Harpers Ferry Center
National Park Service
U.S. Department of the Interior

Kennesaw Mountain National Battlefield Park
Long-Range Interpretive Plan

December 2010

Kennesaw Mountain National Battlefield Park
Long-Range Interpretive Plan

December 2010

Prepared by:
Harpers Ferry Interpretive Design Center

and the Staff and Partners of
Kennesaw Mountain National Battlefield Park

and the Southeast Regional Office

** All document photos are credited to NPS unless otherwise noted*

Introduction

Kennesaw Mountain National Battlefield Park* is located in Cobb County, Georgia, within the northern suburbs of the greater Atlanta area which has a population of about 5 million people. The Battlefield's 2,923 acres, most of which is hardwood forest, make up the largest free green space within metropolitan Atlanta's 13 counties. Approximately 1.4 million recreational visitors come to the battlefield each year to enjoy its history and natural resources. Also, about 53 million non-recreational visitors traverse the battlefield's nine miles of commuter roads.

Kennesaw Mountain NBP is often under pressure to help solve local population needs for green space as the park has become an island of green within a welter of suburban developments with varying degrees of density. Pressure to improve and widen the battlefield's main road to the top of Big Kennesaw Mountain – as well as pressure to widen its other roadways, develop more parking and additional trails, and add utility poles, driveways, and traffic lights – challenge park management as they strive to maintain the battlefield's historic appearance and preserve its memorial landscape.

The Battlefield's 2,923 acres, most of which is hardwood forest, make up the largest free green space within metropolitan Atlanta's 13 counties.

Dealing with these and other incompatible uses of the battlefield drain personnel who would otherwise be directed at mission-related activities; instead, park rangers and other battlefield employees are spending more and more time dealing with mitigating issues along its boundaries and roads.

Kennesaw Mountain NBP is often under pressure to help solve local population needs for green space as the park has become an island of green within a welter of suburban developments with varying degrees of density.

Park management anticipates having an Alternative Transportation Plan and a General Management Plan in the coming years to help future managers deal with the pressures of development around the battlefield. In addition, the 150th Anniversary of the Atlanta Campaign and its battles will occur in 2014, and the Centennial of the National Park Service (NPS) will occur in 2016; both of these celebrations will provide opportunities to justify additional funding to help tell the story of the battlefield and the NPS. The foundations stated in this LRIP will also be the starting point for all the battlefield's future plans. Therefore, this plan is the first step in renewed planning for the battlefield's future.

* Throughout this document, Kennesaw Mountain National Battlefield Park will be referred to by its full name, or Kennesaw Mountain NBP, or simply "the Battlefield."

Long-Range Interpretive Planning in the National Park Service

Kennesaw Mountain National Battlefield Park is part of the United States National Park System where people and organizations collaborate on teaching and learning about the interconnections of human culture and nature, natural systems, the values of America's diverse heritage, and the principles of democracy. Parks provide unique and powerful individual experiences that help shape understanding of our natural and cultural heritage and inspire personal values. Interpretation and education are primary duties of the National Park Service (NPS), and are essential to achieving our mission of protecting and preserving our nation's natural and cultural resources.

This Long Range Interpretive Plan (LRIP) for Kennesaw Mountain National Battlefield Park was created in 2010 with input from a variety of park partners. The LRIP describes visitor experience goals and recommends ways to achieve those goals through interpretive media, education programs, and personal services.

Several documents needed in order for Kennesaw Mountain National Battlefield Park to begin the process of creating its first General Management Plan have recently been completed or are in progress. This LRIP is one of a handful of strategic plans that will help fulfill the goals of the GMP.

The LRIP is the keystone of the Comprehensive Interpretive Planning (CIP) process. Once approved, the park staff will pursue implementation of the LRIP through a series of Annual Implementation Plans. Throughout the CIP process, the park staff will also compile and maintain the park's interpretive database.

Interpretation and education are primary duties of the National Park Service (NPS), essential to achieving our mission of protecting and preserving our nation's natural and cultural resources.

Comprehensive Interpretive Planning Process at Kennesaw Mountain NBP

...the Comprehensive Interpretive Planning process is not a recipe, but a guide to effective, goal-driven planning.... The LRIP defines the overall vision and long-term (5 to 10 years) interpretive goals of the park.... (Directors Orders 6, page 6)

In developing this Long-Range Interpretive Plan (LRIP) as part of the Comprehensive Interpretive Planning (CIP) process, an individualized planning process was devised that collected input from employees from all the battlefield's divisions and representatives from the park's two primary partners: the Kennesaw Mountain Historical Association (KMHA), and the Kennesaw Mountain Trail Corps (KMTC). This project's Project Agreement, as drafted and approved by the battlefield's Superintendent and Harpers Ferry Center's Director, called for three LRIP Workshops. An additional Confirmation Workshop was conducted in August, 2010 for the purpose of incorporating stronger African American perspectives into park interpretation.

During a 3-day LRIP Foundations Workshop in July 2007, the participants reviewed, revised, and developed the foundation sections for the battlefield such as its legislative background, purpose statements, significance statements, management goals, and visitor experience goals. The workshop participants also developed interpretive theme statements in three levels, collected visitation data and described visitor trends, listed the issues and influences that affect interpretation, and described the battlefield's existing interpretive conditions.

A second, 2-day LRIP Recommendations Workshop was held in October 2007 to develop ideas to improve the visitor experience through personal service offerings and education programs.

A third, 3-day LRIP Recommendations Workshop was held in November 2007 to discuss ideas and make recommendations on how to improve the battlefield's interpretive media, especially in how this media can help support the battlefield's personal services and education programs.

A fourth, 2-day LRIP Confirmation Workshop was held in August 2010 to re-address the LRIP approach with a stronger view to incorporating African American perspectives.

The recommendations from the October and November 2007 workshops were incorporated into those of the August 2010 Workshop, and are summarized on the following pages along with a strategy to accomplish them over the next 10 years.

Implementation

Actions, divided into annual, achievable steps are reproduced in the Annual Implementation Plan (AIP).... (DO-6, page 6)

The measure of success of any plan is the extent to which it is implemented. Initial implementation strategies need to be both realistic and flexible. Because funding opportunities and priorities often change, park managers may need to adjust implementation strategies to adapt to changing conditions.

The battlefield's interpretive staff, key partners, and the Southeast Region's Chief of Interpretation should meet each year to draft an Annual Implementation Plan (AIP) for each new fiscal year based on funding opportunities and coordination with other projects.

INTRODUCTION
Long-Range Interpretive Planning in the National Park Service
Comprehensive Interpretive Planning Process at Kennesaw Mountain NBP

FOUNDATIONS 1
Legislative Background 2
Legislation 5
Executive Summary 9
Purpose 10
Significance 11
Battlefield Mission Statement 12
Vision Statements 12
Tangible Resources and Intangible Concepts 13
Interpretive Themes 14

EXISTING CONDITIONS 18
Today's Visitor Experience 19
Visitation Statistics 19
Seasonal Trends 20
Analysis of Visitor Group Types 20

Operations 23
Interpretive Facilities 23
Budget 23
Staffing 23
Volunteer Program 24
Partnerships 24
Personal Services 25

Media 26
Wayside Exhibits 26
Publications 27
Exhibits 28
Audiovisual Program 28
Outdoor Signs 29
Website 29

EVALUATION 30
GPRA Visitor Survey Cards 31
Issues and Influences Affecting Interpretation 33
External Issues and Influences 33
Internal Issues and Influences 35

Current Research 36
2010 Focus Group Findings: Assessing African American Attitudes Toward the Civil War 36

Goals 39
Management Goals 39
Visitor Experience Goals 39

RECOMMENDATIONS 41
Interpretive Staffing 42
Wayside Exhibits 42
Publications 46
Exhibits 48
Audiovisual Programs 49
Website 51
Interpretive Programs 52

APPENDICES 55
Appendix A: Planning Team 56
Appendix B: Special Populations Guidelines 57

Foundations

Legislative Background

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 Union 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.

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.

To begin fundraising, the Kennesaw Mountain Battlefield Association sent letters 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. These letters asked them to contribute at least one dollar in memory of their fallen comrades. However, it soon became apparent that the money needed to build a monument was beyond the Association's means, so it enlisted the aid of the state of Illinois.

When sufficient funds were gathered from the veterans and the state of Illinois, the Association contracted with McNeel Marble Company of Marietta, Georgia, 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

On June 27, 1914, the 50th anniversary of the battle, the Illinois Monument was unveiled.

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 the tunnel 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 it provided his use of the site did not interfere with access to the monument. Jones, who received no salary, served as caretaker until March 1926.

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 to offer the deed to the 60 acres it owned at Cheatham Hill to the U. S. government. The Secretary of War, however, could not accept the property without Congressional authority, so 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, however, was delayed until clear title to the land was established in 1926.

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. 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 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 to $ 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.

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.

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 placed under the immediate supervision of the Superintendent of the Marietta National Cemetery. However, very limited funds were available for improvement or maintenance and little was actually done at the site for five 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.

In response to these recommendations, $500 was allocated for the care of Kennesaw Mountain NBS during fiscal year 1932. With this money, the Quartermaster Office 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 fences and a gate. 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. 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.

Legislation

An Act Authorizing the acceptance by the United States Government from the Kennesaw Mountain Memorial Association of Illinois of a proposed gift of land on the Kennesaw battlefield in the State of Georgia, approved June 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 Kennesaw 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 Kennesaw battlefield, said land being described as lot numbered one hundred and sixteen and the east half of lot numbered one hundred 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 Kennesaw 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 battlefields 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 battlefields in the State of Georgia: A commissioned officer of the Corps of Engineers, United States Army; a veteran of the Civil War who served honorable in the military forces of the United States, and a veteran of the Civil War who served honorable in the military forces of the Confederate States of America. In appointing the members of the commission of the Secretary of War shall, as far as possible, select persons familiar with the terrain of the said battlefields 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 said battlefields 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 that 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 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 therefore 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 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)
Other Congressional legislation that affects the management of Kennesaw Mountain National Battlefield Park include:

Yellowstone National Park Act, 1872

The Yellowstone Act preserves the watershed of the Yellowstone River *"for the benefit and enjoyment of the people."* For the first time, public lands were preserved for public enjoyment, to be administered by the federal government. Put under the *"exclusive control of the Secretary of the Interior,"* the land was *"reserved and withdrawn from settlement, occupancy, or sale under the laws of the United States, and dedicated and set apart as a public park or pleasuring-ground. . ."*

National Park Service Organic Act, 1916

Congress created the National Park Service in 1916 to administer the 14 National Parks and 21 National Monuments that had been created since Yellowstone was set aside as the country's – and world's – first National Park. *"There is created in the Department of the Interior a service to be called the National Park Service, which shall be under the charge of a director. . . . The service thus established shall promote and regulate the use of the Federal areas known as national parks, monuments, and reservations hereinafter specified, except as are under the jurisdiction of the Secretary of the Army, as provided by law, by such means and measures as conform to the fundamental purpose to conserve the scenery and the natural and historic objects and the wildlife therein, and provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."*

Executive Order No. 6166, 1933

This Executive Order reorganized portions of the executive branch and brought most of the Department of War's battlefields and cemeteries into the National Park System. *"Whereas section 16 of the act of March 3, 1933 (No. 428. 47 Stat. 1517), provides for reorganizations within the executive branch of the Government. . .All functions of administration of public buildings, reservations, national parks, national monuments, and national cemeteries are consolidated in an Office of National Parks, Buildings, and Reservations in the Department of the Interior, at the head of which shall be Director of National Parks, Buildings, and Reservations; except that where deemed desirable there may be excluded from this provision any public building or reservation which is chiefly employed as a facility in the work of a particular agency. This transfer and consolidation of functions shall include, among others, those of the National Park Service of the Department of the Interior and the National Cemeteries and Parks of the War Department which are located within the continental limits of the United States.*

General Authorities Act, 1970

The purpose of this act is to include all areas administered by the National Park Service in one National Park System and to clarify the authorities applicable to the system. Areas of the National Park System, the act states, *"though distinct in character, are united through their inter-related purposes and resources into one national park system as cumulative expressions of a single national heritage; that individually and collectively, these areas derive increased national dignity and recognition of their superb environmental quality through their inclusion jointly with each other in one national park system preserved and managed for the benefit and inspiration of all people of the United States."*

Redwoods Act, as amended, 1978

This act reasserted the system-wide standard of protection prescribed by Congress in the original Organic Act. It states, *"Congress further reaffirms, declares, and directs the promotion and regulation of the various areas of the National Park System. . .shall be consistent with and founded in the purpose established by the first section of the Act of August 25, 1916, to the common benefit of all the people of the United States."*

Department of the Interior Appropriation 1999

The Secretary of the Interior is directed to encourage the National Park Service managers of Civil War battle sites to recognize and include in all of their public displays and multi-media educational presentations, the unique role that the institution of slavery played in causing the Civil War and its role, if any, at individual battle sites. The Secretary is further directed to prepare a report to Congress on Dr. King's birthday, January 15, 2000, on the status of educational information currently included at Civil War sites that are consistent with and reflect this concern".

Executive Summary

In addressing both the Battlefield's legislative intent, as well as current opportunities and challenges, this Long-Range Interpretive Plan develops a range of recommendations, including these:

- The creation of a new exhibit to address the "Civil War to Civil Rights" theme. This would consist of a "post-museum" timeline (to echo the pre-war timeline visitors view before they enter the museum).

- The development of three driving directions maps (one from the visitor center to Pigeon Hill and Signal Hill, one to Cheatham Hill, and one to Kolb's Farm) that give motorists specific directions and information to these lesser used areas of the battlefield.

- The planning and production of a short video that is geared toward elementary ages, and that can be shown to education groups.

- Making Mp3 player options available for the museum, increasing museum access for deaf and visually impaired visitors.

- Submission of a PMIS statement to obtain funding for research of African American history in Cobb County, to include questions about earthwork construction, free blacks, slaves, Freedmen histories, etc.

Purpose

A park's purpose is a statement of why Congress or the president established the area as a unit of the National Park System. The purpose of Kennesaw Mountain National Battlefield Park contains elements of both preservation and interpretation:

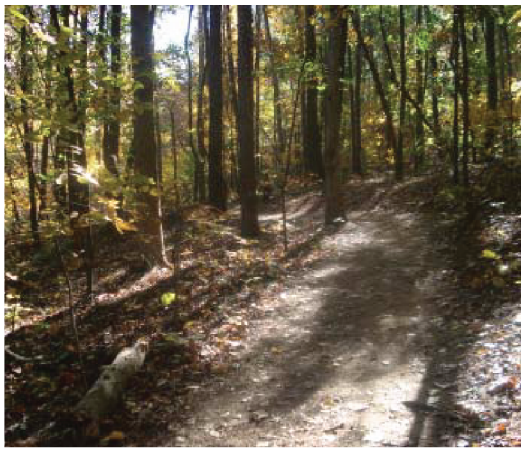
Preservation:

- Preserve and protect the battlefield for memorial and military study purposes, including the erection of monuments, preservation and identification of earthworks, and creation of regulations as necessary to protect and preserve the battlefield and other appropriate sites.
- Memorialize and commemorate Kennesaw Mountain and the Atlanta Campaign.
- Acquire land for the Battlefield and battle features to perfect the symmetry of the park.
- Preserve and protect the Kennesaw Mountain National Battlefield Park as a public park for the benefit and inspiration of the people.

Interpretation:

- Educate the public about the Battle of Kennesaw Mountain and the Atlanta Campaign, and their significance in the broader context of the Civil War.
- Educate the public about the causes of the Civil War, and the important impacts that the War's outcome has had upon American history.
- Increase public understanding and respect for the role of that slavery played as a cause of the Civil War, the war's consequences for the African American population, and this nation's continued struggles for Civil Rights.
- Acquaint the public with the significance of the park as the site of major historic structures and archeological sites relating to antebellum settlement, the Civil War, and Native American occupation.

This Union earthwork is one of the fragile resources which interpretation strives to protect.



The Battlefield's purpose is to preserve and protect the Kennesaw Mountain National Battlefield Park as a public park for the benefit and inspiration of the people.

Significance

Statements of significance define what is most important about the park's resources and values. These statements are guided by the park's legislation as well as our better understanding of the resources resulting from management activities, research, and civic engagement. Kennesaw Mountain National Battlefield Park is significant because:

- Kennesaw Mountain and the Atlanta Campaign is where General William T. Sherman's military strategy concerning his army's movements, and his philosophy of breaking the will of opponents, came to fruition and set the course for military strategy to today.
- Kennesaw Mountain National Battlefield Park provides a learning ground for understanding the role that slavery played as a cause of the Civil War, the war's consequences for the African American population, and this nation's continued struggles for Civil Rights.
- Kennesaw Mountain National Battlefield Park remains a field lab for military defensive fortifications and strategies.
- The battlefield contains historic resources from late June 1864 that make this battlefield one of the best preserved sites in the Atlanta Campaign of 1864.
- The battlefield preserves 11 miles of some of the most intact earthworks of the Civil War, which were decisive elements in the battle of Kennesaw Mountain.
- The battlefield contains transportation corridors that existed during the battle including several roads and a portion of the railroad line that runs from Chattanooga to Atlanta.
- The Union army's victory in the Atlanta Campaign helped ensure the re-election of Abraham Lincoln, the continuation of the war, the abolition of slavery, and the eventual preservation of the Union.
- Kennesaw Mountain National Battlefield Park has become the symbolic and physical center for interpretation of the Atlanta Campaign.
- Due to extensive development in the area, the Park has become the largest free green space in the Atlanta region.

Kennesaw Mountain National Battlefield Park provides a learning ground for understanding the role that slavery played as a cause of the Civil War, the war's consequences for the African American population, and this nation's continued struggles for Civil Rights.

Battlefield Mission Statement

The National Park Service is charged with preserving and protecting the fields, forests, and wildlife of the 2,923 acre battlefield, leaving it unimpaired for use by this and future generations. The National Park Service is also charged with educating the public about the Civil War's causes and outcomes, including the importance that slavery, emancipation, and the ongoing civil rights movement have had in forming the character of the United States.

Vision Statements

At the July 2010 Workshop, six vision statements were identified as guidelines for the recommendations made in this plan:

1. KEMO will provide multi-voiced historical interpretation that illustrates this nation's journey from slavery and emancipation to Civil Rights.

2. KEMO will be nationally recognized as the premier center for the study and understanding of the Atlanta Campaign of the Civil War.

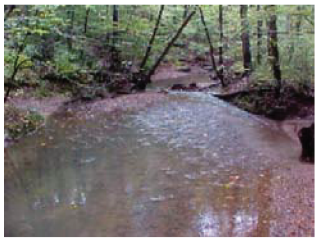
3. KEMO's exemplary leadership will guide the community in the areas of resource protection, historic preservation, education, interpretation, civic engagement, and volunteer service.

4. KEMO will provide a wide range of cultural, historical, and environmental interpretation, utilizing both traditional and emerging technologies in order to reach a broad cross-section of visitors.

5. KEMO will be a model of inclusion, using a diversified team of staff and volunteers to encourage appreciation and respect for park resources by traditional and non-traditional park users.

6. KEMO will develop creative ways to integrate its interpretation with other Civil War and Civil Rights parks, in order to broaden the context of the Battlefield story and to encourage broader understanding in visitors.

KEMO's exemplary leadership will guide the community in the areas of resource protection, historic preservation, education, interpretation, civic engagement, and volunteer service.



The natural features of the land can be used to interpret both commonalities and differences between historical and contemporary times.

Tangible Resources and Intangible Concepts

Tangible resources are objects and places, or people and events that once had a physical presence. Intangible meanings are the universally felt emotions, relationships, or values associated with those tangible resources. Through the knowledge or emotions that visitors have experienced before their visit to Kennesaw Mountain NBP, they are able to connect a personal meaning with the battlefield's resources.

The following list shows some of the battlefield's tangible resources and some intangible meanings that today's visitors may relate to those tangible resources. During a planning workshop in July 2007, the staff and partners of Kennesaw Mountain NBP brainstormed this list as a first step in creating the park interpretive theme statements listed on the next two pages. The park's interpreters, partners, and media specialists should use the list below and the interpretive theme statements on the following pages as a starting point when developing personal services programs, educational programs, and interpretive media for the park's visitors.

Tangible Resources	Intangible Concepts
Archeological Sites	reflection, remembrance, connection to the past, understanding
Cannons	conflict, technology, power, destruction, noise, smell, teamwork
Cheatham Hill	bravery, honor, fear, sacrifice, futility, humane pause in battle, tension
Earthworks	protection, survival, sacrifice, work, ingenuity, strategy, commitment
Fields and Fences	openness, barriers, succession, culture, pastoral, recreation
Illinois Monument	remembrance, pride, commitment, duty, honor, sacrifice, comradeship
Kennesaw Mountain	high ground, strength, security, obstacle, beauty, reflection, gateway
Kolb Farmhouse	toil, labor, family, perseverance, sacrifice, love, fear, support, conflict
Open Space ("wilderness")	beauty, renewal, escape, solitude, survival/safety, danger
Pigeon Hill	strategy, tenaciousness, obstacles, futility, frustration, retreat
Railroads	transportation, liberty, subsistence
Rangers, Staff, Volunteers	dedication, service, knowledge, enlightenment, education, protection
Salem Church	spirituality, faith, heritage, sacrifice, preservation, brotherhood
Streams (riparian)	reflection, cooling, life, nature, ecosystem, history
Trails	fitness, invigoration, endurance, access, challenge, freedom
Visitor Center	education, knowledge, understanding, civil rights, freedom

Interpretive Themes

Primary interpretive themes describe what needs to be interpreted to provide people with opportunities to understand and appreciate park purpose and significance. Following are the primary interpretive themes for Kennesaw Mountain National Battlefield Park:

1. Strategy: Struggle for Atlanta

The strategy and tactics used at Kennesaw Mountain and throughout the Atlanta Campaign led to the final outcome of the Civil War.

Strategy: Struggle for Atlanta includes these points:

- The flanking tactics used by Union General William T. Sherman during his Atlanta Campaign forced the Confederate army to retreat again and again.
- The evolving technology of trench warfare that was used by Confederate General Joseph E. Johnston showed that shovels and axes were as important as rifles and cannons.
- With both armies dependent on the railroad for supplies, the Atlanta Campaign did not stray far from the tracks of the Western & Atlantic Railroad.
- The fall of Atlanta – with its railroads and factories – diminished the Confederates' ability to continue to manufacture weapons and support equipment needed to supply their armies.
- The Battle of Kennesaw Mountain and its aftermath that resulted in the fall of Atlanta helped ensure Abraham Lincoln's re-election to a second term as President in November 1864, which assured the outcomes of the Civil War – the preservation of the Union, abolition of slavery, and the emancipation of African Americans.

The strategy and tactics used at Kennesaw Mountain and throughout the Atlanta Campaign led to the final outcome of the Civil War.

2. Civil War and Civil Rights

The Civil War was a significant event leading towards Civil Rights.

Civil War and Civil Rights includes these points:

- Slavery was a critical issue over which the Civil War was fought. The outcome was the abolition of slavery and thus, for African Americans, the war represented "Jubilee", or emancipation.
- Out of a legacy of enslavement, through the crucible of the Civil War, the promise of Reconstruction, the retrenchment of Jim Crow segregation, to the hope embodied in the Civil Rights movement, Atlanta and the nation have struggled to live up to the ideals of Civil Rights for all.
- After the War, individuals such as those involved in the Battle of Kennesaw Mountain and the Atlanta Campaign participated in a social system in which African Americans were often precluded from achieving economic independence.
- Following the Emancipation Proclamation, Union victory in the Civil War, and post-war constitutional amendments, greater personal freedom and rights were accorded to African Americans, only to be undermined by subsequent state legislation.
- Out of necessity, the role of women changed during and after the Civil War, gradually leading to their educational, economic, and social advancement.

3. People: Life in the Shadow of Kennesaw Mountain

The story of Kennesaw Mountain changes with the interaction of the people, the mountain itself, and its surrounding landscape.

People: Life in the Shadow of Kennesaw Mountain includes these points:

- The Kennesaw Mountain area, home to the Cherokees and other tribes for centuries, was transformed when European-Americans, African American slaves, and free blacks settled this area in the 1830s. Competition for land and the discovery of gold led to the Cherokees being forcibly removed in 1836 and 1838.
- European-Americans, African American slaves, and free black settlers labored on these lands as they cut trees, grew crops, built houses, and constructed railroads in the 1830s, 1840s, and 1850s.
- In late June and early July of 1864, hundreds of slaves were forced to help the Confederates build miles of earthworks around Kennesaw Mountain to hold back the invading Union army.
- On June 27, 1864, thousands of soldiers fought and died at Kennesaw Mountain, committed to their respective causes.
- After the battles on and around Kennesaw Mountain, thousands of civilian refugees struggled to rebuild their homes and lives.

4. Memorial: Remember Their Sacrifice

Kennesaw Mountain NBP serves as a memorial to the war-weary soldiers and civilians caught up in the conflict.

Memorial: Remember Their Sacrifice includes these points:

- Kennesaw Mountain NBP's legislation called for a national memorial military park and this entire battlefield is an ongoing memorial that is dedicated to those who fought and died here.
- The Battlefield serves as a memorial to Civil Rights and the sacrifice necessary to emancipate slaves.

The Georgia Monument serves as a memorial to the war-weary soldiers and civilians caught up in the conflict.

- Kennesaw Mountain NBP preserves three monuments and four stone markers that commemorate individuals. These monuments and markers were funded by organizations to honor their fellow soldiers and ancestors who fought here, and to memorialize their sacrifices for future generations.
- Genealogical connections are important to many visitors who seek to learn about ancestors who served here.
- With the initial purchase of 60 acres surrounding Cheatham Hill in 1899, the survivors of that battle site sought to commemorate their fallen comrades. To honor these soldiers, they raised funds to build the Illinois Monument, which was dedicated in 1914 – 50 years after the battle.
- The Illinois Monument was transferred to the Department of War in 1926, and Kennesaw Mountain NBP came into the National Park System in 1935. The battlefield has since grown to 2,923 acres and many people – from Civilian Conservation Corps men to today's National Park Service rangers – have diligently protected its resources while providing facilities and programs to tell the park's stories and remind visitors that we are all stewards of this legacy.
- Battlefield staff and partners honor the memories of those who fought here in 1864 with their "living history" programs, interpretive tours, education programs, and interpretive media.

5. Preservation: Honor Your Heritage

Kennesaw Mountain NBP preserves a battlefield hallowed by the sacrifice of more than 5,000 Americans.

Preservation: Honor Your Heritage includes these points:

- All visitors are stewards of the Battlefield, and can take actions which will assist in the preservation of the Battlefield and its cultural and natural resources.
- Kennesaw Mountain NBP preserves 11 miles of original earthworks – the tangible evidence of the slave labor and military actions which occurred here in 1864 – and visitors should be informed of the fragile nature of these earthworks and of the actions they can take to help preserve them.
- Battlefield staff and partners continue to preserve the battlefield, its roads, its historic houses, and the park structures built by the Civilian Conservation Corps in the 1930s.
- Kennesaw Mountain NBP is preserved as an outdoor classroom so that professional military staff ride participants and average park visitors can gain an understanding of military traditions of the United States.
- Increasing numbers of invasive plant species, wildlife imbalances, and human infringement continually demonstrate nature's reaction to external forces and that even the smallest action can have unforeseen long-term impacts on efforts to preserve the park.
- The battlefield's historic features and natural resources are finite resources that are in danger of being "loved to death" unless visitors appreciate and respect them.

Existing Conditions

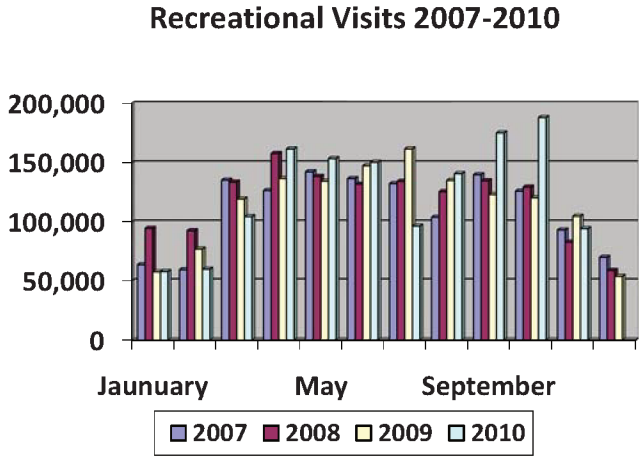
Today's Visitor Experience

Visitor demography plays a significant role in interpretive programming. Understanding who the visitors are, and which groups of people might be underrepresented at the site, guides the types and numbers of programs offered and how those programs are presented. Similarly, planning for waysides, exhibits, websites, and publications maintained both by the park and by other entities not only reflects the current audience base, but can actually influence visitor demographics.

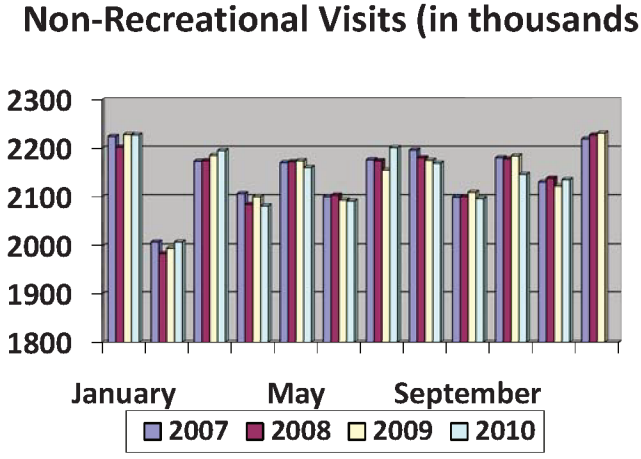
After Labor Day, weekday visitation slows but the weekends can still be busy.

Visitation Statistics

Based on a beam-counter at the entrance to the battlefield's visitor center, as well as surveys and formulas from those surveys, the following are estimated annual figures for the visitor center.



"Non-Recreation Visits" includes commuters and other drive-through visitors. Kennesaw Mountain NBP has one of the highest non-recreational visit levels in the National Park System.



Seasonal Trends

Winter (November – February)

Although park visitation is slowest during the winter, it can still get busy on some days. Some of the park's busiest individual days are 70-degree days in January. Some school groups take field trips to the park from mid-November through February and use the visitor center and its Education Center.

Spring (March – May)

Visitation from the general public gets very busy on spring weekends and in the evenings, especially in April, the second busiest month of the year. On Memorial Day weekend, the "summer season" begins, and the park is busy most days. Many school groups take field trips on weekdays in the spring.

Summer (June – August)

Once schools close in mid-June, the park is very busy every day, especially in July, the busiest month of the year. The park's visitation takes a dip in August because of the area's extreme heat and humidity during this time. Traditional family vacation visits rise in June and July, but drop in August as most schools across the country re-open in mid-August.

The natural environment of Kennesaw Mountain draws birdwatchers and amateur naturalists.

Autumn (September-October)

After Labor Day, weekday visitation slows but the weekends can still be busy. September is the third busiest visitation month as temperatures start to get cool again. Many school groups take field trips on weekdays from mid-August through mid-November and use the visitor center and its Education Center.

Analysis of Visitor Group Types

Local/Area Recreational Users (about 80% of total visitors)

Characteristics: People who live in Marietta, Cobb County, and the Atlanta Metropolitan area. Local recreational users are self-motivated by many reasons, many of which involve physical fitness for themselves, their families, horses, and dogs. The natural environment draws birdwatchers and amateur naturalists. Visitors appreciate the safe, well-maintained, challenging trails and viewsheds which are unique to metro Atlanta. The trails have become a social scene for individuals, informal exercise clubs, and formal teams who obtain special use permits. People wear specialized clothes and equipment.

Use of Kennesaw Mountain NBP: Walking, strolling (w/ baby carriages), jogging, hiking, dog walking, biking, horseback riding, and other recreation uses (e.g., bird watching, photography). It is hoped that the new county multi-use trail will improve access to the park.

Issues: With more than 1 million recreational users in the battlefield each year, this group dominates the scene. With so many different uses of the battlefield's roads and trails, conflicts between user groups often arise. Also, the battlefield's resources suffer as it is "loved to death." Lack of trail maps, signs, and knowledge about alternate entrances keep the VC trails over-crowded. The trails do not offer

safe road crossings or drinking water for people and animals, although there are water fountains with dog bowl attachments at three locations, the VC, Pigeon Hill, and Cheatham Hill.

History Users (about 15% of total visitors)

Characteristics: People who visit the battlefield for its primary purpose of Civil War history. Being "at the site" of the Battlefield motivates those interested in history.
History users often have genealogical connections to ancestors who fought on both sides.
Interpretive programs and special events provide venues for the park's knowledgeable personnel to create powerful visitor experiences for history users.

Use of Kennesaw Mountain NBP: Most see the visitor center exhibits and film, attend living history programs, confirm their ancestors' battlefield location/s, and research family history. These visitors are most likely to visit under-visited areas like Cheatham Hill and Kolb's Farm.

Issues: Many of these visitors are Civil War buffs who can add to (or, in some cases, detract from) the programs they attend by adding their personal knowledge. Some of them require extra staff time in helping them with their historical research, family histories, and student reports. The fact that the driving tour does not lend itself to chronological order makes a complex battle more difficult to interpret.

History users are most likely to visit under-visited areas like Cheatham Hill and Kolb's Farm.

African American Users (unknown percentage of total visitors)

Characteristics: In 2009, 24% of the residents of Cobb County, Georgia were African American (30% in the state of Georgia).

Use of Kennesaw Mountain NBP: Park management wants to draw more African Americans in as history users, in addition to being recreational users. Through a stronger acknowledgement of the Civil War's connection to Civil Rights the park hopes to increase relevancy. A study could be done to understand how African Americans read the landscape at the site, and how the site could improve in their perception.

Issues: The contentious subjects of war and enslavement may evoke feelings which make African Americans shy away from visiting the park. Open reconciliation, presenting a more inclusive story, continuing to present programs on topics relevant to African Americans, or "talking about the war differently" might be means to improve invitation. Focus group participants expressed interest in seeing more living history programs that present how African Americans lived.

Traditional NPS Vacationers (about 4% of total visitors)

Characteristics: National visitors from throughout the U.S. and some international visitors. Traditional NPS signs, personal greeting, passport stamp, clean restrooms, and knowledgeable personnel are the standards by which NPS sites are known.

Use of Kennesaw Mountain NBP: Most are families on traditional summer vacations. Many are parents with children (who like to earn Junior Ranger badges). Almost all come into the visitor center to see the exhibits and movie (and many to get their NPS passport book stamped).

Issues: This group is often overlooked (or "lost in the crowd") because of the great numbers of visitors in the two categories described above. However, because most of these traditional NPS visitors come to the visitor center first, they often ask staff for advice on visiting the battlefield. Finding the park, and then finding a parking space here, are significant challenges which are being addressed by management. Wayfinding within the park is made difficult by the lack of a traditional park road, requiring a visitor to leave and re-enter the park repeatedly. Poor signage on trails and roads adds to wayfinding frustration. However, the fact that the park does not have an entrance fee eliminates many worries which would result from having multiple park entrances. Encroachment from modern noise detracts from a contemplative experience, although trains add to the interpretive story.

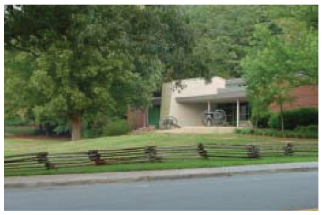
Education Groups (about 1% of total visitors)

Characteristics: Students, youth groups, and military staff from the Atlanta Metropolitan area. Military staff rides often involve visitors from outside the Atlanta Metro area. GA 5th grade performance standards include Civil War study. Home schoolers seek supplemental items to take home.

Use of Kennesaw Mountain NBP: Most education groups start at the visitor center and see the exhibits and film. Almost all groups are assigned an interpreter to provide a special program or educational experience. Almost all use buses to tour the battlefield and get off bus at most stops.

Issues: Most are provided with an experience based on their school's curriculum, or based on specific requests that fit each group's age and area of interest. Education groups require the most staff time because of pre-visit contact and materials, and to present on-site programs.

Education groups require the most staff time because of pre-visit contact and materials, and to present on-site programs.



The battlefield's original visitor center was built in 1963-64. The visitor center was expanded and improved in 1996-97. Currently, solar panels are being installed on the roof to make this older building more "green."

Operations

The "Operations" section of this plan provides a basic assessment of current conditions in the Battlefield Park as of the publication of this plan. It covers interpretive facilities, reports, budget, staffing, partnerships, and volunteerism. This material provides a framework for the recommendations section of this plan. Unless otherwise noted, data in this section are drawn from the 2006 Visitor Study. Assessments were developed through review of visitor comments and internal scoping.

Interpretive Facilities

Within Kennesaw Mountain NBP's 2,923 acres, the vast majority is forested with only about 350 acres maintained as open fields. The battlefield's primary historic features are 11 miles of earthworks that were dug and built in June 1864. The battlefield also has nine paved roads (most along the historic corridors of dirt roads that were here in 1864) and one unpaved road. Approximately 23 miles of trails connect the battlefield's historic features and visitor use areas.

The battlefield's original visitor center was built in 1963-64. The visitor center was expanded and improved in 1996-97. The existing visitor center includes two outdoor patios, a vestibule entryway, restrooms, a lobby, an information desk, an education room, a sales display area, an exhibit area, an auditorium, staff offices, and various storage areas.

Budget

	2007	2008	2009	2010
ONPS Base Funds Spent for Interpretation	$226,368	$309,060	$287,764	249,748
Servicewide Fee Funds Spent	0	0	0	0
Reimbursable Fee Funds Spent	0	0	0	0

Staffing

Staffing for Interpretive Division

	2007	2008	2009	2010
Permanent FTE	3.0	3.0	3.0	3.0
Temporary FTE	0.0	0.6	1.0	1.6
Total FTE	3.0	3.6	4.0	4.6
Number of Permanent Positions	3.0	3.0	3.0	3.0
Number of Temporary Positions	0.0	0.6	0.9	1.6

Also, 5 employees – 2 full-time and 3 part-time – work for the Kennesaw Mountain Historical Association (KMHA) and help staff the visitor center's information desk and do other duties.

Although most volunteers contribute their time to resource management projects, special events provide opportunities for visitors to benefit from volunteers' cultural resource expertise.

Volunteer Program

Highlight of 2010 Volunteer Program: Our new Trail Ambassador program is working out beautifully. These well trained and dedicated volunteers are meeting people on the trails, answering their questions and assisting them, helping to be the "presence" that we need out there because our staff is too small to do it.

Highlight of 2009 Volunteer Program: The battlefield continued to make great progress in the eradication of the "exotic" species garlic mustard. The NBP started a new Trail Ambassador VIP program and volunteers worked on a site bulletin on park geology.

Highlight of 2008 Volunteer Program: A dedicated group of volunteers continued to help eradicate the invasive species garlic mustard. Also, much work was done to continue to improve and mark the trail system.

Highlight of 2007 Volunteer Program: Volunteers rebuilt a bridge that had been destroyed in a storm and two ladies did some great erosion control around the visitor center by planting native Georgia plants.

	2007	2008	2009	2010
Total Number of Volunteers in Battlefield	839	2,753	1,196	1,643
Total Hours Contributed by Those Volunteers to Interpretation	7,652	3,387	1,652	4,868

Partnerships

Kennesaw State University

The Center for the Study of the Civil War Era exists to provide research materials and public programs that further the exploration of the role that Georgia and the South played in the Civil War. Each spring, the park works with the Center to produce a Civil War Symposium.

Kennesaw Mountain Historical Association

Kennesaw Mountain Historical Association (KMHA) was organized as the park's officially recognized cooperating association in 1948 to assist the park in its interpretive efforts. The association continues to sell a variety of publications and other educational items, support the park by helping to staff the visitor center's information desk, and donate funds to buy supplies for cultural demonstrations and special events. The park has a Scope of Sales Statement and works closely with KMHA on finding and approving new sales items. The KMHA has worked hand-in-hand with the battlefield for more than half a century in a cooperative partnership.

Kennesaw Mountain Trail Corps

The Kennesaw Mountain Trail Corps was established in 2003 as a group of volunteers who assist the battlefield's staff to maintain and repair the park's trails. Trail Corps volunteers meet on the second Saturday of each month to work on the trails. Starting in 2009, the Trail Corps plans to expand their assistance to the battlefield by volunteering as "Trail Ambassadors" who will make visitor contacts, provide basic park information, and report any observed violations to park rangers. With park management's plans to almost double the size of the battlefield's existing 24-mile trail system, this partner group's assistance will grow in the coming decade.

Cobb County Department of Public Safety

We have a working relationship with Cobb County Department of Public Safety (fire and police) and coordinate a number of things with Cobb Transportation as well. These represent a combined effort of the County and the Battlefield's working relationship.

Personal Services

The battlefield's interpretive staff (along with KMHA employees, volunteers, and park partners) listed in the previous section offer the following personal services at Kennesaw Mountain NBP:

Personal Servcies	2007	2008		2009		2010	
	Total Number of Visitor Contacts	Number of Times Service Provided	Total Number of Visitor Contacts	Number of Times Service Provided	Total Number of Visitor Contacts	Number of Times Service Provided	Total Number of Visitor Contacts
Visitor Center	132,689	n/a	147,818	n/a	138,704	n/a	147,953
Informal Interpretation	70,961	n/a	73,936	n/a	63,137	n/a	74,303
Formal Interpretation	2,626	129	3,188	124	2,883	101	1,799
Demonstrations	10,014	175	9,424	143	9,781	181	10,942
Junior Ranger Programs	369	n/a	334	n/a	303	n/a	237
Special Events	4,711	5	3,986	6	4,573	9	4,639
Education Programs	2,394	53	1,736	56	1,901	44	1,809

Information Desk

Greet visitors, answer questions, give directions, orient visitors to the battlefield and exhibits, give "map talks," cashier for sales items, send out responses to information requests, provide quick research for visitors, take complaints from visitors via mail and in person, and direct complaints to the appropriate staff member.

Guided Tours

Walking tours of Cheatham Hill and Kennesaw Mountain, tours of the visitor center's exhibits, bird walks, and wildflower walks.

Living History (Costumed Interpretation)

Living History includes artillery demonstrations, common soldier/infantry demonstrations, cavalry demonstrations, signaling demonstrations, and civilian life demonstrations. The anniversary program (on or near June 27) features a combination of these in a 2 -day program.

Education Programs

Ranger-led programs, traveling trunks, outreach materials, teacher handbooks, reading program, essay competition, and an education link to battlefield's website for school groups, scout groups, and military staff rides. The staff offers disability assistance for deaf and visually impaired individuals. The park has an active Teacher-Ranger-Teacher program.

Special Events

Anniversary program, National Park Day, National Trails Day, National Junior Ranger Day, Black History Month, Founders Day, Women's History Month, Field of Flags (once every 5 years), Monday Night programs (fall and spring), Temporary Exhibits (e.g., period clothing), March of Dimes Walk (that goes through the park) and other benefit walks/runs/rides.

Volunteer Program Coordination

Almost 1,000 people volunteer 12,000 hours a year helping with Living History events, talks and tours, visitor center duties, and maintenance tasks. A dinner to honor the VIPs is held each year.

Off-site and Outreach

These include Career Day, Earth Day, Civil War Roundtable Meetings, Character Education, Scout Meetings, various heritage groups, Center for the Study of the Civil War Era, History Day at Kennesaw State University, and the Superintendent's civic engagements with a variety of civic groups.

Media

Wayside Exhibits

Although Kennesaw Mountain NBP has 64 wayside exhibits listed in its MIDS inventory, only 24 of those listed in MIDS could be considered contemporary wayside exhibits. Of those 24, 18 are full-size (36" x 24" and a few 24" x 24") interpretive panels mounted in low profile bases and frames; these 18 wayside exhibits were planned, designed, and produced (using the screen-printed, fiberglass embedded method) by Harpers Ferry Center in 1988-89 and installed by battlefield's staff in 1995. Six other wayside exhibits were planned by interpretive staff in the 1980s and produced through a contractor using an etched-and-anodized aluminum method.

Living History includes artillery demonstrations, common soldier/infantry demonstrations, cavalry demonstrations, signaling demonstrations, and civilian life demonstrations.

12 cast-metal Georgia state historical signs from the 1940s are within the park boundaries.

The battlefield also has: three cast-metal interpretive signs from the 1960s; 12 cast-metal Georgia state historical signs from the 1940s are within the park boundaries; three large stone monuments from the states of Illinois, Georgia, and Texas; three small stone markers for individual soldiers; one stone marker/entrance to the Union tunnel on Cheatham Hill; one stone marker where McCook's brigade started its attack near Cheatham Hill; and 11 cemetery stones.

Also, at the start of Mountain Road near the visitor center is a bulletin board which has maps, safety information, emergency phone numbers, trail information, and interpretive activities.

Publications

The park's official brochure was a 10-panel midi-folder in the 1970s. In 1985, Harpers Ferry Center (HFC) developed a "unigrid brochure" for Kennesaw Mountain NBP in an A-4 size and printed it in a 4-color format. Currently, the brochure is being re-designed in the "B-5" format, and is scheduled to be released in 2010.

Other park staff-produced publications include rack cards for visitor centers in the Atlanta region, the Junior Ranger Program booklet (which sells for $3 each), a battlefield newsletter produced by the Kennesaw Mountain Historical Association, a schedule of events, birder lists, site bulletins and flyers, and Education Program packets. Many of these documents are also available on-line.

A large number of Kennesaw-related educational publications are offered for sale to visitors through the Kennesaw Mountain Historical Association (KMHA), the park's not-for-profit cooperating association. Sales items can also be purchased on-line through the KMHA bookstore's website that is linked to the park's website. A percentage of the sales through KMHA's bookstore are donated back to the battlefield's interpretive division for publications, living history supplies, and temporary exhibits.

The wayside exhibit at the top parking area of Kennesaw Mountain puts the battle within context of the larger Atlanta Campaign.

Touch stations are currently being planned, in order to add an experiential, interactive element to the current museum exhibits.

Exhibits

The exhibits area begins outside its "Museum Entrance" doors with two panels that interpret "The Atlanta Campaign" (on a 3' x 4' panel) and an overview of Civil War, "A Nation Divided," and its first four years leading up to the Battle of Kennesaw Mountain (on a 16' x 4' panel).

Once inside the exhibit area's entry doors, there are exhibits covering the following topics/titles:

- Georgia – 1864
- Why They fight
- Setting the Stage: The Northern Perspective
- Setting the Stage: The southern Perspective
- Strategic Center of the South
- War Brings changes
- The Art of Moving Armies
- Fighting Battles
- Linear Tactics
- Rally 'round the Flag
- 1864 the Atlanta Campaign Begins
- Life in Kennesaw's Shadow 'The Prettiest town in Georgia'
- Caring for the Wounded
- Artillery Display (Has no title)
- The Battle of Kennesaw Mountain
- 1864 The Atlanta Campaign Continues
- Desolation, Sherman Destroys Atlanta
- They Who Fought Here
- 1864 Sherman's March to the Sea Splits the Confederacy
- 1865 the South Surrenders
- Reconciliation and Remembrance
- Aftermath

Exhibits

Also within the visitor center's exhibit area, "reader rail" topics include:

- Northern Political concerns
- A Plan for Victory
- Rebuilding an Army
- Georgia's War Industries
- Sherman's Lifeline
- Georgians Answer the Call to Arms
- Hard Times on the Home Front
- Combat at Kennesaw
  - June 22, 1864 – 4:00 p.m.
  - June 27, 1864 – 8:00 a.m.
  - June 27, 1864 – 8:00 a.m.
  - June 27, 1864 – 9:00 a.m.
  - June 27, 1864 – 8:00 a.m.
- 1864: Critical Election Years
- Occupation, September 2-November 15, 1864
- Path of Destruction
- The Human Cost

Audiovisual Program

In 1997, the Friends of Kennesaw Mountain funded a $100,000 film titled "The Atlanta Campaign." This 18-minute audiovisual program was produced by the Compro Company in Atlanta, Georgia. The Friends group owns the "use rights" to this audiovisual program and is reluctant to allow the National Park Service the rights to use its images and/or revise its content. This is a challenge for the park staff because this audiovisual program does not address the issue of "Slavery as a cause of the Civil War" in a manner that is acceptable to current legislative acts.

Outdoor Signs

Kennesaw Mountain NBP has hundreds of outdoor signs located throughout the battlefield. These signs come in the following general categories: motor vehicle directional signs, traffic regulatory signs, safety/ warning signs, resource protection signs, as well as temporary signs.

A park-wide sign assessment was completed by Harpers Ferry Center in 2009. Currently, a contract is being negotiated for park sign design to include highway directional signs, entry signs, trailhead signs, trail direction and distance signs, and resource protection signs. Funds are expected to be available in 2011 for fabrication and installation of these signs.

Extra/back-up signs are stored at the park in the maintenance storage area along with a few at park headquarters.

The NBP may choose to post an assessment of all signs into FMSS.

Website

Kennesaw Mountain NBP's website (http://www.nps.gov/kemo/) is linked to the National Park Service (NPS) ParkNet website. In 2005-06, the NPS created uniform in-depth websites for all NPS areas using a program called Common Spot. Kennesaw Mountain NBP's website home page presents: the battlefield's basic background; quicklinks to information on the directions to the battlefield, operating hours and seasons, reservations and fees; and homelinks to the battlefield's resources, park management information, education information for teachers and kids, news about the battlefield, and how visitors can support the battlefield's preservation. An interactive Google Earth map has recently been added to the park website.

The battlefield's website offers visitors a preview of Kennesaw Mountain NBP. Here, visitors can find some basic to in-depth information to help them make decisions on how to spend their time during their trip to the battlefield. Website areas such as 'New' and 'Planning Your Visit' assist visitors to choose the best times to visit so they can get the most out of their trip. Weather links and directions aid in getting their visit off on the right foot. In addition, the battlefield's website can link "virtual visitors" to nearby attractions and visitor centers in the Atlanta area.

Evaluation

GRPA Visitor Survey Cards

	Percentage of visitors satisfied 2007	Percentage of visitors satisfied 2008	Percentage of visitors satisfied 2009	Percentage of visitors satisfied 2010
Visitor satisfaction with: Overall quality of facilities, services, and recreational opportunities (GRPA Reporting Measure for Goal IIa1)				
	98	96	99	99
Facilities				
Visitor Center	98	97	96	100
Exhibits	98	98	96	99
Restrooms	79	71	84	88
Walkways, trails and roads	96	82	86	95
Campgrounds and/or picnic areas	83	71	70	96
Combined park facilities	92	85	88	96
Visitor Services				
Assistance from park employees	99	94	99	98
Park map or brochure	93	87	90	94
Ranger programs	99	95	96	97
Combined visitor services	97	92	95	97
Recreational Opportunities				
Learning about nature, history or culture	97	97	100	99
Outdoor recreation	91	87	93	94
Combined recreational opportunities	94	93	97	97

GPRA Visitor Survey

Each June, Kennesaw Mountain NBP distributes Visitor Survey cards to selected visitors for one month, and the data is compiled by the University of Idaho as a report for the Government Performance and Results Act (GPRA) of 1993. Each year's survey reflects visitor opinion about battlefield's facilities, services, and recreational opportunities. The results of the 2007-2009 GPRA Visitor Surveys are summarized below (the GPRA Visitor Survey results from 1998 through 2010 are available at www.psu.uidaho.edu).

Visitor Survey done by University of Georgia, 2007

A Visitor Survey was done by students from the University of Georgia in May through September, 2007. The students gave out questionnaires to visitors on-site, and conducted interviews with selected visitors. The summary of the draft of this Visitor Survey is below.

Summary

Green space plays an important role in providing recreation opportunities, especially so in urban environments. Every day the Metro Atlanta region loses 54 acres of trees and gains 28 acres of asphalt, concrete and impermeable surfaces. Development and high real estate value has resulted in few public recreation sites available in the region. This lack of opportunity has resulted in unsustainable pressure applied to Kennesaw Mountain National Battlefield (KMNBP) operated by the National Park Service (NPS). Differing uses, including walking for fitness, horseback riding, and organized cross-country running teams practicing on the trails, conflict with not only the NPS mission to protect the historic resources of the site but also lead to conflicts among various types of visitors.

Data for this study was obtained via intercept survey of a random sample of 1,088 visitors at KMNBP. The sample frame for this study was individuals over 18 years of age who visit KMNBP for multiple types of use. Data were collected via stratified random sample by days of the week and hours of the day, and sites within KMNBP. Visitors were presented with four management options regarding use of the Mountain Road in the park. Most visitors (65%) felt the road should have open access to all users regardless of type of use (e.g., pedestrians, cyclists, motor vehicles) and that other road users did not interfere with their enjoyment of the park (81%). A majority of visitors (65%) disagreed that too many different activities were allowed on the road and a majority (58%) also agreed that there was enough room on the road for all types of activities. Visitors were also presented with four different options for a proposed user fee. Fifty-percent of visitors preferred an annual entrance

pass of $20 per vehicle, however 36% did not support the implementation of an annual visitor pass.

Discussion

Regarding management options for the Mountain Road, responses indicated that visitors would like to have pedestrians and personal vehicles separated by some means: 69% of respondents chose either Option 1 ("Prohibit personal vehicles and provide daily shuttle service to the top of Kennesaw Mountain, allowing pedestrian access daily and bicycle access Monday through Friday") or Option 3 ("Improve/reroute the trail to the top of the Mountain to make it accessible, and reserve the road for motor vehicles and bicycles") as their preferred option. Option 2 ("Allow all current users on the Mountain Road, but separate different types of uses by time of day") was the least popular option with 14%. Similarly, only 16% of respondents indicated that they would prefer some other option not listed.

First time visitors to the park overwhelmingly chose Option 1 over the other options provided, whereas more frequent visitors were more evenly split between Options 1 and 3. Walkers, joggers, bicyclists and dog walkers all chose Option 3 as their most preferred management option. None of the bicyclists chose Option 2, which was the least popular option for each group with the exception of dog walkers (who preferred this option almost equally with Option 1).

The majority of respondents indicated that other users did not interfere with their enjoyment of the road, that the road should be open to all users and that there is enough room for all types of activities on the road. Responses to all six statements regarding users on the Mountain Road indicated that the majority of visitors do not have problems with anyone on the road. Although crowding is currently an issue in terms of safety and management of the road, it does not appear to be an issue with those visitors currently using the road.

Junior Ranger Camp is one of the venues through which interpretive themes are conveyed.

Regarding the proposed user fees at the park, the most popular option was for a $20 annual pass. The only instance where this differed was amongst people who visit the park about once a year, the $20 annual pass was the least preferred option here and the majority responded that they would not be willing to pay a user fee. The least popular option was the $10 daily pass. Including a shuttle fee as part of the entrance fee was not a popular option, as 64% of respondents indicated that they would not support an annual entrance pass that included an extra $5 for the shuttle bus, as opposed to an additional charge to ride the shuttle. This lack of support for including the shuttle fee was most likely due to the high proportion of visitors who do not currently use the shuttle services.

Parking is an issue throughout the park, but perceptions of the issue differ from site to site. In response to the number of parking areas/spaces in the park, 66% of respondents indicated they are either "Fair" or "Good." Only 15% of visitors indicated that the number of parking areas/spaces are "Excellent." Visitors who indicated that they were not parked in the first place they had tried that day were twice as likely to respond that the number of parking areas/spaces were "Poor." Visitors who had parked on the road shoulder of Old Highway 41 were most likely to indicate that it was not the first place they had tried to park that day, and that the number of parking areas/spaces were "Poor." It should be noted that it is possible some respondents were visiting several areas of the park during their visit, and therefore parked in other places within the park. However, as the question was worded "... *tried* to park" (emphasis ours) the assumption may follow that unsuccessful attempts were made by visitors to park in other areas of the park. Given the safety issue and the impact parking availability has on visitor perceptions, it is likely that the problem will grow worse over time.

Issues and Influences Affecting Interpretation

This section includes...influences and opportunities inside and outside the park...that affect interpretation and education. (DO-6, page 9)

There are issues and influences, both inside and outside the park, that affect the battlefield's interpretation and education programs. Many of these are issues that the interpretive staff's efforts can help park managers to solve or mitigate. Others may influence the battlefield's interpretive programs, and managers need to consider these when planning the park's future.
Below and on the following pages is a list of some these issues and influences. "External Issues and Influences" relate mostly to pressures from outside of the Battlefield, while "Internal Issues and Influences" relate to pressures within the site.

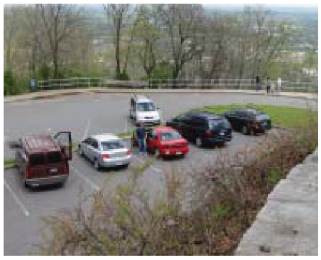
External Issues and Influences

Relevance

The park strives to make the Battlefield relevant to today's visitors. Increasing the interpretation that links the Civil War to the Civil Rights movement, and supporting research into the area of contemporary relevance, are expected to improve the park's ability to convey a vital message to visitors.

Regionalism

Citizens from various areas of the United States arrive at the park with very different understandings of both the causes and implications of the Civil War. Topics, and even individual words, can be either emotionally charged or empty for various people, depending often on their region of origin.



As suburban Atlanta has enveloped Kennesaw Mountain NBP in recent decades, many regional residents perceive the battlefield as a recreational green space for walking, jogging, and biking.

Growth of Cobb County and the Metro-Atlanta Area

Between the years 2000 and 2009, the population of Cobb County increased by 17.6%. This change is expected to put increased pressure on park resources.

Homeland Security

Occasionally, Kennesaw Mountain NBP's Interpretation and Law Enforcement staff members are temporarily detailed to other areas of the country to assist with security alerts, natural disaster relief, and fire fighting duties that result in shortages of employees at the battlefield.

NPS Centennial funds, 2008-2016

Kennesaw Mountain NBP may receive funds for additional staff in preparation for the National Park Service Centennial in 2016, as well as funds to work with state and county officials on multi-use trails to and through the battlefield.

150th Anniversary of the Civil War, 2011-2015

Regional and national advertising campaigns and mass media coverage that will highlight the Civil War's Sesquicentennial may increase visitation at all Civil War parks from 2011 to 2015.

Global Climate Change

The NBP has designed a three-part interpretive panel on global warming, to accompany its new solar panels. The panel approaches the topic from three angles: the global perspective; the solar panel project at KEMO; and what visitors can do at home, which includes a take-home card. Funding for production of the panel has been requested.

Children and Nature

Education programs include a Ranger-led hike on a designated nature trail at the NBP.

Foreign Languages

Kennesaw Mountain NBP receives visitors from all over the world. As a result, the battlefield offers, free of charge, brochures translated into French, Spanish, German, Japanese, Chinese, and Portuguese. The battlefield also has large-print brochures available in English. The Hispanic population visiting the Battlefield has increased greatly and the need for Spanish-language educational information is needed.

Parking Spaces

With only 84 parking spaces available in the parking lot outside Kennesaw Mountain NBP's visitor center, parking spaces are filled quickly by local recreational visitors. The battlefield is losing its ability to provide for the needs of its typical NPS historical visitors because there is no convenient place for them to park during their visit. Special events and weekend visitation also put great pressure on the battlefield, its staff, and the public because of a lack of parking spaces.

Public Safety

The battlefield's staff of three park rangers is stretched to provide a basic level of public safety; often there is only one ranger to patrol the park's 2,923 acres. Beyond traditional NPS visitors, tens of thousands of daily commuters (more than 25 million "non-recreation visitors" annually) also need attention with hundreds of accidents and injuries that require assistance each year; it is only with the support of local governments that NPS rangers can keep up with this workload.

Partnerships

Kennesaw Mountain NBP has two main supporting partners: Kennesaw Mountain Historical Association has existed for more than 50 years and operates the battlefield's book store, helps to staff the visitor center's front desk, and assists in other interpretive endeavors. The Kennesaw Mountain Trail Corps was established in recent years to help the battlefield recruit volunteers to improve the park's trails, raise money for trail maintenance, and help visitors hiking the trails. Cobb County and the local police departments are another important relationship of the Battlefield.

Public Perception

As suburban Atlanta has enveloped Kennesaw Mountain NBP in recent decades, many regional residents perceive the battlefield as a recreational green space for walking, jogging, and biking.

Internal Issues and Influences

Lack of Staff

The declining number of park staff members and the increased burden on the existing staff makes it difficult to complete required administrative and preservation duties and the supporting reports in a timely fashion. The lack of interpretive staff makes it impossible to present a sufficient number of both formal and informal interpretive presentations.

Overuse of Trails

The heavy use of the park's authorized trails contributes to erosion and the creation of unsafe conditions on those trails. The large number of "social" trails (or "unauthorized" trails) makes it difficult to provide meaningful directions for visitor use of the authorized trail network. It also increases the difficulty of routing emergency assistance to the proper location when necessary.

Recreational Visitors are "localized"

The tendency of recreational visitors to stay in only one of the battlefield's primary three areas makes it difficult for them to get a comprehensive understanding of the battle's overall story.

Lack of an adequate Sign System

The lack of a comprehensive signage plan makes it difficult for non-local visitors to find the battlefield, and then to gain an understanding of battlefield events once they are in the park.

Lack of Division/Brigade markers and Lack of identification of Historic Houses

The lack of unit markers and the lack of identification of historic home sites throughout the battlefield impede the visitors' ability to understand what this area looked like in June 1864.

Lack of interpretation at Kolb's Farm

The principle interpretation of Kolb's Farm – one of the three principle battle sites in the battlefield – is limited to reading a few wayside exhibits. The only personal interpretation currently available is for staff ride groups who have been previously scheduled for this service. However, the Farm is interpreted in film and in the museum.

Need to provide interpretive media that is fully accessible

Kennesaw Mountain NBP needs to assure that the interpretive media inside and outside the visitor center is accessible to all visitors, including those with impairments. The battlefield staff needs to provide for fully accessible media for all visitors in any future interpretive planning.

"Open Hours" of the Visitor Center (and impact on its parking lot)

The entrance/foyer of the Battlefield's visitor center is opened daily by a maintenance staffer in the morning and closed at 8:00 p.m. until the end of Daylight Saving Time, when it is closed at 6:00 p.m. The visitor center's lobby, information desk, bookstore, exhibits, and theater are open to the public from 8:30 a.m. to 5:00 p.m. daily during Daylight Saving Time, they are open until 6:00 p.m. on Saturday and Sunday. This situation results in the parking lot being nearly filled with the vehicles of recreation users before the visitor center interior opens to the general public.

Cooperation with other Entities

The Battlefield needs to increase its working relationship with other national parks, state parks, local museums and increase the number of links on the Battlefield's website to these other organizations' websites.

Current Research

2010 Focus Group Findings: Assessing African American Attitudes toward the Civil War

Findings and recommendations from this study were discussed in the July, 2010 Confirmation Workshop. Study responses were compared against the park's Primary Interpretive Themes. Those themes, and this plan's recommendations, were developed with consideration of the study's findings and recommendations.

The period 2011 through 2015, commonly referred to as the "Civil War Sesquicentennial" or "Civil War 150", marks the 150th commemoration of the Civil War, a defining moment in American history. Throughout the country, national parks, battlefields, and other National Park Service (NPS) sites will offer interpretations of Civil War activity and reflect upon the theme "From the Civil War to Civil Rights," an idea that requires specific recognition of the change in attitudes and behaviors of groups impacted by the war over time.

Kennesaw Mountain National Battlefield Park (KEMO) in Cobb County, Georgia is initiating plans to expand its current interpretive program to an inclusive model that is more culturally and ethnically diverse. This idea follows a congressional charge in 1999 that advised NPS sites to explore slavery as a causality of the Civil War and to find ways to increase access and relevance to underserved populations.

To meet these two goals, KEMO partnered with the Center for the Study of the Civil War Era (Center) at Kennesaw State University to research the attitudes of African Americans toward the Civil War. Central to this partnership was the understanding that while African and African American slaves were two of the populations most affected by the Civil War, their

stories are often absent from Civil War battlefield site interpretations. As a vital starting point, the Center hosted focus group sessions with important African American community organizations in the Metropolitan Atlanta area.

Focus group goals

The three goals of the focus groups were to:

- Increase understanding of the local African American community's perspectives on the Civil War
- Determine how African Americans would like the African American experience interpreted to the broader public
- Gain insight on how to incorporate the African American narrative into park Interpretation

Methodology

The Center presented the focus group idea to several African American community organizations in the metro Atlanta area, including:

- Cobb County NAACP
- Atlanta University Center Consortium (a group of historically black colleges and universities)
- Kennesaw State University African American Student Alliance
- Georgia African American Historic Preservation Network

Organizational leaders were sent a letter of invitation. Participants were advised that participation in the focus group was voluntary. All participants were informed that all personal data would be identified anonymously in the aggregate report. During each session, participants were asked a series of questions designed to achieve the three goals listed above.

Hermina Glass-Avery, associate director of the Center for the Study of the Civil War Era, served as principal investigator and lead facilitator for each focus group. Leslie Harris and Jyostna Vanapalli of Transforming Community Project at Emory University assisted as co-facilitators.

Focus group questions

- Why are you interested in participating in this discussion?
- What are your feelings or attitudes about the American Civil War?
- Do you see the Civil War as part of the larger struggle for Civil Rights?
- Have you ever visited a Civil War battlefield, such as Kennesaw Mountain, or any other location associated with the Civil War?
- What aspects of a Civil War site, such as Kennesaw Mountain, are (or would be) important to you?
- Probes
    - What did (would) you find most interesting about the stories or history told at the site?
    - What didn't (wouldn't) you like about the way the story of the Civil War was told at the site?
    - Is there anything that could improve the interpretation at this or other Civil War sites?
- If you visited Kennesaw Mountain or another Civil War site today, what would be your expectations regarding the historical and cultural interpretation of the American Civil War?

Findings

The recordings indicated a few serious concerns for the African American community regarding Civil War interpretation. Initial skepticism about KEMO and NPS's willingness to expand its interpretation is compounded by a suspicion of the nature of that historical interpretation. While the different groups demonstrated a strong desire to know more about the African American experience during the Civil War, there were strong feelings amongst the participants that the history will not be told correctly here in the South. However, many individuals also expressed hope that a truer and more complete picture could emerge if historians would move beyond traditional viewpoints and methodologies to capture stories told within African American families. One participant stated there needs to be a shift away from the macro-histories to the micro-histories of individuals and families in specific locations like Cobb County.

- The predominance of the Southern Civil War "Lost Cause" narrative presented a second area of concern. The groups suggested that the Civil War, as it is taught in the South, offers a one-dimensional look at African Americans and reduces the conflict's complexities to a "memorial" of a distant and better time.
- Participants remarked that African Americans are largely written about as passive spectators, i.e. slaves, if they figure at all in the official Southern histories. This enervating representation frustrated most participants and angered several within the groups. One college-educated participant felt outraged that he had no knowledge of the USCT or his own family history of participation in the war until he heard in passing an elderly relative reference that "Grandpa Ed with big sticks in the big war"– the Civil War. Another participant shared the story of a "great-great grandfather who drove wagons for Sherman."
- Still others used the focus groups as a forum to relate significant African American Civil War efforts. As the participants shared family memories and accounts of war activity, each of them reinforced the belief that their history exists and that it needs to be gathered piecemeal from their families and kinship networks
- Many of the participants felt that the implementation of a potentially new interpretation inclusive of African Americans would elicit controversy about the legitimacy of such a "new" interpretation by the white public.
- There was also concern of backlash from traditional, white Southerners that may lead to confrontation with African American visitors at KEMO and in other places. Participants across the groups stated that KEMO should implement strategies to make African Americans feel safe and welcome at the battlefield.
- One participant stated that if they "tell our story, then we will come."

Goals

Management Goals

The Government Performance and Results Act (GPRA), enacted in 1993, requires that federal agencies establish standards for measuring performance and effectiveness. The law requires federal agencies to develop strategic plans describing their overall goals and objectives, annual performance plans containing quantifiable measures of their progress, and performance reports describing their success in meeting those standards and measures.

The long-term goals listed below are the two goals related to visitor satisfaction and visitor understanding within the Battlefield's GPRA Strategic Plan of 2004. Also within the planning process required by GPRA, park management prepared Annual Performance Plans to establish future benchmarks. Attainment of these benchmarks is measured with annual park visitor surveys (see Evaluation section of this document).

Long-term Goal IIa1a: By September 2012, 97% of visitors Kennesaw Mountain NBP are satisfied with the appropriate park facilities, services, and recreational opportunities.

Long-term Goal IIb1: By September 30, 2012, 90% of Kennesaw Mountain NBP visitors understand the significance of the park.

Visitor Experience Goals

Visitor Experience Goals describe opportunities for the public and suggest how interpretation may change the way visitors will think, feel, or act as a result of their park experience. (DO-6, page 9)

The desired outcome of Kennesaw Mountain NBP's operations is to manage visitor-resource interactions so that the resources will remain unimpaired for the enjoyment of future generations while ensuring that opportunities exist for the widest variety of current visitors to forge meaningful connections with those resources. The park's facilities, interpretive media, website, personal services, and education programs will provide visitors with information as well as interpretive and educational opportunities.

Visitors should have the opportunity to purchase publications and educational materials through the park's cooperating association that will enhance their experience.

Visitor Experience Goals for All Park Visitors

All park visitors should have the opportunity to:

- interact with volunteers and paid staff who are professional and courteous, leaving a positive impression of the battlefield and the National Park Service
- easily find orientation information on the website, on entrance roads, and within the battlefield
- understand that Kennesaw Mountain NBP is a unit of the National Park System
- learn the significance of the Battle of Kennesaw Mountain and the Atlanta Campaign in the Civil War by learning about the park's battlefield features
- receive information on attractions and services in other NPS areas in Georgia, nearby federal lands, and Georgia state parks
- discover their own personal connections to the meanings and significance inherent in the cultural and natural resources of Kennesaw Mountain NBP
- receive accurate information that includes multiple points of view, including the African American voice
- safely enjoy their visit by learning about and following safety guidelines and park rules and regulations in a way that does not interfere with other visitors and does not adversely impact the battlefield's resources
- access the park facilities and programs given the full range of visitor abilities and disabilities
- purchase publications and educational materials through the park's cooperating association that will enhance their experience
- contribute to the stewardship of Kennesaw Mountain NBP

Education Experience Goals

Visitors within educational groups should have the opportunity to:

- participate in curriculum-based education programs that include pre-visit and post-visit activities
- use the park as an outdoor classroom and conduct educational activities on their own
- participate in teacher-directed programs using materials and resources provided by the National Park Service
- learn about educational activities and information available online

Virtual Visitor Experience Goals

Visitors who access information about Kennesaw Mountain NBP through its website on the internet should have the opportunity to:

- easily navigate the park's website to plan a visit and/or to learn about the battlefield's cultural features and natural resources
- gain an appreciation and understanding of Kennesaw Mountain NBP by learning about the battlefield's cultural features and natural resources
- print maps, download forms, and print photos
- contact the park through an email link
- link to local parks, partners, and other appropriate websites
- access video and audio podcasts, Google Earth, and the digital photograph database

Recommendations

Interpretive Staffing

Unfortunately, the increasingly high number of visitors to the Battlefield has not been matched with an increase in interpretive staff. If funding does become available, however, the following suggestions are intended to serve the most pressing needs of the division:

- Use the NPS base increase to the park's budget to fund two STEP or term positions as Visitor Use Assistants (or Park Guides) to staff the visitor center information desk.

- Use "80% Fee Money" to fund a third Visitor Use Assistant position to help cover the visitor center's information desk.

- Use the NPS base increase that will come when the Wallis House and Signal Hill are added to the battlefield for seasonal employees in Maintenance and Interpretation.

Wayside Exhibits

After visitors arrive at Kennesaw Mountain NBP's visitor center, take care of their basic needs, and perhaps view the exhibits and park film, they head out into the park. Almost all visitors want to go to the top of Big Kennesaw Mountain. From there, most of the 'history users' and 'traditional NPS' visitors experience the battlefield by driving from Kennesaw Mountain to Pigeon Hill, and then to Cheatham Hill. Only a small percentage of visitors drive all the way to Kolb's Farm. The vast majority of visitors – those Local/ Area Recreational Users – do not drive the park roads except to get to a parking area; from there they walk, stroll, jog, hike, bike, or horse ride on the park's trails. The challenge of the future waysides at Kennesaw Mountain is to provide basic orientation and interpretation at strategic locations throughout the battlefield.

Overall Wayside Exhibit Recommendations

A few small funding sources are already available to initiate planning for the battlefield's most pressing wayside needs such as trailhead exhibits for the expanded and improved trail system. However, a long-term vision – known as a Wayside Exhibit Proposal – needs to be developed for a comprehensive approach to meet the battlefield's future wayside exhibit needs. Therefore, during the next 2 to 5 years, the battlefield's staff should work on the following tasks:

- Revise PMIS statement #160359 to specifically address recommendations made in this Long-Range Interpretive Plan.

- Request funds for a parkwide Wayside Exhibit Proposal (that lists and describes the agreed-upon wayside exhibits that will be produced), a Wayside Exhibit Plan (that includes final text and layout designs for each wayside exhibit), and Production (that will produce the final panels and bases, as well as create any art or maps that may be recommended).

- After funds are secured for the wayside proposal stage, arrange for wayside exhibit specialists from HFC (and/or contractors from HFC's list of approved IDIQ contracts) to visit the park and – along with the park staff – develop a parkwide Wayside Exhibit Proposal.

- After funds are secured for the wayside planning stage, let a contract through HFC to plan, design, and prepare production-ready files for all the proposed wayside exhibits.

- After funds are secured for the wayside production stage, let a contract through HFC to fabricate and ship the final panels and bases to the battlefield.

- After the final panels and bases are produced and shipped to the battlefield, consider contracting for their installation (if the park maintenance staff is unable to install them).

Before the PMIS statements requesting funding are submitted, the battlefield staff should confer with Harpers Ferry Center to accurately estimate costs. One estimate will hinge on the material recommended for the future waysides' panels: they could be either screen-printed, fiberglass-embedded; high-pressure laminate; ink-jet prints embedded in fiberglass; or porcelain enamel. The initial costs and frequency of replacing wayside panels need to be considered. The selection of panel material should be made before a funding request is submitted for fabrication.

Future Wayside Exhibit Categories

The workshop participants recommended that the categories of wayside exhibits (described below and on the following page) be developed over the next 2 to 5 years. Specifics within these general categories will be worked out when the Wayside Exhibit Proposal is developed later.

Fee Collection and Orientation Kiosks

As the battlefield plans its upcoming Fee Collection stations (using machines similar to ATMs), consider combining these machines with parkwide orientation waysides. These combination fee collection and orientation areas may include kiosk-like roofs. The most likely locations for these kiosks will be at the parking lots for the Visitor Center, Old Highway 41 Overflow lot, Pigeon Hill, and Cheatham Hill. A study should be conducted to analyze potential for fee collection.

These fee collection/orientation kiosks may include as many as three traditional upright wayside exhibit panels. Or, the kiosk may include a larger number of small panels within the framework of the NPS Sign System's Visitor Information System (VIS) signs. One of these panels (or a small group of VIS signs) may include information on the fee collection system, resource protection message/s, and visitor safety warning/s. A second panel (or group of VIS signs) may provide parkwide orientation and put the Battle of Kennesaw Mountain in context with the Atlanta Campaign and the capture of Atlanta. The map used here should be the same used on (or, at least a map that complements) the park's unigrid brochure. A third panel (or group of VIS signs) may give more site-specific information on the particular battlefield unit next to this parking lot.

Parkwide Orientation Waysides

Upright orientation waysides should be located at the parking lots at the top of Big Kennesaw Mountain and Kolb's Farm, as well as at the park's three "activity areas." A sixth location – at Wallis House/Signal Hill – will be added to this list once this area is transferred to the battlefield. Also, a wall-mounted panel located outside the visitor center restrooms might be considered.

This upright wayside panel might instead be a number of small panels within the framework of the NPS Sign System's Visitor Information System (VIS) signs. This panel (or group of VIS signs) could all be a duplicates of the panel (or group of signs) suggested above for the Fee Collection/ Orientation Kiosks to provide parkwide orientation and put the Battle of

Kennesaw Mountain in context with the Atlanta Campaign and the capture of Atlanta. The map used here should be the same used on (or, at least a map that complements) the park's unigrid brochure.

Trailhead Waysides

Upright trailhead waysides should be located at all battlefield locations where trails lead into the park from a park road or parking area. The dozen or more potential locations would include Old 41 Highway, Gilbert Road, Visitor Center, Big Kennesaw, Pigeon Hill, and Cheatham Hill.

These single panels (or a small group of VIS signs) at each trailhead location will all be unique. Each panel might include a small-scale, simple version of the unigrid brochure's map, and a large, more-detailed map that gives more site-specific information on the particular trail here.

Also in this category, VIS trail directional signs at all trail intersections should be considered.

Low Profile "Interpretive" Wayside Exhibits

Wayside exhibits should be used judiciously on the battlefield so as to not intrude visually on the historic scene. When wayside exhibits are used, one of their strengths is showing visitors what they cannot see today. At Kennesaw Mountain NBP, the obvious thing that visitors cannot see today are the soldiers who fought here. Although there are a few line drawings from the battle (drawn by Alfred R. Waud and a few battle survivors) and a handful of photographs taken of the battlefield months after the battle, there are a number of pieces of art done in recent years by talented Civil War illustrators. The future wayside exhibits at the battlefield should use these and take this opportunity to develop more original art to bring these battle landscapes to life.

When wayside exhibits are used, one of their strengths is showing visitors what they cannot see today.

Suggested locations for these low profile interpretive waysides should start with the 18 places where the existing low profiles (that were planned and designed in 1988) were placed in 1995. Although most of these wayside exhibits interpret good site-specific stories, the panels, stories, and graphics for the future waysides need to be re-designed. They also need better (and larger) color illustrations to grab the attention of battlefield visitors who expect more from today's interpretive media. Also, most or all of the battle maps should be removed from these panels.

Low Profile "Tactical" Wayside Exhibits

A few of the wayside exhibits should interpret the tactics used by the opposing armies as they approached Big Kennesaw Mountain in June 1864, fought on this battlefield in late June 1864, and the repercussions of the Battle of Kennesaw Mountain on Atlanta in July-August of 1864. The "tactical maps" to be removed from the low profile interpretive waysides should be used on these overview/ tactical panels along with other graphic elements.

These tactical wayside exhibits should be located on Big Kennesaw Mountain where vistas of the battlefield can be seen and interpreted – especially looking north toward the armies' approach in 1864 along the Western & Atlantic Railroad, and looking south toward Atlanta. There might also be opportunities for smaller tactical wayside panels elsewhere in the park alongside low profile interpretive exhibits if/when the two panels complement each other.

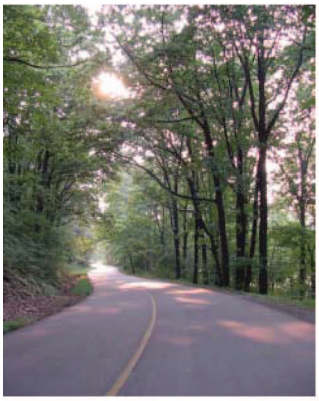
Troop/Unit "Location Markers"

An entirely new type of wayside category is recommended to identify the location of troop units (Divisions or Brigades) of both the Union and Confederate armies. These "location markers" could be primarily placed along the battlefield's trail system to mark (and interpret the unit's background) where units of soldiers were positioned before the Battle of Kennesaw Mountain began at 8:00 a.m. on June 27, 1864. These markers would be especially helpful to those visitors who have researched (on their own or with the help of park staff) an ancestor who fought at Kennesaw Mountain, and help them to generally locate where that ancestor stood on the morning of June 27, 1864. Prototypes for these "location markers" were developed for Pea Ridge NMP. However, more thought and discussion still needs to happen before this concept moves forward as part of the park's Wayside Exhibit Proposal.

Also, it is recommended that names be given to trails, trailheads, activity areas, and other park areas that are currently un-named. These names should be people or places associated with the Battle of Kennesaw Mountain such as Col. Dan McCook or Tennessee Brigade or Signal Hill. Tentative preparation has been done on this.

Wayside Exhibits

Short-Term 2011-2014	Mid-Term 2015-2017	Long-Term 2018-2020
Parkwide Proposal		
Request funds for a parkwide Wayside Exhibit Proposal (that lists and describes the agreed-upon wayside exhibits that will be produced), a Wayside Exhibit Plan (that includes final text and layout designs for each wayside exhibit), and Production (that will produce the final panels and bases, as well as create any art or maps that may be recommended).	After funds are secured for the wayside planning stage, let a contract trhough HFC to plan, design and prepare production-ready files for all the proposed wayside exhibits. After funds are secured for the wayside proposal stage, arrange for wayside exhibit specialists from HFC (and/or contractors from HFC's list of approved IDIQ contracts) to visit the park and-along with the pakr staff-develop a parkwide Wayside Exhibit Proposal.	Contract for the planning, design, production and installation of trailhead exhibits.



The Battlefield should Develop three driving directions maps (one from the visitor center to Pigeon Hill and Signal Hill, one to Cheatham Hill, and one to Kolb's Farm) that give motorists specific directions and information to these lesser used areas of the battlefield.

Publications

Visitors typically use publications in two ways: for information and orientation during their visit, and for in-depth interpretation following their visit. The park's primary free publication is the NPS unigrid brochure; most history-oriented and traditional NPS visitors use it to guide them around the battlefield. The interpretive staff should take the following actions:

- Harpers Ferry Center is currently redesigning and expanding the park's NPS unigrid brochure so that the brochure includes a better self-guided auto tour of the battlefield and usable guide to the battlefield's many trails.

- Develop three driving directions maps (one from the visitor center to Pigeon Hill and Signal Hill, one to Cheatham Hill, and one to Kolb's Farm) that give motorists specific directions and information to these lesser used areas of the battlefield. The maps should be designed to NPS Identity standards and produced on-site or locally so that updates can be done quickly. These maps should be available on the Battlefield website.

- Re-design all the battlefield's free-of-charge publications to the NPS Identity standards and review and improve each Site Bulletin's content.

Also, to help upgrade the battlefield's for-sale publications, the Kennesaw Mountain Historical Association (KMHA), with the battlefield's interpretive staff, should take the following actions:

- Update the battlefield's Trail Map to include upgrades to the existing trail routes, additions to the trail system along the Union lines, and connections to hiker/biker trails to Marietta.

- Re-design the cover of the battlefield's Junior Ranger Program booklet to the NPS Identity and review and improve the booklet's content. Create a Spanish version.

The Battlefield should re-design the cover of the battlefield's Junior Ranger Program booklet to the NPS Identity and review and improve the booklet's content.

Publications

Short-Term 2011-2014	Mid-Term 2015-2017	Long-Term 2018-2020
Trail Maps		
Update the park's Trail Map to include upgrades to the existing trail routes, additions to the trail system along the Union lines, and connections to hiking trails to Marietta Create three maps for the separate sites		
Site Bulletin		
Re-design all the park's free-of-charge publications to the NPS Identity standards and review and improve content Create a flyer on educational programs to be distributed to walk-in teachers Post park-wide trails, their lengths, elevations, and entrances on the website	Create additional site bulletins	
Junior Ranger		
Re-design the cover of the battlefield's Junior Ranger Program booklet to the NPS Identity and review and improve the booklet's content.	Create a Spanish version	

Exhibits

Short-Term 2011-2014	Mid-Term 2015-2017	Long-Term 2018-2020
Visitor Center Areas		
Submit a PMIS proposal for Exhibit Planner to assess VC areas	If funded, arrange for an Exhibit Planner from HFC-or contract with an HFC IDIQ firm-to travel to the battlefield and work with the park staff and partners in improving the visitor center's foyer, lobby, bookstore area, exhibit hall, and audiovisual theater	
Hands-On Opportunities		
Create touch stations for the museum		
Civil War to Civil Rights		
Submit a PMIS proposal for creation of a "post-museum" timeline for events following the Civil War	If funded, have exhibit designed, created, and installed	

Exhibits

The current exhibits in the battlefield's visitor center were planned, designed, fabricated, and installed in 2001-02.

In 2010, LRIP workshop participants suggested the creation of a new exhibit to address the "Civil War to Civil Rights" theme. This would consist of a "post-museum" timeline (to echo the pre-war timeline visitors view before they enter the museum).

Earlier, in 2007, the LRIP workshop participants had made one firm recommendation (below) along with a few suggestions for improvements and additions to the existing exhibits:

- Arrange for an Exhibit Planner from HFC – or contract with an HFC IDIQ firm – to travel to the battlefield and work with the park staff and partners in improving the visitor center's foyer, lobby, bookstore area, exhibit hall, and audiovisual theater.

Suggested improvements made during the LRIP Workshops in 2007 include:

- Permanent exhibits in the foyer (outside the restrooms) to replace the existing small temporary exhibits. New exhibits here could use this space to capture the attention of the recreation-oriented visitors who use the restrooms before and/or after they exercise. One concept for exhibits in this area would be to emphasize that Kennesaw Mountain is a "National" (by interpreting the National Park System) "Battlefield" (by interpreting the primary purpose/ s of the battlefield) "Park" (by interpreting activities that local and regional visitors participate in – as long as they are compatible with the park's primary purpose).
- Add a large-scale park orientation map in the central area of the visitor center's lobby. This map could be a straight-forward, raised-relief version of the park's topography and its roads and trails; or it could be an 'interpretive' raised-relief map with LED lights (embedded within the map) or laser lights (projected from above the map) to show troop movements and how the battle progressed; or it could be an interpretive raised-relief map with digital interactive or audiovisual components around its perimeter; or it could be (instead of a map raised 30" off the floor surface) a contemporary, large-scale flat map of the park area (using satellite images) applied directly to the lobby floor. As more discussion happens before a map type is selected, three important factors to be considered: 1) how the park staff can best use the map as an orientation tool; 2) how the map affects visitor flow through the lobby and past the information desk; and 3) how the map can be made fully accessible to all visitors.
- Improve the panels outside the exhibit doorway that lead visitors into the exhibit hall. Although the existing panels were a nice effort to provide context for the Battle of Kennesaw Mountain in regards to the Atlanta Campaign and the national events from 1858 to 1864, these two panels could be improved.
- Improve the visitor flow out of the exhibit area into the KHMA sales display area to include an option to enter the AV theater. As plans for any new or improved exhibits take shape, the logistics for signing ("announcing") the battlefield's audiovisual program ("park film") should be considered, as well as how visitors enter and exit the visitor center's theater.

- Add to the museum exhibit collection through the purchase of the Gilpin Collection

- Consider developing some type of an "earthworks experience/ interpretation" in the visitor center or just outside the visitor center (see *Earthworks Management Plan*). Since much of the Battle of Kennesaw Mountain revolved around the digging of trenches and earthworks (especially along the Confederated lines), the park needs to find some way to interpret this important aspect of the battle. Most visitors see only a little of the 143-year-old remains of the original earthworks (11 miles of these remains are within the battlefield's boundaries); but they don't get a true sense of the construction techniques in building earthworks here at Kennesaw, nor do they get a sense of the extent (well beyond the 11 miles that remain today) of these earthworks that were built before the Battle of Kennesaw Mountain. (Note: During the 1980s, the park historian allowed a few of the earthwork remains to have "head logs" placed on them to help illustrate that important aspect of earthworks' construction. This technique might be considered again as one way to help visitors visualize how earthworks were used.)

Audiovisual Programs

Park's Primary Audiovisual Program (i.e., the "park film")

The battlefield's current audiovisual program (i.e., the "park film") was produced in 1996. Most visitors who enter the visitor center see it before they see the exhibit area. For education groups, the park film is a very important part of their experience. Although the current park film does a good job of telling the battle's overall story, strategies, fighting scenes, and its context within the Atlanta Campaign, the film's explanation of causes of the Civil War is too broad and does not adequately include the reasons of slavery and "states rights." The current film and its use rights are owned by the battlefield's Friends group, but the group is not willing to let its film be edited.

In 2007, the Park Superintendent submitted a Project Management Information System (PMIS) statement to request funding to replace the visitor center's audiovisual program. The primary audiovisual task then, over the next 2 to 5 years, is for the battlefield staff (with support from HFC and/or its IDIQ contractors) to produce a new audiovisual program through these steps:

- Call HFC's Workflow Management office (304-535-5050) to request an updated estimate for the audiovisual program for the following:
  - the planning and production of a 15-20-minute video that a) better explains the role of slavery and states' rights; b) has improved "living history" demonstrations to show battle conditions; c) has improved animation to show troop movements; and d) includes more emphasis on the battle's climax at Cheatham Hill and Pigeon Hill.

  - The planning and production of a separate, shorter video – based upon and drawn from the above-described video program – that is geared toward elementary ages that can be shown to education groups.

- As of 2010, a new PMIS statement has been submitted and is the Number 2 request for SER Sesquicentennial Projects (PMIS #134289).

- Collect "resource packages" for topics the battlefield staff wants to be covered in the new audiovisual program; include text references, graphic references, and map references.

- After the funds are secured, contact HFC to arrange for a Contract Officer's Representative (COR) to oversee the AV planning and production. This COR will write the scope of work and bids can be sought from at least three Indefinite Delivery Indefinite Quantity (IDIQ) contractors. From these, one Proposal will be accepted and a contract Task Order will be awarded. After the contract is awarded, the process of production (i.e., treatment, schedule, script, filming, editing, rough cut, review, final cut, and master film) takes about two years.

Portable audiovisual opportunities

The park staff is preparing to offer "individualized" audio and/or audiovisual opportunities through "OnCell" technology.

Also, the park staff is preparing to begin making Mp3 player options available for the museum. The use of Mp3 player options will increase museum access for deaf and visually impaired visitors. These programs should be considered for re-purposing on the park's website (which may require some additional reprogramming and clearances).

Audiovisual Programs

Short-Term 2011-2014	Mid-Term 2015-2017	Long-Term 2018-2020
Film for Elementary Students		
Request from HFC an estimate for the planning and production of a 15-20 minute video Request from HFC an estimate for the planning and production of a separate, shorter video-based upon and drawn from the longer video program-that is geared toward elementary ages that can be shown to education groups Based on these estimates, write two PMIS statements	If funded, create new park film or elementary school film	
Hand-Held Devices		
Begin using "OnCell" interpretation		
Museum Components		
Begin use of Mp3 players in the museum		

Website

The park should continue to have at least one employee trained in upkeep of the NPS website program. To the extent that the designated employee(s) has project time permitted to them, the current website would benefit from less use of text, more compelling graphics, and clearer organization.

Site bulletins, maps, educational materials, and current research projects should be uploaded onto the website as they are developed.

Website

Short-Term 2011-2014	Mid-Term 2015-2017	Long-Term 2018-2020
Maps		
Add Instructions for use of GoogleEarth map	When created, upload revised Trail Map and three focus maps for NBP areas	
Improve Current Pages		
Improve the Virtual Tour with full-page photos and links to in-depth interpretation Update the FAQ page Add map links to the directions page (routes to airport) Improve content by using fewer works, more symbols for organization, and more positive paragraphs Publicize park-wide trails, their lengths, elevations, and entrances Encourage bicycling to the park (via the multi-use trails) to reduce parking problems and reduce carbon emissions)		Continue to keep website updated and fresh
Education		
Upload pre and post-site activities and curriculum guide	Create a teacher-friendly webpage for education groups and insert into park website	
Junior Ranger		
	Create and interactive Junior Ranger page	

Interpretive Programs

In developing formal and informal interpretive programs for the public, care should be taken that meaningful opportunities are consciously provided to the visitors in a variety of ways. Each primary interpretive theme may be experienced through knowledge, attitude, behavior, and/or sensory experience. Participants in the July, 2010 Confirmation Workshop crafted the following statements which could help craft effective interpretive programs. Each suggestion below is intended to complete the statement

"Visitors should have the opportunity to…"

1. **Strategy: Struggle for Atlanta** (The strategy and tactics used at Kennesaw Mountain and throughout the Atlanta Campaign led to the final outcome of the Civil War.)
   - learn about strategy, tactics, weaponry, etc. in the context of the battle and the Atlanta Campaign
   - recognize the cost of the War as well as what was won
   - comprehend the size and location of the battlefield
   - visit the Kolb farm house
   - attend living history programs: hear gunfire, period music, smell campfire smoke, etc.
   - realize that the forests on and around the Mountain did not exist during the Civil War
   - feel patriotism because the Civil War helped make the United States the country it is now, and respect for all participants, regardless of their reasons for fighting
   - visit the mountain top, the earthworks, and the Illinois Monument, recognizing the significance of the sites
   - be directed to a process to access the battlefield's collections (for researchers) or the regimental locations on the battlefield (for visitors) through park staff to assure protection of battlefield resources

2. **Civil War and Civil Rights** (The Civil War was a significant event leading towards Civil Rights.)
   - realize that slavery was a major cause of the Civil War, and the implications that the War had for African Americans in this country
   - learn about the many various roles played by African Americans in the story of Kennesaw Mountain and the Atlanta Campaign
   - recognize the connection that slaves had in building the earthworks, and feel a sense of "walking in the footsteps" of those people
   - be encouraged to visit Martin Luther King, Jr. National Historic Site and other NPS sites related to the Civil War and civil rights

Visitors should have the opportunity to attend living history programs, to hear gunfire, listen to period music, smell campfire smoke, and have other participatory experiences.

3. **People: Life in the Shadow of Kennesaw Mountain** (The story of Kennesaw Mountain changes with the interaction of the people, the mountain itself, and its surrounding landscape.)
   - understand that Native Americans owned this land first and were forced to leave it
   - recognize that not all blacks were slaves
   - learn that there was a diverse community living around Kennesaw Mountain
   - realize that slaves built some of the earthworks
   - sympathize with how war disrupted the local communities around Kennesaw Mountain
   - touch tactile items in the museum
   - realize that the wet, humid conditions of the climate were also experienced in the War
   - notice the train, and recognize the historic role that trains played

4. **Memorial: Remember Their Sacrifice** (Kennesaw Mountain NBP serves as a memorial to the war-weary soldiers and civilians caught up in the conflict.)
   - learn about people whose lives were involved in the Battle of Kennesaw Mountain and the Atlanta Campaign
   - honor those who sacrificed their lives for both sides
   - access information about specific fighting units
   - walk trails to three monuments and four stone markers in the park
   - respectfully visit gravesites. This may include the unknown soldier grave, National and Confederate cemeteries outside of the park, and identfying former burial sites using historic burial recovery methods

5. **Preservation: Honor Your Heritage** (Kennesaw Mountain NBP preserves a battlefield hallowed by the sacrifice of more than 5,000 Americans.)
   - realize that the existence of today's park is due to the Illinois veterans who bought the land and built the Monument
   - appreciate the CCC contribution to the park's roads and trails
   - walk to the CCC camp trail and to various building sites
   - participate in activities which promote interpretation, protection and preservation of the site

Interpretive Programs

Short-Term 2011-2014	Mid-Term 2015-2017	Long-Term 2018-2020
Ranger-led Programs		
Consider selected fee-based Interpretation and Education Programs Assign staff to the top of Big Kennesaw Mountain to give talks and answer questions	Increase guided history walks and Living History programs at Kolb's farmhouse Introduce 'Signaling' programs at Signal Hill; plan for how to interpret the Wallis House Introduce interpretation at Pigeon Hill; plan for bus/walking tour to Pigeon Hill	Begin programs at Wallis House Begin bus/walking tours to Pigeon Hill
Partner Programs		
Use Trail Club and their "Ambassadors" to contact visitors and give trail information Initiate a procedure by which VIPS greet arriving tour buses to provide orientation		
Education Programs		
Create a pre-visit kit for education groups to include map, visiting instructions, and background history Email education program information to principals, head teachers, administrators, PTA presidents, and homeschool coalitions		
Research		
Submit a PMIS statement to obtain funding for research of African American history in Cobb County, to include questions about earthwork construction, free blacks, slaves, Freedmen histories, etc.	If funded, conduct research	Submit PMIS proposals for incorporating research into media and services

Appendices

Appendix A: Planning Team

Kennesaw Mountain NBP

Stanley Bond	Superintendent (during final draft of LRIP)
Dan Brown	Superintendent (during first draft of LRIP)
Amanda Corman	YIP Intern
Andrea Catroppa	Park Ranger -- Law Enforcement
Benita Duling	Park Ranger – Interpretation, Education Coordinator
Carlos Hurston	Maintenance / Training Coordinator
Hijrah Hamid	YIP Intern
Lloyd Morris	Chief Ranger
Mildred Pratt	Maintenance Worker
Retha Stephens	Ranger/Curator
Willie R. Johnson	Historian

Southeast Region

Don Wollenhaupt	Chief of Interpretation and Education, SERO
John Huth	Park Ranger/Interpreter, Chattahoochee River NRA
Mari Hayden	Park Ranger/Interpreter, Martin Luther King, Jr. NHS
Robert Arnold	Intern to SERO from Tuskegee Institute University

Harpers Ferry Interpretive Design Center

Peggy Scherbaum	Interpretive Planner (Team Captain during final draft of LRIP)
Jack Spinnler	Interpretive Planner (Team Captain during first draft of LRIP)
Bob Clark	Director, NPS Sign Program
Mark Johnson	Wayside Exhibit Planner
Michele Hartley	AV Producer

Park Partners

Anne Strand	Secretary, Kennesaw Mountain Trail Club
Bryan Wills	Director, Kennesaw State University Civil War Center
Hermina Glass-Avery	Associate Director, Kennesaw State University Civil War Center
John Nash, Jr.	Cobb County Historic Preservation Commission
Kay Secrist	Local Historian
Kim Cole	Middle School Teacher, Marietta School District
Mike Stoudemire	Director, Kennesaw Mountain Historical Association
Phil Secrist	Local Historian
Phillip Whiteman	Park Volunteer
Richard Angeli	Kennesaw Mountain Trail Club

Appendix B: Special Populations Guidance

Harpers Ferry Center has recently revised the Programmatic Accessibility Guidelines for NPS Interpretive Media. It clarifies how to provide programmatic access to people with disabilities and those from special populations. The document is written for media specialists, interpreters, rangers, superintendents, and other National Park Service employees and contractors who approve or develop interpretive media and programs. It provides guidance regarding personal services programs, audiovisual programs, audio tours, exhibits, publications, and web-based media. Topics include:

- New chapters on the laws, regulations, and policies that govern accessibility interpretive media
- Highlights of the new Americans with Disabilities Act and Architectural
- Barriers Act Accessibility Guidelines (ABAAS), which takes the place of the Uniform Federal Accessibility Standards (UFAS)
- Useful links to laws and best practices in accessible media
- Park and Harpers Ferry Center accountability for accessible media
- The latest pictographs and links for pictograph downloads
- How to plan and scope for accessibility
- Accessibility for web-based media
- Updates on new technology
- How to prepare a report or document so that computers can read the text content aloud
- How parks can get the word out about their accessible sites and programs
- Lots of diagrams to help NPS employees and contractors understand the specifications

Successful programmatic accessibility begins with comprehensive park-wide interpretive planning so that all media and personal services can work together. Where one may not be accessible to all persons, other services can fill the gaps. Early recognition of, and sensitivity to, accessibility issues will result in the most successful visitor experience.

The new guidelines are available now in PDF format at www.nps.gov/hfc.

Harpers Ferry Center
National Park Service
U.S. Department of the Interior

Kennesaw Mountain National Battlefield Park

900 Kennesaw Mountain Drive
Kennesaw, GA 30152

770-427-4686

www.nps.gov/kemo