

COLLECTED INTERVIEWS, VOL. 10

KENNESAW COLLEGE ORAL HISTORY PROJECT

L. HENRY TUMLIN, JR. by ARTHUR A. SEE, JR.

WILSON DAVID HILTON by RANDALL K. CAUDLE

EUEL PHILLIP McLEMORE by MARK A. SMITH

13754

TABLE OF CONTENTS

I. INTERVIEW WITH L. HENRY TUMLIN, JR. . . . . 1

    A. Background . . . . . 1

        1. Birth on the Family Farm in Bartow County . . . . . 1

        2. Acquisition of the Indian Mounds . . . . . 1

        3. Area Surrounding the Mounds . . . . . 1

        4. Indian Village Description . . . . . 2

    B. The Indian Mounds . . . . . 2

        1. The Number of Mounds . . . . . 2

        2. Mound C . . . . . 3

        3. Early Excavation of the Mounds . . . . . 3

        4. Artifacts Taken from the Site . . . . . 3

        5. Later Excavations . . . . . 3

        6. Opposition to Further Excavations from the American  
            Indian Movement . . . . . 4

    C. The Museum . . . . . 4

        1. Description of the Museum . . . . . 4

        2. Marble Statues Found in Mound C . . . . . 5

    D. Other Information . . . . . 5

        1. Hope for Future Development . . . . . 5

        2. Further Description of the Indian Village . . . . . 6

        3. Preservation of the Mounds . . . . . 7

II. INTERVIEW WITH WILSON DAVID HILTON . . . . . 9

    A. Background . . . . . 9

        1. Birth in Alabama . . . . . 9

        2. Father's Occupation . . . . . 9

3. Education . . . . .	9
4. Move to Georgia . . . . .	9
5. Military Service . . . . .	9
B. Becoming a Fireman . . . . .	9
1. Atlanta and Air Force Fire Departments . . . . .	9
2. Decision to Become a Fireman . . . . .	10
3. Living Conditions and Pay for a Firefighter . . . . .	10
4. DC-9 Crash in New Hope . . . . .	10
5. Train Wrecks . . . . .	10
6. Changes in Training Since the 1950's . . . . .	11
C. Establishment of the Cobb County Fire Department . . . . .	11
1. Creation of Fire Districts in 1955 . . . . .	11
2. Creation of a Unified Fire Department in 1970 . . . . .	11
3. Establishment of a Combined Communications System . . . . .	12
4. The Fire Prevention Bureau . . . . .	12
a. The Inspection Division . . . . .	12
b. The Educational Division . . . . .	12
c. The Investigation Division . . . . .	12
d. The Sprinkler Division . . . . .	12
5. Development of a Residential Sprinkler Head . . . . .	13
6. Travels and Lectures . . . . .	13
7. Changing Fire Codes Due to the Sprinkler Program . . . . .	14
D. Awards and Citations . . . . .	14
1. Association with Different Organizations . . . . .	14
2. Presidential Award for Bravery . . . . .	15

III. INTERVIEW WITH EUJEL PHILLIP McLEMORE . . . . .	17
A. Background . . . . .	17
1. Birth in Marietta . . . . .	17
2. High School and College . . . . .	17
3. Interest in Planning . . . . .	17
4. Jobs in Planning, 1971-1982 . . . . .	17
5. Educational Experiences Related to Planning . . . . .	18
6. Growth in Number of Downtown Development Authorities . . . . .	18
B. Service As Executive Director of the Downtown Marietta Development Authority . . . . .	19
1. Prior Involvement As Planning Director for the City of Marietta . . . . .	19
2. Boundaries of the Downtown Area . . . . .	19
3. The Downtown Redevelopment Study . . . . .	19
4. Progress in Revitalizing the Area . . . . .	20
a. Selection of the Area Around the Kennesaw House and the Depot As the First Project . . . . .	20
b. HUD Community Development Funds and Private Investment . . . . .	20
5. Support from the Marietta Garden Council and Other Volunteers . . . . .	21
6. Downtown Festivals . . . . .	21
7. Marietta's Heritage . . . . .	22
8. Growth of Community Pride . . . . .	22
9. Lee's Crossing . . . . .	22
10. Role of the Marietta Kiwanis Club in Starting the Downtown Revitalization Project . . . . .	22
11. Role of Howard Atherton . . . . .	23
12. Growth of the Merchants' Association . . . . .	23
13. Composition of the Development Authority . . . . .	23

- 14. Role of Jack Crowder . . . . . 24
- 15. Termination of the Position of Executive Director . . . . . 24
- 16. Impact of Lockheed on the Growth of Marietta . . . . . 24
- 17. Future Plans . . . . . 25
- C. "The Marietta Experience in Downtown Development" by Phil McLemore . . . . . 25
  - 1. Establishment of the Development Authority . . . . . 25
  - 2. The Redevelopment Study . . . . . 26
  - 3. Written Agreement Between the City and the Authority . . . . . 26
  - 4. The Historic Board of Review . . . . . 26
  - 5. The Depot Project . . . . . 26
  - 6. The Creation of the Position of Executive Director . . . . . 27
  - 7. The Restoration of the Kennesaw House . . . . . 27
  - 8. The Public/Private Venture with Harrison Merrill in Turning Warehouses into a Specialty Shopping Center . . . . . 28

Kennesaw College Oral History Project  
Interview with L. Henry Tumlin, Jr.  
Conducted by Arthur A. See, Jr.  
Monday, February 15, 1982

After 29 years of service with the Department of Natural Resources, Mr. Henry Tumlin recently retired as superintendent of the Etowah Indian Mounds, located in Bartow County near Cartersville, Georgia. The mounds have been designated as a National Historic Landmark by the United States Department of the Interior. They were sold to the State of Georgia by Mr. Tumlin's father in 1953.

S = See      T = Tumlin

S    Mr. Tumlin, could you give me some background information on yourself-- your birthplace, your education, and any general information you would like to give?

T    I was born and raised right on this farm and lived here most of my life. I had some military time and some short stays away from this area working elsewhere, but most of my life has been spent right here. I was born in 1916 at the old Tumlin home which was built in 1842 and is still standing and still in my family. I have been interested from early childhood in the area: not only Indian history, but pioneer history and history of many prominent names that are in the Bartow County compilation of history. I think throughout my life I had more interest than a young person would have had in history, since I was so near to Civil War, Indian, and pioneer history.

S    How did your family acquire the mounds and when?

T    My family got the mounds and about 6,000 acres of land in the original Georgia land grant in 1838. As I understand it, the Cherokees were removed from this area in the spring of 1838; and my family got the property in the fall of 1838. Some of it is still in my family, and the mound property was sold to the State in 1953.

S    Would you describe the area surrounding the mounds? I understand it's part of an Indian village that once stood here.

T    Everybody tells me I am partial in my remarks about the mounds possibly because I grew up here, but I think it's one of the pretty areas in the state. In the spring when the flowers and trees are in full bloom I think it's one of the prettiest areas around anywhere. Certainly, with a view from the top of the large mound, which is elevated 60 feet above the ground level, you can see a long way and you can see all the beauty that we have in this particular area. The mounds were on this land that my great-grandfather secured in the original Georgia land grant. They have been well-protected by some member of my family throughout the years, not to have any desecration or digging allowed. When the State bought them I think they were probably one of the better preserved mound areas in the country.

S How about the surrounding area? Was there an Indian village here at that time?

T This was one of the largest, if not the largest, Indian village or town, we call it, in the entire area, maybe in the United States at about the year 1300. That's the peak of the occupation here, and we believe that there were between 3,000 and 5,000 permanent people here. Then when people were called in from the surrounding area for large festivals or programs or whatever, maybe like the spring planting season, the number grew larger. There are other towns in this area, small villages or outlying areas up at Allatoona Dam. There were some 14 little mounds. In 1953, we inspected those; and even prior to that the State of Georgia did a little exploration over there to determine if those little mounds were burial mounds. The 12 or 14 that were inspected contained skeletons. I say this reluctantly in a way, because I would not want people going into people's areas to dig or surface hunt; but I would say in an area of 5 or 6 miles around Cartersville you still find burials, Indian sites, some pottery, and a lot of places where many finds of arrowheads were made and chips were still left in large piles, like the mouth of Pumpkinvine Creek. That was one of the largest that I have ever seen. There were tons and tons of small chips there that were carried away by early people who put chips on their driveways before driveways were paved and then used them for gravel, so to speak, to put in their yards for different reasons. Of course, around Allatoona--not in the basin, but in that area--there are evidences there of small outlying groups. These probably were called shock troops, in our language today, because they were small groups that were away from the town. But when the town was going to be under attack, they would be the first people to be intercepted. Then they would fall back into the walled town. They had a pallisade wall around the entire town. They would fall back into that for their own protection, and possibly after the struggle was over they went back out and performed the same duty that they had before.

S So the town here was a walled town?

T Yes, a pallisade fence around possibly 60 acres.

S How many mounds are there here?

T There are 3 very prominent mounds. The A mound or large one is 60 feet high and 3 acres around the base and 0.4 acres on its flat top. Then the B mound, the middle mound, is about 19 feet tall--smaller, of course. There is about an eighth of an acre around the base and a flat surface on top as well. The C mound, which is the smallest mound of the prominent group of 3, is about the same height and pretty near the same size, maybe a little less area on top than the B mound. Then there are 4 small mounds that were never large. They probably were 6 or 8 feet tall, and they have been cultivated over and flooded over so many years they appear now just to be a bump in the area. But they are visible enough that you can point them out to the average person, and they can recognize them as having been a mound.

S Mr. Tumlin, what were the mounds used for, at least the 3 large mounds, A, B, and C?

- T Well, I can only speak for 1 mound, and that's mound C, because that's the only mound that's been excavated. That's where you get your real evidence and concrete answers. It was a burial mound from which nearly 500 skeletons were taken by 3 different agencies who dug in that mound. The others--people guess what purpose or use they were, but nothing would be concrete enough to answer.
- S When did the excavation on the mounds start, and who was responsible for this?
- T In 1883, Smithsonian, with the permission of my grandmother, went into mound C. I presume that the agencies went in mound C, all of them, for the same purpose--a lack of funds. They didn't want to get involved in the big one or middle one. So they all dug in the same small mound. Smithsonian got some 200 skeletons out of mound C, and then Phillip's Academy also excavated there in the late twenties (1925-1927). They got some skeletons. Then in 1953 when the State bought the property, my family insisted that the State go back in there and check mound C to be sure that there was nothing else left, because the other 2 institutions both said that they had completely dug mound C. My dad, along with other people that were there when it was excavated, knew it was not. The State agreed to go back in there beginning in 1954. Dr. Lewis Larson was then associated with the old Georgia Historical Commission, and he performed duties under their jurisdiction. He got about 250 more skeletons out of mound C. So, as I said, some 500 have come from that mound.
- S What happened to these skeletons and any artifacts that were found in there?
- T By verbal agreement my grandmother let Smithsonian and Phillip's Academy take the artifacts that they found back to the 2 institutions. The verbal agreement was this: if this was ever purchased or developed by family, city, county, or state, the artifacts would come back here where they belong for display. But since all these people naturally have passed away by now, this contract is not binding. We would like to have the artifacts back from both institutions, because they got a lot of nice material. I do know from someone who works at Smithsonian that some of that which was taken from here in 1926 in wooden boxes has never been opened. The State had some contact with Smithsonian and Phillip's Academy, but no luck in getting any artifacts back.
- S What about the later excavations that were done? What about those artifacts?
- T Well, of course, the State owns and furnished the money; so the artifacts belong to the State. We had no problem with that because when we finally got the real nice museum building here we had the artifacts in storage to take out and put where they belonged--at the site. So we have I'd say the majority of the artifacts here, but you'll find pieces at both of the other institutions.
- S And that's it; since then there have been no diggings. Is that correct?



- T Other than state sponsored. The State did dig here for some 12 to 15 summers. I say summers because that's when the students were available and the weather was nice; that's why. The earlier excavations were carried on in the winter months, because that's when the farm labor was free. They used farm labor in the early excavations, and nowadays they use student labor.
- S Then only 1 mound has been excavated?
- T That's right.
- S Well, what about plans for future excavations? Are there any plans that you know of for future excavations such as on mound A or mound B?
- T The State archaeologist, of course, will determine this. Due to the fact that there is lots of opposition to digging the dead, especially among the Indians, I doubt any excavations will be undertaken soon. The American Indian Movement is very strong throughout the country. Now it's called AIM, and they are the ones that have many things that they want. Some requests I think are real good; but others may be a little out of balance; but they don't want us to dig anymore. They say that there's some 4,000 or 5,000 Indian skeletons stored throughout the United States in different institutional basements or rooms or rented spaces and so forth, and they don't want anymore dug. I can see that, because we have a number of skeletons stored here for a long time, maybe 200; and they've done research on them many, many times. West Georgia College, Georgia State University, and, I think, Georgia Tech did a little also. So until this movement subsides, I don't think we'll be digging here for some time.
- S I understand that you have a museum here. Would you describe the museum and basically what's in the museum?
- T Well, again I'm partial in this statement; but I think it's one of the finest small museums that we have anywhere in the country. We have probably more artifacts, actual artifacts, on display than any other museum that I know. So often a lot of artifacts get away, and they either have pictures or drawings in the museum rather than the artifacts themselves. This building was built in 1958. Prior to that we had a little cement block building on the river with a number of artifacts in it. It was not nearly big enough, but we had an awful lot of artifacts to put in the museum in 1958. They were supposedly not put in permanent fashion. We hoped to get more money along the way to redecorate with; but they were adequate; they were self explanatory and, I think, displayed well, until just a year ago. There was some movement started then to redecorate and renovate the museum; and I had given up hope of ever seeing that; but anyway they did do that. They spent some \$33,000 in the museum, renovating, changing exhibits, and putting like exhibits together. In the early displays we had in some cases, as an example, axes, blades, and pots all in one display case. Now these are separated in groupings, like all the blades together, and all the pipes together, and the pots together, and so forth. It's new, and it's inviting. You know, where you've had exhibits for 25 years, the same

thing, sometimes you have a little waning of interest. People visit less. They say, "I've been so many times." But I think this is going to stimulate our interest and our visitation now. Also we have enlarged the museum built in 1958 to double that size. Now we have a real nice audio room that we are delighted to have, because heretofore we couldn't do much in the winter time or early spring either, when we had so many school children coming. But now we can take them back in the audio room and have a nice place for them to sit and show them a slide and give them a lecture and that sort of thing, which we did not have before. We just had to let them look; and if it was raining, they had to get through in a hurry and get back to school. So we're just a lot better off today than ever before.

S Mr. Tumlin, I understand there was a statue or statues found in one of the mounds or near the mounds. Would you describe them?

T In 1954, Dr. Lewis Larson was the archaeologist at that time, with the old Georgia Historical Commission; and that was the first or second year that Dr. Larson dug here; and these were found, I will estimate, at about 12 feet from the top of mound C down in the mound. They are marble, made of Georgia marble, and the only ones ever found made of Georgia marble. They are effigies supposedly of a dead chief and his wife which were probably used as temple decorations. They are the most important things we've ever found; and, of course, many institutions would like very much to have those since they are unique.

S Where are they now?

T We had cast models made of those; so we could loan the originals to different institutions for display. Not only does that give us a lot of advertising, but it helps out on a lot of special displays where people want something that you don't see elsewhere.

S So you have a cast model here at the present time?

T Yes, they are on display now. The originals are at some museum in Minneapolis. They'll be coming back here probably about May.

S Well, Mr. Tumlin, can you think of anything we might have missed?

T Well, not really. The only thing I can say is that I would hope that in years to come there be more development here. Some things that I would like to see done would be to put in a section of that pallisade fence; so the people will have a good idea of how they protected the town with the large poles. Plastered with mud and cane it was just about impregnable. We don't know how high it was, but it might have varied in height from place to place. To me that's not really important; but that's why some of the people heretofore have not wanted to put in a section of that fence, not knowing the height of it. Then I would like to see one of the temples reconstructed on top of one of the mounds, either mound A or B. There's evidence of wood temples that had been there, and mound C, with 6 wood temples in the construction and all those burned periodically. Then I think that we could

reconstruct one of the homes out in the village area that would be very interesting. Then one thing that I've always wanted--and I don't think it will ever happen--is to reopen the moat and have water coming back around the mounds in that large horseshoe moat. I think it would be a great attraction. I do understand that all that soil is sandy there, and there might be some problems with erosion, as the fluctuation of the water goes up and down from generators. That probably would be one of the big drawbacks for not opening that again, but I think that would be something really nice if we could have that again.

S Could you describe the village that stood here to the best of your knowledge?

T Let me go back to the beginning of it if I may. We believe now from carbon dating that this site was selected possibly about 700 A.D. by Creek Indians for developing a town. It took some time to lay plans for this, because of the terrain and the river. We think that they selected this site for many reasons other than the river, the river being a means of transportation and food. This was a very fertile valley. There's a lot of good hunting in the valley, always has been. There's a lot of walnut timber which they use for ornamentation, both personal and home. When they started the mounds they evidently started to dig pits to borrow dirt. That's why they call the pits there "borrow pits," to build and construct the mounds. We have no idea which mound was constructed first, because we've only dug one. The only firm base we can give you is on mound C. But 7 mounds were built, the large A, middle B, and smaller mound C. Mounds D, E, F, and G are the smaller mounds that we have identified other than the complex of the 3 larger ones. These were circled by the moat which encompassed about 60 acres and is about  $\frac{1}{2}$  miles long. It was 20 to 30 feet across and 15 to 25 feet deep in various places. The "borrow pits" acted as a twofold purpose. I mentioned that they were called "borrow pits" because of borrowed dirt from those to construct the mounds. Then after the moat was finished, they put a system of gates there, where they could close off these "borrow pits." They were then called early fish ponds. They could go in there with pans and baskets and so forth and catch fish much better for large occasions than they could to go to the river. This system of gates would fluctuate with the water. When they opened the gates the ponds would fill. When they closed them off, of course, they had the fish trapped in there. That's why we think that the population demanded large quantities of food. As I probably said before, 3,000 to 5,000 people occupied the town and surrounding area.

The early people who lived there probably started off with teepee buildings as a home. Later on, after white contact, they started to build pole type homes like the early frontier people did. They were made of logs, except the Indians inserted the logs into the ground, and the early pioneers did not do that. These poles were interwoven with thatch and mud and grass and made a very tight home with the exception of the hole in the center of the roof over them, where the smoke was allowed to get out from the fire. Of course, they did not cover that like we would today, and it did rain sometimes through that, according to early missionary reports. The site was protected, of course, by the moat when the town was completed; but also they had an

added measure of protection: the pallisade fence. This was all on the inside of the moat, that is on the town side, all the way around. These poles were possibly 6 to 8 feet high, and we measured some of those evidences in the ground and found that the diameter of some of them was as much as 20 inches. So they did have a very sturdy protective wall against the warring tribes who were attacking them.

These people were not warlike. They were very settled, permanent type of people who had too much to do to go out looking for problems and trouble. But being a large cultural town, many people, and something that everybody wanted, we do know that the town was under attack. So that's why they built the protection of the moat and the pallisade fence. At this time we can only guess at the usage of the mounds except mound C. This mound has been thoroughly excavated. We know it's a burial mound. We also know that it had 6 constructed temples in different time spans on that mound which were burned purposely. They were destroyed, and the artifacts in the temples were broken and thrown out on the sides of the mound. Then another layer of mound was built on top of that, and a new temple, and so on until the 6 stages of mound C were completed. Now, as far as we know, the other mounds in the area are not burial mounds. We do not know the usage of them. Some of the small mounds in the area have been plowed over, and bone material and pottery has come from either the mound or the area surrounding that little mound. This may or may not indicate that these little mounds in the area are burial mounds. This will not be known until they are excavated.

- S Well, I'm sure from what has happened in the past to other Indian villages or artifacts that we are very fortunate that your family was interested in this area and, recognizing that it had something of value here, preserved the mounds. Now that it is a National Historical Landmark, I'm sure it will be preserved for future generations.
- T Well, I am delighted that there has always been at least 1 person in the different generations of my family that did have preservation in mind, because, as my grandmother used to tell us, if I let you dig, your relatives will dig, and your friends will dig. Then eventually we won't have any mounds. But as a young kid, I didn't take that to heart. I thought she was pretty wrong, but I found out later she was awfully right.
- S Awfully smart too.
- T Yes, because if she had allowed us and other people to dig, there probably wouldn't have been mounds anybody would have wanted.
- S Well, Mr. Tumlin, I really appreciate the time that you have given me this morning.
- T Well, you know, anytime that I can do anything to further develop this site, I will; and you're helping me really to advertise it. I'm always delighted to do that. I'm interested in the "on goings" here even though I'm not there anymore. I'm interested in the programs, progress, and everything they do.

Kennesaw College Oral History Project  
Interview with Wilson David Hilton  
Conducted by Randall K. Caudle  
Wednesday, July 6, 1983

Mr. Hilton was the first Chief of the Cobb County Fire Department, established January 24, 1971. He still serves in that capacity today.

C = Caudle      H = Hilton

C I suppose we ought to start with your full name, where you were born, and when.

H My name is Wilson David Hilton. I was born in Haleyville, Alabama, on August 24, 1937.

C What did your parents do for a living?

H My father was a mechanic all his life. He passed away about 6 or 7 years ago. My mother was a housewife. She passed away a couple of years ago. My father was an aircraft mechanic for Lockheed Corporation.

C What schools did you attend, in what states?

H I went to a number of schools. Due to my father's employment, we moved around the State of Alabama. We always said when the rent came due we'd move. I started my education in Jasper, Alabama, in different primary schools. Then I finished up my primary education in Birmingham. Then I started in South Cobb High School in 1952, I believe, and graduated from South Cobb in 1955.

C So you moved here in 1952?

H I moved here in the early part of 1951 and finished part of my school year in Powder Springs--the old Powder Springs High School at that time.

C Then you were right in this area during the Korean War. How did it influence you and this area?

H Well, of course, I was young enough at that time; so the military didn't bother me a great deal one way or the other. I went into the Air Force in 1955. At that time they wouldn't let anyone join the service because everyone was coming back from Korea. I went on a 6 month stretch with the Air Force after 8 years in the Air Force Reserve. That was really part of my original career, I guess. I went into the Atlanta Fire Department in 1955, right out of high school. I also went into the Air Force Fire Department right here in Marietta at Dobbins Air Force Base. I had 8 years of that.

C Why did you become a fireman?

H I was working with a firm called American Art Metals Company in Atlanta. I originally started out as an assistant personnel director. I worked in that office about 4 months, and I realized I didn't want to work in an office concept. As assistant personnel director, I transferred myself to the warehouse and worked in the warehouse for about  $1\frac{1}{2}$  months. I saw I didn't particularly care for that. I saw a fire truck go by one day, Engine 23 in Atlanta on Howell Mill Road; and I said to myself, "I think I'd like to do that." I filed an application with the Atlanta Fire Department the next day, and I was hired.

C What were the living conditions for a firefighter at that time?

H The starting salary for a firefighter in Atlanta was \$156.00 a month. We were working a week of days and a week of nights at that time for an average week of 67 hours. When I first went with Atlanta for 6 months, I was a substitute fireman, which meant I subbed or filled in for a firefighter who was on sick leave or an annual leave. I subbed for 6 months, day and night. The only time I got off for the whole week was on Saturday afternoon. I got off Saturday afternoon at 6 o'clock, and I had to be back at it the next morning at 8 o'clock for another full week with no off days. I'd sub daytimes at one station. Then at night I'd go to another station. The next morning I'd go to another station. This gave you an awful lot of experience awfully fast, but it didn't do too much for my home life. I was just married at that time. It caused a lot of problems. I got to see my wife one night a week. If we ever got in an argument, we'd just hang it up because we were on the telephone most of the time. It worked out all right, I guess.

C What stands out in your opinion as being the most exciting time as a firefighter?

H I don't know that there is any one particular thing like that. You always look at the major fires and the major explosions and those type of things; and you look back and say, "That was quite a blast or quite a fire." I guess the most impressionable thing in my career happened about 5 years ago. That was the crash of the DC-9 in New Hope. That was this department along with the Paulding County volunteers. Actually, at the crash we had 6 engine companies, 2 ladder companies, and 3 chief cars answer on first alarm. It was quite a mess.

C What about train wrecks in Cobb County?

H We've had a lot of them. I guess the most memorable train wreck we had was down in Powder Springs about 6 to 7 years ago. A Family Lines train jumped the track with two 33 gallon L P tanks on board. When the train wrecked one of those tanks exploded. It caused a lot of fires in the area, including another L P tanker that was superheated, overheated. Three of us, 2 firefighters and myself, were within about 150 feet of that tank car when it blew. Just luckily, the opposite end of the tank

shot out into the woods about 500 yards and just burnt everything in sight. I guess that's the biggest thrill I ever had at one time. Usually when something like that occurs it kills everybody in the area. We've had a lot of train wrecks; we've had a lot of plane crashes; and we've had a lot of fires too; but I guess that DC-9 sticks out the most.

C How does the training received today differ from the training you received when you entered--the training of a basic firefighter?

H The training is, of course, much more advanced because we've got much more advanced technology. We've got more advanced equipment than we had back in the 1950's. When I went with the department we were still using the old Rockwood nozzle which was a Navy nozzle designed back in 1937. Obviously, the equipment we've got now is better. The training is better. It's more specialized training. You devote a lot more hours to it than we did back in those days. The training hours in 1982 were in excess of 560 hours per man, and that's a lot of training considering that the 24 - 48 shift that they work now gives them about 108 real working days a year. You're talking about a lot of training crammed into those 108 days. We're training on things now we didn't train on back then: high rise buildings, superstructures. Obviously, the buildings themselves are designed with changes, sprinkler systems, compartmentation, pressurized stairwells, and those type of things. It's changed an awful lot as a result of codes. We are also training in the area of emergency medical services. We've got a rookie school or recruit school going on at this time. Two weeks are devoted just to emergency first responder first aid. A few years ago, what we got was out of an American Red Cross first aid book; and it took about 20 minutes to read the whole book. It's a lot of difference now than what it was then.

C Cobb County wasn't originally incorporated as a complete fire department. It was broken up into districts, I understand. When and why did this come about?

H Well, you probably need to understand how the districts came about to begin with. In 1955 there was not a fire truck or firefighter in this county. That's been 28 short years ago. State legislators passed a law allowing Cobb County to create fire districts. The law stated that the people inside an area could vote in a referendum on whether they wanted to pay for fire protection or not. Then if they did, it also set a maximum of 5 mills that would be charged in those districts. Over a period of about 5 or 6 years there were 8 fire districts created within the realm of Cobb County. Each one of the districts had its own fire chief. They had their own fire board. They worked somewhat under the commissioner at that time. Then finally in 1965 the board of commissioners was put into being. Those fire districts stayed an autonomous body until 1970. The board of commissioners at that time dissolved all the volunteers and created one big fire board; and that's how Cobb County's Fire Department came into being. The 8 fire chiefs were demoted, as such, to division or battalion chiefs. I was fire chief of Powder Springs, and I was promoted to fire chief of the county. Since that time we've divided the county up into 4 battalions. We've got 20 stations now,

which is a long way from nothing 20 years ago. We reorganized the department as one large department rather than small individual departments or districts. A lot of things have happened since the merging of the department. If you like we can talk about those too.

C Okay.

H One of them was the creation of a combined communication system. Back in the old days you had 13 or 14 different departments that you could call in this county, and if you didn't know which district that you lived in you had a problem. We created a combined communication system where you can call 1 number no matter where you live in the county, and the fire trucks are dispatched from that communication center. That center is still in being, although it's been moved to the basement of the Marietta Fire Station. They furnish the facility and all the utilities and help with the general outlay of funds for the facility, and we furnish the manpower. We have 9 dispatchers, 3 on duty around the clock, plus the supervisor, which gives us 10 people in all. We dispatch fire trucks for the City of Marietta and for Cobb County.

One thing that we've done which is kind of precedent setting in this area, especially in the South, is that we've completely dropped all the boundaries between the city and the county. We now dispatch a truck to a street that is closest to that engine company or station. So the city trucks are answering into the county and the county trucks are answering into the city. The guy that has a house on fire doesn't care if you come with a C-5A. He doesn't care if it's a green truck or a red truck. He just needs help. We started this program about 3 years ago, and it's working quite well.

The other area that was completely revamped was the Fire Prevention Bureau. In 1970 I think we had 3 people in the bureau, and their job was to inspect all the facilities in the county. That has gone from 3 people in 1971 to about 28 people today. We have the bureau divided into 4 major divisions. The inspection division consists of inspections, construction permits, those areas. The second division is the educational division. We have 6 people assigned to the educational division, and they do nothing daily except teach in the Cobb County school system, which is about 7,000 kids a month, at the fifth grade level and at the kindergarten level. During the summer months they're preparing for their courses coming up the following year. Then in the afternoon all through the year and especially in the summer months, they inspect departments.

We have an investigative division that consists of 2 lieutenants and a firefighter at this time. They investigate all fires that are suspicious or unknown in origin. Also if any injuries or any deaths occur, they investigate those fires. The national average on conviction of arson is running anywhere between 8 and 9 percent. Last year our average on arrests and convictions on known arson fires was 49 percent. So we're way ahead of the national and the state averages. The fourth division is the sprinkler division. This is something that's just been created in the last couple of years. We're working with builders and developers sprinkling multi-family homes and single family homes too. Primarily,



we're working at this point in time with the multi-family homes. Our position is that if you get water on a fire in its incipient stage, then you won't have a major fire. That's a known fact world-wide. We've got some assistance out of the U.S. Fire Administration helping at the research center and Shell Chemical, Grinnel Sprinkler Company, and Central Sprinkler Company.

We're the first county in the United States that has adopted a sprinkler ordinance such as ours. Sprinkler ordinances have been around a while. Single family ordinance N.F.P.A.-13-D has been around for about 5 years. The problem with those ordinances was that they were still using the old sprinkler head that was designed for commercial establishments, warehouses, and those type of things. What's happened over a period of 2 short years is the development of a residential sprinkler head which is 5 times faster acting than the old commercial head. The commercial head was designed to extinguish fires; the residential head is designed to save lives. It doesn't put out as much water; so it wouldn't be as good a firefighting force as the commercial; but it does go off so fast and puts out enough water to retard the fire in the incipient stage to where the people have enough time to get out no matter what time of day. So the sprinkler division has been a very important factor in the growth of this unit, especially in the last 2 years. We've got almost 3,000 units sprinkled right now in that 2 year period of time. Those are multi-family units. We've got some single family units. Once we get the multi-family units on board and stable, then obviously we'll be going for the singles. The major fire losses that we have in this county--fire deaths or monetary losses--are residential. People cause fires. Most of those fires happen in single family units. Ninety-five percent of the fire deaths that we have and will have will be in homes. Occasionally you'll have a fire death in a garage or where somebody has been messing with gasoline or another flammable liquid, but most happen in homes.

- C I understand you have traveled quite a bit for Cobb County to the National Fire Prevention Department in Washington, D.C., and overseas.
- H We haven't done anything overseas at this point other than literature. When traveling has been taking place, it's been the jurisdiction primarily of the southeastern United States: Raleigh, N.C., Fort Lauderdale, Fla., Tampa, Fla., Hilton Head, S.C., and those areas. We're pushing the idea of the sprinkler control, multi-family and single family units. There is a great deal of interest world-wide in this program. And what we are doing is putting together packages of literature of those tests that have been run here and our ordinances and what's been taking place. We've been sending those all over the nation. We get calls daily from all over wanting information about what we are doing. We've got one township in Pennsylvania that's beginning to sprinkle, using our ordinance. It's a very simple ordinance. What we're saying to the builder is that if you'll sprinkle, we'll trade off a couple of things with you. We'll trade off things that have not meant a lot to us concerning the saving of lives. They're actually making money. What we're trading off would cost them more than sprinkling today. That's why we've been very successful with this program. It's strictly a nonmandatory program, completely volunteer.

- C It sounds like there are a lot of politics involved in that also.
- H No, there haven't been any politics involved other than a positive political atmosphere in Cobb County. The Board of Commissioners has been completely supportive. We've had no adverse political reactions as far as Cobb County. We are having problems with the Southern Standard Building Code and getting it changed though. Of course, those people are representatives from all over the South. As far as a political environment that would be detrimental to the program, we haven't had any trouble.
- C What about within the State of Georgia? Are the state codes being influenced a great deal by this new program?
- H Some jurisdictions are, yes. But as far as the state code, no. The state still holds to compartmentation. They still hold to section 101. They still hold to the old commercial sprinkler systems. I think it will be only a few years before the state adopts the same type of code that we have had. I say between 7 and 8 years the vast majority of states will end up using this idea. One of the reasons for this is that with the sprinklers our fire defenses won't have to grow nearly as fast materially or manpower-wise in areas that are sprinkled as in areas that aren't. Our obligation is to protect lives and property, and the only way you can do that is to keep up the equipment and manpower. If people sprinkle their property, we have an instant firefighter on board in their residence. Whether the fire occurs in a couch or a chair or cooking on a stove, it will be extinguished very quickly, before we would normally even get a call.

The problem that we have with the fire service is a delay from the time of the fire until we get the alarm. If we get an alarm on a house or an apartment unit that is completely involved, chances are that the alarm is about 30 minutes into the fire. People don't see it. They don't smell it. It's 3 o'clock in the morning. Usually the people that are in it are already dead. So the fact that we hurry, scurry, and run 70 miles an hour in the fire truck to go that 3 miles to the fire scene, and it's already that much involved, we know that 30 minutes have elapsed since that fire started. A sprinkler system would probably stop the fire. Even if it didn't stop the fire, an alarm bell would sound outside and wake someone up. It's one of those systems that if you vote against it, you have to vote against motherhood, apple pie, and the American flag. There is every reason to do it and very few reasons not to. It's a nonmandatory approach, a volunteer approach; but it works. We haven't had a multi-family building devastated since January of last year.

- C I notice that you have a lot of awards on the wall here. Would you tell me about some of them?
- H Over the years I guess I've been associated with every organization that relates to the fire service at all. The Georgia State Fireman's Association, the Georgia Association of Fire Chiefs. About 8 more fire chiefs and I started the latter about 11 years ago. I'm heavily

involved with outside activities, strictly those that have to do with the fire service; the International Association of Fire Chiefs, the International Association of Arson Investigators, and those type organizations. Everybody gets awards for something from time to time. My daughter decorated the office; so, you know. . . .

I have a lot of things hanging here that go back to when I was first in the service. There is one award up there that 3 of us were given: a Mr. Clarence Nix from Dobbins and Mr. Bob Norton from Lockheed. They gave us a presidential award for bravery, I guess. There was an LP tanker fire in Elizabeth some years ago. It was on fire and, we assumed, ready to explode. We went up on top and cut the valves off on it. It took about an hour, at least. So I got an award from the President. Of course, my awards come from presidents that get impeached.

It's been a fun job all these years. I've been Fire Chief of the county now for 13 years and Chief of Powder Springs before that. It's an enjoyable type of job. It's a challenge. Of course, you see this desk. As much garbage as I have on here it makes the job a challenge. It's nothing but working with budgets, commissioners, county managers, and with the other organizations that I mentioned earlier. It's a full-time job from 6 in the morning until midnight, but a challenge, a challenge.

C Well, Chief Hilton, I thank you. That should do it, and I don't want to take up any more of your time.

Kennesaw College Oral History Project  
Interview with Euel Phillip McLemore  
Conducted by Mark A. Smith  
Thursday, July 8, 1982

Mr. Phil McLemore is the Executive Director of the Downtown Marietta Development Authority and has held that position since 1978. From 1974 to 1978, he was Planning Director for the City of Marietta. His current term with the development authority expires in August, 1982.

S = Smith      M = McLemore

S First of all, a little about yourself: where were you born? where did you go to school?

M I am an old Mariettan, as they say, born in Marietta in 1946. My family came from the Marietta area, and so did their family. I went to school at Marietta High and from there went to several different colleges with an interruption of 3 years in the Army. I attended Reinhardt College, Kennesaw Junior College, Georgia State, and Augusta College. I received a bachelor's in business administration from Georgia State, and then I went on and received a master's in business administration with a major in real estate and urban affairs from Georgia State. Then I went on and got a J.D. law degree from Woodrow Wilson. During that time I began to be involved with planning and aspects of planning. That began, really, in 1971, with an interest generated both from school and some people I had met at Georgia State. My first position in the lines of planning was with what was then the Atlanta Region Metropolitan Planning Commission, which a year later became the Atlanta Regional Commission. I started working for them in 1971, and worked until about 1973. From 1973 to 1974 I went to work for Douglas County as their planning director, setting up their first planning programs: zoning ordinances, subdivision regulations, and that type of thing. Following that, there was a position that opened up in Marietta as planning director in the early part of 1974. So I went and interviewed for that position and was able to receive it. I worked as planning director for the City of Marietta from 1974 to 1978. In 1978 I became full-time director of the Downtown Marietta Development Authority.

S What specifically appeals to you about development? Is it the economic challenge, getting people to work together, or what?

M Well, I would say in the planning aspects of it, you have the benefits of feeling as if you are the developer without the risk of your money. It's a somewhat unique position because you, in a certain sense, can control a lot of what takes place. If you're working as a planning director, plans are brought in to you to review. It may be of

subdivisions or other things. If there's a way to make those plans better than when they were brought in, then you have the chance to do so; and you can sit back and see your changes implemented at somebody else's expense. You can get some satisfaction, if everything is successful, that you played a part in something that's going to be lasting. Even small things like adding a small recreational area like trails or something of that sort in a subdivision--if it works out and it's utilized correctly, then you feel you contributed something that wouldn't have been there if you had not been planning director.

S Before we get into some of the specific things this job involves, was your education directed with this in mind? Obviously, you could have gone many different directions with your background. Is there something in that education that you feel qualifies you perhaps more eminently for this type position than other things? Is there any one thing that you utilize out of that education itself?

M Well, I think it's more a combination of education and past experiences. When I was going to school at Augusta College, I took a part-time job with a real estate company and worked with them, seeing exactly how a developer worked. This person I was working for not only sold houses, but he developed subdivisions. I saw how he made his decisions and what he made happen. From Augusta College I went back to Georgia State. I became involved with some people that were then working with the Atlanta Region Metropolitan Planning Commission. They had given me some insight into things that they do. So I think it's really a combination of past experience in real estate plus being interested in the planning aspects of guiding future development and future growth. As a result, that's just the area that I've gone into. Georgia State does not have a planning school per se, but many of the areas that they deal with are similar to areas given in planning at Tech.

S Such as some of the Urban Life programs--things like that?

M Right. The Urban Life and real estate programs. Actually, I think that there were more people with planning backgrounds and members of the American Planning Association at Georgia State teaching than there were at Georgia Tech teaching. The problem at Georgia Tech was that there was not any night school offered there. Since I had to work and go to school at the same time, that reduced the number of places I could attend.

S How many other people have there been in your position in Marietta? And how many people would you estimate, if you don't know accurately, are there in similar positions in Metro Atlanta?

M As working with development authorities?

S Or directing development authorities?

M When I began there were probably not more than 4 or 5 people that were full-time employees in those kinds of positions. That was in 1974, because even though I was Planning Director in 1974, I began working as a staff person from the city with the beginnings of what was to become

the development authority of the downtown area. So from that point up to the present, I've been in some way working with the downtown plan. Following that, not only in Georgia but all over the United States, interest began developing in doing something with downtown areas. All of the media have in some way or another contributed to that. Commercials that talked about back to basics--that sort of thing--all contributed to get people to think about where their roots were, where their heritage is, things that are more personal on the people-oriented scale rather than the large shopping centers that were coming along with the tremendous amount of impersonal aluminum and glass that it's hard for people to relate to. Because of the push back to doing something with downtowns, just in the past year Georgia has created over 50 new development authorities. Not all of those development authorities have directors yet, but it just gives an indication of the tremendous increase of those type people and those kind of positions in the past few years.

This year I'm the president of the Georgia Downtown Development Association. It represents statewide about 100 different cities, all involved with downtown development of one sort or another. This organization didn't exist at the time Marietta began its work downtown, and it grew out of the increase in the number of towns like Marietta that started trying to do something downtown. In fact they needed some kind of a statewide organization in which to disseminate information of what other towns are doing and to act somewhat as a lobbying force to get things that would benefit downtown areas passed.

S Before we go on would you state exactly how your current title is worded?

M Executive Director of the Downtown Marietta Development Authority. I have held this position since 1978. From 1974 to 1978, I was planning director for the City; but since the City was in the process of working with a steering committee from 1974 up until 1978 to get something going downtown, I was the staff person from City that worked with them on communications between the two.

S For all practical purposes, what is considered downtown Marietta? If you asked someone on the street, they'd all give you a different answer; but what do you consider downtown Marietta?

M The downtown area in any town for some reason seems to be hard to define. In Marietta's case it is specifically set out in boundaries at the time our development authority was set up by legislation in 1971, even though it did not function until 1977. Certain geographic boundaries were drawn. It's composed of about a 30 block area, and it is more than just the square itself downtown. It's really all of those businesses that support the downtown that are adjacent to the square, and it runs off about 5 or 6 blocks in either direction from the square.

S What is downtown development?

M It can vary from town to town. In Marietta our goal was set out after quite an intense study that was done at a cost of \$62,500, which took a year to complete and was done between 1975 and 1976. The goal was that

Marietta should not try to be something that it's not. It should try to remain as authentic as possible to preserve the buildings that did exist around the square. Some of the other areas around that have created something new--for example, Helen, Georgia--might work well as a tourist attraction and look like an Alpine village. But for downtown Marietta, we do not want to try to imitate something that wasn't. So we have had the study done which indicated that most of the buildings that remain downtown were built between 1875 and 1930. Our goal has been to maintain the historical integrity of those buildings and to try to set up some kind of a framework by which we could see that those buildings would eventually be restored and not demolished in keeping with how they would originally look. So our revitalization plan is based on a combination of historical preservation plans, the economics of the entire development, and other essential things that make it work, such as good traffic flow patterns, good parking, and sufficient landscaping and entertainment to draw people to the area to support the restoration that was necessary to take place.

S Do you feel that you have made progress in these areas then over the last few years, and how far would you say you had to go?

M Well, our original plan really covered doing things within this entire 30 block area, and it was very evident from the beginning that it was too massive an undertaking just to start working with the entire thing. So our decision was to start working with 1 area of downtown and expand from that. We chose an area downtown that probably had the most historical buildings located, which also happened to be probably the most underutilized buildings and the buildings in the worst repair, mainly in the vicinity of the Kennesaw House, a pre-Civil War hotel built around 1855, and the depot, which is now the Depot Restaurant, which dates back to 1898. We started in that area for reasons of trying to be most successful in getting grants to help restore the buildings and that they offered the most potential for redoing areas downtown. We feel that we've been compared to other cities very successfully in what's been done.

It's a very slow process that you have to go through because every building just about is different ownership, different controls, different merchants. There is no common bond other than location for working with the different groups. Everyone has a different interest. It's much more difficult than working with a shopping center where you have 1 owner and people are required to do whatever their lease calls for. Every lease is different downtown. So because of so many of these difficult aspects of downtown development, we feel that to have come as far as we have we've been successful. In monetary terms, the City utilized primarily HUD community development funds which were given to the development authority to carry out the plan. We have acquired and spent approximately \$1.5 million of federal funds in the downtown area. This expenditure has resulted so far in approximately \$10 million of private investment downtown, and we have an additional \$15 to \$20 million of private expenditures on the drawing boards for additional improvements in the downtown area.

At the time we started our work downtown, we had a tremendous amount of empty buildings. Nothing new was coming in. There was no night life at all, and there were no aspects for any improvement downtown. So going from that point, which seemed to be only going downhill (in fact, the downtown area was one of the few places in the county where the taxes dropped because of the devaluation of the buildings due to their state of disrepair), and to progress to a point of seeing new multi-million dollar investments go in, and to see the area become so crowded, especially on weekends, that it's hard to find a parking place, we feel we've accomplished a great deal.

S You must work very closely then with other agencies and organizations--the Chamber of Commerce and such as that.

M I would say that probably that aspect of our downtown is one of the main contributors to it being a success--the fact that we've been able to solicit and get the community involvement the way we have for downtown. Some examples of that: we have flowers that are planted every year around the square by the Marietta Garden Council. The Garden Council is composed of over 30 garden clubs from all over the county, and each of those garden clubs sends people to work planting flowers downtown. They have been doing that for the last 3 or 4 years. This past year they planted over 4,000 flowers in the downtown area. That kind of involvement and commitment, not only for planting flowers, also gets their commitment to support the downtown and support the business owners and all downtown to make things a success. That is really the key to it all. A merchant is not going to be able to spend money on his building unless he can see some kind of an increase, and he isn't going to see an increase unless there's public support there to help with it. So we've been able to get Garden Club support. We've gotten various civic clubs to make donations to us either for trees or flowers or other things downtown to help the situation. We've gotten very good support from local newspapers that have carried information on what's taking place and kept the interest in downtown going through their publications and updates and all. We've also been able to put together a volunteer work force for downtown. We have set up a public relations committee, an arts committee, and a historic committee made up of volunteers that work in those aspects downtown. The promotions committee, for example, will work for the benefit of the Merchants' Association downtown to try to set up various kinds of interesting promotions. We've been able to come up with 2 festivals downtown, each of which draws about 9,000 people to the downtown area. One of them is called the Cotton Days Festival. It takes place in the fall of each year. The other one is the Founders' Day Festival that takes place in the spring of the year. The volunteers on that committee help work in doing advertising and promotions, getting support from people. We work closely with the City Parks and Recreation Department that helps us get entertainment for games and things in the downtown area. The committee also will solicit donations from corporations or other businesses to help offset the cost of some of the things that we do at the festivals.

S Do you feel that Marietta's rich history is a contributing factor in motivating people to do things? Is there an awareness that we have something worth preserving?



M It's definitely an important factor for Marietta. Marietta, which pre-dates Atlanta, does have a lot of history and heritage to it. It was incorporated as a town in 1834 and has always had, I think, good leadership from the time of its initiation to the present. The downtown went from a very high point of a lot of pride of the people at the time when the downtown area was going its strongest. Then it seemed to lose a lot of the pride to a low point that was reflected in the fact the downtown area became dilapidated and run down. It has been pointed out that in many cases a downtown area represents the heart of the community, and it reflects how the community thinks of itself.

Since the work has been going on in the downtown area over the last 4 or 5 years, we have really seen a change in attitude of people in the area. There is much more community pride now without a doubt. There is a change in the trends on where people want to live. I'd say prior to starting any work downtown it was not that desirable to live close to the downtown area. Now there is a great desire for people trying to find older houses and all, close in to the downtown area, something within walking distance, where you can walk and enjoy what is going on in the downtown. I think a lot of what had taken place was that people had either forgotten or newer people had moved into the area and did not realize some of the history and heritage that the area did have. Once it was brought to their attention, it made people feel like they would like to be a part of that and be associated with it. It made sort of a focal point that they could feel that they were a part in the downtown area. So as a result, I think, it has increased the pride of the people in the area. We've seen a major developer, for example--Cousins Properties--start a major development just west of the square in the downtown area. He has tried to tie his development as closely into the downtown as possible by putting in old fashioned brick streets as entrance-ways to tie in with downtown. He is also a major contributor to events we have downtown, feeling that the more successful the downtown area is, the more successful the sale of his lots will be that are associated with the downtown.

S What is his development specifically?

M It's called Lee's Crossing, and it's something like a 300 or 400 acre development with houses in, say, the \$100,000 range. They feel very good, I think, in what has taken place. Before they made that final commitment we had talked about the plans for downtown, and they had said that one of their points of interest in looking at this particular area was what was going on downtown in Marietta.

S So that must be encouraging for merchants in the general vicinity too, to feel like there is going to be that influx of people with money to spend and that there are certain things that can be offered right here and that they are willing to come to downtown Marietta for what they want.

M Yes, I would say that's definitely true now. It wasn't always true. In fact when we started the project there was a great deal of pessimism from merchants and all. We might point out that the project was really begun not by merchants and property owners. The downtown revitalization project was started as a result of the Marietta Kiwanis Club, which saw a public need in the area close by that was becoming more and more run

down. They wanted to see something done about it. So that club took it on as a civic project to approach both the city and the county and the merchants and property owners downtown to try to do something about this. They helped to generate the interest necessary to get a study done and get something going. We were also very fortunate in that we had a strong community leader in Howard Atherton who took the reins and got people to commit that they would do certain things downtown. He was the first chairman of the development authority, and he felt that we really needed something done visually to show what the results would be. We had tried talking with people, and it seemed to be very hard for them to imagine. They had this very pessimistic attitude that nothing would be done. So his idea was to start with that area where the depot was and to seek a restaurant to come in.

Once that was done, people could then visualize what the rest of it would look like once it was carried forward. We began to get much more participation from merchants and property owners. The response now has been very good. Similarly, I think the Merchants' Association reflects the same thing. At the time we started working with the downtown plan, there would be maybe only 5 or 6 people from the Merchants' Association who would attend the meetings. They had a total number of people in the organization of maybe 15 or 20. Now there are over 50 merchants that belong to the association. The meetings draw 20 to 30 people, and there's much more activity. The Merchants' Association has taken more of a leadership role. They are now taking over a lot of the work that I, as the authority director, had been doing for them, such as handling the promotions and things. Since they are larger, they can handle a lot of this themselves; and I think this is part of the whole growth process. It's sort of a teaching process to the public, to the merchants, and everyone, as to what needs to be done to make success. And if the educational process is successful, then it should continue on its own once we get to a certain point--and I think we've just about arrived at that point.

S Who comprises the authority?

M Each development authority in different cities is organized according to particular legislation or bylaws. In some cases the mayor and council appoint development authority members. In the case of Marietta, which I prefer because it's more representative, there are 3 members that are elected by downtown merchants, there are 3 members that are elected by the downtown property owners, and the mayor and county commission chairman serve as ex-officio members of the group. The importance of that representation to me is that our authority has the ability to levy up to a 25 mill tax on people within a certain geographic boundary defined as downtown. When someone has that ability it seems that there ought to be some kind of a direct vote by the people who would be affected by that tax as to who represents them. The members of council represent the city as a whole, but do not directly represent just those people in the downtown area, because they are elected, in Marietta's case, by wards. Their ward may not even be close to the downtown. So they don't have the exact direct representation as people who are elected by them.

- S How many paid members of the staff are there?
- M There's just me. I'm the only paid member. We have someone that has been very important working with the authority from its beginning. He was the person of the Kiwanis committee that got things going. Jack Crowder serves as vice chairman of the authority, and he has volunteered his time from the beginning of the authority. He's a retired executive from Arrow Shirts, and he's volunteered his time on a daily basis from the beginning of this whole plan to the present. Certainly without that kind of commitment things could not progress as fast as they have.
- S What is the future of the authority and of your position? Am I to understand correctly that this position is no longer funded?
- M In the past the position has been funded using HUD community development funds. Those funds have been expended. The city Board of Lights and Water allocated an additional amount of funds to the authority for making continued improvements in the downtown area. Also my salary was to come from those funds. We have nearly expended all those funds. As of last week we had received bids for completing the other 2 sides of the square downtown. That will take nearly completely all the remaining funds that the authority has. So in order to get those other 2 sides of the square done--which we feel are important to the overall success--we will have to expend what we have left, which will also take the administration funds. However, we have accomplished so much; and we felt like we have gotten over that hurdle that is necessary to start seeing the light at the end of the tunnel, where the project should carry on forward on its own. So even though there probably will not be a full-time director as of August 13 of this year, enough will have been accomplished that it should be able to carry forward. The Merchants' Association, as I have mentioned, is going through the process of setting up events and is able to take on a lot of the responsibilities that they had to have another person to do in the past. So hopefully they will continue their work, and things will progress.
- S From a historical standpoint, anyone researching Marietta history 10 years from now is going to want to know about the impact of Lockheed on this county. What has it been, what is it now, and what could you anticipate that it would be? Has it been a decisive factor in the growth or has the influx and then decline of workers caused a destabilizing factor?
- M In the earlier stages of Lockheed's development it was a significant factor. It brought a lot of prosperity and growth to the area which would not have taken place if Lockheed had not been there. I think at one time it employed over 30,000 people. In fact my father worked over 29 years for Lockheed until he recently retired. So I've had a direct influence from having Lockheed in the area. However, because of the tremendous amount of diversified growth industries in the past 10 years, the county was able to absorb the more than 15,000 people that Lockheed laid off a decade ago. There were feelings that if Lockheed ever closed that it would just be devastating to the area. We found that the area is capable of absorbing that. And while we want to see Lockheed

prosper and get to the size that it was, the area seems to be able to cope with that now, because of the diversification that has taken place in the county. We were fortunate that we had Lockheed to draw upon until the county was able to become diversified as it is; otherwise there would have been severe problems had something like that taken place.

S Finally, what is your birthday; and, if you can always find meaningful, rewarding employment in this area, will you stay in Cobb County or Metro Atlanta?

M Well, my birthday is July 2, 1946. I have made the decision to try to stay in the area. There are positions available around the country; but in some of the places I've travelled I haven't found conditions as enjoyable as we have here. So I am looking in the area. I have spoken recently with several of the other municipalities in the county that are interested in undertaking the same kind of project that Marietta has. So I may be doing similar work with those places, trying to see a restoration process take place in those downtown areas. There are things available, possibly with the City of Atlanta, that I'm looking at. If all will work out well, I will continue to be in the area.

S Good luck to you.

M Thank you.

(Mr. McLemore requested that the following article be included with the oral history).

#### THE MARIETTA EXPERIENCE IN DOWNTOWN DEVELOPMENT

by Phil McLemore, Executive Director  
Downtown Marietta Development Authority

The Downtown Marietta Development Authority was established by a State Constitutional Amendment in 1971. The creation of the Authority at this time was largely due to two farsighted merchants (who were also State Legislators) who visualized the authority as a means of solving various downtown financing problems, particularly financing of downtown parking. After only three meetings it was soon apparent that the authority could not produce the initial financial resources needed and it did not meet again until January 1977.

In early 1974 the city's largest civic club, the Marietta Kiwanis Club, took it upon themselves to undertake as a community project the obtaining of funds for a plan to revitalize the downtown Marietta area. The downtown had begun to experience more and more empty store buildings, no activity after 5:00 p.m., and an overall rundown appearance. The once prosperous area had become the city's chief eyesore. At the same time that the Kiwanis Club undertook this project, two other things occurred which helped in the downtown events that followed. The City hired a planning director who immediately

became involved with the project, and the HUD Community Development Block Grant Program was established with the first funds granted in 1975. The planning director acted as the link between the downtown plan and the City's Community Development Grant funds.

The Kiwanis Club obtained commitments from the City and the County to fund 2/3 of the cost of a downtown plan if the property owners and merchants would fund the other 1/3 of the study. A steering committee was set up composed of Kiwanis members, interested citizens, merchants, and elected officials to interview potential consulting firms. The goal of the committee was to find consultants who could not only produce a downtown plan but who could produce one that could be implemented. The firm selected was Ed Daugherty and Associates which produced a detailed study at a cost of \$62,500. The study, which began in 1975, was divided into economic feasibility and market analysis, traffic flow and parking, building condition and historical significance, and a land use and building facade plan. Extensive use was made of the steering committee as well as many public input meetings.

In January 1977 the study was complete and ready to be implemented. During the years 1975 and 1976 monies had been designated from the HUD CD funds to begin the implementation of the downtown plan. The logical group to oversee and implement the downtown plan was the Downtown Marietta Development Authority which was called back into being in 1977 after not meeting since 1971. It should be pointed out that the key influential leaders who had formed the authority in 1971 were also the same figures in the Kiwanis Club steering committee, and again in the new Development Authority. In 1977 the Authority entered into a written agreement with the City of Marietta to act as the City's agent in the implementation of the downtown plan. Once the Authority began to function, several things became apparent, the need for control and the need to demonstrate by way of a downtown improvement the potential of what could be done in the downtown area. In order to produce the necessary control over properties owned by many different individuals, the Authority requested that the City adopt a Historic District Zoning Ordinance which would require any exterior change on a downtown building, including signs, painting, windows, etc., to be first approved by a Historic Board of Review to make certain that the change was in line with the goals of the overall downtown plan. The Historic Board of Review was composed of the Authority members plus an architect and a historian. The Board's function was to review plans for building facade changes to make sure that the materials, colors, letters, etc. were typical of the 1875 to 1930 period during which most of downtown Marietta's buildings had been constructed.

In late 1978 the Authority brought to completion the second need identified which was the demonstration of the potential of the downtown plan. The project selected had been the railroad depot which had been built in 1898 but had been little used in recent years. Due to the uniqueness of the building, its location, and its age, plus the ability to lease it from the State at a low yearly rate, the Authority set out to seek a major restaurant tenant for the building. It was obvious that obtaining a tenant would be difficult unless various incentives were offered to offset what was a risky endeavor. The newly created Tax Act of 1976 which provided for the rapid depreciation of improvements to certified historic structures was one of the incentives used. The other incentives were the construction of public improvements such as

sidewalks, plazas, lighting and landscaping around the restaurant and a favorable deal on the sublease of the depot from the Authority. The restaurant's owners spent \$350,000 on building improvements and both the public improvements and the restaurant improvements were completed in November 1978. With the completion of this initial phase of development it became visually apparent for the first time what could be done. This immediately had rippling effects on other development adjacent to this area as well as around the larger downtown. The Authority made every effort to assist the new restaurant, which included a pass-through loan through the Authority for a lower interest rate and acquisition of certified historic structure status on the depot prior to its becoming a restaurant.

In August of 1978 downtown improvements had begun to move at a much faster pace with the restaurant underway. It was apparent that there was a need for a person responsible for coordinating the public and private improvements, seeking new business, overseeing the spending of CD grant funds, obtaining more community involvement, and working with the merchants association to produce major downtown events. The City's planning director, who had worked with the project from its inception, became the Authority's first fulltime director. The success of the first stage of development helped justify community development funds in 1977, 1978 and 1979 which brought the total amount of federal funds to be invested downtown to \$1,200,000.

Immediately following the completion of the Marietta Depot restaurant the Authority decided to seek the purchase of a 3-story hotel adjacent to the depot, the most historic building in the downtown area. The old Kennesaw House dated back to 1855 and was in advanced stages of deterioration. The appraisal of the property gave a zero value to the building itself. The Authority purchased the property using CD funds and began looking for a buyer or tenant who would return the exterior of the Kennesaw House to its original appearance. The incentives to be used would be public walkways, lighting, and landscaping, as well as an acquired \$125,000 historic preservation grant, rapid depreciation of a certified historic structure, and pass-through loan finance through the Authority. Harrison Merrill was selected as the purchaser/developer. Mr. Merrill's interest in the entire downtown concept was such that he purchased every structure he could in the entire first phase of the downtown plan. His investment in the Kennesaw House building alone was \$1,500,000 which had been 30% higher than originally estimated due to the building's condition, fire codes, and compliance with historic preservation guidelines.

The Kennesaw House and the adjacent Gus Fletcher's building were complete and open by July 1980. In addition to this work the Authority felt it to be important to make improvements on the downtown square where existing businesses had recently spent money on facade improvements. The merchants on West Park Square had made significant improvements to their buildings and for this reason the Authority replaced the existing sidewalk with pebble concrete and brick, installed new granite curbing, new decorative lighting, and large granite planters and provided landscaping consisting of trees and shrubs. The cost of this work was approximately \$100,000. The work on West Park Square was completed in 1980.

Most of 1981 was spent in the planning and engineering phase for the next Authority project which was another large-scale public/private venture with Harrison Merrill for the development of a \$5,000,000 specialty shopping center in three 1880 period warehouses. Up to this point the Authority had managed to use only HUD CD funds, spending no city tax money. HUD funds amounting to \$1,200,000 had been spent with a large portion going to replace antiquated water and sewer lines downtown. The City had failed to receive any CD funds in 1980 and 1981 which necessitated the Authority having to look for other sources of funds in which to undertake the next phase of development. Fortunately, the Marietta Board of Lights and Water had designated some \$450,000 for downtown utility improvements. The Authority requested that the Board of Lights and Water allow it to expend these funds on the downtown area. The Authority deemed the downtown to be the greatest priority for new utility lines and felt it would generate the best return to the Board in new utility customers. The Board of Lights and Water agreed and the Authority was given responsibility for the expenditure of the funds in the downtown.

The investment of \$250,000 of public funds into utility, sidewalk and landscape improvements generated some \$5,000,000 in investment from the private developer, Harrison Merrill. When complete, the warehouse investment would consist of some 40 to 60 retail stores, two restaurants, and third floor office space with the ability to draw an additional 3000-5000 people a day to the downtown area. Work is due to be complete on the Marietta Station project in June 1982 after nearly a one-year delay due to railroad right-of-way lease problems. Following the completion of the Marietta Station project the Authority has approved the landscaping and sidewalks for the north and south sides of the downtown square at an estimated cost of \$170,000. This last phase of work is scheduled for completion by the end of 1982.