1999 - The Civil War Preservation Trust (CWPT) is formed by the unanimously-approved merger of the Association for the Preservation of Civil War Sites (APCWS-founded 1987) and the Civil War Trust (CWT- founded 1991)

2011 - The name was shortened to the Civil War Trust (CWT) and a new logo adopted

2000 -

2001 - STFB joins with Heritage Foundation and Harrison House owner to object to new elementary school across from Harrison House. Letter writing, petitions and county commission meetings. CWPT leaders come to help raise profile.

2002 - STFB joins with Heritage Foundation to object to county plans to place Library on Old BGA campus just south of Carter House. Organized letter writing and petition campaign and many sessions before the county commission. Delivered 2,700 signatures on petitions.

2001 - STFB buys 3.22 acre Collins Farm and raises funds to pay it off by 2005

2007 - The Collins Farm site is transferred to City of Franklin and becomes a City Park

2001 - Lorings Advance LLC formed by nearby local neighbors to purchase an open 5 acre, Lorings Advance parcel surrounded by their properties. This parcel is southwest across the RR tracks from Collins Farm

2011 - Civil War Preservation Trust w/STFB buys the 5 acre Loring's Advance parcel and places a conservation easement on the property

2014 - Save The Franklin Battlefield Inc. acquires a narrow parcel that connects Loring's Advance to Meadowlawn Drive for a maintenance access

2002 - Lotz House purchased, restored and opened as a Historic House Museum in 2008

2002 - Civil War Preservation Trust Press conference in Franklin with The Heritage Foundation and Save The Franklin Battlefield. Jim Lighthizer announces that the CWPT is coming to Tennessee –A Big Day for all of us –the tide that lifted all boats - CWPT President Jim Lighthizer also encouraged preservations to get involved in politics

2002 - Former Franklin Mayor Lillian Stewart recruited 14 preservation candidates to run in the 24 County Commissioner races, and 4 preservation candidates for the 4 at-large City Alderman seats. Pam Lewis, Ernie Bacon, Dennis Phillips and Robert Kreibel ran and won all 4 seats. Two years later, Tom Miller was elected Franklin's Mayor. BOMA was now more favorable to preservation projects. Mary Brockman and Peggy Ramano won County Commissioner seats

2003 - STFB publishes "Compendium of Civil War Sites for Possible Battlefield Parks."

2003 - Franklins Charge 501© (3) non-profit is founded. Board has representatives from all local preservation groups and constituencies in order to raise private donations for the \$5-million purchase of the 110-acre Franklin Country Club Golf Course north of Carnton. A Guardian Angel buys & holds golf course until a purchase deal is crafted.

2005 - City of Franklin, Civil War Trust, and Franklins Charge buy 110-acre Eastern flank golf course as a City Park

2005 - CWPT funds a formal survey of 400 Franklin registered voters. 75% say City of Franklin should do more to preserve battlefield

2005 - City of Franklin buys Pizza Hut site at Cleburne & Columbia as a City Park *CHBP

2007 - Mayor Tom Miller forms the Battlefield Task Force with volunteers from the various preservation constituencies

2010 - The Board of Mayor and Aldermen create the Battlefield Preservation Commission

2009 - Remains of Civil War soldier found near Columbia Ave north of Winstead Hill After forensic study, he is buried in Rest Haven Cemetery as Franklin's Unknown Soldier

2009 - Battle of Franklin Trust non-profit corporation is organized to manage and interpret the Carter House and Carnton Plantation sites. The goal is to have a uniform and consistent interpretative program and to share management and staff as needed.

2010 -

2014 - Other CWT deals: Carter Garden – 1-acre connecting Carter House property to Strahl St *CHBP — Holt House - north of Dominos mall bought by CWT & Franklins Charge *CHBP — Fudge House - east of Blue House is purchased and removed *CHBP — Neal House – east of Pizza House is purchased and moved

*CHBP — Eley House – east of Neal House to be removed and salvaged *CHBP — Dooley property - three doors north of Advanced line purchased by CWT — Dominos Strip Mall – purchased by CWT, Franklin's Charge and other fundraising groups to be demolished. *CHBP

2013 - Car Wash at Advanced Federal Line on Columbia Ave is bought and held off the market by a private LLC

2014 - After a one-year public-private fundraising campaign organized by the Franklin Battlefield Preservation Commission, Franklin's four pre-war, 6-pounders are remounted on replica #1 field carriages on the Public Square

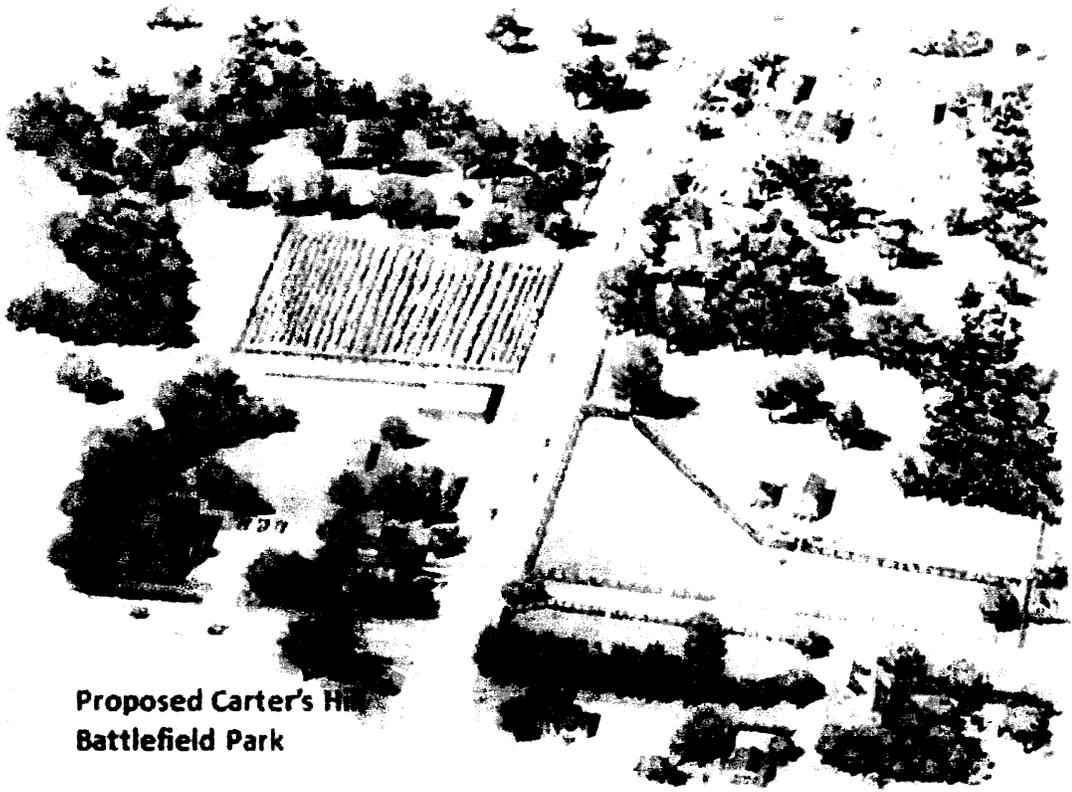
2015 - Tennessee Legislature approves funds for Carter House State Historic site to remove old Franklin High gym, build new visitor center and rebuild the parkland around the Carter House

2016 - After three years of fundraising, negotiations, and hoop-jumping, the City of Franklin, CWT, Franklins Charge & Battle of Franklin Trust buy the two Lovell properties south of the Carter House *CHBP

Sam Huffman, Sam@capp.org

Last revised: May 6, 2016

*CHBP – this parcel donated to City of Franklin for Carter Hill Battlefield Park



**Proposed Carter's Hill
Battlefield Park**

The Confederate Generals Killed at Franklin



General Patrick Ronayne Cleburne



General States Rights Gist



General Otho French Strahl



General Hiram B. Granbury



General John Adams



General John Carpenter Carter