

KENNESAW MOUNTAIN NATIONAL BATTLEFIELD PARK



ADMINISTRATIVE HISTORY



NATIONAL PARK SERVICE
SOUTHEAST REGIONAL OFFICE



**KENNESAW MOUNTAIN NATIONAL BATTLEFIELD PARK:
AN ADMINISTRATIVE HISTORY**

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TABLE OF CONTENTS

INTRODUCTION	
PART ONE -- BACKGROUND HISTORY	1
CHAPTER ONE -- A BRIEF HISTORY OF THE KENNESAW MOUNTAIN AREA	1
History of Cobb County (1); The Campaign for Atlanta and the Battle of Kennesaw Mountain (2)	
CHAPTER TWO -- CREATION AND EARLY YEARS OF KENNESAW MOUNTAIN NBP	5
Kennesaw Mountain Battlefield Association, 1899-1928 (5); Federal Legislative Process (6); War Department Administration, 1928-1933 (7); History of Land Acquisition (8)	
PART TWO -- NPS MANAGEMENT OF KENNESAW MOUNTAIN NBP	15
CHAPTER THREE -- DEVELOPMENT OF KENNESAW MOUNTAIN NBP	15
Civilian Conservation Corps, 1938-1942 (17); Roads (17); Mission 66 (21); Additional Development (24)	
CHAPTER FOUR -- INTERPRETATION	27
Early Efforts (27); Mission 66 (30); Environmental Education (32); Volunteer Program (34); Living History (34)	
CHAPTER FIVE -- LAW ENFORCEMENT AND RESOURCES MANAGEMENT	37
Law Enforcement (37); Natural Resource Management (38); Cultural Resource Management (39)	
CHAPTER SIX -- PLANNING EFFORTS AT KENNESAW MOUNTAIN NBP	43
1939 Master Plan (43); Mission 66 Master Plan (45); General Management Plan (46)	
CHAPTER SEVEN -- UNDER SIEGE: MANAGING KENNESAW MOUNTAIN NBP	49
Towers on Big Kennesaw (49); Utilities (49); Increasing Visitation and Its Consequences (50); Pressure From Outside Development (53)	
APPENDIX 1	57
Kennesaw Mountain NBP -- A Selected Chronology	57

APPENDIX 2	67
Kennesaw Mountain NBP - Superintendents, 1937- 1993	67
APPENDIX 3	69
Visitation Statistics	69
APPENDIX 4	71
Legislation	71
APPENDIX 5	75
PHOTOGRAPHS	77
BIBLIOGRAPHY	89
INDEX	91

INTRODUCTION

Kennesaw Mountain National Battlefield Park was authorized for protection by the War Department in 1917 and was transferred to the Department of the Interior as a unit of the National Park System in 1933. The 2,884 acre park includes the site of some of the heaviest fighting of the Atlanta campaign of the Civil War. The park was set aside as an important cultural property dedicated to public inspiration and interpretation of the significant historic events that occurred here.

The purpose of this study is to explain the conception and establishment of Kennesaw Mountain NBP and its management to the present. It includes an account of the park's management and use prior to NPS incorporation; a discussion of the events that led to its establishment as an NPS unit; a description of the major activities and events that have affected the area under NPS administration; and appendices containing copies of key park legislation, personnel rosters, visitation statistics, a selected chronology, and other documents and data valuable for management reference.

I would like to acknowledge Kirk Cordell, Chief, Cultural Resources Planning Division, Southeast Region, for giving me the opportunity to work on this project; Lenard Brown, Southeast Regional Historian, Ed Bearss, Chief Historian, and former superintendents Richard Boyer, Bernard Goodman, and Ralph Bullard for their assistance and valuable comments on the text; and Superintendent John Cissell and his staff at the park for their help and support.

PART ONE -- BACKGROUND HISTORY

CHAPTER ONE -- A BRIEF HISTORY OF THE KENNESAW MOUNTAIN AREA

HISTORY OF COBB COUNTY

The first human inhabitants of north Georgia were the Mound Builders, who moved into the area about A.D. 900. The largest site of these ancient people was at Etowah in Bartow County, but the presence of numerous small rock mounds around Kennesaw Mountain indicate they may have lived in this area as well. For unexplained reasons the Mound Builders' civilization eventually ceased to exist. Their descendants, though, became known as the Creek Indians and continued to inhabit north Georgia until about A.D. 1700.

The Creeks were gradually pushed south by the Cherokees. The Cherokees lived in small scattered farm communities north of the Chattahoochee River and had villages in what is now Cobb County. One of these, Kennesaw town, was at the base of Kennesaw Mountain.

Following the American Revolution, white traders and settlers began moving into north Georgia and onto Cherokee lands. With the discovery of gold in the area, the Georgians called for the Indians' removal. In 1838, U.S. troops began rounding up the Cherokees to move them west.

Once the Indians were gone, the pioneers began organizing the new territory. In 1832, Cobb County was established and named for Thomas Welch Cobb of Lexington and Greensboro, Georgia, who had been a distinguished lawyer, congressman, senator, and judge. In 1834, Marietta was incorporated and made the county seat. In 1842, the Western and Atlantic Railroad, coming south from Chattanooga, passed through Marietta and Cobb County and into what is now Atlanta. Increasing development of agricultural and industrial production had transformed the area into one of some significance by the time of the Civil War, with the result that it became a prime target of Maj. Gen. William T. Sherman's campaign in 1864.

THE CAMPAIGN FOR ATLANTA AND THE BATTLE OF KENNESAW MOUNTAIN¹

In the spring of 1864, Union Lt. Gen. Ulysses S. Grant, recently promoted to military commander-in-chief, ordered a concerted offensive by all Union armies. In the west, he ordered Maj. Gen. William T. Sherman, then at Chattanooga, Tennessee, to march into Georgia, crush the Confederate Army of Tennessee and take Atlanta, the railroad hub and manufacturing and storage center for the southeastern Confederacy.

Opposing Sherman and his 100,000 men was a Confederate army of 65,000, commanded by Gen. Joseph E. Johnston. Throughout the month of May the two armies fought each other in engagements at Resaca, New Hope Church, Pickett's Mill, and Dallas. In each instance the Confederates were forced to retreat in the face of Sherman's relentless drive. Using his superior forces to maximum advantage, Sherman was repeatedly able to outflank Johnston.

By mid-June, the two armies faced each other at Kennesaw Mountain where the Confederates had erected a formidable line of entrenchments. Sherman extended his lines to the south to get around the Confederate flank, but Johnston countered by shifting 11,000 men under Lt. Gen. John Bell Hood to meet the threat. At Kolb's Farm on June 22, Hood struck the Federals in a fierce but futile attack. At the end of the day the Union army held the line, but their southward move had been temporarily halted.

Despite the strong Confederate lines, Sherman suspected that they were thinly held and that one forceful drive would break through and enable him to destroy the Southern army. Accordingly, he ordered attacks against Little Kennesaw and Pigeon Hill and the Confederate left to divert attention from what he planned to be his main assault against Johnston's center. At dawn on June 27, the battle opened with a massive Federal bombardment of the Confederate positions. Following this the diversionary attack began. It quickly failed. Sheets of fire pinned the Union brigades down in the rugged terrain below the crest of Pigeon Hill and Little Kennesaw Mountain. With no hope of success, the attack was called off.

Meanwhile, south of Dallas Road, 8000 Union infantrymen in five brigades attacked two Confederate divisions commanded by Maj. Gens. Patrick R. Cleburne and Benjamin Franklin Cheatham. Most of the Northern soldiers were cut down by withering gunfire but some got close enough that savage hand-to-hand fighting took place among the earthworks. Ultimately, the strength of the position and the ferocity of the defenders were too much and this attack failed as well. The Northerners lost more than 2000 men, the Confederates more than 500.

Sherman declined to renew the battle and resumed his maneuvering. By July 2, he had again outflanked Johnston and forced him to abandon his lines. A week later the Union army was across the Chattahoochee River.

The campaign continued until September with heavy fighting at Peachtree Creek, Atlanta, Ezra Church, and Jonesboro. Hood replaced Johnston as commander of the Confederate army, but his aggressive attacks proved as ineffective as Johnston's

¹ Summarized from Richard M. McMurry, *The Road Past Kennesaw: The Atlanta Campaign of 1864*, National Park Service, 1972.

maneuverings against Sherman's superior forces. Finally, on September 2, Hood was forced to abandon Atlanta and the Union army triumphantly marched in.

The fall of Atlanta was a crippling blow to the Confederacy. Coupled with Union victories elsewhere, it was enough to win Abraham Lincoln's re-election in November. The war's outcome had been decided; it had become a mere matter of time.

CHAPTER TWO -- CREATION AND EARLY YEARS OF KENNESAW MOUNTAIN NBP

KENNESAW MOUNTAIN BATTLEFIELD ASSOCIATION, 1899-1928

Some of the fiercest fighting of the Battle of Kennesaw Mountain took place on June 27, 1864, when the Federals made a determined assault on the center of the Confederate line. A portion of this attack was directed at a salient defended by Maj. Gen. Benjamin F. Cheatham, in an area that became known as Cheatham Hill. Despite their best efforts, the attack failed and the Federal forces suffered heavy casualties. Among the dead was Col. Dan McCook, commander of the Third Brigade, Second Division, Fourteenth Army Corps.

After the war, survivors of this brigade established the Colonel Dan McCook Brigade Association in memory of their fallen commander. To honor the sacrifice that he and other fellow soldiers had made, the association decided to acquire the land at Cheatham Hill where Colonel McCook had fallen. In December 1899, Lansing J. Dawdy, a veteran of the 86th Illinois who had fought at Cheatham Hill, returned to Cobb County and on December 26 he purchased from Virgil Channell a 60 acre tract which included the Federal and Confederate trenches and the intervening land over which the Federals had fought.²

On February 15, 1900, Dawdy conveyed the land to Martin Kingman and John McGinnis who, in turn, transferred the 60 acre tract to the Colonel Dan McCook Brigade Association on August 13, 1904. According to the deed, Kingman and McGinnis had been acting on behalf of the Kennesaw Mountain Battlefield Association, a non-profit organization, chartered under the laws of the State of Illinois, that had been established for the purpose of erecting a monument or monuments on the property in memory of those who had fought and died there.

With this goal, the Kennesaw Mountain Battlefield Association began a fundraising campaign. A letter, sent to surviving veterans of the 85th, 86th, and 125th Regiments, Illinois Volunteer Infantry, Company I, 2nd Illinois Light Artillery, the 22nd Indiana Regiment Volunteer Infantry and the 52nd Ohio Volunteer Infantry, asked them to contribute at least one dollar in memory of their fallen comrades. It soon became apparent that the amount of money required for a monument was beyond the Association's means, so it enlisted the aid of the State of Illinois.

² All information concerning the history of the Kennesaw Mountain Battlefield Association is from B.C. Yates, *Origin and Expansion of Kennesaw Mountain Battlefield Park*, 1941.

When sufficient funds were acquired, the Association contracted with McNeel Marble Company of Marietta to erect a large monument of Georgia marble on the spot upon which the Federal assault had peaked. The cost of the project was \$25,000. The architect was James B. Dibelka and the sculptor was J. Mario Korbel.

On June 27, 1914, the 50th anniversary of the battle, the monument was unveiled. Many civic and patriotic organizations, including the United Daughters of the Confederacy, the Daughters of the American Revolution, and the Marietta Chamber of Commerce participated in the ceremony. Also in attendance was the Governor of Illinois, many prominent citizens, and a large number of veterans. In order that the veterans could have a souvenir of the occasion, many bullets that had been picked up on the battlefield were scattered over the Cheatham Hill area.

Several smaller markers were also erected during this period on the spots where Capt. Neighbors, Capt. Fellows, and Sgt. Coffee fell mortally wounded, and on the site where Dan McCook's Brigade formed for the assault. Another marker was placed at the entrance to the tunnel near the Illinois Monument. The tunnel was to have been used to undermine and blow up the Confederate works, but the Confederates withdrew before it was completed.

In subsequent years, local citizens volunteered to take care of the property. On June 8, 1922, the first resident caretaker, Rev. J.A. Jones, was appointed by the Battlefield Association. His duties were to maintain the grounds around the monument. As compensation he was allowed to occupy the site and cultivate parts of the reservation provided it did not interfere with access to the monument. He received no salary. Jones served as caretaker until March 1926.

FEDERAL LEGISLATIVE PROCESS

In 1916, the Kennesaw Mountain Battlefield Association realized it could not afford to restore the battlefield as it had planned and wrote to the Secretary of War and offered to deed the 60 acres that it owned at Cheatham Hill to the U.S. government. The Secretary of War, however, could not accept the property without Congressional authority. Accordingly, Rep. Joseph G. Cannon of Illinois introduced legislation that would make acceptance of the gift possible. On February 8, 1917, Congress passed the bill authorizing the Kennesaw Mountain National Battlefield Site. Transfer of the property, though, was delayed until clear title to the land was established in 1926.

The legislative effort did not end with passage of the 1917 bill. Subsequent legislation on April 5, 1926, authorized an inspection of the Kennesaw Mountain battlefield to determine the advisability of commemorating it by the creation of a national memorial military park.³ The three man commission, composed of an officer of the Army Corps of Engineers and one veteran each from the Union and Confederate armies, met and organized in Atlanta on June 25, 1926. After an exhaustive examination, during which they also studied the battlefields of Lost Mountain, New Hope Church, and Peachtree Creek, they reported unanimously in favor of Kennesaw

³ *Report of Commission Created to Inspect the Kennesaw and Lost Mountain and other Battlefields in the State of Georgia, 1926*, War Department Records, 1892-1937, Record Group 79, Box 43; Report 117 to accompany H.R.59, To Create a National Memorial Park, Kennesaw Mountain, Georgia.

Mountain. They recommended that the park should be at least 1,050 acres and include Big and Little Kennesaw Mountains and the saddle between them. An appraisal by the Atlanta Real Estate Board fixed a price of \$307,550 on the property because of development that had already taken place in the area. Certain parts of the slopes of Big Kennesaw had been laid out in building lots and 130 of these lots had been provisionally sold for \$350-\$550 each. Tracts adjoining Highway 41 were also viewed as having value for development of housing subdivisions. Working through the Marietta Chamber of Commerce, the commission obtained options on some lands to run for one year.⁴

Based on the commission's findings and recommendations, legislation was introduced on December 7, 1926, for the creation of a national memorial military park in the vicinity of Kennesaw Mountain that would include the Cheatham Hill tract and additional lands. Similar bills were introduced for the next nine years, but each time they failed to gain the necessary support for passage.

WAR DEPARTMENT ADMINISTRATION, 1928-1933

In the meantime, the transfer to the government of the Kennesaw Mountain National Battlefield Site, consisting of the 60 acre Cheatham Hill tract, was completed in 1926 when the problems with the title were resolved. The site was placed under the jurisdiction of the War Department and its administration became the responsibility of the quartermaster office of the Fourth Corps Area, Atlanta. It was under the immediate supervision of the Superintendent of the Marietta National Cemetery. But very limited funds were available for improvement or maintenance and little was actually done with the site for a number of years. When the Acting Inspector General made his first inspection on June 8, 1931, he found that there was no caretaker for the site and that no work had been done by the government. He recommended that a caretaker be appointed; that the site be surveyed and marked; that the Illinois monument be cleaned and repaired (it had been damaged by vandals); and that fencing be put up around the site.⁵

In response to these recommendations \$500 was allocated for the care of Kennesaw Mountain NBS during fiscal year 1932. With this money, the Quartermaster was to hire a part-time caretaker and prepare an estimate for the surveying, fencing, and other repairs. An additional \$500 was to be used for repair of the Illinois monument. As it turned out, only \$400 was necessary and the other \$100 was used for grounds improvement. Subsequent plans included the construction of a new approach road and

⁴ Ibid. The commission also made recommendations concerning the Peachtree Creek site. It discovered that property owners along the creek had offered to donate all the land from the city's boundary to the Chattahoochee River along Maj. Gen. George H. Thomas' line of march. The Fulton County commissioners had also made assurances that a road system would be built. But the deal was held up because the land which the city owned had been obtained under a city charter that stipulated it would be used for sewage disposal; using the land for any other purpose would require amending the city charter.

⁵ Report of Inspection by William S. Browning, Acting Inspector General, June 9, 1931, War Department Records, RG79, Box 43.

fences and a gate.⁶ In June of 1933, the Inspector General made a second inspection of the site and found that Benjamin F. Jones, son of the Rev. J.A. Jones who had worked for the battlefield association, had been appointed as caretaker, his compensation being a residence and 30 acres to farm; an entrance road 3/4 of a mile long had been constructed from John Ward Road and passed between the old Channell house and barn; and that a three-strand barbed wire fence had been erected on the south, west, and part of the east boundary of the 60 acre tract. His recommendations included completing the fencing; building a better road; clearing the underbrush around the monuments and trenches; and a partial restoration of the trench system.⁷ But before the War Department could do any more work, Kennesaw Mountain NBS was transferred to the Department of the Interior under the provisions of Executive Order 6166, dated June 10, 1933. The transfer was effective August 10, 1933, and the National Park Service assumed the responsibility of administering the site.

On June 26, 1935, the effort to create a national military park was finally successful with the establishment of Kennesaw Mountain National Battlefield Park. Under the provisions of this bill, the park was to be expanded to include Big Kennesaw and Little Kennesaw Mountains and other significant portions of the original battlefield. The Secretary of the Interior was "... authorized to accept donations of land, [and] interests in land, buildings, structures, and other property ..." provided the purchase price was reasonable. If the price was too high, condemnation proceedings could be utilized to acquire the land. An appropriation of \$100,000 was designated for implementing the act: \$70,000 for land acquisition and \$30,000 for development.

The bill had been sponsored in Congress by Representative Malcolm C. Tarver and Senator Richard B. Russell and represented the culmination of more than two decades of work. Plans for development of the new park called for winding trails and drives, the erection of monuments, the conservation of natural resources, and general beautification of the area. There was also the possibility of connecting the site with the Peachtree battle site by means of a proposed federal road in east Fulton County.⁸

HISTORY OF LAND ACQUISITION

The Kennesaw Mountain NBS that had been created in 1917 and transferred to the NPS in 1933 consisted only of the 60 acre tract at Cheatham Hill. The intent of the 1935 legislation was to expand the park to include the mountain and other significant segments of the original battlefield. Accordingly, the government set out to acquire these pieces of land with \$70,000 specified for land acquisition.

By October 1935, the NPS had assigned an engineer, Olinus Smith, to the task of appraising and acquiring land. Three survey teams began making topographical maps

⁶ James M. Laubach, Lt. Colonel, Quartermaster Corps to Quartermaster, November 11, 1931; George Dern, Secretary of War to Representative Malcolm Tarver, July 3, 1933; War Department Records, RG79, Box 43.

⁷ Report of Inspection by Inspector General, June 5, 1933, War Department Records, RG79, Box 43.

⁸ *Cobb County Times*, June 27, 1935; Kennesaw Mountain NBP Files, hereinafter cited as KEMO Files.

of the proposed park. By December approximately 6,000 acres had been mapped and 5,000 had been appraised.⁹

With news of the government's interest in acquiring land, real estate promoters persuaded some owners to sign with them for the sale of their property. The promoters set high valuations on the land hoping to make a good profit. Smith reported that his efforts to obtain options on the lands were hampered by such schemes which resulted in prices as high as \$76 per acre. This was more than the government was willing to pay and there was some concern that the acquisition plans would be canceled since there was a reluctance to buy any land if the expense meant that acquisition of what was considered the minimum amount to justify a park was not possible. In addition, the \$70,000 was to be used or obligated by June 1, 1936, but in January little of it had actually been spent. Representative Tarver was so concerned that he asked the subcommittee on appropriations for an extension.¹⁰

Among those eager to represent the landowners' interests was William Tate Holland, a man who would figure prominently in the story of land acquisition at Kennesaw Mountain. In 1935, Holland offered to be the representative to the government for land purchases. He disagreed with the government's policy of contacting owners directly. He claimed that they wanted to deal through him. But Smith asserted that this was not true and urged that Holland not be used as an intermediary. He also disputed Holland's assertion that the land had suburban development potential.¹¹ Because of such disagreements, acquisition of land for Kennesaw Mountain NBP proved to be a long and litigious process. Many owners expressed their desire to sell but stated that they could not afford to under the terms of agreements they had entered into with real estate brokers; in most cases, the realtors charged a 10% commission fee. There was also the problem with the prices. As a solution, the government initiated condemnation proceedings against several parcels of property.

Primary among these parcels was approximately 450 acres of land on Big and Little Kennesaw Mountains owned by the Kennesaw Mountain Association, an organization of investors chartered in Delaware in the 1920s, whose president was William Tate Holland. The association had issued at least \$70,000 in bonds and made plans to build a hotel on the mountain and develop the surrounding real estate. It did manage to build a rough road up the mountain, but when the group experienced financial difficulties the Cobb County Superior Court ordered its holdings placed in receivership. For this reason, representatives of the association's bondholders saw the creation of the national battlefield park as a way to recoup some of their losses.

⁹ Memo from Oliver G. Taylor, Deputy Chief Engineer of the Eastern Division, Branch of Engineering, WASO to Mr. Holmes, October 11, 1935; Olinus Smith to Taylor, December 18, 1935; KEMO Files.

¹⁰ Smith to Taylor, December 18, 1935; *Atlanta Constitution*, January 8, 1936; *Marietta Journal*, January 13, 1936; KEMO Files.

¹¹ Holland to Tarver, November 9, 1935; Smith to Tarver, November 24, 1935; Smith to Demaray, December 23, 1935; NPS Central Classified Files, 1939-1949, RG79, Box 2590.

By December of 1936, the government had initiated condemnation proceedings against 11 parcels of land, eight belonging to the Kennesaw Mountain Association. In January 1937, a federal jury in the U.S. District Court fixed a sale price of \$30 per acre on the first parcel of 53 acres. The owner had wanted \$60 per acre. With this addition, and other uncontested sales, the government had been successful in acquiring approximately 600 acres.¹²

In February 1937 the hearings began for the condemnation of the 450 acres owned by the Kennesaw Mountain Association. The court appointed a three member board of appraisers to set a valuation on the land. Charles Brown represented the government; Thomas W. Jackson represented the landowners; and Gordon F. Mitchell was appointed as a neutral party.¹³

In the meantime, controversy arose over the issue of the land acquisition. While the owners tried to hold out for a higher price, local citizen groups urged reasonable valuations and cooperation with the government because of the potential long-range benefits they saw coming from the creation of the park. Each side had its proponents and self-appointed appraisers who determined widely varying values for the land. One group of Atlanta realtors placed a value of \$115,000 to \$180,000 based on alleged mineral deposits and the potential for residential development. But a citizens group from Marietta found that the land was only worth \$5 to \$35 per acre, while another group of realtors claimed the land was unproductive and only worth \$10 per acre.¹⁴

In March 1937, the court appointed board determined its valuation. In a split decision, Jackson and Mitchell represented the majority and set the value at \$85,000, or approximately \$211 per acre. Brown, though, dissented from that view. and claimed the land was worth \$15,000 or \$37 per acre. These findings were reported to Judge Marvin Underwood. If the government accepted the assessors' decision the court would rule, but if rejected the decision would be left to a jury.¹⁵

The government considered \$85,000 too high and the issue became stalemated while a court date was set for final resolution of the matter. One attempted compromise proposal, suggested by U.S District Attorney Lawrence Camp, was that the mountain area be excluded from the park. But Representative Tarver explained that all the land necessary in the minimum area for the park must be acquired before any development could take place. The mountains were considered the minimum area.¹⁶

¹² *Marietta Journal*, "Three Additional Parcels of Land to be Condemned," December 12, 1936; *Atlanta Constitution*, "Land for Kennesaw is Condemned," January 22, 1937; KEMO Files.

¹³ *Cobb County Times*, "Hearings Start on Kennesaw Suits," February 10, 1937; KEMO Files.

¹⁴ *Marietta Journal*, "Park Tract Value Placed at \$180,000," February 17, 1937; *Cobb County Times*, February 18, 1937; *Marietta Journal*, "Citizens Give Valuation of Park Section," February 22, 1937; KEMO Files.

¹⁵ *Cobb County Times*, "Kennesaw Park is Endangered," March 11, 1937; *Marietta Journal*, "Brown Dissents with Valuation of Two Members," March 11, 1937; KEMO Park Files.

¹⁶ *Atlanta Constitution*, "Stalemate Over Land May Balk Kennesaw Park Project," March 14, 1937; KEMO Park Files.

Aware of the government's need to acquire its land, the Association attempted to capitalize on the situation. It now claimed that the property represented a \$200,000 investment on the part of the bondholders and that they were entitled to a fair return. It also implied, in letters to Tarver, that it might sell the property to someone other than the government who would be willing to pay even more for it.¹⁷

Advocates of the park continued to work to counter such moves. One attempt to resolve the issue was Cobb County Attorney James V. Carmichael's proposal to file suit against the Association and ask the federal court to dissolve the injunction, imposed by the county court when the Association went into receivership, that prevented the county from collecting property taxes from the Association. If successful, the county could then sell the property for \$4000 in back taxes. The proposal was never acted on, though, and the government decided to proceed with its condemnation suit before a jury.¹⁸

Finally, on July 21, 1937, the case went before District Judge Samuel H. Sibley, who was acting in Underwood's absence. After two days of hearings, the jury fixed the value of the land at \$9000. Association landowners claimed it was "a miscarriage of justice" and Holland vowed to appeal the verdict. But until such time as a new trial might take place, the government could proceed with the park's development.¹⁹

Following this verdict, the court also concluded several other condemnation suits. Mrs. Colleen Reed Guthrie was directed to accept \$35 per acre for her 110 acres. She had originally asked \$150 per acre. Two consent verdicts fixed a price of \$737 on 43 acres owned by Mrs. Sallie Ashley and \$1400 on 40 acres owned by the Kennesaw Mountain Association.²⁰

In August 1937, the Association filed a motion for a new trial to set a valuation on its mountain property. It claimed that the first verdict had been contrary to the evidence and the law. But instead of granting a new trial, Judge Sibley raised the price from \$9000 to \$16,000. A new trial would be ordered only if the government did not consent to the new price. The government, though, indicated it would comply with the new order.²¹

¹⁷ Ibid; *Atlanta Journal*, "KMBA Group Asks Action Once and For All," April 13, 1937; KEMO Park Files.

¹⁸ *Cobb County Times*, "Concerted Push Started to Get Kennesaw Land," July 15, 1937; KEMO Park Files.

¹⁹ *Marietta Journal*, "\$9000 Award May Result in Appeal," July 22, 1937; *Cobb County Times*, "National Park Seen as Certainty At Last," July 23, 1937; *Atlanta Journal*, "Kennesaw Land Valued at \$9000," July 22, 1937; KEMO Park Files.

²⁰ *Marietta Journal*, "Federal Jury Awards \$35 Per Acre to Cobb Woman for Proposed National Park Area," July 23, 1937; *Marietta Journal*, "Land Valuation Agreed on Three Mountain Tracts," July 26, 1937; KEMO Park Files.

²¹ *Marietta Journal*, "Jurist Sets Value of Kennesaw Tract at \$16,000," August 1937; KEMO Park Files. Transcript of Record, U.S. Circuit Court of Appeals, 5th Circuit. *Kennesaw Mountain Association v. U.S. of A.*; Federal Records Center, Atlanta, Georgia.

Refusing to accept this new decision, Holland announced his intention to appeal once again. He asserted that the land had cost \$72,500 in cash and bonds and that \$28,202 had been spent on the mountain road. He contended that the bondholders should receive their original investment and expenses.²²

Holland's appeal was denied and a final judgement for \$16,000 was ordered by the court. Still, Holland would not give up and attempted to have the case heard before the U.S. Supreme Court. But the Court refused to review the case. On May 31, 1939, the District Attorney's office announced a hearing to decide distribution of the \$16,000. Holland continued to protest despite the community's overall support for the decision.²³ In one final attempt to overturn the \$16,000 judgement, a group of bondholders, including Mrs. Stella T. Rambo (Holland's aunt), Mrs. Mary T. Holland (Holland's mother), George M. Brown, and Dan Y. Sage filed a petition for intervention in the U.S. District Court. They contended that true title to the mountain property rested with the bondholders themselves. Consequently, the government's condemnation proceedings against the land that named the Association as the defendant should be declared "null and void." They asked that the previous assessment be set aside. The court dismissed the intervention suit and when the decision was appealed to the Circuit Court of Appeals it was upheld.²⁴

Despite its difficulties with the Association, the government's land acquisition program proceeded on other fronts, although lack of adequate funding continued to be a problem. By January 1939, approximately 1920 acres had been acquired but projections estimated that to include all of the essential area of the battlefield would require acquisition of 3000 to 3600 acres. The initial appropriation of \$70,000 was nearly spent and there was no additional money available. National Park Service officials expressed their concern that key pieces of property would remain outside of the park boundaries and could potentially be lost.²⁵

Representative Tarver, who had been closely following the progress of land acquisition, expressed this concern in Congress. House Bill 4937, calling for acquisition of additional lands for Kennesaw Mountain NBP, was reported on favorably by the Interior Department. On August 9, 1939, the Third Deficiency Appropriations Act (H.R. 7426) was passed by the Congress. It provided a blanket authorization under

²² *Atlanta Constitution*, "Kennesaw Verdict Will Be Appealed," August 12, 1937; KEMO Park Files.

²³ *Marietta Journal*, "KMBA Filed Appeal to Federal Verdict with Circuit Court," November 11, 1939; *Marietta Journal*, "U.S. Supreme Court Denies Plea," March 6, 1939; *Cobb County Times*, March 9, 1939; *Atlanta Journal*, "Lawyer Protests Government Offer for Kennesaw Mountain," May 22, 1939; KEMO Park Files.

²⁴ *Atlanta Journal*, "Kennesaw Land Dispute Entered by Bondholders," June 11, 1939; *Marietta Journal*, "Kennesaw Land Petition Dropped by U.S. Judge," July 24, 1939; *Atlanta Journal*, "Kennesaw Land Dispute Flares Up in New Front," April 27, 1941; KEMO Park Files.

²⁵ Memo, B.C. Yates to Director, January 3, 1939; Tarver to Acting Director, A. E. Demaray, January 10, 1939; Director Amo B. Cammerer to Tarver, January 31, 1939; NPS Central Files, RG79, Box 81, Folders 1 - 5 "General."

which the Secretary of Interior could acquire additional lands “to protect the symmetry of the park area.” To do this \$55,000 was authorized.²⁶

In anticipation of the additional money, Olinus Smith began acquiring options on land to the west of the mountains so that the National Park Service could implement its plans to build a new road from the Dallas highway to Cheatham Hill.²⁷

Even with the additional \$55,000, the NPS was forced to be selective in its acquisitions; it was still not enough money to buy everything. As a result, purchases were limited to only those areas considered the most historically significant and least expensive. This consisted primarily of the ridge lines where earthworks had been built and still remained. The Interior Department justified its decision based on the following reasoning: the ridges were the most important portions of the battlefield; buying the ridge lines would include all of the most significant entrenchments; it was believed that the intervening lowlands would remain in a cultivated state and so the historic scene would remain undisturbed; not buying the lowlands would avoid having to displace 16 families and their property would not be removed from the tax rolls; the ridges were the least productive areas and thus less valuable; maintenance of ridges would be cheaper; and, perhaps most importantly, the ridges cost less.²⁸

Because the \$55,000 had to be obligated by June 30, 1940, government lawyers recommended that blanket condemnation proceedings be instituted for acquisition. A declaration of taking would be filed for those tracts where prices were negotiable.²⁹

In July 1941, the last condemnation suit was settled when 290 acres, which included federal trenches in the northwest portion of the battlefield, were acquired. With this acquisition, the park’s size increased to approximately 3000 acres.³⁰

Amazingly, though, the litigation concerning the land acquisition was not over yet. Mrs. Rambo, Mrs. Holland, George Brown, and Dan Sage filed one last suit claiming that they, as true owners of the land, had not been served proper notice when the government initiated condemnation against the Association. As a result, they did not consider themselves legally bound by the judgement. The court disagreed and on December 14, 1945, ordered that the \$16,000 be paid to the receivers representing the Association, as appointed by the Superior Court of Cobb County. The acquisition of

²⁶ *Marietta Journal*, “Kennesaw Mountain Memorial Park Amended to Allow More Land Buying,” August 3, 1939; Secretary of the Interior to Chairman Andrew J. May, Committee on Military Affairs, April 19, 1939; KEMO Park Files.

²⁷ *Marietta Journal*, “Park Heads Seek Title to 1000 Additional Acres,” October 10, 1939; KEMO Park Files.

²⁸ Assistant Interior Secretary, E. K. Burlew to Harold D. Smith, Director of the Bureau of the Budget, November 11, 1939; NPS Central Files, RG79, Box 81, Folders 1-5 “General.”

²⁹ Chief Counsel, G. A. Moskey to Smith, January 24, 1940; NPS Central Files, RG79, Box 81, Folders 1-5 “General.”

³⁰ *Cobb County Times*, “New Section of Land Goes Into Park,” July 17, 1941; KEMO Park Files.

Kennesaw Mountain NBP was finally a closed case. On October 25, 1947, the Secretary of the Interior declared Kennesaw Mountain NBP officially established.³¹

³¹ Moskey to Superintendent, May 5, 1941. One of the most fascinating aspects of the story of land acquisition at Kennesaw Mountain is the persistence with which Holland pursued his goal of obtaining what he felt was just compensation for the lands of KMBA. He was not a man who accepted defeat easily. Following the court's initial ruling Holland embarked on a relentless letter writing campaign. On November 28, 1938, he wrote to Senator Richard Russell that the government was being unfair. People like his mother had invested everything they had in the KMBA, he asserted. To settle for the government's offer would mean financial ruin for them. When he did not get the response he wanted, he began to write to President Franklin D. Roosevelt, again citing the impending doom for his "dear old mother." Mrs. Holland also became involved when she wrote to Interior Secretary Harold Ickes in 1940 and urged him to send someone to investigate. But Ickes, citing the court ruling, stated that the issue had been decided.

But Holland would not give up. In 1943, and again in 1946, he wrote to Senator Russell, and when Kennesaw Mountain National Battlefield Park was declared officially established in 1947, he responded by demanding to know who had decided the litigation was complete. The response from the government was that the Justice Department had made that decision and that it was final.

See: Holland to Russell, November 28, 1938; Holland to Roosevelt, December 29, 1938; Mary Tate Holland to Ickes, May 27, 1940; Ickes to Mrs. Holland, June 13, 1940; Holland to Russell, May 28, 1943 and November 20, 1946; Holland to Yates, December 15, 1947; Acting Assistant Conrad Wirth to Holland, January 13, 1948; NPS Central File, RG79, Box 2590.

PART TWO -- NPS MANAGEMENT OF KENNESAW MOUNTAIN NBP

CHAPTER THREE -- DEVELOPMENT OF KENNESAW MOUNTAIN NBP

NPS development of Kennesaw Mountain NBP began shortly after its transfer from the War Department in 1933. One of the first needs was the construction of a new approach road to the site from Dallas Road. A request for \$7000 was submitted to the Public Works Administration in October 1933. Another \$2500 was requested for the purchase of approximately 12 acres through which the road would be built. Superintendent Richard B. Randolph of Chickamauga and Chattanooga National Military Park, who had been given responsibility for administering Kennesaw Mountain NBP, was directed to obtain options on the land needed. In November, Randolph proposed a 60-foot-wide right-of-way for a 1/2-mile through the Channell property. In the meantime, Cobb County worked to improve Dallas Road.³²

In January 1934, forester A. Robert Thompson inspected Kennesaw Mountain NBP and filed a report on conditions at the site. Thompson found that the central ridge of Cheatham Hill was covered by sparse forest with no undergrowth. The forest floor had been swept clean of virtually all topsoil and forest litter. An open area was partially under cultivation but the predominant vegetation was broom sedge and Johnson grass with patches of loblolly pine. The Ward Creek bed was badly eroded. Thompson recommended that the proposed Civil Works project consist of forest clean up, grubbing out the broom sedge, disposal of the rocky litter, and erosion control. Leaves and dead wood should be raked to the center ridge and burned. Poor and dead trees were to be removed; only dead snags should be pruned; and no forest litter was to be removed. He further cautioned against over-development of the area; the only road should be the entrance road. To prevent further erosion, leaves and pine needles should be scattered over the site to re-establish the forest litter.³³

A second inspection by landscape architect Kenneth Simmons in March 1934 resulted in an outline for improvement of the grounds that called for regrading the stream slopes and the use of rip-rap to control erosion and the re-establishment of 40

³² Associate Director, A. E. Demaray to Superintendent Randolph, October 23, 1933; Randolph to Demaray, November 1, 1933; NPS Central Classified Files, 1939-1949, Record Group 79, Box 2586, hereinafter cited by box number.

³³ Report of A. Robert Thompson, Forester to Director, January 30, 1934; Box 2586.

acres of terraced hillsides and lowlands as meadows. The project would involve seeding, fertilizing, and planting. Work began in April 1934 with the employment of skilled laborers at \$1.00 per hour and unskilled laborers at 70 cents per hour. A temporary toolhouse and office was built in the Cheatham Hill area and a trail that avoided the earthworks was constructed to the Illinois Monument. A large quantity of stone was used for stream bank erosion on the eastern bank of Noyes Creek. A small amount of native plant material was collected and planted in the woods near the monument.

To rehabilitate the fields, including thirty acres previously cultivated by the caretaker, they were plowed, harrowed, fertilized, and seeded to cowpeas. Considerable work was also done on old erosion control terraces that had been improperly laid out. In September, the cowpeas were plowed under, the fields were harrowed again, and the old terrace system was completely replaced. By April 1935, the fields had been harrowed a third time and bermuda sod had formed a permanent stand of grass.³⁴

In 1935, Superintendent Randolph inspected the site and announced that a program of general physical improvement had begun. Among the early accomplishments were a complete layout of trails and the planting of grass in key areas. In the Cheatham Hill area, the parking lot, which had been built in 1934 and was located south of the monument, was relocated to a site north of the monument. The ranger building, which had been near the parking, was also moved and improved. A work plan completed in 1937 called for construction of a custodian's residence, a utility building, a water and sewer system, a north-south highway, bridges over Ward and Noyes creeks, an entrance station, an administration building; the razing of undesirable buildings; the reconstruction of the road to the summit; and general landscaping. Estimated cost of the development was \$355,000.³⁵

Much of the work done at Kennesaw Mountain NBP until 1934 was carried out through the Civil Works Administration. A report on CWA work in April 1934 found that 60 acres had been cleared of refuse, stumps, and other fire hazards; that 37 stone erosion dams had been constructed; that 6000 square yards of extreme erosion had been filled and graded and 109 sod dams, totaling 537 linear feet had been built; that 620 linear yards of trail had been built, with an additional 60 linear yards of trail foundation laid; that 158 pine seedlings, three cedar seedlings, 78 sweet shrubs, three black haws, and eight sumacs had been transplanted; and that 925 linear yards of Confederate trench near the Illinois monument had been planted in honeysuckle. B. F. Lane, superintendent, and W. P. Lemon, skilled worker, had supervised the work.³⁶

³⁴ Final Construction Report of Associate Engineer, Charles W. Griescom, March 24, 1936; Record Group 79, Box 81, hereinafter cited as RG79, Box 81; Assistant Landscape Architect, Kenneth Simmons to Superintendent Randolph, March 8, 1934, Box 2594.

³⁵ *Cobb County Times*, January 31, 1935; *Cobb County Times*, "Work Underway at Park Site," April 25, 1935; "Six Year Work Program for 1939-1944," December 15, 1937; KEMO Files.

³⁶ Report of Civil Works Administration Work - Oswald Camp to Randolph, April 25, 1934; Box 2594. By 1965, the honeysuckle was considered an exotic species and eradication efforts were initiated.

CIVILIAN CONSERVATION CORPS, 1938-1942

The establishment of CCC Camp NM -3 at Kennesaw Mountain NBP in 1938 provided the NPS with a new source of labor and money. By April 1938, eight camp buildings, including four barracks, an army and NPS headquarters for offices, and a welfare building, had been built. Work had started on a mess hall. The completed camp was to have 22 buildings. In June, 110 CCC workers arrived at the "Camp T. M. Brumby" as it became known.³⁷

For the next four years, all development work done at Kennesaw Mountain NBP was done by CCC labor. Much of it was a continuation of the earlier CWA projects such as erosion control and planting. Also included were such ongoing projects as razing of undesirable buildings on park lands; improvement of road shoulders along U.S. Highway 41; and the building and improving of park roads.³⁸

In addition to the ongoing projects, much construction was done. In 1939, work began on the renovation of the Hyde House, at the base of Big Kennesaw Mountain, for use as a museum and headquarters building and the renovation of farm residences in the park for use as employee quarters. The superintendent's residence was the George Channell house, located along the entrance road built by the War Department. By 1940, foundations had been laid for utility buildings that would house trucks and equipment, a blacksmith and auto repair shop, and storage. To provide water a 20,000 gallon water tank was built 200 feet up on the north side of the mountain. By 1941, cast iron entrance signs were erected along U.S. Highway 41 and the Dallas Road and dry pit toilets were installed at the crest of Big Kennesaw and in the Cheatham Hill area. By the time the camp was closed on March 10, 1942, CCC labor had provided work worth 1283 mandays on road construction; 215 mandays on building the repair shop; 225 mandays on construction of toilets; 70 mandays on erection of signs; and 79 mandays on building renovation.³⁹

ROADS

One of the most critical early needs of the park was the development of adequate roads. To facilitate its road work, the CCC began operating a quarry in 1939 on

³⁷ *Cobb County Times*, "Work Progresses on CCC Camp," April 21, 1938; *Cobb County Times*, "110 CCC Boys Arrive at Marietta Camp," June 2, 1938; KEMO Files; Acting Regional Director, H. R. Roberts to Director, September 23, 1938; Box 2595.

³⁸ Superintendent's Monthly Narrative Reports, 1939, hereinafter cited as Monthly Reports; Box 2588; Acting Director Demaray to Tarver, July 7, 1939; Box 2590.

³⁹ *Cobb County Times*, "Permanent Improvements Mark Kennesaw Park Development," October 24, 1940; *History of Kennesaw Mountain NBP, February 1941 -February 1948*, B.C. Yates, 1948, 1; Yates to Director, April 13, 1939; KEMO Files; Monthly Reports, 1940-1941; Box 2588.

the side of Big Kennesaw and used a rock crusher to produce the necessary surfacing material.⁴⁰

The first project was the construction of a road from Dallas Road to Cheatham Hill.⁴¹ Following a formal ceremony, on March 11, 1940, attended by NPS officials and Marietta city officials, 50 CCC workers were put on the job. The Cheatham Hill road was graded and rock surfaced, and headwalls and culverts were installed. By December 1940, a 160 feet by 100 feet parking area was completed. In March 1941, the road was opened for use. Work, however, continued with additional grading and fill and seeding and sodding of the roadsides. Its final total length was 3400 feet. In June 1941, the road was paved by the road crew from Great Smoky Mountains National Park.⁴²

Other road work was necessary when the state widened Highway 41 so that it could be converted into a four-lane highway if necessary. The shoulders and back slopes were sloped and planted by CCC workers. Similar sloping and planting was done along Stilesboro, Burnt Hickory, and Dallas roads.⁴³

The project that attracted the most attention was the proposed development of the road up Kennesaw Mountain. The Kennesaw Mountain Association had built a road up the mountain in the 1920s but it was rough and dangerous. The National Park Service improved it for use as a work road but it remained closed to the public. When planning for the development of the park began in 1939, NPS engineers started looking seriously at ways to improve the road further so that it could become part of the park tour. At one point, they considered building a loop road but finally rejected it as too intrusive. Instead they planned to widen the existing road into two lanes, although problems were anticipated in providing a turn around and parking at the crest. In January 1941, the Regional Engineer made a site visit and determined that ditches needed to be widened, cross-drains and rock fill installed, the slopes stabilized, and a guard wall built. He also recommended

⁴⁰ Monthly Report, October 1939; Superintendent's Annual Report, 1940, hereinafter cited as Annual Report; Box 2588.

⁴¹ The existing road, built by the War Department, was abandoned. The new road was intended to be the first part of a loop around Cheatham Hill. Parking was to be provided at the Confederate fort north of the monument, at a point west of the monument near a proposed observation platform, and south of the monument. From the Dallas Road intersection, the new road was to extend north to Burnt Hickory. 1934 CWA Map, Cheatham Hill Memorial Park, R. D. Field, Engineer.

⁴² *Marietta Journal*, "Kennesaw Park Road Work Begins," March 11, 1940; KEMO Files; Monthly Reports, March 1940, June 1941; Box 2588.

⁴³ *History*, Yates, 1948, 2-3; Yates to Director, October 22, 1940; KEMO Files; Monthly Reports, June-August 1939; Box 2588.

that the new road terminate at 100 feet from the crest instead of at 60 feet as the existing one did; parking could be installed there.⁴⁴

Despite these recommendations, though, the mountain road was not included in the initial road system plan approved by the Interior Secretary in 1940 because details concerning how the traffic would be accommodated had not yet been definitely determined. Topographical surveys and other studies were still needed.⁴⁵

By 1941, these studies had been completed and work on the road began on August 25. In September, Superintendent George Wilkins announced that the road work was nearing completion. More than 100 CCC workers were on the job and an October 1 opening date was anticipated.

While construction got underway, different proposals were made for how the road would be used. Olinus Smith suggested that the existing road be improved enough that buses could be used to transport visitors. A parking area could be constructed at the intersection of the mountain road and the CCC camp road where visitors would pay 10 cents per adult and 5 cents per child to board the bus. The old quarry could be used as a bus garage and a shelter, picnic area, and comfort station would be built at the top. Another proposal was to let visitors drive their own vehicles up the road after warning them of its condition. The charge would be 25 cents per auto, with annual passes available for \$1.00.⁴⁶

No decision was made regarding the proposals, though, since the opening of the road was postponed indefinitely. At first it was because of the ongoing litigation. Then, with the closing of the CCC camp in 1942 and the increasing demands placed on funds and the workforce by World War II, the opening date had to be set back further. But despite these problems, some work was accomplished in the 1940s. The road was graded and the ditches were cleaned out; culverts were cleaned and large rocks removed. It was open to hikers and was used as a fire road by the park but remained closed to public vehicles since it was still considered to be dangerous. Lack of funds during and after the war prevented any further upgrading.⁴⁷

In 1950, interest in opening the mountain road to public traffic was revived but, because of the Korean War, the NPS did not have the money. Congressman

⁴⁴ *Cobb County Times*, "Scenic Road to Kennesaw Mountain Approved," January 16, 1941; KEMO Files; Yates to Regional Director, January 18, 1941; Engineer's Report, February 11, 1941; RG79, Box 81.

⁴⁵ Acting Regional Director, Fred Johnston to Yates, June 10, 1940; Director Arno Cammerer to Olinus Smith, August 12, 1940; Box 2594.

⁴⁶ *Marietta Journal*, "Kennesaw Mountain Road is Nearing Completion," September 10, 1941; *Cobb County Times*, "Kennesaw Mountain Road to Open First of October," September 11, 1941; KEMO Files; Acting Director Demaray to Acting Secretary Burlew, October 26, 1940; RG79, Box 81; O. Smith to Regional Director, July 19, 1940; Acting Superintendent George Wilkins to Director, June 27, 1941; Acting Director Demaray to Wilkins, July 3, 1941; Box 2594.

⁴⁷ Monthly Reports, November 1943, May 1944, November 1946, January 1947; Box 2588; Newton Drury to Representative James C. Davis, March 15, 1948; Box 2594.

Henderson Lanham, of the 7th District, tried but was unable to get \$35,000 - \$45,000 for improving and paving the road. Finally, Cobb County raised \$25,000 and received a \$58,000 federal grant that enabled it to rent machinery from the park and use county labor to reopen the road. Under the supervision of the park superintendent, the upper half of the road was widened and a 15 - car parking lot was built.⁴⁸

The mountain road was not the only concern in park development. Planning for a park wide road system. was also started in 1939 and a general policy of road location was approved by the Director. Eventually, park and regional officials developed a plan to build a closed loop road that would be located on the crests of the ridges and to the rear of the entrenchments. This road would connect sites selected for interpretive development and would constitute a complete tour of the park. The road was not to intrude on the historically important parts of the field and the most significant sites were to be restored to their historic period.⁴⁹

There were problems with developing a closed loop road, though, due to the number of county roads that went through the park. To avoid them, several expensive overpasses would have to be built. It was anticipated that two would be needed over Dallas Road, two over Burnt Hickory, and two over Powder Springs. But the cost of such work was prohibitive and the loop road was never built. At one point, Cobb County indicated a willingness to reroute some of the roads to prevent the necessity for overpasses. In an attempt to capitalize on this idea, Superintendent Bowling C. Yates suggested the closing to the public of John Ward, Old Mountain, a portion of Burnt Hickory, and a portion of Stilesboro road. Anticipating that this would be unpopular with the local residents, he further suggested buying all the interior lands (approximately 850 acres). Doing so, he reasoned, would eliminate the need for overpasses and be cheaper in the long run. But the government was not interested in acquiring more land and nothing ever came of the idea. The county's offer was never acted upon either.⁵⁰

The last major attempt at road development by the NPS at Kennesaw Mountain NBP began in 1967. The construction of the new Highway 41 had made access to the park difficult. To alleviate the problem, the Park Service began negotiations

⁴⁸ *Cobb County Times*, "Road to Top of Kennesaw Mountain to be Opened This Winter," August 24, 1950; *Marietta Journal*, "Seek U.S. Aid for Road Up Kennesaw," August 24, 1950; *Cobb County Times*, "County Begins Construction on Road to Kennesaw Mountain," January 18, 1951; *Cobb County Times*, "Chamber of Commerce Demands Immediate Work on Road to Kennesaw Mountain," December 7, 1950; KEMO Files.

⁴⁹ Regional Director Tillotson to Director, August 4, 1939; RG79, Box 81; Monthly Reports, May 1939 and November 1939; Box 2588. 1939 Master Plan.

⁵⁰ Acting Director Demaray to Acting Regional Director, May 14, 1940; Yates to Director, July 10, 1940; RG79, Box 81; Monthly Report, April 1940; Box 2588. As late as 1965, a modified version of a loop road was still part of the proposed development. The Master Plan for that year called for it to run west of, and parallel to, Old Mountain Road, cross over Burnt Hickory, cross over Dallas Road, and continue south past Cheatham Hill to the Kolb Farm.

with the county and the state for a possible land exchange so that a new entrance road to the park could be built. The county was receptive to the idea but estimated that the cost of obtaining a standard right-of-way would be \$361,000. Unfortunately, the land the park had available for exchange was only worth \$63,000. The idea subsequently stalled.⁵¹

The proposal lay dormant until 1969 when the State approached the NPS with a proposal to relocate Highway 5. The new route would sever a small tract of park land but it might be possible to exchange this for land needed for an entrance road. Unfortunately, this plan also failed.⁵²

In the meantime, the NPS continued its efforts to obtain land for an entrance road. But any land that the park had for an exchange was not equal in value to what was needed. The proposed site of the entrance road was zoned primarily commercial and industrial whereas the park lands were residential. Any exchange would require the government to pay the difference, but there was no money.⁵³

By 1972, the land exchange idea was abandoned. Instead the NPS decided to seek a boundary change and authority to use Land and Water Conservation funds for purchase of approximately 50 acres to build an entrance road. As of 1994, though, this has not been accomplished.⁵⁴

MISSION 66

During World War II, development of the park all but ceased due to the lack of money and manpower, especially after the CCC camp was closed in 1942. But in 1956 plans were drawn up for development as part of the Servicewide Mission 66 program. More than \$1.5 million worth of road improvements, trail construction, landscaping, and building construction was planned.⁵⁵

Building construction proved to be a major part of the Mission 66 program at Kennesaw Mountain. In June 1963, a \$174,401 contract was awarded to Carters

⁵¹ Superintendent to Regional Director, May 12, 1967; Acting Regional Director to Superintendent, June 8, 1967; Superintendent to Regional Director, September 13, 1967; KEMO Files.

⁵² Director to Acting Regional Director, April 25, 1969; KEMO Files.

⁵³ Chief, Office of Land Acquisition and Water Resources, Eastern Service Center to Regional Director, December 11, 1970; KEMO Files.

⁵⁴ Superintendent to Regional Director, December 18, 1972; KEMO Files.

⁵⁵ Despite the ambitious plans, implementation of the Mission 66 program at Kennesaw Mountain NBP was slow because of the strained relationship between Superintendent Yates and the regional office. Enjoying the patronage of Rep. James C. Davis, Yates had for years shown an independence that made his relations with regional officials difficult. Allegations of various acts of wrongdoing, including the charge that artifacts donated to the park wound up in his personal collection, prompted the regional office to withhold funds for Mission 66 projects. Not until Congressman Davis left office in 1963 was the region able to force Yates out. His successor, Dick Boyer, succeeded in putting park development back on track and was able to accomplish all the Mission 66 goals. Chief Historian Ed Bearss to Deputy Associate Regional Director, Southeast Region, March 24, 1994.

Construction Company of Atlanta for the building of a new visitor center. Plans for the 7500 square foot building included an audiovisual auditorium, a display room, an information desk, and administrative offices. Groundbreaking ceremonies took place on July 17.⁵⁶

Despite some problems with water intrusion that necessitated the use of rock fill under the foundation and the redirection of surface drainage, construction of the visitor center progressed rapidly. A new sewage disposal system and drainfield were also a part of the project. On May 6, 1964, the new visitor center was occupied. Although scaled down from 7500 feet to 6000 feet, it was a vast improvement over the old Hyde House that had been the headquarters building since the 1930s.⁵⁷

Another project made possible by Mission 66 funding was the restoration of the Valentine Kolb House. The Kolb House has the distinction of being the only structure at Kennesaw Mountain NBP that existed at the time of the battle. Originally built in the 1830s by Peter Valentine Kolb, the house was used in June 1864 as Union Maj. Gen. Joseph Hooker's headquarters. Some of the heaviest fighting of the June 22 battle took place on the farm and around the house. After the war, it changed ownership several times and a number of alterations were made, including the covering of the log exterior with weatherboarding.

In 1941, Superintendent B.C. Yates began interviewing surviving family members in an effort to ascertain the appearance of the building in 1864. His hope was that the house would be restored to serve as an interpretive exhibit for the park. Initially, his idea was not favorably viewed. In 1946, the Regional Director, in a memo to the Director, stated that "... unless the structure has other historical significance in the interpretive program to justify the expense, . . . we . . . recommend the house be razed and the interpretive tour be terminated at [Cheatham] Hill. "⁵⁸ But the Director disagreed and recommended that the house be restored on the exterior and modernized inside for use as an employee residence.⁵⁹

Despite this recommendation, though, funding for restoration did not become available until the 1960s. In 1961, Yates compiled a history of the Kolb House based on his interviews and research. That same year, architects made a preliminary investigation of the house to verify the architectural details. In 1962 and 1963, an historic structure report was prepared to identify and evaluate the original portions of the building and to determine what needed to be done for the restoration. Similar

⁵⁶ *Marietta Journal*, "Contract Let for Visitor Center," June 20, 1963; Monthly Report, July 1963; KEMO Files.

⁵⁷ Completion Report, November 2, 1964; Monthly Report, May 1964; Superintendent to Regional Director, May 22, 1964; KEMO Files.

⁵⁸ Regional Director Thomas J. Allen to Director, February 15, 1946; RG79, Box 81.

⁵⁹ Director Newton B. Drury to Regional Director, February 15, 1946; RG79, Box 81.

period buildings in the area were studied for clues as to the appearance of certain details.⁶⁰

The historic structure report recommended that the foundations be restored, the exterior weatherboarding be removed and certain logs replaced, the two porches be reconstructed, the chimneys be rebuilt, and a new wooden shingle roof be installed. It also recommended the restoration of as many of the original features as possible on the interior. Modernization would include the addition of electric heat and insulation.⁶¹ The restoration was completed in 1963.

Other Mission 66 construction in the park included two employee residences built near the visitor center and a new concrete block oilhouse. Each house had 1607 square feet and included three bedrooms, a utility room, carport, and storage. They were completed in March 1965. The oil house was built in 1966 by R.C. Powell Construction of Smyrna to replace the old wood frame building which was subsequently demolished.

With the completion of the various building projects, contracts were let for grounds and landscaping work. In the area of the new visitor center, trees and shrubs were planted, grading was done around the building, the entrance terrace walls and steps were constructed, a flagstaff was installed, and planting beds were built. The work was done by Scott's Grading and Landscaping Company and Green Brothers Nurseries of Decatur, Georgia, for \$49,285. The project was completed in October 1966.⁶²

Other work done in the vicinity of the visitor center and new residences consisted of the demolition of the old headquarters building by Hudgins and Company of Atlanta for \$1600; the construction of roads to the new housing by H&H Construction Company of Marietta for \$1632; and the construction of slate, concrete, and brick entrance terrace steps and stepping stones around the visitor center by Scott's Landscaping and Grading Company for \$11,247.⁶³

In 1964, the Georgia Centennial Hall of Fame Committee built the granite Georgia overlook on Big Kennesaw. Completed in June and dedicated to the memory of the 14 Confederate generals from Georgia who fought in the Battle of Kennesaw Mountain, the memorial was donated to the NPS. The NPS installed a battery operated message repeater unit, erected informational and directional signs, installed safety barriers, produced the message repeater tapes, stabilized the rock wall as necessary, and planted shrubs.

Unfortunately, poor construction, lack of rigid specifications, and pressure to complete the structure on schedule had resulted in a memorial that was soon a safety hazard. By June 1966, approximately 40% of it was closed due to movement of the

⁶⁰ *Historic Structures Report, Part 1, Architectural Data Section*, Charles S. Grossman, January 1962; *Historic Structures Report, Part 2, Architectural Data Section*, Charles S. Grossman, January 1963.

⁶¹ Grossman, *HSR, Part 2*, 2-10.

⁶² Completion Report; Monthly Report, October 1966; KEMO Files.

⁶³ Completion Report - Roads, Parking Area and Walk, Visitor Center and Residence Areas; KEMO Files.

retaining wall. Temporary repairs consisted of installing reinforcing rods and placing fill material under the flagstone flooring. But it soon became apparent to park officials that the memorial would have to be rebuilt.

Mission 66 road work consisted primarily of upgrading and improving the existing roads. In July 1963 the mountain and Cheatham Hill roads were treated with asphalt and rock. The last dirt roads within the park were eliminated when Cobb County paved Ridenour and John Ward roads in February 1963. Along with the road work new boundary and entrance signs were erected.⁶⁴

The first trails developed in the park were in the Cheatham Hill area in the 1930s. When Big and Little Kennesaw Mountains were acquired, development there included the construction of more trails and the work continued steadily over the years. When the park's Mission 66 program was inaugurated, additional trail construction and improvement was part of the development package. In June 1964, a .20 mile trail from the mountain parking lot to the summit was paved. Between 1965 and 1968, work was done on trails from the visitor center to the summit and from Big Kennesaw to Little Kennesaw. Timber and brush was cleared, the trails were marked, and erosion control devices were installed. In March 1967, the trail from the visitor center up the mountain was made into a self-guiding historical-nature trail. The Boy Scout hiking trail, built in 1963, was rerouted to get it off of the roads. In 1972, new footbridges were built. Trail improvement and maintenance became a routine duty at Kennesaw.⁶⁵

ADDITIONAL DEVELOPMENT

In addition to NPS work, some development activities were accomplished by outside groups. One such project was the construction of the Georgia memorial. In 1963, Representative A.A. Fowler, of Douglas County, introduced a resolution in the state legislature calling for \$6500 to pay for a granite monument to the Georgians killed in the Battle of Kennesaw Mountain. Although it failed to pass in that session, the resolution was reintroduced in 1964 by Cobb County Senator Edward S. Kendrick. Eventually the money was appropriated and the Georgia memorial was placed at the foot of the mountain. Later, the state of Texas placed a monument on the field in the Cheatham Hill area.⁶⁶

By 1970, most of the development work planned for Kennesaw Mountain NBP had been completed. Emphasis shifted to maintenance of existing roads, trails, and facilities.

In 1972, the mountain road was resurfaced and in 1976 a \$105,000 contract for the leveling and resurfacing of all major park roads and parking areas was awarded to

⁶⁴ Monthly Reports, February 1963, July 1963, November 1963, February 1964; KEMO Files.

⁶⁵ 1939 Master Plan. Monthly Report, April 1964, April 1965, May 1966, November 1966, March 1967; Annual Report, 1972; *Marietta Daily Journal*, "Scouts Map 20 Mile Trail At Park," June 9, 1963; KEMO Files.

⁶⁶ *Marietta Journal*, "Funds Asked for Monument at Battlefield," January 28, 1963; *Cobb County Times*, "Kennesaw Mountain Memorial Nixed in State," March 14, 1963; *Marietta Daily Journal*, "Kennesaw Park Monument Expected to Cost \$6500," June 20, 1963; KEMO Files.

Stewart Brothers Construction. The work included building up and reseeding of the road shoulders.⁶⁷

Park trails required regular routine maintenance for stabilization and erosion control. Foot bridges were built where necessary. Beginning in 1975, Youth Conservation Corps labor was utilized for much of this work.⁶⁸

Facility maintenance consisted of periodic painting of the visitor center and residences; installation of a burglar/fire alarm system in the visitor center in 1976; the replacement of the visitor center roof in 1979; the replacement of the visitor center heating and cooling system; treatment of the Kolb House with wood preservative; and the construction of wheelchair ramps at the visitor center.⁶⁹

Other accomplishments during the 1970s and 1980s were cutting and marking the park boundary; the erection of historic rail fencing around the open fields; selective vista clearing; the cleaning of the Illinois and other monuments; the removal of the picnic tables and pit toilets at Cheatham Hill; the installation of an interpretive exhibit at the Illinois Monument and the refurbishing of interpretive signs on the mountain; the construction of a new parking lot at the Kolb House; the placement of cannon at selected sites on the battlefield; the paving of the parking area along Burnt Hickory in 1979; and the restoration of the Georgia overlook in 1981.⁷⁰

⁶⁷ Annual Reports, 1972 and 1976; KEMO Files.

⁶⁸ Annual Reports, 1972-1976, 1987-1988; KEMO Files.

⁶⁹ Annual Reports, 1972-1977, 1982-1983, 1985; KEMO Files. The burglar/fire alarm system in the visitor center was installed by United Security Systems for \$3300.

⁷⁰ Annual Reports, 1972-1988; KEMO Files.

CHAPTER FOUR -- INTERPRETATION

EARLY EFFORTS

The National Park Service's efforts to interpret the Kennesaw Mountain battlefield began shortly after the site came under its administration in 1933. Money made available through the Civil Works Administration program made it possible to hire one Historical Foreman, two skilled employees and two semi-skilled employees to begin work at the battlefield site, which at that time consisted only of Cheatham Hill. The majority of their time was spent in providing educational service to the public. In 1935, B.C. Yates began his long association with the park when he was hired as the Historical Foreman.⁷¹

After researching the battle and its role in the Atlanta Campaign and the Civil War, the guides developed a story that could be told from Cheatham's Hill but would include all the action that took place in the surrounding area. The next step was a publicity campaign aimed at increasing awareness of the park and the interpretive opportunities that existed. An exhibition of relics and pictures in one of Marietta's leading hotels attracted much attention. Another display was put in one of the department store windows.

Information about the park was distributed in a number of ways. Material was supplied to the hotels, radio stations, newspapers, tour agencies, and schools. As a result, some tour groups and school groups ventured out the then primitive Dallas Road to Cheatham Hill to attend lectures and guided walking tours.⁷²

Such was interpretation at Kennesaw Mountain National Battlefield Site during its first years in the national park system. But in the late 1930s, the NPS began efforts to upgrade the interpretive activities at all of its historic areas. Improvements were made in various types of field exhibits and field historians began to give public lectures on a more frequent basis. At Kennesaw Mountain this resulted in the announcement in

⁷¹ H.C. Landrau, Historical Technician, Chickamauga/Chattanooga NMP to Vern Chatelain, Chief, History Division, March 5, 1934; Box 2594. Yates began his employment under the Emergency Conservation Work Program at Chickamauga and Chattanooga NMP, but was detailed to Kennesaw Mountain. On March 2, 1937, he converted to an NPS position. His duties included education activities, supervision of National Youth Administration guides, and survey of all physical and historic features of the park. On April 9, 1937, he was appointed acting superintendent.

⁷² CWA Program of Research and Education, Kennesaw Mountain National Battlefield Site, December 22, 1933 - April 19, 1934; Box 2594.

December 1934 that four guides would begin regularly providing tours of the Cheatham Hill area on weekends. These guides (W.L. Benson, S.W. McCoy, P.O. Sawyer, and G.W. Dowell) were under the supervision of Historical Technician H.C. Landrau of Chickamauga and Chattanooga NMP. Through the week they could be reached at the Georgian or Marietta hotels in Marietta.⁷³

To support the guides in their efforts, a display board was erected which featured canister, cannon balls, shrapnel, bayonets, and other miscellaneous artifacts that had been found on the field. Later, a local artist, L.L. Kelly, produced a large oil painting depicting the Union assault that was placed on display in the administration building on U.S. Highway 41. Plans were also made to build a relief model of the battlefield site, complete with topographic features.⁷⁴

By 1938, plans were being made for the expansion of the interpretive program at Kennesaw Mountain. One proposal called for developing three distinct areas with their own specific emphasis so that when taken together they would present a full and complete view of the battle and the field. The museum at the administration building was to present the background information for the battle. Here, the visitor would receive an introduction to the park and, hopefully, obtain, through the exhibits, an historical context within which to place the battle of Kennesaw Mountain. From the crest of Big Kennesaw, the visitor would be able to orient himself to the field. An observation station (possibly a circular building with a parapet wall), relief maps, directional arrows, and binoculars would be provided to help the visitor locate the major scenes of action. Finally, the story of the battle would be interpreted on the battlefield itself at Cheatham Hill, Pigeon Hill, the entrenchments, and at selected artillery positions.

To support the interpretive story, extensive research work was begun. A historical base map was to include all areas that played any role in the campaign as well as features such as woodlands, cultivated fields, pastures, roads, fences, and buildings.⁷⁵

Another attempt to advance the interpretive program was a proposal by Superintendent Yates, in 1939, to restore a period house in order to illustrate the "fundamental differences between North and South in the 1860s" with a "demonstration of the independent self-sufficient Southern farm home as contrasted with the industrial North."⁷⁶ But the Regional Office did not approve of his idea. In addition to citing NPS policy against restoration, it was turned down because the "... main object of the Kennesaw Mountain area is to commemorate a military engagement... and is not

⁷³ *Cobb Count Times*, December 6, 1934; *Administrative History: Expansion of the National Park Service in the 1930s*, Harlan D. Unrau & G. Frank Williss, National Park Service, 229.

⁷⁴ *Marietta Journal*, January 10 & 17, 1935; KEMO Files.

⁷⁵ Acting Regional Director Herbert Evison to Acting Superintendent, February 23, 1939; Box 81.

⁷⁶ Yates to Appleman, February 24, 1939; Box 81.

primarily concerned with demonstrating the social conditions existing in the South prior to the 1860s"⁷⁷

The establishment of the CCC program at Kennesaw in 1938 brought further development of the interpretive program. In August 1939, trained CCC guides began duty at the administration building from 8:00 am to 4:00 pm on weekdays and 1 :00 pm to 4:00 pm on Sundays.⁷⁸ The training for these guides was comprehensive and intensive. Not only were they expected to have a general knowledge of American and Civil War history, but they were also trained in clerical work, tree planting, engineering, use of quarrying equipment, building construction, mechanics, and road construction.⁷⁹

The use of non-personal interpretation devices expanded during this period as well. With the establishment of headquarters in the Hyde House, plans were made for development of museum exhibits. The first was installed in June 1939. Others, consisting primarily of maps, soon followed. Lithographs and paintings were also displayed. In addition, trailside exhibits were prepared for Cheatham Hill and Little Kennesaw Mountain. Most of these consisted of enlarged portions of the historical base map illustrating troop positions and movements and supplemented with explanatory text. Additional exhibits were planned for Big Kennesaw Mountain. For a time, Yates headed an effort to acquire the locomotive, the "General," famed for its role in the Andrews Raid of April 1862. The effort, however, was unsuccessful.⁸⁰

One of the more successful non-personal devices was an experimental registration desk at Cheatham Hill. Mounted at the beginning of the trail, it featured literature displayed under glass with registration sheets kept inside. It proved to be so successful that a national interpretive conference at Gettysburg recommended that the idea be adopted at other battlefield sites.⁸¹

Herbert Kahler, Chief of the Historic Sites Division, commenting on Kennesaw's interpretive program in 1941, was generally impressed. Three cannons from Chickamauga and Chattanooga NMP had been placed in the fort at Cheatham Hill and temporary trailside exhibits had been installed. He did recommend that the orientation

⁷⁷ M.R. Tillotson, Regional Director to Yates, March 7, 1939; Box 81.

⁷⁸ *Cobb County Times*, August 24, 1939; KEMO Files.

⁷⁹ Yates to Director, Civilian Conservation Corps, December 18, 1940; Monthly Reports, May-September 1939, Box 2588.

⁸⁰ Monthly Reports, May, June, August, September, October, 1939; Box 2588. Yates to Director, March 7, 1939; *Cobb County Times*, "National Park May Display Old 'General,'" March 16, 1939; KEMO Files.

⁸¹ Yates to Regional Director, April 20, 1940; Box 81. Acting Regional Director Lisle to Superintendent, August 18, 1947; Box 2595.

lecture emphasize more the park's role as part of the national park system and suggested that the guides place the battle within a broader historical context.⁸²

With the start of World War II, park funding was reduced and expansion of the interpretive program was scaled back. But while limited, efforts did continue. Park staff continued to distribute literature to public visitation points in Marietta, such as the post office, where a poster was placed. Two posters were also placed in the Service Men's center in the Marietta office of the National Housing Agency. Exhibits were taken to high school carnivals and downtown businesses. As a result of these efforts, and the large number of war workers who had moved to the area, visitation increased.⁸³

By 1945, there were more plans for developing the program. An interpretive tour was to use the museum for orientation with its relief maps and exhibits and include trails on the crest of Big Kennesaw and Little Kennesaw, each with maps; an overlook in front of the Federal trenches at Pigeon Hill; interpretive signs at an overlook on the Federal line opposite Cheatham Hill; and an interpretive sign at Kolb House.

In 1948, the Kennesaw Mountain Historical Association was organized to assist the park in its interpretive efforts. Through its operation of selling books and other educational materials, the association raised money that could be used to enhance the park's interpretation and to purchase additional books and museum objects.⁸⁴

MISSION 66

In the mid- 1950s, planning began for Kennesaw's participation in the Mission 66 program. There were several goals for interpretation. First, the need for more research was recognized. This program was ". . . necessary to obtain and evaluate information essential for the interpretive program." Accordingly, topics for which research was needed were identified.

To present this information to the visitor, a new visitor center was envisioned as the nucleus of the program. The museum, library, literature and lectures there were to be supported by audio-visual devices and information service provided by personnel.

To provide maximum service for the increasing number of visitors, with a limited staff, self-guiding facilities were necessarily the heart of the program. A self-guiding tour with special route markers and a guide sheet was already in use. Roadside exhibits and interpretive signs placed at key points were also utilized. But park management believed there was a need for more orientation devices, such as maps and panoramic sketches, to adequately interpret the battlefield.⁸⁵

During the 1960s staffing continued to be a problem. In 1965, the entire interpretation division consisted of one historian, one park guide, and one seasonal

⁸² Comments by Kahler, May 22, 1941; *Marietta Journal*, August 20, 1940; James L. Aikman, Jr., Historical Technician to Appleman, August 22, 1941; Box 81.

⁸³ Historical Technician's Monthly Reports, June 1943- September 1946; Box 2589.

⁸⁴ Annual Report, 1948; Box 2587.

⁸⁵ Mission 66 Prospectus, May 10, 1956; KEMO Files.

ranger.⁸⁶ As a result, there was further development of non-personal interpretive media, with many notable accomplishments.

By 1960, two tours of the battlefield area had been marked for visitors. Both began at the visitor center and ended at Cheatham Hill. One tour went via Marietta and one by way of the Little Kennesaw area. New exhibits included a Sidney King painting of the Federal bombardment of Kennesaw Mountain and a museum case displaying shoulder arms and a battlefield log with shells embedded in it. Temporary exhibits were also considered for the crest of Little Kennesaw, the Federal positions on Burnt Hickory and Dallas roads, and the Federal skirmish line near the Kolb House. A leaflet and a tour guide were available.⁸⁷

Another Sidney King painting, "The Crest of Kennesaw" was positioned on the crest trail of Big Kennesaw in 1963. It depicted a birdseye view of the mountain and activities that occurred there in June 1864. A review of the park's interpretive signs and exhibits revealed that most of the outdoor exhibits needed some kind of work. Subsequently, a number of these were refurbished or replaced and some selective vista clearing was done. Four new aluminum interpretive markers were also installed.⁸⁸

Two new monuments were erected on the battlefield in 1963 and 1964. The first was donated by the state of Georgia to honor its soldiers who had fought at Kennesaw and was placed near the new visitor center. The second was donated by the state of Texas and was erected near Cheatham Hill. Also, in 1964, the Georgia Hall of Fame Committee interpretive memorial overlook was erected and dedicated in June, complete with a taped message repeater.⁸⁹

Research to support the growing interpretive program continued in the 1960s. Location of artillery positions on the crest of Big Kennesaw were mapped out and troop movement maps were prepared. Museum labels were corrected. Artifacts were collected for new exhibits. Books and historic photographs were added to the park library.⁹⁰

Reflecting a new trend in interpretation, there was also an increase in the use of audio-visual devices at Kennesaw. An a/v script was written and a contract photographer hired for the development of a temporary slide show, which was used, despite numerous maintenance problems, until the permanent program was completed in 1967. Remote audio stations were installed at several locations around the park including the crest of Big Kennesaw, at Kolb Farm, and at Cheatham Hill. Generally,

⁸⁶ Annual Report on Interpretation, 1965; KEMO Files.

⁸⁷ Annual Report on Interpretation, 1960; Superintendent's Monthly Report, July 1960; KEMO Files.

⁸⁸ Annual Report on Interpretation, 1963 and 1964; KEMO Files.

⁸⁹ Annual Report on Interpretation, 1963 and 1964; KEMO Files.

⁹⁰ Annual Report on Interpretation, 1964; Superintendent's Monthly Reports, February 1963, December 1963, August 1965; KEMO Files.

these devices were very successful but, as park staff discovered, the message repeaters often became the target of vandalism.⁹¹

In 1965, a new temporary park folder was developed to reflect changes caused by the opening of the new visitor center. In March 1967 a mountain historical-nature trail was opened up and a "Mountainside Trail Folder," financed by the Kennesaw Mountain Historical Association, was produced. This folder was redone and illustrated by the Harpers Ferry Jobs Corps in 1969. A contract was also signed for the production of an Historical Handbook.⁹²

ENVIRONMENTAL EDUCATION

By the late 1960s Kennesaw's interpretive program reflected changes indicative of those taking place throughout the NPS. Increases in staffing made more personal interpretation possible. In August 1966, guided tours of Cheatham Hill and Big Kennesaw began on a limited basis. These proved to be popular but unfortunately those on the mountain had to eventually be discontinued because of traffic congestion at the top. As an alternative, roving interpretation was used.⁹³

The biggest change in Kennesaw's interpretive program came about in 1968. In that year, NPS began working with Mario Menesini, director of the Educational Consulting Service, on National Environmental Education Development (NEED) materials for schools. NEED was intended to develop environmental awareness and values through the application of five "strands": variety and similarities; patterns; interrelation and interdependence; continuity and change; and adaption and evolution. These strands were to be woven into all subjects taught in schools and into all park interpretive programs. Parks were encouraged to establish Environmental Study Areas (ESAs) to be visited by school classes using NEED materials. By 1970, 63 parks had ESAs.⁹⁴

Kennesaw Mountain developed its ESA on John Ward Creek in 1968. In April 1969, the first teachers' workshop was held there. Difficulty staffing the site was partially solved when a seasonal teacher was hired through the Regional Environmental Education Coordinator's office. By 1970, the park's ESA program was one of the largest in the country. Students were taken along trails to study the environment, steps in reforestation, and ecology of forests and streams.⁹⁵

The success of Kennesaw's environmental education program in the Cobb County schools stimulated interest throughout Georgia and surrounding states and the park

⁹¹ Annual Report on Interpretation, 1964, 1965, 1967, 1968; Superintendent's Monthly Reports, November 1963, July 1964, May 1965, October 1965; KEMO Files.

⁹² Annual Report on Interpretation, 1965, 1966, 1967; Superintendent's Monthly Reports, November 1966, December 1966, March 1967, April 1967; Superintendent's Annual Report, 1969; KEMO Files.

⁹³ Annual Report on Interpretation, 1966, 1967; Superintendent's Annual Report, 1968; KEMO Files.

⁹⁴ *Interpretation in the National Park Service: A Historical Perspective*, Barry Mackintosh, National Park Service, 1986, 68.

⁹⁵ *Marietta Daily Journal*, July 19, 1970; Annual Report on Interpretation, 1969; Superintendent's Annual Report, 1969; KEMO Files.

began receiving numerous requests for assistance in training teachers as ESA leaders, helping schools establish their own ESAs, and giving high level leadership to the state and regional school systems.⁹⁶

Several activities were part of this expansion effort. A meeting of the Interagency Environmental Action committee met in February 1971. Represented at the meeting was the U.S. Forest Service, the Soil Conservation Service, the Georgia Forestry Commission, the Cobb County Youth Museum, the Cobb County school system, the Georgia Conservancy, the Cobb County Water and Sewer System, Georgia State University, Kennesaw Junior College, and the National Park Service. The purpose of the committee was to increase the number of environmental study areas on local campuses. The park also made plans for participating in the Summer in the Parks program in which the Marietta Parks and Recreation Department would transport 12 groups of 30 children each to the park where they would participate in a group activity that included a trip to Cheatham Hill that combined history with environmental education and recreation. The Atlanta Parks and Recreation Department expressed an interest as well and even agreed to help finance the project by paying up to 20% of the salary for nine Atlanta Urban Corps workers to help it out.⁹⁷

One of the groups that expressed an interest in Kennesaw's assistance was the Girl Scouts. In 1971, the Northwest Georgia Council approached the park for help in establishing an "Environmental Teaching Center" at Camp Timber Ridge, a 175 acre camp north of the Chattahoochee River. In September, park staff made a visit to the site and selected 30 acres for development as an ESA. Superintendent Jack Ogle committed to the development of the 30 acres, the training of ESA leaders, the presence of a uniformed NPS interpreter, the furnishing of materials through donation and sales by the Kennesaw Mountain Historical Association, and the contacting and scheduling of schools.⁹⁸

The park's ESA program continued for six years until the energy crisis of the early 1970s forced the curtailment of school field trips. The ESA remained unused for four years.

Following the success of the NEED program, the concept of environmental education was expanded into the SUM-NEED program. Children 8 to 12 years old, selected through neighborhood playgrounds by park and recreation department workers, were invited to an overnight camp at the park. After a tour of the museum, they hiked to a site in the fields off Cheatham Hill Road near the Kolb farm. Evening campfire programs were held and Civil War stew was prepared for supper. Twenty high school students, members of the Neighborhood Youth Corps, and nine Urban Corps college students, worked as counselors and environmental and recreational leaders. Officials of the Marietta Parks and Recreation Department and the Atlanta Parks Department provided additional assistance. Food was provided by a U.S. Department of

⁹⁶ Staff Meeting Minutes, May 27, 1969, July 18, 1971; KEMO Files.

⁹⁷ Staff Meeting Minutes, March 22, 1971; KEMO Files.

⁹⁸ Environmental Education Report - Timber Ridge ESA Project, February 10, 1972; Annual Report, 1972; KEMO Files.

Agriculture authorized project through the Special Food Services Program for Children. In its first two summers, the program served more than 2500 children.⁹⁹

In 1977, the environmental education program was revived, although on a smaller scale, when the park hired an environmental education specialist. The ESA camp was relocated to the old CCC camp behind Kennesaw Mountain and weekend camps were conducted for Cobb County schools in the spring and fall. Weekday camps were held during the summer for disadvantaged kids.¹⁰⁰

Although proud of their success with the program, the park staff soon realized that the demand for leadership had grown far beyond its ability to provide. In appeals for more personnel, park management warned that if the program was allowed to bog down, demand would decrease and a valuable opportunity would be missed.¹⁰¹

VOLUNTEER PROGRAM

Shortage of personnel also led the park to initiate a Volunteer-in-Parks program in March 1972. It began with only three volunteers but by the end of the year, nine more had been recruited. Four of them were involved in living history; six assisted with environmental education activities; and two worked the information desk. Together, they contributed 2960 hours of work.¹⁰²

Despite the demands of the environmental program, Kennesaw did expand its personal historical interpretation for the general public. Roving interpretation and guided tours at Cheatham Hill and Big Kennesaw took place as staffing allowed. In 1968, firearms demonstrations began and were quite popular until 1973 when they were discontinued for safety reasons. In 1970, the park became involved with the Neighborhood Youth Corps and hired two high school students to work part-time. With the hiring of additional seasonal interpreters, and more use of volunteers, there was a dramatic increase in the park's living history programs.¹⁰³

LIVING HISTORY

An effort to combine environmental, education with theme interpretation led to the creation of living history programs stressing the Civil War soldiers' life. Lifestyles of the 19th and 20th centuries, with their consequent demands on the environment, were also compared. Major elements of the living history program were camp scenes and

⁹⁹ *Marietta Daily Journal*, June 16, 1971; Superintendent's Annual Report, 1972, 1977; KEMO Files

¹⁰⁰ Superintendent's Annual Report, 1980; KEMO Files.

¹⁰¹ Kennesaw Mountain NBP Management Objectives, 1971, 4-5; KEMO Files.

¹⁰² Annual, 1972; KEMO Files.

¹⁰³ Superintendent's Annual Report, 1968, 1972. Staff Meeting Minutes, July 8, 1966, June 25, 1967, December 14, 1970; KEMO Files.

cannon and musket firing demonstrations. Purchase of new items, such as Union uniforms and equipment, allowed for portrayal of both armies.¹⁰⁴

Initially, the living history programs were conducted in the field in front of the visitor center, with occasional weekend presentations on the mountain. But, by 1984, they were shifted to the Cheatham Hill area because it was considered a more historic setting. The move also alleviated overcrowding in the visitor center area and, it was hoped, the presence of park personnel or volunteers participating in living history demonstrations helped protect the earthworks at Cheatham Hill.¹⁰⁵

The energy crisis of the early 1970s resulted in an increase in visitation for Kennesaw. People in the Atlanta area were less likely to travel long distances and decided to visit sites nearby, like Kennesaw Mountain. To accommodate the increase, park staff developed new programs that included guided tours, new talks, an expanded living history program, and roving interpretation. In the summer of 1974, the park offered, for the first time, seven days of interpretation each week.

In addition to the regular activities, a number of special programs were developed in the 1970s and 1980s. As a Bicentennial project in 1976 a fife and drum corps, made up of volunteers, was organized. In 1980, the wives and children of the soldier volunteers began presenting programs in which they depicted wartime refugees. Also that year, a Special Labor Day program was inaugurated at Cheatham Hill in which four artillery pieces were assembled to demonstrate the operation of firing a Confederate four gun battery.¹⁰⁶

In the 1980s more non-personal interpretive devices were developed. Major temporary exhibits with rustic shelters were installed at Burnt Hickory and Old Mountain roads and at the Kolb House to orient visitors to each location and explain the battle action that took place there. Smaller interpretive metal photo signs were installed elsewhere throughout the battlefield. Signs were also placed at historic home sites and several historic road traces were identified and marked. In 1988, two field exhibit Napoleon guns and carriages were mounted in the historic artillery emplacements at Cheatham Hill.¹⁰⁷

As the interpretive program at Kennesaw continued to evolve the changes began to be embodied in planning and management documents. According to the General Management Plan of 1984, interpretation of the park's historic themes would occur at six locations. Overall park orientation would take place at the visitor center. Aside from the exhibits there, the interpretive opportunities available on the park trails would be emphasized. At Big Kennesaw Mountain, Pigeon Hill, Cheatham Hill, the 24-Gun Battery and the Kolb Farm, historic information about the battle would be provided

¹⁰⁴ Superintendent's Annual Report, 1973, 1975; KEMO Files.

¹⁰⁵ General Management Plan, 1984, 9; KEMO Files.

¹⁰⁶ Superintendent's Annual Report, 1975, 1980; KEMO Files.

¹⁰⁷ Superintendent's Annual Report, 1986, 1988; KEMO Files.

through a variety of printed and graphic materials. A wayside exhibit plan, to be prepared by the Harpers Ferry Center, was to be developed as well.¹⁰⁸

¹⁰⁸ General Management Plan, 1984, 9-10; KEMO Files.

CHAPTER FIVE -- LAW ENFORCEMENT AND RESOURCES MANAGEMENT

LAW ENFORCEMENT

In its early years, Kennesaw Mountain NBP did not have many law enforcement problems. Because of its relative isolation, visitation was low. Most protection activities were directed at fire detection and suppression. But as park development made the area more accessible to more people, there was a subsequent rise in the number of law enforcement incidents, primarily petty vandalism. By 1941, park management had recognized an increasing need for ranger patrols.¹⁰⁹

During the period when the CCC camp was occupied, the mere presence of the workers had acted as a deterrent, but when the camp closed in March 1942, the need for ranger patrols became even greater. Increasing numbers of people began to frequent the park after hours, many of them partying and "parking." In 1945, the park began coordinating its patrols with the county police and deputy sheriffs. Old entrances were closed off to limit entry to park lands. In 1947, the park hired another ranger and a guard.¹¹⁰

With these efforts park protection was adequate for a good number of years. But by the 1960s, the pressures of increasing visitation and the steady residential development of lands around the park, especially on the inholdings, resulted in a greater number of law enforcement incidents. Dumping of trash on park property and hunting violations became routine problems, but by 1967 the biggest problem was vandalism. Signs and outdoor interpretive displays were prime targets. In response to motor bikes on trails, foot patrols became more frequent. Heavier traffic necessitated more vehicle patrols.¹¹¹

More serious crimes also became more frequent. On September 6, 1966, an armed robbery occurred in the parking lot on Big Kennesaw. On May 16, 1972, the visitor

¹⁰⁹ Monthly Report, August 1941, December 1941, January 1942; Box 2588.

¹¹⁰ Monthly Reports, January 1942, March 1942, June 1944, May 1945; Box 2588. Annual Report, 1945; Box 2587.

¹¹¹ Monthly Reports, December 1963, February 1964, October 1965, January 1967, February 1967, April 1967. Staff Meeting Minutes, February 19, 1969; KEMO Files.

center was burglarized. The thieves took \$355 of the Kennesaw Mountain Historical Association's funds and a safe. An alarm system was subsequently installed.¹¹²

By the 1970s, law enforcement activities had become a routine part of park operations. In 1973 alone, 87 violation notices were issued. Entering and remaining after hours was the most common (27), followed by parking (16), possession of controlled substances (10), and off-road travel (6). In the 1980s, the park rangers increased their cooperative efforts with the Cobb County police to patrol the park.¹¹³

NATURAL RESOURCE MANAGEMENT

Natural resource management at Kennesaw Mountain NBP began with the establishment of the CCC camp in 1938. Since the area was primarily rural and heavily forested, fire protection was given early attention. The camp foreman was designated the Park Fire Chief, all enrollees were given thorough training in suppression, and a lookout tower was established on Big Kennesaw Mountain, with a telephone for reporting fires (it was built within the tower containing the CAA beacon). Fire hazard reduction work consisted of cleaning out downed and dead materials. These measures were necessary because neither the state nor the county provided any kind of fire protection.¹¹⁴

This changed, however, in 1943, after the closing of the CCC camp, when the park superintendent signed a cooperative agreement with the Georgia Department of Forestry that provided for a state employee to be stationed on the mountain; the NPS continued to pay for the phone. Assistance also began to come from Cobb County in 1944 with the organization of its Forest Fire Protection Unit. In 1945, a pump was purchased and installed on a pickup truck. This, and the employment of a park ranger and guard, in 1946, proved to be of considerable value in fire prevention, detection, and suppression.¹¹⁵

The major cause of fires in the park in the 1930s and 1940s was the North Carolina and St. Louis Railroad.¹¹⁶ Sparks from the coal fired locomotives often ignited the underbrush and woods along the tracks. They were so frequent that fire boxes were built nearby to contain firefighting tools. Although generally small, these fires, over a ten year period, burned more than 240 acres of park land. Park staff worked successfully with railroad officials in an effort to reduce the number of such incidents. Eventually, the introduction of diesel engines eliminated this hazard.¹¹⁷

¹¹² Annual Reports, 1967, 1972; KEMO Files.

¹¹³ Annual Reports, 1973, 1984; KEMO Files.

¹¹⁴ B.C. Yates, *History of Kennesaw Mountain NBP, February 1941-February 1948*, 1948, 1. Monthly Reports, March 1940, November 1943; Box 2588.

¹¹⁵ Yates, *History of Kennesaw Mountain NBP*, 4. Monthly Reports, May 1944, July 1944, August 1944; Box 2588. Annual Reports, 1942, 1945; Box 2587.

¹¹⁶ Originally, the Atlantic and Western Railroad; later the Louisville and Nashville.

¹¹⁷ Yates, *History of Kennesaw Mountain NBP*, 5. Monthly Report, September 1939; Box 2588.

The park has continued to maintain a fire protection program over the years but as the city of Marietta and Cobb County have become more densely populated and developed, there has been more assistance from these sources.

Another area of concern in early management of the park's natural resources was the soil and moisture conservation program. When lands were acquired for the park, most of the cultivated acres had been in row crops for many years and the soil was depleted. Sheet erosion was common and gullies were numerous. Re-establishment of ground cover was vital. In some areas, the park worked with the Soil Conservation Service to establish new terracing. Corrective planting was implemented and a soil conservation program was initiated. Fields were disked, limed, fertilized, and seeded; pine seedlings were spread on raw roadside banks. By 1948, 118.9 acres of park land were under cultivation. Seed, phosphates, and ground agricultural limestone had been used to increase the fertility of the soil and expedite its recovery. Since the cessation of agriculture had increased the erosion, some lands were leased for farming.¹¹⁸

Wildlife management has not played a large role in resource management activities at Kennesaw Mountain NBP, primarily due to the amount of settlement around the park. In the years before the park, most of the land was actively used for agriculture; any wildlife in the area was largely restricted to the woodlands. But even with the forests, the number of farmhouses and roads tended to keep away all but the smaller wildlife. With the establishment of the park and the removal of many of those residences, wildlife did gradually increase. There were even a couple of attempts to re-introduce certain species to the park. In 1940, the Georgia Division of Wildlife released 100 quail outside the park, many of which did subsequently move onto park lands. In 1941, there was a proposal to release quail directly into the park where they would be protected and would consequently increase in numbers. The surplus could then be trapped and transferred to other areas. But the NPS did not approve of the trapping. Instead, it was suggested that the park establish plant cover and food sources that might attract the quail, provided this could be done without interfering with the management of the park as an historic site.¹¹⁹

Since those early years, natural resource management has continued to be an area of emphasis at Kennesaw Mountain NBP. Fire prevention, removal of exotic plant species, vista clearing, trail maintenance, and erosion control have constituted the majority of the effort.

CULTURAL RESOURCE MANAGEMENT

Cultural resource management concerns at Kennesaw Mountain NBP have, in many ways, been addressed through the natural resource management activities. Planting of fields, reforestation of certain areas, and clearing of historic house sites and roadbeds was

¹¹⁸ Monthly Reports, March 1944, April 1944, May 1944, June 1945; Box 2588. Annual Report, 1944. O.B. Taylor, Regional Soil Conservationist to Regional Engineer, July 28, 1943; Box 2590. Taylor named the three priority areas for soil conservation work: the new headquarters area; the Cheatham Hill area; and the old fields between Cheatham Hill Road and John Ward Road.

¹¹⁹ Monthly Report, October 1940; Box 2588. E.M. Lisle, Acting Regional Director to Director, May 17, 1941; Associate Director Demaray to Acting Regional Director, June 6, 1941; Box 2595.

intended to preserve, and in some instances, recreate to a certain extent the historic scene on the battlefield.¹²⁰ The only historic building in the park is the Kolb House. Its exterior was restored in 1963 to the appearance it had in June 1864.

The primary cultural resources of Kennesaw Mountain NBP are the entrenchments and gun emplacements that survive on the battlefield. For many years they suffered from the effects of pedestrian traffic, vegetation encroachment, and erosion. But by the 1970s and 1980s more stabilization and restoration was being done. In 1982, the earthworks on Big Kennesaw Mountain, Pigeon Hill, and Cheatham Hill were fertilized and reseeded. In 1984, further work was done on the Big Kennesaw gun emplacements including the addition of dirt and selective tree removal.¹²¹

Cultural resource management at Kennesaw Mountain NBP has also included the preservation of the monuments, most notably the Illinois Monument. In 1986, cultural resource specialists determined that the base must be properly crowned to allow adequate drainage. Splitting and crumbling of the floor had necessitated its replacement. In 1991, the eagle at the top, which had been damaged by a thunderstorm in 1984, was repaired and replaced. The pieces had been taken to Georgia Marble Company, which had done the original in 1914.¹²²

Some of the most extensive cultural resource management done at the park has been archeological. The first archeological investigation directly associated with Kennesaw Mountain NBP was conducted in July 1939 by NPS archeologist Charles H. Fairbanks, who made a collection of prehistoric Indian artifacts from private property adjacent to the park. However, the major purpose for his visit to the park was to confer with Superintendent B.C. Yates regarding proposed test excavations to locate Confederate trenches between Dallas Road and Cheatham Hill. Those excavations were carried out by Yates and CCC laborers in August.¹²³

Archeological work in subsequent years was also project related. In 1975, the NPS contracted with Anne F. Rogers, of the University of Georgia, to conduct a preliminary surface survey of the park. Although limited in scope, the survey located 72 historic sites and features including the sites of seven buildings. In 1980, Cobb County archeologist Lawrence W. Meier made a survey of a proposed sewer line in the Dallas-Marietta highway right-of-way. During August 1985, Allen H. Cooper surveyed and tested the proposed route of a handicapped access trail from Gilbert Road to the 24 Gun Battery. Also in 1985, the Southeast Archeological Center surveyed and tested an area which would be impacted by the widening of Powder Springs Road. In September

¹²⁰ Early NPS managers recognized that 100% restoration of the historic scene would be very difficult, if not impossible. James Aikman, Historical Technician to Regional Director, July 14, 1943; O.B. Taylor, Regional Soil Conservationist to Regional Engineer, July 28, 1943; Box 2590.

¹²¹ Superintendent's Annual Report, 1982; *Atlanta Journal/Constitution*, "Civil War Roundtable Groups Rattled Cages to Get Earthen Works on Mountain Restored," July 19, 1984; KEMO Files.

¹²² Superintendent's Annual Report, 1986; *Marietta Daily Journal*, "Monument Bird Back on Perch," July 7, 1991; KEMO Files.

¹²³ Jackson W. Moore, Jr., Allen H. Cooper, John W. Walker, *1985-1986 Archeological Investigations at the Kolb Farm Battlefield Site*, 1989, 13.

1987, Georgia Department of Transportation archeologist William R. Bowen surveyed and tested a 100-835 foot wide corridor along the portion of Dallas Road within the park. Ten historic features were discovered, including three houses and a group of rifle pits that had been previously unknown.¹²⁴

Another discovery in the park occurred in 1980 when park staff found a number of prehistoric rock mounds. It was later determined that there may be as many as 500. Although little is known about the origins of the mounds they are considered a significant cultural resource.

In the 1980s, Kennesaw Mountain NBP began to reflect the NPS' overall greater awareness of the need for a planned approach to resource management. A resource management plan was prepared for the park that identified its baseline natural and cultural resources and determined what was needed by park management to assure their preservation. For the first time cultural resource issues were specified. Among the needs cited were a plan for a complete survey of earthworks in the park, an archeological assessment of the park, especially an evaluation of the prehistoric rock mounds, and the preparation of an historic ground cover plan. Park management today is working toward these goals.

¹²⁴ Ibid, 14-15.

CHAPTER SIX -- PLANNING EFFORTS AT KENNESAW MOUNTAIN NBP

1939 Master Plan

From 1933 to 1939, the goal of most work done at Kennesaw Mountain NBP was the accomplishment of specific tasks. Civil Works Administration workers were occupied with forest clean-up, erosion control, and other grounds work intended to stabilize the landscape. But with the establishment of the CCC camp in 1938, with its steady supply of labor, the National Park Service began to plan for the long range development of the park. As a consequence, the first Master Plan was prepared and completed in 1939. It addressed the development of roads, trails, and utilities.

The establishment of a park road system was a priority in the Master Plan. It recommended the improvement of the existing rough road up Big Kennesaw so that visitors could ascend to the top. From there it would be possible to become oriented to the field of battle and gain a better understanding of the mountain's importance in the military operations of 1864. Parking would be located below the crest but a trail would allow access to the Confederate battery positions.¹²⁵

As for the rest of the park, the plan called for a loop road system that would connect specific points selected for interpretation of the military actions in the vicinity. The road that would cross Burnt Hickory and Dallas roads would do so at grade, but it was anticipated that when traffic in the area became heavier, overpasses would be necessary. All park roads were to be located along the ridgelines, to the rear of the entrenchments. This would prevent intrusion into the historic fabric of the park, but would still allow access to the key portions of the battlefield. All roads would be two way and hard surfaced.

Aside from facilitating access to the battlefield, another objective of a closed loop road system was the establishment of some measure of control over traffic in the park. Those roads not serving an historic area and not needed for interpretive purposes were to be closed to the public. Their use was to be restricted to the movement of materials, for the patrol of the park, and as fire truck trails. Historic roads were not to be used for modern traffic because of the damage it could inflict. Certain portions of these roads could be preserved as field exhibits, while others could become trails.

To allow the visitor greater access to the battlefield, a number of trails were to be developed. These trails would radiate from each of the developed areas and would be

¹²⁵ 1939 Master Plan, Sheet #2, "Roads, Trails and Developed Areas."

connected at some point with one another. In certain strategic areas, trailside exhibits, including maps, photographs and narratives, would be placed.

The first priority for construction of roads within the park would be that portion extending from Burnt Hickory across Dallas to Powder Springs Road. The portions of Stilesboro and Old Mountain roads that extended from Highway 41 to Burnt Hickory would be utilized to gain access to the park road system.

In addition to the roads, the Master Plan also addressed the development of the proposed new headquarters area, at the base of Big Kennesaw, and six other "developed areas" within the park. In the headquarters area, construction of certain utilities would be necessary. For water, a 20,000 gallon water tank was to be built on the side of the mountain. The sewage disposal system was to be designed in such a way that only one septic tank and one disposal field would be necessary. Power and telephone lines were to be placed underground. The objective was to have as little direct visual impact as possible.¹²⁶

The other areas to be developed included the line of Federal assault along Burnt Hickory; the Federal position at Horseshoe Bend, the line of Confederate assault on Powder Springs Road, and the scene of the Federal flanking movements that forced the Confederates to retire from the field. Each of the points was chosen for its accessibility, visibility, and historic significance. Development of each would require restoration of fields and woodland, construction of overlooks, erection of trailside exhibits and markers, construction of trails and parking, marking of building sites; restoration of fortifications, period homes, and possibly of schools, churches, and mills. Undesirable structures would be razed.¹²⁷

The 1939 Master Plan was the first comprehensive plan for the development of Kennesaw Mountain NBP but it was not the last. For the next decade, park officials worked to implement the projects it had outlined. They also revised and refined the plan in subsequent versions. Some projects, such as development of the headquarters area, were accomplished just as they were planned. But others, most notably the construction of a closed loop road system, were altered as circumstances warranted. At a March 1947 planning conference, a number of changes were made in the proposal for the road. It was decided that Stilesboro Road would be used to reach the 24 gun battery; a new road would be constructed from the battery to Burnt Hickory; Burnt Hickory would be used for access to the Pigeon Hill area; and a road would be built on the ridge east of Pigeon Hill across Noyes Creek to Dallas Road. There an overpass was to be built so the road could junction with the road to Cheatham Hill, which would then be extended to the Kolb House.

But even these road plans were not fully implemented. Circumstances continued to conspire against the planners and the ever changing situation demanded preparation of new plans.

¹²⁶ 1939 Master Plan, Sheet #4, "Utilities."

¹²⁷ 1939 Master Plan, Sheet #2, "Restoration."

MISSION 66 MASTER PLAN

With the inauguration of the Service-wide Mission 66 program in 1956, Kennesaw Mountain NBP entered a new round of planning activity. Anticipating an influx of new money from the program, park officials began considering the further development of the park. The Mission 66 plan also considered what kind of a park organization would be necessary for its effective implementation.

According to the plan, the objectives of the park program were the administration and protection of the area and the provision of adequate services and interpretation for the visitors. To accomplish these goals, several things were necessary. To protect the park and its resources, more effort was to be made in establishing and maintaining good public relations. Contacts with local media and park neighbors were to be actively pursued. By doing so, park officials hoped to enlist the public's aid in preserving the park. In addition, soil and moisture conservation work and fire protection efforts were to remain top priorities.¹²⁸

To facilitate visitor services, a new visitor center was to be built in the headquarters area. Here, a museum, audio-visual devices, and information services would be readily available. Other interpretive devices would include literature, roadside exhibits, signs, panoramic sketches, and maps. The building would house the park's administrative offices as well. The proposal also called for the construction of additional maintenance facilities.¹²⁹

Plans for the road system had been altered again, but the basic proposal for a closed loop remained. Key historic points were to be connected by a ridgeline road that would overpass Burnt Hickory and Dallas roads. The system would have one entrance and would enable park officials to control, to some extent, access and traffic. The construction of the new Highway 41 made it desirable to acquire land for a new entrance road.¹³⁰

The Mission 66 plan also considered the problems posed by the privately owned in-holdings. With the growth of Cobb County and the Marietta area, land use patterns had changed. Agricultural use of the in-holdings was being replaced with residential development. Park management subsequently began to consider the possibilities of additional land acquisition. Such a move, though, would require new legislation.¹³¹

To administer and operate the park there would be a superintendent, a ranger, an historian, an administrative aid, a clerk-stenographer, and an information-specialist. These full-time employees were to be supplemented with two historians and two seasonal rangers for six months each year (April-September). There would also be a maintenance man and two laborers.

The superintendent was charged with the responsibility of interpreting and applying all phases of NPS policies and with the administration of the area and general

¹²⁸ Mission 66 Prospectus, May 10, 1956, 11, 15-16.

¹²⁹ Mission 66 Prospectus, May 10, 1956, 13-14.

¹³⁰ Mission 66 Prospectus, May 10, 1956, 17-18.

¹³¹ Mission 66 Prospectus, May 10, 1956, 25 and 30.

supervision over all planning and development. The business operations of his office were conducted by the administrative aid.

The ranger was to be responsible for the protection and preservation of the park area; all activities connected with forestry, wildlife, grounds, trail maintenance, forest fire suppression, land appraisal and acquisition, enforcement of all applicable laws, rules, and regulations, fire prevention and control, insect control, traffic control, furnishing of park and directional information, and cooperative observance and recordation of weather. Hunting regulations were enforced with the cooperation of state and county agencies.

The interpretive effort was to be directed by the historian. He supervised a program of interpretive lectures, conducted tours, and information services to acquaint visitors with park history and other features of interest. In addition, he conducted research, supervised the operation of the museum and park library, the painting of signs and trailside exhibits, and the collection and tabulation of records of park travel use.¹³²

The maintenance man supervised all maintenance activities including utilities, water and sewage systems, plumbing and heating systems, the operation of the garage and repair shops, and the upkeep of all tools and materials.¹³³

Following the completion of the Mission 66 program, planning at Kennesaw Mountain NBP became less concerned with development and more emphasis was placed on management of the park in the face of changing conditions. By the 1970s, increasing visitation and pressures from surrounding development had made management of the park more challenging. Aside from the heavy traffic and recreational use of the park, there was more vandalism, metal detecting, and other law enforcement problems.¹³⁴

GENERAL MANAGEMENT PLAN

By the 1980s, these problems and pressures had become so great that park management instituted some restrictions and made some changes to the way the park was used. Primary among these changes were the designation of specific areas for recreational use; the shifting of living history programs from the field near the visitor center to Cheatham Hill as a means of providing an official presence there to deter misuse; and the prohibition against drug and alcohol use in the park. Other changes, intended to promote the preservation of park resources, included the stabilization of earthworks, the strengthening of the interpretive program with new waysides, and a better safeguarding of the park's collection and archeological resources.¹³⁵

Individual components of the plan included land use and management, resource management, visitor use and interpretation, general development, and boundary adjustments and land protection.

¹³² Mission 66 Prospectus, May 10, 1956, 8-9.

¹³³ Mission Prospectus, May 10, 1956, 9.

¹³⁴ *Management Objectives*, 1971.

¹³⁵ *General Management Plan*, 1984, i-ii.

For land use and management, the park was divided into two management zones. The historic zone, totaling approximately 2878 acres, was the largest. Emphasis was to be placed on preservation and interpretation of historic sites, structures and objects. The park development zone consisted of the 4-5 acres around the visitor center, maintenance facility, and park housing. Resource management placed emphasis on preservation of the park's collection, structures, and archeological resources. This included the rehabilitation of earthworks as a part of the effort to restore the park's historic scene. Interpretation was to take place at six nodes: orientation at the visitor center with printed and graphic interpretive displays at Big Kennesaw, Pigeon Hill, Cheatham Hill, the 24 gun battery, and Kolb Farm. A wayside exhibit plan was to be prepared by Harpers Ferry Center. No further development was planned, with the exception of some additional parking at selected sites. In fact, some previous development, such as the picnic tables and toilets at Cheatham Hill, were to be removed. In an attempt to deal more directly with the development pressures from outside, park management committed to being more involved in reviewing new proposals adjacent to park land.¹³⁶

In 1989, park officials again addressed the major issues and objectives facing the park when they prepared a Statement for Management and a Land Protection Plan. The pressures of outside development, the need for more intensive resource protection, and the determination of how best to accommodate a growing number of visitors were identified as major areas of concern for future management.

Throughout its history, planning efforts have been a vital part of Kennesaw Mountain NBP's story. From the early years of the Master Plan through the ambitious Mission 66 plan, development was the primary focus. Getting people to the park and providing facilities and services for them once they were there was the objective. But by the 1970s and 1980s, planning efforts reflected the changes the park and the vicinity had undergone. Instead of needing to facilitate access to the park and attract more visitors, park management found itself facing problems brought on by too much accessibility and too many visitors. The goal was no longer development but wise and effective management. That goal will remain the challenge of Kennesaw Mountain NBP's managers well into the future.

¹³⁶ *General/Management Plan*, 1984, 5-11.

CHAPTER SEVEN -- UNDER SIEGE: MANAGING KENNESAW MOUNTAIN NBP

TOWERS ON BIG KENNESAW

In its earliest years, Kennesaw Mountain NBP was located in a rural area and was removed from any real urban pressures. Most residential and all commercial development was in Marietta, two miles away. Even the primary roads through the park were unpaved and unimproved. But gradually, over a period of years, the pressures from a growing urban spread began to make themselves known to park managers. Increasingly, requests were made for using Big Kennesaw Mountain for radio towers, for crossing park lands with utility lines, and for widening and further improving roads that passed through the park. Changing usage of the park by visitors also brought new challenges for managers.

The earliest request concerning Big Kennesaw Mountain was in 1939, when the Civil Aeronautics Administration, which had maintained an airplane beacon on the mountain since before the park was established, wanted to build a new, taller tower. Concerned about the visual effect, the NPS rejected the request for a new tower but did allow an increase in the beacon's candlepower. The CAA also agreed to place its cable underground. With this decision, a precedent was set and subsequent requests for towers by AT&T, Southern Bell, and the Georgia State Department of Forestry were denied.¹³⁷

UTILITIES

Requests for permission to route utility lines through the park were not so easy to deny, though. The basic policy of park officials was to limit the impact of such utilities as much as possible; avoidance of park lands was the preferred alternative. In 1938, the NPS had persuaded the Cobb County Rural Electric Administration to avoid erecting power lines on park lands. However, sometimes it was impossible to go around the park, as when the new headquarters area was developed at the base of Big Kennesaw Mountain. In those cases, the solution was to put the lines underground. When it was not possible either to avoid the park or put the lines underground, managers worked

¹³⁷ Monthly Report, April 1940; Box 2588. The aircraft beacon was later operated by the Federal Aviation Administration. When the new visitor center was built in 1963, the cable to the beacon had to be relocated, but was again put underground. In 1984, the FAA discontinued use of the tower and in 1985 it was torn down. Annual Reports, 1983 and 1985; KEMO Files.

hard to assure that the lines were as unobtrusive as possible. In 1940, when a new right-of-way was granted to AT&T for the placement of overhead lines, it was with the stipulation that they be relocated to a less visible area. For those utility lines along Highway 41, the park planted trees for screening.¹³⁸

As development increased in the succeeding years, these kinds of requests became more frequent and park managers found themselves feeling more pressure from local officials and developers. Some of these requests were approved, but always under strict conditions so that the impact was limited. Generally, these utilities were installed underground, within road right-of-ways.¹³⁹

In addition to utilities, development brought other requests involving park lands. In April 1966, Superintendent Vincent Ellis met with Edward Felmer regarding his proposal to construct a 60 unit campground on a tentatively selected site between Stilesboro Road and the railroad tracks within the park. Ellis was able to dissuade him. But, in July and August, he, and regional staff, were engaged in negotiations with the Cobb County Youth Museum regarding its request for an access road across park lands to its property. This proposal was eventually accepted and the access road was built from Cheatham Hill Drive to the museum under the terms of a special use permit.¹⁴⁰

INCREASING VISITATION AND ITS CONSEQUENCES

But outside development was not the only pressure the park was experiencing. Growing numbers of visitors began to threaten park resources and force management to do things differently. Since it was one of the few open areas in the rapidly developing county, the park came to be viewed as a recreational area by many of the local residents. Picnics, kite flying, sunbathing, and other recreational activities became predominant in the park, especially on weekends. By 1974 traffic had become such a problem on weekends that on one occasion firemen attempting to reach a blaze in the park were delayed for more than an hour.¹⁴¹

¹³⁸ Monthly Reports, September 1940; November 1940; September 1941; Box 2588.

¹³⁹ In 1966, Marietta wanted to put in overhead power lines along Old Mountain and Burnt Hickory roads. The park denied the request and asked that they be put underground. The city did not want to do this because of the additional cost. One rumor that subsequently circulated was that Mayor Howard Atherton had asked a congressional representative to help pressure the NPS; the mayor denied the rumor. *Marietta Daily Journal*, "Mayor Denies 'Pressure' Rumor," October 9, 1966; For other examples of how the park dealt with utility requests see, *Marietta Daily Journal*, "County Wants to Put Water Line Through Part of Kennesaw Park," April 9, 1980; *Marietta Daily Journal*, "Developer Says Hidden Lines 'Unreasonable,'" October 18, 1966; KEMO Files.

¹⁴⁰ Staff Meeting Minutes, April 29, 1966; July 8, 1966; August 19, 1966; KEMO Files. One of the more unusual requests was made in 1942, when the Georgia State Guard asked for permission to develop a small rifle range within the park. The request was denied. Acting Director, G.A. Moskey to Superintendent, March 19, 1942; Box 2595.

¹⁴¹ *Atlanta Constitution*, "Kennesaw Park Tries To Solve People 'Problem,'" April 13, 1974; KEMO Files.

Traffic was particularly a problem on the Kennesaw Mountain road. By 1974, an average of 1000 cars were on the road on a busy Sunday. However, there was only enough parking for 33 at the top. As a result, many people parked along the road further restricting traffic. Numerous accidents took place in spite of the efforts of four rangers on traffic control duty. Larger numbers of visitors on the mountain also led to increasing law enforcement problems such as vandalism, relic hunting, use of alcohol and drugs at the old quarry, after hours visitors, and occasional assaults.

In an attempt to solve some of these problems, park management decided to control access to the mountain by instituting an emergency bus service. For 17 weekends between March 16 and July 7, 1974, two chartered buses were employed to carry visitors to the top. Private auto use of the road on those weekends was suspended. The results were dramatic. First of all, it eliminated the traffic problem and parking congestion. But it also resulted in less littering, vandalism, and illegal drug and alcohol use. In addition, park managers discovered that the bus service required less personnel and freed rangers to concentrate their efforts on resource protection and interpretation. Rangers on buses were able to present interpretive programs to the passengers and personal contact between rangers and visitors increased.

The success of the emergency program led to a formal transportation study prepared by Ralph Liss Associates, under contract to the Denver Service Center. Citing the benefits of the bus service, the study recommended that the system be implemented on a regular basis beginning in 1975. The mountain road could remain open through the week but on weekends and holidays during the busier season access to the crest should be by bus only. As visitation increased, park management should consider using it daily.¹⁴²

Despite the success of the bus program, there continued to be problems in other areas of the park with the increasing number of recreational users and there were more incidents involving drugs and alcohol, excessive noise, and destruction of property. In 1982, park management began to consider the designation of specific areas for recreational uses and in 1983 began bringing rangers in from other parks to help deal with law enforcement problems.¹⁴³

In 1984, a new General Management Plan for Kennesaw Mountain NBP was released and the concept of specifically designated recreational areas became official policy. Three sites were selected: along Cheatham Hill Road just south of Dallas Road (30 acres); off of Old Highway 41 east of the headquarters (15 acres); and off of Stilesboro Road east of the headquarters (15 acres). Explaining the changes, Superintendent Ralph Bullard said, "We're going to do the bulk of our enforcement through interpretation. We want people to understand that times have changed and

¹⁴² *Transportation Study* 1-2, 18-24. Annual Report, 1974; KEMO Files.

¹⁴³ *Atlanta Journal*, "Park May See New Regulations," November 11, 1982; *Marietta Daily Journal*, "Park Plans Crackdown on Alcohol," February 13, 1983; KEMO Files.

we're just getting too many people here." Other plans included repairing damage to earthworks.¹⁴⁴

In addition to setting aside recreation areas, new regulations prohibited the use of alcohol or controlled substances in "designated historic interpretive areas, parking lots, recreation and picnic areas." With vigorous enforcement, these regulations resulted in fewer incidents.¹⁴⁵

The new regulations aroused some opposition though. Responding to complaints from constituents, Representative Buddy Darden, of the 7th District, said, "They're very unhappy about the unnecessary strict regulations that have been imposed regarding the use of recreational areas in the park." Sympathizing with them, he further added, "I understand the need to monitor activities of visitors to the parks to prevent vandalism and crime. But I also believe these parks are meant for the enjoyment and use of the public and not to be treated solely as a museum."¹⁴⁶

In addition to restricting recreational use, park management began denying permits for activities it considered incompatible with the historic mandate of the park. The denial of one such request for a road race brought a written inquiry from Representative Darden. Not satisfied with the NPS' answer that policy had changed to emphasize the historic nature of the park, Darden questioned the wisdom of such a policy. To him, "... the seemingly harsh or unreasonable application of policies which prohibit the reasonable use of these facilities seriously undermines public confidence and support . . . " for the national park system. As a newly elected representative of the public, he wanted to remind the NPS that it was dependent for its support on people like him.¹⁴⁷

Despite the thinly veiled threat in Darden's letter, the NPS stood by its policies. In a reply drafted by Superintendent Bullard, the NPS acknowledged the need of Darden's support but also requested his "... understanding of a park dedicated to historical events" The national park system, because of the diversity of its sites, needed to be managed by policies appropriate to each of these sites. Kennesaw Mountain NBP was an historical area and therefore had to be managed as such. Managing it as a recreational area would be inappropriate.¹⁴⁸

Not all people, however, shared Darden's belief that the regulations were unduly restrictive. In fact, many local officials and residents welcomed the changes. Kennesaw Mountain NBP had developed a notorious reputation as a place for "hanging out" and "cruising" activities during the annual "rites of spring." Residents near the

¹⁴⁴ *Marietta Daily Journal*, "Concept^s Changing for Battlefield Park," February 19, 1984; KEMO Files.

¹⁴⁵ *Atlanta Journal*, "Kennesaw Mountain Battlefield Park Sees Rules for Best Interest," February 28, 1985; KEMO Files.

¹⁴⁶ *Atlanta Journal/Constitution*, "U.S. Park Service Head Visits Kennesaw Amid Controversy," October 3, 1985; KEMO Files.

¹⁴⁷ Buddy Darden to Acting Regional Director, March 23, 1984; KEMO Files.

¹⁴⁸ Acting Regional Director to Darden, April 13, 1984; KEMO Files.

park were unhappy with the traffic and numerous alcohol-related incidents. Working with Cobb County and Marietta officials to implement the new regulations, the NPS was able to significantly decrease problems with both. There was also general public acceptance of the separation of conflicting uses because there were still some areas for recreation. The local press and the park visitors also supported the changes. The park's efforts to use interpretation and education as the primary means of communicating the changes proved successful.¹⁴⁹

PRESSURE FROM OUTSIDE DEVELOPMENT

The change in policy and new regulations were an important step in the preservation of Kennesaw NBP, but pressures on the park continued. The development of residential subdivisions on the edges of the park, and especially on the private in-holdings, resulted in numerous encroachments onto park land. To deal with this problem, the park began a project to "re-establish its boundaries" with new and clearer markings. Residents were informed that they would have to remove any and all fences, vehicles, outbuildings, and anything else they might have on park property.¹⁵⁰

Private property surrounded by park land presented special problems since residents had to cross park land to get home. Certain allowances were made but still problems arose. One such incident took place in 1987 when Fred C. Davison, who owned 40 acres on the western boundary of the park, announced his plans to enlarge his 12-foot dirt easement across park property to 50 feet and pave it. This would have been a major encroachment on a nearby entrenchment. To stop the action, the Department of the Interior filed a suit against Davison and gained a restraining order. The issue was partially resolved when Davison sold the property to a Marietta development company which could gain access to the property without crossing park land. But to avoid any future disputes, the National Park Service paid Davison \$90,000 to relinquish his claim to the easement; the payment was part of the settlement of the court case.¹⁵¹

In addition to these pressures, the park experienced threats from commercial development. In 1988, a developer proposed the construction of a shopping center and office park on a 4.3 acre tract at the southeast corner of Powder Springs and Callaway roads, across from the Kolb House. Such a project would destroy the historic character of the farm. Fortunately, Superintendent Larry Steeler was able to work with the Cobb County Historic Preservation Commission to oppose the rezoning of the site from residential to commercial. As a result, the project was abandoned. Since then the park has continued to work with the Commission in an effort to keep land next to the park zoned for low density development. As Steeler put it, ". . . there's much less of a

¹⁴⁹ Superintendent Bullard to Files, April 23, 1984; KEMO Files.

¹⁵⁰ *Atlanta Journal/Constitution*, "Park Ranger Skirmishes to Defend Battlefield," September 1, 1988; KEMO Files.

¹⁵¹ *Atlanta Journal*, "Feds Sue UGA's Davison Over Park Easement," September 24, 1987; *Atlanta Journal/Constitution*, "Davison Drops Plans for Battlefield Road," March 19, 1988; KEMO Files; U.S.A. vs Fred C. Davison, U.S. District Court, Northern District, Case #CA1:87-CV-2090-RCF.

visual impact on the park from a single-family residential home than there is from having a warehouse next door.”¹⁵²

But despite these successes, the pressures continued to mount. Traffic was still so heavy on the weekends that some road sections were converted to one-way only during those periods. Encroachments from adjacent property owners was a continuing problem. Countless trails cut across park lands, sometimes directly over fragile earthworks. Things had begun to improve but park management realized that it was going to be an on going struggle.¹⁵³

One of the problems that management had to deal with directly was the increasing use of park trails by riders of mountain bikes. Earlier problems with motor bike use of the trails had been largely resolved through stricter enforcement of regulations, but by the late 1980s some people felt that mountain bikes fell into the non-motorized category and should be allowed on the trail. In fact, Kennesaw Mountain NBP began to be publicized by patrons of the sport as an ideal location. But, citing concern for the safety of other visitors and for the impact of such activities on the trails, Superintendent Larry Steeler banned mountain bikes from the trails in October 1989. This elicited strong protests from the Southern Off-Road Biking Association which asserted that the ban was discriminatory. For a time the controversy was heated but in the end, the ban was enforced.¹⁵⁴

One consequence of the growth and development of west Cobb County that has had a major impact has been the widening of roads through the park to accommodate more traffic. Despite one early threat in 1944 when survey parties ran lines through the park in anticipation of a new national highway, Kennesaw Mountain NBP was free from any substantial road changes until the 1980s.¹⁵⁵ Roads were improved but, in general, were not greatly altered. With the increase in the volume of traffic, though, the state and Cobb County began planning for the widening of the primary roadways.

The first road widening to affect the park was that of Powder Springs Road in 1984. The road had been realigned and paved in the 1930s and gradually widened over the years but Cobb County wanted to make it into a four-lane roadway. The county owned enough right-of-way to construct the widened road but requested an additional easement for construction of the road shoulders, safety slopes, and drainage channels. Although unhappy with the impact of the new road on the park, especially the subsequent

¹⁵² *Atlanta Journal/Constitution*, “Historic Panel Says It Will Skirmish Over War Trenches,” October 27, 1988; *Marietta Daily Journal*, “Park Fights to Preserve Its History,” April 16, 1990; KEMO Files.

¹⁵³ *Marietta Daily Journal*, “Cruisers Clog Kennesaw Park Roads,” April 6, 1988; *Atlanta Journal/Constitution*, “Kennesaw’s Battlefield Under Development Siege,” August 7, 1989; KEMO Files.

¹⁵⁴ *Atlanta Journal/Constitution*, “Kennesaw Park Superintendent Bans Bicycles from Unpaved Roads, Trails,” September 10, 1989; *Marietta Daily Journal*, “Park Shuts all Trails to Bikes,” September 25, 1989; KEMO Files.

¹⁵⁵ Superintendent Ivan Smalley to Regional Director, April 27, 1944; Regional Director Oliver G. Taylor to Ryburn G. Clay, Georgia Highway Department, May 3, 1944; Regional Landscape Architect to H.J. Spelman, Public Roads Administration, August 3, 1945; Acting Director to Spelman, September 20, 1945; Spelman to Thomas Allen, Regional Director, November 26, 1945; Box 81, Folder 1.

diminishing of the historic scene around the Kolb House, the NPS granted the easement because without it the road would have required curbing, vertical concrete retaining walls, and guard rails. Park management felt that these things would have had an even greater adverse impact. The State Historic Preservation Officer reluctantly agreed with the NPS' approval of the project but expressed concern "that this is another example of a piecemeal approach which . . . as part of a series of small individual encroachments could become a major concern for the overall park plan."¹⁵⁶

As part of the agreement, the NPS informed Cobb County officials that it would not consider any future road projects through the park unless an Environmental Analysis of Alternatives was done first. The hope was to gain cooperation for future planning. However, such planning has not yet taken place.

The Powder Springs Road project was only the first. In 1985, the Georgia Department of Transportation (GDOT) announced its plans to widen Dallas Road from the Cobb-Paulding county line east into Marietta. Like the rest, the two-lane section through the park was to be made into four lanes. Anticipating a severe adverse impact, the NPS opposed the project. In a letter to the GDOT, drafted by Superintendent Bullard, the NPS likened the situation to a 1958 request for a right-of-way that was refused. On that occasion, the NPS stated that "our policy . . . is to refuse all requests for road right-of-ways that do not directly benefit a particular park or its visitors. Even more, it is our policy to encourage the development of through highways on routes that would bypass our parks and monuments and leave them undisturbed."¹⁵⁷

Specifically, park officials had concerns about the impact of the design on park resources and about the cumulative impacts of all road widening proposals. Bullard stated his belief that, "in widening the Powder Springs road, . . . we understood that a highway connector to the west of the park would first be constructed to funnel traffic to the north into U.S. 41 and I-75, and south into Powder Springs road, thereby relieving the Dallas Highway and Burnt Hickory road of future traffic problems."¹⁵⁸

At a public meeting in June 1986, the NPS again expressed its concerns and asked that alternatives be developed. But GDOT was not interested in alternatives. At a meeting with park staff, on June 26, it indicated that 100 feet of right-of-way was needed. The state already owned 80 feet but design plans called for four twelve foot lanes, a twenty foot median, two ten foot refuge lanes and two six foot shoulders. The designs also revealed that the proposed alignment was directly across a major Confederate gun emplacement on the north side of the existing road. The possibility of losing such a significant resource alarmed park officials and they asked that the road be realigned to the south. They also opposed the 100 feet of right-of way and the impacts it would have. In response, GDOT stated that it could build the entire road

¹⁵⁶ Regional Director to Advisory Council on Historic Preservation, September 19, 1984; Bullard to R.L. Gensel, Manager, Administration and Control Division, Department of Transportation, February 24, 1985; Elizabeth Lyons to Regional Director, no date; KEMO Files.

¹⁵⁷ Regional Director to Georgia Department of Transportation, January 2, 1986; KEMO Files.

¹⁵⁸ Statement by Superintendent Ralph Bullard, June 22, 1987; KEMO Files.

within the existing 80 foot right-of-way but it would then build retaining walls and deny turning access at Cheatham Hill Drive.¹⁵⁹

Meetings between NPS and GDOT continued over the next two years. Compromises were made and some alterations in the design took place. DOT agreed to landscape the median and provide a traffic light at Cheatham Hill Drive. The alignment was shifted to avoid an historic house site and the Confederate gun emplacement. It was also decided to construct a pedestrian underpass between Cheatham Hill Drive and John Ward Road.¹⁶⁰

With these agreements, the GDOT proceeded to revise its designs. By 1991, its revisions were complete and consultation with the NPS began once again. In still more meetings in 1992, further changes were made. The pedestrian underpass was dropped because of the impact its construction would have on the Cheatham Hill area. GDOT also agreed to change the grade of some of the slopes to minimize the loss of earthworks on the south side of the road. But even with these alterations, the NPS continued to express its concern about the cumulative impact of road widening projects and the lack of alternatives. As of this writing, the NPS and GDOT are still negotiating this project.

The proposal to widen Dallas Road is an excellent example of the kind of pressure Kennesaw Mountain NBP is under because of increasing development that threatens to strangle it. More people, more traffic, more encroachments, and more problems will result from this pressure. Kennesaw Mountain NBP is rapidly becoming an urban park; it is no longer the peaceful, rural battleground it once was in its early years. Coping with these pressures and maintaining the integrity of this significant historic park is the continuing challenge of its managers.

¹⁵⁹ Bullard to Regional Director, July 31, 1987; KEMO Files.

¹⁶⁰ Superintendent Larry Steeler to Regional Director, June 30, 1988; KEMO Files.

APPENDIX 1

KENNESAW MOUNTAIN NBP -- A SELECTED CHRONOLOGY

- 1899** On December 26, L.J. Dawdy, veteran of the 86th Illinois, Union Army, purchased a 60-acre tract, including the Federal and Confederate trenches within the Cheatham Hill area.
- 1900** On February 15, Dawdy conveyed the land to Martin Kingman and John McGinnis.
- 1904** On August 13, Kingman and McGinnis transferred ownership of the land to the Colonel Dan McCook Brigade Association for \$1000. According to the deed, Kingman and McGinnis had been acting on behalf of the Kennesaw Mountain Association of Illinois, which wanted to erect a monument on the property in honor of those Federal soldiers who made the assault on Cheatham Hill during the Battle of Kennesaw Mountain in June 1864.
- 1914** On June 27, the Illinois Monument was unveiled during the 50th anniversary observance of the battle. It had been constructed by McNeel Marble Company of Marietta for \$25,000. The ceremony was attended by the governor of Illinois and a large number of veterans.
- 1917** On February 8, Congress authorized the acceptance by the United States government of a proposed gift of the 60-acre tract at Cheatham Hill from the Kennesaw Mountain Battlefield Association of Illinois. Problems establishing a clear title to the property delayed its transfer.
- 1922** On June 8, the first resident caretaker, Rev. J.A. Jones, was appointed by the Association. His duties were to maintain the grounds around the monument. He received no salary but was allowed to cultivate some of the land.
- 1926** On April 5, Congress authorized the inspection of the Kennesaw Mountain and Lost Mountain and other battlefields. A three-man commission was charged with inspecting the battlefields and determining the feasibility of acquiring any of them for a national military park. Based on the commission's report, the first legislation was introduced on December 7 for the creation of a national memorial military park at Kennesaw Mountain. Similar bills were introduced for the next nine years.
- 1928** On February 27, the property was officially deeded to the federal government for \$10. The site was placed under the administration of the War Department, specifically the Fourth Corns Area of the Quartermaster Corps.

- 1932** On April 13, Benjamin F. Jones was appointed as the new resident caretaker. As compensation, he received 30 acres of lowland for farming.
- 1933** On August 10, Kennesaw Mountain National Battlefield Site was transferred to the National Park Service. It was to be administered by Chickamauga/Chattanooga NMP. Development work was to be a Civil Works Administration project.
- 1934** In December, four CWA guides began regularly providing tours of the Cheatham Hill area on weekends.
- 1935** On June 26, Congress appropriated \$100,000 to purchase land and make improvements to the park and to redesignate it Kennesaw Mountain National Battlefield Park. In October, Olinus Smith arrived in Marietta and began buying property. Some landowners, primarily the Kennesaw Mountain Association, held out for more money; the Association owned 450 acres on Big and Little Kennesaw Mountains.
- In April, the National Park Service authorized the erection of markers where Brig. Gen. Charles G. Harker, Col. Dan McCook, and Col. O.F. Harmon fell at Cheatham Hill.
- 1936** By December, the government had initiated condemnation proceedings against 11 parcels of land, eight belonging to the Kennesaw Mountain Association.
- 1937** In February, the hearings began for the condemnation of the land owned by the Kennesaw Mountain Association. The court appointed a three-member board to appraise the property. In March, the board valued the land at \$85,000 in a split decision. The government refused to pay that much and the case went before a jury. On July 21, the jury assessed the value at \$9000. The Association filed an appeal. The judge raised the price to \$16,000 and the government agreed to pay. The Association made several more appeals (including one attempt to get the case reviewed by the U.S. Supreme Court), but lost each time.
- 1938** On July 1, a Civilian Conservation Corps camp was established at Kennesaw Mountain NBP. Projects included maintenance and improvement of the existing roads, construction of new roads and permanent buildings, landscaping, fire protection, erosion control, and interpretation.
- 1939** On May 1, Kennesaw Mountain NBP was designated an independent unit.

On August 9, Congress passed the Third Deficiency Appropriation Act, which provided Kennesaw Mountain NBP with \$55,000 for additional land acquisition.

Work began on renovation of the Hyde house for use as a museum and headquarters. In June, the first museum exhibit was installed.

In August, trained CCC guides began providing interpretive programs.

In September, a general policy of road location was approved by the NPS Director. A loop road was to be built on the crests of the ridges to the rear of the entrenchments. The road would connect sites selected for interpretive development. A road from the CCC camp to the top of Big Kennesaw was to be improved as a work road.

In October, the CCC began operating a quarry on the side of Big Kennesaw Mountain to extract rock for road projects.

The Civil Aeronautics Administration requested permission to build a new, taller tower for its airplane beacon on Big Kennesaw. The NPS, concerned about the visual impact, denied the request for a new tower, but did allow an increase in the candlepower of the beacon. As part of the agreement, the CAA put the new cable underground.

1940 In January, a registration desk was installed at Cheatham Hill.

By February, the layout was complete for the new headquarters area at the base of Big Kennesaw. It was to include the administration building (renovated Hyde house), utility buildings, the superintendent's residence and connecting roads.

On March 11, the road from Dallas Road to Cheatham Hill was dedicated; 50 CCC workers were assigned to the project.

In May, excavation began for a 20,000 gallon reservoir on Big Kennesaw.

In October, the state and Cobb County began paving Dallas Road.

A right-of-way was granted to AT&T for placement of overhead lines within the park, with the stipulation that they be relocated to a less visible area.

1941 In January, work began on a road between the Dallas and Burnt Hickory roads; it was to form part of the loop system.

In March, Cheatham Hill Road was opened. It was surfaced with six inches of rolled stone.

In May, the first roadside exhibit was installed on Cheatham Hill Road.

In June, the Cheatham Hill Road was paved by the road crew from Great Smoky Mountains National Park.

In August, seven cannon were transferred from Chickamauga and Chattanooga NMP.

In October, construction began on the fire lookout within the CAA beacon tower.

1942 On March 10, the CCC camp was closed.

In July, an illustrated narrative marker was installed at the Confederate fort at Cheatham Hill and at the Confederate battery position on Big Kennesaw.

In October, a water cart for fighting fires was constructed.

1943 Park superintendent signed a cooperative agreement with the Georgia Department of Forestry that provided for a state employee to be stationed on Big Kennesaw as a fire lookout.

1944 On July 1, the Cobb County Fire Protection Unit was established.

A proposed interpretive tour of the park was developed: the museum, with its relief maps and exhibits, would be used for orientation; there would be a trail on the crest of Big Kennesaw and over to Little Kennesaw, with maps at key locations; an overlook would be built in front of the Federal trenches at Pigeon Hill; interpretive signs and another overlook would be available at Cheatham Hill; and finally, an interpretive sign would be erected at the Kolb House.

1945 Following World War II, the community began promoting tourism to the area and cited the park as a prime attraction.

The park began coordinating patrols with the county and deputy sheriffs.

1947 The park hired another ranger and a guard because of increasing law enforcement problems.

On October 25, the Secretary of the Interior declared Kennesaw Mountain NBP officially established.

1948 On January 17, the Kennesaw Mountain Historical Association was formed for the purpose of assisting with the interpretive effort at the park.

1950 The new road to the top of Big Kennesaw was opened. The county had provided the labor and the NPS provided the equipment and supervision. The county had raised \$25,000 and received a \$58,000 federal grant to do the work.

1951 On March 25, the Cobb County Ministerial Association and the Marietta Chamber of Commerce inaugurated the Easter sunrise service on Big Kennesaw. It was to become a regular practice.

1960 In July, the CCC buildings were demolished and removed.

1961 In September, the Kennesaw Mountain Historical Association sponsored its 14th annual historical seminar; it featured speakers and a field trip.

1963 Restoration of the Kolb House completed.

Sidney King painting, "The Crest of Kennesaw," was erected on the Big Kennesaw crest trail. It depicted a birdseye view of the mountain and the battle in 1864.

On July 17, groundbreaking took place for the new visitor center, which was to have an a/v auditorium, a display room, an information desk, and administration offices.

Also in July, the Big Kennesaw Mountain and Cheatham Hill roads were paved.

The Georgia Memorial was placed at the foot of Big Kennesaw.

In October, a proposal to locate the Cobb Junior College within the park was denied.

1964 The existing Boy Scout trail was improved and a second 14 mile trail was opened to supplement it, utilizing existing roads, fire trails, and foot trails.

On May 6, the new visitor center was occupied.

The State of Texas erected a memorial near Cheatham Hill.

In June, the Georgia overlook on Big Kennesaw was completed. It had been built by the Georgia Centennial Hall of Fame Committee. In that same month, the trail from the parking lot to the crest was paved.

Also in June, the old park headquarters was demolished.

1965 In January, an abandoned well near Cheatham Hill was filled in; one visitor had fallen into it.

The park staff consisted of one historian, one park guide, and one seasonal ranger/historian.

A temporary park folder was completed.

In March, the two new employee residences were completed.

- 1966** Superintendent Vincent Ellis forestalls attempt by private developer to build campground on park property.

In June, 40% of the Georgia overlook had to be closed because it was unsafe.

In August, a new 80-car parking lot was opened at the visitor center.

In August, guided tours of Cheatham Hill and Big Kennesaw are offered on a limited basis because staffing is so short.

On September 6, an armed robbery occurred at the Big Kennesaw parking lot; the robber was later arrested in Marietta.

In September, the Cobb County Rural Electric Administration and the Marietta Board of Lights and Water applied for permission to erect overhead lines along Old Mountain and Burnt Hickory roads. The permits were denied due to the historic significance of the roads and because of earlier precedents concerning utilities.

The 20-mile hiking trail was rerouted to eliminate 10 miles of road use.

- 1967** In January, there was a theft of a 218-pound mountain howitzer tube from the utility area.

NPS began negotiations with the county and the state for a land exchange so that the park could build an entrance road from new Highway 41. The attempt was unsuccessful because the park had no land of comparable value to offer.

In March, the trail from the visitor center to the top of Big Kennesaw was made into a self-guiding historical-nature trail. The Kennesaw Mountain Historical Association financed the production of a guide booklet.

- 1968** A temporary cannon plaza was built for four cannon in front of the visitor center and a battery was re-established atop Little Kennesaw. Two H-34 Sikorsky Choctaw helicopters from the Reserve Helicopter Squadron 765, from the Naval Air Station in Atlanta, lifted three 3500-pound cannon to the top of Little Kennesaw. They were then re-assembled and moved into position with mule teams.

Park staff developed an environmental study area on Ward Creek. Students were taken along park trails to study the environment, the steps in reforestation, and the ecology of forests and streams.

Demonstrations of reproduction firearms became part of the interpretive program.

1969 In April, the first teacher workshop was held at the ESA.

A seasonal teacher was hired through the Regional Environmental Education Coordinator's office to work at the ESA.

1970 The park hired two high school students, through the Neighborhood Youth Corps, to work part-time.

Harpers Ferry Job Corps revised and illustrated the Big Kennesaw Mountain trail folder.

1971 Kennesaw Mountain NBP became involved in the Summer-in-the-Parks program.

In September, park staff assisted the Girl Scouts with the development of Camp Timber Ridge.

1972 Park launched the SUM-NEED program. Children, age 8 to 12, were invited to camp overnight in the park.

In March, the Volunteer-in-Park program was started.

On May 16, the visitor center was burglarized. The thieves took \$355 of the historical association's money and a safe. An alarm system was subsequently installed.

1973 Firearms demonstrations were discontinued for safety reasons.

The ESA program was discontinued; the energy crisis had curtailed school field trips.

1974 From March 16 to July 7, emergency bus service was used on Big Kennesaw. Two chartered buses replaced private cars on the mountain road on the weekends. The bus service resulted in less traffic and fewer law enforcement incidents. It also provided greater opportunities for interpretive contacts since rangers rode on the buses.

1975 The FBI recovered the mountain howitzer tube that had been stolen in 1968.

A transportation study recommended regular use of buses on Big Kennesaw.

Anne F. Rogers, of the University of Georgia, conducted a preliminary archeological surface survey of the park. The survey located 72 historic sites, including seven buildings.

1976 An 8 week Youth Conservation Corps camp of 20 enrollees continued trail improvement, erosion control, vegetative restoration, bridge repair and cannon painting.

1977 An environmental education specialist was hired and the environmental study area was revived. The camp was relocated to the site of the old CCC camp and operated on weekends during the fall and spring, and on weekdays during the summer.

1978 The non-historic Gilbert House was razed and the site was graded and seeded to restore its 1864 appearance. Work also continued to return historic fields to their original size and appearance.

1980 Wives and children of volunteers began presenting interpretive programs in which they portrayed wartime refugees.

A special Labor Day program was inaugurated at Cheatham Hill: four artillery pieces were assembled to demonstrate the operation of firing a Confederate four gun battery.

1982 The earthworks on Big Kennesaw, Pigeon Hill, and Cheatham Hill were fertilized and reseeded.

1984 Powder Springs Roads was widened by Cobb County.

The new General Management Plan was put into effect. It instituted a number of changes including the designation of specific recreational areas; it prohibited the use of alcohol; and it ended the use of the park for recreational activities, such as road races. Although arousing some controversy and opposition, the new rules resulted in fewer law enforcement problems and better control over the management of the park.

The living history programs were moved from the lawn outside the visitor center to Cheatham Hill. It was hoped this move would relieve congestion at the visitor center and encourage visitors to drive to Cheatham Hill to see the site.

Use of the FAA beacon tower on Big Kennesaw was discontinued.

1985 State Department of Transportation announced its intention to widen Dallas Road from the Cobb-Paulding county line east into Marietta, including the portion through Kennesaw Mountain NBP. The NPS opposed the action.

1988 A developer proposed a shopping center and office park near the Kolb House. The superintendent worked with the Cobb County Historic Preservation Commission to oppose rezoning of the area from residential to commercial. As a result, the project was stopped.

Two field exhibit Napoleon guns and carriages were mounted in the artillery emplacements at Cheatham Hill.

On October 1, the 50th anniversary of the CCC camp was observed with a reunion of 50 enrollees and their families.

1989 In October, Superintendent Larry Steeler banned mountain bikes from park trails despite protests. He cited safety and resource management concerns as the reasons.

1991 The eagle on top of the Illinois Monument was replaced; it had been damaged by lightning in 1984.

APPENDIX 2

KENNESAW MOUNTAIN NBP - SUPERINTENDENTS, 1937-1993

Bowling C. Yates, Jr., Acting	4/9/37 to 5/1/38
Bowling C. Yates, Jr.	5/1/38 to 4/21/41
George Y. Wilkins, Acting	5/8/41 to 4/19/43
Olinus Smith, Acting	10/12/43 to 11/29/43
Ivan H. Smalley, Acting	1/25/44 to 12/15/45
Bowling C. Yates, Jr.	12/26/45 to 8/31/63
Richard H. Boyer	9/15/63 to 1/15/66
Vincent Ellis	3/13/66 to 5/2/70
Carroll W. Ogle	6/28/70 to 5/14/72
Bernard Goodman	4/30/72 to 6/23/73
Joseph R. Miller	9/30/73 to 12/7/75
Alvoid L. Rector	3/28/76 to 5/31/80
Marvin Madry	9/21/80 to 1/19/85
Ralph T. Bullard	1/20/85 to 11/8/87
Lawrence Steeler	12/10/87 to 8/24/91
John Cissell	1/12/92 to

APPENDIX 3

VISITATION STATISTICS*

1939	4648
1940	7650
1941	14,460
1942	18,430
1943	11,467
1944	15,579
1945	20,571
1946	24,776
1947	37,688
*Visitation figures for 1948-1959 could not be found.	
1960	203,480
1961	199,171
1962	178,176
1963	203,642
1964	286,848
1965	426,362
1966	428,889
1967	196,133
1968	256,047
1969	258,148
1970	385,632
1971	492,086
1972	527,410
1973	589,747
1974	616,243
1975	598,750
1976	676,473
1977	734,872
1978	864,203
1979	876,352
1980	934,778
1981	1,009,433
1982	964,323
1983	2,455,582
1984	2,426,658
1985	2,285,246
1986	2,174,492
1987	2,257,953
1988	2,206,433
1989	2,271,332
1990	2,293,220

APPENDIX 4

LEGISLATION

**An Act Authorizing the acceptance by the United States Government from the Kenesaw Memorial Association of Illinois of a proposed gift of land on the Kenesaw battle field in the State of Georgia, approved February 8, 1917
(39 Stat. 901)**

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That the Secretary of War be, and he is hereby, authorized and directed to accept from the Kenesaw Memorial Association, a corporation organized under the laws of the State of Illinois, a gift of certain land, with all the improvements thereon, comprising a part of the Kenesaw battle field, said land being described as lot numbered one hundred and sixteen and the east half of lot numbered one hundred and seven in the nineteenth district and second section, in the county of Cobb and State of Georgia, and upon which a monument has been erected to certain organizations that participated in the fighting on Kenesaw Mountain: *Provided*, that no expense shall be incurred by the United States in carrying out the provisions of this Act.

**An Act Providing for an inspection of the Kennesaw Mountain and lost Mountain and other battle fields in the State of Georgia, approved May 21, 1926
(44 Stat. 588)**

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That a commission is hereby created, to be composed of the following members, who shall be appointed by the Secretary of War, for the purpose of inspecting the Kennesaw Mountain, Lost Mountain, and other battle fields in the State of Georgia: A commissioned officer of the Corps of Engineers, United States Army; a veteran of the Civil War who served honorably in the military forces of the United States; and a veteran of the Civil War who served honorably in the military forces of the Confederate States of America. In appointing the members of the commission the Secretary of War shall, as far as possible, select persons familiar with the terrain of the said battle fields and the historical events associated therewith.

SEC. 2 It shall be the duty of the commission, acting under the direction of the Secretary of War, to inspect the said battle fields in order to ascertain the feasibility of their acquisition for the purpose of a national military park and of preserving and marking them for historical and professional military study and to ascertain the value of lands necessary to acquire for this purpose. The commission shall submit a report of its findings to the Secretary of War not later than November 1, 1926.

SEC. 3 There is authorized to be appropriated, the sum of \$5,000 in order to carry out the provisions of this Act.

**An Act To create a national memorial military park at and in the vicinity of Kennesaw Mountain in the State of Georgia, and for other purposes, approved June 26, 1935
(49 Stat. 423)**

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That when title to all the lands, structures, and other property within the military battlefield area and other areas of Civil War interest at and in the vicinity of Kennesaw Mountain in the State of Georgia, as shall be designated by the Secretary of the Interior, in the exercise of his discretion, as necessary or desirable for national battlefield park purposes, shall have been vested in the United States, such areas shall be, and they are hereby, established, dedicated, and set apart as a public park for the benefit and inspiration of the people and shall be known as "Kennesaw Mountain National Battlefield Park" (16 USC sec. 430)

SEC. 2 That the Secretary of the Interior be, and he is hereby, authorized to accept donations of land, interests in land, buildings, structures, and other property within the boundaries of said national battlefield park as determined and fixed hereunder, the title and evidence of title to lands purchased to be satisfactory to the secretary of the Interior: *Provided*, That under such funds available therefor he may acquire on behalf of the United States by purchase when purchasable at prices deemed by him reasonable, otherwise by condemnation under the provisions of the Act of August 1, 1888, such tracts of land within the said national battlefield park as may be necessary for the completion thereof. (16 USC sec. 430)

SEC. 3 Upon creation of the national battlefield park the Secretary of the Interior shall.

(a) Allow monuments and memorials to be erected in the park by and to the various organizations and individuals of either the Union or Confederate Armies, subject to the written approval of said Secretary as to the location and character of such monuments and memorials.

(b) Make such regulations as are necessary from time to time for the care and protection of the park. Any person violating such regulations shall be guilty of an offense punishable by a fine of not more than \$500, or imprisonment not exceeding six months, or both.

(c) Provide for the ascertainment and marking of the route of march of the Union and Confederate armies from Chattanooga, Tennessee, through Georgia, and of principal battle lines, breastworks, fortifications, and other historical features along such route, and for the maintenance of such markers to such extent as deemed advisable and practicable. (16 USC sec. 430)

SEC. 4 That the administration, protection, and development of the aforesaid national battlefield park shall be exercised under the direction of the Secretary of the Interior by the National Park Service subject to the provisions of the Act of August 25, 1916, entitled "An Act to establish a National Park Service, and for other purposes," as amended (16 USC sec. 430)

SEC. 5 The sum of \$100,000 is hereby authorized to be appropriated out of any sums in the Treasury not otherwise appropriated for the purposes herein designated. (16 USC sec. 430)

SEC. 6 All Acts or parts of Acts inconsistent with the provisions of this Act are hereby repealed to the extent of such inconsistency.

An Act To amend the Act approved June 26, 1935, entitled “An Act to create a national memorial military park at and in the vicinity of Kennesaw Mountain in the State of Georgia, and for other purposes,” approved August 9, 1939 (53 Stat. 1274)

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That section 5 of the Act approved June 26, 1935, entitled “An Act to create a national memorial military park at and in the vicinity of Kennesaw Mountain in the State of Georgia, and for other purposes,” be, and the same is hereby, amended by striking the period at the end thereof and inserting a colon and the following proviso: “*Provided*, That if, after the expenditure of the funds herein authorized, the Secretary of the Interior shall determine that the acquisition of additional lands is necessary in order to perfect the symmetry of the park area or to acquire locations of historic interest adjacent to the park already acquired upon which fortifications or entrenchments are located which are likely to deteriorate or be destroyed under private ownership, he is authorized to acquire additional lands for such purposes.” (16 USC sec. 430)

SEC. 2 There is hereby authorized to be appropriated to carry out the purposes of this Act not to exceed the sum of \$55,000. (16 USC sec. 430)

APPENDIX 5

Project Superintendent Paul Barnes to Director, July 8, 1941

CCC work accomplished from July 1, 1938 to June 30, 1941

1. Reconstructed old farm house into administration building
2. Reconstructed old farm house into superintendent's residence
3. Constructed combined toolroom and office
4. Constructed storage shed
5. Construction begun on equipment storage building
6. Constructed camp garage
7. Constructed repair shop
8. Constructed latrines and toilets at Cheatham Hill and Big Kennesaw
9. Constructed telephone line to lookout tower
10. Constructed 20,000 gallon reservoir
11. Constructed 6/10 of a mile of crushed stone road at Cheatham Hill
12. Completed 3500 feet of preliminary grading between Dallas and Burnt Hickory roads
13. Widened shoulders of U.S. 41; included headwalls, ditches, slopes, and plantings
14. Erosion control - filled gullies, sloped banks, seeded, sodded, planted
15. Fought 29 fires that burned 18.72 acres
16. Planted 600 seedlings per acre on 116 acres
17. Obliterated terraces, scars, abandoned wells
18. Constructed parking area at Cheatham Hill
19. Provided 1766 mandays of interpretation
20. Worked at removal of kudzu and other exotics
21. Marked 13 miles of boundary
22. Moved 21 cannons from Chickamauga / Chattanooga NMP
23. Located 1800 feet of Confederate lines as part of archeological work for Cheatham Hill road

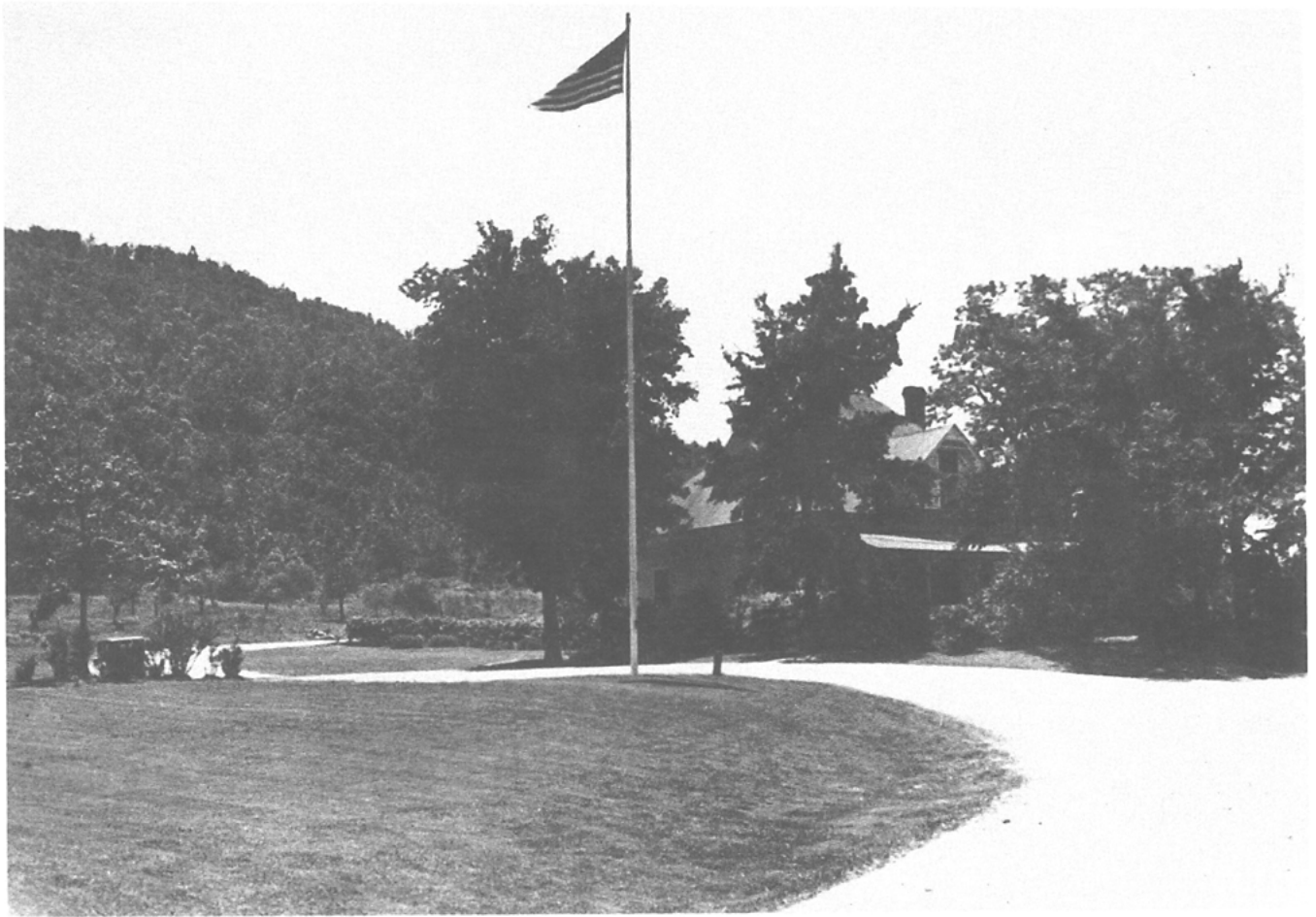
Acting Superintendent George Wilkins to Regional Director, June 2, 1942

Status of CCC work as of March 10, 1942

1. Two old residences and one barn razed
2. Administration building completed in April 1940
3. Camp garage completed in February 1939
4. Tool room/ office completed in February 1940
5. Archeological work completed in March 1940
6. Flagpole completed in March 1940
7. Powder magazine completed in March 1940
8. Lumber storage sheds completed in March 1941
9. Repair shop - 80% complete
10. Equipment storage - 90% complete
11. Latrines / toilets - 90% complete
12. Signs - 25% complete



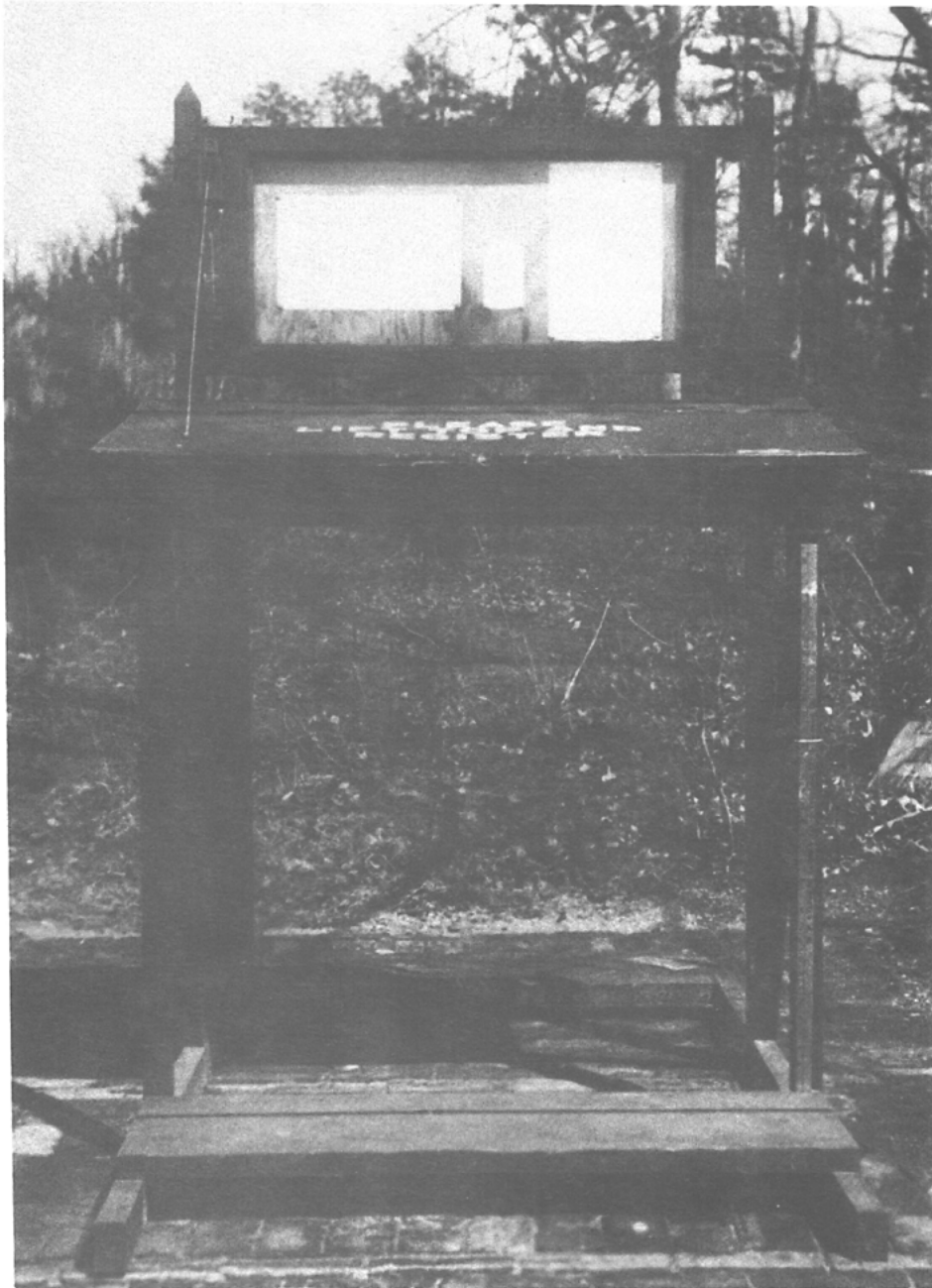
Photograph 1. First park structure at Cheatham Hill, contact station, c1934



Photograph 2. The Hyde House, park headquarters, 1939



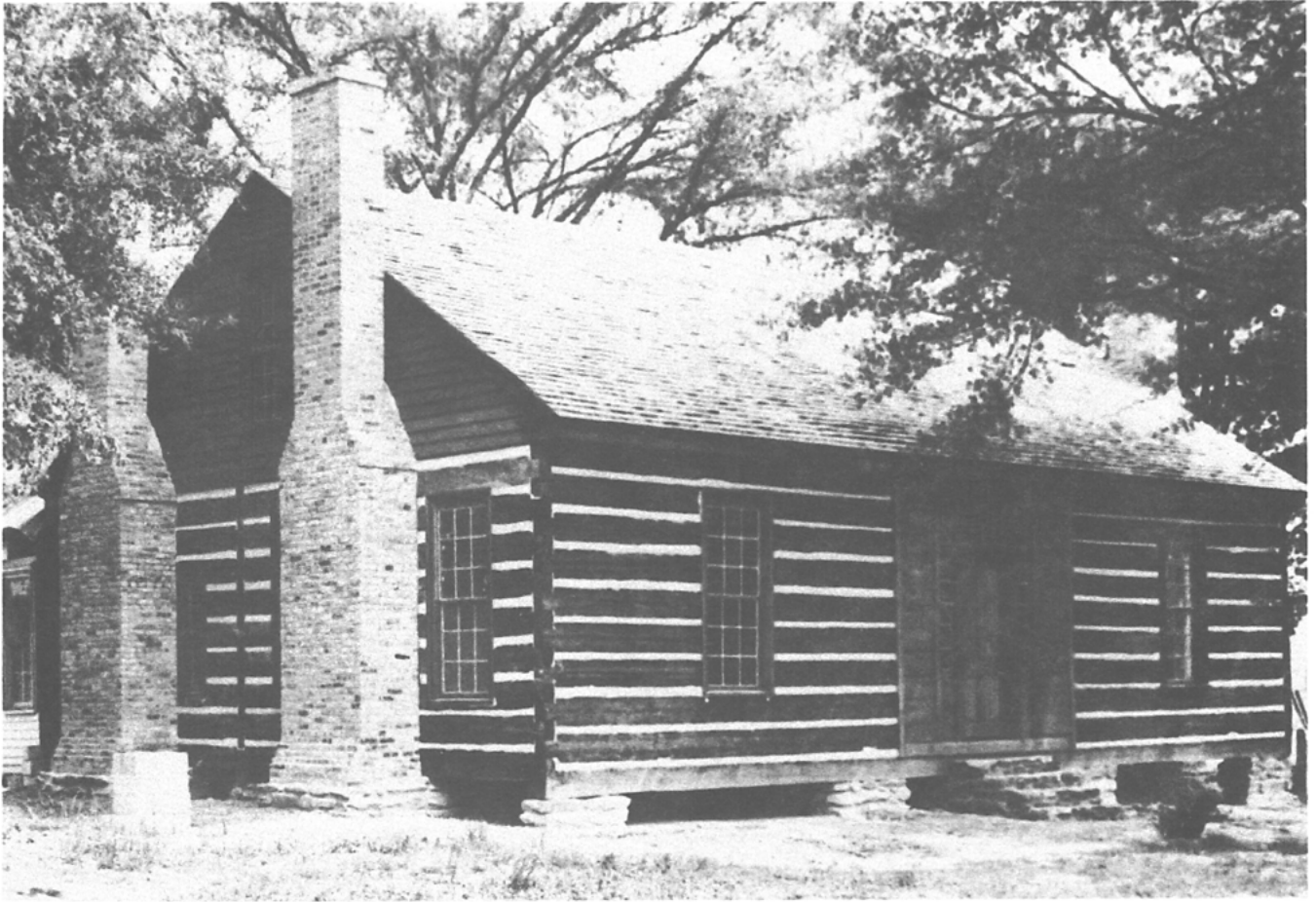
Photograph 3. Kolb House, prior to restoration, 1941



Photograph 4. Registration desk at Cheatham Hill, 1942



Photograph 5. Status of work on Big Kennesaw Mountain road, 1951



Photograph 6. Kolb House, after restoration, 1963



Photograph 7. Moving cannon into place on Little Kennesaw Mountain, 1968



Photograph 8. Living history, soldier life talk, 1974



Photograph 9. Cannon firing demonstration, 1974



Photograph 10. Recreational use and uncontrolled parking along Highway 41 in front of visitor center, 1974



Photograph 11. Bus service to top of Big Kennesaw Mountain, 1974

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INDEX

- 1939 Master Plan 20, 24, 42, 44
- B.C. Yates 4, 12, 17, 22, 26, 38, 40
- Benjamin F. Jones 8, 58
- Bus service 51, 63
- CCC program
 - interpretation 29
- Cheatham Hill 4, 5, 7, 8, 13, 15-18, 20, 24-26, 28-35, 39, 40, 44, 46, 47, 50, 51, 56-62, 64, 65, 75
- Civil Aeronautics Administration
 - tower on Big Kennesaw 48, 59, 48
- Civilian Conservation Corps 17, 29, 58
 - development 16
- Civilian Works Administration
 - development 15
 - interpretation 26
- Colonel Dan McCook 4
- Colonel Dan McCook Brigade Association 4, 57
- Commission
 - to inspect the Kennesaw and Lost Mountain Battlefields 5
- Cultural resource management 39, 40
- Development 1, 7-11, 15-18, 20, 21, 24, 29, 31-33, 37, 42, 44, 45, 46-48, 50, 53-56, 58, 59, 63, 72
- Easter sunrise service 61
- Emergency bus service 51
- Employee residences 23, 62
- Environmental Study Areas (ESAs) 32
- Fire protection 38, 39, 45, 58, 60
- General Benjamin F. Cheatham 4
- General Management Plan 46
 - changes in policy 51
- Georgia memorial 24, 61
 - construction 24
- Georgia overlook 23, 25, 61, 62
 - construction 23
- Hyde House 17, 22, 29, 59
- Illinois monument
 - erection 5, 7, 16, 25, 40, 57, 65
 - repair 5, 7, 16, 25, 40, 57, 65
- Interpretation 3, 26, 29-32, 34, 35, 42, 45-47, 51, 53, 58, 75, 89
- Judge Samuel H. Sibley 11
- Kennesaw Mountain Association 9-11, 18, 57, 58, 89
- Kennesaw Mountain Historical Association 30
 - creation 30, 32, 33, 38, 60-62

Kennesaw Mountain National Battlefield Park 3, 8, 14, 58, 72, 89, 90
Kennesaw Mountain National Battlefield Site 5, 7, 26, 58
Kolb House 22, 25, 30, 31, 35, 40, 44, 53, 55, 60, 61, 65
 restoration 22
Living history programs 34
Mission 66
 development 21
 interpretation 30
 road work 24
Mission 66 Master Plan 44
Museum exhibits 29
National Environmental Education Development (NEED) 32
natural resource management 38, 39
New entrance road 21, 45
new visitor center 22, 23, 30-32, 45, 48, 61
Olinus Smith 8, 9, 13, 19, 58, 67
Park folder 32
Ralph Bullard 3, 51, 55
Representative Buddy Darden 52
Representative Malcolm C. Tarver 8
Reverend J.A. Jones 5
road system 7, 19, 20, 42, 44, 45, 20
Road up Kennesaw Mountain 18
roads 17, 18, 20, 23, 24, 28, 31, 35, 39, 42, 44, 45, 48, 50, 53, 54, 58, 59, 61,
 62, 64, 75
 development 17
Slide show 31
soil and moisture conservation program 39
SUM-NEED program 33
Summer in the Parks 33
trails 8, 16, 24, 25, 30, 32, 35, 37, 42, 44, 54, 61, 62, 65
utilities 42, 44, 46, 48, 50, 62, 48
Volunteer-in-Parks program 34
widening of roads 54
wildlife management 39
William Tate Holland 9