

City of Kennesaw
Comprehensive Plan 2006-2026

*Community
Assessment*

Prepared for:
City of Kennesaw
Kennesaw, Georgia



MACTEC Engineering and Consulting, Inc.
Kennesaw, Georgia
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Project 6311-06-0025

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1 Introduction

1.1 Purpose

The Community Assessment provides a factual and conceptual foundation for the remaining work involved in preparing the *City of Kennesaw Comprehensive Plan 2006-2026*. The City adopted the comprehensive plan that the City uses to guide growth and development today in 1999. Production of the Community Assessment involved the collection and analysis of community data and information. This report represents the final product of that analysis and provides a concise, informative report that stakeholders will use to guide their decision making during the development of the Community Agenda portion of the plan.

The *City of Kennesaw Comprehensive Plan 2006-2026* will primarily focus on the area within the City limits, although since Cobb County government provides some services to residents of the City, a review of county data in some instances will help define the existing and future demands.

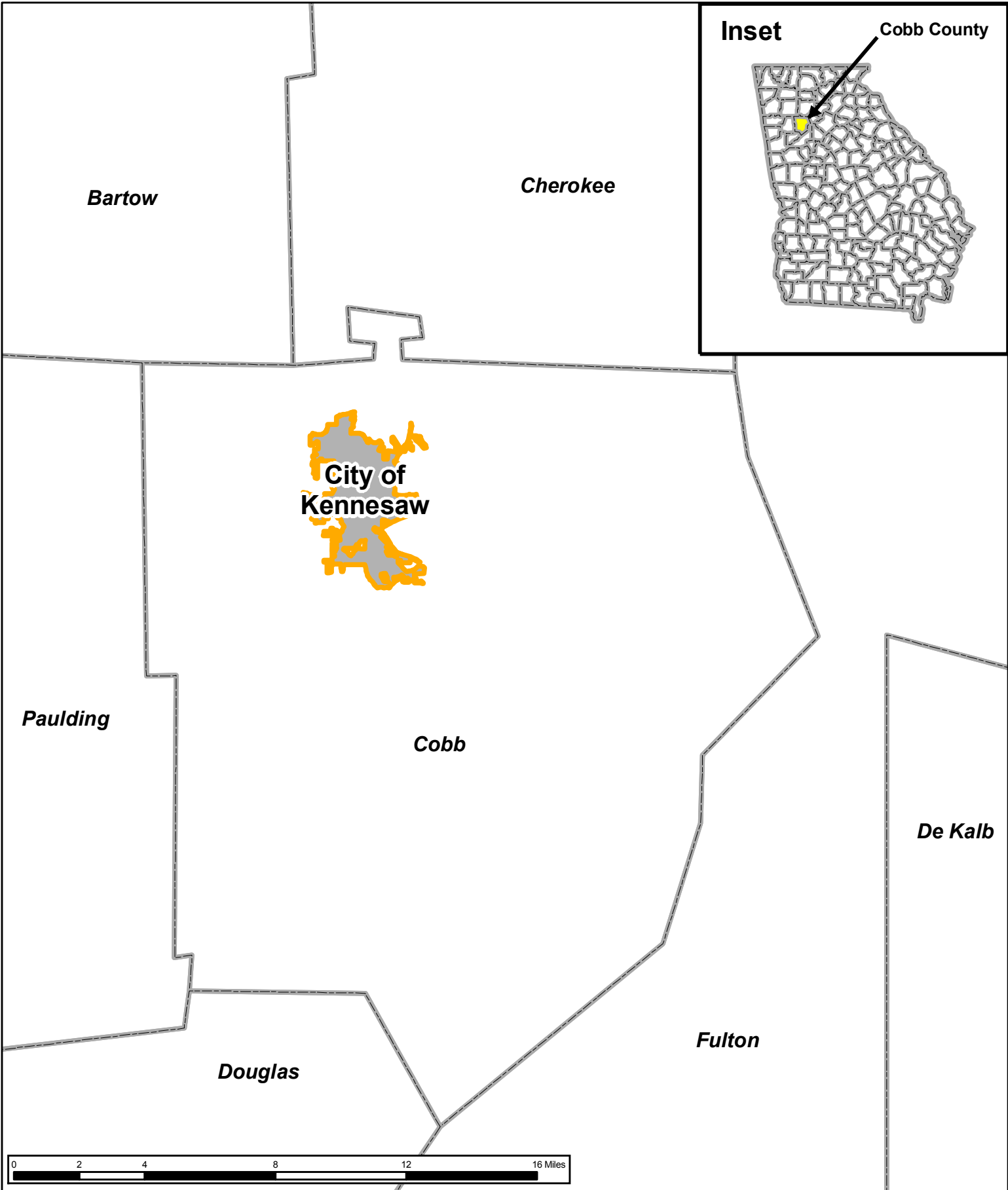
The Community Assessment also serves the purpose of meeting the intent of the Georgia Department of Community Affairs' (DCA) "Standards and Procedures for Local Comprehensive Planning," as established on May 1, 2005. Preparation in accordance with these standards is an essential requirement in maintaining the City's status as a Qualified Local Government.

1.2 Scope

The Community Assessment includes the following information, as required by the DCA Standards:

- Listing of issues and opportunities that the community wants to address
- Analysis of existing development patterns
- Analysis of consistency with the Quality Community Objectives
- Analysis of supporting data and information

The Community Assessment provides an executive summary of community analyses in order to provide an easy reference for stakeholders who will need to refer to the information throughout the planning process. Information referenced in Sections 2 and 3 of the report can be found in its entirety in the "Analysis of Supportive Data for the Community Assessment." Figure 1-1 shows the City location in relation to Cobb County.



**City of
Kennesaw**

Bartow

Cherokee

Paulding



Cobb

De Kalb


Fulton

Douglas

Legend

-  City Limits
-  County Boundary



City of Kennesaw	
Regional Location	
Prepared by: THP	
Checked by: DRH	
Project number: 6311060025	
Figure Number: 1-1	

2 Issues and Opportunities

2.1 Introduction

The issues and opportunities described below have been identified from a review of the *Analysis of Supportive Data*. This analysis included an examination of the Quality Community Objectives. The *Analysis of Supportive Data* can be found as an addendum to this report. The Issues and Opportunities section organizes the issues and opportunities by the major topics defined in the State of Georgia Department of Community Affairs (DCA) Local Planning Requirements. The assessment topics are:

- Population
- Economic Development
- Housing
- Natural and Cultural Resources
- Community Facilities and Services
- Land Use
- Transportation
- Intergovernmental Coordination

2.2 Population

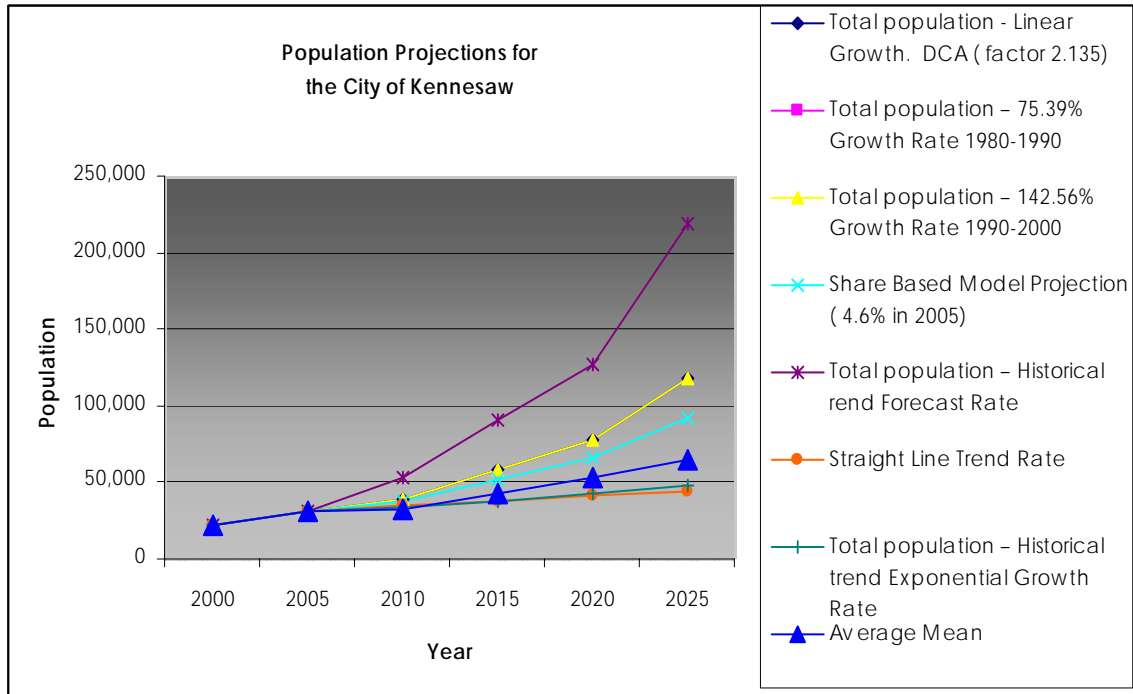
2.2.1 Issues

1. Moderate Population Growth

The 2005 estimate of population for Kennesaw is 30,552. Several population projection models were used to determine Kennesaw's population for 2025, including historical growth trends, DCA projections, and a share-based model. These projections indicate a low of 40,862 (per the share-based model) and a high of 218,426 (based on rate of growth between 1990 and 2000). Based on a 25 year historical growth rate, 1980-2005, the population is projected to be 48,487; population in excess of this number for the year 2025 is unlikely given the current City Limit boundaries and land use practices. Higher projections will likely be the result of annexations.

As can be seen from this wide range of values, future population in the City is somewhat unpredictable due to uncertainties regarding the City's Future Land Use, Growth Management and Annexation Policies. Other factors influencing future growth include the land use and growth management coordination between the County and adjacent municipalities, local housing market trends and conditions, and economic conditions in metro Atlanta and the nation.

Figure 2-1: Population Projections



Source: Analysis of Supportive Data. Fig. 2.1.45

2. Moderate Growth Across All Age Groups

Projections show an increased share of Kennesaw’s population will fall in the age 65 and older category, moving from 4.7% of the total population in 2000 to 6.0% in 2025. The DCA projection means 7,704 seniors will live in Kennesaw in 2025. The slight shift will create a need for more housing choices for seniors, increased accessibility and choice in health care services as well as increased senior-focused recreation programming and alternative transportation services.

Likewise, in 2000 children age 0-17 comprised 26% of the population and are expected to comprise a smaller portion of the population in 2025 with 25%. Working adults age 18-64 comprised 66.5% of the population in 2000 and are expected to share a larger portion of the 2025 population at 67.8%. Even though the growth rates are relatively unchanged, actual population counts will increase. There must be continued efforts to plan for growth in the school system as well as the job market.

Note: See Analysis of Supporting Data for more information about the various projections mentioned in this section.

2.3 Housing

2.3.1 Issues

1. Demographic Changes Affect Housing Demand

Several demographic factors will likely shape the Kennesaw housing market. These include:

- Single family housing is the predominant housing option.

- Majority of householders are white, yet they are becoming increasingly diverse as minority householders move to the City. Hispanic households are increasing at an especially fast rate.
- Child-rearing age households in the 25 to 44 age group make up the City's largest age cohort, nearly half; this should sustain demand for traditional single-family houses, but not necessarily new homes.
- Homeowners are solidly middle class with a median household income of \$66,839 according to the 2000 Census. Since 1990 households earning more than \$60,000 annually have increased significantly. Households earning more than \$75,000 have grown more than 973% in the same 10 year period. Households earning less than \$20,000 have diminished suggesting that more households are earning more income and may be looking for more expensive housing and lifestyle options.

2. Aging Neighborhoods

As neighborhoods mature, they may fall into disrepair, become attractive as rental properties or become a target for property crimes. There is a need to identify these areas and promote the value of home repair, improvement and home ownership, and establish and enforce codes that specifically address the appearance of aging neighborhoods.

3. Limited Space for Greenfield Development

Approximately 95% of the property within the City limits is currently built out. As a result, new housing will be the result of infill or redevelopment.

2.3.2 Opportunities

1. Encourage Traditional Neighborhood Developments (TND)

Where redevelopment or infill housing development opportunities exist, TND developments should be encouraged. TND's offer a variety of housing types in a dynamic mixed-use environment. These developments consolidate housing, employment and activity centers which help to reduce traffic congestion and create an identity unique to Kennesaw.

2. Encourage and Promote Preservation of Historic Homes

Incentives should be identified to encourage owners, business or residential, to improve or maintain the historic appearance of buildings located in one of Kennesaw's historic districts. There is an opportunity to bolster preservation efforts by reviewing existing design guidelines and recommending appropriate modifications. This assessment and update is currently being undertaken by a historic preservation consultant and will help make the guidelines more effective.

3. Monitor Market for Opportunity to Encourage High-End and Senior Housing

As household income rises, Kennesaw residents may desire upgrades in housing. Also, as the baby boomer population ages, there will be a need for housing that has appeal to retirees, whether that is in the form of low-maintenance loft condominiums in downtown Kennesaw or detached single-story units in a senior-oriented residential community. In-town opportunities and the redevelopment of existing under performing properties that may provide convenient, centrally located services can be appropriate options. Implementation of the LCI study's Downtown Target Area Plan can provide such opportunities.

2.3.3 Issues

1. Relevant Job Growth to Population Growth

Based on generalized employment patterns in 2000, the number of jobs are not aligned with the population growth. Of those eligible to work, only 10.8% or 1,760 were employed in Kennesaw in 2000. The number of residents employed in Kennesaw between 1990 and 2000 increased by 192%. By comparison the population grew at a 143%. For 1990 and 2000, the labor force comprised 75% of the total population. However, 90% of the labor force must work outside of Kennesaw causing missed opportunities for local business, in particular, those in the retail and services industries.

Table 2.4.1 Kennesaw Employment Patterns

City of Kennesaw: Labor Force by Place of Work		
Category	1990	2000
Total population	5,095	21,675
Total Labor Force	6,715	16,259
Worked in County of residence	3,258	11,577
Worked in place of residence	602	1,760
Worked outside of place of residence	4,491	9,985
Worked in State of residence	5,093	11,745
Worked outside of state of residence	56	168

Source: DCA

2. Lack of a Strategic Economic Development Plan

The City lacks a strategic economic development plan. The City office of Community Development, in general, has begun to place ideas in action; however, little can be done without additional funding which requires a larger commercial tax base or grants.

3. Existing Land Use

Kennesaw has over time become into a bedroom community with a disproportionate number of single family dwellings. Small strips of industrial development to the east and south of the CBD and the commercial corridor along Highway 41 represent most of the City’s non-residential uses.

4. Lack of a Diversified Economy

Kennesaw’s disadvantages to creating a diversified economy are that the City has few jobs relative to its population, and those few jobs are mostly in retail, educational and health services and in professional or management services. Between 1980 and 2000, professional and management services have increased their job share by 9.8%, educational and health services have increased their share by 2.3%, while retail has lost 10% of the job share, with likely pressure from the Town Center Retail Area and the Highway 41 corridor in Kennesaw.

2.3.4 Opportunities

1. Highly visible properties ripe for development and redevelopment

Land use policy established by the City during the comprehensive planning process will impact the long range economic opportunities of the City. Redeveloping highly visible properties currently vacant near industrial uses as well as the development of vacant properties and redevelopment of under-performing commercial properties along

Highway 41 should become top priorities. Policy for these areas should encourage zoning changes, annexation and other tools needed to ensure that these properties are developed appropriately.

2. Downtown Redevelopment

The Kennesaw Downtown Development Authority (KDDA) and others should continue to develop, refine and sell their vision for the downtown area and historic districts to residents, business owners, and prospective developers. The downtown area has tremendous opportunity for mixed use development to include housing, retail and services which may include the redevelopment and use of some of the historic structures. Creative, focused and sustained marketing strategies will be needed to lure businesses, residents and tourists to the commercialized historic districts.

3. Business Recruitment

Since the City of Kennesaw is not dominated by any one industry, there are limited competitive pressures within the City. Competitive pressures will likely come from adjacent municipalities and areas of unincorporated Cobb County. There is an opportunity for Kennesaw to determine which industries are a proper fit for the City and its residents based on an evaluation of those that attract the majority of the labor force out of the City. In addition, there are two projects on Highway 41 that can act as catalysts for additional development that can provide both businesses and jobs. The two sites, approximately 30 and 40 acres in size, are being developed as mixed-use projects with a significant commercial component.

4. Educational Advantages for Economic Development

Kennesaw benefits from its proximity to Kennesaw State University and North Metro Technical College, in addition to being serviced by Cobb County School District. Education levels among City residents are higher, relative to that of other northwest Metropolitan Atlanta areas.

5. Intergovernmental Coordination

The City should continue to work with the State, the County, the Chamber of Commerce, and surrounding municipalities to develop ideas and strategies to encourage economic development and develop an effective Strategic Economic Development Plan.

6. Annexation

Adjacent unincorporated property in unincorporated Cobb County may provide opportunities for the City to expand its boundaries and capture more of the commercial tax base that residents of the City currently use for shopping and other services. Opportunities to annex undeveloped or existing commercial land use parcels into the City should be pursued.

Table 2.4.2 Educational Attainment

Educational Attainment	Percent of Total Population Age 25+ in 2000								
	Georgia	Cobb County	Kennesaw	Marietta	Smyrna	Acworth	Cartersville	Woodstock	Canton
Less than 9th Grade	7.6%	3.9%	2.0%	6.9%	5.4%	5.9%	11.2%	4.9%	19.8%
9th to 12th Grade (No Diploma)	13.9%	7.4%	6.3%	10.6%	8.5%	9.5%	15.6%	8.9%	13.9%
High School Graduate (Includes Equivalency)	28.6%	20.7%	23.8%	20.9%	19.9%	24.3%	27.2%	23.7%	23.5%
Some College (No Degree)	20.3%	22.3%	26.2%	20.9%	20.4%	24.9%	19.6%	21.5%	22.5%
Associate Degree	5.4%	6.0%	7.3%	4.9%	5.3%	5.9%	3.6%	6.9%	3.8%
Bachelor's Degree	15.9%	27.9%	25.6%	24.8%	27.7%	22.2%	15.4%	24.5%	11.6%
Graduate or Professional Degree	8.3%	11.8%	8.8%	11.0%	12.8%	7.3%	7.4%	9.6%	4.9%

Source: DCA, U.S. Bureau of the Census (SF3)

2.4 Natural and Cultural Resources

2.4.1 Issues

1. Financing Greenspace Acquisition

Creative financing (e.g. impact fees) and funding programs must be developed if property taxes are to remain unchanged.

2. Preservation of Historic Resources

Adequate design guidelines are needed to protect the historic resources located in Kennesaw’s historic districts, especially as opportunities for new infill development increase. It is important to govern blending of the new with the old. In addition, existing non-historic commercial structures within the CBD and along the Highway 41 corridor each lack unifying character. Although the City has adopted design guidelines, there is an issue of effectiveness as they are currently written.

2.5.2 Opportunities

1. Regionally-Connected Network of Open Space

Kennesaw has an opportunity to at least partially define its identity by its greenspace. Currently, 18 neighborhood, local and regional parks are present throughout the City. Two additional parks, Smith-Gilbert Arboretum and Smith-Cantrell Park, are under development and are expected to become an integral part of the “Chain of Parks” that will be linked by sidewalks and trails. This system of linkages is planned as a segment of a larger Trail system connecting Lake Allatoona to Kennesaw Mountain to the Silver Comet Trail. This development of this park and trail system will provide recreational and

transportation alternatives while preserving greenspace, wildlife habitats and corridors, and adding intrinsic value to the City.

2. Water Quality Protection

Lake Allatoona, which is fed in part by Proctor and Butler creeks in Kennesaw, provides the City and many other north metro cities and counties with drinking water. As such, protecting the creeks from pollutants takes on an added importance that necessitates consistent enforcement of regulations that cover erosion and sedimentation controls and stormwater management. Protecting creek and streams with undeveloped buffer areas and greenways, such as the development of new parks and the connecting trail system, offer localized opportunities to protect this regional source of water.

3. State and Federal Historic Preservation Programs

The Main Street Program and Certified Local Government (CLG) Program are two federal programs that are administered at the state level. Designation as a Main Street City provides member cities with an opportunity to receive technical assistance that can further historic preservation efforts, such as design assistance related to historic building facades. The CLG Program also makes designated cities eligible to receive historic technical assistance, as well as matching grant funds for historic preservation-related activities.

2.5 Facilities and Services Issues

2.5.1 Issues

1. Meeting the Service Demands of a Growing Population

Many public services are owned and managed by Cobb County such as the fire department, health services, water and sewer treatment and the public library. The City provides police, stormwater management, solid waste management and parks and recreation services to the residents. Based on the City's current population, an additional five to six police officers are needed as well as incentives to battle attrition.

2. Aging Stormwater Sewer System

Over the years the metal and concrete pipes used in the stormwater sewer system have deteriorated. Many of the corrugated metal pipes under roadways need to be replaced. A replacement schedule with identified funding sources is needed.

3. Parks and Recreation

In spite of the City's extensive park system, there is a need for adult softball and multi-use fields. Additionally, the evaluation and expansion of senior citizen programs should be considered as this segment of the population increases. Furthermore, to reach Phases II and III of Swift-Cantrell Park, the City will need to find funding estimated at \$16 million to build an aquatic center and performing arts center. The Smith-Gilbert Arboretum will have to become self supporting within five years of opening to the public.

2.5.2 Opportunities

1. Meeting the Service Demands of Growing Population

The Kennesaw Police Department patrol cars and 911 Dispatch Center are each equipped with state-of-the art communication equipment. The technology allows the force to be less centralized, more mobile, and more visible to the public. There is an

opportunity for the police to position themselves strategically and leverage communication and GIS technologies to improve efficiency and response times. The process improvements and quality criteria required to achieve the Commission on Accreditation for Law Enforcement Agencies (CALEA) certification will also benefit the effectiveness of the department and make it an attractive option for potential recruits.

2. Meeting the Facility Space Requirements for a Growing Population

The new building being constructed for the Public Works Department will provide the additional work and storage space required by the department. This new structure will have more floor space than initially required. The city may be able to maximize the use of this facility by expanding other departments.

The 911 Dispatch Center will be renovated to expand for a total of 2,800 square feet. Since this department also services 911 calls from Acworth, Acworth will likely benefit from an improved facility. The opportunity is that Kennesaw can use this department to strengthen its relationship with Acworth.

2.6 Land Use

2.6.1 Issues

1. Suburban Sprawl

Most of the recent development in the City over the past 10 years has occurred in a typical suburban land use pattern. Most of the new development associated with this pattern is single-family residential. Sixty-Six percent of the land use is zoned as some form of Residential.

Retail and employment opportunities are primarily relegated to Cherokee Street, Highway 41 or to the industrial Park corridor along Jiles Road and Moonstation Road. Small pockets of commercial developments exist throughout.

2. Strip Commercial Development

The land uses along some highway corridors, in particular Highway 41, form stereotypical commercial strips that may detract from the City's character. Many of the strip malls are lacking visual appeal and consist of aging structures in need of revitalization. In addition, the amount of traffic along Highway 41, coupled with the numerous curb cuts, makes the existing businesses difficult and dangerous to access.

3. Transitioning Uses

Cherokee Street has experienced conversions of single family homes into businesses. While sensitive adaptations have afforded continual protection of historic structures, adjacent established neighborhoods may be threatened by encroachment. Conversely, the long-term viability of the now commercial-oriented corridor is impacted by limitations imposed by the typical lot sizes.

2.6.2 Opportunities

1. Redevelopment

Redevelopment of highway corridors provides an opportunity to create a more seamless transition of land uses between existing sprawling single-use commercial strips and low-density single family residential. As opportunities present themselves for redevelopment of underutilized and under-performing properties along commercial corridors, the City

should recruit developers capable of providing commercial and mixed-use centers that produce tax revenue for the City and provide jobs that may reduce commuting patterns for residents who commute outside of Kennesaw for employment.

2. Reserve Remaining Land for Industrial and Commercial Growth

Within the Future Land Use Plan, adequate space for the growth of employment-related uses should be included.

3. Encourage Traditional Neighborhood Development

Traditional neighborhoods developments can be viable in any context, but they should be encouraged in the CBD area.

4. Corridor Overlay District

The City's familiarity and support for design guidelines to protect historic homes makes a similar approach feasible for corridors. In addition to architectural design, the overlay district could address interparcel access, utility placement, parking, landscaping, site lighting, sidewalks and signage.

2.7 Transportation

2.7.1 Issues

1. Automobile Dependence

The dependence on the private automobile for all trips in the City contributes to the region's air and water pollution problems. Increased regional traffic and peak period congestion are reducing the level of service on many of the City's arterial roadways and the neighboring Interstate system.

2. Shift in Commercial Development Patterns

Current development trends appear to be facilitating the shifting of businesses away from town centers and activity centers and towards strip retail developments along arterial road networks.

3. Inter-Parcel Connectivity

Many of our major arterial corridors are experiencing increased peak period vehicular congestion, unappealing commercial signage clutter, and a heightened level of sprawling development patterns with a general lack of inter-parcel access. Inter-parcel connections between individual development uses where compatible, should continue to be encouraged, if not strengthened, in new development scenarios.

4. Increase in the Need for Public Transportation

A growing resident and employment population dependant upon public transportation has emphasized the need for transportation alternatives for these populations to have access to quality jobs, services, goods, health care, and recreation opportunities.

2.7.2 Opportunities

1. Transportation Alternatives and Improvements

The City should support opportunities and transportation alternatives that reduce the dependence on the private automobile, thereby reducing traffic congestion. Greater connectivity and operational effectiveness can be achieved by mixing travel modes

with respect to pedestrian, bicycle, transit, and vehicular transportation options. The City should maintain an effective balance between auto-dependent transportation initiatives and alternative modes of transportation (e.g. bicycle, pedestrian, transit, carpooling, etc).

2. Promote Pedestrian Safety

Coordination with GDOT and the Cobb DOT to improve pedestrian visibility and signalization -- and thereby reduce vehicular speeds -- along the City's major arterials should be continued.

3. Development Patterns

Development patterns that blend uses incorporating housing, jobs, and recreation should be promoted for mixed-use opportunities in the future. These development patterns provide the activity nodes needed to make public transportation effective. Continued implementation of the Kennesaw Livable Centers Initiative (LCI) Study will help make the downtown area an activity center with mixed, yet concentrated uses.

4. Context-Sensitive Design

Transportation facilities should be designed in a manner that compliments the character and aesthetics of the surrounding area, while also achieving positive results for connectivity and capacity.

5. Develop a Plan and Encourage Acceptance of Public Transportation

The City should continue to coordinate with CCT and GRTA with the intent of transit service options that adequately serve the residents of Kennesaw, including those with special and/or paratransit needs.

2.8 Intergovernmental Coordination

2.8.1 Issues

1. Communication with Cobb DOT

The City has identified a need to strengthen its relationship with Cobb DOT, including communication and community involvement.

2.8.2 Opportunities

1. Impact Fees

The City should continually evaluate its impact fees relative to its current need, projected needs, and compare to that of surrounding cities. The City's impact fees will be reviewed in 2006-2007.

2. Special Purpose Local Option Sales Tax

City officials need to continue to work closely with the County to help ensure that this important source of capital improvements funding is used effectively.

3. Regional Transportation Planning

City officials need to continue to be actively involved in the transportation planning activities with ARC, GRTA, and the Cobb County DOT. Transportation issues affect everyone and are the foundation for many home purchases, employment selections and economic development decisions.

3 Analysis of Existing Development Patterns

3.1 Introduction

The purpose of this analysis is to understand the development conditions and growth patterns currently occurring in Kennesaw. The analysis allows the further exploration of issues and opportunities related to the physical environment. The following analysis considers three aspects of the existing development patterns: existing land use, areas requiring special attention and recommended character areas.

3.2 Existing Land Use

An existing land use map displays the development on the ground categorized into groups of similar types of development at a given point in time. For purposes of this analysis, the Kennesaw Existing Land Use Map (Figure 3-1) shows the existing land uses in the City. The data was collected by preparing geographic information system acreage estimates of existing land use inventory based on field observations and aerial photographic interpretation. Kennesaw's land uses are organized into 13 classifications based on the Georgia Department of Community Affairs "Standard Land Use Classification System". Each is represented by a different color on the Existing Land Use Map. The land use classification categories are described below.

- **Single-family residential** areas include subdivisions and single-family homes, town homes or estates occupying individual tracts of land usually smaller than two acres.
- **Multi-family residential** includes duplexes and other multiple dwelling units, individual buildings, complexes of buildings, and public housing units.
- **Commercial** includes land used for non-industrial retail, office and business.
- **Public/Institutional** includes state, federal, and local government facilities, schools, day-care centers, elder care centers, churches, cemeteries, libraries, and post offices. The few public and institutional uses in the City are scattered, but there is a small concentration in the Central Business District.
- **Industrial** category includes manufacturing facilities, wholesale and distribution facilities, warehousing facilities, truck terminals, and land parcels that house both offices and warehouse/distribution facilities.
- **Transportation/communication/utilities** category includes airports, water and sewer facilities, power stations, substations, water storage tanks, radio and television facilities, limited access highways, and railroad lines. The primary transportation use, aside from an extensive road network, is the CSX railroad line extending through the heart of the City.
- **Undeveloped/vacant** category includes greenfield parcels, whether privately or publicly owned, and abandoned parcels. This category does not suggest any preference for future development type, nor should it be understood simply as a holding designation.
- **Park and Recreation** developed public parks and recreation centers located on parcels are scattered across thirteen parks throughout the City.
- **Residential** areas, the vast majority of which is covered with single-family detached houses, blanket the City.

Table 3.2 provides the name of each land use classification as well as the acreage of each. Land classified in the Residential categories makes up the largest percentage of the City at 66% of the total area. Commercial and industrial lands comprise 27.3%. Optimally, this balance should be a 60/40 division in order to create a solid economic tax base and provide a sufficient number of jobs for residents.

Table 3.2: Existing Land Use Acreage, 2004

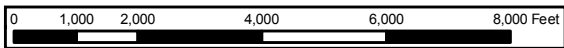
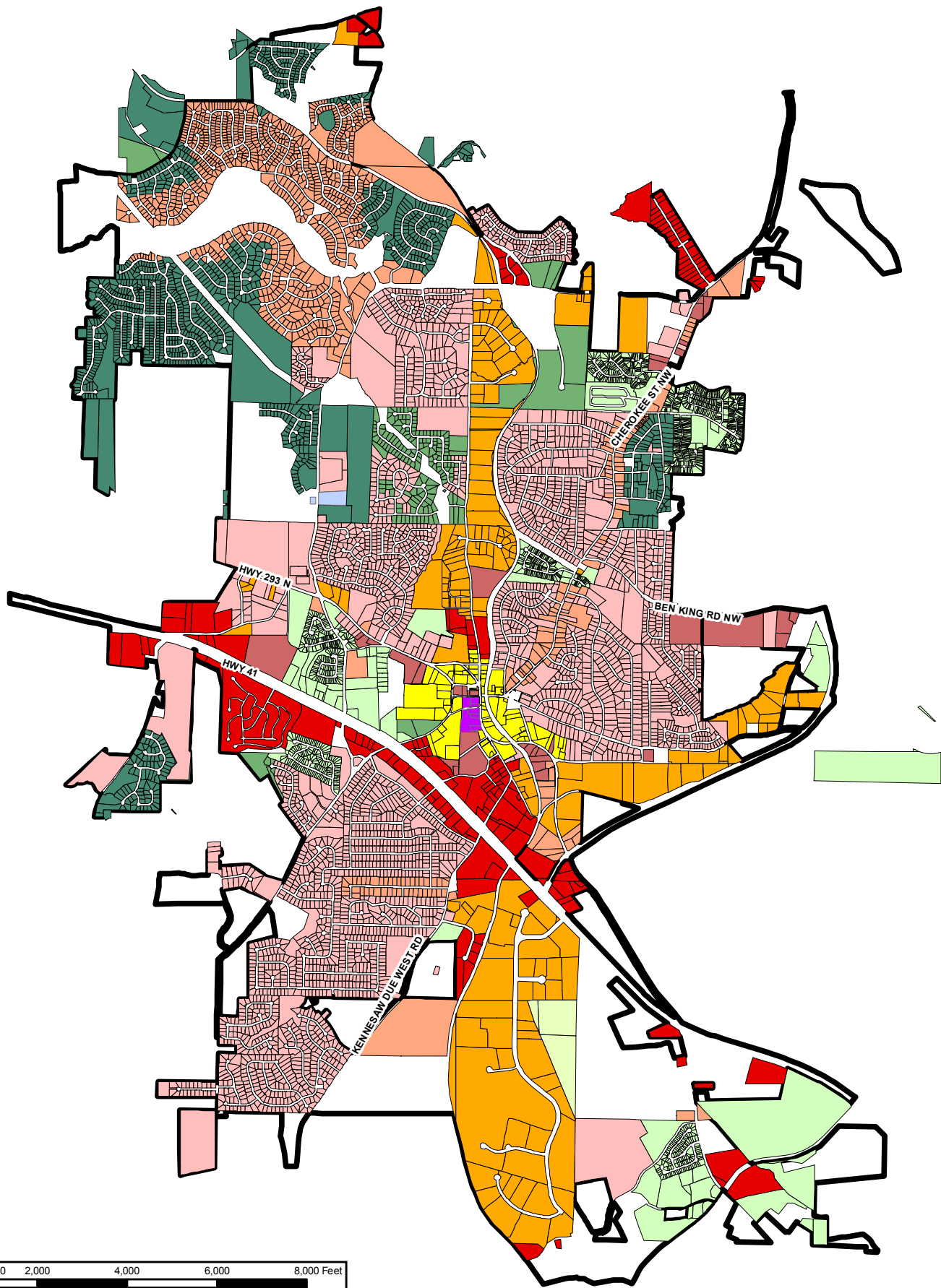
Land Use Classification	City of Kennesaw	
	Acres	%
Community Activity Center (CAC)	369.0	8.44%
Central Business District (CBD)	7.0	0.16%
Downtown Activity Center (DAC)	83.8	1.92%
Industrial (I)	735.4	16.81%
Neighborhood Activity Center (NAC)	497.3	11.37%
Public Services/Institutional (PI)	110.6	2.53%
Parks and Conservation (PRC)	143.4	3.28%
Planned Urban Development (PUD)	369.1	8.44%
Single Family Residential (R-20)	4.8	0.11%
Regional Activity Center (RAC)	34.9	0.8%
Residential High (RH)	476.7	10.9%
Residential Low (RL)	1541.8	35.25%
Transportation Communication, Utilities (TCU)	0.4	0.1%
Total	4374.1	100.0%

Source: City of Kennesaw

3.3 Recommended Character Areas

Character area planning focuses on the way an area looks and how it functions. Applying development strategies to character areas in Kennesaw can preserve existing areas and help others function better and become more attractive. They help guide future development through policies and implementation strategies that are tailored to each situation. The character areas recommended for the City of Kennesaw, described in Table 3.3 and mapped in Figure 3-2, define areas that:

- Presently have unique or special characteristics that need to be preserved.
- Have potential to evolve into unique areas.
- Require special attention because of unique development issues.



Legend

- | | | |
|---------------------------------|---|--|
| City Limits | Lake | RAC - Regional Activity Center |
| Existing Land Use | NAC - Neighborhood Activity Center | RH - Residential High |
| CAC - Community Activity Center | PI - Public Service/Institutional | RL - Residential Low/Medium |
| CBD - Central Business District | PRC - Park/Recreation/Conservation | TCU - Transportation Communication Utilities |
| DAC - Downtown Activity Center | PUD - planned Unit Development | |
| I - Industrial | R-20 - Single Family Residential District | |



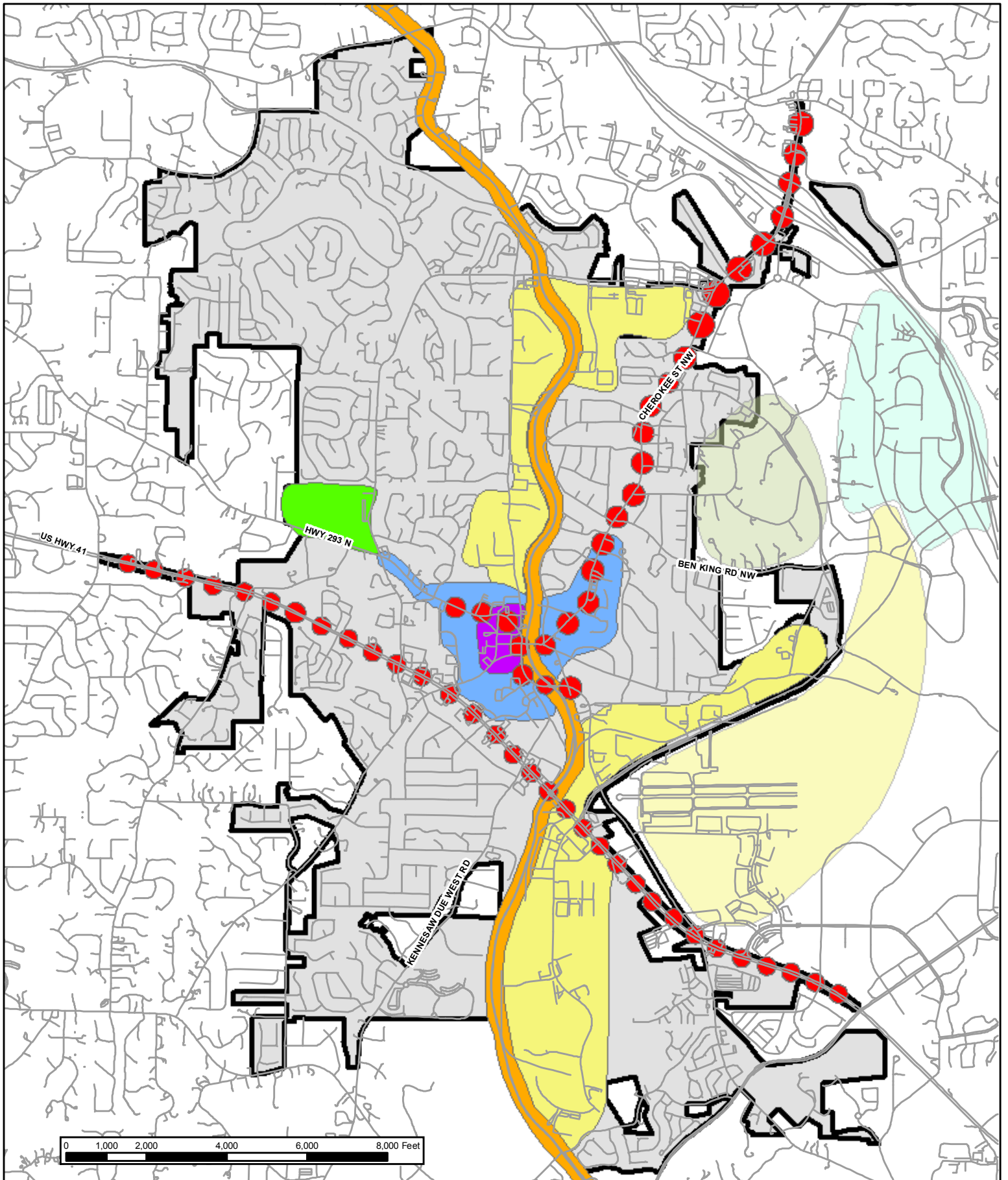
City of Kennesaw

Existing Land Use

Prepared by: THP		Figure Number: 3-1
Checked by: DRH		
Project number: 6311060025		

Table 3.3: Recommended Character Area Descriptions

<i>Character Area</i>	<i>Description</i>
RR Corridor	CSX rail line that runs North to South through town. The corridor is an appealing attraction for train-watchers and important to the historical identity of the City.
Country Club	This area is not part of the City, however the type of recreation (events held) available and the age and style of homes help to shape the character of the City in this area.
Downtown Activity Center and Historic Districts	This is the largest segment of Kennesaw that is primarily responsible for giving Kennesaw its unique identity. It surrounds the Historic Business District.
Historic Central Business District	This is the core district of Kennesaw containing historic structures.
Commercial Corridor	Highway 41 is the one significant commercial corridor. The second is Cherokee Street from East Jiles Road to Main Street. These corridors are in need of revitalization.
Industrial	These are areas north and south of the CBD that define the character of Kennesaw prior to entering the downtown district. Attention is needed to encourage economic development in these areas.
Regional Recreation	This is the location of Swift- Cantrell Park. It will have significant impact on the City's identity when Phases II and III are completed.
University Grounds	This is the area of Kennesaw State University that establishes a college-town feel to Kennesaw. KSU is not located within the City, but it has tremendous bearing on the perception of Kennesaw because of its location, visibility and namesake.



Legend

- | | | | |
|-------------|------------------------------------|---|--|
| City Limits | Character Areas | Downtown Activity Center and Historic Districts | Country Club (Outside City Limits) |
| Road | CSX Railroad Corridor | Industrial | University Grounds (Outside City Limits) |
| | Commercial Corridors | Regional Recreation | Industrial (Outside City Limits) |
| | Historic Central Business District | residential / Light Commercial | |

City of Kennesaw

Character Areas

Prepared by:
THP
Checked by:
DRH
Project number:
6311060025



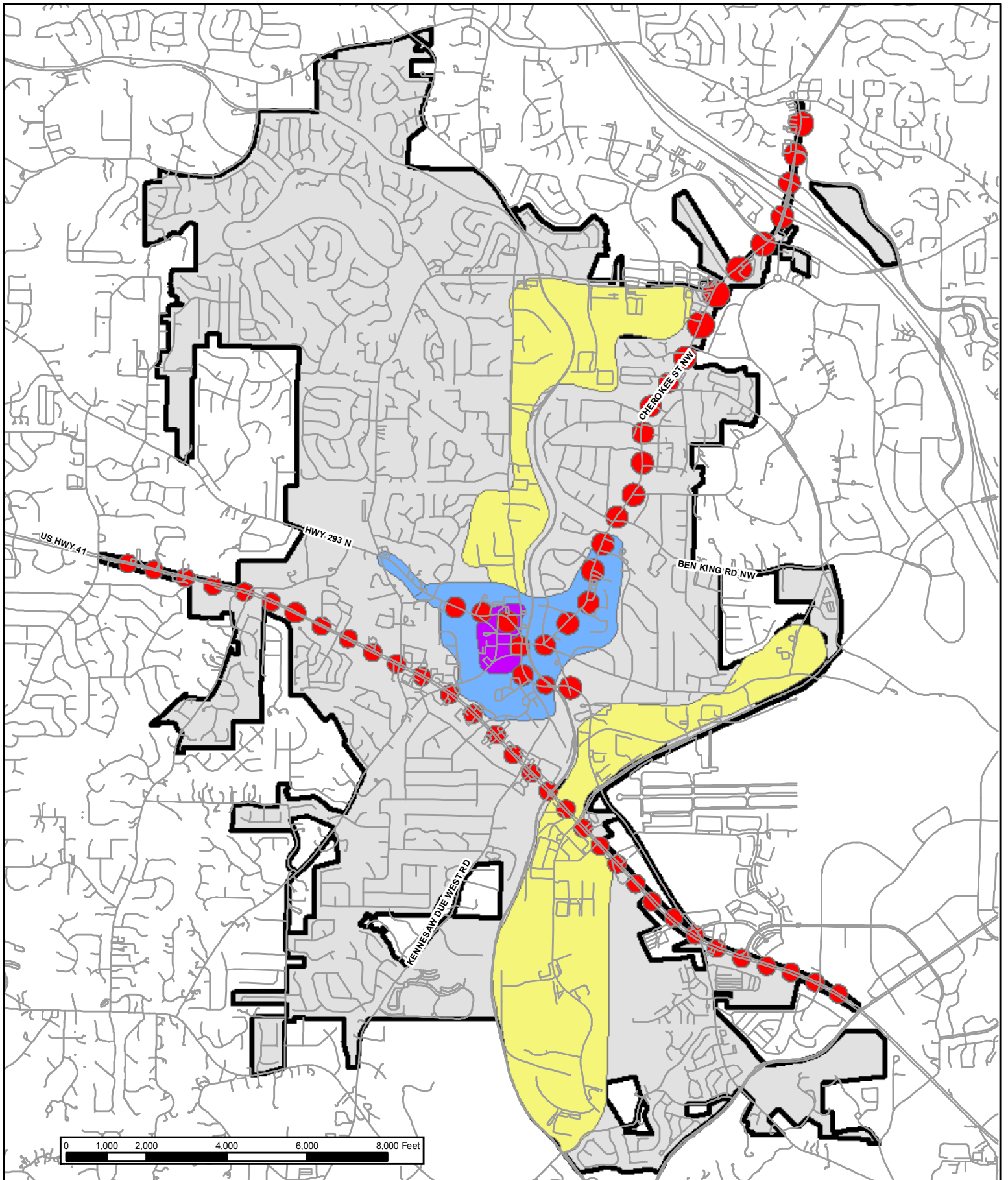
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3.4 Areas Requiring Special Attention

As growth continues, there will inevitably be impacts to the existing natural and cultural environment as well as the community facilities, services and infrastructure that are required to service existing and future development. This section outlines areas where the real estate market has and continues to produce development that is dominated by single-function land uses, where aging commercial areas are in need of functional and aesthetic revitalization, where growth should be well managed due to the environmentally-sensitive nature of the land, and where historical districts and elements should be maintained as they comprise much of the identity of Kennesaw.

Table 3.4: Areas Requiring Special Attention Descriptions

<i>Area</i>	<i>Description</i>
Historic Central Business District	These roughly six square blocks of Downtown Kennesaw are key elements in defining the character of Kennesaw as new development mixes with the old, blending a broad mix of architectural styles and land uses.
Commercial Corridors	The <i>Highway 41 Corridor</i> contains many aged buildings as well as incompatible land uses. This corridor is in need of revitalization and restructuring of land uses to provide a more suitable economic base for the City. The <i>Cherokee Street Corridor</i> into the CBD is spotted with older strip malls and mixed with residential land uses. A limited ROW may prevent traditional commercial development/ revitalization.
Downtown Activity Center and Historic Districts	The LCI plan produced a realistic vision for the downtown area with plans and suggestions to integrate the historic district with new residential and commercial development. This area is one of the few areas where immediate impacts can be felt from new development.
Industrial Areas	The two industrial corridors in Kennesaw are a mix of bustling businesses and vacant buildings. Aggressive economic development and industry recruitment is needed in order for these areas to fulfill their potential.



Legend

-  Road
-  City Limits
-  Commercial Corridors
-  Historic Central Business District
-  Downtown Activity Center and Historic Districts
-  Industrial



City of Kennesaw
**Areas Requiring
 Special Attention**

Prepared by:
 THP
 Checked by:
 DRH
 Project number:
 6311060025



Figure
 Number:
 3-3

4 Analysis of Consistency with Quality Community Objectives

This section is intended to meet the Minimum Standards for Local Comprehensive Planning requirement that the Community Assessment include an evaluation of the community’s current policies, activities and development patterns for consistency with the Quality Community Objectives contained in the State Planning Goals and Objectives. The Department of Community Affairs’ Office of Planning and Quality Growth created the Quality Community Objectives Local Assessment to assist local governments in evaluating their progress towards sustainable and livable communities. The assessment is meant to give the community an idea of how it is progressing toward reaching these objectives.

Traditional Neighborhoods			
Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.			
	Yes	No	Comments
1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district.	✓		
2. Our community has ordinances in place that allow neo-traditional development “by right” so that developers do not have to go through a long variance process.		✓	
3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.	✓		
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in the summer.		✓	
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe.	✓		
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose.	✓		
7. In some areas several errands can be made on foot, if so desired.	✓		
8. Some of our children can and do walk to school safely.	✓		
9. Some of our children can and do bike to school safely.	✓		
10. Schools are located in or near neighborhoods in our community.	✓		

Infill Development			
Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.			
	Yes	No	Comments
1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development.	✓		
2. Our community is actively working to promote Brownfield redevelopment.		✓	
3. Our community is actively working to promote greyfield redevelopment.	✓		
4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road).		✓	
5. Our community allows small lot development (5,000 square feet or less) for some uses.		✓	

Sense of Place			
Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.			
	Yes	No	Comments
1. If someone dropped from the sky into our community, he or she would know immediately where he or she was, based on our distinct characteristics.	✓		
2. We have delineated the areas of our community that are important to our history and heritage, and have taken steps to protect those areas.	✓		
3. We have ordinances to regulate the aesthetics of development in our highly visible areas.	✓		
4. We have ordinances to regulate the size and type of signage in our community.	✓		
5. We offer a development guidebook that illustrates the type of new development we want in our community.	✓		
6. If applicable, our community has a plan to protect designated farmland.			NA

Transportation Alternatives			
Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. We have public transportation in our community.	✓		
2. We require that new development connects with existing development through a street network, not a single entry/exit.	✓		
3. We have a good network of sidewalks to allow people to walk to a variety of destinations.	✓		
4. We have a sidewalk ordinance in our community that requires all new development to provide user-friendly sidewalks.	✓		
5. We require that newly built sidewalks connect to existing sidewalks wherever possible.	✓		
6. We have a plan for bicycle routes through our community.		✓	
7. We allow commercial and retail development to share parking areas wherever possible.	✓		

Regional Identity			
Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. Our community is characteristic of the region in terms of architectural styles and heritage.	✓		
2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products.	✓		
3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal, etc.).	✓		
4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership.	✓		
5. Our community promotes tourism opportunities based on the unique characteristics of our region.	✓		
6. Our community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment and education.	✓		

Heritage Preservation			
The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. We have designated historic districts in our community.	✓		
2. We have an active historic preservation commission.	✓		
3. We want new development to complement our historic development, and we have ordinances in place to ensure this.	✓		

Open Space Preservation			
New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. Our community has a greenspace plan.	✓		
2. Our community is actively preserving greenspace, either through direct purchase or by encouraging set-asides in new development.	✓		
3. We have a local land conservation program, or we work with state or national land conservation programs, to preserve environmentally important areas in our community.	✓		
4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity.	✓		

Environmental Protection			
Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. Our community has a comprehensive natural resources inventory.	✓	✓	
2. We use this resource inventory to steer development away from environmentally sensitive areas.	✓		
3. We have identified our defining natural resources and taken steps to protect them.	✓		
4. Our community has passed the necessary "Part V" environmental ordinances, and we enforce them.	✓		
5. Our community has a tree preservation ordinance which is actively enforced.	✓		
6. Our community has a tree-replanting ordinance for new development.	✓		
7. We are using stormwater best management practices for all new development.	✓		
8. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc.).	✓		

Growth Preparedness			
Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.			
	Yes	No	Comments
1. We have population projections for the next 20 years that we refer to when making infrastructure decisions.	✓		
2. Our local governments, the local school board, and other decision-making entities use the same population projections.	✓		
3. Our elected officials understand the land-development process in our community.	✓		
4. We have reviewed our development regulations and/or zoning code recently, and believe that our ordinances will help us achieve our QCO goals.	✓		
5. We have a Capital Improvements Program that supports current and future growth.	✓		
6. We have designated areas of our community where we would like to see growth, and these areas are based on a natural resources inventory of our community.	✓		
7. We have clearly understandable guidelines for new development.	✓		
8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community.	✓		
9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development.	✓		
10. We have a public-awareness element in our comprehensive planning process.	✓		

Appropriate Businesses			
The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.			
	Yes	No	Comments
1. Our economic development organization has considered our community's strengths, assets and weaknesses, and has created a business development strategy based on them.	✓		
2. Our economic development organization has considered the types of businesses already in our community, and has a plan to recruit businesses and/or industries that will be compatible.	✓		The City has partnered with developers to assist with attracting compatible businesses.
3. We recruit firms that provide or create sustainable products.	✓		
4. We have a diverse jobs base, so that one employer leaving would not cripple our economy.	✓		

Employment Options			
A range of job types should be provided in each community to meet the diverse needs of the local workforce.			
	Yes	No	Comments
1. Our economic development program has an entrepreneur support program.		✓	Kennesaw Business Association assists with this.
2. Our community has jobs for skilled labor.	✓		
3. Our community has jobs for unskilled labor.	✓		
4. Our community has professional and managerial jobs.	✓		

Housing Choices			
A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.			
	Yes	No	Comments
1. Our community allows accessory units like garage apartments or mother-in-law units.		✓	
2. People who work in our community can also afford to live in the community.	✓		
3. Our community has enough housing for each income level (low, moderate and above-average).		✓	
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and maintaining small setbacks.	✓		
5. We have options available for loft living, downtown living, or "neo-traditional" development.	✓		
6. We have vacant and developable land available for multifamily housing.		✓	
7. We allow multifamily housing to be developed in our community.	✓		
8. We support community development corporations that build housing for lower-income households.		✓	
9. We have housing programs that focus on households with special needs.		✓	
10. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas.		✓	

Educational Opportunities			
Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. Our community provides workforce training options for its citizens.		✓	Continuing education and training classes are available at local colleges.
2. Our workforce training programs provide citizens with skills for jobs that are available in our community.			N/A
3. Our community has higher education opportunities, or is close to a community that does.	✓		
4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose.	✓		

Regional Solutions			
Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. We participate in regional economic development organizations.	✓		
2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues.	✓		
3. We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc.	✓		
4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local government borders.	✓		

Regional Cooperation			
Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. We plan jointly with our cities and county for comprehensive planning purposes.	✓		
2. We are satisfied with our Service Delivery Strategy.		✓	Continued discussions with the County are needed.
3. We initiate contact with other local governments and institutions in our region in order to find solutions to common problems, or to craft region-wide strategies.	✓		
4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern.	✓		

Transportation Alternatives			
<p>Alternatives to transportation by automobile, including mass transit, bicycle, and pedestrian facilities should be made available in each community. Greater use of alternate transportation should be encouraged.</p>			
	<i>Yes</i>	<i>No</i>	<i>Comments</i>
1. We have public transportation in our community.		✓	However there are links to CCT bus routes directly outside the City's limits.
2. We require that new development connects with existing development through a street network, not a single entry/exit.	✓		The City's subdivision regulations require that new developments continue existing streets.
3. We have a good network of sidewalks to allow people to walk to a variety of destinations.	✓		There is a good sidewalk network connecting many areas in the downtown, however additional safe crossings are needed for pedestrians. One area where additional sidewalks could be beneficial is older neighborhoods, which should also be connected to activity centers such as schools and parks.
4. We have a sidewalk ordinance in our community that requires all new development to provide user-friendly sidewalks.	✓		All subdivisions located within one mile from an existing or proposed school or within a distance of up to one mile on streets leading to or going through commercial areas, street sites, places of public assembly and other congested areas must provide sidewalks. Additionally, sidewalks in residential areas cannot be adjacent to street curbs.
5. We require that newly built sidewalks connect to existing sidewalks whenever possible.		✓	The City's current zoning and development regulations do not include this specification.
6. We have a plan for bicycle routes through our community.	✓		In its 2003 LCI Study the city laid out plans for a downtown greenway trail system for pedestrian and bicycle use. These plans include trails to encircle Adams Park, City Hall and the Kennesaw Spring, City Cemetery, new single-family developments, the proposed community green space and the Southern Museum of Civil War and Locomotive History. In the future, connections from these trails could be made to Big Shanty Elementary School, Kennesaw Elementary School, Kennesaw State University, Kennesaw Mountain and the Silver Comet Trail.
7. We allow commercial and retail development to share parking areas whenever possible.	✓		The City's regulations allow for shared parking arrangements within the CBD.

**City of Kennesaw
Comprehensive Plan 2006-2026**

**ANALYSIS OF SUPPORTING DATA
TO THE COMMUNITY ASSESSMENT**

Prepared for:

**The City of Kennesaw
Kennesaw, Georgia**

By:



MACTEC Engineering and Consulting, Inc.
Kennesaw, Georgia
August 2006

Project 6311-06-0025

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1. Introduction

This "Analysis of Supportive Data" was prepared following the guidelines of the Rules of Georgia Department of Community Affairs (DCA), Chapter 110-12-1, Standards and Procedures for Local Comprehensive Planning, effective May 1, 2005. This section presents the full collection of analysis and supporting data that provides the backbone of the community assessment. All of the maps associated with this document can be found in the Appendix: Atlas of Maps.

2. Population

2.1 Historic Population Growth

Table 2.1 shows recent population and growth trends for the City of Kennesaw. The most recent U.S Census estimate (2005) placed the City of Kennesaw's population at 30,522 residents, up from 21,675 recorded by the Census in 2000 (an increase of 41%). This growth rate greatly exceeds that of Cobb County and the state of Georgia during the same time period.

Table 2.1 Population Growth Rates: City of Kennesaw

Jurisdiction	1980	1990	2000	2005	% Change 1980-1990	% Change 1990-2000	% Change 2000-2005	% Change 1980-2005
City of Kennesaw	5,095	8,936	21,675	30,552	75.4%	142.6%	41.0%	499.6%
Cobb County	297,718	447,745	607,751	663,818	50.4%	35.7%	9.2%	123.0%
State of Georgia	5,457,566	6,478,216	8,186,453	9,072,576	18.7%	26.4%	10.8%	66.2%

Source: Department of Community Affairs. U.S. Census

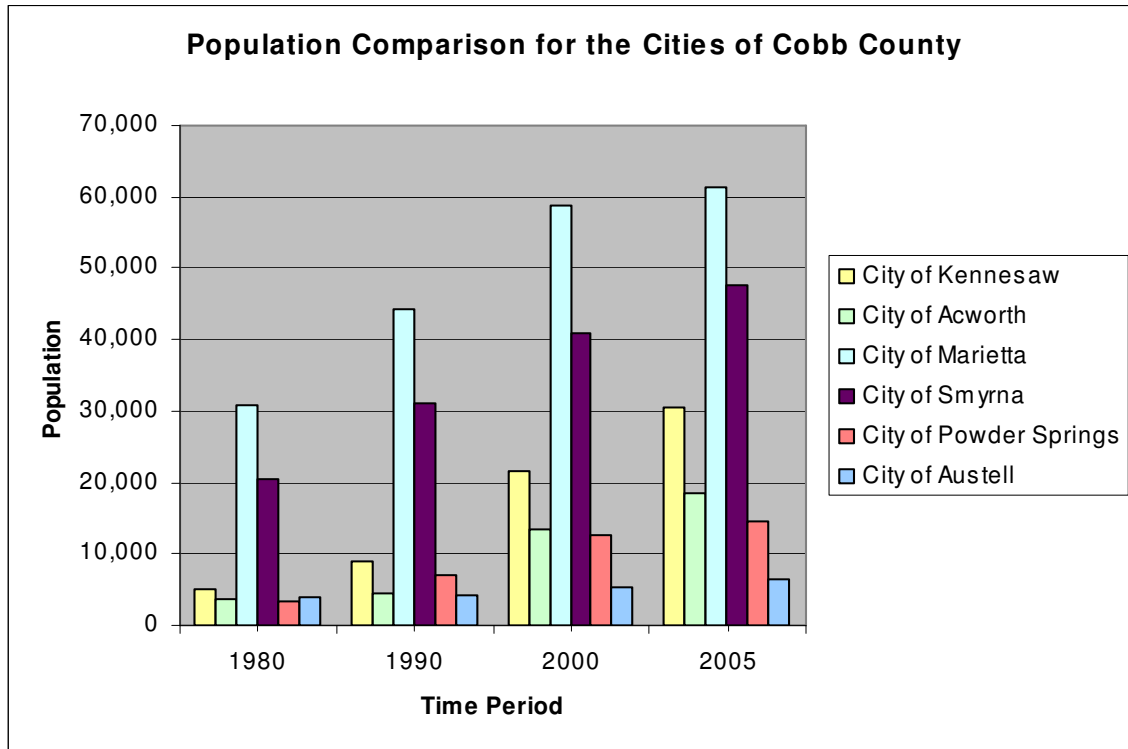
2.2 Population Growth in Cobb County and Surrounding Cities

Table 2.2 Population Growth in Cobb County and Surrounding Cities

Surrounding Population Comparison					1980-1990 Growth Rate	1990-2000 Growth Rate	1980-2000 Growth Rate	2000-2005 Growth Rate
Category	1980	1990	2000	2005				
City of Kennesaw	5,095	8,936	21,675	30,522	75.4%	142.6%	325.4%	40.8%
Cobb County (unincorp)	230,514	348,114	455,067	484,891	51.0%	30.7%	97.4%	6.6%
City of Acworth	3,648	4,519	13,422	18,428	23.9%	197.0%	267.9%	37.3%
City of Marietta	30,829	44,129	58,748	61,261	43.1%	33.1%	90.6%	4.3%
City of Smyrna	20,312	30,981	40,999	47,643	52.5%	32.3%	101.8%	16.2%
City of Powder Springs	3,381	6,893	12,481	14,507	103.9%	81.1%	269.2%	16.2%
City of Austell	3,939	4,173	5,359	6,566	5.9%	28.4%	36.0%	22.5%
City of Cartersville	9,508	12,035	15,925	17,653	26.6%	32.3%	67.5%	10.9%
City of Woodstock	2,699	4,361	10,050	19,602	61.6%	130.5%	272.4%	95.0%
City of Canton	3,601	4,817	7,709	17,685	33.8%	60.0%	114.1%	129.4%

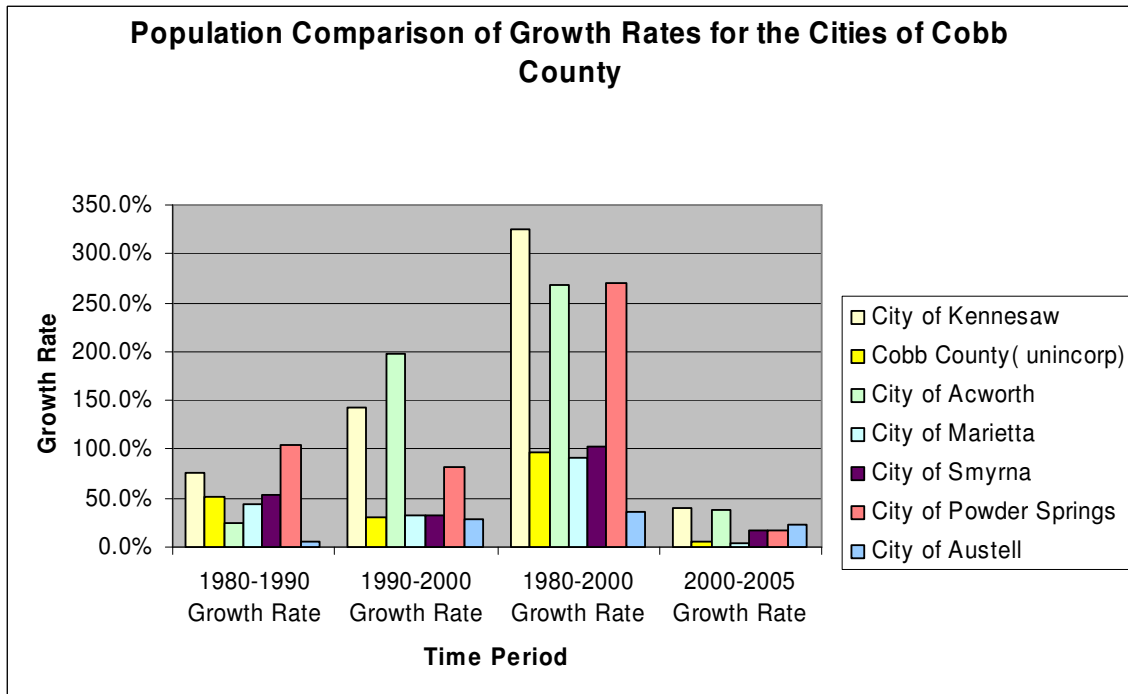
Source: US Census 1990-CPH 2-12 Table 8 (Population and Housing Unit Counts for Georgia)

Fig. 2.2a: Population Growth Comparison Between Cities of Cobb County



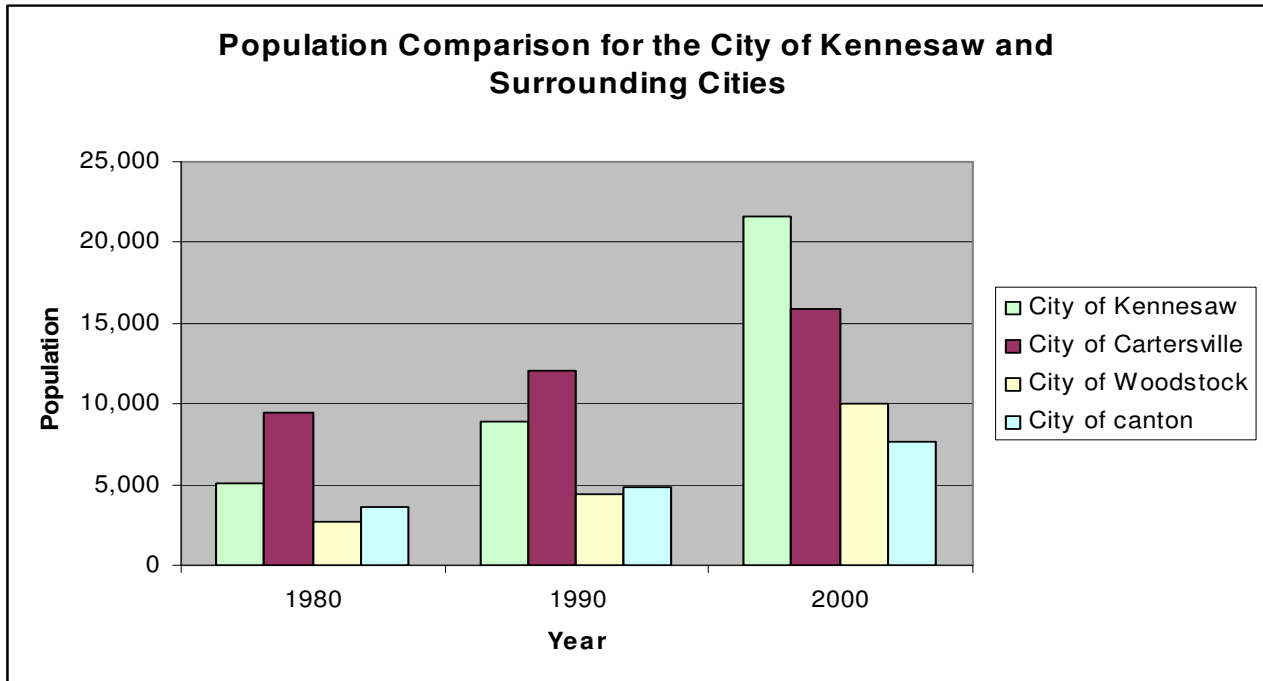
Source: Table 2.2

Fig. 2.2b: Population Growth Rate Comparison Between Cities of Cobb County



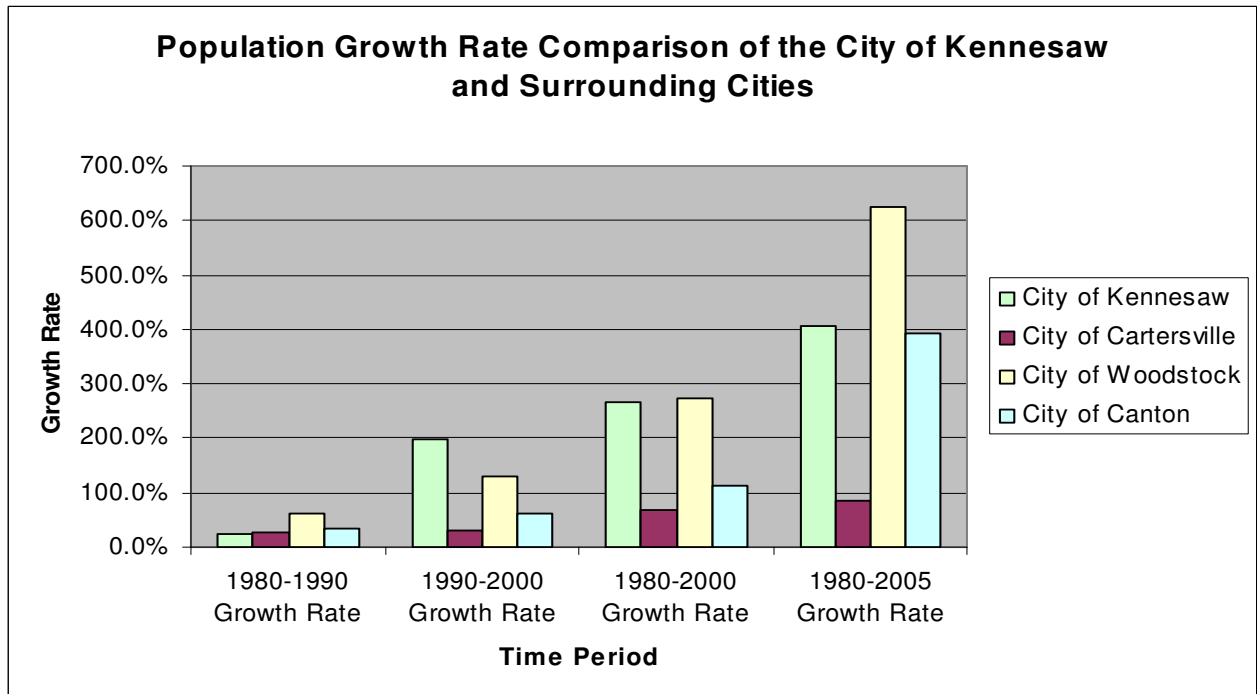
Source: Table 2.2

Fig. 2.2c: Population Comparison Between the City of Kennesaw and Surrounding Cities



Source: Table 2.2

Fig. 2.2d: Population Growth Rate Comparison Between Kennesaw and Surrounding Cities



Source: Table 2.2

2.3 Population Projections

It is anticipated that City of Kennesaw will continue to grow at a steady rate over the next two decades due to regional population growth trends, expansion of the local and regional economy, new housing developments and possible annexations. The exact rate is unknown. Eight methods of projections have been used to assist in forecasting growth within the City. Projections provided by the DCA (factor of 2.135) show the City growing by 87,000 persons between 2005 and 2025 (method 1). This reflects a 20-year growth rate of 285%.

The 10-year growth rate between 1980 and 1990 was approximately 75 % (method 2), and the 10-year growth rate between 1990 and 2000 was approximately 143 % (method 3). Forecasts were produced using these growth rates projected through 2025. Still another method used was a Share Based Model which considers the 2005 Kennesaw share of the overall Cobb County Population. (Method 4) In 2005, Kennesaw comprised 4.6% of the County population. Using this method, the 2025 population projection is 44,432 and represents a 45% overall growth rate.

The Forecast, Straight Line Trend and Exponential Growth Projections were determined using historical population data in 5-year increments from 1980 to 2005. These methods produced results showing 59%, 111% and 357% growth rates for the 20 year period (Methods 5,6 & 7).

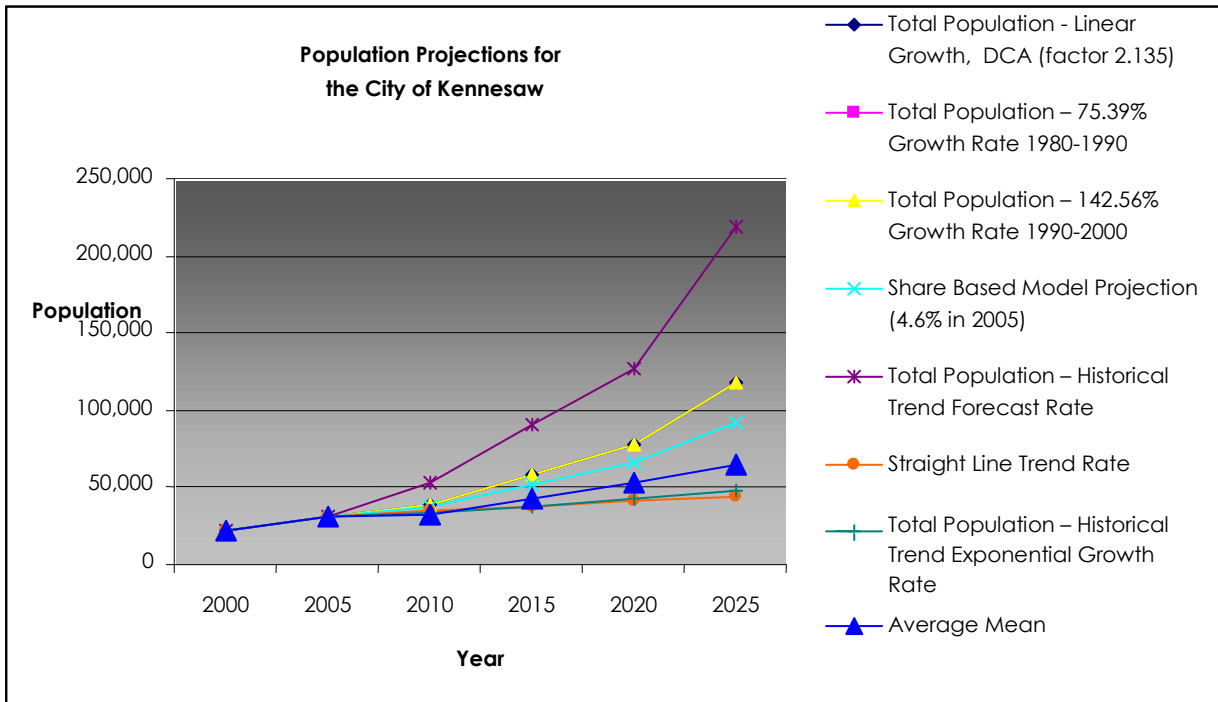
Finally, due to the range of results of the methodology projections, an Average Mean forecast was determined in Method 8 by removing the high and low estimates from all years for calculation methods 1-7 returning the highest and lowest estimate in 2025. The result is an estimate based on the average of the (5) remaining methodologies. This Average Mean returned a 20 year projection rate of 202% and a total population of 92,321 in 2025.

Table 2.3 Projected Population Through 2025

Calculation Method	Category	2000	2005	2010	2015	2020	2025
1	Total population - Linear Growth. DCA (factor 2.135)	21,675	30,520	39,366	58,242	77,118	117,400
2	Total population – 75.39% Growth Rate 1980-1990	21,675	30,522	38,016	52,346	66,676	91,809
3	Total population – 142.56% Growth Rate 1990-2000	21,675	30,522	52,575	90,050	127,526	218,426
4	Share Based Model Projection (4.6% in 2005)	21,675	30,522	34,332	37,675	40,862	44,432
5	Total population – Historical Trend Forecast Rate	21,675	30,522	33,033	38,184	43,336	48,487
6	Straight Line Trend Rate	21,675	30,522	32,507	42,648	52,883	64,453
7	Total population – Historical trend Exponential Growth Rate	21,675	30,522	45,444	67,782	100,122	139,454
8	Average Mean	21,675	30,522	37,673	51,840	68,027	92,321

Source: Department of Community Affairs, MACTEC

Fig. 2.3.a Population Projections for the City of Kennesaw 2005-2025



For the purpose of this Community Assessment update, unless otherwise noted, only the DCA forecast projections will be referenced and used for all required remaining projections (using multiplier of 2.135). The projection results listed in Table 2.3 are for consideration purposes only.

The projected population increase will have the greatest impacts on the City's housing market and transportation planning. It is expected that there will be an increased demand for a variety of housing products in the City, especially at the low and high income levels. Housing or planned developments for "Baby- Boomers" will likely need to be considered as well. Recommendations for meeting future needs will be considered and incorporated into the housing policies included in the Community Agenda portion of the Comprehensive Plan. It is also anticipated that the increasing population will impact City services. The provision of future services will be addressed in detail in the Community Facilities section.

2.4 Daytime Population

The 2000 Census identified 11,745 workers aged 16 and over living in Kennesaw. Of these, 1,760 worked in Kennesaw, while 9,985 worked outside the City. The U.S. Census Bureau reported that the daytime population for Kennesaw in 2000 was 22,210 compared to a resident population of 21,675. This represents an employment-residents ratio of 1.05, lower than most other suburban cities in the Atlanta area, but is consistent with the heavily residential nature of the City. Increased business development, including commercial and industrial businesses, may help to reduce outward commuting in the City. (Source: U.S.Census 2000 PHC-T-40)

2.5 Household Size

Table 2.5 shows that the City of Kennesaw had an average household size relative to the state in 2000, taking into account both owner and renter occupied units. Owner occupied households in Kennesaw averaged 2.68 persons, while renter households averaged 2.46 persons per unit. The overall average household size for all housing units was 2.64. The average size of homeowner and renter occupied households was slightly below the state average. The total number of housing units in 2000 was 8762. If the ratio of household size remained the same, the 2005 housing total estimate would be 11,572. This would indicate there is a surplus of housing in Kennesaw.

Table 2.5 Average Household Size Comparison, 2000

Jurisdiction	City of Kennesaw	Cobb County	Georgia
All Occupied Housing Units	2.64	2.64	2.65
Owner Occupied Housing Units	2.68	2.77	2.71
Renter Occupied Housing Units	2.46	2.36	2.51

Source: U.S. Census Bureau Census 2000, SF3, Table H18

2.6 Age Distribution of Current and Future Population

The population increase in the City has been greatest in the 45-64 age groups, with other age group populations increasing slightly less quickly. Between 1990 and 2000, a 170% population increase was observed in the 45-64 age groups, compared to increases between 121% and 170% for other groups. This trend is well ahead of the state and national trend of an increasing population in older age groups due to aging baby boomers. The City of Kennesaw, the state of Georgia, and the United States all saw their greatest population increase within the 45 to 64 year old category. More detail is shown in Table 2.6a, below:

Table 2.6a: Age Segment Growth Breakdown: 1990-2000

Location	Age Range	1990 Census	2000 Census	Percentage Change
City of Kennesaw	0 - 4	819	2136	160%
	5 - 24	2477	5468	121%
	25 - 44	3505	9121	160%
	45 - 64	1369	3701	170%
	65+	496	1249	152%
Georgia	0 - 4	495,535	595,150	20%
	5 - 24	1,970,352	2,411,816	22%
	25 - 44	2,190,594	2,652,764	21%
	45 - 64	1,167,465	1,741,448	49%
	65+	654,270	785,275	20%
United States	0 - 4	18,354,443	19,175,798	4%
	5 - 24	71,987,755	80,261,468	11%
	25 - 44	80,754,835	85,040,251	5%
	45 - 64	46,371,009	61,952,636	34%
	65+	31,241,831	34,991,753	12%

Source: Department of Community Affairs

Table 2.7b shows the historic and projected age distribution of the population of City of Kennesaw. There are no sudden shifts in the age distribution of the City's population expected during the planning period. The age groups that currently make up the largest percentage of the population

will continue to do so in 2025; those age groups include 0-13, 25-34, 35-44, and those 65 and older. It should also be noted that the baby boomer cohort will likely gain a larger share of the population than notated on Table 2.7b as annual census estimates become available.

Table 2.6b: City of Kennesaw: Age of Population

Category	1980	1990	2000	2005	2010	2020	2025	2005-2025 % change
0 – 4 Years Old	422	819	2,136	3,050	3,965	7,868	12,032	294.5%
5 – 13 Years Old	894	1,278	3,175	4,392	5,609	10,803	16,344	272.1%
14 – 17 Years Old	419	319	702	853	1,004	1,648	2,336	173.9%
18 – 20 Years Old	243	329	591	777	962	1,755	2,600	234.6%
21 – 24 Years Old	351	551	1,000	1,346	1,692	3,170	4,747	252.7%
25 – 34 Years Old	1,048	2,249	4,919	6,984	9,049	17,864	27,268	290.4%
35 – 44 Years Old	708	1,526	4,202	6,066	7,930	15,886	24,375	301.8%
45 – 54 Years Old	456	859	2,443	3,503	4,563	9,087	13,915	297.2%
55 – 64 Years Old	314	510	1,258	1,762	2,265	4,415	6,708	280.7%
65 and over	240	496	1,249	1,787	2,326	4,623	7,074	295.9%
Totals	5095	8936	21675	30520	39365	77119	117399	

Source: Department of Community Affairs (2.135 multiplier)

NOTE: The projections are based on the average rate of change in each age group from 1980 to 2000.

The existing and continued concentration of population in child and parent or “family” age cohorts presents a continued need for programs and services that support families. Additionally, as almost all populations are projected to increase 170% to 300% between 2005 and 2025, there will be a need to continually evaluate how to best serve the growing population with regard to services and community facilities.

Table 2.6c: City of Kennesaw: Age of Population by Percentage

Category	1980	1990	2000	2005	2010	2020	2025
0 – 4 Years Old	8.3%	9.2%	9.9%	10.0%	10.1%	10.2%	10.2%
5 – 13 Years Old	17.5%	14.3%	14.6%	14.4%	14.2%	14.0%	13.9%
14 – 17 Years Old	8.2%	3.6%	3.2%	2.8%	2.6%	2.1%	2.0%
18 – 20 Years Old	4.8%	3.7%	2.7%	2.5%	2.4%	2.3%	2.2%
21 – 24 Years Old	6.9%	6.2%	4.6%	4.4%	4.3%	4.1%	4.0%
25 – 34 Years Old	20.6%	25.2%	22.7%	22.9%	23.0%	23.2%	23.2%
35 – 44 Years Old	13.9%	17.1%	19.4%	19.9%	20.1%	20.6%	20.8%
45 – 54 Years Old	8.9%	9.6%	11.3%	11.5%	11.6%	11.8%	11.9%
55 – 64 Years Old	6.2%	5.7%	5.8%	5.8%	5.8%	5.7%	5.7%
65 and over	4.7%	5.6%	5.8%	5.9%	5.9%	6.0%	6.0%

Source: Department of Community Affairs

Analysis of Kennesaw’s population age cohorts by total and by share of total population reveals two conclusions. One is that Kennesaw attracts young couples who move to Kennesaw and have children based on the traditional child bearing age of cohort groups 25-44 having a direct and proportional correspondence to the 5-13 age cohorts. However, the numbers and percentages of the 25-44 and 5-13 age cohorts do not carry over into the next higher tier of age brackets. A second conclusion is that once the children of the couples reach late middle school and high school age the families move out of Kennesaw. This would also explain the increased need for

elementary and middle schools in the North Cobb area, with no addition to or limited expansion of the local high schools.

2.7 Race and Ethnicity

2.7.1 Racial and Ethnic Makeup

The historic racial distribution trends of the City of Kennesaw show both African American and white residents making up the largest segments of the population, but progressively smaller portions of the population from 1980 through 2025. Asian/Pacific Islander residents and “Other” (presumably largely Latino) populations are forecast to increase rapidly, from a combined total of 32 residents in 1980 to 4,240 residents in City of Kennesaw in 2025. Since 1980, the white population in Kennesaw has been fluctuating moderately, leading to a shift from 97% of the population in 1980 to a projected 79% of the population in 2025 as other racial and ethnic groups gain in population at much larger rates (Figure 2.7.1a).

Table 2.7.1a: Racial and Hispanic Ethnic Composition Comparison to County Municipalities (2000)

Category	Kennesaw		Acworth		Marietta		Powder Springs		Smyrna		Austell	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
White alone	17,767	82.0%	10,692	79.7%	33,185	56.5%	7,225	57.9%	24,368	59.4%	3,506	65.4%
Black or African American alone	2,146	9.9%	1,696	12.6%	17,330	29.5%	4,666	37.4%	11,147	27.2%	1,317	24.6%
American Indian and Alaska Native alone	47	0.2%	28	0.2%	188	0.3%	25	0.2%	170	0.4%	24	0.4%
Asian or Pacific Islander	634	2.9%	312	2.3%	1,795	3.1%	142	1.1%	1,620	4.0%	48	0.9%
Other race	1,081	5.0%	694	5.2%	6,250	10.6%	423	3.4%	3,694	9.0%	464	8.7%
Persons of Hispanic origin	1,344	6.2%	812	6.0%	9,947	16.9%	539	4.3%	5,659	13.8%	593	11.1%

Source: Department of Community Affairs

Table 2.7.1b: Racial and Hispanic Ethnic Composition Comparison to Cobb County (2000)

Category	Kennesaw		Cobb		Uninc. Cobb County	
	Count	Percentage	Count	Percentage	Count	Percentage
White alone	17,767	82.0%	439,991	72.4%	343,248	75.4%
Black or African American alone	2,146	9.9%	114,233	18.8%	75,931	16.7%
American Indian and Alaska Native alone	47	0.2%	1,579	0.3%	1,097	0.2%
Asian or Pacific Islander	634	2.9%	18,844	3.1%	14,293	3.1%
Other race	1,081	5.0%	33,104	5.4%	20,498	4.5%
Persons of Hispanic origin	1,344	6.2%	46,964	7.7%	28,070	6.2%

Source: Department of Community Affairs

Table 2.7.1c: Racial and Hispanic Ethnic Composition Comparison to Surrounding Cities (2000)

Category	Kennesaw		Canton		Cartersville		Woodstock	
White alone	17,767	82.0%	6,011	82%	12,187	56%	8,987	59%
Black or African American alone	2,146	9.9%	429	10%	2,714	29%	508	27%
American Indian and Alaska Native alone	47	0.2%	70	0.1%	44	0.1%	29	0.1%
Asian or Pacific Islander	634	2.9%	56	3.0%	138	3.0%	169	4.0%
Other race	1,081	5.0%	1,143	5.0%	842	11.0%	357	9.0%
Total	21,675	100.0%	7,709	100%	15,925	100%	10,050	100%
Persons of Hispanic Ethnic Origin	1,344	6.2%	1,829	23.7%	1,160	7.3%	496	4.9%

Source: Department of Community Affairs

Table 2.7.1d: City of Kennesaw Racial and Hispanic Ethnic Composition Projections

Category	2000		2005		2010		2020		2025	
White alone	17,767	82.0%	24,614	80.6%	31,461	79.9%	60,697	78.7%	91,907	78.2%
Black or African American alone	2,146	9.9%	3,229	10.6%	4,312	11.0%	8,936	11.6%	13,873	11.8%
American Indian and Alaska Native alone	47	0.2%	68	0.2%	90	0.2%	181	0.2%	278	0.2%
Asian or Pacific Islander	634	2.9%	961	3.1%	1,288	3.3%	2,685	3.5%	4,177	3.6%
other race	1,081	5.0%	1,652	5.4%	2,223	5.6%	4,662	6.0%	7,265	6.2%
Total	21,675	100%	30,524	100%	39,374	100%	77,161	100%	117,500	100%
Hispanic origin	1,344	6.2%	2,041	6.7%	2,738	7.0%	5,715	7.4%	8,892	7.6%

Source: Department of Community Affairs (2.135 multiplier)

2.8 Income

2.8.1 Sources of Household Income

Sources of household income indicate Kennesaw residents achieve a significantly higher level of activity in the labor force compared to the state. The City of Kennesaw recorded a percentage of social security income (11%) that is lower than the state as a whole (Table 2.8.1). The rate of public assistance in City of Kennesaw is significantly lower than the state average.

Table 2.8.1: Comparison of Sources of Household Income: 2000

Sources of Household Income in 1999	Households in Kennesaw	Percentage of Kennesaw Households	Percentage of Georgia Households
With Earnings	7682	93.8%	83.8%
With Social Security Income	908	11.1%	21.9%
With Supplemental Security Income	151	1.8%	4.5%
With Public Assistance	69	0.8%	2.9%
With Retirement Income	807	9.9%	14.4%

Source: U.S. Census 2000 Census SF3 Tables P58, P62, P63, P64, P65

2.8.2 Median Household Income

Median household income in 2000 remains well above the state and national averages. In addition, the median income is growing at a rate well above the state and national averages. Median household income grew 26.2% between 1990 (adjusted) and 2000, compared to an 11.0% (adjusted) increase in Georgia and a national increase of 6.0% (adjusted).

Table 2.8.2: Median Household Income: 1990-2000

	City of Acworth	Georgia	United States
Median Household Income 1990	\$40,207	\$29,021	\$30,056
Adjusted Median Household Income 1990*	\$52,974	\$38,235	\$39,605
Median Household Income 2000	\$66,839	\$42,433	\$41,994
Percentage Change (Using adjusted 1990 dollars).	26.2%	11.0%	6.0%

Source: Department of Community Affairs

* 1990 adjusted dollars for inflation calculation provided by the U.S. Bureau of Labor website.

2.8.3 Per Capita Income

Table 2.8.3 illustrates per capita income in real and adjusted dollars for Kennesaw, compared to Cobb County and the State. Kennesaw's per capita adjusted income is historically less than the County, but slightly above or equivalent to state levels. However, Kennesaw's adjusted per capita income rate of 54.0% is equivalent to the County, but less than the State growth rate during the 20 year span from 1980-2000.

Table 2.8.3: Per Capita Income Comparison

Area	Per Capita Income			Per Capita Income Rate of Change		
	1980	1990	2000	1980-1990	1990-2000	1980-2000
Actual Dollars						
City of Kennesaw	\$6,824	\$14,927	\$24,757	118.7%	65.9%	262.8%
Cobb County	\$8,650	\$19,166	\$27,863	121.6%	45.4%	222.1%
State of Georgia	\$6,402	\$13,631	\$21,154	112.9%	55.2%	230.4%
2000 Adjusted Dollars						
City of Kennesaw	14,260	\$19,667	\$21,956	37.9%	11.6%	54.0%
Cobb County	\$18,077	\$25,251	\$27,863	39.7%	10.3%	54.1%
State of Georgia	\$13,379	\$17,958	\$21,154	34.2%	17.8%	58.1%

Source: Department of Community Affairs, U.S. Census Bureau, Housing and Household Economic Statistics Division.

* 1990 adjusted dollars for inflation calculation provided by the U.S. Bureau of Labor website.

2.8.4 Wages

Wage information was unavailable at the city level. Cobb County wage information is presented in Table 2.8.4 below and is presumed to be representative of wages earned by those working in Kennesaw. In 2005, the lowest average weekly wage occurs in the Arts, Entertainment and Food Service category at \$307 per week while the highest wage earners can be found in the Wholesale Trade industries with an average wage of \$1282 per week. The industry suffering the greatest loss in wages appears to be Agriculture, Forestry and Fishing with -15% while Transportation, Warehousing and Utilities achieved the greatest increase at 52%.

Data for Retail Trade in 2005 is not currently available. The average wage increase between 2004 and 2005 for industries with positive growth and with less than a 10% wage increase is 2.6%. The increase in wages between 2003 and 2004 for Retail Trade is 8.8%. The presumption then is that in 2005 Retail Trade average wages likely improved 2.6% to 8.8% over the 2004 average wage. This equates to an average wage between \$546 and \$578 per week in 2005.

Table 2.8.4: Weekly Wage Comparison for Cobb County

Industry	2004 Cobb employment			2005 Cobb employment			% Change Weekly Wage '04-'05
	No. of firms	Number of Employees	Average Weekly Wage	No. of firms	Number of Employees	Average Weekly Wage	
Total Employed Civilian Population	19,651	299,272	\$830	20,133	310,217	\$851	2.5%
Agriculture, Forestry, Fishing, Hunting and Mining	22	222	\$664	14	48	\$563	-15.2%
Construction	2,114	25,307	\$854	2,164	26,151	\$895	4.8%
Manufacturing	669	22,110	\$1,067	667	21,825	\$1,080	1.2%
Wholesale Trade	2,036	24,368	\$1,243	1,961	24,719	\$1,282	3.1%
Retail Trade	2,137	37,907	\$532	NA	NA	NA	NA
Transportation, Warehousing, and Utilities	362	8,697	\$831	13	1,041	\$1,269	52.7%
Information	353	9,464	\$1,207	308	8,109	\$1,263	4.6%
Finance, Insurance and Real Estate	2,287	20,839	\$1,094	2,441	21,613	\$1,135	3.7%
Professional, Scientific, Management, Administrative, and Waste Management Services	4,662	35,327	\$980	4,795	62,802	\$978	-0.2%
Educational, Health and Social Services	1,509	25,998	\$805	1,589	26,992	\$823	2.2%
Arts, Entertainment, Recreation, Accommodation and Food Services	1,487	28,629	\$299	1,511	28,961	\$307	2.7%
Other Services	1,752	8,525	\$619	1,848	8,723	\$628	1.5%
Public Administration	264	31,880	\$691	268	32,037	\$812	17.5%

Source: Georgia Department of Labor

2.9 Education

2.9.1 Educational Attainment

Table 2.9.1a: Educational Attainment Comparison for Kennesaw and County Municipalities (2000)

Educational Attainment	Percent of Total Pop. Age 25+ 2000							
	Georgia	Cobb County	Kennesaw	Acworth	Marietta	Smyrna	Austell	Powder Springs
Less than 9th Grade	7.6%	3.9%	2.0%	5.9%	6.9%	5.4%	7.2%	2.2%
9th to 12th Grade (No Diploma)	13.9%	7.4%	6.3%	9.5%	10.6%	8.5%	15.1%	5.3%
High School Graduate (Includes Equivalency)	28.6%	20.7%	23.8%	24.3%	20.9%	19.9%	20.3%	17.2%
Some College (No Degree)	20.3%	22.3%	26.2%	24.9%	20.9%	20.4%	11.5%	14.2%
Associate Degree	5.4%	6.0%	7.3%	5.9%	4.9%	5.3%	3.1%	4.6%
Bachelor's Degree	15.9%	27.9%	25.6%	22.2%	24.8%	27.7%	4.1%	13.2%
Graduate or Professional Degree	8.3%	11.8%	8.8%	7.3%	11.0%	12.8%	2.2%	4.3%

Source: Department of Community Affairs, U.S. Bureau of the Census (SF3)

Table 2.9.1b: Educational Attainment Comparison for Kennesaw and Surrounding Cities (2000)

Educational Attainment	Percent of Total Pop. Age 25+ 2000			
	Kennesaw	Cartersville	Woodstock	Canton
Less than 9th Grade	2.0%	11.2%	4.9%	19.8%
9th to 12th Grade (No Diploma)	6.3%	15.6%	8.9%	13.9%
High School Graduate (Includes Equivalency)	23.8%	27.2%	23.7%	23.5%
Some College (No Degree)	26.2%	19.6%	21.5%	22.5%
Associate Degree	7.3%	3.6%	6.9%	3.8%
Bachelor's Degree	25.6%	15.4%	24.5%	11.6%
Graduate or Professional Degree	8.8%	7.4%	9.6%	4.9%

Source: Department of Community Affairs, U.S. Bureau of the Census (SF3)

Kennesaw residents possess slightly lower, but comparable, education levels to Cobb County and the state. Kennesaw maintains a higher percentage of residents with Bachelor degrees than the state but slightly less than Cobb County. The City maintains a higher percentage of residents with some college, but no degree, than other cities in the county and the state.

2.10 Poverty

The poverty rate for City of Kennesaw declined marginally over the course of the 1990's (Table 2.10.4b) from 5.65% to 4.35%, a total decline of 28.5%. In 2000, Kennesaw's poverty rate was lower than the state and national averages. Supporting the declining poverty rate in City of Kennesaw, there has also been a sharp decline in the raw number of residents in poverty as the overall population has grown. The causes for persistent decrease of the raw number of residents in poverty may be linked to improved job skills, higher paying jobs, more affordable housing, or the improvement of language barriers.

Table 2.10a: 2005 Federal Guidelines for Defining Impoverished Households

Persons in Family Unit	48 Contiguous States and D.C.
1	\$9,570
2	\$12,830
3	\$16,090
4	\$19,350
5	\$22,610
6	\$25,870
7	\$29,130
8	\$32,390
For each additional person, add	\$3,260

Source: Federal Register, Vol. 70, No. 33, February 18, 2005, pp. 8373-8375

Table 2.10b: Poverty Rate Change: 1990-2000 Individuals and Families

	City of Kennesaw	Georgia	United States
1990 Poverty Count	498	----	----
1990 Poverty Rate	5.7%	11.5%	13.5%
2000 Poverty Count	356	----	----
2000 Poverty Rate	4.4%	13%	12.4%
Percentage Change	-28.5%	13%	-8%

Source: U.S. Census 2000 Census SF3 Table P92, 1990 Census SF3 Table P127

3. Economic Development

3.1 Economic Base and Trends

The information collected for this analysis came from a variety of sources, including the U.S. Bureau of the Census, Georgia Department of Community Affairs and the Georgia Department of Labor. The term "employment" describes people that work in the City without regard of their place of residence, whereas the term "labor force" describes residents of the City that work without regard for the location of their place of work. The majority of Kennesaw's labor force is employed outside the City, and a large segment of Kennesaw employment base lives outside the City. For those residents who work outside Kennesaw, a vast majority are likely employed somewhere in Cobb County.

Table 3.1a illustrates the percentage makeup by category of the overall labor market for the given years. The total change in percentage is given in the 4th column of the datasets. This percentage illustrates the trend in employment of the category for the given time period. For Kennesaw, product oriented industries such as Construction, Manufacturing and Retail Trade have lost share in the labor market. As these product industries have lost share, the services industries such as Finance and Real Estate, Professional Management, Entertainment and Food services have improved their overall position. This shift is prevalent not just in the local economy but in the County, State, and National economies as well.

As the City has grown, so have opportunities for employment. All but one classification have experienced growth in the 20 year period from 1980-2000 (see Table 3.1b). Only the Agriculture and Forestry industry category is trending negatively. This trend is found state wide. All other classifications have experienced growth in employment rates ranging from 115% to 1911%. The average growth rate across all industries is 457% primarily in part to the Professional Services category which experience over 1900% growth in the 20 year period. Total employment improved by 389% from 1980 to 2000. For the same period the average annual growth rate for employment for Kennesaw was 19.5 % per year. The county and state annual employment growth rates were 5.74% and 1.2%, respectively.

Table 3.1a: Historical Employment and Comparison by Industry

Category	City of Kennesaw				Cobb County				State of Georgia			
	1980	1990	2000	Change from '80-'00	1980	1990	2000	Change from '80-'00	1980	1990	2000	Change from '90-'00
Total Employed Civilian Population	2,435	5,163	11,912	389.2%	153,244	253,096	329,136	114.80%	NA	3,090,276	3,839,756	24.30%
Agriculture, Forestry, Fishing, Hunting and Mining	34	55	10	-70.6%	1,178	2,609	771	-34.60%	NA	82,537	53,201	-35.50%
Construction	181	463	877	384.5%	10,351	16,150	24,962	141.20%	NA	214,359	304,710	42.10%
Manufacturing	375	647	1,279	241.1%	28,216	32,579	33,019	17.00%	NA	585,423	568,830	-2.80%
Wholesale Trade	110	365	755	586.4%	11,755	20,310	15,779	34.20%	NA	156,838	148,026	-5.60%
Retail Trade	591	957	1,597	170.2%	26,767	44,427	42,841	60.10%	NA	508,861	459,548	-9.70%
Transportation, Warehousing, and Utilities	277	440	596	115.2%	15,496	25,487	18,472	19.20%	NA	263,419	231,304	-12.20%
Information	NA	NA	692	100.0%	NA	NA	17,174	100.00%	NA	NA	135,496	100.00%
Finance, Insurance and Real Estate	137	423	1,100	702.9%	12,862	25,738	29,580	130.00%	NA	201,422	251,240	24.70%
Professional, Scientific, Management, Administrative, and Waste Management Services	77	385	1,549	1911.7%	9,299	17,202	49,539	432.70%	NA	151,096	362,414	139.90%
Educational, Health and Social Services	345	702	1,958	467.5%	17,642	30,684	49,522	180.70%	NA	461,307	675,593	46.50%
Arts, Entertainment, Recreation, Accommodation and Food Services	127	29	720	466.9%	5,598	3,283	22,686	305.30%	NA	31,911	274,437	760.00%
Other Services	59	438	483	718.6%	6,750	24,868	14,191	110.20%	NA	266,053	181,829	-31.70%
Public Administration	122	259	296	142.6%	7,330	9,759	10,600	44.60%	NA	167,050	193,128	15.60%

Source: Department of Community Affairs

Table 3.1b: Trends in Economic Segment Shifts and Comparison by Industry

Category	City of Kennesaw				Cobb County				State of Georgia			
	1980	1990	2000	Change from '80-'00	1980	1990	2000	Change from '80-'00	1980	1990	2000	Change from '90-'00
Total Employed Civilian Population	100.0%	100.0%	100.0%	---	100.0%	100.0%	100.0%	---	NA	100.0%	100.0%	---
Agriculture, Forestry, Fishing, Hunting and Mining	1.4%	1.1%	0.1%	-1.3%	0.8%	1.0%	0.2%	-69.5%	NA	2.7%	1.4%	-48.1%
Construction	7.4%	9.0%	7.4%	-0.1%	6.8%	6.4%	7.6%	12.3%	NA	6.9%	7.9%	14.4%
Manufacturing	15.4%	12.5%	10.7%	-4.7%	18.4%	12.9%	10.0%	-45.5%	NA	18.9%	14.8%	-21.8%
Wholesale Trade	4.5%	7.1%	6.3%	1.8%	7.7%	8.0%	4.8%	-37.5%	NA	5.1%	3.9%	-24.0%
Retail Trade	24.3%	18.5%	13.4%	-10.9%	17.5%	17.6%	13.0%	-25.5%	NA	16.5%	12.0%	-27.3%
Transportation, Warehousing, and Utilities	11.4%	8.5%	5.0%	-6.4%	10.1%	10.1%	5.6%	-44.5%	NA	8.5%	6.0%	-29.3%
Information	NA	NA	5.8%	5.8%	NA	NA	5.2%	100.0%	NA	NA	3.5%	100.0%
Finance, Insurance and Real Estate	5.6%	8.2%	9.2%	3.6%	8.4%	10.2%	9.0%	7.1%	NA	6.5%	6.5%	0.4%
Professional, Scientific, Management, Administrative, and Waste Management Services	3.2%	7.5%	13.0%	9.8%	6.1%	6.8%	15.1%	148.0%	NA	4.9%	9.4%	93.0%
Educational, Health and Social Services	14.2%	13.6%	16.4%	2.3%	11.5%	12.1%	15.0%	30.7%	NA	14.9%	17.6%	17.9%
Arts, Entertainment, Recreation, Accommodation and Food Services	5.2%	0.6%	6.0%	0.8%	3.7%	1.3%	6.9%	88.7%	NA	1.0%	7.1%	592.1%
Other Services	2.4%	8.5%	4.1%	1.6%	4.4%	9.8%	4.3%	-2.1%	NA	8.6%	4.7%	-45.0%
Public Administration	5.0%	5.0%	2.5%	-2.5%	4.8%	3.9%	3.2%	44.6%	NA	5.4%	5.0%	15.6%

Source: Department of Community Affairs

Table 3.1c: Employment Projections for Job Sectors

Category	2000		2005		2010		2020		2025	
Total Employed Civilian Population	11,912	100.0%	16,970	100.0%	22,029	100.0%	43,628	100.0%	66,685	100.0%
Agriculture, Forestry, Fishing, Hunting and Mining	10	0.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Construction	877	7.4%	1,248	7.4%	1,620	7.4%	3,206	7.3%	4,900	7.3%
Manufacturing	1,279	10.7%	1,762	10.4%	2,244	10.2%	4,304	9.9%	6,504	9.8%
Wholesale Trade	755	6.3%	1,099	6.5%	1,444	6.6%	2,914	6.7%	4,483	6.7%
Retail Trade	1,597	13.4%	2,134	12.6%	2,671	12.1%	4,964	11.4%	7,411	11.1%
Transportation, Warehousing, and Utilities	596	5.0%	766	4.5%	937	4.3%	1,664	3.8%	2,440	3.7%
Information	692	5.8%	NA	0.0%	NA	0.0%	NA	0.0%	NA	0.0%
Finance, Insurance and Real Estate	1,100	9.2%	1,614	9.5%	2,128	9.7%	4,323	9.9%	6,666	10.0%
Professional, Scientific, Management, Administrative, and Waste Management Services	1,549	13.0%	2,335	13.8%	3,120	14.2%	6,475	14.8%	10,057	15.1%
Educational, Health and Social Services	1,958	16.4%	2,819	16.6%	3,680	16.7%	7,356	16.9%	11,280	16.9%
Arts, Entertainment, Recreation, Accommodation and Food Services	720	6.0%	1,037	6.1%	1,353	6.1%	2,705	6.2%	4,147	6.2%
Other Services	483	4.1%	709	4.2%	936	4.2%	1,902	4.4%	2,934	4.4%
Public Administration	296	2.5%	389	2.3%	482	2.2%	878	2.0%	1,302	2.0%

Source: Department of Community Affairs (2.135 Multiplier)

Please note that in 2001 changes were made to the method in which industries or job sectors were grouped. This may account for some of the large shifts in the data from 2000 to 2005. Also, Utility and Management data were classified as private and therefore unavailable from the Georgia Department of Labor. Therefore, the weekly average wages for these sector groupings may be skewed.

3.2 Employment to Population Comparison

Table 3.2 illustrates the number of jobs available for the population and labor force. In 1980, there were jobs for 47.8% of the population. Labor force data was not available. In 2000, the percentage increased to 55% or 97.1% of the labor force. In 2000, these percentages were consistent with Cobb County and with the six municipalities of Cobb County. This table suggests that there are enough jobs in Kennesaw to employ the majority of the labor force; however, 85% of the labor force commutes out of Kennesaw to work (Table 3.4.4). A conclusion that may be reached is that the available jobs, primarily in manufacturing and retail, do not correlate with the job skills/educational attainment of the Kennesaw population.

Table 3.2: Jobs to Population/Labor Force Comparison

		1980	1990	2000
Kennesaw				
	Total Employment	2,435	5,163	11,912
	Total Population	5,095	8,936	21,675
	Total Labor Force	NA	5,418	12,265
	% of jobs/ population	47.8%	57.8%	55.0%
	% of jobs/ labor force	NA	95.3%	97.1%
Cobb County				
	Total Employment	153,244	253,096	329,136
	Total Population	297,718	447,745	607,751
	Total Labor Force	NA	265,503	343,474
	% of jobs/ population	51.50%	56.50%	54.20%
	% of jobs/ labor force	NA	95.30%	95.80%
Cobb County Incorporated Municipalities				
	Total Employment	32,828	54,829	76,725
	Total Population	67,204	99,631	152,684
	Total Labor Force	NA	57,965	81,153
	% of jobs/ population	48.80%	55.00%	50.30%
	% of jobs/ labor force	NA	94.60%	94.50%

Source: Department of Community Affairs

3.3 Economic Base

3.3.1 Employment

Table 3.3.1: Number of Employees

Year	City of Kennesaw	Cobb County	State of Georgia	United States
1980	2,435	306,488	NA	NA
1990	5,163	506,192	6,180,552	108,603,565
2000	11,912	658,272	7,486,384	129,877,063
% Change 1980-1990	112.0%	65.2%	NA	NA
% Change 1990-2000	130.7%	30.0%	21.1%	19.6%
% Change 1980-2000	389.2%	114.8%	NA	NA

Source: Department of Community Affairs

3.4 Labor Force

3.4.1 Labor Force Participation

Table 3.4.1: Labor Force Participation

Category	City of Kennesaw		Cobb County		State of Georgia	
	1990	2000	1990	2000	1990	2000
Total Population	8,936	21,675	447,745	607,751	6,478,216	8,186,453
Total Males and Females	6,715	16,259	346,103	466,947	4,938,381	6,250,687
In labor Force	5,418	12,265	265,503	343,474	3,351,513	4,129,666
Labor Force as % of Pop.	60.6%	56.6%	59.30%	56.50%	51.70%	50.40%
Females in Labor Force	2,605	5,731	122,154	157,507	1,547,461	1,912,651
% Females in Labor Force	48.1%	46.7%	46.00%	45.90%	46.20%	46.30%
Males in Labor Force	2,813	6,534	143,349	185,966	1,804,052	2,217,015
% Males in Labor Force	51.9%	53.3%	54.00%	54.10%	53.80%	53.70%
Civilian Labor Force	5,396	12,226	263,875	342,248	3,278,378	4,062,808
Civilian Employed	5,163	11,912	253,096	329,136	3,090,276	3,839,756
Civilian Unemployed	233	314	10,779	13,112	188,102	223,052
Females Unemployed	141	173	5223	6607	98,509	115,400
% Females Unemployed	60.5%	55.1%	48.50%	50.40%	52.40%	51.70%
Males Unemployed	92	141	5556	6505	89,593	107,652
% Males Unemployed	39.5%	44.9%	51.50%	49.60%	47.60%	48.30%
Unemployment Rate	4.3%	2.6%	4.10%	3.80%	5.60%	5.40%
In Armed Forces	22	39	1628	1225	73,135	66,858
Total not in labor force	1,142	2,490	80,600	123,474	1,586,868	2,121,021

Source: Department of Community Affairs

Kennesaw has a relatively higher percentage of the population in the labor force, and a relatively lower unemployment rate, compared to the state of Georgia. The unemployment rate in 2000 was 2.6%, compared to a rate of 5.4% in Georgia. Cobb County's unemployment rate was greater by 1.2%. Kennesaw's labor force participation is similar to that of Cobb County as a whole. The relatively low percentage of the population which is not in the labor force may be a result of a relatively large working-age population compared to retirees, as well as a comparatively good labor market (as evidenced by the low unemployment).

Table 3.4.1 breaks down the percentage of the labor force by gender, by civilian and military function. The percentage of males in the labor force is slightly ahead of the females but only by an average of six to eight percentage points at the City, county and state levels for 1990 and 2000. Kennesaw and Cobb County are comparable to the state percentages in terms of overall males and females employed.

3.4.2 Unemployment

Table 3.4.2: Unemployment Rate Comparison

	1990	2000
City of Kennesaw	4.3%	2.6%
Cobb County	4.1%	3.8%
State of Georgia	5.6%	5.4%

Source: Department of Community Affairs

As shown in table 3.4.2, Kennesaw's unemployment rate of 4.3% and 2.6% has been comparable to Cobb County and lower, approximately 20%, than the state for the same time period.

3.4.3 Personal Income

Kennesaw residents receive the majority of their aggregate income (approximately 84%) from wages or salaries. This is a slightly higher percentage than that for Cobb County as a whole, perhaps due to the lower percentage of income in Kennesaw from interest and self employment than in Cobb County. Kennesaw receives a slightly higher portion of its aggregate income from social security and public assistance than Cobb County as a whole.

Table 3.4.3: Personal Income Sources

Personal Income by Type (in dollars)								
Category	Kennesaw city					Kennesaw % change '90(Adj)-'00	Cobb County	
	1990 (Real Dollars)	1990%	1990 (Adjusted Dollars)	2000	2000%		1990	2000
Total income	132,803,435	100.00%	\$175,034,927	293,463,900	100.00%	---	100.00%	100.00%
Aggregate wage or salary income for households	112,040,232	84.40%	\$147,669,026	253,825,100	86.50%	71.89%	84.40%	83.20%
Aggregate other types of income for households	1,299,116	1.00%	\$1,712,235	3,433,800	1.20%	100.54%	0.90%	1.20%
Aggregate self employment income for households	8,598,003	6.50%	\$11,332,168	8,752,800	3.00%	-22.76%	5.60%	5.20%
Aggregate interest, dividends, or net rental income	4,159,315	3.10%	\$5,481,977	8,801,000	3.00%	60.54%	4.40%	4.60%
Aggregate social security income for households	3,086,178	2.30%	\$4,067,583	8,679,800	3.00%	113.39%	2.30%	2.40%
Aggregate public assistance income for households	185,578	0.10%	\$244,592	1,271,300	0.40%	419.76%	0.20%	0.20%
Aggregate retirement income for households	3,435,013	2.60%	\$4,527,347	8,700,100	3.00%	92.17%	2.30%	3.10%

Source: Department of Community Affairs
 * 1990 adjusted dollars for inflation calculation provided by the U.S. Bureau of Labor website

3.4.4 Commuting Patterns

Table 3.4.4 shows the place of work for the labor force of Kennesaw. The overwhelming majority of Kennesaw residents in the labor force work outside the city limits, but work within Cobb County. This is consistent with Kennesaw being largely a residential community in the Metropolitan Atlanta region, which offers a large range of employment opportunities on a regional basis.

Table 3.4.4: Commuting Patterns for the City of Kennesaw

City of Kennesaw: Labor Force by Place of Work		
Category	1990	2000
Total population	5,095	21,675
Worked in County of residence	3,258	11,577
Worked in place of residence	602	1,760
Worked outside of place of residence	4,491	9,985
Worked outside of state of residence	56	168

Source: U.S Census: 1990 STF-3 Table P045, P046. 2000 SF3 Table P26, P27.

3.5 Economic Resources

Many economic resources are available to Kennesaw's residents, businesses and potential businesses. Listed below are the key economic organizations:

- Cobb County Chamber of Commerce
- Kennesaw Department of Economic Development
- Kennesaw Business Association
- Kennesaw Downtown Development Association

3.6 Major Employers

Table 3.6: Top Ten Employers in Cobb County

Company	Number of Employees
Cobb County Public Schools	13,799
WellStar Health System, Inc.	9,900
Lockheed Martin Aeronautics Company	7,800
The Home Depot, Inc.	6,686
Cobb County Government	5,001
Six Flags Atlanta Properties	2,765*
Publix Super Markets, Inc.	2,600
Naval Air Station Atlanta	2,500**
IBM Corporation	1,400
Worldspan	1,310

SOURCE: Cobb Chamber of Commerce Economic Development Research, January 2005

* Peak season employment. Full-time, year-round employment is 147.

** Employee count includes weekend reservists. Non-reservists count: 1,100

Currently, the City does not maintain a list of top employers. However, the Department of Economic Development has begun consideration of the processes needed to create such a list due to the significant commercial development and a desire to provide more job opportunities appropriate to the skills and educational attainment of its residents. These processes will be addressed in the Community Agenda.

4. Housing

4.1 Housing Types and Trends

4.1.1 Housing Types and Mix

Tables 4.1.1 and 4.1.2 provide information on the current (2000) and the historic mix of housing types in Kennesaw, as well as the occupancy characteristics of the county’s housing market. Table 4.1.1 illustrates the type of households and category share of the total households. Single-family detached units dominate the market with 71% of all housing types. This percentage is greater than that of Cobb County and the state. Single-family attached and multi-unit housing comprises 19.8% while mobile homes comprise 8.6% of the remaining total.

Table 4.1.1: Types of Housing Units in Kennesaw 1980 - 2000

Kennesaw City: 1980-2000 Types of Housing						
Category	1980	1990	2000	% Change	% Change	% Change
				1980-1990	1990-2000	1980-2000
TOTAL Housing Units	1,719	3,558	8,762	107.00%	146%	410%
Single Units (detached)	1,331	2,450	6,254	84.10%	155%	370%
Single Units (attached)	24	533	823	2120.80%	54%	3329%
Double Units	25	19	37	-24.00%	95%	48%
3 to 9 Units	20	100	232	400.00%	132%	1060%
10 to 19 Units	7	4	348	-42.90%	8600%	4871%
20 to 49 Units	14	0	188	-100.00%	100%	1243%
50 or more Units	0	0	110	0.00%	100%	100%
Mobile Home or Trailer	298	440	755	47.70%	72%	153%
All Other	0	12	15	100.00%	25%	100%

Source: Department of Community Affairs

4.1.2 Current Housing Trends

Table 4.1.2: Types of Housing Units by Tenure

Type of Unit	1990		2000	
	Owner Occupied	Renter Occupied	Owner Occupied	Renter Occupied
One family, detached	72.11%	61.41%	81.39%	39.42%
One family, attached	13.25%	19.30%	9.87%	8.83%
Multiple family	1.74%	5.60%	0.72%	40.87%
Mobile Home or other	13.02%	13.32%	8.03%	10.87%
Total	72.14%	27.86%	71.73%	28.27%

Sources: U.S. Census 2000 SF3, Table H32 and U.S. Census 1990 SF3, Table H22

Approximately 99.9 percent of housing units in the City were occupied in 2000. The housing stock numbered 8,762 compared to 3,558 and 1,719 in 1990 and 1980 respectively. This change constitutes a 410% increase in housing over the 20 year period. Seventy-two percent of the homes were owner occupied in 1990 and 2000. Only 28% were renter occupied for the same periods.

4.1.3 Age and Condition of Housing

As of 2000, 52% of the City's housing stock was built prior to 1995 (Table 4.1.3a). A comparison of data from 1990 and 2000 shows that new housing construction in City of Kennesaw progressed at a healthy rate during the mid-1990s, with approximately 48% of the housing stock present in the City in 2000 was built during the five year period from 1995 to 2000.

Table 4.1.3a: City of Kennesaw Housing by Year Built 2000 and 1990

Total: 2000	8,762	100.0%	Total: 1990	3558	100.0%
Built 1999 to March 2000	1,444	16.5%	1989 to March 1990	216	6.1%
Built 1995 to 1998	2,774	31.7%	1985 to 1988	1149	32.3%
Built 1990 to 1994	853	9.7%	1980 to 1984	623	17.5%
Built 1980 to 1989	1,997	22.8%	----	----	----
Built 1970 to 1979	830	9.5%	1970 to 1979	682	19.2%
Built 1960 to 1969	486	5.5%	1960 to 1969	538	15.1%
Built 1950 to 1959	254	2.9%	1950 to 1959	242	6.8%
Built 1940 to 1949	28	0.3%	1940 to 1949	74	2.1%
Built 1939 or earlier	96	1.1%	1939 or earlier	34	1.0%

Sources: U.S. Census Bureau Census 2000 SF3, Table H34 & U.S. Bureau of the Census 1990, SF3, Table H025

The number of housing units lacking complete plumbing and kitchen facilities is a typical measure for substandard housing conditions. In 1990, no housing units lacked plumbing facilities and only ten units lacked complete kitchen facilities. By 2000, these numbers increased to 19 and 38, respectively. The number of units lacking complete kitchen facilities almost quadrupled during the 1990s. As shown in Table 4.1.3b, it is common for a small percentage of the housing units in the State of Georgia to be lacking plumbing or kitchen facilities. The condition of housing in City of Kennesaw, based on these measures, is still better than the state average.

Table 4.1.3b: Condition of Housing in City of Kennesaw

Plumbing and Kitchen Facilities, 1990 – 2000: City and State Comparisons		
Housing Unit Characteristic	City of Kennesaw	State of Georgia
1990		
Total housing units	3,558	
Complete Plumbing Facilities	3,558	
Lacking Plumbing Facilities	0	
Lacking Plumbing Facilities as a percentage	0.2%	0.9%
Complete kitchen facilities	3,548	
Lacking complete kitchen facilities	10	
Lacking complete kitchen facilities as a percentage	0.4%	1.0%
2000		
Total housing units	8,762	
Complete Plumbing Facilities	8,743	
Lacking Plumbing Facilities	19	
Lacking Plumbing Facilities as a percentage	0.2%	0.9%
Complete kitchen facilities	8,724	
Lacking complete kitchen facilities	38	
Lacking complete kitchen facilities as a percentage	0.4%	1.0%

Source: Department of Community Affairs

4.2 Overcrowding

Overcrowding is another factor used to determine the adequacy of housing conditions. The U.S. Census defines an over crowded housing unit as one having 1.01 or more persons per room, and severely overcrowded persons is defined as 1.51 or more persons per room. In 2000, Kennesaw had a marginally lower rate of overcrowding than the state as a whole (Table 4.2).

Table 4.2: Comparison of Overcrowded Housing Units by Tenure, 2000

Occupants Per Room	City of Kennesaw		State of Georgia	
	Owner Occupied Housing Units	Renter Occupied Housing Units	Owner Occupied Housing Units	Renter Occupied Housing Units
1.01 to 1.50 occupants per room (overcrowded)	1.1%	3.2%	1.7%	5.5%
1.51 or more occupants per room (severely overcrowded)	0.9%	2.5%	0.7%	4.3%

Source: U.S. Census Bureau Census 2000 SF3 Table H20

4.3 Housing Cost

4.3.1 Median Property Values and Rent

The median property value in the City increased 71% between 1990 and 2000 (Table 4.3.1). In comparison, median property values increased 57% at the state level. A comparison of the median values shows that as of 2000, the Kennesaw's median property value was 25% higher than the state median. Similarly, the 2000 median rent was approximately 11% lower than that of the state as a whole.

Table 4.3.1: Comparison of Housing Costs

Category	1990	2000	% Change
City of Kennesaw			
Median property value	\$78,500	\$134,600	71.5%
Median rent	\$672	\$908	35.1%
Cobb County			
Median property value	\$97,500	\$147,600	51.4%
Median rent	\$575	\$806	40.2%
State of Georgia			
Median property value	\$70,700	\$111,200	57.3%
Median rent	\$433	\$613	41.6%

Source: U.S. Bureau of the Census (SF3) 1990 Tables H043A, H061A and 2000 Tables H63 and H76

4.4 Cost Burden

The U.S. Census defines "cost burdened" as paying more than 30% of income for housing and "severely cost burdened" as paying more than 50% of income for housing. Analyzing the incidents of cost burdening in a community helps to identify the need for affordable housing and other supportive programs for low-income households. Census data shows that renters in the City of Kennesaw paid a slightly lower percentage of their income for housing than the state. Homeowners in the City paid a slightly higher percentage of their income for housing when compared to the state as a whole. Percentages of both renters and homeowners who were cost burdened or severely cost burdened were significantly lower for the Kennesaw than for the state.

Table 4.4: Comparison of Cost Burden by Tenure

Housing Costs as a Percentage of Household Income in 1999	Specified Owner-Occupied Housing Units	Specified Renter Occupied Housing Units
City of Kennesaw		
Less than 30% (not cost burdened)	79.7%	61.8%
30% to 49% (cost burdened)	13.9%	16.4%
50% or more (severely cost burdened)	6.16%	10.7%
Median selected monthly housing costs as a percentage of household income in 1999	21.2%	24.0%
State of Georgia		
Less than 30% (not cost burdened)	67.8%	47.4%
30% to 49% (cost burdened)	24.2%	36.6%
50% or more (severely cost burdened)	8.0%	16.0%
Median selected monthly housing costs as a percentage of household income in 1999	19.4%	25.2%

Source: Census 2000, SF3, Tables H69, H70, H94 and H95

Two probable causes of cost burdening is a lack of affordable housing or a mismatch between the cost of housing in a community and the incomes of the community's residents.

4.5 Job Housing Balance

An ideal community would provide housing for its labor force near their jobs that give the workers transportation choices (e.g. walking, biking, driving, public transit, etc.). Bedroom community suburbs often develop without such balance and require the labor force to use major arterials to reach their jobs resulting in congestion and other quality of life challenges. Governments can use two jobs-housing balance ratios to monitor their community's ability to achieve a balance of jobs and housing: **employment (jobs)/housing unit ratio** and **employment/labor force ratio**. According to the *Jobs-Housing Balance Community Choices Quality Growth Toolkit* prepared by the Atlanta Regional Commission, an employment (jobs) to housing ratio of between 1.3 and 1.7 implies an ideal balance with 1.5 as the standard target. An employment (jobs) to labor force (employed residents) ratio of between 0.8 and 1.25 implies a balance for that ratio with 1:1 as the standard target.

Table 4.5a shows the employment to housing ratio and employment to labor force ratio for Kennesaw. The 2000 ratio of 1:1.36 falls within the target range of 1.3 to 1.7. The table also shows the employment to labor force ratio for the City. The 2000 ratio of 1: 0.97 falls within the expected range of 0.8 to 1.25. These ratios support the premise that Kennesaw has sufficient population and housing units to support additional jobs.

Table 4.5a: Jobs-Housing Balance for Kennesaw

Category	1980	1990	2000
Population	5,095	8,936	21,675
Average Household Size	3.10	2.69	2.64
Number of Households	1,641	3,303	8,099
Housing Units	1,719	3,558	8,762
Labor Force	NA	5,418	12,265
Employment (jobs)	2,435	5,163	11,912
Employment/Population Ratio	1: 0.48	1: 0.58	1: 0.55
Employment/Housing Unit Ratio	1: 1.42	1: 1.45	1: 1.36
Employment/Labor Force Ratio	NA	1: 0.95	1: 0.97

Source: U.S Census, Department of Community Affairs

Table 4.5b lists the appropriate housing prices based on income and the 30% ratio for non-cost burdened homes meaning payment calculation were determined for Zero points, No PMI, 5%or 20%cash on hand for down payment, and no additional debts.

Table 4.5b: Correlation of Household Income to Housing Prices for Kennesaw

Annual Household Income	Maximum Annual Income	Maximum Monthly Income for Housing (30%)	95% LTV Equivalent House Price *	80% LTV Equivalent House Price**
Less than \$15,000	\$15,000	\$375	\$57,000	\$70,480
\$15,000-24,999	\$25,000	\$625	\$95,000	\$117,400
\$25,000-\$34,999	\$35,000	\$875	\$133,000	\$164,500
\$35,000-\$49,999	\$50,000	\$1,250	\$190,000	\$234,850
\$50,000-\$74,999	\$75,000	\$1,875	\$285,000	\$352,200
\$75,000-\$99,999	\$100,000	\$2,500	\$380,000	\$469,600
\$100,000-\$149,999	\$150,000	\$3,750	\$570,000	\$704,500
\$150,000-\$249,999	\$250,000	\$6,250	\$950,000	\$1,174,250
\$250,000-\$499,999	\$500,000	\$12,500	\$1,900,000	\$2,348,500
\$500,000 or more	NA	NA	NA	NA
Median Household Income				
1990	\$40,207	\$1005	\$152,760	\$188,780
2000	\$66,839	\$1671	\$253,992	\$313,881

Source: Department of Community Affairs
 *Based on a 95% loan at 7% interest for 30 years
 **Based on an 80% loan at 7% interest for 30 years

4.6 Special Housing Needs

Currently, there are no measures in place at the City level to address certain housing needs as they pertain to the elderly, homeless, victims of domestic violence, people with disabilities or AIDS or for people recovering from drug abuse. There are projected needs for senior housing that will be addressed in Community Agenda.

5. Natural and Cultural Resources

5.1 Environmental Planning Criteria

The Georgia Department of Natural Resources Environmental Protection Division requires counties and municipalities to adopt local regulations protecting five environmental resources found within the city or county's jurisdiction. The five resources are: 1. Water Supply Watersheds 2. Protection of Groundwater Recharge Areas 3. Wetlands Protection 4. River Corridor Protection and 5. Mountain Protection. The sections below provide a brief analysis of Kennesaw's regulations relating to these districts in addition to an inventory of the location of these districts in the county. The Land Use Element established locations for each of these districts.

5.1.1 Water Supply Watersheds

Pursuant to O.C.G.A. 12-2-8 and the Department of Natural Resources Environmental Protection Division's Rules for Environmental Planning Criteria, Chapter 391-3-16, the Kennesaw City Council has adopted these guidelines under the City of Kennesaw Code of Ordinances, Chapter 46, *Environment*, Article V, "Water Supply Watershed Protection." Adopted June 8, 2000.

Soil Erosion and Sediment Control.

The purpose of this ordinance is to protect watersheds and drinking water supplies from activities that can degrade water quality and to protect water supply reservoirs from sedimentation. This ordinance establishes standards and procedures that apply to any development or use within the boundaries of the Watershed Protection Overlay District.

The overlay district is defined as Lake Allatoona, all its tributaries and the land that comprise the land that drains to Lake Allatoona from Butler Creek to the ridge line of the watershed, the boundary with a radius seven miles upstream of Lake Allatoona or by the political boundaries of the City of Kennesaw, where these boundaries occur within the watershed.

5.1.2 Protection of Groundwater Recharge Areas

Due to Kennesaw's topography, there are no significant areas of groundwater recharge (refer to Fig. 5-1, Atlas of Maps). With the exception of private ponds, any groundwater recharge occurs in streams and creeks that flow into Lake Allatoona. The streams and creeks are part of the Water Quality Critical Areas and are protected under all ordinances pertaining to the protection of the Water Quality Critical Areas.

All of Kennesaw is categorized as an area of Low Ground Water Recharge.

5.1.3 Wetlands Protection

Pursuant to O.C.G.A. 12-2-8 and the Department of Natural Resources Environmental Protection Division's Rules for Environmental Planning Criteria, Chapter 391-3-16, the Kennesaw City Council has adopted these guidelines under the City of Kennesaw Code of Ordinances, Chapter 46, *Wetlands*, and Article VI. Adopted January 2, 2001.

The generalized wetland map is intended to be used as reference only for wetland delineation as the wetland boundaries are only approximations (refer to Fig. 5-2, Atlas of Maps). Wetland specific information is required with site development. Upon review the county inspector may determine that wetlands may be present and that the Corp of Engineers should be notified under Section 404 of the Clean Water Act.

Section 404 of the Clean Water Act provides a federal permit process that may allow activities in wetlands after a public interest review. Most activities in wetlands will require a Section 404 permit from the Corps of Engineers. The state criteria do not specify regulations to be adopted, but they

require wetlands to be identified and protected. The impacts of the land use plan on wetlands should be addressed.

5.1.4 River Corridor Protection

River Corridors are strips of land that flank major rivers in Georgia. These corridors are of vital importance to Georgia in that they help to preserve those qualities that make a river suitable as a wildlife habitat, a site for recreation and a source for drinking water. Natural vegetative buffers are required by the Georgia Department of Natural Resources (DNR).

There are no major river corridors designated as protective rivers in Kennesaw. There are numerous secondary creeks and streams throughout the county, such as Proctor Creek, Noonday Creek, and Butler Creek that are important corridors for recreation, scenic vistas, and wildlife passages. Measures protecting these streams and creeks are presented in the Water Supply Watershed Protection ordinance which restricts types of development and provides guidelines for erosion control, stream buffers and stormwater management.

5.1.5 Mountain Protection

Mountain protection applies to land areas with an elevation of 2,200 or more, and with slopes of 25 percent or more, including ridges and crests above. Generally, such areas are found mostly within national forest lands. Development criteria place limits on building heights, establish lot size minimums and multi-family density maximums, and require reforestation and landscaping plans in some instances.

The City of Kennesaw contains no mountains that meet the height and slope criteria for Mountain Protection.

5.2 Other Environmentally Sensitive Areas

5.2.1 Public Water Supply Sources

As discussed in Section 5.1.1, *Water Supply Watersheds*, the primary water sources are Lake Allatoona and Lake Acworth. Additional technical information is contained in Section 6.1, *Water Supply and Treatment*.

5.2.2 Steep Slopes

Steep slopes in excess of 25 percent are located throughout City of Kennesaw. These areas are primarily located adjacent to stream banks and ridge lines. Much of the area containing steep slopes has been developed. (Refer to Fig. 5-3, Atlas of Maps.)

5.2.3 Flood Plains

Flooding is the temporary covering of soil with water from overflowing streams and by runoff from adjacent slopes. Water standing for short periods after rainfalls is not considered flooding, nor is water in swamps. Floodplains in their natural or relatively undisturbed state are important water resources areas. They serve three major purposes: natural water storage and conveyance, water quality maintenance, and groundwater recharge. Unsuitable development can destroy their value. For example, any fill material placed in the floodplain eliminates essential water storage capacity causing water elevation to rise and resulting in the flooding of previously dry land.

The Federal Emergency Management Agency (FEMA) has identified and mapped the areas of Kennesaw prone to flooding in order to establish actuarial flood insurance rates and promote a sound flood plains management plan (refer to Fig. 5-4, Atlas of Maps). A management plan has been established for areas having high development potential and/or prone to a one percent

annual chance (100-year) flood, primarily the flooding caused by overflow of the following lakes, rivers and streams:

- Proctor Creek
- Butler Creek
- Noonday creek

Approximate analysis has been used for areas having low development potential or minimal flood hazards and other areas were previously studied. However, development in these areas should be carefully monitored to protect the functional integrity floodplains as well as the health, safety, and property in the City.

5.2.4 Soils

Table 5.2.4: Soils of Kennesaw

Symbol	Map unit name	Symbol	Map unit name
AL	Altavista silt loam, occasionally flooded	LNF	Louisa soils, 25 to 60 percent slopes
AIB	Altavista sandy loam, 0 to 4 percent slopes	MDC3	Madison clay loam, 6 to 10 percent slopes, severely eroded
AmB	Appling sandy loam, 2 to 6 percent slopes	MDE3	Madison clay loam, 15 to 25 percent slopes, severely eroded
AmC	Appling sandy loam, 6 to 10 percent slopes	MgB2	Madison sandy loam, 2 to 6 percent slopes, eroded
AmD	Appling sandy loam, 10 to 15 percent slopes	MgC2	Madison sandy loam, 6 to 10 percent slopes, eroded
AnB3	Appling sandy clay loam, 2 to 6 percent slopes, severely eroded	MgD2	Madison sandy loam, 10 to 15 percent slopes, eroded
AnC3	Appling sandy clay loam, 6 to 10 percent slopes, severely eroded	MJF	Musella and Pacolet stony soils, 10 to 45 percent slopes
Cah	Cartecay soils	MID2	Musella gravelly soils, 6 to 15 percent slopes, eroded
Csw	Chewacla soils, wet variants	MIE3	Musella gravelly soils, 15 to 25 percent slopes, severely eroded
Cw	Cartecay silt loam, silty variant	MsD3	Madison and Pacolet soils, 10 to 15 percent slopes, severely eroded
CYB2	Cecil sandy loam, 2 to 6 percent slopes, eroded	MsE2	Madison and Pacolet soils, 15 to 25 percent slopes, eroded
CYC2	Cecil sandy loam, 6 to 10 percent slopes, eroded	PfD	Pacolet sandy loam, 10 to 15 percent slopes
DAM	Dam	PgC3	Pacolet sandy clay loam, 6 to 10 percent slopes, severely eroded
DiB	Durham sandy loam, 2 to 6 percent slopes	QU	Quarry
GeB3	Gwinnett clay loam, 2 to 6 percent slopes, severely eroded	Ron	Roanoke silt loam
GeC3	Gwinnett clay loam, 6 to 10 percent slopes, severely eroded	Toc	Toccoa soils
GeD3	Gwinnett clay loam, 10 to 15 percent slopes, severely eroded	Tod	Toccoa sandy loam, local alluvium
GeE2	Gwinnett clay loam, 15 to 25 percent slopes, eroded	Ubp	Urban land and borrow pits
GgB2	Gwinnett loam, 2 to 6 percent slopes, eroded	Ud	Urban land
GgC2	Gwinnett loam, 6 to 10 percent slopes, eroded	UeC	Urban land-Appling complex, 2 to 10 percent slopes
GgD2	Gwinnett loam, 10 to 15 percent slopes, eroded	UfC	Urban land-Cecil complex, 2 to 10 percent slopes
HSB	Hiwassee loam, 2 to 6 percent slopes	UgC	Urban land-Gwinnett complex, 2 to 10 percent slopes
HTC2	Hiwassee clay loam, 6 to 10 percent slopes, eroded	UhC	Urban land-Madison complex, 2 to 10 percent slopes
HTD2	Hiwassee clay loam, 10 to 15 percent slopes, eroded	UiE	Urban land and Pacolet soils, 10 to 25 percent slopes
HYC	Helena sandy loam, 2 to 10 percent slopes	W	Water
LDF	Louisburg stony sandy loam, 15 to 45 percent slopes	WjF	Wilkes stony sandy loam, 10 to 40 percent slopes
LkE	Louisa gravelly sandy loam, 10 to 25 percent slopes	WvD	Wilkes sandy loam, clayey subsoil variant, 6 to 15 percent slopes
LnE	Louisburg sandy loam, 10 to 25 percent slopes		

Source: Soil Survey Staff, Natural Resources Conservation Service, United States Department of Agriculture

Soil is the product of parent material (underlying geology), topography, climate, plant and animal life, and time. The nature of the soil at any given place depends on the combination of these five factors. Each factor acts on the soil and each modifies the effect of the other four. Because of this interaction the soil types in an area provides a good indication of topography (slope), erosion patterns, the presence and depth of rock, and the presence of water, as in wetland or floodplain areas. Soil types are also useful in estimating runoff from precipitation, which is essential in developing stormwater management programs.

The soils in Kennesaw are generally red in color and, with the exception of those found in floodplain areas, are well drained. These soils were formed from metamorphic and igneous rocks and range in texture from stony, gravelly and sandy barns to clay barns. Much of the original topsoil has been eroded away, leaving red clay subsoil exposed in some areas. Soils of the uplands that have slopes of less than 15 percent are generally thicker and have more distinct horizons than more strongly sloping soils. Soils with slopes of 15 to 40 percent are subject to geologic erosion which removes soil material almost as fast as it forms.

Soils in Kennesaw are divided into 55 associations as interpreted in Table 5.2.4 (refer to Fig. 5-5, Atlas of Maps).

5.2.5 Plant and Animal Habitats

Georgia Ecological Services- Athens, Brunswick, Columbus- a Division of the U.S. Fish and Wildlife Services maintains an inventory of plants and animals, which are rare enough to warrant state and federal protection. The species identified, all of which are designated unusual, endangered, or threatened, are vulnerable to the impacts of rapid land use changes and population growth and should be protected by Cobb County to the extent possible. Specific plant and animal data for Cobb County is shown in Table 5.2.5 and in the Atlas of Maps, Fig. 5-6.

Table 5.2.5 Listed Endangered Species in Cobb County

Listed Endangered Species in Cobb County				
Species	Federal Status	State Status	Habitat	Threats
Mammal				
Gray bat <i>Myotis Grisescens</i>	E	E	Colonies restricted to caves or cave-like habitats; forage primarily over water along rivers or lake shores	Human disturbance and vandalism in caves, pesticides, flooding of caves by impoundments, and loss of insect prey over streams degraded by siltation and pollution
Bird				
Bald eagle <i>Haliaeetus Leucocephalus</i>	T	E	Inland waterways and estuarine areas in Georgia	Major factor in initial decline was lowered reproductive success following use of DDT. Current threats include habitat destruction, disturbance at the nest, illegal shooting, electrocution, impact injuries, and lead poisoning.

Species	Federal Status	State Status	Habitat	Threats
Reptile				
Alabama map turtle <i>Graptemys Pulchra</i>	No Federal Status	Rare	Rivers, creeks, and lakes	
Invertebrate				
Alabama moccasinshell mussel <i>Medionidus acutissimus</i>	T	T	Rivers and large creeks. Prefers stable gravel or sandy gravel substrates.	Habitat modification, sedimentation, and water quality degradation
Coosa moccasinshell mussel <i>Medionidus parvulus</i>	E	E	Stable gravel and sandy-gravel substrates in high quality free-flowing streams and rivers	Habitat modification, sedimentation, and water quality degradation
Georgia Rocksnail <i>Leptoxis Downei</i>	Candidate Species	E	Shoals, riffles and reefs of small to large rivers. Historically occurred in upper Coosa River. Found in Oostanaula River in Floyd and Gordon Counties	
Southern cornshell mussel <i>Epioblasma othcaloogensis</i>	E	E	High quality upland streams ranging in size from large creeks to small rivers; stable sand/gravel/cobble substrate in moderate to swift currents	Habitat modification, sedimentation, and water quality degradation
Southern clubshell mussel <i>Pleurobema decisum</i>	E	E	Rivers of medium size with a moderately high gradient and with areas of stable substrate characterized by sand-gravel sediments	Habitat modification, sedimentation, and water quality degradation
Southern pigtoe mussel <i>Pleurobema georgianum</i>	E	E	Stable gravel and sandy gravel substrates in high-quality free-flowing streams and rivers	Habitat modification, sedimentation, and water quality degradation
Fish				
Bluestripe shiner <i>Cyprinella callitaenia</i>	No Federal Status	T	Brownwater streams	
Cherokee darter <i>Etheostoma scotti</i>	T	T	Shallow water (0.1-0.5 m) in small to medium warm water creeks (1-15 m wide) with predominantly rocky bottoms. Usually found in sections with reduced current, typically runs above and below riffles and at ecotones of riffles and backwaters.	Habitat loss due to dam and reservoir construction, habitat degradation, and poor water quality
Highscale shiner <i>Notropis hypsilepis</i>	No Federal Status	T	Blackwater and brownwater streams	

Species	Federal Status	State Status	Habitat	Threats
Plants				
Bay star-vine <i>Schisandra glabra</i>	No Federal Status	T	Twining on subcanopy and understory trees/shrubs in rich alluvial woods	
Georgia Aster <i>Aster georgianus</i>	Candidate Species	T	Post oak savannah/prairie communities. Most remaining populations survive adjacent to roads, utility rights of way, and other openings.	
Indian olive <i>Nestronia umbellula</i>	No Federal Status	T	Dry open upland forests of mixed hardwood and pine	
Michaux's sumac <i>Rhus michauxii</i>	E	E	Sandy or rocky open woods, usually on ridges with a disturbance history (periodic fire, prior agricultural use, maintained right-of-ways); the known population of this species in Cobb County has been extirpated (last seen in county in 1900)	Low reproductive capability (dioecious), low genetic variability associated with geographic isolation, hybridization with <i>R. copallina</i> and <i>R. glabra</i> , and habitat loss due to development
Open-ground whitlow-grass <i>Draba aprica</i>	No Federal Status	E	Shallow soils on granite outcrops, especially beneath eastern red cedar	
White fringeless orchid <i>Platanthera integrilabia</i>	Candidate Species	T	Red maple-blackgum swamps; also sandy damp stream margins; on seepy, rocky, thinly vegetated slopes. Also known as Monkey-face Orchid.	

Source: U.S. Fish and Wildlife Services: Georgia Ecological Services Athens, Brunswick and Columbus - May 2004 Updated

- Listed as Endangered (E) – A species which is in danger of extinction throughout all or part of its range
- Listed as Threatened (LT) – A species which is likely to become an endangered species in the foreseeable future throughout all or parts of its range.
- Listed as Rare (R) – A species which may not be endangered or threatened but which should be protected because of its scarcity.
- Listed as Unusual (U) – (and thus deserving of special consideration). Plants subject to commercial exploitation would have this status.

5.3 Other Significant Sensitive Areas

5.3.1 Scenic Areas

There are four basic kinds of scenic resources:

1. Landscape vistas
2. Botanical and animal habitats
3. Unique or historical sites
4. Sites of activities with contemporary significance

Kennesaw and the surrounding area offer a range of scenic beauty from vistas atop Kennesaw Mountain at Kennesaw Mountain National Park to glimpses of the agricultural past along select thoroughfares winding their way through one of the many historic districts. Botanical and animal habitats are abundant at the various parks including the most recent addition of the Smith-Gilbert Arboretum. Historical sites abound throughout downtown Kennesaw. Even though progress has left its mark on much of the history and natural beauty of Kennesaw, the City is still dotted with scenic areas and sites that provide insight to the past and offer direction for the future.

5.3.2 Agricultural Land

Prime agricultural land is located sporadically throughout the City mostly on private property. No significant agricultural land is evident today. Aerial views of Kennesaw dating back 40 years show extensive agricultural land throughout the City.

5.3.3 Conservation Areas

Most if not all of Kennesaw conservation areas are associated to parks as the parks serve to protect greenspace and streams. One of the more notable conservation areas is the property on which the Hiram-Butler home resides. This property and historic home were recently purchased and will serve as a botanical garden and educational center for the region.

5.4 Significant Cultural Resources

5.4.1 Local History

The history of Kennesaw dates back to the 1830s when the Georgia Legislature authorized the construction of a rail line through Cobb County. Known as the Western and Atlantic Railroad, 20 miles of track was in operation from Terminus (Atlanta) to Cartersville by 1846. Several small towns were founded along the railroad including Vinings, Smyrna, Acworth and Big Shanty.

The abundance of water and high ground adjacent to the railroad led to the construction of worker's shanties near the present day Kennesaw. This area became known as the "big grade to the shanties" and was later shortened to "Big Shanty Grade".

The high point of the railroad between the Chattahoochee River and the Etowah is the present day crossing in Kennesaw. In the late 1850s a plot of land was acquired by the railroad "for the purpose of erecting a depot and an eating house for the convenience of the traveling public." This eating place became the famous Lacy House and was operated by Mr. and Mrs. George Lacy.



In 1861, Camp McDonald, a training camp for soldiers, was established near Big Shanty. Camp McDonald was named for former Governor Charles C. McDonald who was a resident of Marietta. Big Shanty was an ideal location for a training camp. There was fresh water available and the railroad furnished a convenient mode of transportation for recruits and supplies. There were no permanent structures, and the men lived in tents. General William Phillips of the Georgia Militia was the commander of the camp. The parade ground was located approximately where Highway 41 crosses Kennesaw Due West Road. On July 31, 1861 a Grand Review of the troops was held in the

town and attracted a very large crowd. Such a crowd would not be back in the town until one hundred years later when the *General* returned to Kennesaw.

On April 12, 1862, James J. Andrews and a band of Union spies boarded the northbound train at Marietta. This mixed train was powered by the locomotive, the *General*. At Big Shanty, the crew and the passengers left the train to eat breakfast at the Lacy Hotel. While in plain view of the soldiers at Camp McDonald, Andrews and his men stole the *General* and headed north to destroy the Western and Atlantic Railroad. However, they did not count on the persistence of William A. Fuller, the conductor of the *General*, who chased the locomotive first on foot before running them down north of Ringgold, Georgia on the Texas (which ran in reverse). This incident forever placed Big Shanty on the map.

Big Shanty fell to Sherman's troops on June 6, 1864 after which it served as a supply base, hospital and headquarters for the Union forces. The "second battle" of Big Shanty occurred on October 3, 1864 when Confederate General John B. Hood attempted to disrupt Sherman's supply line. During raids in this area, the Confederates briefly recaptured Acworth and Big Shanty and took 350 Union prisoners. On November 9th, as Sherman prepared for his "March to the Sea", he issued orders to destroy the Western and Atlantic Railroad from Big Shanty to the Chattahoochee River. He also ordered that the Lacy Hotel be burned to the ground and this occurred on November 14, 1864.

Big Shanty lay in ruins following the Civil War. By the 1870s the town was beginning to recover. There were three retail stores, one blacksmith shop, two house carpenters, two Methodist ministers and one doctor. The Western and Atlantic Railroad was rebuilt and provided an important transportation artery for the town. The First Baptist Church and the Methodist Church were built in 1877. By the 1880s, the area was beginning to recover from the War. On September 21, 1887 a petition was presented to the Legislature for incorporation and the City of Kennesaw officially came into being.

During the later part of the 19th century the City grew slowly. The railroad continued to be the chief source of employment. In 1889, the mayor and council served without pay, and the only City income was from a street tax of fifty cents for every head of household. This was later raised to \$2.50. J.S. Reynolds was elected as first mayor in 1891. During the 1890s, there was a Scarlet Fever epidemic and later a Smallpox scare.

Kennesaw prospered during the beginning of the 20th Century. Cotton provided a good source of revenue, and the town served as an important shipping center. The Masonic Hall/dry good store was constructed in 1902; the Kennesaw State Bank building around 1905; and the Western and Atlantic Depot was finished in 1908. The Kennesaw State Bank was chartered around 1910. In 1911 the City began charging the Nashville, Chattanooga & St. Louis Railway, (former Western and Atlantic Railroad), \$100 a year for use of the local spring water. In the 1920s, Kennesaw supported a semi-pro baseball team name the "Kennesaw Smokers". Kennesaw was greatly affected by the depression and the boll weevil which virtually destroyed the cotton industry. The City did not fully recover until the 1980s.

The 1950s was a difficult era for the City of Kennesaw. The last cotton gin closed as well as the Kennesaw State Bank. Highway 41 bypassed the City. In 1957, Walt Disney Productions released "The Great Locomotive Chase" starring Fess Parker which sparked interest in the City again. On April 14, 1962, the *General* retraced its historic run from Kennesaw (Big Shanty) to Chattanooga. The *General* would once again travel to Kennesaw in 1972 when it was permanently housed in the former Frey Cotton Gin Building following a prolonged court battle with the City of Chattanooga.

Kennesaw once again was in the news on May 1, 1982, when the City unanimously passed a law requiring "every head of household to maintain a firearm together with ammunition." After passage of the law, the burglary rate in Kennesaw declined and even today, the City has the lowest crime rate in Cobb County.

During the 1980s the economy grew as nearby construction of shopping malls and businesses put the City of Kennesaw into the Metropolitan Atlanta area. In 2000, the City's population was 21,675.

In the Spring of 2001, the City opened its own history exhibits located in the historic railroad depot, and in 2003, the Southern Museum of Civil War and Locomotive History, formerly the Kennesaw Civil War Museum, underwent a massive expansion. In addition to the *General* and a film, *The Great Locomotive Chase*, the Museum features two other permanent collections: *Railroads: Lifelines of the Civil War* depicts the important role railroads played and details the war time life of soldiers and citizens with an extensive collection of photographs, personal items, weapons, musical instruments, and more; and the *Glover Machine Works: Casting a New South* illustrates life in a turn-of-the-century locomotive factory using reproductions, film, locomotives, machine patterns, and archives.

Adapted from the "Kennesaw Gazette", 1980, by Mark H. Smith. Additional material supplied by Robert Jones, President, Kennesaw Historical Society, Inc.

5.4.2 National Register of Historic Places Listings

Currently, there are four historic districts, two individual homes, and one steam engine on the National Register of Historic Places (Refer to Figure 5-7, Atlas of Maps). Properties on the national, state, and local register are eligible for an eight year tax assessment freeze through the Cobb County tax assessor's office. There are also a number of other significant, though not formally documented, historical resources and archeological sites within the City limits that deserve further investigation to ascertain whether formal recognition is warranted.

The Kennesaw Historic Preservation Commission (HPC) is a five member body that maintains a local register of historic places. The Commission works in cooperation with the State of Georgia and Cobb County's Historic Preservation Commission.

Table 5.4.2: National Register of Historic Places for Kennesaw

Site	Location	Date Added to Historic Register	Description
Big Shanty Village Historic District	Park Ave., Whitfield Pl., Main St., Harris St., Lewis St., and Cherokee St	3/20/1980	Historic District
Hiram-Butler House	2382 Pine Mountain Rd., NW.	2/2/1995	Farm House
Camp McDonald	Between U.S. 41 & Historic Downtown Kennesaw	3/20/1980	Civil War site
Cherokee Street Historic District	Cherokee St.	3/20/1980	Historic District
The General	Big Shanty Museum of Cherokee St.	6/19/1973	Civil War era Steam Engine
John S. Gibson Farmhouse	3370 Cherokee St.	3/20/1980	Farm House
North Main Street Historic District	N. Main St.	3/20/1980	Historic District
Summers Street Historic District	Summers St.	3/20/1980	Historic District

Source: National Register of Historic Places

6. Community Facilities and Services

6.1 Water Supply and Treatment

The Cobb-Marietta Water Authority (GMWA), handles drinking water treatment for all municipalities in the county. The Cobb County Water System purchases treated water from the GMWA and re-sells it to residents of the City. The source of the drinking water sold to Kennesaw's citizens is Lake Allatoona. The Wyckoff Treatment Plant on Mars Hill Road treats the water after it is removed from the lake and before it is piped to Kennesaw.

A long-range master plan for water supply in Cobb County was completed in 1988. This plan recommended that the Wyckoff Treatment Plant be expanded to meet growing demand from Kennesaw and unincorporated north Cobb County. (Refer to Figure 6-1, Atlas of Maps.)

6.1.1 Stormwater Management

The City is responsible for the monitoring, maintenance and repair of all public stormwater systems in the City. The environmental specialist position is responsible for approving on-site stormwater management plans as well construction supervision and monitoring of the plans. Aging stormwater pipes will need to be identified and replaced in the coming months or years.

To combat elements damaging to stormwater systems, the Public Works Department provides tree limb chipping and leaf / hedge clipping removal, a recycling program for household recyclables as well as large metal objects and appliance. These services will be discussed under Solid Waste Management.

The City has also adopted ordinances for stormwater management practices as they pertain to stream and watershed protection, stream buffers and general public safety.

6.1.2 Sewerage System and Wastewater Treatment

The Cobb County Water Authority owns and operates the sewage system for Kennesaw following its sale in 2004. Wastewater treatment for Kennesaw is handled by the Noonday Water Treatment Plant and the Northwest Cobb Wastewater Treatment Plant. Noonday WTP has a capacity of twenty million gallons per day (mgd). Northwest WTP has a capacity of eight mgd. This plant pumps four million gallons per day of treated wastewater into Lake Allatoona. The 1992 Cobb County Sewer System Master Plan recommended that the Northwest plant be expanded to handle twelve mgd by 2015. This expansion would allow up to six mgd to be released into Lake Allatoona and the remaining six mgd to be used for spray irrigation in various locations.

6.2 Public Safety

6.2.1 Kennesaw Police Department

The Kennesaw Police Department provides police protection services to Kennesaw. The public safety system is tested when rapid growth occurs because population density and certain types of development are directly related to the number of calls for service. Effective law enforcement depends upon response time. It is critical to reach the scene quickly in order to intervene, apprehend suspects, or preserve evidence.

The Police Department continuously evaluates programs and strategies designed to improve the quality of services provided to the community. The department has adopted the philosophy that preventing small, petty crimes will prevent the manifestation of these crimes into larger, potentially more offensive or violent crimes. To support this philosophy, the department continues to assess its'

services and programs. Refer to Table 6.2.1a for a complete list of divisions and services provided by each division.

Just one of the many preventative measures that the police have attempted to enact and would like to develop further is the concept of Crime Prevention through Environmental Design (CPTED). This philosophical yet common sense approach to policing prevents crime by lighting dark areas, creating lines of sight across properties, and encouraging proper landscape maintenance and other methods.

Another concept in improving police processes and efficiencies lies in obtaining certification from the Commission on Accreditation for Law Enforcement (CALEA). This national certification recognizes and monitors policies and procedures whereby insuring quality throughout a police department. The Cobb County Police Department is certified. Kennesaw will need approximately three more years to become certified.

Table 6.2.1a: Police Divisions, Services and Responsibilities

Job Function	Officers	Department Description
Records	3	Records administration & Management not sworn
Bailiffs	12	Jail Services not sworn
subtotal	15	
Patrol	45	Crime Prevention
CID		Criminal Investigation Division. (Detectives)
SORT		Special Operations Response Team. Road Blocks, Traffic Unit, K-9
911		Dispatch for Acworth & Kennesaw
Code Enforcement		Code enforcement
ICE		Customs & Financial fraud
COPS		Community Oriented Policing Services. Public Outreach/ Crime Prevention
Training		Training
Court Services	2	Court Security. Inmate Transport. Serves warrants
subtotal	51	
Total	66	

Source: Kennesaw Police Department

Current staffing requirements show 51 sworn officers and 15 non-sworn officers assigned to administration and jail operations. An additional five sworn officers are desired, but due to budget constraints, are not likely to be hired until a stronger need is established.

Table 6.2.1b: Police Facilities

Kennesaw Police Facility	Square footage	Facility Function
City Hall	3,000	Administration
Jail	2,000	Jail
City Hall 3rd floor	2,800	9-1-1 Dispatch; Construction to begin summer 2006
Bobby Grant	3,600	CID; Construction to begin summer 2006
Total	11,400	

Source: Kennesaw Police Department

In 1999, the department occupied over 14,000 square feet. City Hall was remodeled and a new building addition was completed in 2005. This resulted in a net loss of approximately 2,600 square feet for the department. To offset the shortage of space the department is negotiating with the City of Acworth to use Acworth's jail facilities to house and feed inmates. If this negotiation is successful, the department will be able to remodel the Kennesaw jail space to provide additional administration and storage areas.

Due to growing demands on the system, additional space is also required for the 9-1-1 dispatch department. 2,800 square feet is being restructured on the third floor of City Hall for this expansion.

Table 6.2.1c: Historical and Projected Police Officer Ratios per Capita

		Population	Actual No. of officers	Population per officer	Officers/ 1,000 Capita Factor			
					1.5	1.75	2.0	2.25
					No. of officers required			
	1980	5,095	12	425	8	9	10	11
Actual Population Counts	1998	16,281	36	452	24	28	33	37
	2005	30,552	51	599	46	53	61	69
Population based on "Average Mean" Projection	2010	39,155	66	600	59	69	78	88
	2015	54,400	91	600	82	95	109	122
	2020	72,147	120	600	108	126	144	162
	2025	99,747	166	600	150	175	199	224

Source: Kennesaw Police Department

Table 6.2.1c illustrates the historical population compared to police officers and the rule-of-thumb factor used to plan for staffing requirements. In the past Kennesaw has accepted a factor of 1.5 officers per 1,000 in population. However the table suggests that the factor was more than 2.25 in 1980 and closer to 1.75 in 2006, not the 1.5 officers per 1,000 as stated in previous comprehensive plan updates. The reason for the fewer number of officers for every 1,000 in population is likely related to improved technology, decentralization and response times. Also, budget has limited the ability of the department to hire additional officers.

Per Table 6.2.1c, it is suggested that as population increases the rule-of-thumb factor for staff planning should be 1.75 officers/1,000. Therefore, if the Average Mean was an accurate projection for the 2010 population and additional six to sixteen officers would be needed to adequately staff the department. This dictates an average of one to three officers would need to be added to the force each year until 2011.

6.2.2 Fire Rescue

The Cobb County Fire Department provides fire rescue and EMS services to Kennesaw. Five stations are located within the Kennesaw area. The largest facility, Station 8, is located across from McCollum Field on Cobb Parkway. In 2000 a new station, Station 26, was completed on Wade Green Road near the Jiles Road intersection. Other stations include Station 18 located at 1660 Mars Hill Road and Station 24 located at 3540 Paul Samuel Road. A fifth station, Station 16, is located at 3800 Bells Ferry Road.

6.2.3 E911 Emergency Call Center

In 2005, Acworth and Kennesaw merged their 9-1-1 call centers to improve coordination between the two municipalities, improve system cost effectiveness, coverage, and response times. The dispatch center is a state-of-the-art call center based in Kennesaw and operated primarily by Kennesaw staff. The center dispatched 13,302 calls to the City of Kennesaw alone between May 2005 and May 2006. This is 32% below the 1998 rate and a testament to the preventative policing measures in place and to the citizens of Kennesaw.

Response times for the dispatched calls range from 2.5 minutes to just under 6 minutes, with priority (emergency) calls being served within the lower range. Tables 6.2.3a and 6.2.3b illustrate the improvement in dispatched calls even in the wake of unprecedented growth.

Table 6.2.3a: Record of Dispatched Calls for Police Service

Type of Call	1980	1990	1995	1998	Type of Call	May 2005- May 2006
Traffic Accidents	167	496	844	885	*Priority 1	1,598
Serious Accidents	44	94	305	174	*Priority 2	4,475
Arrests	249	734	629	1,357	*Priority 3	7,229
Total calls dispatched	5,405	12,657	16,658	19,545		13,302
Total Population	5,095	8,936	11,490	15,603		30,552 (2005 est.)

Source: Kennesaw Police Department, 1999 Comprehensive Plan, U.S. Census

*Priority 1 calls are high priority calls and pose an immediate threat to public safety these calls may include reports of injury accidents, fire, person armed, escaped prisoner, in progress crimes such as assaults, hold-ups, etc.

*Priority 2 calls include accidents, burglaries, disputes, public disturbances, etc.

*Priority 3 calls include found property, general information, general reports of theft, damage to property, fireworks, littering, etc.

Table 6.2.3b: Record of Dispatched Calls for Police Service

Description	1980-1990	1990-1995	1995-1998	1998-2006
Percentage Change of Dispatched Calls Between Years	134.20%	31.60%	17.30%	-31.9%
Percentage Change of Population Between Years	75.4%	78.6%	35.8%	95.8%

Source: Table 6.2.3a

6.3 Public Works

The Public Works Department consists of the Street Department, Sanitation Department, the Fleet Maintenance shop, along with the administrative office that includes the Environmental Specialist and the Engineer/Project Specialist.

The Street Department is responsible for the upkeep of the streets and the rights of way in the City limits, as well as the City-owned cemetery. Services also include picking up and chipping limbs, inspecting the installation of all streets, curbs and gutters for residential and commercial area, keeping the streets swept and clean, reporting of malfunctioning street lights, installation of street and traffic control signs, and keeping the storm drains cleaned.

Due to the growth in Kennesaw the Public Works Department is expanding their facility on Moonstation Road. Beginning in July 2006, the City will construct a building on the former site of

Burrell Field located adjacent to the present Public Works facility. The new two-story, 16,000 square feet structure will house administration and staff offices as well as a sign shop.

The remaining space will be used as needed. The building is largely financed by funds remaining from the sale of the water and sewer business to the County. The existing facility will be upgraded with an additional garage bay and will continue to support all daily operations.

Table 6.3A: Inventory of Public Works Staffing Requirements

Division	Purpose	No. Staff-FT	Staff levels adequate?	If no, then how many desired?
Street department,	ROW's, curb & gutter, street signs	17	N	2-3
Sanitation department	Trash and recycling services	24	Y	
Administrative office		4	Y	
Engineer/Project Specialist	Plan review, for site and structure, Project supervisor	1	N	1
Environmental Specialist	Soil Erosion, Retention Pond code enforcement. Supervisor	1	Y	1 PT
Fleet Maintenance		4	Y	

Source: City of Kennesaw, Public Works Department

6.3.1 Solid Waste Management

Kennesaw's Sanitation Department is responsible for the pick-up of all garbage and recycling within the City limits for all the residential and commercial areas. The City offers curbside household garbage pick up twice a week and provides 95-gallon trashcans to most residential locations. Along with the regular household garbage, the City will pick up mattresses, sofas, TV's, microwaves, and dishwashers, but not tires, roofing material, oil, transmission fluid, dirt, rocks, cement, concrete, or paint.

Curbside recycling is provided by the City of Kennesaw once a week at no charge. Recycle bins are provided by the City to solid waste customers. Bagged yard debris and trimmings are picked up every Wednesday for recycling. This includes leaves, grass clippings, pine straw, and small hedge trimmings. These trimmings must be in lawn refuse bags, the City encourages the use of brown, paper bags that are intended for recycling yard trimmings. The City will not pick up dirt, rocks, cement, or concrete.

The City provides a chipper truck that is on a four week rotating schedule. Appointments are not scheduled for this service, however, every effort is made to ensure pick up of these items in a timely manner. Limbs to be chipped are not to be bigger than 12 inches in diameter, or 100 pounds, maximum.

The City provides metal recycle bins at the Public Works Department at 3080 Moon Station Road. Residents may take appliances such as water heaters, washers, dryers, and refrigerators by to drop off. Residents must notify the office at the time of drop-off and to verify the residents' address. The bins are open from 8:30 A.M. to 4:30 P.M., Monday through Friday only. The City will also collect these items once a week, up to 100 pounds maximum.

(Refer to Fig. 6-1, Atlas of Maps, for facilities locations).

6.4 Parks and Recreation

The Kennesaw Parks and Recreation Department is responsible for park maintenance and development, and offers a variety of enrichment classes, workshops and special events. Activities target every age group, from toddlers through seniors. The Kennesaw Parks & Recreation Department is a member of the Georgia Recreation and Park Association (GRPA) and the National Recreation and Park Association (NRPA)

The Department currently oversees 18 recreation sites within City limits. These include a community park, three neighborhood parks, 11 small urban parks, and three indoor recreational facilities. Urban parks are located within residential subdivisions. Two new sites along Old Highway 41, Smith-Cantrell Park, and Pine Mountain Road, the Smith-Gilbert Arboretum are planned for future development. City parks are open to the public from 7 a.m. until sunset, with the exception of parks with lights, which close at 10 p.m.

6.4.1 Small Urban Parks

Small urban parks are small recreation sites with or without facilities, meeting some of the active or passive recreation needs of the adjacent residential areas. There are eleven small urban parks in Kennesaw, as shown in Table 6.4.1a. Each is located within a residential subdivision and each generally has as its service area a discrete portion of the subdivision.

Table 6.4.1a: Small Urban Parks and Their Amenities

Park	Acres			Facilities	
	Active	Passive	Total	Active	Passive
Butlers Ridge	0.0	0.5	0.5	Playground	Pavilion, picnic tables, grills, benches, stream and wooded site
City Hall	0.0	0.5	0.5	None	Picnic tables, grills, benches, spring and wooded site
Chalker	2.0	0.3	2.3	Unlighted ball field, unlighted basketball court and playground	Pavilion and wooded site
Fairfax	0.0	2.0	2.0	Basketball goal, playground	Pavilion, picnic tables, grills, benches, stream, footbridge and wooded site
Kennesaw Station	0.0	0.2	0.2	Playground	Pavilion, picnic tables, grills, benches
McCollum	0.0	0.5	0.5	Playground	Pavilion, picnic tables, grills and benches
Shillings	0.0	0.3	0.3	Playground	Pavilion, picnic tables, grills, benches, stream and wooded site
Tara	0.0	0.5	0.5	Half court unlighted basketball, playground	Pavilion, picnic tables, benches and stream
Terry Lane	0.3	0.3	0.5	Unlighted basketball court, playground	Pavilion and picnic tables
Winchester Forest	0.2	1.0	1.2	Half-court unlighted basketball court, playground	Pavilion, picnic tables, grills, benches and stream
Wrens Ridge	0.0	0.5	0.5	Playground	Pavilion, picnic tables, grills, benches and wooded site

Source: 2004 Kennesaw Recreation Master Plan

6.4.2 Neighborhood Parks

Neighborhood parks are basic units of the park system that generally meet the informal, non-programmed active and passive recreation needs of a local neighborhood or group of neighborhoods. There are three neighborhood parks in Kennesaw, as shown in Table 6.4.2. Each is located within a residential subdivision and is larger than the small urban parks previously discussed. These parks also have a larger service area, extending throughout the subdivision, possibly servicing portions of adjacent residential areas.

Table 6.4.2: Neighborhood Parks and Their Amenities

Park	Acres			Facilities	
	Active	Passive	Total	Active	Passive
Deerfield	0.2	4.8	5.0	Unlighted basketball court, playground	Pavilion, picnic tables, benches and stream
Pine Mountain	4.0	0.7	4.7	Unlighted ball field, unlighted basketball court, playfield, playground	Pavilion, picnic tables, benches, stream, 2 footbridges and wooded site
Woodland	0.5	3.0	3.5	Playfield, playground	Pavilion, picnic tables, stream and wooded site

Source: 2004 Kennesaw Recreation Master Plan

6.4.3 Community Parks

Community parks serve as the principal unit of the recreation system by meeting a broad range of active, passive and programmed athletic needs and serve large geographic segments of the community. There are two community parks within Kennesaw, as shown in Table 6.4.3: Adams Park and Big Shanty Park. Big Shanty Park (formerly Rooker Park) is presently owned and operated by Cobb County, but serves residents of Kennesaw and surrounding areas.

Table 6.4.3: Community Parks and Their Amenities

Park	Acres			Facilities		Support
	Active	Passive	Total	Active	Passive	
Adams	33.0	0.0	33.0	10 lighted ball fields, 7 batting cages, 2 net backstops, lighted soccer field, 2 lighted tennis courts and playground	2 pavilions and picnic tables	3 concessions/ restroom/score buildings, 1 concessions/score building, 1 restroom building, 1 restroom/storage building, 1 storage shed, 1 maintenance building and 1 full-service maintenance facility
Big Shanty	25.6	23.0	48.6	4 lighted ball fields, 2 unlighted soccer fields and playground	Arts facility	1 concessions/ restroom/score building and 1 full-service maintenance facility
Swift-Cantrell (Phase I)	Unknown	Unknown	43	Playground (2) Picnic Shelters Multiuse fields Ponds(2)	1.5 mile Walking Trail	Restrooms
Swift-Cantrell (Additional Phases)	Unknown	Unknown	43	Aquatic Center, Recreation Center, Tennis Courts(4), Skate Park, Multiuse field(1)	Arts Center, Amphitheater, Dog Park,	Restrooms

Source: 2004 Kennesaw Recreation Master Plan. WK Dickson Master Plan.

6.4.4 Special Use Areas

Special use areas are recreation sites devoted to a single type of facility or use. There are two special use areas that are part of the recreation system in Kennesaw, as shown in Table 6.4.4. One site is dedicated to athletics and one is a commemorative park. In the spring of 2006, Burrell field was closed. It will become the site for the new Public Works building. There are no plans to relocate the field to another area.

Table 6.4.4: Special Use Areas and Their Amenities

Special Use Area	Acres			Facilities		Support
	Active	Passive	Total	Active	Passive	
Downtown Park	0.0	0.0	0.8	None	4 historic markers, 1 rose garden, benches, walkways and landscaped areas	None
Martha Moore Center	1.0	1.0	1.0	1 unlighted soccer field	None	None
Smith-Gilbert Arboretum	0	13	13	None	(1) Historic Home 2900 plants Roses, water, rock perennial, & conifer gardens. 30+ pieces of Art Walking Trails	Cobb County, Cobb Master Gardeners

Source: 2004 Kennesaw Recreation Master Plan

6.4.5 Indoor Facilities

Indoor facilities include recreation centers, community centers or other facilities devoted to meeting singular or multiple active and/or passive needs. A recreation center typically contains one or more gymnasiums with sports courts. A community center is generally smaller than a recreation center and does not contain a gymnasium. Indoor recreational facilities are clustered proximate to the downtown area. Three of the indoor facilities have been in operation for several years and the fourth, the newly renovated Community Center/Senior Center, offers new opportunities for Kennesaw. Each facility is described below.

Kennesaw Community Center

The Kennesaw Community Center is located beside Adams Park, near the intersection of Hwy 41 and Watts Drive. The 26,000 square foot Kennesaw Community Center is home to the administrative offices for the Parks and Recreation Department and includes a large gymnastics room, fitness room, craft and painting labs, activity rooms and multiple dance studios, which are all used for community classes. Other amenities include a large banquet hall (complete with kitchen) and two small meeting rooms that can be joined to form a large meeting room. The banquet hall and meeting rooms are available to rent.

Community House/Pottery Barn

The 2,940 square feet Community House is a complex of three small buildings. The Community House has three rooms, which are used for community classes and Summer Day Camps. Each year during the winter holiday season, the North Cobb Arts League features items for sale at the Community House in their "Christmas Shoppe".

The Pottery Barn building is devoted to art classes and is used in conjunction with the firing building next door, which includes classrooms and a kiln area.

The Depot

When constructed in 1908 by the Nashville, Chattanooga, and St. Louis Railroad, the Depot was used as a freight and passenger depot. This 1,280 square feet historic structure contains museum exhibits, displays and railroad artifacts. The Depot is used for community group meetings and is a centerpiece for special events throughout the year including summer concerts and the Lighting of the City Tree. There is also a play field and playground adjacent to the Depot.

6.4.6 School Recreation Areas

School recreation areas are recreation sites located at a school where an agreement is in place permitting use of certain specific school recreation facilities by the Parks and Recreation Department. The City of Kennesaw has an agreement in place that permits programming and use of the Kennesaw Mountain High School football field. The Parks and Recreation Department also uses the practice field, but without a formal agreement. The football field is used for the Youth Football program.

6.4.7 Open Space and Trails

The City of Kennesaw is a participant in the Georgia Greenspace Program, which has as its purpose the permanent protection of open space and areas of unique natural and historic resources. The goal of this program is to ultimately permanently protect 20 percent of the total land area within the City (1,160 acres). It is anticipated that natural buffers and wetland areas will ultimately comprise the majority of protected lands. Passive parkland and linkages will also become a part of the City's greenspace program. To date, the City has 42 acres that are permanently protected either through restrictive covenants or conservation easements.

The Community Greenspace Program for the City anticipates significant additions of land to this protected status with approximately 60 acres currently in negotiation. Most of this will be comprised of set asides with residential developments, with some being land purchases by the City using state greenspace funds. Proctor Creek Park is a new project that has been identified as part of the greenspace program. Four acres are to be minimally developed for passive recreation with future linkage to a citywide trail system.

None of the City parks presently contain trail systems; however, the City is in the early stages of planning for a multi-purpose trail system that will link with the Cobb County Trail Plan and to the regional trails system. The first segment of the City's trail has been identified and will extend from downtown to Legacy Park/Jiles Road. Considerable effort has been expended over the past year to acquire access to this greenway, either by easement or by a fee simple purchase by the City. The City is exploring the feasibility of developing trail linkages to Lake Allatoona, the Kennesaw Mountain National Battlefield Park and to Kennesaw State University.

In addition to regional trails, several Cobb County trails are proximate to the City, including Noonday Creek Trail, Kennesaw Mountain to the Chattahoochee River Trail and the Kennesaw Trail. The LCI Plan developed for the downtown area advanced recommendations for pedestrian trails that will afford linkages between the downtown area, Adams Park and other city activity centers.

6.4.8 Other Area Recreation Facilities

- Southern Museum of the Civil War and Locomotive History
- Kennesaw Mountain National Battlefield Park
- Chattahoochee River National Recreation Area
- Silver Comet Trail
- Lakes Allatoona and Acworth

Source: 2004 City of Kennesaw Recreation Plan

(Refer to Fig. 6-2, Atlas of Maps)

6.4.9 Recreation Development Impact Fees

Recreation Development Impact fees collected by the City are intended to be used to offset the costs of improvement or expansion of parks and recreation facilities associated to the increase in population as a result of new residential unit development. Fees are applicable to new residential unit development only.

On May 1, 2006, The City passed an ordinance (Ordinance 2006-07, 2006) amending Chapter 66 "Parks and Recreation", Section 66-54 "Computation of Impact Fees." The amendment deletes the previously adopted \$500 fee per unit charge and replaces this fee with a \$699.50 fee per unit charge per the agreed to formula. The formula for calculating the fee may be found in the City's Code of Ordinance, Chapter 66 "Parks and Recreation", Section 66-54 "Computation of Impact Fees."

The calculation method will be reviewed in 2006-2007 by City Staff to ensure that appropriate funds are collected to offset the costs of providing parks and recreation facilities to the residents of Kennesaw.

6.5 Education

6.5.1 Kennesaw Area Public Schools

The City is served by the Cobb County School District, the second largest school system in Georgia and among the largest in the United States, with a current enrollment of 104,656. Its student population grows by nearly 2,000 each year. With more than 13,800 full-time employees, nearly 8,400 of whom are classroom teachers and other certified personnel, the school district is the largest employer in the county.

All Cobb County schools are accredited by the Southern Association of Colleges and Schools (SACS) and the district is among the first to have earned district-wide accreditation. Cobb schools have earned 16 National Blue Ribbon-No Child Left Behind School awards and 33 Georgia Schools of Excellence Awards.

Cobb students consistently score above the national average on norm-referenced tests. In 2005, 4,971 (81 percent) of 6,173 Cobb seniors took the Scholastic Assessment Test (SAT) at least once during their high school career, achieving a combined average score of 1047, while the national combined average score was 1028, and the state average score was 993. Nearly half of Cobb's

high schools made significant gains over 2004 scores, including Kennesaw Mountain High School, gaining more than ten points.

The School District has three charter schools and five magnet programs including the Advanced Mathematics and Science Academy at Kennesaw Mountain High School. Cobb County faculty members have an average of 11 years of experience, and 51 percent have advanced degrees. Seventeen Cobb teachers received National Board Certification in 2005, creating a total of 108 teachers who have reached one of the highest national achievements in the education profession.

Table 6.5.1: Kennesaw Area Schools

School Name	Grade	No. of Students	No. of Teachers	Teacher/Student Ratio	White	Black	Hispanic	Other
Baker Elementary School	Pre K- 5th	779	56	1: 14	50.2%	27.7%	7.4%	14.6%
Big Shanty Elementary School	Pre K- 5th	749	52	1: 14	56.6%	23.5%	10.7%	9.2%
Due West Elementary School	Pre K- 5th	483	39	1: 12	81.6%	8.5%	2.9%	7.0%
Kennesaw Elementary School	Pre K- 5th	976	67	1: 15	55.2%	21.9%	11.5%	11.4%
Kennesaw Charter School	Pre K- 5th	451	19	1: 24	NA	NA	NA	NA
Lewis Elementary School	Pre K- 5th	1089	74	1: 15	62.8%	17.9%	11.6%	7.7%
Awtrey Middle School	6th-8th	837	58	1: 14	55.3%	27.4%	8.7%	8.6%
Palmer Middle School	6th-8th	1203	82	1: 15	58.7%	23.4%	9.0%	9.0%
Pine Mountain Middle School	6th-8th	1260	84	1: 15	62.5%	21.0%	9.8%	6.7%
Harrison High School	9th-12th	2555	142	1: 18	88.6%	7.4%	1.6%	2.4%
Kennesaw Mountain High School	9th-12th	3103	189	1: 16	73.3%	14.5%	6.1%	6.1%
North Cobb High School	9th-12th	2370	149	1: 16	54.1%	28.8%	7.9%	9.2%

Source: Georgia Department of Education, Cobb County School District (<http://www.cobbk12.org>)

6.5.2 Colleges

There are several Kennesaw-area colleges and universities, which are described below.

Kennesaw State University (KSU)

KSU is the third largest state university in the University System of Georgia. It has 18,000 students enrolled in more than 55 academic programs. More than 1,500 international students from 132 different countries are in attendance. 537 full-time faculty members teach at Kennesaw State University, and 71 percent hold a doctorate degree. Kennesaw State's first on-campus housing, apartment-style living with private baths and bedrooms opened in fall 2002, with space for 1,100 students. The second phase of housing, with space for more than 700 additional students, opened in fall 2004.

On the academic side, more than 40 undergraduate degree programs are offered in the arts, humanities, social sciences, mathematics, natural sciences, accounting, business fields, teacher education, computing and information systems, and nursing. Graduate degrees in the areas of accounting, business, education, conflict management, professional writing, public administration, nursing, information systems, and applied computer science are available as well. A number of applied undergraduate and graduate certificate programs are also offered.

KSU is fully accredited by the Southern Association of Colleges and Schools (SACS) with the Commission on Colleges endorsement. Additionally, KSU holds several national professional accreditations including the National Council of Accreditation for Teacher Education (NCATE), Association to Advance Collegiate Schools of Business (AACSB) and Georgia Board of Nursing.

North Metro Technical College

North Metro Tech offers both traditional and web-based educational options that include individual courses, certificates, diplomas and associate degrees, as well as adult literacy, economic development, and personal enrichment programs.

Life University

Life University is a private, non-profit institution offering first professional, graduate and undergraduate degree programs and postgraduate education in the fields of health care, science, nutrition, and business.

Southern Polytechnic State University (SPSU)

SPSU is a residential, co-educational member of the University System of Georgia. Students study the sciences and technologies in a unique, practical manner, providing an education that is career-based and balanced. Approximately 4,000 students from 35 states and 82 countries attend SPSU.

Chattahoochee Technical College

Chattahoochee Technical College is a fully accredited, state supported post-secondary technical college with programs designed to prepare students for entering the workforce, transfer to another college or university, enhance present job skills, or get a head start on college while still attending high school.

6.6 Library

The Kennesaw Branch of the Cobb County Public Library System is part of the West Cobb Region of the Cobb County Public Library System. The Kennesaw library was constructed in the late 1960's and funded as the result of a 1965 bond referendum. The original building measures 2,916 square feet. In 1989, an additional 2,183 square feet was added as part of a 1986 bond referendum. There are no immediate plans to expand or move the facility. Two new libraries are planned. One is to be located adjacent to the West Cobb Aquatics Center and the other is to be located east of I-75 in North Cobb. No sites have been chosen as of August 2006.

The library currently maintains 50,684 books, periodicals, and various multimedia products. In 2005, 263,065 items circulated through the library. The library has the sixth highest circulation of all libraries in the Cobb County Library System, accounting for 7% of materials and circulations in the Cobb County Library System. There are 18,525 members registered through the Kennesaw branch. The facility is staffed by two full time librarians, four assistants, three part time technicians and five part time pages. Annual operating expenses are approximately \$315,000.

The library operates 9:00am-9:00pm on Monday-Thursday, 9:00am-6:00pm on Friday and 10:00am-6:00pm on Saturday. The library provides a wide range of services to the public including the use of 8 computers for public Internet access.

6.7 Public Health

6.7.1 Cobb County Health Department

The Cobb County Health Department's main office is located at 1650 County Services Parkway in Marietta. The Department works in partnership with the Douglas County Health Department. The Department operates several divisions providing personal health services for children, adolescents, and adults. Fees are income based. The Department accepts Medicaid, Medicare and most private insurance for services. Refer to Table 6.7.1 for an overview of available services.

Health service facilities for the Kennesaw area are provided by the Cobb County Public Health Department and the EMS division of the Fire Department. A county health center is located at 4489 Acworth Industrial Drive and offers free or reduced price services to City residents in the following areas: child health, maternal health, family planning, adult health, nutrition, and dentistry. Other public and private medical facilities are located around Cobb County. The two nearest full-service hospitals are Wellstar Kennestone, 677 Church Street in Marietta, and the Emory-Cartersville Medical Center, both less than 30 minutes by car from Kennesaw. Many, if not all, of the health services offered by the Marietta office of the Health Department is also available at the Acworth Health Center.

Table 6.7.1: Services Provided by the Cobb County Public Health Department

Health Screening/Tests	Blood Pressure Checks Blood Sugar Screening Child Health Checks Head Lice/Scabies Hearing, Vision & Dental Screening Hepatitis B Testing Lead Screening PKU Testing Pregnancy Tests Scoliosis Screening Tuberculosis Testing Universal Newborn Hearing Screening for 0-2 months of age
Health Services	Mammography Dental Services for Children up to age 18. Diabetes Education Family Planning Health & Nutrition Education Immunizations Pap Smears & Follow-up Pregnancy-Related Services Primary Care Services Sexually Transmitted Disease Services Pharmacy Stroke & Heart Attack Prevention
Special Services/Programs	School Nurse Program WIC (Women Infants Children) - An education and supplemental nutrition program for pregnant, postpartum or breast-feeding women, infants and children to age five. Babies Can't Wait (BCW) - Identifies children from birth to age three with developmental delays. Children 1st - Identifies children from birth to age six who are at risk. CMS (Children's Medical Services) - Services are provided for children with special needs.

Source: <http://www.cobbanddouglaspublichealth.org/>

In addition to providing health services, the department also provides environmental health services to promote a healthy and safe environment and to protect community health. These services include:

- Review and approval of plans, issuance of permits and health inspections for restaurants.
- Epidemiologic investigations of food borne and water borne illness complaints.
- Evaluation and food services permitting for festivals, carnivals, fairs and other temporary events.
- Permitting of public swimming pools and evaluation of water chemistry and pool safety.
- Testing of drinking wells for bacteriological quality and evaluation of sanitary protection of wells.
- Conducting of in-home evaluations when lead poisoning has been identified.
- Radon testing of homes and provide public education program (Cobb County Only).
- Review and permitting of sewage plans for individual homes, sub-divisions, and businesses.
- Nuisance complaint investigations concerning sewage, garbage, insects, rodents and other environmental health issues.

6.8 Consistency with Service Delivery Strategy

Table 6.8: Kennesaw Service Delivery Strategy Summary

Services Provided	City of Kennesaw Service Delivery Strategy	Service Area
Land Use Classification Disputes	The City of Kennesaw and Cobb County agree to review their respective Future land Use Map and Comprehensive Plan to identify areas where conflicts may exist at jurisdictional boundaries. Procedures for resolving disputes have been agreed upon.	Kennesaw City Limits and Cobb County
Animal Control	Cobb County will provide countywide animal control service.	Cobb County
Building Inspections	Kennesaw will provide building inspections within the municipal limits. Cobb County will provide building inspections in unincorporated Cobb.	Kennesaw City Limits
Code Enforcement	Kennesaw will provide Code Enforcement within the municipal limits. Cobb County will provide building inspections in unincorporated Cobb.	Kennesaw City Limits
Courts(Judicial Services)	Kennesaw will provide Municipal Court Services for violations within the City limits. Cobb County will continue to provide countywide judicial services, e.g. Superior Court, District Attorney, Juvenile Court, etc.	Kennesaw City Limits
Development Authority	The authority can finance certain projects, including air and water pollution control facilities, to develop and promote the general welfare of the public.	Cobb County
Drainage and Stormwater	The City maintains drainage and stormwater systems within the City limits.	Kennesaw City Limits
E911	On December 20, 2005, the Cities of Acworth and Kennesaw entered into a ten year agreement in which Kennesaw will provide E911 call answering services for fire fighting, law enforcement, ambulance, medical and other emergency services 24 hours a day, 7 days a week, 365 days per year.	Acworth and Kennesaw City Limits
Economic Development	Kennesaw provides Economic Development services within the City limits. Cobb provides economic development services county wide. City and County staff have agreed to monthly meetings, review of county literature for inclusion of city descriptions/ opportunities, periodic County economic development updates to City directors, and increased frequency of information sharing.	Kennesaw City Limits and Cobb County
Elections	The City of Kennesaw conducts its own municipal elections.	Kennesaw City Limits
Extension	The University of Georgia Extension Service provides services countywide.	Cobb County
Fire & EMS	The City of Kennesaw relies on the Cobb County Fire Department for Fire and EMS services that are funded through Kennesaw fire tax district.	Cobb County
Jail	The Cobb County Sheriff's Office provides jail services on a countywide basis. Kennesaw provides its' own jail facilities for detention purposes.	Cobb County
Library	Cobb County provides library services on a countywide basis.	Cobb County
Parks and Recreation	Kennesaw provides park and recreation services to its residents.	Kennesaw City Limits
Planning and Zoning	Kennesaw provides planning and zoning services within the City limits.	Kennesaw City Limits

Table 6.8: Kennesaw Service Delivery Strategy Summary (cont)

Services Provided	City of Kennesaw Service Delivery Strategy	Service Area
Police	Kennesaw provides police services within the City limits.	Kennesaw City Limits
Public Health	Public Health services are provided by Cobb County. Federal, State and County funds provide funding. Kennesaw does not contribute toward public health services.	Cobb County
R.O.W Maintenance	The City of Kennesaw maintains R.O.W maintenance within the City limits.	Kennesaw City Limits
Sanitation and Solid Waste	Kennesaw provides waste and recycling collection to municipal residents. Cobb County provides waste composting, recycling and disposal service for use by all County residents.	Kennesaw City Limits
Senior Service	Cobb County provides senior services on a countywide basis.	Cobb County
Street Maintenance	Kennesaw maintains streets within the City limits.	Kennesaw City Limits
Tax Assessor	The Tax Assessor's office provide property valuation on a countywide basis.	Cobb County
Tax Commissioner	The Tax Commissioner office provides services on a countywide basis.	Cobb County
Transit	The Cobb County DOT provides transit services on a countywide basis.	Cobb County
Wastewater Treatment	The Cobb County Water System provides wastewater treatment countywide.	Cobb County
Water Distribution	The Cobb County Water System provides water distribution to the City of Kennesaw.	Cobb County
Water Supply	The Cobb County--Marietta Water Authority withdraws, treats and distributes water to the City of Kennesaw.	Cobb County

Source: Kennesaw Service Delivery Strategy Summaries of Service Delivery Arrangements

6.9 Current Status of Short Term Work Program

Table 6.9 lists the most recent status of the 2006-2010 Short Term Work Program. The type and name of the project, the projected start and finish dates as well as the cost and funding sources of the projects are provided to serve as reference for discussion during the Community Agenda.

Table 6.9: 2006-2010 Short Term Work Program

City of Kennesaw Annual STWP Update 2005/2006-2009-2010: Year 2005/2006							
Project Number	Plan Element		Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
1	Land Use	Evaluate zoning and development standards	2005	2006	N/A	N/A	Community Development
2	Public Facilities	Storm Water Utility Development	2005/2006	2008	\$375,000	GF	Public Works
3	Public Facilities	Drainage improvements	2005	2008	\$35,000	GF	Public Works
4	Economic Development	Continue business recruitment, expansion and retention efforts and surveys of existing businesses	2005	ongoing	\$10,000	GF	Economic Development
5	Land Use	Address conflicting zoning ordinance standards and amend same	2005	2005/2006	N/A	N/A	Community Development
6	Economic Development	Apply for grants for development projects	2005	ongoing	N/A	N/A	Economic Dev. & Planning
7	Economic Development	Implement marketing strategy program with the Museum and expand existing marketing program under Economic Development	2005	Annual	\$25,000	GF	Economic Development
8	Land Use	Strengthen enforcement of housing codes in order to revitalize neighborhoods including increasing code enforcement initiatives in transitional housing areas through outreach programs and forums	2005	Ongoing	N/A	GF	Economic Dev. & Planning
9	Community Facilities	Upgrade Public Works facility	2005/2006	2006	\$2,400,000	GF	Public Works
10	Community Facilities	Neighborhood parks improvement	1995	Ongoing	\$20,000	GF	Parks and Recreation
11	Community Facilities	Sidewalk improvements	2005/2006	2010	\$75,000	GF	Public Works
12	Information Technology	City-wide computer upgrade and integration	2005/2006	2009/2010	\$99,216	GF	Information Technology
13	Community Facilities	Infill redevelopment initiatives implemented for target areas in City utilizing redevelopment financing tools including TAD	2005	2009	N/A	GF & TAD	Economic Development
14	Community Facilities	City-wide park expansion (Swift-Cantrell)	2005/2006	2010	\$2,152,869	bond	Parks and Recreation
15	Community Facilities	City Hall remodeling and renovation	2005	2005	\$210,650	GF	City Manager

City of Kennesaw Annual STWP Update 2005/2006-2009-2010: Year 2005/2006 (continued)							
Project Number	Plan Element		Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
16	Land Use	Comprehensive Plan Update (Major)	2005/2006	2006	\$120,000	GF	Community Development
17	Community Facilities	Trail system development and expansion for linkage to Cobb County Trail System	2005/2006	2008	\$600,000	GF	Park and Recreation
18	Land Use	Identification of transitional housing trends for code enforcement plan	2005	2006	N/A	N/A	Community Development
19	Community Facilities	Museum Education Center	2005	2005	\$1,500,000	Foundation	Museum&Tourism
20	Community Facilities	Street improvements	2005	2010	\$150,000	GF	Public Works
21	Economic Development	Increase promotion of Tax Allocation District incentives and expand district as needed	2005	2005/2006	N/A	GF	Economic Development
22	Land Use	Continued participation in Georgia Greenspace program for second tier funding-five year program	2005	2007	N/A	N/A	Community Development, Parks and Recreation
23	Land Use	City to initiate network with local school board system in order to improve input regarding future development	2005	Ongoing	N/A	N/A	Community Development, City Manager
24	Land Use	Initiate Developers Forum to create better dialogue with area developers; Forum to identify needs and market projections for area housing needs and amenity requirements (ANNUAL)	2005	2005/2006	N/A	N/A	Community Development
25	Community Facilities	Intersection/signalization improvements	2005	2006	\$1,200,000	SPLOST/Bond	Public Works
26	Land Use	Evaluation of current fee structure for development	2005/2006	2006	N/A	N/A	Community Development

City of Kennesaw Annual STWP Update 2005/2006-2009-2010: Year 2005/2006 (continued)							
Project Number	Plan Element		Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
27	Land Use	Update and adopt text and future land use map of comprehensive plan to reflect new goals and expansion of city limits and changing land use objectives for areas in the downtown redevelopment area as well as the recently annexed and existing established areas, projected land uses around outer perimeter of existing city limits will be coordinated with Cobb County to avoid land use conflicts	2005	2006	N/A	N/A	Community Development
City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2006/2007							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
1	Land Use	Develop long term annexation plan which includes pursuit of annexations along south and northeastern boundaries of City	2005	2006/2007	N/A	N/A	Economic Dev. & Planning
2	Economic Development	Continue implementation of downtown master plan	2005	2007/2008	\$1,000,000	bonds, GF & TAD	Mayor and Council & City Manager
3	Public Facilities	Storm Water Utility Development	2005/2006	2007/2008	\$375,000	GF	Public Works
4	Economic Development	Continue business expansion, retention and recruitment efforts and survey of existing businesses	2005	ongoing	\$10,000	GF & KDA	Economic Development
5	Economic Development	Apply for grants for development projects	2005	ongoing	N/A	N/A	Economic Dev. & Planning
6	Community Facilities	Installation of downtown pedestrian underpass	2002/2003	2007	\$3,000,000	TEA, Fed funding	Public Works
7	Community Facilities	Neighborhood parks improvement	2005	Ongoing	\$5,000	GF	Parks and Recreation
8	Community Facilities	Sidewalk Improvements	2005/2006	2009/2010	\$80,000	GF	Public Works
9	Community Development	Implement adoption of Gateway Corridor standards for Cherokee Street	2005	2007	\$25,000	LCI, other funding	Community Development

City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2006/2007 (continued)							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
10	Community Facilities	Trail System Development and expansion for linkage to Cobb County Trail System	2005	2008	\$425,000	GF	Park and Recreation
11	Community Facilities	Continued marketing of Downtown venues in cooperation with Downtown Merchants Association	2000	2010	\$20,000	KDDA	Economic Development
12	Information Technology	City-wide software upgrades/purchases	2005	2006/2007	\$250,000	GF	Information Technology
13	Information Technology	City-wide computer upgrade and integration	2005/2006	2009/2010	\$115,000	GF	Information Technology
14	Community Facilities	Downtown traffic improvements	2006	2008/09	\$750,000	TEA-21, GF	Public Works
15	Community Facilities	Drainage improvements	2005	2008	\$200,000	GF	Public Works
16	Community Facilities	New tennis courts	2006	2006	\$300,000	GF, impact fees	Parks and Recreation
17	Community Facilities	Smith-Gilbert Arboretum planning	2006	2006	\$40,000	GF	Parks and Recreation
18	Community Facilities	Street improvements	2005	2010	\$450,000	GF	Public Works
19	Community Facilities	Jiles Road widening and improvement	2006	2008	\$2,600,000	Splost	Public Works
20	Community Facilities	City-wide park expansion(Swift-Cantrell)	2005/2006	2009/2010	\$1,800,000	Bonds, GF	Parks and Recreation
21	Land Use	Increase training of Traditional Neighborhood Districts and Smart Growth techniques for the Planning Commission	2005/2006	2007	\$2,000	GF	Planning
22	Land Use	Preparation of and continued participation in Georgia Greenspace program for second tier funding-five year program	2005	2006/2007	N/A	N/A	Community Development, Parks and Recreation

City of Kennesaw Annual STWP Update 2005/2006-2009/2010 : Year 2007/2008							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
1	Land Use	Continue program of annual safety inspections for City businesses	2005	Ongoing	N/A	N/A	Construction & Development
2	Community Facilities	Sidewalk improvements	2005/2006	2010	\$80,000	GF	Public Works
3	Economic Development	Continue business recruitment, expansion and retention efforts	2005	ongoing	\$40,000	GF, KDA & KDDA	Economic Development
4	Economic Development	Apply for grants for development projects	2005	ongoing	N/A	N/A	Economic Dev. & Planning
5	Community Facilities	Evaluate effectiveness of Museum marketing strategies and make adjustments as needed	2004/2005	2007	\$250,000	Museum Revenues & Foundation Funding	Museum & Economic Dev
6	Community Facilities	Upgrade neighborhood parks	2005	Annual	\$14,000	GF & CDBG	Parks and Recreation
7	Land Use	Re-evaluate annexation and growth strategy	2007	2007	N/A	N/A	Community Development
8	Community Facilities	City-wide park expansion (Swift-Cantrell)	2005	2009/2010	\$6,300,000	GF	Parks and Recreation
9	Community Facilities	Trail system development and expansion for linkage to Cobb County Trail System	2004/2005	2008	\$100,000	RTP Grant/TEA	Parks and Recreation
10	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	2005	2007	N/A	N/A	Community Development
11	Land Use	Start sub-committee for the next gateway corridor study and future standards adoption	2006	2007	N/A	N/A	Community Development
12	Information Technology	City-wide computer upgrade and integration	2005	2010	\$125,000	GF	Information Technology

City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2007/2008 (continued)							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
13	Community Facilities	Downtown traffic improvements	2006	2008/09	\$750,000	TEA-21, GF	Public Works
14	Economic Development	Continue implementation of downtown master plan	2005	ongoing	\$1,000,000	TAD,GF,bonds	Economic Development
15	Community Facilities	Jiles road widening and improvement	2006	2008	\$1,800,000	splost	Public Works
16	Community Facilities	Storm Water Utility Development	2005	2008	\$150,000	GF	Public Works
17	Community Facilities	Street improvements	2005	2010	\$450,000	GF	Public Works
18	Community Facilities	Performance Arts Center	2008	2008	\$3,000,000	GF	Parks and Recreation
19	Community Facilities	Drainage improvements	2005	2008	\$200,000	GF	Public Works
20	Land Use	Initiate cooperative effort with Downtown Task Force, KDDA, KDA and staff to implement incentives for encouraging joint projects with large employers such as Kennesaw State University	2005	2007	\$20,000	KDA & KDDA	Community Development
City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2008/2009							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
1	Economic Development	Continue business recruitment, expansion and retention efforts	2005	ongoing	\$40,000	KDA & KDDA	Economic Development
2	Economic Development	Apply for grants for development projects	2005	ongoing	N/A	N/A	Economic Dev. & Planning
3	Land Use	Continued revisions of zoning ordinance, development standards	2005	ongoing	N/A	N/A	Community Development
4	Housing	Continue strategies (through zoning) aimed at the identification and preservation of existing sound housing and stable residential neighborhoods including preservation of historic properties	2005	ongoing	\$20,000	KDDA & GF	Planning

City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2008/2009 (continued)							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
5	Community Facilities	Downtown traffic improvements	2006	2008/09	\$750,000	TEA-21, GF	Public Works
6	Community Facilities	Trail system development and expansion for linkage to Cobb County Trail System	2005	2009	\$100,000	impact/RTP	Parks and Recreation
7	Community Facilities	Neighborhood parks improvement	2005	Ongoing	\$5,000	GF/DCA Grant	Parks and Recreation
8	Community Facilities	Street improvements	2005	2010	\$450,000	GF	Public Works
9	Community Facilities	City-wide park expansion	2005/2006	2010	\$10,300,000		Parks and Recreation
10	Community Facilities	Sidewalk improvements	2005/2006	2010	\$95,000	GF	Public Works
11	Land Use	Strengthen enforcement of housing codes in order to revitalize neighborhoods	2004/2005	2010	N/A	N/A	Community Development
12	Information Technology	City Wide Computer upgrade and integration	2005/2006	2009/2010	\$135,000	GF	Information Technology
City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2009/2010							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
1	Economic Development	Continue implementation and revisions of Kennesaw LCI downtown master plan	2005	2010	N/A	N/A	Mayor and Council & City Manager
2	Land Use	Revisions to zoning ordinance and development standards	2005	Ongoing	N/A	N/A	Community Development
3	Economic Development	Continue business recruitment, expansion and retention efforts	2005	Ongoing	\$40,000	GF, KDA & KDDA	Economic Development
4	Community Facilities	Sidewalk improvements	2005/2006	2010	\$95,000	GF	Public Works
5	Land Use	Continued review of comprehensive plans and objectives	2005/2006	2010	N/A	N/A	Community Development

City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2009/2010 (continued)							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
6	Land Use	Evaluate existing development regulations for provisions that may limit diversity in housing types and barriers to revitalization and infill development and recommend changes where appropriate	2005/2006	ongoing	\$30,000	KDDA, GF, LCI and DCA Grants	Community Development
7	Land Use	Transportation study on existing roadway and gateways into the City in association with GRTA and ARC consistent with the LCI Plan	2009	2009	\$15,000	GF	Community Development, Public Works
8	Land Use	Evaluate land use/zoning controls and building controls that affect areas in the immediate vicinity of Cobb County Airport-McCollum Field. Adopt an Airport Hazard Zoning District using FAA model guidelines to minimize incompatible land uses in overlay districts	2005/2006	2009	N/A	N/A	Community Development, Public Works
9	Land Use	Develop additional development standards for the provision and location of pedestrian and bicycle facilities in connection with private development projects	2005/2006	2009	N/A	N/A	Community Development
10	Community Facilities	City-wide park expansion	2005/2006	2010	\$2,300,000	TBD	Parks and Recreation
11	Community Facilities	Upgrade neighborhood parks	2005	Ongoing	\$20,000	GF/Grant	Parks and Recreation
12	Community Facilities	Establish strategies and priorities for funding road improvements needed in the city in conjunction with county, state, regional and federal agencies	2005/2006	Ongoing	N/A	N/A	Community Development
13	Community Facilities	Street improvements	2005	2010	\$450,000	GF	Public Works
14	Community Facilities	Promote the expansion of local public transit alternatives in conjunction with Cobb County, ARC and other state/regional agencies	2005/2006	Ongoing	N/A	N/A	Community Development
15	Information Technology	City-wide computer upgrade and integration	2005/2006	2010	\$145,000	GF	Information Technology

City of Kennesaw Annual STWP Update 2005/2006-2009/2010: Year 2009/2010 (continued)							
Project Number	Plan Element	Project Description	Start Date	End Date	Estimated Cost	Funding Source	Responsible Party
16	Community Facilities	Identify opportunities for public/private partnerships in the planning, design and financing of improved transportation and other public facilities and services	2005/2006	Ongoing	N/A	N/A	Community Development
17	Land Use	Work with Cobb County to implement a greenbelt system for flood plains that can also be used as a passive recreation resource	2005/2006	Ongoing	N/A	N/A	Community Development

Source: City Staff

7. Transportation

7.1 Introduction

The City of Kennesaw, covering a land area of 8.4 square miles, has a diverse, multimodal transportation system. Located in the northwest corner of Cobb County, the City has major regional roadway facilities, a rail line, and transit system infrastructure. Interstate 75 passes through the northeast portion of Kennesaw, while US 41/Cobb Parkway runs east-west in the south. The CSX rail line traverses the City along a north-south corridor. Transit access, provided by Georgia Regional Transportation Authority (GRTA) and Cobb Community Transit (CCT), is located approximately 1.5 miles north of Town Center Mall. The area includes Kennesaw State University, as well as the Town Center Area Community Improvement District (CID). Major trip attractors and generators in and around Kennesaw include Kennesaw State University, McCollum Field, Kennesaw Mountain, and the Town Center activity center. The following presents the existing conditions assessment of the transportation system in the City of Kennesaw. All referenced maps are located in the Atlas of Maps.

7.2 Roadways

The roadway system provides the backbone of the transportation network. Kennesaw has 123.8 centerline miles of existing roadway network, with 13 roadway bridges. Classifying the roadway system by how each roadway functions allows for analysis and evaluation of the roadway's effectiveness within the system. Roadways are described by the county's functional classification system, which defines a roadway based on its accessibility and mobility. On one end of the spectrum are expressways/interstates, which provide the greatest mobility with controlled access. On the other end are local roads, which provide the greatest accessibility and feed traffic into higher capacity roads. A description of the system's major functional classifications is presented below and shown on Map 1.

- **Interstate Highways** – Interstates provide the greatest level of mobility, with access limited to interchanges. I-75, which traverses the far northeastern tip of Kennesaw, accounts for only 0.1 % of the City's total roadway network.
- **Arterials** – An arterial is a street or road whose primary function is to carry through traffic over relatively long distances between major areas of the county. The arterial system in the City comprises 20.2 miles, or 16.3% of the total roadway network. Selected major arterial facilities include Cobb Parkway, Wade Green Road, and Ernest Barrett Parkway.
- **Major Collectors** – A major collector is defined as a street or road whose primary function is to carry through traffic over moderate distances between arterial streets and/or activity centers. The major collector system in Kennesaw comprises 7.1 miles (5.7%) of the total roadway network.
- **Minor Collectors** – A minor collector is a street or road whose primary function is to carry through traffic over minor distances from local streets and subdivisions to an activity center or higher classification street. The minor collector system in Kennesaw comprises 7. miles (5.7%) of the total roadway network.
- **Local Streets** – Local streets feed the collector system from low volume residential and commercial areas. In Kennesaw, local streets comprise 89.2 miles (72.1%) of the total roadway network.

Roadway jurisdiction defines which entity owns and is responsible for maintenance. As depicted in Map 2, most of the roadways in Kennesaw are city streets.

7.2.1 Roadway Conditions

Data is maintained by the Georgia Department of Transportation (GDOT) on roadway and bridge condition. Roadway pavement condition is rated within the roadway characteristics (RC) file which contains a Pavement Condition Evaluation System (PACES) rating. Pavement is rated under the PACES system on a linear scoring system from 10 to 99. The rating ranges are summarized in Table 7.2.1. As Map 3 shows, a majority of the roadway system in Kennesaw is rated good or very good. Of the 64 centerline miles in Kennesaw for which pavement ratings are available, 6.7% are rated very good, 60.3% are rated good, and 31.6% are rated fair. Only 0.5% are rated as poor.

Table 7.2.1: PACES Rating

Rating	Definition	Score
Very Good	No maintenance necessary at present time.	81 to 99
Good	Rideability good, some minor repairs needed.	65 to 80
Fair	Considerable deterioration; needs major repairs or resurfacing in near future.	45 to 64
Poor	Badly deteriorated; needs leveling and resurfacing.	28 to 44
Very Poor	Critical condition; needs immediate attention.	11 to 27

Source: GDOT, Systems Inventory Data Collection, Coding, and Procedures Manual

7.2.2 Bridges

There are a total of thirteen roadway bridges within the City of Kennesaw, which are provided in the table below.

Table 7.2.2: Roadway Bridges within the City of Kennesaw

Roadway	Intersecting Feature
US 41	Noonday Creek
US 41	North Fork of Noonday Creek
US 41 Northbound Lanes	CSX RR
US 41 Southbound Lanes	CSX RR
Main Street	CSX RR
Old US 41	Noonday Creek Tributary
Pine Mountain Road	Butler Creek
Deerfield Drive	Noonday Creek Tributary
Baker Road	CSX RR
Barrett Parkway	Noonday Creek
Baker Road	Proctor Creek Tributary
Jiles Road	Proctor Creek
Mack Dobb's Road	Butler Creek

Source: GDOT, Cobb County

As shown in Table 7.2.2, six of the thirteen roadway bridges are stream crossings while the remainder are railroad crossings.

The only bridge replacement planned within the City of Kennesaw is that for Jiles Road over the CSX railroad associated with a widening project programmed in the SPLOST program (see Table 7.7b).

7.2.3 Roadway Capacity

Available roadway network capacity is determined by functional classification, number of lanes, traffic controls and utilization. The number of lanes and traffic signal locations are shown in Map 4. As is shown, most of the streets have two lanes, but several large facilities also traverse the City, providing capacity for higher volumes of through traffic. Also shown in this map are the intelligent transportation system (ITS) enhancements that have been added to improve operations, including roadway corridors with fiber-optic infrastructure and real-time camera surveillance locations. Map 5 shows the range of existing (2004) Annual Average Daily Traffic (AADT) levels on the Kennesaw roadway network.

The level of system performance varies by type of transportation facility, geographic location, time of day, and other characteristics. Each roadway in the network has a theoretical capacity based on its functional classification and characteristics. When roadways are operating in free-flow conditions, capacity constraints are not apparent. However, as traffic volumes increase, available capacity is restricted and roadway congestion results. Federal regulations define traffic congestion as the level at which transportation system performance is no longer acceptable due to traffic congestion.

Capacity needs are identified using measures such as daily volume to capacity (v/c). The v/c ratio of a specific roadway is an indicator of the level of service (LOS) that can be expected on that roadway. A v/c ratio of less than 1.0 indicates that a road can handle additional volume and remain within capacity. A v/c ratio of 1.0 indicates that a road has reached its capacity and additional traffic volume will result in a less than acceptable LOS. A v/c ratio of more than 1.0 indicates that a road's traffic volume exceeds its capacity to handle that traffic, resulting in an unacceptable LOS. The computation and analysis of roadway v/c allows system-wide analysis of the transportation network, providing an approximation of the LOS of roadways or corridors based on information such as lane configuration, observed roadway speed, and traffic volumes.

V/C ratios are linked to LOS to provide an easier way to communicate roadway operations. LOS is a user-based assessment of conditions. Roadways are given a letter designation, with A representing the best operating conditions and F representing the worst. The 2000 *Highway Capacity Manual* provides the following LOS guidelines:

- LOS A, B and C indicate conditions where traffic can move relatively freely.
- LOS D describes vehicle speed beginning to decline slightly due to increasing flows. Speed and freedom of movement are severely restricted.
- LOS E describes conditions where traffic volumes are at or close to capacity, resulting in serious delays.
- LOS F describes breakdown in vehicular flow. This condition exists when the flow rate exceeds roadway capacity. LOS F describes traffic downstream from the bottleneck or breakdown.

The following LOS criteria are used to determine congestion levels on roadway segments.

- LOS A through C is equivalent to a v/c of 0.7 or less.
- LOS D is equivalent to a v/c of 0.701 to 0.85.
- LOS E is equivalent to a v/c of 0.851 to 1.00.
- LOS F is equivalent to a v/c greater than 1.00.

To determine which facilities in Kennesaw were congested, ARC's region-wide travel demand model was used. Model results for the 2005 and 2010 networks were evaluated. It is important to note that the model network reflects the actual roadway network but, due to the nature of the model, the network is an abstraction of the actual system. Major roadways classified as collectors and arterials are included in the model network, but local roads are not.

Maps 6 and 7 illustrate 2005 and 2010 peak period congestion, respectively. As indicated by these maps, several major roadway facilities already operate at LOS F according to the model, including portions of US 41/Cobb Parkway, Jiles Road, Cherokee Street, Watts Drive, and Old Highway 41. Other localized and intermittent congestion may be caused by Kennesaw State University.

As required by federal law and regulations, ARC has developed a Congestion Management System (CMS) for the Atlanta region. Within the CMS, roadways are identified for congestion monitoring, evaluation, and identification of improvements to alleviate congestion. Nine roadways in Kennesaw are included in the CMS. Table 7.2.3 lists the CMS facilities and identifies the reason for inclusion in the CMS.

Table 7.2.3: ARC Congestion Management System (CMS) Facilities

Roadway	From/To	Reasons for Inclusion in the CMS
Chastain Rd./ McCollum Rd.	SR 3/US 41/North Cobb Pkwy. to Canton Rd.	Heavy Peak Period Volumes
Cherokee St.	Shiloh Rd. to SR 293/Main St. (Kennesaw)	Heavy Peak Period Volumes
Barrett Pkwy./ Piedmont Rd.	SR 120/Dallas Hwy. to Canton Rd.	Heavy Peak Period Volumes, Heavy Turn Volumes, Too Many Driveways
George Busbee Pkwy.	Wade Green Rd. to Ernest Barrett Pkwy.	Heavy Peak Period Volumes
Hickory Grove Rd.	Baker Rd. to Wade Green Rd.	Heavy Peak Period Volumes
Old US 41	Acworth City Limits to Cobb Pkwy.	Heavy Peak Period Volumes
SR 3/US 41/Cobb Pkwy.	SR 92/Dallas Acworth Hwy. to Fulton County Line	Heavy Peak Period Volumes, Heavy Cross-Street Traffic, Heavy Turn Volumes, Too Many Driveways
Stanley Rd./New Salem Rd.	Burnt Hickory Rd. to Old US 41	Heavy Peak Period Volumes
Wade Green Rd.	Cherokee County Line to I-75 North	Heavy Peak Period Volumes

Source: Atlanta Regional Commission, Congestion Management System, 2004

7.2.4 Signalized Intersections

The City has 30 signalized intersections either within or along its borders. All of the signals within the City are maintained by either the Cobb County Department of Transportation or Georgia Department of Transportation (GDOT). Signal locations are presented in Map 4.

There are two intersections within the City that have been programmed for intersection improvements. They are Cobb Parkway (US 41) at Pine Mountain Road and Cobb Parkway (US 41) at Kennesaw Due West Road. There are also four roadway and safety improvement projects programmed within the City in which signal optimization will be a component. All of these improvements are programmed as SPLOST projects, which are displayed in Table 7.7b.

7.2.5 Connectivity

Street connectivity is a measure that is critical to analyzing the possibility of re-routing traffic to relieve pressures on severely overburdened facilities. In a nutshell, street connectivity is a measure of the number of parallel facilities in an area that allow for multiple routing options. To determine street connectivity within the City, an inventory of streets with more than one end point was taken.

Kennesaw has good connectivity in specific small sectors of the town, notably the historic downtown and a few subdivisions southwestern and northeastern sectors, but the southeastern and northwestern sectors have severe limitations in this regard. In particular, the areas directly north and south of the downtown offer virtual no east-west routes due to the presence of a major freight line. As of proportion of the street network, roughly 60% of the streets in Kennesaw do not offer connectivity. This lack is a contributing factor to the severe congestion in the Town Center area to the south and the Kennesaw State University area along I-75.

7.2.6 Roadway Safety

To evaluate roadway safety, vehicle crashes, including those between vehicles and pedestrians or bicyclists, were examined for the period of 2001 through 2004 using the GDOT crash database for roadway facilities within Kennesaw. Map 8 identifies the locations of vehicle-to-vehicle crashes over the four-year period. During this period, a total of 4625 crashes occurred, an average of 1156 crashes per year. As is shown, high numbers of vehicle crashes occurred on US 41/Cobb Parkway, Old Highway 41, Cherokee Street, and Jiles Road. For vehicular crashes, normalized crash rates were calculated for each facility based on its functional classification. City roadway crash rates were compared against the county-wide crash rate averages. To identify areas in need of additional investigation, locations were flagged when the crash rate at the location exceeded one standard deviation from the county-wide average. Map 9 shows potential locations for additional safety evaluation based on this assessment.

To evaluate the level of conflict between vehicles and pedestrians or bicyclists, locations of pedestrian and bicyclist crashes, injuries, and fatalities were identified. For the period of 2001 to 2004, 22 vehicular crashes involved a pedestrian or bicyclist, accounting for 0.5% of all crashes in the City. Of the 22 crashes, none involved a fatality, 21 involved an injury, and 1 resulted in no injury. Normalized rates based on population were compared to county-wide and national averages, as summarized in Table 7.2.6. As is shown, the pedestrian crash injury rate in Kennesaw is similar to that experienced county-wide. The location of pedestrian/vehicle and bicycle/vehicle crashes, injuries, and fatalities is shown in Map 10.

Table 7.2.6: Bicyclist and Pedestrian Injury and Fatality Rates, 2001-2004

Geography	Non-Injury Crash	Injury Pedestrian Crash	Fatal Pedestrian Crash	Non-Injury Bicycle Crash	Bicycle Injury Crash	Fatal Bicycle Crash
Kennesaw	1.15	16.18	0.0	0.0	8.07	0.0
Cobb County	1.65	16.70	1.81	1.52	6.05	0.12
United States (2002)	n/a	24.62	1.67	n/a	16.65	0.23

Rates per 100,000 residents. Source: GDOT Crash Database 2001-2004; Traffic Safety Facts 2002, U.S. Department of Transportation

7.3 Alternative Modes and Travel Characteristics

7.3.1 Transit

Availability and access to transit in Kennesaw is provided by the Georgia Regional Transportation Authority (GRTA) and Cobb Community Transit (CCT). The City itself has no transit accessible facilities; however, Chastain Road has multiple points of access to transit, serving the population in the area of Kennesaw State University. The Barrett Parkway route also runs across the south areas of the municipality, providing multiple access points in the immediate vicinity of the southeast City limits. Parking for transit users is also available at the Park and Ride facility located on George Busbee Parkway, about one mile east of the City limits, for express service to the downtown and Midtown areas of Atlanta. Map 11 depicts transit service routes serving the City of Kennesaw. Table 5 lists the transit services serving Kennesaw by operator, type, and service parameters.

Table 7.3.1: Existing Transit Service in the City of Kennesaw

System Operator	Service/Name	Description	Days/Hours of Service	Service Frequency
CCT	45 - Barrett Parkway	Connects MTC to Town Center Mall via Marietta Square, Barrett Parkway corridor, and KSU	Mon-Sat 6:30 am to 9:18 pm	60 minutes
CCT	40 - Kennesaw State University	Connects MTC to KSU via Marietta Square, Kennestone Hospital, Town Center Mall, and Barrett Parkway corridor	Mon-Sat 6:30 am to 9:18 pm	60 minutes
CCT	100 - Busbee Park & Ride to Downtown Atlanta	Express Service Connecting Busbee P&R to Bus Transfer Center in Downtown Atlanta; Peak Hours Only	Weekdays 5:30 am to 7:05 pm	30 minutes
CCT	102 - Busbee Park & Ride to Arts Center	Express Service Connecting Busbee P&R to Arts Center MARTA Station in Midtown Atlanta; Peak Hours Only	Weekdays 5:30 am to 7:05 pm	30 minutes

Source: Cobb Community Transit, Georgia Regional Transportation Authority

The most recent (2006) ridership numbers for the routes in Kennesaw are as follows:

- Route 40 carries 25,387 unlinked passengers per month
- Route 45 carries 21,288 unlinked passengers per month
- Route 100 carries 23,307 unlinked passengers per month
- Route 102 carries 7,032 unlinked passengers per month

CCT conducted a Transit Development Plan (TDP) in 2005-2006 in which bus stop conditions were inventoried throughout the county. Although individual cities were not specifically examined, some general notes on bus stops and signage were listed these were:

- There are 724 bus stops
- 30 stops have no registered activity in the ride check and were not used for this analysis
- 114 stops have no sign posted but 111 of these are at shelter locations
- Thus only 3 locations have no sign or shelter
- CCT plans to place shelters at all locations with over 25 daily boardings
- CCT plans to place benches at all locations with 10-25 daily boardings
- There are 348 shelters at stops
- 339 of the shelters have benches
- 208 of the shelters have lighting
- 343 of the shelters have trash receptacles
- 49 stop without shelters have trash receptacles

The TDP also conducted a survey to determine ridership characteristics of its passengers. As with the bus stop conditions inventory, the cities in Cobb were not individually examined but some general notes on ridership demographics were assembled and include the following:

- Most common home origins were Marietta, Atlanta, Smyrna, Kennesaw
- 18% of the weekday ridership and 15% of the Saturday ridership transfer from other systems to CCT
- On any given day 5% of the CCT riders are using transit for the first time
- The most common trip purpose is home to work (35% local, 50% Express)
- The second most common trip purpose is work to home (20% local 39% express)
- The majority of local riders ride 5 or more days per week (58%)
- The majority of Express riders ride 5 or more days per week (81%)
- The most common requests for new service were: Service to Lindbergh Station, from Cumberland Mall to the MARTA north line, along Terrill Mill Road, and along Powder Springs Road

There are several planned improvements for transit service in the Kennesaw area. They are:

- Extend the Route 40 from Kennesaw State University to downtown Kennesaw and Acworth
- Create new Route 80A from Marietta Transfer Center to downtown Kennesaw and then down Old US 41 to the western end of the Acworth downtown
- Create new Route 80B from Marietta Transfer Center to downtown Kennesaw and Acworth and then down Old US 41 to the Acworth Park and Ride Lot via Lake Acworth Drive
- Create new Route 80C from Marietta Transfer Center to downtown Kennesaw and Acworth and then down US 41 to the Acworth Park and Ride Lot via Lake Acworth Drive
- Introduce complementary paratransit service wherever new routes are implemented

It should be noted that the TDP, from which the list of improvements above were generated, had not been formally adopted as of August 2006.

GRTA is also undertaking the Northwest Connectivity Study to improve transportation connections among activity centers within the corridor, including Midtown Atlanta on the south, the Cumberland/Galleria area, and Town Center on the north. Several options are being explored – such as highway solutions (including HOV lanes), express buses and bus rapid transit, commuter rail, monorail, light rail transit, and heavy rail transit. The findings and implementation plan resulting from this study will likely have a profound impact on future transit enhancements in and around in the City of Kennesaw.

7.3.2 Pedestrian Facilities

Since its last comprehensive plan update, Kennesaw had undertaken a number of streetscape improvements (including sidewalks and other pedestrian facilities), mostly in the downtown area. These projects provided significant improvement in the City's pedestrian environment, including brick crosswalks, new sidewalks and street lighting. The existing sidewalk network is shown in Map 12. Although some of the major roadways outside of the downtown area in the City of Kennesaw have sidewalks (e.g., Jiles Road, Moon Station Road and Cherokee Street), there is not a continual network of sidewalks throughout the City. As the map shows, sidewalks do not serve all of the City's major activity areas (City facilities, schools, major employment and shopping areas).

To evaluate the safety of the City's pedestrian facilities, crash data from 2001 – 2004 was analyzed. The location of pedestrian/vehicle and bicycle/vehicle crashes, injuries, and fatalities is shown in Map 10. Crashes involving pedestrians were dispersed throughout the City, with 13 resulting in injuries, one that did not involve an injury and none resulting in fatalities. Eight of the pedestrian

crash locations coincide with roadway segments or intersections lacking signalized pedestrian crossings. Some areas where pedestrian signalization may be warranted include North Roberts Road at Cobb Parkway, along Moon Station Road, and Jiles Road at McGuire Drive. Additionally, within the downtown area, there are very few pedestrian signals to ensure safe crossing of Main Street.

The City's 2003 LCI Study included a number of programs for increasing pedestrian accessibility in the City during the 2004 – 2009 period. These projects are listed in the following table. One key multi-modal project recommended by the plan is the development of a series of downtown greenway trails linking important community facilities such as Adams Park, City Hall and the Southern Museum with area neighborhoods. Eventually, the City's trail network could be linked to local schools and regional recreation areas such as Kennesaw Mountain and the Silver Comet Trail.

In addition to plans put forth in Kennesaw's LCI study, the City has already secured funding for a couple pedestrian oriented projects through the Regional Transportation Plan (RTP); these projects are also listed in Table 7.3.2.

Table 7.3.2: Future Pedestrian Enhancements within the City of Kennesaw

Project Type	Project Description / Project Location	
LCI	Downtown sidewalks and pedestrian signalization.	
LCI	Downtown Greenway Trails (2 phases)	
LCI	Watts Drive Streetscape	
RTP	Pedestrian Facility (Sidewalk)	CSX Railroad Underpass S of Cherokee Street (Also a project recommended in the City's LCI Plan)
RTP	Bicycle/ Pedestrian	Cobb County Transit Supportive Sidewalks

7.3.3 Bicycle Facilities

In the City of Kennesaw, there are currently no dedicated bicycle facilities – either off-street trails or in-street bicycle lanes – available. Bicycling is permitted on all major streets, but the suitability of bicycling within the City varies greatly. Both ARC and Cobb County have assessed bicycle suitability of major roadways within Cobb County, assigning a numerical score to each segment ranging from 0 (for the most difficult conditions) to 4 (for the most favorable conditions). Bicycle suitability for the City of Kennesaw is depicted in Map 13.

The bicycle suitability evaluation performed by ARC in 2003 indicated the following roads had the best conditions for bicycling in the City of Kennesaw: Cobb International Boulevard, Timberlake Road, Sycamore Drive and Kennesaw Springs Drive. Roads identified as having “medium conditions” for bicycling include Moon Station Road, Jiles Road, Paulding Drive and Kennesaw Due West Road. Three roads were identified as having difficult conditions for bicycling: Chastain Road, North Main Street and Wade Green Road.

The City has not developed a bicycle-specific facility plan. However, there are four significant planned or programmed bicycle facilities in and around the City of Kennesaw:

- Kennesaw Trail - The proposed multi-use trail is approximately two miles and will begin at Pine Mountain Road and Main Street in downtown Kennesaw. This trail will link to the Civil War Museum in downtown Kennesaw, and will connect the Mountain-to-River Trail and Noonday Creek Trail systems.
- Kennesaw Mountain to Chattahoochee River Trail (Mountain-to-River) - The trail is a 13.5-mile multi-use urban trail, which runs through the heart of Cobb County, from Kennesaw Mountain National Battlefield Park to a connection with the City of Atlanta's Trail System at

the Chattahoochee River. The project fills gaps between programmed trail projects at Tower Road, Marietta Station Walk, Atlanta Road, and Spring Road.

- Noonday Creek Trail - This trail is programmed from North Cobb Parkway to Bells Ferry Road. The trail is an off-road trail system through the Town Center area and will follow portions of the Noonday Creek corridor to Bells Ferry Road. The trail will eventually connect to the proposed Mountain to River Trail which will route users to the Chattahoochee River.

Noonday Creek Trail – Cherokee Connector - This four-mile trail is proposed from Bells Ferry Road to the Cherokee County line and will follow the Noonday Creek corridor.

7.4 Parking

The inventory of publicly accessible parking in Kennesaw consists primarily of off-street surface lots, although on-street parking is provided on selected streets in the downtown area and surrounding neighborhoods. The supply of off-street parking is shown in Map 14. The largest concentrations of parking are located along major suburban commercial and industrial corridors such as McCollum Parkway and US 41/Cobb Parkway. The availability of parking is complemented by parking areas located on Cobb Place Boulevard north of Ernest Barrett Parkway, less than one mile outside the City limits. Additionally, various parking facilities are located in the Chastain Road area west of I-75, serving the Chastain Road corridor.

7.5 Freight

The Surface Transportation Assistance Act (STAA) of 1982 was passed to allow large trucks to operate on Interstates and certain primary roadways, called collectively the National Network. The City is served by Interstate Highway 75 and US 41, which both are designated as STAA routes. Lake Acworth Drive and Cherokee Road also have the STAA designation. The railroad serves the east-west corridor running parallel to Southside Drive and is currently operated by CSX. Industrial land uses are a major generator of freight traffic. These areas are located in close proximity to the railroad corridor, primarily on Industrial Drive and Industrial Center Lane. Major truck routes and industrial traffic generators are depicted in Map 15.

7.6 Seaports, Harbors and Terminals

There are no air terminals located within the City of Kennesaw. The nearest air terminals to the City are: Hartsfield-Jackson International Airport in Atlanta, the major commercial carrier location in the region; Dobbins Naval Air Station near Marietta, a facility used exclusively for military purposes; and McCollum Field located near Kennesaw, which is the Cobb County airport. With a runway of 6,000 feet in length, McCollum Field has transitioned from a recreational airport to a business class airport in recent years and hosts nearly 350 takeoffs and landings each day. Approximately 400 aircraft are based at the airport and it supports a staff of 185 employees.

No seaports or harbors exist within the City of Kennesaw.

7.7 Current Studies and Projects

A number of transportation planning studies have recently been completed or are underway that may impact Kennesaw. The recently completed ARC *Mobility 2030* long range regional transportation plan, with its accompanying *Transportation Improvement Program (TIP)*, identifies short range improvements for the Kennesaw area. TIP projects are shown in Map 16 and listed in Table 7.7a. Local improvements in Kennesaw will include pedestrian facilities at the CSX railroad

and the Noonday Creek multi-use trail. Regional projects that have the potential to impact Kennesaw include high occupancy vehicle (HOV) lanes and ITS upgrades on I-75.

Table 7.7a: FY 2006-2011 Transportation Improvement Program Projects

ARC Project Number	GDOT PI Number	Project Name, Description and Location	Project Type	Sponsor	Jurisdiction	Length (miles)
AR-432	0006334	I-75 North ATMS from Wade Green Road to SR 92	ITS	GDOT	Cobb County	4.2
AR-438	0006396	I-75 North Ramp Meters from I-85 to Wade Green Road	ITS	GDOT	Multi-County	23
AR-H-004	0006419	I-75 North HOV Lanes from I-575 to Wade Green Road	HOV Lanes	GDOT	Cobb County	4
CO-AR-BP212	0004509	CSX Railroad Underpass S of Cherokee Street	Pedestrian Facility	City of Kennesaw	Cobb County	N/A
CO-AR-BP214B	N/A	Noonday Creek Trail: Phase II	Bicycle/ Pedestrian	Cobb County	Cobb County	3.5

Source: Atlanta Regional Commission, FY 2006-2011 Transportation Improvement Program Project List

In addition to ARC's Regional Transportation Plan (RTP), Cobb County voters recently approved a special purpose local option sales tax (SPLOST) that will fund a series of transportation projects around the county. The resulting Capital Improvement Projects (CIP) program is currently being implemented. Specific projects in the City of Kennesaw to be funded by the SPLOST are listed in Table 7.7b.

Table 7.7b: SPLOST Projects

Project Type	Location	Description
Thoroughfare	Barrett Parkway from US 41/Cobb Parkway to SR 120/Dallas Highway	Widen to 6-lane divided 10-foot trail, 5-foot sidewalk & turn lanes at major intersection
Thoroughfare	Cherokee Street from Sardis Street to McCollum Parkway	Widen to 3 lanes
Thoroughfare	Jiles Road from Cobb Parkway to Cherokee Street	Widen to 4 lane divided
Intersection Safety & Operations	Kennesaw Due West at Cobb Parkway (US 41)	Intersection Improvement
Thoroughfare	McCollum Parkway from Cherokee Street to Club Drive	Widen to 3 lanes
Roadway Safety & Operations	Old Highway 41 from Cobb Parkway (US41) to Barrett Parkway	Widen, traffic signal, drainage
Intersection Safety & Operations	Pine Mountain Court at Cobb Parkway (US41)	Signal adjustments, right turn lane, drainage and sidewalk
Intersection Safety & Operations	Pine Mountain Road at Cobb Parkway (US 41)	Left turn signal
Roadway Safety & Operations	Rutledge Road from Cobb Parkway to Main Street	Safety and Operational Improvements
Roadway Safety & Operations	Shiloh/Shallowford Road from Wade Green Road to Canton Road	3-Lane Roadway with right turn lanes at intersections
Roadway Safety & Operations	Stanley Road/Collins Road from Barrett Parkway to Railroad	Widening

Aside from RTP/TIP and SPLOST implementation processes, there are several other recent and ongoing planning efforts that affect the City of Kennesaw. The *City of Kennesaw Livable Centers Initiative (LCI)* project (2003) focused on development of implementation programs that encourage complementary transportation, land use and urban design solutions. The Kennesaw LCI

has led to just under \$500,000 in construction funding for implementation of recommended improvements. The *Town Center LCI* (2004) will also bring significant construction funding to this major activity center impacting Kennesaw. The Town Center LCI followed the *Town Center Master Plan*, which studied of a more broad land area than the LCI and addressed transportation, land use, market conditions, and implementation guidelines. The Northwest Corridor station area planning process is considering land use opportunities for the areas surrounding several proposed bus facilities along I-75. Finally, as part of the Cobb Comprehensive Transportation Plan, the Cobb-Paulding working group will work to address specific issues and synergy between the two counties and specific jurisdictions, including Kennesaw.

7.8 Human - Transportation Interactions

The U.S. Census Bureau collects socioeconomic and other data that can be reviewed to help determine potential transportation needs and understand area travel patterns. Demographic characteristics illustrate the planning context in which the transportation system operates.

Kennesaw is one of six cities in Cobb County. The City had a 2000 population of 21,675, representing 3.6% of the county's population. The Atlanta Regional Commission (ARC) 2005 population estimate is 25,551, representing a growth rate of 17.9% since 2000. Population density is an important consideration in transportation planning, particularly when examining alternatives to the automobile. The greater the density, the better suited an area is to more intensive transit and bicycle/pedestrian infrastructure. Kennesaw has a higher population density (4.0 persons per acre) than the county as a whole (3.1 persons per acre), as well as a higher household density (1.5 households per acre) than the county (1.1 households per acre).

Selected demographic characteristics of Kennesaw are shown in Tables 7.8a and 7.8b. These characteristics are presented because they help identify population groups that may have a greater tendency to use or need transit or non-motorized modes. As Table 9 demonstrates, Kennesaw has a less diverse population than the county, region or state. Of those who consider themselves one race, 82% identified themselves as white, 9.9% as black or African American, 6.2% as Hispanic or Latino, 2.9% as Asian, and 2.8% as some other race.

Table 7.8a: Demographic Characteristics Comparison, Race and Ethnicity, 2000

Geographic Area	Population	Percent Identifying as One Race				Two or More Races	Percent Hispanic or Latino
		White	Black	Asian	Other Race		
Kennesaw	21,675	82.0%	9.9%	2.9%	2.8%	2.4%	6.2%
Cobb	607,751	72.3%	18.6%	3.0%	4.0%	2.1%	7.7%
10-County ARC Region	3,429,379	58.8%	32.1%	3.8%	3.5%	1.8%	7.3%
Georgia	8,186,453	65.1%	28.7%	2.1%	2.8%	1.4%	5.3%

Source: U.S. Census Bureau, 2000

As shown in Table 7.8b, a lower proportion of persons in Kennesaw live below poverty (4.5%) and a lower proportion of households are lacking vehicles (2.2%) than found in the county, region or state. There are relatively fewer persons age 65 and older living in the City (5.8%), and the proportion of persons age 15 to 19 (4.9%) is also lower in the City than the county or region. Overall, the demographic characteristics indicate a population that has a lower proportion of potential transit-supportive markets than is found in the county, region or state.

Table 7.8b: Demographic Characteristics Comparison, Income and Age, 2000

Geographic Area	Total		Percent			
	Population	Households	Persons below poverty	Persons Age 65+	Persons Age 15-19	Households without vehicles
Kennesaw	21,675	8,196	4.5%	5.8%	4.9%	2.2%
Cobb	607,751	227,487	6.5%	6.9%	6.5%	3.8%
10-County ARC Region	3,429,379	1,261,894	9.5%	7.3%	6.8%	7.7%
Georgia	8,186,453	3,006,369	13.0%	9.6%	7.3%	8.3%

Source: U.S. Census Bureau, 2000

A number of factors related to commuting patterns can be evaluated using Census data. The data indicates how people are getting to work, where they are working, and how long it takes to travel between home and work on an average day. Table 7.8c shows how residents living in Kennesaw get to work compared against the county, region and state. The data shows that nearly 85% of Kennesaw commuters rely on the single occupant vehicle to get to work. The percent of commuters carpooling (10%) is lower than that typical in the county, region, or state. Very few persons commute to work using public transit in Kennesaw (0.3%), which is considerably lower than in the county, region or state. The proportion of persons walking to work (1.2%) is similar to that in the county, region and state.

Table 7.8c: Manner of Commute Comparison, 2000

Geographic Area	Number of Workers Age 16 and Over	Percent of Workers					
		Drive Alone	Carpool	Public Transit	Walk	Other	Work at Home
Kennesaw	11,745	84.6%	10.0%	0.3%	1.2%	0.6%	3.3%
Cobb	325,412	80.8%	12.0%	1.3%	1.0%	0.9%	4.1%
ARC 10-County Region	1,733,135	76.4%	13.5%	4.3%	1.3%	1.0%	3.6%
Georgia	3,832,803	77.5%	14.5%	2.3%	1.7%	1.1%	2.8%

Source: U.S. Census Bureau, 2000

Table 7.8d provides a comparison between Kennesaw and the county and state regarding where City residents work. The data gives some indication of travel patterns within the City. While a large majority (85%) of Kennesaw residents work outside the City, most (64%) reside within Cobb County.

Table 7.8d: Location of Work, 2000

Geographic Area	Number of Workers Age 16 and Over	Work in City of Residence		Work in County of Residence	
		Number	Percent	Number	Percent
Kennesaw	11,745	1,760	15.0%	7,512	64.0%
Cobb	325,412	18,268	5.6%	179,750	55.2%
Georgia	3,832,803	717,187	18.7%	2,240,758	58.5%

Source: U.S. Census Bureau, 2000

The amount of time it takes for persons living in Kennesaw to commute to their jobs is shown in Table 13, compared to the county and state. In general, Kennesaw commuters have longer commutes than what is typical at the county and state levels. In particular, a significantly greater proportion of Kennesaw commuters require more than 30 minutes to commute to their jobs (58.8%) than countywide (51.7%) or statewide (39.5%). The proportion of commuters requiring an hour or more (19.5%) is nearly double that of the county (10.9%). This data indicates a greater jobs-housing imbalance for Kennesaw compared with the overall County.

Table 7.8e: Travel Time to Work, 2000

Geographic Area	Number of Commuters Age 16 and Over	< 10 Minutes	10 to 19 Minutes	20 to 29 Minutes	30 to 44 Minutes	45 to 60 Minutes	> 60 Minutes
Kennesaw	11,362	7.7%	20.0%	13.5%	23.8%	15.5%	19.5%
Cobb	312,177	7.8%	21.5%	19.0%	27.2%	13.6%	10.9%
Georgia	3,723,817	11.5%	29.3%	19.6%	20.9%	9.3%	9.3%

Source: U.S. Census Bureau, 2000

7.9 Land Use - Transportation Interactions

The land use pattern in Kennesaw is fairly supportive of multi-modal transportation choices. Kennesaw has a downtown core which includes many commercial, industrial and institutional uses adjacent to historic residential neighborhoods and close to many recreational amenities. The close proximity of a diverse array of land uses and the existing network of sidewalks in the historic core allow a high level of pedestrian access. The City's sidewalk network also connects to many schools and parks and recreation amenities. While there are not extensive pedestrian connections from many of the City's residential subdivisions to one another and to the historic core, many of these routes are suitable for bicycle connections.

Although residential densities are low to moderate in most of the City and may not support local transit (a feasibility study has not been conducted), regional transit service is available. The residential nature of the City and concentration of commuters in the area has provided support for local connections to regional (CCT/GRTA) bus services.

In addition to a good basic pattern of land uses and a core grid-pattern street network, the preservation and further development of multi-modal transportation options are supported by Kennesaw's zoning and development ordinances. The City's 2001 LCI plan for the downtown core, included many recommendations for land use and zoning changes which would create a vibrant street environment by filling in the downtown with compatible land uses making it desirable to stroll along the City's streets. The City has implemented many of these recommendations and is continuing to do so by coordinating the LCI study with its current Comprehensive Plan update.

The City's zoning ordinance reinforces a multi-modal transportation network in a number of ways. All new developments are required to not only provide sidewalks but to also provide pedestrian connections with neighboring parcels and out parcels. In many zoning districts 30 % of the required parking spaces are required to be located to the side or rear of buildings and the City's regulations allow for reductions in required parking when developments provide connections to adjacent parking areas. Pedestrian orientation of buildings is somewhat supported by Kennesaw's ordinances; in the Neighborhood Commercial (C-1) and Mixed Use (MXD) districts front setbacks of 10 feet are permitted, additionally all buildings are required to provide at least one pedestrian-oriented entry point.

7.10 Transportation Conclusions

The City of Kennesaw is characterized by a strong orientation toward single occupant vehicle commuting, with less than 16% of workers relying on alternative modes (including carpooling and telecommuting). However, the community has the advantage of the recently completed LCI process to help guide the City's development over the coming years and encourage a transition toward walkable, mixed-use development in the core of the community.

A key objective for the City will be coordinating the transportation related recommendations of the LCI study and other ongoing planning efforts with the transportation planning process at the county level. This will include integrating the various sets of projects already identified through the RTP/TIP, SPLOST, and LCI processes into a unified and cohesive program that reflects clearly defined community goals. Another consideration is the need to carefully coordinate the transportation planning process in Kennesaw with that of any neighboring communities, in particular the immediately adjacent City of Kennesaw and the largely unincorporated Town Center activity center.