[No. 1]

This was the view of Mr. Greeley in the bottom of his mind, no doubt, but he did not assert it except occasionally. This forward on to Richmond -- that did not originate with me. That was first stated in a letter by General Fitz Henry Warren of Iowa, who was at the time the Washington correspondent of the paper and had been employed with Mr, Greeley's consent entirely, and the employment of an important correspondent was made without his consent -- without his agreement. He wrote this criticism of the military operation and especially of the delay. He finished his letter -- I think it was written from Washington - at any rate he finished it with "on to Richmond," and that may have been the heading on the top of it; it had been printed very - - - - and that made the great impression upon the public and it gave a kind of character to the Tribune at that time. General Greeley never said anything against it, and when this was offered, I did I think, though the idea was General Warren's, but after his letter had been published and Mr. Greeley said nothing against it at all, he -- we continued it and continued on that line, and there was no such attack made upon the Tribune for having caused the defeat -- the attack was made on the Administration and Mr. Greeley joined in that; that there was a defeat was entirely unexpected and the Administration was attacked, but I do not remember any attack or any accusation against the Tribune except

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in Mr. Greeley's mind. He thought it would be a -- that that feeling and that sentiment would be in the minds of people -- that broke him down, and he went -- he quit New York -- he went up to Chatauqua where he had a farm, and stayed there and for some time he was not able to write anything -- was quiet -- broken down after the Bull Run, and I think he must have -- I do not think he came back to the office for, I should say, for three weeks or a month he did not come at all; and the uproar was in his own mind -- was the agitation of his own mind. Then he had an instinctive horror of war -- to kill a man -- to shoot a man -- to cut him with your sword was something most inconceivable -- revolting.

I do not know whether he sent that from Chatauqua. That is perfectly true -- it was not. His ideas on that were to govern the Administration. He was very bitter against that. He was hostile to Lincoln always and before his election he was hostile to him, and although Lincoln's nomination accomplished his great object -- the of Mr. Seward at Chicago -- still he never agreed with Mr. Lincoln's nomination. It was used as a piece of politics; it put Seward out of the way -- he could not be President, but it never -- he never had liked Lincoln -- he never had any respect for Lincoln. We did not meet him at Chicago; Lincoln was not there. When he was a member of Congress,

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I do not know whether they were members at the same time. Well, he must have seen Lincoln. He did not go to the Cooper Institute and he did not like the speech, and he used to say things to me about Lincoln that were not friendly, and Lincoln came down to the Tribune office to correct the proofs of that speech after it was delivered. I was not there, but he brought the speech there; I did not see him then, no, he brought the manuscript there in the morning as soon as I got to the office, which was probably about ten o'clock. It was brought to me and I marked the type that was to go in, and sent it upstairs to the printers and Lincoln came down in the evening -- no, he delivered it -- and read the proof, but Greeley did not like it and he says: My ideas on the general conduct of the war are those repeatedly expressed by myself and others, expressed by General Warren in his correspondence, and expressed by me in paragraphs, editorial paragraphs and editorial articles, but that is the watch word forward to Richmond. Henceforth I

in these columns on army matters.

That was substantially excluded. I did not resign. I had nothing to do with the letter, but one morning on April 1, 1862-- that is not the truth. It is true, but that was not the reason and one morning I went down to the office; if I left on April 1st it must have been on March 31st and Mr. S who was the

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Advertising Manager of the paper, and a large stockholder, he came to me and said that Mr. Greeley wished to have me resign. I was dismissed and I talked with some of the prominent men in the office and I said, "I will quit at once -- I'll not have anything more to do with it." They said, "No, don't" and then I went to S ; it was not S it was Sinclair that told me. But I went to S who was quite friendly with me, as I supposed, and asked him to go and see Mr. Greeley, to say was that really his wish, and he came back after three or four hours and said that I had better leave. So then I said, "I will leave" and I think I stayed one day in order to make up the paper and to enable them to get a successor for me, and I said, "If I leave in this manner you must buy my stock," and they said -- I think I had twenty shares -- had one-fifth -- and finally he said he would not buy it and there was a good considerable delay, and it was not for some time, perhaps a month or a fortnight, that they bought the stock and paid me for it, but after making up the paper that first night, I did not go back there at all; was never seen again in the office. Mr. Greeley gave no reason, but I knew what the reason was, that as long as I was there, there was a spirit in it that was not his spirit, that he did not like. I never asked for any reason. I do not think I went into anything. I had the Cyclopaedia that was not

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finished, and I was going there, had been for several years, had been going there for a little while every day to read proofs and to give directions and to make arrangements with writers for anything that we wanted, and I went there to that office, no doubt. I do not know whether I had met Mr. S before. Yes, I had, I will tell you. There was in the Republican Party then in New York -- there was a split -- the regular machine was run by Mr. Weed at Albany. He was Mr. Seward's great friend and manager. Then there was a split in which General Updyke, Mayor of New York, was prominent. There was a considerable number of pretty prominent men and Greeley was in it too; he was quite conspicuous in it and before this occurred -- before April -- after the inauguration, these gentlemen held a meeting at the house of Mr. Hiram Barney of -- I do not know -- around Washington Square, pretty near there. I went to the meeting and was not there, and they appointed a Committee to go to Washington and see the President in order to make sure that that side faction should not be entirely excluded from office, and I went with them. That was the first time I ever saw the President. After I had got through with Sinclair, I went into the War Department to see Mr. Stanton. I had corresponded with him before. I think the beginning of it was a letter from him, thanking the Tribune for some article which I had written --

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something about him, and so that when I had got through with the President, I want in to see Mr. Stanton. I think Mr. Stanton -- this my retirement from the Tribune was a good deal talked about in the newspapers for a day or so; other things were so much more interesting and then I got a letter from Stanton and intimating that he would like to employ me in some way so then I wrote to him that I was free, and that I could now -- I am not sure but he had given me an intimation before -- no now I told him I could take anything he wanted me to do, and then I got this appointment to go and settle these accounts at Cairo. It was a very military post, you know, almost an outpost, and a good many troops were there and the post was commanded by General Strong from New York, and I knew him very well. He was a Republican politician and I rather think Mr. Stanton gave me a letter to General Strong. The commission was changed a good deal; was appointed on it from the first, and I think Cullem was too, but no, Judge Logan was appointed; he was a very conspicuous judge in Illinois, a liberal man -- and and Logan were appointed with me, and Logan could not stay. He did not like the work. He could not attend to it. He went pretty soon; did not stay more than two or three days, and then Cullem came in his place. Cullem was a lawyer there and a man of some importance, but not a great deal.

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The occasion for the commission was that without any previous expectation, Cairo had become a kind of special post; the forces that got their supplies there got to be large, and the Quartermaster's stores and the food and the hospital stores and the ammunition stores -- all those were taken from there, and sent in various directions, especially down in the Mississippi, down into Kentucky, and the organization of the Quartermaster's Department and the Audit Department was not adequate and things had to be had immediately and so they were obtained through officers that did not understand the legal formalities, and in that way the accounts had got into great confusion. There was a million of money that could not be paid dealers who had furnished things, that was needed to pay them; they could not get their pay because there was no money, That was why this commission was appointed, for a certain ground of work to be done there, and supplies to be furnished there. This confusion had arisen so this commission was appointed to settle those accounts. It could not be settled by any legal means -- any ordinary means -- and we went there as a kind of supreme authority, with power to

to the Quartermaster's Department, pay these men ten thousand dollars and this man twenty thousand dollars, and our order shall be yourr sufficient voucher. The accounts were made up in detail and those were forwarded separately. After this

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commission was started, I went back to New York. I went back to New York, and I must have got back some time in August, but very likely I saw Mr. Lincoln at that time; there was nothing particular occurred. No, I do not think he was in New York at the time the Emancipation Proclamation was issued. My recollection is that I was down the Mississippi. I do not know. That must have been about the time I went down with Conklin, but I cannot say so. My remembrance is that when that appeared I was somewhere among military men, but things were -- I can not say certain about that -- and I should have to find some data that would -- I should say that I talked about it with some Generals, but who or where I could not say, and it was received without any antagonism anywhere, and the Tribune must have been very loud in its praises. "If he could save the Union without slavery, he would do it; and if he could save it with slavery he would do it." I do not think that was in answer to Greeley. I do not think so. Perhaps it was. It may have been. I was not there at the time; I was somewhere else, and very likely I was down the river with George W. Chadwick, buying cotton, but I think that I put up $10,000. and Conklin $10,000. We had twenty thousand dollars in cash, and Chadwick being a cotton man, he was to buy the cotton and we were to divide equally. We must have started from New York, though I rather think I went to

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Washington then and got these letters from Mr. Stanton. I had several letters from him for that purpose. I had one to General Grant, one to General Hurlburt. There may have been one also to General Sherman, but there were three or four; one to General Curtis, who commanded in Arkansas, and they were all just letters of recommendation -- "Mr. Dana is my friend, and you can rely upon anything that he says, and if you can be kind to him in any way, you will oblige me." That was the general purport, and I may have somewhere a copy of that letter -- of one of those letters. Then I came back directly to Washington and saw Mr. Stanton and Mr. Lincoln too, and Mr. Stanton -- I do not know whether Mr. Stanton or Mr. Lincoln issued the order -- but they issued the order I asked for, stopping the whole trade. It may have been done by the Secretary of the Treasury. I rather think that they had been thinking very much about doing it before that, but when I came and said, "General Grant desires this and every General Officer hopes it will be done," why that was very influential towards bringing out the order. I do not remember what move -- I went down the Mississippi, but I should think -- I know that I stayed a fortnight in Gioso House in Memphis; I guess it was the swellest hotel there was in Memphis and the military officers stayed at it a great deal, and I should say that Chadwick and I must have stayed there ten days and I

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got acquainted with General Grant when I was in Cairo, and then I took a trip down to Memphis and saw Grant and was there on the 4th of July, and there was a kind of celebration of the 4th of July, among the principal officers of the army there. I sat next to Grant. He asked me to go to his headquarters; I do not remember when I went to talk with him about cotton. It seems to me his headquarters were not in Memphis, but somewhere down the river. I am not sure about that. It was after Corinth; I do not think he had taken his quarters back to Memphis. My recollection is that I had to ride some distance to find him. I saw Grant while I was at Cairo, the first time I had ever seen him. My impression was very pleasant; he was a man of simple manners, straightforward kind of man and cordial, unpretending. He had got to have a great reputation. This was after Shiloh. He did not add much to his reputation because they said he had been surprised. This was the critical observation of those who did not like him. They accused him of having been taken by surprise there, and of having been beaten if Buell had not come up while -- I think I knew his Staff Officers were in -- the men who were closest to him, and always said they would have beaten Beauregard if Buell had not come. I never heard Grant say that, though what he would say about it was rather implied, that he thought that. That is just my recollection of a talk

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with him about it often, and he never said right out, but he evidently thought so. I did not see Halleck at Cairo at all, and I think that I saw him when I went back to Washington. Halleck was a very able man -- a very able man. No, he never gave me the impression that he was unjust to G------- I never thought he was unjust to anybody. He always had his own ideas and his own course, but I never saw any sign of an unjust intention towards anybody. He was a very critical man. Everything that he looked at, he looked at in a critical way. Enthusiasm was not the first impulse that was aroused in his mind; it was criticism, analysis. Very likely I may have seen him if I was there at that time. I would naturally have seen him because I would have been in the Secretary's office and he came in there every day, besides there was a great curiosity among all of the high staff officers in Washington, to hear about this Commission in Cairo. There was no great fraud there. The hysterical newspapers, that is a particular division of newspapers, they always-- and if you went into the Secretary's office in Washington on some regular simple business, the impression of those people would be that perhaps you and somebody around the Secretary were conspiring to rob the General. But there was not -- I do not think -- I do not believe there could be so much business transacted with such a close adherence to the line of honesty. I never saw any

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fault of any significance, of any magnitude; even in all our investigations in Cairo. The frauds were always etc., if there were any; and you could always suppose that they were accidents, mistakes, in adding up a column of figures; something of that sort of thing. That is my observation. That there were frauds is a matter of course, because men are wicked and even some women are, but the frauds were the exceptions; cheating was an exception. If there had been any great frauds, I should have known them. / Some frauds there were, and I may tell you about some of those later, but generally the business was conducted with honesty. My colleague in the War Department, Mr. Watson, was a great detector of frauds, and he got -- he ferreted out a very curious sort of fraud in the forage for the horses supplied to the army by the Private Secretary, and I mention this. They used mixed grain, mixed corn and oats, and a certain proportion, I do not remember what it was, but it would be forty pounds of oats say to twenty pounds of Indian corn that would be the proportion, and then Watson discovered that instead of putting 20 pounds of Indiam corn, they put 12, and oats would be worth $28. to $30. a bushel and Indian corn would be worth $70. Well, when you take a good deal of that and vary the proportion of the mixture, why you get a great many dollars. Watson found that out and he raised the mischief with the con-

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tractors, arrested a great many of them, and some of them were settled with; they got perhaps sixty cents on the dollar of their claims, and he wanted to dismiss some very high officers because they had not prevented it. They had not attended to it -- they let it be done from negligence or from indifference, but Mr. Lincoln would not dismiss them, and I think Watson must have saved to the government, I do not know how much, perhaps $300,000. that he paid the men less than they would have been paid if there had been no charge of fraud against them, and yet General Grant and Mr. Lincoln would not dismiss the officers that he wanted dismissed, because they did not think it was certain, and I have no doubt as to Watson's acuteness or his sincerity, but I do not feel sure that the thing was done as he thought it was, but as a general proposition, there was no fraud. I was where I heard all the things, and I never undertook to investigate any of them myself, except at Cairo. We did not find any frauds there.

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