



**COMPREHENSIVE
PLAN
1996 - 2005**

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INTRODUCTORY SECTION

INTRODUCTION

The City of Powder Springs is in the midst of a period of sustained and substantial growth. If the City is to benefit from this growth, it must be prepared. Community facilities and services must be available and their logical extension well planned to guarantee the most efficient and economical growth pattern. Transportation improvements must be anticipated and a means for financing construction identified. Policies for the location and extent of future land uses must be determined to avoid the negative impacts of growth associated with incompatible land use types, strip commercial development and difficulties in providing sites for major community facilities and services. Action should be initiated to diversify the local economy to insure that new generations continue to settle in Powder Springs and that a sufficient tax base is available to finance expanded demand for government facilities and services.

In a word, change is happening, and we must be ready. The purpose of the Comprehensive Plan is to provide a framework for decision-making so that the resources of the City can be directed to achieve the Vision established by the City of Powder Springs. The Comprehensive Plan is a tool to guide the changes that will occur in a way that is compatible with the Vision. The alternative is to respond and react to the changes that are occurring on a situation-by-situation basis, making short-sighted decisions that lead to an unknown future.

The Vision for the City of Powder Springs is the power behind the Comprehensive Plan. With a common vision, elected leaders and City staff can be purposeful in what they do on a daily, monthly, and annual basis, confident that they are taking the City of Powder Springs in the desired direction.

The Comprehensive Plan is not a "final" document in any sense; it is a plan, and to have value, it must be amended and changed over and over as new information is learned, new opportunities and challenges arise, and the Vision evolves.

The Comprehensive Plan is organized in five sections:

- 1) Introductory Section provides background information on the Plan and the City.
- 2) Plan Elements contains a separate section for each of six "Elements". Each Element introduces and discusses historic data and projections on a specific topical area, identifies trends, and analyzes its implications for the future.
- 3) Goals and Policies are the narrative standards and objectives that will help accomplish the Vision. They provide the link between the general Vision and the specific Work Program.
- 4) Short Term Work Program lists the specific actions to be taken in the next five years to implement the Vision.
- 5) Appendix contains maps, the Solid Waste Management Plan, the Capital Improvements Plan, and other reference materials.

PLAN PROCESS

The Comprehensive Plan 1990-2000 was adopted by the Mayor and City Council in 1990 after a two-year preparation process. Because of the rapid growth in Cobb County and Powder Springs, the City was granted a variance by the Georgia Department of Community Affairs to establish a 10-year planning horizon rather than the 20-year perspective required by State law. A condition of this variance required the plan to be updated in five years. The Mayor and City Council decided to take a strategic approach to this update to attempt to produce a practical plan that would be used by elected leaders and City staff on a daily basis to guide actions in the future.

The first step in the strategic planning process was to develop a Vision for the City of Powder Springs. For several months, through newspaper ads and public meetings, City staff solicited items from residents to include in a vision of the future. On December 2 and 3, 1994, the Mayor, Council, Manager, and Department Heads met with a facilitator for a two-day workshop, and using the ideas collected from the public, drafted a vision for the next ten years. The draft vision was then circulated among City staff, presented at meetings of local clubs and service organizations, and distributed to citizens at City Hall. After six months of formal and informal feedback opportunities, the Vision for the City of Powder Springs was complete.

From the general and non-specific Vision, City staff and staff members from the Cobb County Planning Division brainstormed general goals and more specific policies that, if accomplished, would bring the Vision to reality. The draft goals and policies then went through a round of review and revisions by the Mayor and City Council, neighborhood leaders, and other interested parties. The Mayor and City Council conducted a public hearing on February 19, 1996, to obtain comments on the plan in general and on the draft goals and policies.

Once the goals and policies were determined, it was necessary to assess the abilities and resources available and to implement the Vision. This assessment was done by updating the information required by the State of Georgia to be contained in the Comprehensive Plan in the "Plan Elements" section. The information on existing conditions and the needs assessment helped to generate ideas for action items for the work program.

The next step in the drafting of the plan was to put together the Short Term Work Program. At their annual goal-setting workshop in March, 1996, the Mayor, City Council, City Manager, and Department Heads developed and prioritized a list of action items for the next five years which formed the basis for the Short Term Work Program.

The final step in adopting the plan is to review the final draft with the public. The Short Term Work Program was presented to a meeting of neighborhood leaders in May, 1996, the Planning Commission held a public hearing on June 24, 1996, and City Council conducted a public hearing on July 15, 1996.

VISION STATEMENT

We envision Powder Springs as a place where the heritage of the past is preserved while aggressively preparing for the future, a safe family-oriented community where citizens actively participate in the life of the community and in making decisions that affect it.

The Powder Springs of the future will be much larger than the present city limits, with a wide range of housing values and options. The City will be filled with green space in the form of plantings on right-of-ways, passive recreation areas, a golf and tennis complex, and linear parks containing bicycle and equestrian trails. It will have a fully developed industrial park and first-class commercial development, both in clearly defined sectors that are effectively buffered from residential areas. The City's streets and highways will be free from congestion and hazardous intersections. Homes and buildings will be attractively maintained, as will public right-of-ways, curbs and sidewalks.

The downtown will be the soul of the City, an active, pedestrian-oriented area with a consistent design and unified theme. The square will be the center of downtown activity, with frequent events and activities for all ages amid the cafes, specialty shops, restaurants and offices located there.

In the Powder Springs of 2005, children of all ages will have ample recreational opportunities. Teenagers and young adults of all income levels will have options for appropriate activities, senior citizens will actively use a first-class facility, and visitors from around the state will use a regional convention center located here. Excellent services will be efficiently provided by a highly-trained staff.

Issues

The issues listed below are critical elements of the City's desired vision:

1. Heritage/Historic Preservation
2. Planning and Participation
3. Land Use and Physical Development (includes Downtown Activity Center)
4. Recreation and Community Life
5. Environmental Preservation
6. Economic Development
7. Government and Community Facilities
8. Transportation

Our Mission

The City of Powder Springs is dedicated to serving the people who live, work, and do business within our community, providing leadership, vision, and an exceptional quality of life.

Our Operational Values

We are committed to strive toward these guiding principles:

We are stewards - We have a deep respect for the trust placed in us by the citizens of Powder Springs, recognizing that the resources we use are not our own. Stewardship requires responsible financial decisions to ensure the highest quality services within the resources available.

We demonstrate integrity - We strive to be forthright, open, honest and impartial in all our dealings, personally and corporately; to do what we say we will do.

We value employees - Employees are the City's most important and valuable asset: all our success depends on their efforts.

We are customer-driven - We value our citizens and customers, giving personal attention to their needs; we seek out and listen to their priorities and concerns.

We demonstrate professionalism - City employees are well-trained, knowledgeable, and positive in attitude. We employ the best practices and take pride in our work.

We practice innovation - We strive for continuous improvement in what we do, upgrading the quality, increasing the quantity, and reducing the cost.

HISTORICAL DEVELOPMENT

Over its 150-year existence, Powder Springs has evolved through several stages. During its first twenty to thirty years, it was an isolated farming community. In the second half of the 1800's, it became a center of commerce and social activity for southwest Cobb. From the time of the Great Depression of the 1920's through the mid-1970's, development in Powder Springs lagged behind much of the rest of the Atlanta region. More recently, the City has re-emerged as an important component of the metropolitan area.

By 1819, a settlement of several cabins was in place near the present center of Powder Springs. At that time, the first businesses began to appear, including stores, blacksmiths and other establishments designed to serve outlying farms. Over the next twenty years, as commercial activity increased, the community developed into the center of trade and civic activity of southwest Cobb.

By 1839, development had reached such intensity that the City received its first charter and incorporated as Springville. Although the charter was repealed twelve years later, the City continued to grow. During this period, a sawmill and the City's first school opened, serving over 200 students. Cotton processing became established as the leading industry. In 1859, the City was re-incorporated as Powder Springs, with limits extending a radius of one-half mile in every direction from the middle house on Marietta Street.

While the City fared much better during the Civil War than nearby Atlanta and Marietta, a number of buildings were torn down to salvage lumber for use in constructing army barracks. After the Civil War, manufacturing enterprises again flourished with cotton ginning remaining the most important industry. Other significant economic sectors included the operations of railroad section crews, wagon manufacturing and milling.

By 1920, cotton farming had become unprofitable in North Georgia. Powder Springs residents turned to other economic pursuits. Peaches, soybeans, tomatoes and sorghum were all tried as alternative crops, with sorghum the most successful. Over the first quarter of the 20th century, a cheese manufacturing cooperative was a major presence in the town, though it closed by 1923 because of an inability to compete on a national scale with larger producers from Wisconsin. One cotton gin did remain in operation as late as the 1950's.

The Great Depression of the late 1920's and 1930's dealt a lasting blow to the City. As in many small towns, most industrial operations were forced to close. As the depression era ended, Powder Springs was unable to regain its former stature. Dependence on surrounding communities developed as the City's residents were forced to look to Marietta, Austell and Atlanta for employment. The Coats and Clark Thread Mill in nearby Clarkdale employed 650 people.

Over this period, industrial and business expansion within the City was extremely limited. By 1980, the only significant manufacturing activities were Atlanta Structural Concrete and small scale operations along the Norfolk-Southern Rail Line and Lewis Road. Commercial businesses were concentrated along a two block stretch of Marietta Street heading east from City Hall and along Austell-Powder Springs Road.

Through the 1980's, residential development in Powder Springs grew dramatically. As other portions of the region which historically have had better access to the Atlanta core became built out, developers turned their attention to southwest Cobb. Large tracts of open land and desirable schools made the Powder Springs area attractive for residential development. The early 1990's have seen increased commercial development in the City. Newer residents in Powder Springs typically work in Atlanta or along the Perimeter and have social ties throughout the metro area. As this development trend advances, the City will continue its next stage of evolution, as an integrated component of the Atlanta Metropolitan Area.

PHYSICAL CHARACTERISTICS

Natural Features

Powder Springs, located in the Piedmont section of northwest Georgia, contains few natural constraints to development. The area is relatively flat, with elevations varying from 880 ft. to 920 ft. The only sharp ridge line runs from east to west through town along the abandoned CSX rail corridor. Although the average rise of the ridge line is just eight to ten feet, it does form a division between development activities and contributes to traffic problems. The only other significant natural features are three flood plain areas, as shown on Map 9 in Appendix A. Noses Creek affects areas east of Hopkins Road, and the Whispering Glen, Wildhorse Hills and Caley Mill subdivisions. Wildhorse Creek impacts areas along the western edge of Hopkins Road and Lancer subdivision. Flooding tends to be greatest at the point where this creek flows into Noses Creek, southeast of the Hopkins Road-Hopkins Court intersection. Powder Springs Creek impacts the southwest portion of the City, along Lewis Road near Powder Springs Park and the vacant industrial area west of Florence Road.

Manmade Landscape

Currently, Powder Springs is predominantly a residential community with a small commercial district along Marietta Street and around the City square, with scattered commercial activities in other areas. Although much land is zoned for industrial activities, actual uses are currently limited and concentrated in only a few portions of the City. Public uses owned by both the City of Powder Springs and Cobb County are also prevalent. Powder Springs has much potential for growth, with more than 900 acres in the City and extensive areas of adjacent county land being undeveloped.

The amount of residentially developed land throughout the City shows that Powder Springs has primarily been a bedroom community during the past forty years. Approximately 77 percent of all developed land in the City is residential. The oldest homes, many built before 1900, are mostly along Marietta and Atlanta Streets. The 1950's and 1960's arrived with Powder Springs' first building boom and residential areas spread to New Macland Road, Hopkins Road, and Compton Circle. Lancer Subdivision, the City's first large-scale unified subdivision, was built in the early 1970's. While development slowed considerably during the second half of the 1970's, Powder Springs experienced a resurgence of activity since 1980. Today, residential subdivisions are present in all parts of the City.

The amount of land used for commercial and professional activities has been relatively constant over the years. Because of the recent growth spurt in residential development, the commercial area is now inadequate. About 160 acres, which is 8 percent of the total developed land area, is used for trade and professional services. Commercial activities exist primarily as strip developments along major thoroughfares.

A vast amount of the City's vacant land is zoned industrial. Over 900 acres are included in the HI and LI categories, though only 90 acres are in use. This type activity is concentrated on Powder Springs Road at Lindley Road, along Fambrough Drive and on Lewis Road, which is convenient to the Norfolk Southern Rail Line. Undeveloped industrially zoned land includes 400 acres along the north side of U.S. Highway 278 from Old Lost Mountain Road to Elliott Road, and over 200 acres between Frank Akins Road and the C.H. James Parkway.

Public uses total roughly 110 acres and include City Hall, Powder Springs Park, Wildhorse Creek Park, the City Cemetery, both the old and new Powder Springs Elementary Schools, Tapp Middle School, the Powder Springs branch of the Cobb County Public Library system, and a post office.

POPULATION ELEMENT

A Note on Reporting Methods

For purposes of reporting population and other demographic and economic data, two measures shall be used. First, the incorporated city boundaries of Powder Springs as of 1995 will constitute one measure. The second measure shall consist of Census Tracts 315.01 and 315.02. Much data, such as population projections made by the Atlanta Regional Commission, are reported by census tract only. The unincorporated areas surrounding Powder Springs share so many demographic and economic characteristics they are sometimes indistinguishable from the City. Some of the data for cities is reported only for cities with more than 10,000, necessitating the use of census tract data since Powder Springs' population will not reach 10,000 until sometime around 1997. (The Powder Springs' census area is bounded by Paulding County to the west, Macland Road to the north, Powder Springs Road north of Macedonia Road and a straight line bisecting Powder Springs and Austell to the east and south, and Douglas County to the south. See Map 7 in Appendix A.)

Introduction

The Population Element should form the foundation upon which informed decisions are made about other elements in the Plan. An understanding of the nature and characteristics of a community's population allows a growing community to evaluate and project its needs for public facilities and services, housing and jobs.

The City of Powder Springs, Georgia is part of Cobb County, one of the fastest growing counties in the nation. Cobb's 1970 population of 196,793 increased to 492,400 by 1995 according to the Atlanta Regional Commission (the ARC includes Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale Counties), for an increase of 150 percent. By contrast, according to Census data, Georgia's population increased by 55 percent between 1970 and 1995 and the U.S. population rose by 23 percent.

Population Growth of Powder Springs

Like the surrounding Cobb County and Atlanta area, Powder Springs' population growth has been constant. Powder Springs' population increased from 3,381 in 1980 to 7,118 in 1990, to 9,081 in 1995, as Table 1 shows, for a growth rate of 110.5 percent in the 1980's and 28 percent between 1990 and 1995. The Powder Springs census area grew at 86.4 percent in the 1980's and 25 percent from 1990 to 1995. The City's growth will slow by 2010 to around two percent a year. The projected population in 2015 for the City is 18,991 and 48,224 for the census area.

Assuming landowners' continued interest in annexation, Powder Springs will continue to grow due to the availability of land in the area and larger forces pushing development into West Cobb. Aside from infill development, development opportunities have

become limited in east Cobb and closer into Atlanta as most of the land has been used. The availability of land in Powder Springs has fueled its growth as a bedroom community during the last 35 years: the City's population has increased 827 percent since 1960, from 980 to 9,081. Aside from an even greater growth spurt from 1980 to 1985, Powder Springs has generally grown by about 400 people per year since the 1960's.

Growth will probably increase in absolute terms in the near future as a function of Atlanta's own continuing population surge. Powder Springs will continue to add population at a much faster rate than Georgia due to its proximity to Atlanta and East Cobb being built out. Another factor that will encourage growth is the construction of highways such as the East-West Connector and the West Cobb Loop. These roads will make Powder Springs much more accessible to Cobb County commercial centers.

TABLE 1
Population, 1970-2015

| Year | Georgia (000) | City | Census Area |
|---------------------|--------------------------|-------------|--------------------|
| 1970 | 4,611 | 2,559 | 7,720 |
| 1975 | 5,026 | 2,970 | 9,570 |
| 1980 | 5,463 | 3,381 | 11,501 |
| 1985 | 6,008 | 5,919 | 15,268 |
| 1990 | 6,478 | 7,118 | 21,439 |
| 1995 | 7,102 | 9,081 | 26,830 |
| 1996 | 7,209 | 9,513 | 27,907 |
| 1997 | 7,316 | 9,955 | 28,984 |
| 1998 | 7,423 | 10,407 | 30,061 |
| 1999 | 7,530 | 10,069 | 31,138 |
| 2000 | 7,637 | 11,341 | 32,214 |
| 2005 | 8,095 | 13,731 | 37,687 |
| 2010 | 8,553 | 16,331 | 43,159 |
| 2015 | 9,053 | 18,981 | 48,224 |
| Year | Georgia | City | Census Area |
| 70-75 Growth | 9.5% | 31.4% | 21.8% |
| 75-80 Growth | 8.7% | 13.8% | 20.2% |
| 80-85 Growth | 10.5% | 75.1% | 32.8% |
| 85-90 Growth | 7.8% | 20.2% | 40.4% |
| 90-95 Growth | 9.6% | 27.6% | 25.1% |
| 95-00 Growth | 7.2% | 24.9% | 20.1% |
| 00-05 Growth | 6.0% | 21.1% | 17.0% |
| 05-10 Growth | 5.7 % | 18.9% | 14.5% |
| 10-15 Growth | 5.8% | 16.2% | 11.7% |

SOURCE: U.S. Census, Atlanta Regional Commission (ARC)

Households

For planning purposes, knowledge of household size is critical. Demand for public services such as water and wastewater treatment are calculated by number and size of households rather than by population. For example, from 1990 to projections for 2000, the census area population is projected to increase from 21,439 to 32,214 (50.3 percent), while household units (a housing unit occupied by one or more persons and not needing to be related) will grow from 7,121 to 11,170 (56.9 percent). The number of persons per household will decline from 3.01 in 1990 to 2.88 in 2000, a trend consistent with national patterns reflecting later marriages, fewer children per family, a higher divorce rate and a growing elderly population. The expansion of infrastructure to meet the increase in households is addressed in the land use section.

The housing market is growing rapidly, but not uncontrollably, to meet the demand for people moving into the area. Based on the past performance of the housing market in Powder Springs and its continued strength, the City does not expect any type of housing shortage in the next ten years.

TABLE 2
Households, 1970-2020

| Year | City | Census Area |
|-------------|-------------|--------------------|
| 1970 | 727 | 2,177 |
| 1975 | 834 | 2,851 |
| 1980 | 1,040 | 3,525 |
| 1985 | 1,684 | 5,323 |
| 1990 | 2,343 | 7,121 |
| 1995 | 3,296 | 9,088 |
| 2000 | 4,306 | 11,170 |
| 2005 | 5,116 | 13,372 |
| 2010 | 5,956 | 15,573 |
| 2015 | 6,856 | 19,761 |

SOURCE: U.S. Census, Atlanta Regional Commission (ARC)

TABLE 3
Persons Per Household

| Year | City | Census Area |
|-------------|-------------|--------------------|
| 1970 | 3.50 | 3.53 |
| 1975 | 3.38 | 3.4 |
| 1980 | 3.25 | 3.26 |
| 1985 | 3.1 | 3.14 |
| 1990 | 2.96 | 3.01 |
| 1995 | 2.9 | 2.95 |
| 2000 | 2.84 | 2.88 |
| 2005 | 2.79 | 2.82 |
| 2010 | 2.76 | 2.77 |
| 2020 | 2.41 | 2.42 |

SOURCE: U.S. Census, Atlanta Regional Commission (ARC)

Age

During the past twenty-five years Powder Springs has undergone significant shifts in age distribution (see Table 4). New suburbanites began moving into the community in the 1960's and soon dominated the City's demography. The new residents were generally young, from 25 to 34 years old, and about to start families or already had very young children. The dominant demographic group up until the 1960's were people who lived in Powder Springs because it was a small town and not a suburb. These people tended to be older, many of them more than 55 years old, and had children with more diverse ages.

The most fluctuation has come in the middle and young age groups. In 1990, the 25-34 age group accounted for one quarter of all Powder Springs residents, as opposed to 18 percent in 1970. The percent share for the 5-14 and 15-24 groups have dropped 7.3 points and 3.5 points respectively, indicating at least two things. As members of the 15-24 group reach working age they leave the City to find jobs, and the relatively inexpensive houses in Powder Springs attract many young families who are first time home buyers with small children younger than the 5-14 age group.

As the original suburbanites matured they swelled the ranks of the 35-44 group, and in the near future the City can expect the 45-54 group to increase, but the young adult age groups will continue to predominate as the City continues to attract young home buyers. The percentage of elderly is expected to decline for at least 15 more years as the City continues to attract young home buyers.

Generally speaking the City is more heavily represented in the younger age groups and under represented in the older ones. The City's mandate for dealing with the increase in young people has been addressed in the City's Vision and in the City's work program. Cobb County will have to provide more classroom space for the growing number of children, particularly in the northeastern part of the City.

A 1985 ARC study estimated 4,998 people 19 or younger lived in the Powder Springs census area. By 1990, the number was 7,214, or a 2,216 person increase, a number with a significant impact on the demand for public education. For example, in the 1989-90 school year, there were 5,372 students in the Powder Springs census area. By the school year 1996-1997, enrollment is projected to be 6,463, an increase of 991 students or 18.5 percent.

People aged 65 and up are also an important age group for governments. The number of seniors in the census area increased from 684 in 1980 to 1,500 in 1990 - an increase of 816 persons - while the proportion of seniors increased from 5.7 percent to 7 percent. After a dip in the relative number of senior citizens, the senior population in the census area is expected to rise around the turn of the century. Similarly, Cobb County's senior population is expected to grow from 41,000 in 1990 to 110,000 by 2010. Programs which provide senior services, such as meals on wheels, transportation, in-home services, case management services and health services expect their clientele to double in ten years. These services have doubled their service base in the past ten years and the seventh senior service center in the County opened August, 1995.

The demands placed on the City caused by changes in certain age groups are discussed in the appropriate sections of the plan. For example, the need for more schools is addressed in the education section of the Community Facilities Element and the need for more entertainment opportunities for the young is discussed in the Economic Development Element.

TABLE 4
City Age Distribution (%)

| Age | 1970 | 1975 | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 |
|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| 0-4 | 10.8% | 8.6% | 7.9% | 9.0% | 9.7% | 10.3% | 9.8% | 9.2% | 9.5% | 8.6% |
| 5-14 | 22.8% | 21.5% | 20.3% | 18.1% | 16.5% | 17.4% | 17.5% | 17.0% | 16.5% | 16.2% |
| 15-24 | 16.0% | 17.2% | 18.1% | 14.7% | 12.5% | 12.1% | 11.9% | 11.7% | 11.5% | 11.3% |
| 25-34 | 18.3% | 17.4% | 16.7% | 22.5% | 24.5% | 25.1% | 23.2% | 21.4% | 19.8% | 18.8% |
| 35-44 | 12.1% | 14.3% | 15.7% | 16.2% | 15.9% | 16.1% | 16.2% | 17.0% | 17.0% | 16.5% |
| 45-54 | 8.0% | 9.5% | 10.7% | 9.2% | 8.3% | 10.6% | 11.0% | 13.0% | 13.1% | 13.7% |
| 55-64 | 6.3% | 5.9% | 5.7% | 5.2% | 4.8% | 4.9% | 5.4% | 5.5% | 6.6% | 8.4% |
| 65 & up | 5.6% | 5.6% | 5.7% | 5.1% | 4.7% | 4.2% | 5.0% | 5.2% | 6.0% | 6.5% |

SOURCE: U.S. Census, Atlanta Regional Commission (ARC)

Race and Sex

Minorities had always accounted for less than eight percent of the Powder Springs population until the 1980's. According to the 1990 Census minority share jumped from seven percent to more than eighteen percent, a trend mirrored in Cobb County. The bulk of the minority population are blacks, with Asians and Hispanics present in small but growing numbers, as Table 5 shows.

The population increase of minorities can be attributed, as with non-minorities, to workers seeking houses in the suburbs. Asians working for MG International, a Japanese manufacturing firm, comprise a substantial portion of the "other" category. We expect the trend of an increasing minority population to continue, mirroring the trend in the Atlanta Region. Because minority growth has been similar to non-minority growth, the City has no special plans for dealing with minority issues.

TABLE 5
City Minority Population (%)

| | 1970 | 1975 | 1980 | 1985 | 1990 |
|----------|-------|-------|-------|-------|-------|
| White | 94.2% | 93.6% | 93.0% | 88.0% | 83.1% |
| Black | 5.7% | 6.2% | 6.7% | 10.7% | 14.6% |
| Other | 0.04% | 0.16% | 0.27% | 1.2% | 2.2% |
| Hispanic | NA | 0.31% | 0.62% | 0.80% | 0.99% |

SOURCE: U.S. Census, Atlanta Regional Commission (ARC)

TABLE 6
Population by Sex (%)

| Year | City | | Area | |
|------|-------|--------|-------|--------|
| | Male | Female | Male | Female |
| 1970 | N/A | N/A | 49.5% | 50.5% |
| 1980 | 49.3% | 50.7% | 49.8% | 50.2% |
| 1985 | N/A | N/A | 49.8% | 50.2% |
| 1990 | 48.4% | 51.6% | 49.4% | 50.6% |

SOURCE: U.S. Census, Atlanta Regional Commission (ARC)

Educational Attainment

The leaps in educational attainment for the area may be the most striking demographic development in Powder Springs during the past 25 years. In 1990, 82.1 percent of census area residents were high school graduates - up from 43.6 percent in 1970. The number of those over 25 with college degrees also swelled, from 7.5 percent to 19.4 percent, an increase of 158 percent. The advances in educational attainment were greater than Cobb County, the Atlanta MSA and Georgia. Tables 7 through 13 provide a more detailed breakdown of educational attainment.

The increase in attainment has come primarily as college-educated workers moved into the area, and also due to a general rise in the number of college educated people nationwide. As development patterns and the availability of housing remain stable the area will attract more of the same types of people as it has during the past twenty years.

Despite the bounds in educational accomplishments, Powder Springs residents still fall below Cobb County and Metro Atlanta levels, though the City has exceeded state and national levels in some measures. Attainment levels in neighboring Gwinnett and Cherokee Counties rushed ahead of Powder Springs between 1970 and 1980, but the City has since more or less caught up.

Assuming the rate of educational attainment at all levels has continued to increase since 1990, a reasonable assumption, the following conditions should be true.

The local work force is overeducated for the local economy and undereducated for the regional economy. The primary employment sectors in Powder Springs are in light industry, distribution and service jobs and do not require college educations. The same sectors are expected to retain a strong presence in the area, but the City desires to broaden the scope of area employment opportunities with jobs more in line with educational levels.

Powder Springs residents are at a comparative disadvantage with many other communities for regional employment in the most desirable jobs due to the relatively low levels of education. In 1990, Powder Springs had only two-thirds the percentage of college graduates as Metro Atlanta, and an even smaller portion compared to Cobb County. However, the 2000 Census will likely show the income and education of City residents to have increased since 1990, strengthening the position of City residents in the job market.

Powder Springs enjoys a generally good reputation for its public schools. McEachern High School is in fact the biggest drawing card the City has for new residents. McEachern has a large private endowment enabling the school to have a campus second to none in the State. The school consistently sends more than 70 percent of its graduates to post-secondary education - well above the State range of 40-50 percent. All three educational attainment measures: dropout rates; achievement scores; and post-secondary education - have stayed in the same range for the last five years. Being in the McEachern district will add as much as ten percent to the value of a house.

Other public schools also enjoy a solid reputation. Overall, the schools serving Powder Springs students are undoubtedly a boost to the area.

TABLE 7
Highest Educational Level Completed in Powder Springs
(Persons Age 25 and Older)

| | 1970 | 1980 | 1990 |
|--------------------------------|-------------|-------------|-------------|
| Elementary School | 336 | 379 | 284 |
| High School (1-3 years) | 379 | 374 | 668 |
| High School (4+ years) | 399 | 817 | 1,257 |
| College (1-3 years) | 86 | 197 | 1,084 |
| College (4+ years) | 69 | 77 | 796 |

SOURCE: U.S. Census

TABLE 8
Educational Attainment Comparison for 1970 (%)

| | Powder Springs | Cherokee County | Gwinnett County | Paulding County | Georgia |
|--------------------------------|-----------------------|------------------------|------------------------|------------------------|----------------|
| Elementary School | 26.5% | 48.5% | 35.1% | 49.8% | 36.2% |
| High School (1-3 years) | 29.9% | 23.1% | 27.4% | 28.0% | 23.2% |
| High School (4+ years) | 31.4% | 19.1% | 23.4% | 17.7% | 22.4% |
| College (1-3 years) | 6.8% | 5.2% | 7.9% | 2.4% | 9.0% |
| College (4+ years) | 5.4% | 4.1% | 6.3% | 2.1% | 9.2% |

SOURCE: U.S. Census

TABLE 9
Educational Attainment Comparison for 1980 (%)

| | Powder Springs | Cherokee County | Gwinnett County | Paulding County | Georgia |
|--------------------------------|-----------------------|------------------------|------------------------|------------------------|----------------|
| Elementary School | 20.5% | 27.0% | 12.8% | 29.7% | 23.7% |
| High School (1-3 years) | 20.3% | 20.9% | 15.4% | 28.7% | 19.9% |
| High School (4+ years) | 44.3% | 30.1% | 32.9% | 30.0% | 28.5% |
| College (1-3 years) | 10.7% | 12.3% | 19.9% | 7.4% | 13.3% |
| College (4+ years) | 4.2% | 9.7% | 18.9% | 4.3% | 14.6% |

SOURCE: U.S. Census

TABLE 10
Educational Attainment Comparison for 1990 (%)

| | Powder Springs | Cherokee County | Gwinnett County | Paulding County | Georgia |
|--------------------------------|-----------------------|------------------------|------------------------|------------------------|----------------|
| Elementary School | 6.9% | 10.3% | 4.5% | 12.7% | 12.0% |
| High School (1-3 years) | 16.3% | 14.5% | 8.8% | 23.2% | 17.1% |
| High School (4+ years) | 30.7% | 30.6% | 25.7% | 38.9% | 29.6% |
| College (1-3 years) | 26.5% | 26.2% | 31.4% | 17.6% | 22.0% |
| College (4+ years) | 19.5% | 18.4% | 29.6% | 7.6% | 19.3% |

SOURCE: U.S. Census

TABLE 11
Additional Attainment Measures (%)

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|---------------|---------------|---------------|---------------|---------------|
| Dropout Rate Georgia 1989-93 | 5.5% | 5.1% | 5.4% | 6.5% | 7.3% |
| Dropout Rate Powder Springs 1989-93 | 6.1% | 5.9% | 5.9% | 5.6% | 5.8% |
| % Continuing to College Georgia 1990-94 | 41.3% | 42.4% | 43.1% | 42.0% | 40.9% |
| % Continuing to College Powder Springs 1990-94 | 73.6% | 73.1% | 73.4% | 73.2% | 70.4% |

SOURCE: Georgia Department of Labor, McEachern High School Guidance Office

TABLE 12
Educational Levels in Powder Springs

| | Percent of High School Graduates of Population Age 25 and Over | | | Percent of Population Age 25 and Over with Four or More Years of College | | |
|---|---|-------------|---------------------|---|-------------|---------------------|
| | 1980 | 1990 | % Change | 1980 | 1990 | % Change |
| Powder Springs Census Area | 59.6% | 82.1% | +38% | 7.5% | 19.4% | +158% |
| Cobb County | 72.3% | 85.0% | +17.6% | 22.9% | 33.0% | +48.5% |
| Atlanta MSA | 67.9% | 82.6% | +20.2% | 20.7% | 29.6% | +43% |
| United States | 66.5% | 75.2% | +13.1% | 16.2% | 20.3% | +25.3% |

SOURCE: U.S. Census

TABLE 13
Educational Attainment
Standardized Test Scores (Percent of Norm)

| | Cobb | | | | | Georgia | | | | |
|------------------|-------------|-------------|-------------|-------------|-------------|----------------|-------------|-------------|-------------|-------------|
| | 1990 | 1991 | 1992 | 1993 | 1994 | 1990 | 1991 | 1992 | 1993 | 1994 |
| 3rd Grade | | | | | | | | | | |
| Math | 65% | 63% | 69% | 59% | 61% | 50% | 51% | 52% | 50% | 51% |
| Reading | 61% | 62% | 65% | 61% | 61% | 54% | 55% | 60% | 52% | 52% |
| 11th | | | | | | | | | | |
| Grade | 67% | 69% | 64% | 65% | 71% | 52% | 55% | 57% | 51% | 55% |
| Math | 63% | 65% | 71% | 60% | 63% | 44% | 45% | 46% | 44% | 46% |
| Reading | | | | | | | | | | |

SOURCE: Georgia Department of Education

Income Assessment

As it was for education, the decade from 1980 to 1990 was a watershed period for increasing wealth and income in Powder Springs. The influx of better educated and employed residents dramatically boosted all measures of income and wealth in the City.

The City's per capita income grew from approximately \$175 less than the state average in 1979 to \$1,555 more in 1989. Median household income followed a similar growth pattern: household income grew from approximately \$14,600 more than the state figure in 1979 to approximately \$20,860 more in 1989.

Due to the correlation of education and income and what can be inferred from recent demographic developments, it can reasonably be assumed the same factors causing education levels in Powder Springs to rise will cause income levels to rise as well. Powder Springs will continue to be more prosperous than the state and will move closer to the Cobb County average.

Fortunately for Powder Springs, the incidence of poverty seemingly has decreased during the recent past. Poverty is measured based on the size of a household compared to income thresholds, but there is no information available on specific households and their income levels. However, judging from household income, per capita income and income distribution, two inferences can be made with some certainty. The percentage of people in poverty in Powder Springs is steadily declining as many new and prosperous residents move into town. Second, high levels of employment are keeping new households from falling into poverty. In the next ten or 15 years, as the average age of Powder Springs' residents increase, poverty may become an issue the City must address.

TABLE 14
Per Capita Income Expressed in 1995 Dollars

| Year | Georgia | City |
|--|----------------|-------------|
| 1969 | \$11,000 | \$12,632 |
| 1979 | \$13,439 | \$13,265 |
| 1989 | \$16,753 | \$18,308 |
| Inflation-adjusted growth 1970-1990 | 52.3% | 44.9% |

SOURCE: U.S. Census

TABLE 15
Median Household Expressed in 1995 Dollars

| Year | Georgia | City |
|--|----------------|-------------|
| 1969 | \$27,287 | \$43,839 |
| 1979 | \$27,359 | \$41,958 |
| 1989 | \$29,523 | \$50,385 |
| Inflation-adjusted growth 1970-1990 | 8.2% | 14.9% |

SOURCE: U.S. Census

TABLE 16
Household Income by Intervals
1990 Census Area

| | | |
|---------------------|--------------|---------------|
| \$0 - \$4,999 | 24 | 1.0% |
| \$5,000 - \$9,999 | 88 | 3.8% |
| \$10,000 - \$12,499 | 36 | 1.5% |
| \$12,500 - \$14,999 | 34 | 1.5% |
| \$15,000 - \$17,499 | 50 | 2.1% |
| \$17,500 - \$19,999 | 37 | 1.6% |
| \$20,000 - \$22,499 | 111 | 4.7% |
| \$22,500 - \$24,999 | 50 | 2.1% |
| \$25,000 - \$27,499 | 152 | 6.5% |
| \$27,500 - \$29,999 | 55 | 2.3% |
| \$30,000 - \$32,499 | 140 | 6.0% |
| \$32,500 - \$34,999 | 87 | 3.7% |
| \$35,000 - \$37,499 | 146 | 6.2% |
| \$37,500 - \$39,999 | 93 | 4.0% |
| \$40,000 - \$42,499 | 172 | 7.3% |
| \$42,500 - \$44,999 | 86 | 3.7% |
| \$45,000 - \$47,499 | 157 | 6.7% |
| \$47,500 - \$49,999 | 109 | 4.7% |
| \$50,000 - \$54,999 | 145 | 6.2% |
| \$55,000 - \$59,999 | 154 | 6.6% |
| \$60,000 - \$74,999 | 280 | 12.0% |
| \$75,000 - \$99,999 | 80 | 3.4% |
| \$100,000 and up | 57 | 2.4% |
| Total | 2,343 | 100.0% |

SOURCE: U.S. Census

Summary of Noteworthy Items

Population

- The City of Powder Springs' population increased from 3,381 in 1980 to 9,081 in 1995, a growth rate of more than 160 percent, or 380 people a year for the last 15 years. The population is expected to grow to more than 11,000 by the year 2000.
- The census area population increased from 11,500 in 1980 to 26,800 in 1995, an increase of 134 percent. The census area is predicted to increase to 32,210 in 2000 and 43,160 in 2010.
- There will be 11,170 households in the census area by 2000, up from 3,525 in 1980.
- The average age of City residents is dropping, but not by much. The proportion over age 65 went from 5.7 percent in 1980 to 4.7 percent in 1990, but the proportion is expected to begin rising by the year 2000.
- Not surprisingly, the average number of persons per household is dropping, from 3.25 percent in 1980 to a predicted 2.84 percent in 2000.
- The share of minority population in the City increased from 7.0 percent to 16.9 percent from 1980 to 1990, and from 8.4 percent to 11.7 percent in the census area in the same period.

Income

- Of the 57 municipalities in the Atlanta Region, Powder Springs has the tenth highest median household income and the 21st highest per capita income.
- The census area's median household income is approximately the same as Cobb County and considerably more than Georgia's. The Atlanta Region is slightly higher than the Powder Springs area.

Education

- Educational achievement soared during the 1980's. In the census area, the percentage of population 25 and over who graduated with from high school rose from 59.6 percent to 82.1 percent, an increase of 38 percent. The percentage of college graduates rose from 7.5 percent to 19.4 percent, up 158 percent. Educational attainment figures for 1990 are still below Cobb County and the Atlanta Metro Area averages, but should be equal by the year 2000.

ECONOMIC DEVELOPMENT ELEMENT

Introduction

Originally a bedroom community for Atlanta, Cobb County has become a employment center in its own right. In 1990, for example, only 47.3 percent of Cobb residents with jobs worked in other counties, primarily in Fulton and DeKalb, the two central counties of the Atlanta Region. Powder Springs' workers were similar to county-wide communities in commuting patterns: 37.7 percent work in other counties.

The Powder Springs Census Area's employment is projected by ARC to increase from 2,369 in 1990 to 9,981 in 2020 (the majority of employment data will be reported by the Census Area, there is minimal employment data available for the City), which is an increase in jobs of 321.7 percent, compared to projected population growth of 148.6 percent. Keys to the employment growth in Powder Springs include the construction of the C.H. James Parkway (Thornton Road Connector) and the East-West Connector, which provide better access to and from Powder Springs through South Cobb, Interstate 20 and the Airport area, and construction of the Powder Springs Parkway, which will relieve much of the traffic congestion in the City. Most important for economic growth is that businesses tend to evolve where there are people, and Powder Springs is getting more people daily. Over the next 20 years, the City expects to see local economic opportunities turn into jobs requiring more skills and training.

Economic Base

Powder Springs' economic base can best be characterized as one on the verge of a broad diversification. Powder Springs has historically had limited employment opportunities and served primarily as a market town for surrounding farmers until the 1950's. No significant growth occurred until the late 1950's, when suburbanization began to creep into Powder Springs very slowly. Now, forty years later, employment is growing as well, with several light industrial and distribution facilities located in the City, and retail and service jobs increasing to meet the needs of the local market. During the next 20 years ARC predicts the industrial and retail sectors of the local economy will grow the fastest. In 1995 alone, more than 100 jobs were created by one strip shopping development in the City, although retail jobs are usually a mixed blessing.

As recently as fifteen years ago, comparing Cobb County's economy to Powder Springs would have been difficult. Powder Springs fell far below County levels of education and income, and a higher percentage of jobs fell in less-skilled positions. With Powder Springs evolving to resemble Cobb more and more in terms of income and education levels, comparisons between Powder Springs and Georgia using Cobb County data as a substitute for City data, have a substantial degree of validity.

Tables 17 through 22 that follow describe and compare Cobb County employment and employment in the State of Georgia by sectors. The sectors shown on the tables are Farming; Agricultural Services; Mining; Construction; Manufacturing; Transportation, Communications, and Public Utilities (TCPU); Wholesale; Retail; Financial, Insurance, and Real Estate (FIRE); Services; Federal Government Civilians; Federal Government Military; and State and Local Government.

As shown on Table 17, the largest number of people in Cobb are employed in the Service and Retail sectors, and the projections show that these sectors will remain dominant into the next century. When the sectors are ranked by share of earnings, however, Manufacturing exceeds the share of the Retail sector, a reflection of the comparatively high wages of manufacturing jobs.

TABLE 17
Cobb County Employment by Sector (Percentage)

| | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Farming | 0.2 | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Ag Serv | 0.5 | 0.8 | 0.8 | 0.8 | 0.9 | 0.9 | 0.9 | 0.9 |
| Mining | 0.0 | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Construction | 7.3 | 8.7 | 7.4 | 7.1 | 7.2 | 7.0 | 6.9 | 6.8 |
| Manufacturing | 16.0 | 14.5 | 8.9 | 8.5 | 7.7 | 7.0 | 6.5 | 6.1 |
| TCPU | 5.1 | 4.0 | 5.4 | 5.9 | 6.2 | 6.4 | 6.5 | 6.6 |
| Wholesale | 5.2 | 8.4 | 10.0 | 8.3 | 8.4 | 8.4 | 8.5 | 8.5 |
| Retail | 20.2 | 20.3 | 20.2 | 19.8 | 19.9 | 20.1 | 20.2 | 20.5 |
| FIRE | 10.7 | 9.1 | 10.0 | 10.2 | 10.4 | 10.5 | 10.6 | 10.5 |
| Services | 19.8 | 21.7 | 25.4 | 27.3 | 28.0 | 28.6 | 29.1 | 29.4 |
| Gov FC | 1.6 | 1.6 | 1.3 | 1.1 | 1.0 | 1.0 | 0.9 | 0.9 |
| Gov FM | 1.5 | 1.4 | 1.2 | 1.0 | 0.9 | 0.8 | 0.7 | 0.7 |
| Gov SL | 11.1 | 8.5 | 8.7 | 9.1 | 8.9 | 8.7 | 8.6 | 8.5 |

SOURCE: Woods and Poole

TABLE 18
Georgia Employment by Sector (Percentage)

| | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Farming | 3.5 | 2.5 | 1.9 | 1.6 | 1.4 | 1.3 | 1.2 | 1.1 |
| Ag Serv | 0.5 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.8 | 0.8 |
| Mining | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 |
| Construction | 5.0 | 6.0 | 5.6 | 5.2 | 5.3 | 5.2 | 5.1 | 5.1 |
| Manufacturing | 19.3 | 17.5 | 15.4 | 14.8 | 14.5 | 14.1 | 13.8 | 13.5 |
| TCPU | 5.5 | 5.5 | 5.8 | 5.9 | 6.1 | 6.2 | 6.3 | 6.3 |
| Wholesale | 6.3 | 6.6 | 6.2 | 6.3 | 6.4 | 6.5 | 6.6 | 6.6 |
| Retail | 14.8 | 16.1 | 16.5 | 16.5 | 16.8 | 17.2 | 17.6 | 17.9 |
| FIRE | 7.2 | 7.0 | 7.4 | 7.5 | 7.6 | 7.7 | 7.7 | 7.7 |
| Services | 18.0 | 20.6 | 23.2 | 24.6 | 25.0 | 25.4 | 25.8 | 26.1 |
| Gov FC | 3.1 | 2.9 | 2.8 | 2.3 | 2.1 | 2.0 | 2.0 | 1.9 |
| Gov FM | 3.2 | 3.0 | 2.4 | 2.1 | 1.9 | 1.8 | 1.7 | 1.6 |
| Gov SL | 12.5 | 10.9 | 11.4 | 11.6 | 11.3 | 11.0 | 10.7 | 10.5 |

SOURCE: Woods and Poole

TABLE 19
Cobb County Earnings by Sector (Percentage)

| | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Farming | 0.1 | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Ag Serv | 0.3 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Mining | 0.2 | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Construction | 7.7 | 8.6 | 7.4 | 6.8 | 6.8 | 6.5 | 6.2 | 6.0 |
| Manufacturing | 27.8 | 22.4 | 13.7 | 13.6 | 12.6 | 11.8 | 11.3 | 10.9 |
| TCPU | 7.3 | 5.5 | 7.6 | 8.2 | 8.4 | 8.6 | 8.8 | 8.9 |
| Wholesale | 7.6 | 14.6 | 16.5 | 12.7 | 12.7 | 12.6 | 12.5 | 12.5 |
| Retail | 13.1 | 13.1 | 12.2 | 12.1 | 11.9 | 11.7 | 11.5 | 11.4 |
| FIRE | 5.5 | 5.6 | 6.8 | 7.5 | 7.9 | 8.1 | 8.3 | 8.4 |
| Services | 17.3 | 18.7 | 24.1 | 27.1 | 28.5 | 29.8 | 30.9 | 31.9 |
| Gov FC | 2.4 | 2.1 | 1.8 | 1.5 | 1.3 | 1.2 | 1.1 | 1.0 |
| Gov FM | 0.7 | 0.7 | 0.6 | 0.6 | 0.5 | 0.4 | 0.3 | 0.3 |
| Gov SL | 9.4 | 7.5 | 8.2 | 8.7 | 8.4 | 8.1 | 7.9 | 7.7 |

SOURCE: Woods and Poole

TABLE 20
Georgia Earnings By Sector (Percentage)

| | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 |
|----------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Farming | 0.1 | 1.2 | 1.3 | 1.3 | 1.2 | 1.1 | 1.0 | 0.9 |
| Ag Serv | 0.3 | 0.4 | 0.4 | 0.4 | 0.4 | 0.3 | 0.3 | 0.3 |
| Mining | 0.5 | 0.3 | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 | 0.3 |
| Construction | 5.8 | 6.5 | 5.6 | 5.0 | 4.9 | 4.8 | 4.6 | 4.4 |
| Manufacturing | 23.2 | 20.7 | 18.0 | 17.6 | 17.6 | 17.6 | 17.5 | 17.5 |
| TCPU | 9.5 | 9.1 | 8.8 | 9.1 | 9.3 | 9.4 | 9.5 | 9.5 |
| Wholesale | 9.1 | 9.4 | 9.1 | 9.1 | 9.1 | 9.2 | 9.2 | 9.6 |
| Retail | 10.6 | 10.9 | 9.9 | 9.7 | 9.6 | 9.6 | 9.6 | 9.6 |
| FIRE | 5.6 | 5.8 | 6.4 | 6.6 | 6.7 | 6.8 | 6.8 | 6.8 |
| Services | 16.2 | 18.3 | 22.7 | 24.4 | 25.3 | 26.2 | 27.0 | 27.8 |
| Gov FC | 4.6 | 4.2 | 3.8 | 3.3 | 2.9 | 2.7 | 2.6 | 2.4 |
| Gov FM | 2.6 | 2.4 | 1.8 | 1.6 | 1.4 | 1.3 | 1.2 | 1.1 |
| Gov SL | 11.2 | 10.2 | 11.3 | 11.1 | 10.6 | 10.2 | 9.8 | 9.4 |

SOURCE: Woods and Poole

TABLE 21
Comparison of Percent of Cobb County Earnings With Percent of Georgia Earnings

| | 1980 | 1985 | 1990 |
|----------------------------------|------|------|------|
| AG., Forestry and Fishing | 0.0 | -1.0 | -1.2 |
| Mining | -0.3 | -0.2 | -0.2 |
| Construction | 1.9 | 2.1 | 1.8 |
| Manufacturing | 4.6 | 1.7 | -4.3 |
| TCPU | -2.2 | -3.6 | -1.2 |
| Wholesale | -1.5 | 5.2 | 7.4 |
| Retail | 2.5 | 2.2 | 2.3 |
| FIRE | -0.1 | -0.2 | 0.4 |
| Services | 1.1 | 0.4 | 1.4 |
| Federal Gov't. | -4.1 | -3.8 | -3.2 |
| State & Local Gov't. | -1.8 | -2.7 | -3.1 |

SOURCE: Woods and Poole

Note: A (+) means the Cobb figure is higher than the state number. A (-) means the state figure is higher.

TABLE 22
Comparison of Percent of Cobb Employment by Sector
With Percent of Georgia Employment

| | 1980 | 1985 | 1990 |
|----------------------------------|-------------|-------------|-------------|
| AG., Forestry and Fishing | -3.3 | -2.3 | -1.8 |
| Mining | -0.2 | -0.1 | -0.2 |
| Construction | 2.3 | 1.7 | 1.8 |
| Manufacturing | -3.3 | -3.0 | -5.5 |
| TCPU | -0.4 | -1.5 | -0.4 |
| Wholesale | -1.1 | 1.8 | 3.8 |
| Retail | 5.4 | 4.2 | 3.7 |
| FIRE | 3.5 | 2.1 | 2.6 |
| Services | 1.8 | 1.1 | 2.2 |
| Federal Gov't. | -3.2 | -2.9 | -2.7 |
| State & Local Gov't. | -1.4 | -2.4 | -2.7 |

SOURCE: Woods and Poole

Note: A (+) means the Cobb figure is higher than the state number. A (-) means the state figure is higher.

Export Sectors

The Georgia Department of Community Affairs (DCA) classifies the economy into eleven different sectors, five of which are export sectors for Cobb County. Construction, wholesale, retail, FIRE and service sectors comprise the export list, with all them having attained their export status in 1980, 1985 and 1990 except for wholesale, which did not become an export sector until 1985. Ironically, the wholesale industry is the biggest exporting segment of the County economy, as Table 22 shows. Cobb's export sectors represent all the growth areas in the national economy. Service and retail jobs are the fastest growing segments at most levels of the economy and Cobb is no exception.

Construction is a part of the export economy because of the rapid growth of Cobb County. Construction is also one of the most volatile economic sectors. With the continued growth of the County though, construction will continue to remain a strong part of the economy even though it is one of the most sensitive industries to changes in the economy.

City Employers

To provide a better idea of the types of employment to be found in Powder Springs, information from a Cobb County Chamber of Commerce employers inventory is provided below. The Chamber surveyed businesses throughout Cobb County to determine the sizes and types of businesses located in the County. The inventoried companies included larger employers, high tech firms, international companies and manufacturing concerns. All four types of businesses are represented in the Powder Springs area, including the U.S. headquarters of MG International, a Japanese manufacturing company, and the district offices for both an English and a Swiss company.

| <u>Employer</u> | <u>Number of Employees</u> |
|------------------------------------|----------------------------|
| Brian Center Nursing Care | 350 |
| MG International, Inc. | 220 |
| Rhodes Furniture | 179 |
| Winn Dixie, Inc. | 91 |
| Atlanta Structural Concrete Co. | 85 |
| McDonald's | @57 |
| City of Powder Springs | 46 |
| Promina | @40 |
| Food Center Groceries | 40 |
| Shady Vent Aluminum Products, Inc. | 36 |
| Dairy Queen | 30 |
| Unity Construction Co. | 27 |
| Georgia Metals, Inc. | 25 |
| Independent Bank & Trust Co. | 24 |
| Ajay Chemicals, Inc. | 23 |
| Atlanta Commercial Display Vans | 20 |
| Kentucky Fried Chicken | 20 |
| Georgia Window Co. | 20 |
| ABC Awning Co. | 13 |
| Cam-Tex | 12 |
| Cobb Vault Service Co. | 12 |

Average Weekly Wages

Powder Springs wages tend to be lower than the County median, judging from unscientific research about area wages. Cobb County wages are generally higher than Georgia wages, however. Several of the best paid local jobs are in light industry and distribution, but these are offset by the hundreds of service and retail jobs. Construction jobs pay approximately the same wages as in the rest of the County. Powder Springs wages fall short of Cobb wages in professional, technical, and managerial occupations.

**TABLE 23
Powder Springs Average Weekly Wages**

| | 1980 | 1985 | 1990 |
|----------------------------------|-------------|-------------|-------------|
| AG., Forestry and Fishing | N/A | N/A | N/A |
| Mining | N/A | N/A | N/A |
| Construction | 265 | 366 | 456 |
| Manufacturing | 255 | 370 | 510 |
| TCU | 351 | 494 | 606 |
| Wholesale | 359 | 551 | 675 |
| Retail | 160 | 210 | 246 |
| FIRE | 272 | 430 | 550 |
| Services | 220 | 325 | 436 |
| Federal Government | N/A | N/A | N/A |
| State Government | N/A | N/A | N/A |
| Local Government | 210 | 325 | 376 |

Unique Local Economic Activities

Powder Springs has a limited amount of what could be referred to as unique economic activities, but is poised to attract a significant amount in the next 20 years. As of December 1995 the City's most unique activities are a regional distribution center for Rhodes Furniture, two retirement homes and a town square with the potential to draw people from all over southwest Cobb for celebrations, festivals and various civic gatherings.

Powder Springs' tourist-worthy features include its town square, mentioned above, and attractive, historic houses lining Marietta Street, the City's main street. Many of the houses predate the turn of the century and five are at least two stories tall, making the street one of the most unique in Cobb County. Two of the larger houses have been refurbished and converted into businesses, breathing new life into the area.

The City's Vision includes a golf course in the City, which would be a major development affecting the City's economy. A golf course in the community would be an amenity to attract more upscale retail development and restaurants, as well as more expensive housing. No other major developments are foreseen.

Income Type

Cobb's strong employment base ensures that most of the income earned by its residents is from wages and salary. As Table 24 shows, Cobb residents get more income from wages and salary than the Georgia average, and less in transfer payments. As the population ages Cobb County residents will receive a greater percentage of income from transfer payments, but will receive less than the Georgia average.

Cobb and Powder Springs residents are younger and both jurisdictions have higher employment levels than either the State or the Nation. Areas with the employment and age characteristics of Cobb and Powder Springs will naturally have a higher percentage of income from wages and less transfer payments since there are fewer elderly and unemployed. Cobb and the U.S. are consistent in the amount of income gleaned from dividends, interest, and rent income (DIRI), and each make more from DIRI than Georgia, suggesting Georgia is less affluent than the other two areas.

TABLE 24
Income Earned in Cobb County and Georgia, by Percentage

| COBB COUNTY | | | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 |
| Wages & Salary | 60.8 | 63.6 | 64.4 | 62.0 | 60.6 | 58.9 | 57.1 | 55.1 |
| Other Labor | 6.4 | 6.1 | 6.2 | 6.4 | 6.2 | 5.9 | 5.7 | 5.4 |
| Proprietors Income | 7.6 | 5.8 | 6.0 | 6.0 | 5.7 | 5.4 | 5.2 | 5.0 |
| Dividends, Interest & Rent Income | 14.3 | 15.9 | 14.8 | 14.1 | 15.4 | 16.9 | 18.4 | 20.0 |
| Transfer Payments | 10.7 | 8.3 | 8.3 | 11.2 | 11.9 | 12.6 | 13.4 | 14.3 |
| Residence Adjustment | 52.4 | 34.7 | 28.7 | 31.5 | 29.8 | 28.2 | 26.7 | 25.3 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| GEORGIA | | | | | | | | |
| | 1980 | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | 2015 |
| Wages & Salary | 62.5 | 61.2 | 60.1 | 58.7 | 58.0 | 56.9 | 55.6 | 54.1 |
| Other Labor | 5.9 | 5.6 | 6.0 | 6.3 | 6.1 | 5.9 | 5.7 | 5.5 |
| Proprietors Income | 6.1 | 6.6 | 6.6 | 6.9 | 6.6 | 6.4 | 6.2 | 5.9 |
| Dividends, Interest & Rent Income | 11.8 | 14.0 | 14.5 | 13.3 | 14.3 | 15.3 | 16.4 | 17.6 |
| Transfer Payments | 13.4 | 12.4 | 12.5 | 14.5 | 14.8 | 15.3 | 15.9 | 16.7 |
| Residence Adjustment | 0.2 | 0.0 | 0.1 | 1.1 | 1.5 | 1.7 | 1.9 | 1.9 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Note: Residence Adjustment refers to the amount of additional income brought in by residents who work elsewhere.

SOURCE: Woods & Poole Economics, Inc., 1994

TABLE 25
Population and Employment Growth Rates Compared,
Powder Springs Census Tract

| Year | Employment | Growth from Previous Period | Population | Growth from Previous Period |
|------------------------------|-------------------|------------------------------------|-------------------|------------------------------------|
| 1980 | 1,137 | | 11,501 | |
| 1990 | 2,369 | 108.4% | 21,439 | 40.4% |
| 1995 | 3,177 | 34.1% | 26,830 | 25.1% |
| 2000 | 4,331 | 82.8% | 32,214 | 50% |
| 2010 | 7,379 | 70.4% | 43,159 | 34% |
| 2020 | 9,981 | 35.3% | 47,854 | 10.9% |
| 1990-2020 Growth Rate | | 321.3% | | 123.2% |

SOURCE: Census, Atlanta Regional Commission (ARC)

Labor Force

The composition of Powder Springs' work force has changed dramatically during the last decade, as Table 29 indicates. In 1980, two occupation categories "professional and technical support" and "executive, administrative, and managerial", made up less than 20 percent of the Powder Springs' labor force, and considerably less in 1970. By contrast, in both Georgia and the U.S. in 1980, around one-quarter of all employed people were in the above-mentioned positions. In 1990, more than 30 percent of the City's work force was in these two categories, more than both U.S. and Georgian percentages. At the lower end of the job spectrum the opposite happened. Transportation, material handling, cleaning and other less-skilled and lower paying jobs shrank, from 18.8 percent of the labor force in 1980 to 12.3 percent in 1990. Shrinkage in the menial end of the labor market followed state and national trends, although in Powder Springs these occupations dwindled faster than in both Georgia and the United States.

The obvious and most compelling reason for the changes in employment by occupation has been the influx of better-educated, more affluent workers looking for homes in the suburbs. If the demographic trends of the past 25 years hold, as they have every appearance of doing, Powder Springs will have an even higher concentration of people employed in the higher skilled, higher paying occupations. The concentration should continue to exceed state and national averages.

Both males and females in Cobb County are more likely to be in the labor force than those in the rest of Georgia or the United States. They are also more likely to be employed if they are in the labor force (see Tables 26-28). Labor force participation rates have consistently been six to eight percent above the rest of Georgia and eight to ten percent higher than the U.S. Dual-income households are a major part of the reason Cobb County has such a high labor force participation -- Cobb females exceed state and national levels of participation more than Cobb men do.

The jobs available presently in Powder Springs do not generally fit the educational and experiential levels of the City's residents, but that should begin to change during the planning period. Powder Springs is in the midst of undergoing the most prolonged period of growth in its history and increase in population is just the first stage of that growth. Jobs are expected to follow the people into the suburbs. ARC has predicted a 300+ percent increase in employment during the next 20 years.

TABLE 26
Labor Force Participation - Cobb County

| Labor Force | 1970 | | 1980 | | 1990 | |
|---|-----------|-------|-----------|-------|-----------|-------|
| | # persons | % | # persons | % | # persons | % |
| Total Labor Force Participation | | | | | | |
| In Labor Force | 86,368 | 66.6% | 159,713 | 71.9% | 265,503 | 76.7% |
| Civilian Labor Force | 85,294 | 65.7% | 158,604 | 71.4% | 263,875 | 76.2% |
| Employed | 82,647 | 63.7% | 153,244 | 69.0% | 253,096 | 73.1% |
| Unemployed | 2,647 | 2.0% | 5,360 | 2.4% | 10,779 | 3.1% |
| Armed Forces | 1,074 | 0.8% | 1,109 | 0.5% | 1,628 | 0.5% |
| Not in Labor Force | 43,410 | 33.4% | 62,336 | 28.1% | 80,600 | 23.3% |
| Male Labor Force Participation | | | | | | |
| In Labor Force | 54,956 | 87.0% | 90,938 | 84.6% | 143,349 | 85.3% |
| Civilian Labor Force | 53,913 | 85.4% | 89,955 | 83.7% | 141,900 | 84.5% |
| Employed | 52,583 | 83.3% | 87,364 | 81.3% | 136,344 | 81.2% |
| Unemployed | 1,330 | 2.1% | 2,591 | 2.4% | 5,556 | 3.3% |
| Armed Forces | 1,043 | 1.7% | 983 | 0.9% | 1,449 | 0.9% |
| Not in Labor Force | 8,184 | 13.0% | 16,537 | 15.4% | 24,647 | 14.7% |
| Female Labor Force Participation | | | | | | |
| In Labor Force | 31,412 | 47.1% | 68,775 | 60.0% | 122,154 | 68.6% |
| Civilian Labor Force | 31,381 | 47.1% | 68,649 | 59.9% | 121,975 | 68.5% |
| Employed | 30,064 | 45.1% | 65,880 | 57.5% | 116,752 | 65.6% |
| Unemployed | 1,317 | 2.0% | 2,769 | 2.4% | 5,223 | 2.9% |
| Armed Forces | 31 | 0.0% | 126 | 0.1% | 179 | 0.1% |
| Not in Labor Force | 35,226 | 52.9% | 45,799 | 40.0% | 55,953 | 31.4% |

TABLE 27
Labor Force Participation Rate - State of Georgia

| Labor Force | 1970 | 1980 | 1990 |
|---|-------------|-------------|-------------|
| Total Labor Force Participation | | | |
| In Labor Force | 60.5% | 63.4% | 67.9% |
| Civilian Labor Force | 57.9% | 61.6% | 66.4% |
| Employed | 56.0% | 58.0% | 62.6% |
| Unemployed | 1.9% | 3.6% | 3.8% |
| Armed Forces | 2.6% | 1.8% | 1.5% |
| Not in Labor Force | 39.5% | 36.6% | 32.1% |
| Male Labor Force Participation | | | |
| In Labor Force | 77.9% | 75.8% | 76.6% |
| Civilian Labor Force | 72.6% | 72.4% | 73.9% |
| Employed | 70.8% | 68.7% | 70.1% |
| Unemployed | 1.8% | 3.7% | 3.8% |
| Armed Forces | 5.3% | 3.4% | 2.8% |
| Not in Labor Force | 22.1% | 24.2% | 23.4% |
| Female Labor Force Participation | | | |
| In Labor Force | 44.7% | 52.3% | 59.9% |
| Civilian Labor Force | 44.6% | 51.9% | 59.6% |
| Employed | 42.6% | 48.4% | 55.8% |
| Unemployed | 2.0% | 3.6% | 3.8% |
| Armed Forces | 0.1% | 0.3% | 0.3% |
| Not in Labor Force | 55.3% | 47.7% | 40.1% |

TABLE 28
Labor Force Participation Rate - United States

| Labor Force | 1970 | 1980 | 1990 |
|---|-------------|-------------|-------------|
| Total Labor Force Participation | | | |
| In Labor Force | 58.2% | 62.0% | 65.3% |
| Civilian Labor Force | 56.7% | 61.0% | 64.4% |
| Employed | 54.3% | 57.0% | 60.3% |
| Unemployed | 2.5% | 4.0% | 4.1% |
| Armed Forces | 1.4% | 1.0% | 0.9% |
| Not in Labor Force | 41.8% | 38.0% | 34.7% |
| Male Labor Force Participation | | | |
| In Labor Force | 76.6% | 75.1% | 74.4% |
| Civilian Labor Force | 73.7% | 73.3% | 72.8% |
| Employed | 70.8% | 68.5% | 68.1% |
| Unemployed | 2.9% | 4.8% | 4.7% |
| Armed Forces | 2.9% | 1.8% | 1.7% |
| Not in Labor Force | 23.4% | 24.9% | 25.6% |
| Female Labor Force Participation | | | |
| In Labor Force | 41.1% | 49.9% | 56.8% |
| Civilian Labor Force | 41.3% | 49.7% | 56.6% |
| Employed | 39.2% | 46.5% | 53.1% |
| Unemployed | 2.1% | 3.2% | 3.5% |
| Armed Forces | 0.1% | 0.2% | 0.2% |
| Not in Labor Force | 58.6% | 50.1% | 43.2% |

TABLE 29
City of Powder Springs, State of Georgia,
and U.S. Employment - 1980 & 1990 (percent)

| Occupation | Powder Springs | | Georgia | | U.S. | |
|---|----------------|------|---------|------|------|------|
| | 1980 | 1990 | 1980 | 1990 | 1980 | 1990 |
| Executive Administrative Managerial | 9.8 | 15.1 | 10.2 | 12.3 | 10.0 | 12.3 |
| Professional and Technical Support | 9.8 | 15.5 | 13.6 | 16.0 | 14.8 | 17.8 |
| Sales | 8.8 | 12.2 | 10.9 | 12.3 | 9.9 | 11.8 |
| Administrative Support (including Clerical) | 21.6 | 19.4 | 16.4 | 16.0 | 16.9 | 16.3 |
| Services Private Household | 0.4 | 0.1 | 1.0 | 0.5 | 0.6 | 0.5 |
| Other | 9.6 | 10.1 | 11.1 | 11.5 | 12.5 | 12.8 |
| Farming, Forestry, Fishing | 0.7 | 0.7 | 2.9 | 2.2 | 2.9 | 2.5 |
| Precision Production, Craft and Repair | 20.4 | 14.6 | 12.7 | 11.9 | 13.1 | 11.3 |
| Machine Operators, Assemblers and Inspectors | 7.9 | 4.5 | 11.8 | 8.5 | 9.7 | 6.8 |
| Transportation and Material Moving | 5.9 | 4.3 | 4.8 | 4.6 | 4.6 | 4.1 |
| Handlers, Equipment Cleaners, Helpers, and Laborers | 5.0 | 3.5 | 5.2 | 4.3 | 4.9 | 3.9 |

SOURCE: U.S. Census

The major providers of employment in the Powder Springs area are commercial and retail. For example, in 1980, the Powder Springs Census Area's share of commercial employment was 53.5 percent, comparing favorably with the Atlanta Region's 54.1 percent. However, by 1993 Powder Springs' share of commercial employment dropped to 43.1 percent, compared to 56 percent for the Atlanta Region and 47.2 for Cobb County. (The calculation of the percentage point difference will not be exact because of rounding errors.) The drop in commercial employment is significant due to the relatively high wages of commercial jobs (113.5 percent of the median in the Atlanta Region). Commercial jobs in the City area are expected to decline even more, limiting some job opportunities for better educated workers. Powder Springs' employment profile reinforces its bedroom community status for employment centers elsewhere. The Powder Springs area is a relatively weak provider of industrial jobs -- another high wage sector, and has a strong retail base (51.9 percent) of Atlanta Region median base and construction (93.4 percent). Powder Springs' predominant employment strengths are in lower-paying sectors.

Unemployment Rates

Unemployment data for small areas such as a city or census area is minimal. In April 1990, date of the last Census, the unemployment rate for the Powder Springs Census Area was 3.3 percent. Although the data is too limited to make many specific inferences, in general, unemployment in the Powder Springs area runs lower than in Cobb County and the Atlanta MSA. Table 30 compares Cobb County's unemployment rate with that of the Atlanta Metropolitan Statistical Area (The Atlanta MSA not only includes those counties in the Atlanta (ARC) region, but also the Counties of Butts, Coweta, Forsyth, Newton, Paulding, Spalding and Walton.) and the United States. Overall, Cobb has had a low unemployment rate relative both to the MSA and the U.S. from 1985-1994.

TABLE 30
Civilian Unemployment Rates, 1985-1994

| Year | USA | Georgia | Atlanta MSA | Cobb County |
|------------------------------|--------------|----------------|------------------------|------------------------|
| 1985 | 7.1 % | 6.5 % | 5.0 % | 3.6 % |
| 1986 | 6.9 % | 5.9 % | 4.6 % | 3.3 % |
| 1987 | 6.1 % | 5.5 % | 4.7 % | 3.4 % |
| 1988 | 5.5 % | 5.8 % | 5.1 % | 4.3 % |
| 1989 | 5.3 % | 5.5 % | 5.1 % | 4.3 % |
| 1990 | 5.5 % | 5.4 % | 5.1 % | 4.5 % |
| 1991 | 6.7 % | 5.0 % | 4.7 % | 4.2 % |
| 1992 | 7.4 % | 6.9 % | 6.5 % | 5.8 % |
| 1993 | 6.8 % | 5.8 % | 5.2 % | 4.6 % |
| 1994 | 6.1 % | 5.2 % | 4.7 % | 4.2 % |
| 1985-1994 Average | 6.3 % | 5.75 % | 5.1 % | 4.2 % |

SOURCE: Georgia Department of Labor

Commuting Patterns

Those who study employment data often distinguish between place of residence and place of work employment. Place of residence employment measures the number of people in a community who have jobs regardless of where they work. (Unemployment statistics are place of residence data.) Place of work employment measures the number of filled jobs in a community regardless of where the workers live. (A person with two jobs will be counted twice in this measure.)

Commuting destinations are presented in Table 31. In 1990, Cobb County was the predominant destination of Powder Springs workers, accounting for 53.6 percent of worker destinations, which represents a 4.3 percent increase since 1980. Fulton County's percentage as a commuting destination dropped from 34.0 percent to 30.2 percent from 1980 to 1990.

TABLE 31
**Commuting Destinations of Employed Powder Springs Area Residents -
% Change**

| County | 1980 | 1990 | Change |
|----------------|----------------|----------------|---------------|
| Cobb | 49.3 % | 53.6 % | + 4.3 % |
| Fulton | 34.0 % | 30.2 % | - 3.8 % |
| DeKalb | 2.7 % | 6.4 % | + 3.7 % |
| Other Counties | 14.0 % | 9.8 % | - 4.2 % |
| Total | 100.0 % | 100.0 % | -- |

SOURCE: U.S. Census

Local Economic Development Resources

Economic Development Authorities

Powder Springs has two primary economic development authorities - the Downtown Development Authority (DDA) and the Development Authority of Powder Springs (DAPS). The DDA was the vehicle through which the Town Square area was developed in the 1980's. The DAPS developed the Powder Springs Industrial Park and actively recruits businesses interested in locating in Powder Springs.

Local Assets

The local economy stands to benefit from relatively cheap and abundant land, an expanding road and infrastructure system, schools with generally excellent reputations, and a good quality of life.

The City's downtown is a somewhat unique asset. The homes on Marietta Street and Atlanta Street are historically significant. The Town Square provides a focal point for the community and a potential gathering place for organized events.

Cobb County Water System has installed a new sewer main along Powder Springs Creek, part of which runs through the western part of the City. The line will open up what is the largest vacant section of the City's water and sewer boundary to development.

Economic Development Programs

Other than the activities described above that have been undertaken by the Development Authority of Powder Springs and the Downtown Development Authority, the City has no other specific programs or tools in place to promote economic development.

Educational Opportunities

There are numerous educational opportunities in and around Powder Springs. The area is served by three elementary schools, one middle and one high school. Gifted, handicapped and health impaired students have special facilities provided by the County. There are adult education programs for adults wishing to finish their education. There are also several institutions of higher learning in Cobb County, including: Kennesaw State University, Southern Institute of Technology, Chattahoochee Technical Institute and Life College.

McEachern High School, with its exceptional facilities and college campus atmosphere, is a significant draw for families with children.

Needs Assessment

In order to ensure a broad range of jobs in terms of skill level and pay and to reduce the need for residents to commute to work, the City needs an office park and an additional or expanded industrial park. Such developments will provide jobs in sectors other than Retail or Service sectors, which are expected to grow without encouragement.

The Downtown Activity Center's historic area should be enhanced and protected to encourage investment in and re-use of the historic homes there. Events and festivals downtown would promote business activity as well as enhancing the quality of life for residents.

Summary of Noteworthy Items

- The employment base of the Powder Springs census area will continue to expand from 1,137 jobs in 1980, to 2,369 in 1990, to a projected 9,981 in 2020.
- Employment in the Powder Springs census area is projected to increase by 321.3 percent between 1990-2020, while the population is projected to increase by 123.2 percent.
- The composition of the area's employment changed radically from 1980 to 1990. The number of executive, administrative, managerial and professional jobs increased from 239 to 886 in the City, and from 832 to 3,132 in the census area. The relative share of the four occupations for total employment rose from 16.5 percent to 24.3 percent in the City, and from 16.5 to 26.8 percent in the census area.
- During the same period precision production, craft and repair, machine operators, assemblers, inspectors, transportation, material moving, handlers, equipment cleaners, helpers and laborers dropped from 39.8 percent of all employment in the City in 1980 to 26.4 percent in 1990. In the census area, their share dropped from 39.1 percent to 26.9 percent.
- The Service and Retail sectors contain the highest percentage of Cobb and Powder Springs workers, and this percentage is expected to increase during the planning period. Manufacturing jobs have declined as a percent of all jobs since 1980 and are expected to continue this trend.
- Cobb County is still the predominant destination for the Powder Springs area commuters, with 59.4 percent of final destinations, up 7.6 percent from 1980. Fulton County was the big loser, going from 35.8 percent to 22.6 percent.

- Educational achievement soared during the 1980's. In the census area, the percentage of population 25 and over who graduated with from high school rose from 59.6 percent to 82.1 percent, an increase of 38 percent. The percentage of college graduates rose from 7.5 percent to 19.4 percent, up 158 percent. Educational attainment figures for 1990 are still below Cobb County and the Atlanta Metro Area averages, but should be equal by the year 2000.

COMMUNITY FACILITIES ELEMENT

LAW ENFORCEMENT

Overview

The rapid growth and urbanization of Powder Springs places a tremendous strain on law enforcement. As population increases, so does demand for police services. Development in unincorporated areas near the City and substantial amounts of through traffic have increased the workload of the local police force.

Effective law enforcement is highly dependent upon quick response. This allows intervention during an incident and the preservation of evidence which improves crime solution rates. High police visibility can also serve as a deterrent to crime. Each factor - response time, visibility, and solution rate - are dependent upon available manpower, development mix and traffic characteristics.

Existing Conditions

The twenty-four member Powder Springs Police Department is charged with primary responsibility for all law enforcement functions within the City. From its headquarters at 4483 Pineview Drive, it operates routine patrols, communications, investigative activities, administrative functions and jail maintenance.

The Department operates four shifts daily. The day shift has three each of administrative and patrol personnel. The evening and midnight shifts each have three patrolmen and a communications officer/jailer. There is also a shift called the power shift, from 8:00 p.m. to 3:00 a.m., which consists of one officer and two detectives who perform a variety of tasks, including DUI patrol. The Chief, Administration Commander, and Crime Prevention Officer are also on duty during the day shift. The crime prevention program coordinates the Department's DARE, Crimewatch and Police Explorers activities. The Police Department receives assistance from Cobb County Police on an as-needed basis, which includes a SWAT (Special Weapons and Tactics) unit, the STEP (Selective Traffic Enforcement and Patrol) unit, assistance with major accidents, and investigative assistance. Although Powder Springs has no formal aid agreements with any other jurisdiction, its officers, those of Cobb County and of the City of Austell routinely assist each other upon request.

The Department operates a number of specialized units. A motorcycle unit provides traffic enforcement in neighborhoods and problem areas. The bicycle unit patrols parks and commercial areas and operates during parades and other public events. The Special Operation's Unit is trained to handle crisis situations such as when hostages are taken. The Honor Guard provides ceremonial services in appropriate situations.

The Department requires Georgia Law Enforcement Certification for employment and combines in-house training, field work with an experienced officer and programs from the North Georgia Law Enforcement Academy to assist new officers in becoming

certified as quickly as possible. Under state law, a new officer must complete 240 hours of training at a state academy before obtaining authority to make arrests.

The police station on Pineview Drive was constructed in 1991 and houses the Department's personnel, operations and equipment. It contains the communications center, which has one of five municipal PSAP's (Public Safety Answering Points) in the county. Through this system, a call to 911 from anywhere in the City is routed to the police station and the location of the call's origin point is displayed on a computer screen. This allows the communications officer to quickly dispatch a unit, even if the caller is unable to talk or does not know his location. If the call is for fire or emergency medical services, the communications officer - through the flip of a switch - instantly transfers the call to the Cobb County Public Safety Communications Center for dispatch. The administrative office, patrol room, equipment storage area and jail are also housed in this building.

A new jail was built as part of the new police station, allowing the City to hold prisoners longer and in better conditions than the old jail, which had serious electrical wiring, plumbing and structural flaws.

The Department maintains a fleet of 7 patrol cars, which are retired when mileage reaches 100,000. This schedule provides optimal service to the community, while assuring all units on the street have a high degree of reliability and safety. The City also has three each of administrative and detective cars.

The Department operates on Cobb County's 800 MHz radio communications system, which enables each officer and dispatcher to talk directly to Cobb police personnel, some of the other law enforcement agencies in Cobb, and with the Powder Springs Public Works Department.

Standards

The FBI annually compiles crime statistics in a format known as the Uniform Crime Report (UCR). This standardized reporting method reveals the incidence of major criminal activity and law enforcement standards for jurisdictions across the country. In 1985, the UCR reported that the nationwide average of police officers in suburban areas adjacent of large metropolitan regions was 1.9 officers per 1,000 population. This figure represents an average of existing conditions at that time, and includes all available law enforcement personnel within an area, such as county police departments, sheriff departments, and municipal law enforcement officers. It does not represent an absolute standard, but serves as a general rule of thumb.

With its current population of 9,081, Powder Springs employs 1.87 full-time officers per 1,000 population, up from 1.75 per population in 1988. Average response time for police in the City in 1993 was 2 minutes 56 seconds, down from 3 minutes in 1988, and well within the 4 minute standard established by the International Association of Chiefs of Police (IACP). In addition to the full-time officers, the City employs a number of certified officers who work on a part-time basis.

Trends

The City has grown substantially during the past five years, but the police force has been able to keep pace by hiring new officers. As population increases, demand for police services increases as well. Table 32 shows the City's population and frequency of police response over time.

TABLE 32
Police Service, 1975-1995

| Year | Population | Number of Police Officers | Officer/Population Ratio | Number of Calls for Police Service |
|-------------|-------------------|----------------------------------|---------------------------------|---|
| 1975 | 2,900 | 10 | 1/290 | 1,980 |
| 1980 | 3,381 | 12 | 1/288 | 3,450 |
| 1985 | 6,062 | 13 | 1/466 | 4,157 |
| 1988 | 7,978 | 14 | 1/570 | 8,729 |
| 1995 | 9,081 | 17 | 1/534 | 9,191 |

SOURCE: City of Powder Springs

In addition to general population numbers, socioeconomic characteristics and types of development also affect police service needs. A high concentration of senior citizens or lower income persons typically increases demand for police. Likewise, multifamily development usually produces more calls for law enforcement than single family development. The most frequent calls for law enforcement in residential areas stem from domestic incidents, burglaries, juvenile delinquency and vandalism.

Demand for service in commercial zones is correlated to the amount of activity within a given area. Though a corresponding increase in calls may not always result from more commercial activities, the demand for police visibility and availability does rise. The development pattern can affect police service needs. While all commercial activities generate traffic, strip commercial, with many curb cuts and accompanying turning movements, increases congestion and the proliferation of accidents. On the other hand, because of its extensive street frontage, strip development does provide a higher degree of visibility. Businesses which remain open during late hours, such as convenience stores or night clubs, tend to generate a higher number of police calls. Following traffic incidents, the greatest number of police responses in commercial areas are generated by public disturbances, burglary and robbery.

Although industrial uses generate a relatively low number of police calls, they do place demands on patrol activities. For large industrial parks, this can be quite time consuming. Should the vast area of vacant, industrially zoned property in the City develop, police staffing will need to increase to meet patrol requirements.

Needs Analysis

The two greatest needs for the Department during the planning period are staffing and equipment.

The increase in officers has made time for more and better incident follow-up and criminal investigation. However as Powder Springs continues to grow and diversify, more staff increases will become necessary to adequately cover the City. As policymakers decide on desired land use mix, law enforcement impacts should be noted. Given a population estimate of 11,341 for the year 2000, 3.5 additional sworn officers will be needed to achieve an IACP recommended ratio of 1.9 officers/1,000 persons. By 2005, Powder Springs will have 13,731 people and need 26 police, or 9 additional officers.

It is also important to employ the latest technology to protect Police staff and make their time more productive. Items such as video cameras in squad cars will add a level of security and provide strong evidence for prosecuting lawbreakers. Other possibilities include computerized dispatching and mobile data terminals.

The North Georgia Law Enforcement Academy is the primary source of training of police officers in the metro area. At present its facilities are large enough to accommodate only half the demand placed on it.

FIRE SAFETY

Overview

The protection of life and property is the primary purpose of a local fire department. This protection is necessary as an assurance of personal security and as a means of protecting investment. The focus of the Cobb County Public Fire Protection Service System is to reduce community fire risk to an acceptable level. Insurance provides further protection by diffusing risk among a large number of property owners. Fire fighting techniques are employed to reduce and minimize loss. Prevention and education attempt to eradicate the conditions that lead to the incidence of fire.

The continuing reduction of fire risk requires substantial public investment in manpower, equipment and fire station facilities. The fire protection needs of an area which is experiencing continued population growth and urbanization cannot be met simply by a constant escalation of expenditures. At some point, the costs begin to outweigh the benefits. In an attempt to optimize future expenditures, the Cobb County Fire Department, in 1979, completed a draft master plan which has served as the basis for improvement and capital planning. Cobb's approach yields an effective means of providing future fire protection, utilizing a combination of public and private resources.

Powder Springs, like the Cities of Acworth and Kennesaw, is served by the Cobb County Fire Department, rather than maintaining an independent agency. By working with the County, the City takes advantage of economies of scale in providing effective and efficient fire protection. To spread the cost of operating a fire department, including equipment, facilities, stations, personnel, training, maintenance and inspections - among the 9,081 people of Powder Springs would be prohibitively expensive. Some needed equipment, such as a ladder truck or jaws of life would receive little use by the City, but when combined with the County becomes feasible for purchase. By coordinating with the County, stations and equipment can be distributed for maximum efficiency of fire coverage, whereas artificial boundaries which would confine a city department would force some overlap of service areas.

History

Public fire protection in Cobb County began in 1955, under a state law granting local authority to create independent fire boards. By 1964, eight separate and independent fire districts had been established, and in 1967 the county adopted its first fire code, which also marked the beginning of fire prevention activities. In 1971, the districts were centralized under one fire chief, and by 1975 were consolidated into one county department. At that time, the county was assigned an ISO (Insurance Service Office) rating of 7. ISO classifications consist of a ranking of 1 to 10, with 10 being the most vulnerable to fire loss. Prior to consolidation, different portions of the county were assigned different ratings. The county-wide grade of 7 represented an overall improvement resulting from increased efficiency of consolidation. Over the past 21 years, the county's rating has improved to a Class 3. Homeowners have saved an average of three dollars in insurance premiums for each additional dollar paid into the fire tax fund. Typically, a jurisdiction is evaluated once every ten years for ISO

classification review. Because of the extent of its investment, however, Cobb has received three evaluations over the past nine years, with each resulting in a rating improvement.

Existing Conditions

The Cobb County Fire Department is composed of six divisions; Administrative Prevention/ Education, Training, Extinguishment, Maintenance, and Finance/Research/Planning. The Administrative Division is the overall management arm of the agency. The Fire Prevention and Education Bureau conducts safety inspections and investigates all suspicious fires, review construction plans, promotes community education regarding fire prevention, and encourages the installation of sprinkler systems in new construction. The training division provides in-house training and conducts drills for fire and emergency medical service personnel. All fire fighting and fire suppression activities, including arson investigation, is carried out through the Extinguishment Division. Vehicle and building maintenance ensures that all equipment is kept in prime operating condition. The Finance/Research/Planning Division oversees budgeting, data processing, and public relations.

Cobb County's ISO rating is a function of manpower, equipment, and location of stations. Characteristics of the service area, water availability and response time are also determinants of an ISO rating. Map 3 shows location of Powder Springs' Fire Stations, as well as other Community Facilities.

The county-wide use of 911 dialing was initiated in 1987. This has expedited the response of emergency service providers and has reduced confusion over jurisdictional authority. In Powder Springs, a 911 emergency call is received at the City's police station, where the origin point of the call is printed out on a computer screen. Upon receiving a fire or emergency medical service call, the communications officer relays it to the Cobb County communications center in Marietta through an automatic switching system, and the closest available unit is dispatched. Three stations serve the southwest corner of Cobb; Station 23 at 3340 New Macland Road, Station 10 at 2370 Powder Springs Road and Station 13 at the intersection of Kemp and Lost Mountain Roads.

The Cobb County Fire Department has automatic or mutual aid agreements with several surrounding jurisdictions to expand capacity and shorten response time. Under automatic aid, the closest unit is dispatched to an incident, regardless of jurisdiction. This system is in effect between Cobb, Marietta, Atlanta, Fulton and Douglas Counties. With mutual aid, a plan is developed for shared assistance. Types of service and procedures for response are detailed in an agreement and initiated upon request. Cobb has various mutual aid arrangements in effect with Austell, Smyrna, Lockheed, Dobbins Air Reserve Base, and the Counties of Bartow, Cherokee, DeKalb, Douglas, Fulton, Gwinnett and Paulding.

Emergency Medical Services

The Federal Emergency Medical Services (EMS) Systems Act, adopted in 1973, defined a "systems approach" to promote efficiency in emergency services that would translate into increased survival statistics. The roles and responsibilities of components of the EMS system vary among communities, based on local needs. A nationwide trend emerged during the 1970's to provide EMS services through local fire departments. The Cobb Fire Department has always responded to requests for emergency medical assistance, though in 1983, this became a more formalized staff function and the number of responses doubled. Through the county's Enhanced 911 system, all emergency calls are centralized so that fire, police, and emergency medical services can be deployed simultaneously.

All Cobb fire fighters receive a minimum of 340 hours of EMS training and are certified as Emergency Medical Technicians, offering basic life support, plus 10 hours for yearly recertification. In addition, the county operates seven rescue trucks, placed strategically through the system. Station 23, on New Macland Road, provides the rescue unit serving southwest Cobb. Rescue squads are manned by paramedics, who receive 620 additional hours of emergency medical training beyond what EMT's receive, plus 20 hours for yearly recertification. The county currently employs a total of 7 qualified paramedics. The county's emergency medical service system works in conjunction with private ambulance operators. County personnel provide basic and advanced life support on site. Private ambulance companies provide advanced equipment, additional pre-hospital treatment and transport.

Standards

A variety of performance standards for all aspects of fire service have been developed through the ISO, the National Fire Protection Association (NFPA) and other industry practices. The NFPA recommends a ratio of 1.875 fire fighters per 1,000 persons, compared to Cobb's current ratio of about .99 per 1,000. If population projections hold true, the county will need to hire an additional 625 fire fighters over the next 15 years to meet the standard, or 425 persons to maintain the present ratio. Adequacy of fire apparatus and equipment is governed by a comprehensive and detailed system of standards which is reviewed by ISO. Likewise, training standards for fire fighters are monitored under defined guidelines and are on-going. All fire fighters are certified annually by the Georgia Fire Fighter Standards and Training Council.

The location and distribution of fire stations plays a crucial role in the efficiency of fire services. Because the costs of new stations are relatively low compared to the overall and on-going costs of manpower, equipment and apparatus, close attention should be paid to the optimal siting of stations. In the late 1960's, location and design were considered fixed and seen as ends in themselves; whereas they are now generally viewed as a means of improved service efficiency. Because of the past perspective, combined with the lack of coordination in locating facilities when Cobb County had eight independent fire districts, stations have had to be relocated over the years to correct inefficient distribution. Additional inefficiencies are created when stations serving the City overlap considerably with service areas of county stations, or when a station under

one jurisdiction is located in a pocket surrounded by another jurisdiction. The advent of automatic aid agreements has diminished the need to duplicate station locations by neighboring jurisdictions.

Traffic congestion experienced in an area growing as rapidly as Cobb County presents concerns in terms of response time. Therefore, road improvement programs should seek to minimize time and distance from an emergency service perspective. Station sites along heavily traveled roads or one-way roads should be avoided, where possible.

Trends

As detailed in other portions of this document, the Powder Springs area of southwest Cobb is growing at a significant rate. The City's population is expected to increase by 7,000 people between 1995 and 2005. The Census Area's population is expected to increase by 108 percent over the same period. Primary growth in development is in relatively low density single family homes. The area with the greatest growth potential is the northwest portion of the City, which has poor accessibility from existing fire stations.

The City is receiving interest in increased commercial development in the proximity of the Powder Springs Road/Ga. 6 (Business) intersection. This will worsen traffic congestion in that area, lengthening fire and emergency medical service response time. Powder Springs has large undeveloped areas in its western and southern sections. As these areas develop, demand for fire protection will increase.

Needs Assessment

With revision of ISO guidelines to incorporate innovative and alternative methods, it may be possible to reach a class 2 rating with only 25 stations and 650 personnel by the year 2000.

Additional sources of revenue for expanded manpower and capital improvements must be identified. The fire tax millage rate, at 2.97, is well below state-mandated cap of five mills. User fees and other alternative methods of revenue generation may be examined further for appropriateness. Alternative financing methods must be shown not to create a disincentive for private fire suppression methods.

The construction of the Powder Springs Parkway will allow much greater east-west access. The Parkway bypasses downtown Powder Springs and connects Powder Springs Road on the east to C.H. James Parkway on the west.

PUBLIC UTILITIES

WATER, SEWER, AND SOLID WASTE DISPOSAL

Existing Conditions

The Powder Springs Water and Sewer Service District includes much of the southwest corner of Cobb County, both within and outside the City. The area is roughly bounded by Moon and Glenn Roads to the north, Noses Creek to the east, Oglesby Road to the south and Finch Road, U.S. 278 and the Paulding County line to the west. The City purchases water from the Cobb-Marietta Water Authority which supplies Cobb County and its municipalities. The Authority draws its water from the Chattahoochee River and Lake Allatoona and distributes it through a circumferential water main throughout the County.

Sewage is collected through the City's system and discharged through the County's South Cobb Sewage Treatment plant. Within the Powder Springs service area, all equipment is City maintained, including two pump stations.

In addition to water purchased from Cobb County, Powder Springs receives water from a well within the City limits which services much of the central portion of the City. In cases of emergencies or shortages, the two systems can be merged together. The City's water system includes 40 miles of pipe.

Powder Springs has a two tiered rate structure. For City residents, water rates are \$2.52 per 1,000 gallons. The rate structure for users living outside the city limits is the same, but a \$5 surcharge is added. Also, in accordance with the county's system development fee agreement, tap-ons are \$1,700 within the City limits. This system allows new growth to pay a significant share of its cost.

The solid waste system in Powder Springs involves both the public and private sectors. The City's existing solid waste system involves waste generation (residential and nonresidential), waste collection, recycling, and hauling. The City has three sanitation trucks that collect garbage from residential users while private commercial haulers transport waste from nonresidential properties. Recyclable materials are collected weekly at curbside by a firm contracted by the City. The City of Powder Springs generates a combined total (residential and nonresidential) of 378 tons of waste per month. The City recycles approximately 30-40 tons of waste per month, including 17-24 tons of paper, 5-10.5 tons of glass, 1-2.1 tons of aluminum, 1.75-3.75 tons of tin and 1.5-3.6 tons of plastic. Waste from the City is hauled to the Southern States transfer facilities on Marble Mill Road. The City has a ten year contract with Southern States for the its waste disposal needs.

Cobb County operates four different types of disposal facilities. One is a transfer station that receives and recycles the waste; one is a landfill for all types of waste (except hazardous), including household; and one is for dry materials such as stumps, trees, and building materials. The transfer station and dry material facility is located at the County Farm Road complex. The sanitary landfill, which must be closed by 1998

according to state law, is on Cheatham Road in northwest Cobb. When the site is closed, the County will transfer the appropriate waste to a landfill in Atlanta. In 1996, a co-composting facility opened which makes compost out of municipal solid waste and sewage sludge. The process also removes metals and plastics so that these materials can be recycled.

The County adopted a Comprehensive Solid Waste Management Plan in 1993. The Plan called for expanded recycling services and the further study of alternative methods of disposing of waste, and does have some effect on the City of Powder Springs. In 1996, Cobb County opened its new co-composting facility, which converts municipal solid waste and sewer sludge to compost. In a measure which also affects Powder Springs, the county now charges \$32.50 per ton of waste, down from \$41 in 1991.

Powder Springs also adopted a Solid Waste Management Plan in 1993 to address needs of the system in the future. The Solid Waste Management Plan is incorporated in this Comprehensive Plan and is included in Appendix B.

TABLE 33
City of Powder Springs Water Service, 1984-1995

| Year | Number of Customers | Increase from Prior Year | Percent Increase |
|-------------|----------------------------|---------------------------------|-------------------------|
| 1983 | 1,790 | -- | -- |
| 1984 | 2,152 | 362 | 16.8% |
| 1985 | 2,514 | 392 | 15.6% |
| 1986 | 2,906 | 314 | 10.8% |
| 1987 | 3,039 | 133 | 4.6% |
| 1988 | 3,220 | 181 | 6.0% |
| 1989 | 3,778 | 558 | 17.3% |
| 1990 | 3,851 | 73 | 1.9% |
| 1991 | 4,080 | 229 | 5.9% |
| 1992 | 4,323 | 243 | 6.0% |
| 1993 | 4,398 | 75 | 1.7% |
| 1994 | 4,594 | 196 | 4.5% |
| 1995 | 4,873 | 279 | 6.1% |
| 1996 | 5,092 | 219 | 4.5% |

SOURCE: City of Powder Springs

NOTE: The System Development Fee program was originated in 1988.

Needs Analysis

The water and sewer infrastructure within the City's service district is generally in good shape. Much of the water system was upgraded in the late 1980's as shown in Table 34. Remaining water mains needing replacement are listed in the Capital Improvements Plan, which is incorporated as part of this Comprehensive Plan and is included in Appendix C.

The City has identified a number of locations where sewer mains need repair through an inflow and infiltration study. These repairs are necessary to keep storm water and ground water out of the sewer system and will be implemented as funding permits (see the Capital Improvements Plan).

There are several small drainage basins in Powder Springs where sewer is not available, which hinders development in those locations. In addition, within the planning period attention to maintenance of sewer lines must be given, with funds spent to clean mains and identify inflow and infiltration problems as they develop.

In order to ensure its ability to grow and control the cost of services borne by its customers, the City is investigating alternatives for expanding its ability to produce potable water and options for treating sewage. Although Powder Springs' need for a drinking water supply and for sewage treatment is met by county agencies, it may be feasible for the City to reduce its costs by developing internal capabilities to meet its own needs for water and sewage treatment.

Further, in order to service the number of customers expected in 2005, increases in staff will be necessary. The City will add about 1,800 households by 2005 for a total of 5,116, and an additional 900 water customers outside the City limits, for a total customer count of 7,792 in 2005. This 53 percent increase in customers will likely require hiring an additional clerical position, another meter reader, and two additional maintenance workers, unless work can be automated.

TABLE 34
1985 Powder Springs
Water System Upgrading

| No. | Description | Size of Main | Length | Cost/Ft. | Cost |
|------------|---|---------------------|---------------|-----------------|--------------|
| | <u>Contract I</u> (as-built) | | | | |
| 1. | McKay Road | 6 inch | 4,130 LF | \$22.00 | \$90,860.00 |
| 2. | Carter Road | 6 inch | 1,300 LF | \$22.00 | \$28,600.00 |
| | <u>Contract II</u> (as-built) | | | | |
| | <u>Industrial Supply Mains</u> | | | | |
| 1. | Dallas Highway (Finch to Warren Farm) | 12 inch | 4,450 LF | \$36.00 | \$160,200.00 |
| 2. | Dallas Highway (Florence to Old Lost Mtn.) | 12 inch | 4,450 LF | \$36.00 | \$160,200.00 |
| 3. | Shipp Road | 12 inch | 6,150 LF | \$36.00 | \$221,400.00 |
| 4. | Macedonia Road | 12 inch | 2,300 LF | \$36.00 | \$ 82,800.00 |
| | <u>Domestic Mains</u> | | | | |
| 5. | Old Lost Mountain Road | 12 inch | 6,950 LF | \$36.00 | \$250,000.00 |
| 6. | Warren Farm Road | 6 inch | 2,800 LF | \$22.00 | \$ 61,600.00 |
| | <u>Contract III</u> (as-built) | | | | |
| 1. | New Macland Road | 12 inch | 5,100 LF | \$36.00 | \$183,600.00 |
| 2. | Old Austell Road | 12 inch | 3,500 LF | \$36.00 | \$126,000.00 |
| 3. | Austell-Powder Springs Road (U.S. 278) | 12 inch | 2,900 LF | \$36.00 | \$104,400.00 |
| 4. | Dogwood Drive | 6 inch | 570 LF | \$22.00 | \$12,540.00 |
| 5. | Cedar Ridge Road | 6 inch | 930 LF | \$22.00 | \$20,460.00 |
| 6. | Pine Valley Drive | 6 inch | 800 LF | \$22.00 | \$17,600.00 |
| 7. | Springdale Circle | 6 inch | 670 LF | \$22.00 | \$14,740.00 |

EDUCATION

Existing Conditions

Powder Springs, like all municipalities in Cobb with the exception of Marietta, is served by the Cobb County School System. The Cobb system is Georgia's second largest and the 36th largest in the country, with over 60,000 students spread through 73 elementary, middle and high schools, two special education centers and one adult education facility. All schools are accredited by the Southern Association of Colleges and Schools.

The system is governed by a seven member elected Board of Education, which appoints a superintendent. Local, state and federal funds comprise its \$393 million annual operating budget. The Board of Education has independent authority to establish a tax rate for educational support.

Comprehensive programs at the kindergarten, elementary, middle and high school levels are complemented by several programs adapted to meet the special needs of students. Student support teams offer guidance and assistance to individual students experiencing a variety of problems. The program has served as a state model and has won national recognition. In 1995, eleven Cobb schools were named as National Schools of Excellence.

Special education offers opportunities tailored to meet a student's needs. Programs for exceptional students include accelerated learning, learning disabled, mentally handicapped, behavior disorders, speech and language disorders, visually or hearing impaired, orthopedically handicapped and other health problems.

Map 4 shows the location of schools serving the Powder Springs area, which include McEachern High School, Tapp Middle School, Compton, Powder Springs and Varner Elementary Schools. Table 35 shows school capacities and projected enrollment figures for the 1994-95 and 1996-97 school years.

TABLE 35
Public School Enrollment

| School | Enrollment Capacity 1995-96 | 1994-95 Actual Enrollment | 1998-99 Projected Enrollment |
|----------------------------------|------------------------------------|----------------------------------|-------------------------------------|
| McEachern High School | 2,422 | 2,211 | 2,345 |
| Tapp Middle School | 1,187 | 1,310 | 1,430 |
| Compton Elementary | 687 | 1,051 | 1,009 |
| Powder Springs Elementary | 612 | 880 | 955 |
| Varner Elementary | 662 | 969 | 1,009 |

SOURCE: Each school supplied its own enrollment figures

Needs Analysis

As a response to present or future overcrowding, the school system is examining alternatives for expansion and redistricting. The most recent expansions have come as a result of a recent \$220 million bond issue for the County school system. Powder Springs Elementary will get fourteen to nineteen additional classrooms, as will Compton Elementary. Tapp Middle School will receive seven to eleven classrooms. No new schools are planned for the Powder Springs area, although there will be a new elementary school near Austell, which may someday draw Powder Springs students. As Powder Springs continues to grow, the need for additional class space for high school students will be great. McEachern and North Cobb had served all of west Cobb, but classroom pressure was alleviated with the construction of Osborne and Harrison High Schools.

LIBRARIES

Overview

Public libraries are viewed as an essential means of information, cultural enrichment and recreation throughout American society. Tax supported public library systems represent a sizable investment of public resources in materials, personnel, and facilities. The wise allocation of these resources is a function of the public library system as defined by the local community, as libraries should be a reflection of the character of the communities they serve. A complete integration of library roles and community expectations will ensure fullest use of the facility and its resources. To take advantage of economies of scale in providing economical full service, Powder Springs has elected to join the Cobb County Public Library System. Its primary goal is to provide quality library services through the dissemination of materials and information for the cultural, recreational, and aesthetic enhancement of all county residents. The Library System has three major roles to achieve its goal:

- To serve as an informational resource for a broad segment of the public, by supporting individuals, students, business, and government in meeting their informational needs;
- To serve as a door to learning and personal enrichment for all age and socioeconomic groups; and,
- To provide a popular materials collection for entertaining fiction and nonfiction materials, which increases the appeal and general use of library facilities.

Other identified roles of the library include its use as a reference library, formal education support center, and community activities center. Each of these functions determines which resources are most needed, and how these resources can be channeled to meet these objectives. A library is not merely a building - it is a service organization dedicated toward meeting community needs.

Existing Conditions

The Cobb County Public Library System currently operates through seventeen branches, including the central headquarters on Roswell Street in Marietta and a mini-branch at the Cobb Senior Citizens Center. The branch at 4262 Marietta Street is the primary service center for Powder Springs, though any citizen of Cobb is invited to use any branch and to obtain books from other branches through inter-library loan.

The Library System employs 208 full and part-time staff members, for a total of 158.4 full-time equivalents. The system's fiscal year 1995 budget was \$6.55 million. Approximately eighty-two percent of funding is generated in Cobb County, with the remaining eighteen percent coming from state and federal governments.

The Library System offers many special programs and services, including Children's Storytime Hours, the Cobb Connection, an informational and referral service to over 500 community agencies and organizations, Cobb Literary Action, a volunteer tutor program for adults wishing to improve reading skills, and voter registration. The Georgia Room, located in the main branch, is a source of information on state and local history and offers genealogical resources for the southeastern United States. The Library recently added CD-ROM computers, some of which are networked, some of which stand alone. The increasing automation also includes microfiche and microfilm, which means that books are decreasing as a percentage of total library holdings.

The system significantly expanded during the last ten years. In November, 1986, County voters approved a bond referendum to enlarge facilities and increase collections. Through this funding, the 64,000 square foot central headquarters was completed. Three new branches were constructed, one each in the northeastern, western and southeastern sections of the county. Two existing libraries, the Kennesaw and Powder Springs branches were renovated, with each being expanded by 2,000 square feet. These improvements more than doubled library space from 77,000 square feet to 159,000 square feet.

Standards

It is difficult to quantify library effectiveness. There are various, sometimes conflicting standards for library service. Also, statistics commonly collected are subject to conflicting interpretation. For instance, the number of registered borrowers gives only limited insight into the quality of library service rendered. Title fill rate, that is the proportion of searches for a specific title which are successful, does not necessarily translate into user satisfaction. Likewise, a low circulation rate does not necessarily mean a high degree of user dissatisfaction. It could result from a library's chosen role to provide a large reference collection. It could indicate an out-of-date collection or a collection poorly matched with user needs. With the limitations of statistics as measures of library in mind, the following minimum standards for Cobb's public library system are suggested:

Book Collection: 2-4 volumes per capita. Cobb has 1.25 volumes per capita.

Audio/Visual Materials: 1 film title per 1,000 persons, 1 disc or reel recording per 50 persons.

Cobb has a total of 24,209 audio/visual supplies, meeting the standard.

Audio/visual supplies increase about 6,000 items per year.

Staffing: 1 full-time equivalent per 3,125 population. An additional 89 employees would be necessary to meet the standard at the County's current population.

Facilities: Located near commercial activity areas, inviting and accessible design, design for future expansion, adequate freight delivery and storage areas, adequate parking, convenience to public transportation, multi-purpose rooms for community programming.

County-wide data is used for the above, since Powder Springs residents have access to any of the county's libraries and have access to all materials throughout the system through inter-library loan arrangements.

Needs Analysis

The sheer number of additional persons will have a direct bearing upon library service needs. Statistics over the past five years show a relationship between population and library demand. Because the greatest population gains are projected for the extreme northern and western portions of the county, those are the areas in greatest need.

In Powder Springs, the primary users of the library are middle and high school students and retirees. Although Powder Springs and southwest Cobb residents may use any library in the system, obviously the better the facilities are at the most convenient branch, the more useful the library will be.

CULTURAL FACILITIES

Existing Conditions

Small town governments traditionally have limited involvement in cultural facilities in their borders, but Powder Springs owns both a museum and a developing community arts center, as well as a center for senior citizens.

The Seven Springs Historical Society Museum (established in 1985) is a growing asset for the community. It is located off Brownsville Road in the Powder Springs Park. This is a depository of local history which is recognized and utilized by Kennesaw College, and the local elementary and high schools as a good introduction to museums. It is the site of herb gardens, butterfly gardens and a path of gold for the Olympics. These are planted and maintained by the Mimosa Garden Club. The museum has an extensive collection of farm tools, Indian artifacts, and Civil War relics, scrapbooks, and pictures. Also, information files offer free information and assistance for those interested in genealogy. Volunteers offer service on Saturday and Sunday afternoons from 2:00 - 5:00, and by appointment.

The Center in Powder Springs is housed on the campus of the old Powder Springs Elementary School at 4181 Atlanta Street. The main building was built in 1906 and contains a theater, snack shop, offices, and eight meeting rooms where classes are conducted ranging from music to dance to gymnastics. The old school cafeteria has been converted into a scene shop where stage drops and scenery can be constructed. The two buildings are operated by the Cobb Children's Theater, which holds a lease on the property.

The Senior Citizens Center is located on the campus of the Center in Powder Springs and consists of two buildings, one of which has been renovated for use as a kitchen and meeting area. As of this writing, the other building is under renovation to house a workshop, game room, and lounge area.

Needs Assessment

The main building at The Center in Powder Springs is structurally sound, but is in the need of significant repairs to make the facility fully operational. The theater and other portions of the building are not air conditioned, and the central boiler heat system is non-functional. the best solution appears to be a new HVAC system for the entire building. In addition, minor electrical and plumbing work needs to be done, much of the building needs new floor covering, and the exterior of the building needs cosmetic work.

In order to meet the need for recreational activities for children and youth, The Center must be renovated to a fully usable condition. The Senior Citizens Center, too, must be maintained and improved, with additional equipment and expanded opportunities, to be the first class facility described in the Vision. The expected growth in the over 65 age group throughout the planning period will require an expansion of the Senior Citizens Center after 2000.

A location is needed for the City for outdoor concerts and theater performances. The Town Square may be suitable for some events; it may also be feasible to develop some type of amphitheater on the grounds of The Center or at Powder Springs Park.

PARKS AND RECREATION

Regional parks are to be geographically sited so that at least one is within fifteen minutes driving time from each County resident. These parks are to be intensely programmed to provide a variety of recreational opportunities, and are to be developed to capture unique features of the landscape, and in some cases, to create a special emphasis for the park. Examples include a golf course at Lake Acworth and a soccer facility along the East-West Connector.

Existing Conditions

The Cobb County Parks, Recreation and Cultural Affairs Department operates 35 park sites totaling more than 2,619 acres. In 1990, there were over 6.1 million visits to various parks in the system. The County park system has developed over time in accordance with the recommendations of the 1966 and 1986 Parks and Recreation Master Plans. All parks currently in the system are classified as either community or regional in nature.

In September 1986, a \$21.65 million bond referendum was approved by county voters for park system improvements. The 1986 Bond Referendum included acquisition of additional park properties (47 percent of bond funds), park development funds (20 percent) and monies for renovation to existing park facilities (33 percent). The Bond Program financed acquisition of 400 acres of park land. Another bond referendum will take place in November 1996, so Powder Springs has the possibility of extra money for its recreation needs.

Existing neighborhood parks are typically less than five acres in size, with a service area of one-half mile, which means they are within walking distance of the community being served. Neighborhood parks are difficult to site and expensive to maintain. Thus, this type facility will receive little emphasis in the future by the county. Joint-use sites, such as schools or facilities providing other activities will serve to meet local small-scale recreational needs in addition to "amenities" provided by some subdivisions.

Neighborhood parks may be difficult to site, but they can have a disproportionately positive impact on the communities around them. Neighborhoods along Hopkins Road, City neighborhoods off Florence Road, and others have no nearby schools or regional parks.

One of Powder Springs' recreational assets are the subdivision amenities packages the City requires for new developments. Open space preservation and common areas add to the quality of life in Powder Springs' new subdivisions and the City strongly encourages developers to consider such amenities when they develop in Powder Springs.

Area Parks

Powder Springs Park is a community park located on the edge of the downtown commercial core at the intersection of Brownsville Road and Marietta Street. It is owned by the City but leased to the County through the year 2028 at the rate of \$1.00 per year, and is classified as a community park. It includes 10 total acres and offers one of the few outdoor swimming pools in Cobb County, a picnic area and two lighted baseball/softball fields. The Seven Springs Historical Society museum is also housed at this facility and staffed by volunteers. The Parks Department has an agreement with the Powder Springs Youth Association to allow its teams priority use of athletic and concession facilities.

A 7.5 acre passive recreation area next to the park contains paved trails, playground equipment, and picnic tables.

Wildhorse Creek Park, a regional park located on Macedonia Road at the north end of the City, contains 70 acres. Amenities include four lighted tennis courts, three lighted baseball/softball fields, football/soccer fields, a BMX track and the Ron Anderson Community Center, a multi-purpose room with kitchen. As with Powder Springs Park, the Powder Springs Youth Association has priority for use of athletic and concession facilities.

Legion Park, located between Powder Springs and Austell on Austell-Powder Springs Road, is a 30 acre community park. Its principal use is for programmed activities, including baseball, football, softball and soccer. Priority for athletic and concession facilities is allotted to the Sweetwater Valley Youth Association.

Larry Bell Park, located at the intersection of Clay Street and Fairground Street in Marietta, houses the Cobb County Civic Center, Aquatic Center, and Gymnastics Center. Cultural and athletic events are held in the theater and gymnasium of the Civic Center. The Aquatic Center provides a 25 meter competition pool and diving well. It frequently hosts high school or youth swim association swim meets.

The Al Bishop Softball Complex and Central Park are both located on the County Farm site in west Cobb between Powder Springs and Austell Roads. The former sponsors regional and national softball tournaments annually. The latter is home to a number of large special events, most notably the annual North Georgia State Fair.

Tramore Park is a soccer facility located on the East-West Connector and is about a ten minute drive from downtown Powder Springs. It contains four full-size fields and several small fields for younger children.

Other facilities operated by the Parks and Recreation Department include the Cobb County Senior Center and Steeplehouse Art Gallery.

Federal Park Facilities

There are 5,335 acres of federally owned park lands in Cobb County. A variety of active and passive recreational opportunities are offered at Kennesaw Mountain National Battlefield, the Chattahoochee River National Recreation Area and the Lake Allatoona Reservoir.

Kennesaw Mountain National Battlefield Park contains 2,882 acres and is managed by the National Park Service. Primarily a Civil War historic site, the park offers hiking, picnicking, and educational opportunities. The Chattahoochee River National Recreation Area is managed by the National Park Service and contains 1,385 acres at four locations along the river. Hiking, jogging, canoeing, rafting, cycling, fishing, and picnicking are some of the activities permitted. The Lake Allatoona Reservoir was created and is managed by the U.S. Corps of Engineers for power generation, flood control, water supply and recreation. An 800 acre lake and 124 acres of land provide a setting for fishing, boating, swimming, camping, hiking, and picnicking.

Demographic Characteristics and Trends

Recreation use is highly dependent upon the age and income of a population. As discussed in the Demographic Analysis section of this plan, the population of the Powder Springs/southwest Cobb area is projected to rise rapidly during the next several years, with significant increases among children and senior citizens, groups with the greatest impact on park service demand.

Needs Analysis

Interest in organized sports for both youth and adult leagues is always on the increase in Cobb. Demand for field and court space is quickly outstripping supply. One specific need is for baseball field for older teens. A significant need at Powder Springs Park is for additional parking.

Neighborhood-based recreational needs in Powder Springs have historically been met by public school facilities. Because the school system has been built around the neighborhood concept, these schools have typically served as the only sites available for recreational activity. In the Powder Springs area, there are essentially five schools which serve this dual purpose. The Cobb County School Board has prepared a 10-year Capital Expenditure Program for the building of new schools and additional classrooms to existing schools. Since both the need for schools and recreational facilities are based largely on population projections, it is reasonable to assume that as additional schools are constructed, there will also be a corresponding increase in recreational opportunities.

In addition, newer subdivisions provide amenities that typically include recreational space with pools, tennis courts, playgrounds, or open space. Older neighborhoods on Hopkins Road and Forrest Hill Road have no neighborhood recreational space.

Recreation opportunities for adults in Powder Springs is severely limited. There is no public golf course within several miles of the City. No organized adult sports, such as softball, take place in the City. Except for the passive recreation area at Powder Springs Park, there are no walking or jogging trails in the City.

In addition to these current needs, more recreation space will be needed to accommodate Powder Springs' new residents of the future. Needed will be new ball fields for all ages, tennis and basketball courts, and increased opportunities for swimming.

PUBLIC HEALTH SERVICES

The mission of the Cobb County Health Department is to improve the quality of life for all citizens, extend life expectancy, and improve mental health through the direct provision of health care and preventive medical services. Powder Springs residents are eligible to utilize the services of any branch of the Cobb County Board of Health. The facility located at 6133 Love Street in Austell is the most convenient for residents of southwest Cobb.

Existing Conditions

The Cobb County Board of Health governs the activities of the Cobb County Health Department. The Board is composed of eight members appointed for 6 year terms. Two members represent the community at large, including special service populations, four members are designated as a function of their elected or appointed office, and two are health professionals. The Board is empowered to exercise responsibility and authority in all matters pertaining to health, take steps necessary to prevent and suppress conditions detrimental to health, and to administer money and to contract for services to achieve these purposes. The Board determines health needs and resources by collecting, analyzing, and evaluating data in conjunction with the Georgia Department of Human Resources. The Department operates a number of facilities throughout the county to provide a broad array of basic health services, as shown on Table 37.

As of July 1994, the Mental Retardation and Mental Health/Substance Abuse programs became their own entities, supervised by their own Community Services Board.

Mental Retardation

The Mental Retardation program provides diagnostic assessments to any individual who is developmentally delayed or may be mentally retarded. Training and therapies are provided to children under the age of three years through the Early Intervention Program, and to other preschool children where there are no other educational/training programs available.

Services for adults are provided through one of three mental retardation service centers, where the individual may be trained in skills needed for self-sufficiency or community integration. Contracts with local businesses provide productive work training for participants. Some clients are placed into jobs within the community and are provided with staff supervision.

At present, residential services are provided through four group homes, a number of developmental training homes, semi-independent living arrangements, and a respite care program. A new mental retardation center was recently built at the County Farm Complex in central Cobb.

**TABLE 36
Services Offered at Physical Health Centers**

| Services | Site | | | | |
|-----------------------|----------|---------|---------|--------|----------|
| | Marietta | Austell | Acworth | Smyrna | Mableton |
| Child Health Services | x | x | x | x | x |
| Maternal Health | x | x | x | x | x |
| Family Planning | x | x | x | x | x |
| Adult Health | x | x | x | x | x |
| Vital Records | x | | | | |
| Dental | x | x | x | | x |
| Nutrition Services | x | x | x | x | x |
| Pharmacy Program | x | x | | | |

x Indicates service is presently offered at facility.

* Indicates service presently offered at Cobb County Health Department. Environmental Health Office on South Marietta Parkway is proposed to be moved to the main Marietta facility.

TABLE 37
Services Offered at Cobb Community Counseling Centers

| Services | Site | | | | |
|--|----------|--------|---------|----------|------------|
| | Kennesaw | Smyrna | Austell | Marietta | First Step |
| Individual Counseling | x | x | x | | |
| Group Counseling | x | x | x | | |
| Family Counseling | x | x | x | | |
| Day Treatment | x | | x | | |
| Crisis Intervention (phone) | x | x | x | x | |
| Crisis Intervention Face-to-Face, 24 hours | | | | x | |
| Supportive Living | x | x | x | | |
| Medical Services | x | x | x | x | x |
| Psychological Services | x | x | x | | x |
| Criminal Justice Services | | x | | | |
| Case Management | x | x | x | | |
| Consultation Education and Prevention | x | x | x | | |
| Sub-Acute Detox | | | | | x |
| 28 Day Residential Treatment | | | | | x |
| Ambulatory Detoxification | x | | x | | |

x Indicates service is presently offered at facility.

Mental Health/Substance Abuse

The Mental Health/Substance Abuse Program serves citizens with mental, emotional, or substance abuse problems. Services are provided at five sites, the nearest one to Powder Springs is at the Austell Health Center.

Services provided include: individual, group, and family counseling, day treatment, crisis intervention; supportive living, alternative living, medical and psychological services, criminal justice system liaison, consultation, education, and prevention, sub-acute detoxification, 28 day residential substance abuse treatment, and case management. To insure quality of care, program research and evaluation is conducted routinely and quality assurance is an integral part of the service delivery system.

Physical Health

Physical Health programs provide a wide array of services. The Vital Records section issues birth and death certificates. Child health programs include Well Child medical services in the Marietta Center, nursing assessments for the Women, Infants and Children Program (WIC), program screenings for scoliosis, and immunizations. Maternal health care is provided to indigent women in conjunction with local charitable organizations who help provide obstetrical care. Nutritional services are coordinated with the federally-funded WIC program. Family Planning Services are held at the Marietta Center and three clinic locations, screening for hypertension is offered at each of the six (6) health centers, and tuberculosis screening is held at the Marietta Center. The diagnosis and treatment of sexually transmitted diseases is provided by specialized personnel. Services for the elderly include weekly clinics at Dorsey Manor and annual flu shots. Dental health is promoted through the Dental School Education Program, in conjunction with Cobb County Schools. Indigent clients may receive preventive and routine dental care.

Standards

Most of the standards and regulations applicable to the Physical Health Program relate to program eligibility guidelines and adequacy of services and personnel. Certainly, these standards are directly affected by the availability of adequate and suitable space to carry out those services with a level of convenience to the service population. Mental Health, Mental Retardation, and Substance Abuse programs are operated according to Department of Human Resources-approved "Standards for Community Mental Health, Mental Retardation, and Substance Abuse Services".

Ideally, the size, design, and location of these facilities will correlate with population distribution, particularly for specific client groups. Since all Health Department services are not available at each location, there should be some coordination between special client populations and facility location and design. Several of these coordination issues will be raised in the next section on demographic trends.

Another aspect to consider is accessibility to public transit routes, particularly when the type of service provided is primarily to elderly or low and moderate income persons.

Additionally, proximity to other service providers frequently used by client groups is also desirable.

Trends

The character of Cobb's population has changed over time as a reflection of society's transformation from an industrial economy through the post-industrial era and now into a service based system. Whereas common health problems were classified, specifically in the past, heart disease, cancer, drug abuse, hypertension and accidents, for example - broader more encompassing categories, such as psychological, lifestyle, genetic and substance abuse, are now used. Along with the changes in classifications, services and data indicating types of problems and significant needs change as well. Characteristics such as years of life lost, work days lost, and quality of life become more meaningful measures of public health in today's society.

Demographic projections for Cobb County through the year 2005 indicate several changes in the makeup of its population which will have a bearing on the provision of health services.

Needs Assessment

Based upon demographic and economic trends, the demand for health services and health professionals will continue to grow. This translates into a corresponding need for expanded facilities. From 1991-1994, units of service provided grew by 17 percent, with a significant increase expected for 1995. With the population continuing to grow, perhaps by 100,000 more people by 2005, service demand will continue to increase. The greatest population density increases are expected in northwest, northeast, west and southwest Cobb. The location of new facilities should follow this pattern. Though county health clinics are typically generalized rather than specialized facilities, where building size or design is a variable, demographic trends in terms of client groups should also be incorporated into plans for expansion.

The Cobb County Board of Health opened a new clinic at the Fort Hill Roosevelt Circle Community Health Center in May 1993, and is in the process of opening new community health centers in the Rose Garden/Davenport home area and one in the Six Flags area. Combined with the Austell Health Clinic and the West Cobb Center, the needs of the Powder Springs appear to be fulfilled.

GENERAL GOVERNMENT

General government facilities are those necessary for providing services to the public, housing equipment and offices for government employees, and serving as locations for governmental functions such as court and public meetings.

There are no pressing needs for significant expansion of governmental facilities. The recently built City Hall, Public Works Facility, and Police Station will meet the City's needs in the near future.

Existing Conditions

The present City Hall, located at 4488 Pineview Drive on the Town Square, was built in 1986. It contains the City's Council Chambers and Court Room; offices for the Mayor, City Manager, and City Clerk; the Finance Department, which collects taxes and utility fees; and the Permits and Licensing Department. The Public Safety Building, at 4483 Pineview Drive, was built in 1991 and houses the Police Department and Emergency 911 Center. It provides office space for the Chief, detectives, and administrative personnel, houses the City Jail, and contains unfinished space for a future courtroom. The Public Works Facility is located in Powder Springs Industrial Park at 3006 Springs Industrial Drive. It was built in 1989 and provides office space for the Public Works Director, a parts warehouse, and vehicle service facility.

Needs Assessment

Except for a lack of storage space, City Hall adequately serves the necessary uses at present, although as staff increases, additional space will need to be added. Options for increasing office space include moving the Council Chambers to the court room at the Public Safety Building or adding a wing to the south side of the building. The Public Works Facility needs additional covered storage to protect garbage trucks and heavy equipment from the elements. In addition, a secured storage area for confiscated vehicles is needed.

TRANSPORTATION

NOTE: The City of Powder Springs Traffic Improvement Plan, a separate more detailed traffic study of Powder Springs was completed in January 1990, and is available for public inspection in the City Clerk's office of Powder Springs.

General Description and Travel Patterns

The approximately seventy-five mile Powder Springs road system includes ten miles of federal and state highways. A major strain on the system is that several components serve competing functions. Powder Springs' roads serve as a linkage in connecting Atlanta, Marietta and East Cobb with locations to the west. These same roads also connect the City with other areas, as well as serve points within Powder Springs. The network must carry out all these functions simultaneously with infrastructure designed for a single purpose.

Major Thoroughfares

Map 5 identifies the major thoroughfares in Powder Springs. The following data was compiled from 1995 Georgia Department of Transportation annual average traffic counts. In addition, Maps 6 and 7 show average daily volume forecasts for the years 2000 and 2010.

Marietta Street (Ga. 6 Bus.): This is the City's primary thoroughfare. It generates through traffic as a linkage of roads between the Marietta - Platinum Triangle area, West Cobb, Paulding County, Austell and Atlanta. It is also the main street through Powder Springs, providing access to the City square and other local businesses.

Authority for maintenance and improvement is with the Georgia Department of Transportation. Currently, the road is two lanes, with a center turn lane and has no on-street parking. Its average daily vehicle count is 20,000 at the City center.

Powder Springs Road: This road connects Powder Springs to Marietta and, via the East-West Connector, to the Cumberland-Galleria area. It serves Powder Springs as both a local destination and as a conduit for through traffic. At present, it is a two lane road with no center turn lane and no on-street parking. Its average daily traffic count is 17,042 at the CSX railroad bridge.

New Macland Road (Ga. 176): This is a state highway running north from Marietta Street to Macland Road, providing access from the City to west and northwest Cobb. In addition, this road serves existing and developing residential areas and provides frontage to McEachern Senior High and Compton Elementary Schools. It is a two lane road, carrying an average of 13,121 vehicles daily just south of its intersection with Macedonia Road.

C.H. James Parkway (Ga. 6, U.S. 278): This route heads west from Interstate 20, linking Atlanta with Douglas, West Cobb and Paulding Counties, as well as Alabama. Designed as a high speed controlled access road, the Connector has four traffic lanes with a paved median. In Cobb County, driveways are not permitted to connect to the highway. Cross streets are at grade. Signalized intersections are limited to accommodate rapid traffic flow. In the Powder Springs area, Brownsville Road and Florence Road is signalized. Intersections with Oglesby, Hill and Elliott Roads are controlled by stop signs directed at cross streets. The last daily traffic county was 18,820.

Old Dallas Highway (Ga. 6-Bus., US 278): This road heads west from the City square to C.H. James Parkway at Elliott Road. This road does not provide a tremendous amount of service to Powder Springs but affects traffic patterns in the City. Commuters originating or terminating at points to the west travel it to connect with other arterials to various points in the metro area. Transition occurs along Marietta Street within the City.

As a component of the state highway network, Georgia D.O.T. has responsibility for the road. Its average traffic volume between Brownsville and Hill Roads was 20,694 vehicles per day in 1995. By 2000, 21,000 vehicles per day are expected.

Florence Road: This north-south route begins at Old Dallas Highway on the south and connects with other roads to form a north-south thoroughfare near the western edge of the county. In the past, Florence Road had been used primarily as a bypass of Powder Springs on a route from other portions of the metro area to northwest Cobb, Paulding and Douglas Counties. More recently, it has become a prominent corridor for industrial and residential development. As this trend continues, the road will receive increasing competition for use as a through way versus use as a local collector. It is a city road from Ga. 6-Bus. to Kirkpatrick Road, at which point it becomes county maintained. Approximately 7,500 vehicles travel it on a typical day, though this number is rapidly increasing.

Brownsville Road: This road is used largely by through traffic traveling from Marietta Street and points east to residential developments west of the City in Cobb and Paulding Counties. In addition, it serves local residential subdivisions.

Planned Improvements

With the passage of the 1994 Sales Tax Program, the Cobb County Department of Transportation will implement a variety of improvements projected to have a positive impact on the road system in and around the Powder Springs area. The proposed program includes project improvements to meet some of the priority needs (as determined by the citizens of Powder Springs with the assistance of county staff) in ten (10) program areas and a project management element:

1. Major street improvements
2. Bridge replacement and reconstruction
3. Corridor shoulder widening and turn lane additions
4. Local street surfacing
5. Intersection improvements

6. Upgraded and/or new traffic signals
7. Sidewalk installation
8. New street lighting
9. Municipal improvement fund
10. Completion of final projects in the 1985 program
11. Project management

Presently, major street improvements are taking place on Powder Springs Road, where the road will be widened to four lanes from the eastern city limit to the overpass over the old CSX Railroad tracks. The overpass will be the eastern terminus of the Powder Springs Parkway. The Powder Springs Parkway is a bypass to the north of the central business district designed to alleviate congestion from the rapidly escalating east-west traffic flow. The project is scheduled to begin in 1997 and be completed by 1999. The intersections at Powder Springs Road at Austell-Powder Springs Road, Marietta Street at Brownsville Road, and Austell-Powder Springs Road and Old Austell Road are also scheduled for improvements. Other improvements call for shoulder widening and sidewalks on Brownsville Road and on Old Lost Mountain Road. Projects in the Regional Transportation Plan that are partially or completely within the City of Powder Springs are listed in Table 38. All of these projects are State or County-funded.

TABLE 38
Regional Transportation Plan Projects in Powder Springs

| | |
|---------------|--|
| CO 123 | South Mars Hill extension, which is a widening of Corner Road and Florence Road from Old U.S. 278 to S.R. 120, from 2 to 4 lanes. While preliminary engineering is underway, right of way acquisition and construction are scheduled for FY 1999 or after. <ul style="list-style-type: none"> • As part of CO 123 and the West Cobb Corridor, bike shoulders are to be added to the Mars Hill Road South Extension from Macland Road to the abandoned CSX Railroad line. • Segments 4a and 4b of the Cobb County Railroad Multi-Use Corridor are located in Powder Springs. Segment 4a is planned for the abandoned CSX Railroad line from Paulding County to Powder Springs Road. Segment 4b is from Powder Springs Road to Ewing Road. |
| CO 225 | Bridge at U.S. 278/S.R. 6 and Old CSX Railroad. Construction was authorized to begin in FY 1995. |
| CO 247 | Replace bridge at S.R. 6 Business over Powder Springs Creek. Preliminary engineering is underway. Right of way acquisition is scheduled to begin in FY 1997. Construction is scheduled to begin in FY 1998. |
| CO 248 | Realignment of S.R. 6 Business/Brownsville Road Intersection. Preliminary engineering is underway, and Powder Springs is responsible for right of way acquisition and utilities relocation. Construction was authorized in FY 1996. |
| CO 258 | Construct four lane Powder Springs Parkway from U.S. 278 to Powder Springs Road. Preliminary engineering is scheduled for FY 1996. Right of way acquisition is scheduled for FY 1998. Construction is scheduled for FY 1999. This is a local (Cobb County) project. |

Railroad

The City of Powder Springs has been served by two railroad systems and has generally benefited by its location to Atlanta - the rail hub of the southeast.

The Norfolk Southern System operates a main line, a portion of which travels through Powder Springs on its way to Rome and later Chattanooga. This is one of the busiest rail lines in the State, operating at a traffic density of 60-70 million gross ton miles per mile.

Until 1989, CSX Transportation operated another east-west line through the southern part of the county, entering from Atlanta and running through Smyrna and Powder Springs. The line connected Atlanta and Birmingham. In 1989, CSX Transportation received ICC approval to abandon service and dismantle the line between Edna in Cobb County (near South Cobb Drive) and Rockmart in Polk County. The rail has been removed and the state has purchased the right-of-way for future use as a commuter line. Near term public trail use of the corridor has been proposed and the state would like to reserve the potential for the introduction of future passenger high speed rail service.

Once this modeling and forecasting program is completed, the City of Powder Springs will have access to the data in order to determine long-range travel demands and to test future transportation networks and development patterns leading to the preparation for a Comprehensive Transportation Plan. This Plan would be complementary to the City's comprehensive plan in order to meet the City's future transportation needs.

Needs Assessment

The major transportation issue in the Powder Springs area is the resolution of competing uses of roads as throughways and as local activity generators. To reduce conflict and congestion, these two functions must be distributed over separate networks, designed appropriately for intended uses. The addition of the Powder Springs Parkway will do a great deal to differentiate between through traffic and local traffic.

The major patterns of through traffic are between Powder Springs Road -- from Marietta or the East-West Connector -- to U.S. Highway 278 heading west into Paulding County, and along the C.H. James Parkway into Atlanta. Also, New Macland Road is a major thoroughfare, which is used to connect with either Powder Springs Road or the C.H. James Parkway. All of these routes rely on Marietta Street through the City center as a connector.

The proliferation of residential subdivision development to the north and west of Powder Springs increases congestion. In addition to intensifying conditions on major thoroughfares, this forces traffic volumes above design capacities on minor collectors, including Hopkins, Shipp, Brownsville, Macedonia, Florence and Old Lost Mountain Roads, as well.

As the City continues to evolve and become more fully integrated into the Atlanta Metro Area, the function and use of roads will continue to change. Conditions and needs should be identified in a transportation study undertaken as a follow-up to the Comprehensive Plan and in the Cobb County Transportation Plan, which will examine systematic improvements needed county-wide. Attention should be given to alternatives to widening roads fronted with single-family homes.

Another aspect to consider is accessibility to public transit routes, particularly when the type of service provided is primarily to elderly or low and moderate income persons. Additionally, proximity to other service providers frequently used by client groups is also desirable.

HOUSING ELEMENT

The provision of adequate and affordable housing is a critical component of any local government development strategy. Beyond the physical condition of the house, the apartment building, and the neighborhood, the location of housing affects the quality of urban living. The quality of housing must be measured by access to community facilities, to public and private services, to shopping, to transportation, to fire and police protection and, perhaps the most important considerations of all, to employment and public schools. Housing has an important economic impact. It represents a major portion of personal budgets and is usually the largest investment most families make.

For local governments, housing is a significant consideration, since residential development is generally the predominant use of urban land and taxes on housing are the principal source of local government taxes. Services to housing and services to the inhabitants of housing comprise a major portion of local government expenditures.

Types of Housing Units

The City of Powder Springs, like Cobb County, has continued to add to the existing housing stock at a rapid pace. From 1980 to 1995 the housing supply tripled in the City, while the Powder Springs Census Area grew by 150 percent, as Table 39 shows. Like most of Cobb County, the City and the Census Area have a high percentage of single family housing units, as shown in Table 40.

The extremely high incidence of single family homes, the highest of any municipality in Cobb County, reinforces the perception of Powder Springs as a bedroom community to Atlanta, which serves as the area's major employment base. The Powder Springs Parkway will require the relocation of about one-third of the mobile homes in the City. Assuming the current rate of growth and housing policies, the City will have 95 percent single-family homes by the year 2000 and nearly 98 percent in the year 2015. No apartments or townhouses have been built since 1987.

TABLE 39
Number of Housing Units

| Year | City | % | Census Area | % |
|---------------------------|-------------|----------|--------------------|----------|
| 1995 Housing Units | 3,296 | -- | 9,407 | -- |
| 1990 Housing Units | 2,485 | -- | 7,581 | -- |
| 1980 Housing Units | 1,106 | -- | 3,709 | -- |
| 90-95 Change | 811 | 32.6% | 1,826 | 24.1% |
| 80-90 Change | 1,379 | 124.7% | 3,873 | 104.4% |

SOURCE: Census, Atlanta Regional Commission (ARC)

TABLE 40
Housing by Type

| | City | | | | Census Area | | | |
|-----------------------------|--------------|--------------|----------------|----------------|--------------------|----------------|----------------|----------------|
| | 1970 | 1980 | 1990 | 1995 | 1970 | 1980 | 1990 | 1995 |
| Single Family/Duplex | 615 83.0% | 949 85.8% | 2,315 93.2% | 3,126 94.8% | --- | 2,062 89.4% | 7,349 96.9% | 9,175 97.5% |
| Multi-family | 79 10.7% | 100 9.0% | 85 3.4% | 95 2.9% | --- | 137 5.9% | 120 1.6% | 130 1.4% |
| Mobile Homes | 47 6.3% | 57 5.2% | 85 3.4% | 75 2.3% | --- | 102 4.4% | 112 1.5% | 102 1.1% |
| Total | 741 | 1,106 | 2,485 | 3,296 | --- | 2,305 | 7,581 | 9,407 |

SOURCE: Atlanta Regional Commission (ARC)

Age and Condition of Housing

Powder Springs has been in a housing boom since 1980 -- the number of houses tripled between 1980 and 1995 and growth is expected to continue for at least another ten years. According to measures such as age, plumbing and overcrowding, Powder Springs has traditionally had better housing conditions than Georgia. With the spate of homes built in the last 20 years, the housing quality indicators have become more positive and the City expects this trend to continue through the planning period.

As for the age of existing housing, sixty percent of it has been built since 1980, and the majority of that, 44.7 percent of all units in the area, has been built since 1984, as Table 42 shows. Only three percent of housing was built before 1939. The Cobb County Department of Community Development has identified an area in Powder Springs that exhibits these poor housing characteristics. The area is centered on Macedonia Road at Hopkins Road, and is a small part of the City of Powder Springs (shown on Map 2 in Appendix A).

TABLE 41
Condition of Housing in Powder Springs

| | City | | | Georgia | | |
|----------------------------------|-------|------|------|---------|-------|------|
| | 1970 | 1980 | 1990 | 1970 | 1980 | 1990 |
| Built Before 1939 | 10.5% | 5.7% | 4.1% | 28.6% | 14.7% | 8.1% |
| Lacking Complete Plumbing | 2.4% | 0.9% | 0.0% | 13.2% | 1.8% | 1.1% |

SOURCE: U.S. Census

TABLE 42
Age of Housing Stock - Census Area

| | | |
|---------------------|--------------|---------------|
| 1985 to 1995 | 4,502 | 47.9% |
| 1980-1984 | 1,363 | 14.5% |
| 1940-1979 | 3,277 | 34.8% |
| Before 1939 | 265 | 2.8% |
| Total | 9,407 | 100.0% |

SOURCE: U.S. Census

Owner and Renter Occupied Housing

Powder Springs has an exceptionally high percentage of home ownership compared to Cobb County and Georgia. From 1970 to 1990, Powder Springs' owner to renter ratio was significantly higher than the State average and the average for Cobb County. One obvious reason for the unusually high percentage of ownership is the virtual absence of high density housing in the City. Renters are much more likely to occupy units in multi-family developments, and multi-family housing comprises less than three percent of all dwelling units in Powder Springs.

Most of the renters in Powder Springs, however, live in single family detached housing. Most of these renters are short-term residents or are unable to afford a mortgage. As Powder Springs continues to attract young people during the next 20 years, most of them will be home buyers, but a growing number will rent. Despite the predicted growth in renters, Powder Springs will continue to have exceptionally high ownership rates as it has during the past 20 years.

Vacancy rates for owner-occupied dwellings is low compared to the statewide rate. This is likely due to the relatively low age of Powder Springs' housing stock. The vacancy rate for renter-occupied dwellings is higher than the statewide rate, a reflection of the type of housing available to renters in the City. Single-family detached homes,

which make up the majority of rental units in Powder Springs, are more difficult to rent than apartments in high density developments.

One notable aspect of the housing market are the low rates for rental units, indicating the need for expansion in the rental market. Any expansion in rental units will come almost exclusively from the owners of detached single family homes. The rates of home ownership are projected to stay high enough not to warrant any intervention on behalf of the City.

TABLE 43
Owner and Renter Occupied Housing

| | City | | | Georgia | | |
|--------------------------------------|-------|-------|-------|---------|-------|-------|
| | 1970 | 1980 | 1990 | 1970 | 1980 | 1990 |
| Owner Occupied Units | 77.6% | 79.2% | 76.7% | 57.0% | 60.4% | 58.3% |
| Renter Occupied Units | 20.5% | 14.8% | 16.9% | 36.3% | 32.6% | 31.4% |
| Vacancy Rate: Renter Occupied | --- | --- | 4.7% | --- | --- | 2.5% |
| Vacancy Rate: Owner Occupied | --- | --- | 7.3% | --- | --- | 12.2% |

SOURCE: U.S. Census

Cost of Housing (All housing cost figures are in actual dollars.)

Since housing usually represents the largest expenditure of a household, housing affordability is vital to any area. Table 44 shows the median home value in the City was \$77,700 in 1990, up from \$39,800 in 1980. In the census area, the price rose from \$68,438 to \$80,114. Both housing figures are less than the median for Cobb County. The average rent in the City is \$481, virtually the same as the county's \$483. Cobb and Powder Springs' rental averages are considerably above Georgia's median rent. The increase in average rental in Powder Springs is likely due to the increase in detached housing rentals, which generally carry higher rent than apartment units.

The cost of renting in Powder Springs rose substantially from 1980 to 1990, considerably more than state and county increases. Rents in 1990 were \$308 more than in 1980, while in Georgia and Cobb County rents rose \$117 and \$72, respectively. Of the six municipalities in Cobb County, only Kennesaw's median rent increased more than Powder Springs' -- by \$340. Powder Springs and Kennesaw have the highest rates of home ownership in the county, possibly indicating rents in areas with high rates of ownership will remain exceptionally expensive.

The rate of ownership in Powder Springs will remain well above state and county levels through the planning period, though it will not be as high as five or ten years ago. An increase in the proportion of rental single-family detached houses will likely continue, particularly in older neighborhoods.

Needs Assessment

Powder Springs does not have a large population of homeless, mentally ill, physically disabled or otherwise disadvantaged people with a need for affordable housing. Indeed, many of the retail and service workers with a need for affordable housing will likely be younger adults living with their parents or older citizens. With the needs of the population in mind, Powder Springs does appear to have adequate affordable housing.

For those with the means to buy homes, Powder Springs is a relatively inexpensive place to live. The median home value is well below Cobb County's median and closer to, but still less than, Smyrna's and Marietta's. The median price is \$6,000 more than for Georgia as a whole, and Powder Springs is much more affordable compared to the State average than in 1980.

The low median home value in Powder Springs illustrates the City's lack of more expensive homes. In a "bedroom community" like Powder Springs, it is beneficial to have neighborhoods representing a variety of prices in order to maintain reasonable property tax rates. As its residential property develops, Powder Springs needs to attract some neighborhoods with home prices 50 to 100 percent above the median price. Amendments to the City's zoning ordinance in 1995 (for example, minimum house size was increased within most residential zones) should help to encourage more expensive homes.

Housing conditions must be monitored to ensure that homes are not allowed to deteriorate. At the present, this is not an issue, but as the housing stock ages and more single family detached homes are rented, lack of maintenance could become a problem.

The number of housing units required to serve the projected population in the year 2005 is 5,116 and in 2015 the need will be 6,856. However, identifying this as a "need" is not accurate. Powder Springs is a bedroom community, and will remain such throughout the planning period, and so it derives its population from the availability of residences within the City limits. If the projected population of 13,731 people is attained in 2005, it will be because sufficient housing units were built to contain the population. If fewer units are built, the population will be correspondingly lower.

**TABLE 44
Home and Rental Values**

| Median Home Value - (Actual Dollars) | | | |
|---|-------------|-------------|----------------|
| Year | City | Cobb | Georgia |
| 1970 | \$19,100 | \$19,300 | \$14,600 |
| 1980 | \$39,800 | \$51,900 | \$23,100 |
| 1990 | \$77,700 | \$97,500 | \$71,300 |
| Median Monthly Rent | | | |
| Year | City | Cobb | Georgia |
| 1970 | \$104 | \$111 | \$ 65 |
| 1980 | \$173 | \$247 | \$153 |
| 1990 | \$481 | \$483 | \$344 |

SOURCE: U.S. Census

Summary of Noteworthy Items

- 94.6 percent of housing in the City and 97.5 percent in the census area is single family detached housing and duplexes. These percentages are even higher than in 1990.
- In 1990, 82 percent of City housing was owner-occupied, as was 87.6 percent of census area housing. In 1980, the figures were 84.2 percent and 89 percent, respectively.
- The median home value for the census area was \$80,114 in 1990, lower than Cobb County's \$97,500 and the Atlanta Metro Area's \$88,300. Median price for the City is \$77,700.
- Rents for the City and census area are slightly above Cobb County and Atlanta averages.
- The condition of housing in the census area is excellent, with only 0.1 percent of houses lacking plumbing and 1.89 percent of housing with 1.01 or more persons per room in 1980.

LAND USE ELEMENT

Development Patterns

Through the first 120 years of its existence Powder Springs was the commercial center for cotton farmers in the surrounding hinterland. The City grew around the site of a spring, and later a rail line, which runs southeast to northwest to the west of the downtown area. In the late 1950's, Powder Springs began to develop as a bedroom community for those employed in Marietta and Atlanta. The flat and rolling topography, occupied by farm and woodland, made Powder Springs an attractive and inexpensive location to develop residential neighborhoods.

Powder Springs is still primarily shaped by the forces which led to its historic development. There is a commercial core in the central business district surrounded by residential subdivisions, primarily to the north along New Macland Road, to the east along Powder Springs Road and to the south. Many new subdivisions are being built west of the City, where there is more open and undeveloped land.

There is an increasing number of retail and commercial establishments along major thoroughfares, to serve the City's burgeoning population.

Like many other communities in the Atlanta area which grew due to their status as bedroom communities, Powder Springs is evolving into an employment center in its own right. The cheap land which attracted a built-in labor force for future employers is poised to attract industrial and office development. Powder Springs is just at the beginning of an era of regaining its traditional balance between employment and residence, but at a much larger scale than the old farm town.

Existing Conditions

Powder Springs presently encompasses approximately 4.5 square miles, or 2,900 acres. About 1,700 acres, or 60 percent, of all land with development potential is actually in use. The primary focus of the City as a bedroom community is reflected in its land use pattern (see Map 14 in Appendix A). Residential uses occupy almost eighty percent of all developed land and represent the dominant use in every geographic sector. Commercial and office uses comprise approximately ten percent of developed land but occupy over eighty percent of all land zoned for such activities. Public uses also account for nearly eight percent of the total developed area. A vast amount of the vacant area in Powder Springs is zoned industrial although only 100 acres, or eleven percent, of the more than 900 acres included in the industrial zone are developed. As residential development increases throughout southwest Cobb, markets for retail trade and service will expand, intensifying pressure for the provision of areas accommodating commercial and office activities. A more detailed summary by sector (shown on Map 12 in Appendix A) is given below.

Northwest

The northwest portion of the City, west of Old Lost Mountain Road and north of U.S. Highway 278, has been the fastest growing portion of the Powder Springs area for at least the last ten years. C.H. James Parkway provides quick access to Interstate 20 and Atlanta, which enhances the potential for development of this section of Powder Springs. There are currently two subdivision portions being built in this part of the area, with a total of 157 houses being built. Of the 675 acres zoned LI in this quadrant, only 90 acres are utilized. Commercial activities are virtually nonexistent in this portion of the City, with a convenience store at the intersection of Shipp Road and Country Walk Drive as the only exception.

North Central

North Central Powder Springs is bisected by New Macland Road on its north-south axis, and Macedonia Road on its east-west axis. It contains a mixture of housing built in the 1950's and 1960's, extending from New Macland Road on both sides, with more recent construction on Pinetree Court and in the Spring Crossing subdivision in the 1980's. The New Horizons condominium community, with 57 units, and the only mobile home park in the City are located in this sector. Lost Springs subdivision, with 42 units, Pembroke with 35 units, and Forrest Hill Estates with 36 units, are the new developments in this sector.

Commercial activity in the north central region is concentrated at the New Macland Road/Macedonia Road intersection, where a shopping center, convenience store and other neighborhood-oriented businesses are located. Because of the lack of commercial operations in southwest Cobb, this center's market area is much larger than is typical for a neighborhood shopping center. The Thomas Newton Compton Elementary School and a fire station are the only public uses in the area.

Northeast

The northeastern section of Powder Springs, east of Forest Hill Drive and Old Villa Rica Road north of Powder Springs Road, contains the City's most dense housing, as well as its first large scale unified subdivision, Lancer subdivision. After Lancer was built in the early 1970's, the area stagnated somewhat until the end of the decade. Since then, it has seen much activity, with Wildhorse Hills and Ashley Woods subdivisions developing after 1980 and then Whispering Glen townhomes, with a large neighborhood of small single-family homes being developed by Habitat for Humanity in Whispering Glen. Since 1990, Platinum Creek and Pine Bluff subdivisions have added 159 houses to the area. In total, more than 75 percent of the developed land is residential. Public uses rank second, with Tapp Middle School and Wildhorse Hill Park comprising 75 acres. Industrial activities are also present, led by Atlanta Structural Concrete. Only three acres of commercial uses are in existence.

Southeast

The City's southeast sector, situated south of Marietta Street and east of the Southern Rail Line, contains an established commercial strip along Austell-Powder Springs Road of 25 acres which includes a strip shopping center with a supermarket, bank, small office building, restaurants, a used car lot and other small businesses. Public uses also are prevalent in this area, including the new Powder Springs Elementary School, a post office, two cemeteries and The Center in Powder Springs, together comprising 70 acres. Although there are no industrial activities in operation, there are 90 acres zoned for industry (not including the land occupied by the school).

As with all portions of the City, residences are the most significant land use. Two hundred acres, or 50 percent of the area contain homes. Since 1990, another 277 houses, on 60 additional acres, have been developed.

Southwest

Southwest Powder Springs is that portion of the City situated west and south of the Southern Rail Line. At this time, most of the development in the area is aligned along Brownsville Road between the railroad track and the C.H. James Parkway. As with all portions of the City, housing dominates. Four subdivisions, totaling over 85 acres or 65 percent of all developed land are present. A manufacturing plant and some small operations on Lewis Road are the only industrial activities present. The 24-acre Powder Springs Park, including land reserved for park expansion, completes the inventory of utilized property.

Most of the commercial development in the City is also occurring here. A new 40,000 square foot Winn Dixie Grocery Store, with 12,000 square feet of smaller shops, have been added on the southeast corner of Thornton Road and Brownsville Road. An Eckerd's Drug Store also was built farther down Brownsville Road.

Central

The central part of the City is defined as the area bordered by Pinetree Drive, the Southern Rail Line, Atlanta Street and Austell-Powder Springs Road. It includes City Hall and the Town Square. Within the square is a retail and office complex. Additional commercial businesses are concentrated along a two block stretch of Marietta Street, with others in the vicinity of the Marietta Street/Old Austell Road intersection and Marietta Street/Austell-Powder Springs Road intersection.

Single family homes are interspersed with businesses on Marietta Street. Homes also line Atlanta Street, where they are mixed with public and a small amount of commercial uses. While a high traffic volume and changing character limits future viability of residential use on Marietta Street, many of these structures are among the earliest still standing and exhibit structural preservation potential.

Land Use

The demand for acreage for housing, population and employment is based on current ratios of land use, residential density and employment density. The City currently has a gross residential density of 6.56 per residential acre in use. There are 1,906 people per square mile including all land within the City. To maintain the current ratio an additional 1,310 acres of residential land will have to be developed by 2010. Presently, there are 177 undeveloped acres in the City zoned for residential use. In the census area, current population density is 969.9 people per square mile. By the year 2010, population density will reach 1,486 people per square mile. There are large undeveloped tracts in both the City and County, especially in the north and west of both the County and City. All of the vacant land zoned residential is for single family housing, primarily very low residential. The City's residential density will decrease as more of the very low density residential comes into the City.

Employment density is 0.19 jobs per acre in the Census Area, or 123.6 jobs per square mile. However, the vast majority of industrially-zoned land in the area lies in Powder Springs, which has 825 acres of vacant industrial land. If the current industrial employment density holds until 2010, roughly 360 acres will be needed for the 1,176 jobs currently projected. Powder Springs clearly has a sufficient amount of room for industrial growth.

There are presently 2,353 retail and commercial jobs in the Census Area -- a density of 85.6 jobs per square mile. Projections call for 4,939 jobs by 2010. There are approximately 220-230 acres of utilized commercial and retail space in the census area, requiring an additional 250 acres of commercial and retail space. There are sufficient amounts of institutional and open space in use and available for future use.

TABLE 45
City of Powder Springs
Extent of Land Use by Type

| Land Use Type | Area in Use (Acres) | % Total Acreage | % Non-Vacant | Area Zoned (Acres) | % Area Zoned In Use | % of Total Land |
|--|---------------------|-----------------|--------------|--------------------|---------------------|-----------------|
| Residential | 1,357 | 47.2 | 77.9 | 1,535 | 88.4 | 55.0 |
| Single Family | 1,287 | 44.8 | 73.9 | 1,435 | 89.6 | 51.0 |
| Multifamily | 70 | 2.4 | 4.0 | 110 | 63.6 | 4.0 |
| Commercial/Office | 175 | 6.1 | 10.0 | 220 | 79.5 | 7.9 |
| Industrial | 102 | 3.5 | 5.9 | 927 | 11.0 | 33.2 |
| Light | 77 | 2.6 | 4.4 | 894 | 8.6 | 32.0 |
| Heavy | 25 | 0.9 | 1.5 | 33 | 75.7 | 1.2 |
| Public/Institutional | 20 | 0.7 | 1.1 | 20 | 100.0 | .8 |
| Parks/Recreation | 87 | 3.0 | 5.0 | 87 | 100.0 | 3.1 |
| Agriculture/Forestry | 0 | -- | -- | -- | -- | -- |
| Transportation/Communications/Utilities | 1 | .1 | .1 | -- | -- | -- |
| Vacant | 1,134 | 39.4 | -- | -- | -- | -- |
| Total | 2,876 | 100.0 | 100.0 | 2,789 | -- | 100.0 |

Growth Patterns

Both the City and the Census Area will experience tremendous residential and employment growth through the planning period. The Powder Springs area currently is being intensely developed as both a bedroom community for employment centers in Cobb and Fulton counties and increasingly as an employment center in its own right.

Both the City and the Census Area outside the City limits, in County jurisdiction, have developed primarily as single family housing. In fact, the City has the highest proportions of single family homes and owner occupied housing of any municipality in Cobb County. Nearly 94 percent of homes are single family (Kennesaw is second with 84.7 percent) and 83 percent of homes are owner occupied.

Currently, 53 percent of the land in the City of Powder Springs is zoned residential, and the percentage in surrounding County land is even higher. Most of the residential development occurring in Cobb during the next ten years will occur in West Cobb due to the area's relative bounty of available land and the correlating cheaper prices. The Powder Springs Census Area is expected to receive a substantial share of that growth, according to Atlanta Regional Commission (ARC) predictions.

The southern area of the City has been the site of the most active residential development in the 1990's. Since 1990, about 400 single family detached houses have either been built or are in the process of being built in the southern part of the City. Coupled with the active development in the northern section of the City and Census Area, with 589 new homes, at least 930 new homes built in the area since 1990, with plans for many more on the table. Starting in 1995, development becomes more evenly spread throughout the City, with new subdivisions in the north central and northwest sections of the City.

Increases in retail, commercial and service employment will expand to the area, by as much as 100 percent over the next fifteen years, to accommodate increasing demand for such services in the area. Light and heavy industry will develop primarily in the northwestern section of the City, with smaller pockets of growth in the south of the City. The vast majority of northwestern Powder Springs is undeveloped land zoned for light industrial use, of which at least 65 percent is suitable for development. The likelihood of the development of these lands continues to increase as the population of West Cobb and Paulding County skyrockets, as access to Powder Springs continues to improve in the form of new roads and improvements of existing roads.

The northward creep of development on U.S. 278 from I-20 promises to add to the commercial and industrial base in Powder Springs. Current development ends a couple of miles south of Powder Springs, but there are plans for an outlet mall in that area, provided the mall developers can obtain a retail anchor. Even without the mall, development along 278 should reach Powder Springs during the planning period.

The downtown area and the area along the abandoned Seaboard rail line, between its intersections with Powder Springs Road and Thornton Road, will change substantially during the next ten years. The construction of the Powder Springs Parkway along the abandoned rail line, a bypass running just north of downtown, will probably spur substantial development due to the volume of traffic and its location. The Parkway will also relieve traffic congestion from the downtown area. By curtailing traffic congestion in the downtown area, the City hopes to develop a more pedestrian friendly area with specialty shops and restaurants capable of drawing from Southwest Cobb and East Paulding County.

Most of the existing nonresidential development in the area is characterized by long, linear commercial areas along major roads. Development patterns for major corridors are listed below:

- Austell-Powder Springs Road (S.R. Business 6)

This corridor includes a mixture of uses including commercial, industrial and residential uses.

- Powder Springs Road

Powder Springs Road south of Macland Road is currently being expanded to four lanes from two and is primarily developed with residential uses. A commercial node for the corridor is located at the intersection of Macland Road. After the road widening is completed, linear commercial development will increase.

- C.H. James Parkway (U.S. 278, S.R. 6)

A divided median roadway, the C.H. James Parkway runs primarily through undeveloped land zoned very low residential, industrial and commercial uses. The growth of Powder Springs and the increasing number of Paulding County commuters passing along the road makes the development of U.S. 278 vital to the fiscal growth of Powder Springs.

- New Macland Road (S.R. 176)

Most of New Macland Road is characterized by low density residential development, with commercial nodes at Macland Road, Macedonia Road and Marietta Street.

Sensitive Areas

The amount of land in the Powder Springs area unsuitable for development is relatively small. The areas, shown on Maps 8 and 9, consist of wetland and flood plain along Powder Springs Creek, running from the northwest part of the City to the south central part, and Noses Creek, in the eastern part of the City.

Only one site in the Powder Springs Census Area is listed on the National Register of Historic Places, so the presence of official historic sites in Powder Springs is minimal. There are no recorded plants or animals on the endangered species list in the Powder Springs Census Area. There are several old houses with historic significance along Marietta Street and Atlanta Street. Although the City has no binding provisions for preserving the houses, the City does work with the owners of the houses informally to encourage preservation.

Areas of Conflicting Land Use

There are four major areas with land use conflicts as identified on Map 13: the Florence Road corridor; the presently undeveloped south end of the City stretching from the C.H. James Parkway to Austell/Powder Springs Road; Marietta and Atlanta Streets; and industrial activities north of the CSX rail corridor situated amongst single family neighborhoods.

The Florence Road corridor, north of C.H. James Parkway, is currently generating a substantial amount of single family residential and light industrial activities. The City must establish effective cut-off points for each to assure that they do not encroach upon each other. Despite substantial residential growth in this area, as well as in eastern Paulding County, there is practically no land reserved for commercial activities to serve the ever-growing market. The large area of industrial zoning discourages commercial investment.

Approximately 260 undeveloped acres lying south of Long Street and extending east to west from C.H. James Parkway to the Norfolk-Southern Railroad represents a tremendous development opportunity. The only significant constraint at this time is poor access. However, direct connections to major thoroughfares are possible. Much of this land is zoned for light industrial or general commercial uses, but given that the area is surrounded by residential uses, residential development is preferable. Any infill of industrial activities must be adequately buffered from the existing uses.

The Marietta Street/Atlanta Street corridor calls for renewed land use consideration. Presently, single family homes, businesses and public uses are inter-mixed. Since mixing residential and business uses in the downtown may be desirable, residential quality of life issues should be addressed. Additionally, a determination must be made as to where continued residential activity is viable and where commercial uses are to be encouraged.

Blighted and Transitional Areas

There are no areas in Powder Springs suffering from economic blight, and a couple of very small areas with any type of physical blight. Whispering Glen, a subdivision of townhomes in the northwest part of the City, had several boarded-up houses and broken windows, but a clean-up campaign eliminated most of the physical problems. There are also some run down commercial buildings by the Norfolk-Southern Railroad, but their condition is not bad enough to be considered a significant blight on the City.

Concerning shifts in predominant land use, only a couple of areas stand out. The area along the abandoned CSX rail line, characterized by residential and undeveloped land with a few light industries, will change to become a major commercial area with linear development when the Powder Springs Parkway is built. Several areas, especially on the north side of the Parkway, will be affected.

The residential area which extends for several blocks along the entire length of Marietta Street is slated to become a commercial area in the future land use plan. There are already a few individual commercial sites in the area.

Other examples of changing land use are dominated by vacant land -- farms and woods -- which are developed into commercial and residential areas. Much of the vacant land poised for development is along the Thornton Road corridor.

Incompatible Uses

One conflict will be traded for another smaller one when the Powder Springs Parkway is built along the abandoned rail line. The concrete manufacturing plant abutting private residences will be replaced by a new arterial abutting private residences. The residences most affected by the parkway are unincorporated, however, and the City's only mobile home park, which is in the path of the parkway, may be relocated. In the future land use plan, however, only the nodes at New Macland Road and at the west end of the planned parkway are zoned commercial.

There is a trucking company situated between the Norfolk Southern rail line and the south side of the central business district. There is an old residential neighborhood adjacent to the trucking company, which is a problem due to the noise pollution the trucks create, starting early in the morning.

Commercial areas fronting Austell-Powder Springs Road adjoin residential uses fronting on Old Austell Road, the only buffer being a fence. Activities at the businesses, such as emptying garbage dumpsters, often causes disturbance to the neighboring residents.

Considerations from Other Planning Elements

No areas have been identified as environmentally sensitive other than waterways, wetlands and flood plains, in which development is already prohibited. The houses lining Marietta Street are the City's greatest historical resource and the City encourages, but does not presently require, their preservation.

The northwest corner of the City is the natural place for most of the new development in Powder Springs to take place: it is the most undeveloped part of the City and is now over served by infrastructure with the addition of a new sewer trunk line and planned road improvements. Most of the development will be residential, but a community activity center is planned for the intersection of the C.H. James Parkway and the Old Dallas Highway.

Growth will accompany the building of the Powder Springs Parkway, with commercial nodes at the New Macland Road intersection and the western end of the Parkway. The City is fortunate in that the two areas poised for the most growth are already served by adequate infrastructure.

Most of the land within the City limits, especially residential land, has been developed. Of the three undeveloped residential areas of more than ten acres in the City limits, two sections are being developed, as mentioned earlier in this element. For the City to continue to grow, and considering the excellent infrastructure surrounding the City, infill development is not a high priority for the near future.

Future Land Use Recommendations

Land Use Categories

The City of Powder Springs Future Land Use Map is available as a separate document from the Licenses and Permits office in the Powder Springs City Hall. A small scale reproduction of this map is included in Appendix A as Map 15.

The City of Powder Springs Comprehensive Plan, 1995-2005, utilizes the same land use classifications as the **Cobb County Comprehensive Plan: A Policy Guide**. This improves planning compatibility between the two units of government and reduces confusion by the user, as a given category represented on the map of either jurisdiction has the same meaning. Land use classifications can be grouped into four general categories: residential, activity center, industrial compatible and public use.

The map includes three types of residential categories, Very Low Density which allows up to one unit per acre, Low Density which has a range of one to three units per acre, and Medium Density with a range of three to six units per acre.

Activity centers accommodate commercial and office uses. Neighborhood level centers serve an immediate area of approximately 1-1/2 to 2 miles in radius. They are characterized by low intensity, low traffic generating uses, such as small professional offices, banks, or in the right location, small shopping centers or convenience stores. Community level centers service a larger area and are designed for higher impact activities. The Downtown Activity Center is intended to be the focal point of the City. A variety of commercial, office, entertainment and residential uses are permitted, though some wholesale, industrial type and repair activities allowed in other activity centers are excluded.

Two scales of industrial uses are listed, industrial compatible and industrial. The former is designated for commercial, wholesale, repair, storage and transportation, as well as manufacturing which does not emit smoke, water pollution, or excessive noise. The heavy industrial category permits all of the above, plus manufacturing activities.

Other classifications include Open Space/Recreation, Transportation/Utilities and Community Service/Institutional. These are used to reflect property owned by government, civic organizations and public utilities.

Future Land Use Implementation

It is not the intention of this plan that current zoning be changed to become compatible with recommendations from the Future Land Use Map; rather the map is to guide policymaking officials in making determinations on zoning and other land use requests initiated by private applicants. The Future Land Use Map is intended to be a guide. Boundaries between areas of different land use designations are not intended to be hard and fast. The intent is for the spirit of the ordinance to be upheld.

TABLE 46
Future Land Use Acreage
2015

| | | % of Total Acreage |
|---|--------------|---------------------------|
| Open Space/Recreation | 459 | 7.3% |
| Very Low Density Residential (up to 1 DUA) | 1,560 | 24.6% |
| Low Density Residential (1-3 DUA) | 1,941 | 30.7% |
| Medium Density Residential (3-6 DUA) | 139 | 2.2% |
| Neighborhood Activity Center | 120 | 1.9% |
| Community Activity Center | 646 | 10.2% |
| Central Business District | 63 | 1.0% |
| Industrial Compatible Area | 1,279 | 20.2% |
| Public/Institutional | 113 | 1.8% |
| Transportation/Communications /Utilities | 2 | 0% |
| Agriculture/Forestry | 0 | 0% |
| Vacant | 0 | 0% |
| Total | 6,322 | 100.0% |

Table 45 represents projected land use within boundaries anticipated by 2015. The potential boundaries of the future are described in detail in the City's Annexation Plan contained in Appendix E.

Using these acreage figures in combination with the residential density factors, it is possible to establish a range for the number of dwelling units in Powder Springs up to the year 2015. The midpoint is for 4,257 new units, for 7,553 total housing units in the City.

Combining the number of housing units with the 2.88 persons per household projected for the census area in the year 2000, yields a population figure of approximately 12,991. This figure closely corresponds with the 12,633 population projection indicated in the population element. For 2015, the number of housing units times the projected household density yields a population projection of 19,638, a number consistent with ARC projections. The projections would seem to suggest that there will be an adequate supply of housing to accommodate the population projected for the City of Powder Springs in the year 2000.

Future Land Use Narrative

Sequencing of Infrastructure Improvements. Powder Springs is fortunate in that Cobb County is responsible for much of the present and future infrastructure improvements. The addition of the sewer trunk line in the west part of the City, the construction of the Powder Springs Parkway and the improvement of Florence Road and Powder Springs Road into four lane highways form the skeleton for much of the City's future growth. All the projects are already underway except for the Powder Springs Parkway, which is slated to begin in 1997, and the Florence Road project, which is slated to begin in 2000.

The sewer line will open the previously undeveloped western part of the City to development. The vast majority of unused residential land in the City lies in the western part, so it is obvious the majority of new construction will occur there. The sewer line also runs through unincorporated, undeveloped areas and the City will attempt to incorporate these areas during the next several years. Besides unincorporated islands, the areas next to the sewer lines have the highest priority for annexation.

Areas in Transition. There have been a number of changes made in the new future land use plan. Major changes include the area between the C.H. James Parkway, Oglesby Road, Powder Springs Park and the Southern Rail line. Almost completely undeveloped, the area had been primarily designated as industrial, with some residential, but now is entirely residential. Due to the areas proximity to the CBD and extensive flood plains, the area is better suited to be a residential area, possibly a golf or equestrian neighborhood.

An undeveloped oval of land, north and east of Dallas-Powder Springs Road, south of the abandoned rail line and west of Florence Road has been changed from industrial to open space in order to accommodate a proposed golf course.

The land use plan emphasizes commercial nodes over strip development. The commercial strip along Austell-Powder Springs has been reduced so that two commercial nodes -- one part of the CBD and another smaller node -- separated by a residential area will form a more attractive place. The future intersection of Powder Springs Parkway and New Macland Road will also be a node. To deter commercial strips down the length of the Parkway, the plan identifies nodes at New Macland and at the Parkway's western terminus at the C.H. James Parkway. Along Powder Springs Road, commercial development has been relegated to a few intersections along the road, as opposed to running the length of the street as it was in the old plan. As Powder Springs expands, the City will expand its policy for nodal commercial development to new areas of Powder Springs.

The Downtown Activity Center is reduced in size in the new plan. In the old plan the DAC reached all the way down to Austell-Powder Springs Road, but the area has been limited to preserve some of the residential neighborhoods. It is not foreseen in the next ten years that the DAC will need to expand beyond what is shown on the plan.

A couple of activity centers have been added to meet anticipated commercial demand west of the City. A Community Activity Center along the James Parkway near the Paulding County border and a Neighborhood Activity Center at Hill Road and the James Parkway should meet the demand for retail and shopping for the growing population west of the City for at least 20 years. The new activity centers also reinforce the City's preference for commercial nodes.

The following is a complete list of changes from the 1990 plan that are incorporated in the new future land use plan adopted February, 1996.

- West of Old Dallas Highway, south of the abandoned CSX Railroad, and north of the Norfolk Southern Railroad to the County line.
Current planned use: Low Density Residential (1-3 DUA)
Recommended use: Very Low Density Residential (0-1 DUA) - to match County plan, take advantage of existing R-30 zoning.
- West of Florence Road, south of the abandoned CSX Railroad, and north of Old Dallas Highway.
Current planned use: Industrial Compatible and Community Activity Center
Recommended use: Open Space/Recreation - to provide for proposed golf course.
- West of C.H. James Parkway on the north and south sides of Hill Road.
Current planned use: Community Activity Center
Recommended use: Neighborhood Activity Center and Low Density Residential (1-3 DUA) -A commercial node has developed at Brownsville Road and C.H. James Parkway; another Community Activity Center is not needed so close. The recommendation shrinks the planned commercial area and reduces its intensity.
- West of C.H. James Parkway, south of the Norfolk Southern Railroad, north of Hill Road.
Current planned use: Low Density Residential (1-3 DUA)
Recommended use: Very Low Density Residential (0-1 DUA) - to match County plan.
- Both sides of Brownsville Road west of C.H. James Parkway to Hiram-Lithia Springs Road.
Current planned use: Neighborhood Activity Center and Industrial Compatible
Recommended use: Community Activity Center - to be the focal point of commercial activities for an area which is set to grow rapidly over the next several years.
- West of Lewis Road and the Norfolk Southern Railroad, north of C.H. James Parkway, and east of Steeplechase and Woodbridge subdivisions.
Current planned use: Industrial Compatible and Medium Density Residential (3-6 DUA)
Recommended use: Low Density Residential (1-3 DUA) - The property is more suited to residential development because of its proximity to the central business district and extensive flood plain in the area.
- East of Lewis Road, north of Oglesby Road, and west of the Norfolk Southern Railroad.
Current planned use: Industrial Compatible and Medium Density Residential (3-6 DUA)
Recommended use: Low Density Residential (1-3 DUA) -

- Morningside and Powder Cove subdivisions (west of Frank Akins Road, east of the Norfolk Southern Railroad).
Current planned use: Medium Density Residential (3-6 DUA)
Recommended use: Low Density Residential (1-3 DUA) - to reflect actual density.
- North side of Atlanta Street.
Current planned use: Downtown Activity Center
Recommended use: Low Density Residential (1-3 DUA) - to provide a more realistic boundary for downtown activity center, to protect existing homes from commercial encroachment.
- North of Sharon Drive, south of Powder Springs Road (triangular tract).
Current planned use: Community Activity Center
Recommended use: Low Density Residential (1-3 DUA) - access to this property is off Sharon Drive, a residential street.
- West of Hopkins Road, south of Lancer subdivision.
Current planned use: Medium Density Residential (3-6 DUA)
Recommended use: Low Density Residential (1-3 DUA)
- Whispering Glen subdivision east of Hopkins Road.
Current planned use: High Density Residential (6-12 DUA)
Recommended use: Medium Density Residential (3-6 DUA) - to reflect actual density of homes being built.
- Platinum Creek subdivision north of Powder Springs Road, east of Noses Creek.
Current planned use: Community Activity Center, Medium Density Residential (3-6 DUA)
Recommended use: Low Density Residential (1-3 DUA) - to reflect actual density.
- South of Powder Springs Road, north of the abandoned CSX Railroad.
Current planned use: Community Activity Center
Recommended use: Community Activity Center and Low Density Residential (1-3 DUA) - to establish a commercial node at Hopkins Road and Powder Springs Road.
- Northwest corner of Macedonia and Hopkins Roads.
Current planned use: Community Activity Center
Recommended use: Low Density Residential (1-3 DUA) - Existing use is for utility purposes, County plan shows as low density residential.
- North side of Macedonia Road from Old Lost Mountain Road to New Horizons.
Current planned use: Low Density Residential (1-3 DUA), Medium Density Residential (3-6 DUA)
Recommended use: Low Density Residential (1-3 DUA) - to reflect actual density of new development.

- East of Old Lost Mountain Road, north of Marietta Street, west of New Macland Road, and south of the abandoned CSX Railroad.
Current planned use: Downtown Activity Center
Recommended use: Downtown Activity Center, Community Activity Center, and Low Density Residential (1-3 DUA) - to provide a more realistic boundary for downtown activity center, to protect existing homes from commercial encroachment.
- West of New Macland Road between Marietta Street and Powder Springs Parkway.
Current planned use: Downtown Activity Center
Recommended use: Community Activity Center - Matches existing commercial zoning on east side of road.
- Austell-Powder Springs Road from Sharon Drive to Austell City limits.
Current planned use: Community Activity Center
Recommended use: Community Activity Center, Low Density Residential (1-3 DUA) - Eliminate strip commercial zoning, establish commercial node at Smith Drive.
- West side of Old Lost Mountain Road from Jackson Way to the abandoned CSX Railroad.
Current planned use: Community Activity Center
Recommended use: Low Density Residential (1-3 DUA) - Preserve Old Lost Mountain Road as residential, matches change for east side of Old Lost Mountain Road which removes downtown activity center use from east side of the road.
- South of the abandoned CSX Railroad between Old Lost Mountain Road and C.H. James Parkway.
Current planned use: Community Activity Center, Low Density Residential (1-3 DUA)
Recommended use: Community Activity Center - Logical extension of commercial development south of the railroad bed in light of the path of the Powder Springs Parkway.
- Intersection of C.H. James Parkway and Old Dallas Highway/Elliott Road.
Current planned use: Industrial Compatible and Low Density Residential (1-3 DUA)
Recommended use: Community Activity Center - Logical location for commercial node.
- North of Elliott Road, south and west of Paddocks West.
Current planned use: Low Density Residential (1-3 DUA)
Recommended use: Very Low Density Residential (0-1 DUA) - to match County plan.
- North of Powder Springs Parkway between Forest Hill Road and Dogwood Drive.
Current planned use: Community Activity Center
Recommended use: Low Density Residential (1-3 DUA) - Eliminate strip commercial zoning, provide for residential zoning fronting residential Pinecrest Road.

- North of Powder Springs Parkway between Dillard Street and Old Lost Mountain Road.

Current planned use: Medium Density Residential (3-6 DUA)

Recommended use: Low Density Residential (1-3 DUA) - Make use compatible with surrounding residential development.

- New Macland Road south of Dillard Street/Red Oak Drive, north of Powder Springs Parkway.

Current planned use: Community Activity Center, Low Density Residential (1-3 DUA)

Recommended use: Community Activity Center, Low Density Residential (1-3 DUA) - Draw the northern limit for commercial node at the existing homes fronting New Macland Road south of Red Oak Drive.

NATURAL AND HISTORIC RESOURCES ELEMENT

As Powder Springs continues to grow, the environment will face even greater amounts of stress. The challenge of balancing a livable community with continuing growth is one of the stiffest tasks faced by the City. With development, impervious surfaces are created by roads, parking lots and buildings, which do not absorb water, adding to storm run-off. Development induced forest depletion reduces shade, increases noise, and causes glare.

Water Supply Watersheds

The Powder Springs area watershed is shown on Map 11. The City has a soil erosion and sedimentation control ordinance in place that limits the impact of land-disturbing activities on watercourses in the area.

Groundwater Recharge Areas

There are no groundwater recharge areas in the Powder Springs area.

Wetlands/Flood Plains

Wetlands shall include those identified by the USDI Wetlands Inventory Maps or in the Georgia DNR wetlands inventory currently in progress and are shown on Map 8. For planning purposes, wetlands shall be defined as follows:

"Wetlands" mean those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas (33 CFR 32.93). The ecological parameters for designating wetlands include hydric soils, hydrophytic vegetation, and hydrological conditions that involve a temporary or permanent source of water to cause soil saturation. Freshwater wetlands do not include any areas defined as "coastal marshlands" by the State Coastal Marshlands Protection Act.

Development within wetlands and flood plains is restricted by City, State, and Federal regulations. Powder Springs is a participant in the National Flood Insurance Program, which mandates that certain local codes addressing flood-prone areas be adopted and enforced. No fill is allowed in a marked floodway, though the filling of flood plain zones is permitted.

The Powder Springs Flood Damage Prevention Ordinance states that development may be permitted in the Flood Fringe Area, which is the area of the flood plain lying outside the floodway but still lying within the base flood plain, and which complies with the requirements of the ordinance. Development is not permitted in the floodway, that area defining the channel of a river or other watercourse, and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively

increasing the water surface elevation more than one (1) foot. Flood plain areas are identified on Map 9. The protections in place seem to be effective in limiting development in flood-prone areas.

Presently, there are no provisions within the Powder Springs development review process that specifically address the presence of wetland areas. However, as a result of this analysis, it is quite clear to Powder Springs that additional consideration must be given to the identification and development of specific mitigative mechanisms to ensure their enhancement and protection.

Plant and Animal Habitats

Eight rare plants and one fish have been identified in Cobb by the Georgia Department of Natural Resources' Heritage Inventory. These are assumed to also exist in Powder Springs. They are briefly described below:

Open-Ground Whitlow Grass (*Draba Aprica*): This is an annual herb that grows from 15 to 35 centimeters tall. The basal leaves are rounded and are 1-2 cm. long; the stem leaves are alternate and are obscured by the plentiful fruits, or even absent. This grass has very small white flowers with four petals which bloom from March to April. Open-Ground Whitlow Grass is found in shallow soils on or around granite outcrops, especially beneath scattered, old-growth eastern red cedar. It has been identified in the Kennesaw Mountain area. Status: Endangered.

Indian Olive (*Nestronia umbellula*): Nestronia is a small colonial shrub up to 1 meter tall. The leaves are arranged oppositely on the stem, are ovate to elliptic, and are 4 to 6 cm. long. It flowers from April to May, although the greenish flowers that appear at the base of the leaves may be difficult to see. This deciduous shrub may be parasitic on the roots of pines and oaks. This species can be found in dry, open upland forest of mixed hardwood and pine and has been located in the Mount Wilkinson area in Vinings. Status: Threatened.

False Poison Sumac or Michaux Sumac (*Rhus michauxii*): This shrub forms dense clumps similar to other sumacs, but differs by its low stature, only .3 to 1 meter tall, and even toothed leaflets. Both leaves and twigs are densely hairy. This sumac has 9 to 13 leaflets that are 4 to 9 cm. long, coarsely toothed, and sharply pointed. The fruit is a deep red drupe, densely hairy and 5 to 6 mm. broad. It fruits from August to September and is found in sandy or rocky open woods, usually on ridges with a disturbance history (maintained right-of-way, etc.). It has been located off of Shallowford Road near Willeo Creek in East Cobb. Status: Endangered.

Northern Prickly Ash (*Zanthoxylum americanum*): Seldom more than a large shrub, this species can reach 20 to 25 feet in height. More often, it forms much branched, dense thickets in the understory of dry, open, upland woods. This ash is deciduous with small, yellow-green flowers. It has been identified in the Kennesaw Mountain area.

Missouri Rockcress (*Arabis missouriensis*): This plant is found on rock outcrops, particularly gneiss flatrocks and ledges, in full sun to partial shade. It has been located on Kennesaw Mountain.

Broadleaf Bunchflower (*Melanthium hybridum*): This flower is most conspicuous in July and August when its spires of white flowers turn green. It is found in rich, deciduous woods with trilliums and yellow ladyslippers.

Monkeyface Orchid (*Platanthera integrilabia*): This orchid is found in forested springy seeps with beds of sphagnum moss, usually with the following indicator plants: Cinnamon Fern, Cowbane, Grass-of-Parnassas, and *Platanthera clavellata*, a small, woodland orchid with white flowers having club-shaped spurs. This has been identified on the slopes of Blackjack Mountain.

Tennessee Mountain Mint (*Pycnanthemum curvipes*): Found in open woods of scattered pine, oak, and hickory, this plant has been identified in openings in woods, along roadsides, and on trails on the upper slopes of Kennesaw Mountain.

Southern Brook Lamprey (*Ichthyomyzon gagei*): A primitive, eel-shaped fish with a sucking, disk-like mouth, the adult lamprey is only found during spring spawning months. This lamprey grows from 80 to 159 mm. long. Adults are found in medium-sized streams, with the ammocoetes found in areas of slack, marginal water in the same stream. In Cobb, this lamprey has been located in Nickajack Creek.

Rare species found in the County are not protected by local measures, but certain species are protected by state and federal law. The federal Endangered Species Act applies to the Red-Cockaded Woodpecker, the Bald Eagle, the Indiana Bat, and Michaux's Sumac. State-protected species include Pink Lady's Slipper, Yellow Lady's Slipper and Bay Star-Vine, in addition to some of the species described above.

Protected Mountains

There are no protected mountains in the Powder Springs area.

Protected River Corridors

There are no protected river corridors in the Powder Springs area.

Coastal Resources

This category does not apply.

Soils and Slopes in Powder Springs

In Powder Springs flood plains Cartecay, Appling, Toccoa and Roanoke soils predominate. These soils lie in areas which are flooded at least once every twenty years.

The City's ridges have Madison-Gwinnett-Cecil and Appling-Cecil-Madison association well drained soils with a clay subsoil. In hilly upland along the Noses and Powder Springs Creeks, flood plains are areas of Gwinnett-Pacolet-Musella associations. The general soils associations for the Powder Springs area are shown on Map 10, the Powder Springs portion of the Soils Association Map for Cobb County (see Table 47 for discussion of soil characteristics).

Within soils associations which for the most part are quite suitable for development are pockets of soils with severe limitations. These extremely sensitive soils are shown on the detailed USDA Soil Conservation Service Survey maps (1973). One Powder Springs' example is steeply (15-25%) sloping Gwinnett clay loam which is susceptible to severe erosion if vegetation is disturbed. Pockets of other soils unsuitable for development such as Helena (high shrink/swell potential) and steep Musella, Madison and Pacolet soils occur. In these locations the Soil Erosion and Sedimentation Control Ordinance requires measures to be taken to minimize erosion and run off.

Vegetation, Agricultural and Forest Land

Much of the native vegetation of southwest Cobb has been cleared. Historically, large land tracts in the Powder Springs area were razed for agricultural activities. More recently, these and other areas have been developed for suburban or urban uses. Often in the development process, native vegetation is replaced by foreign plants that do not thrive in the local environment. Preservation of foliage as a component of an aesthetically pleasing environment is important to Powder Springs. Both Powder Springs and Cobb County have tree ordinances protecting trees in the City and census area. The City also has landscape requirements in its zoning ordinance and subdivision regulations. In addition, the City works with developers and builders on an individual site basis to encourage tree preservation. Attention to landscaping is also included in City projects.

Prime agricultural and forest land are those areas where the soils and topography are most conducive to growth. The total acreage of that land in the county has decreased rapidly as a result of urbanization. Much of the prime agricultural land, when classified by soil type, is in the Powder Springs area, although these tracts are too small to warrant protection. Altavista silt barn, Altavista Sandy Loam and Appling Sandy Loam are found along Noses Creek and Mud Creek east of downtown Powder Springs.

Scenic Views and Sites

There are no views or sites of scenic value within the City of Powder Springs.

Stream Buffers

Powder Springs has and will continue to consider the provisions of the Erosion and Sedimentation Control Act when reviewing land disturbance requests.

Historic Resources

In the first major revision to its 1960 zoning ordinance in 1978, the City of Powder Springs established a Historical Preservation Zoning District in an attempt to enhance and protect the City's best examples of architecturally and historically significant sites. This action was later repealed by the Mayor and Council of Powder Springs in 1987 with adoption of a new Zoning Ordinance.

However, a survey (see Appendix D) conducted by Dr. Timothy Crimmins, Department of History, Georgia State University, after the historic district was repealed confirms the presence of several historically and architecturally significant structures in the Powder Springs Downtown area. The survey provides a comprehensive description of the area in question, including a thorough explanation of the historical and architectural qualities attributed to each site. While there is currently no mechanism to protect this area from new development, it is conceivable that a historic district could be re-established with specific design criteria for future development to enhance and protect the character of the district. The survey could certainly serve as the catalyst for further discussions.

TABLE 47
Soil Associations (Types of Soil)

| Alluvial Soils Along Flood Plains | | |
|--|--|--|
| 1 | Cartecay-Toccoa Association | Somewhat poorly drained and well-drained, nearly level soils that are subject to frequent flooding |
| 2 | Toccoa-Cartecay Association | Well-drained and somewhat poorly drained, nearly level soils that are flooded once in 5 to 20 years |
| Gently Sloping To Sloping, Shallow Soils On Ridgetops | | |
| 3 | Wilkes Association | Well-drained soils that have a thin yellowish-brown loamy and clayey subsoil |
| Sloping To Steep, Deep To Shallow Soils On Irregular Hillsides | | |
| 4 | Madison-Louisa-Pacolet Association | Well-drained to somewhat excessively drained soils that have a dominantly red to yellowish-brown clayey to loamy subsoil; mainly adjacent to drainage ways on uplands |
| 5 | Gwinnett-Pacolet-Musella Association | Well-drained soils that have a dominantly dark red dusky red or red clayey to loamy subsoil; mainly on hilly uplands |
| 6 | Louisburg-Applying-Wilkes Association | Excessively drained to well-drained soils that have a dominantly yellowish brown and brownish yellow loamy to clayey subsoil and are stony in places; on hilly uplands |
| 7 | Madison-Gwinnett-Pacolet Association | Well-drained soils that have a dominantly red and dark-red, clayey subsoil; on fairly broad to narrow ridgetops |
| Very Gently Sloping To Sloping, Deep To Moderately Deep Soils On Broad And Narrow Ridgetops | | |
| 8 | Applying-Cecil-Madison Association | Well-drained soils that have a dominantly yellowish-brown and red to yellowish-red, clayey to loamy subsoil; on broad, uniform ridgetops |
| 9 | Madison-Gwinnett-Cecil Association | Well-drained soils that have a dominantly red and dark-red, clayey subsoil; on fairly broad to narrow ridgetops |
| Very Gently Sloping To Sloping, Deep To Shallow Soils On Narrow To Fairly Broad Ridgetops | | |
| 10 | Gwinnett-Hiwassee-Musella Association | Well-drained soils that have a dominantly dark-red, dusky-red, or red, clayey to loamy subsoil |
| 11 | Applying-Pacolet-Louisburg Association | Well-drained to excessively drained soils that have a dominantly yellowish-brown, brownish-yellow, and red, clayey to loamy subsoil |
| Dominantly Steep, Stony Soils On Mountains And Slopes Adjacent To Some Streams | | |
| 12 | Pacolet-Musella-Louisburg Association | Well-drained to excessively drained soils that have a dominantly red, dusky-red, and yellowish-brown to brownish-yellow, clayey to loamy subsoil |
| Borrow And Fill Areas | | |
| 13 | Urban Land and Borrow Pits Association | Urban land and borrow areas that consist mostly of cuts and fills |

Air Quality

Powder Springs is concerned with air quality as a function of the high quality of life enjoyed by residents. Air quality within the Atlanta metro area does not meet federal environmental protection agency standards for hydrocarbon and photochemical emissions. Within the City, the primary source of emission is automobile exhaust. Improving traffic flow by optimizing the timing of traffic signals is the best short term method of reduction. Long term strategies include construction of an east-west bypass to reduce congestion in the City center, encouraging the use of mass transit and developing a system of trails and bikeways.

Powder Springs, along with the rest of metropolitan Atlanta, is classified by the U.S. Environmental Protection Agency (EPA) as having a non-attainment status for ozone.

As a result of nonattainment status or ozone emissions, certain federal funds are restricted to projects with a positive or no adverse effect on ozone levels for the Atlanta Region. The Atlanta Regional Commission (ARC) must submit a plan for conformity with federal standards with every update of its transportation plan although the region has until 1999 to gain attainment status. The EPA also requires states to adopt a state implementation plan demonstrating how compliance will be reached. The EPA has various provisions for reducing emissions, including limiting the locations of certain ozone-emitting industries and reducing use of ozone-emitting paints and fuels.

Needs Assessment

The historic residences in the Downtown Activity Center, mainly on Marietta Street, are an important cultural and historic resource. Some have been adapted to business use with great success, but others are in danger of loss due to the limitations on how these buildings can be used.

Green space is rapidly disappearing in the Powder Springs area. Strategies to permanently preserve developable open space are needed to protect this resource.

Further protection of the Sweetwater Creek watershed may be advisable through adoption of a water supply watershed protection ordinance. Additionally, local protection of wetlands may also be advisable.

GOALS AND POLICIES

Vision Statement

We envision Powder Springs as a place where the heritage of the past is preserved while aggressively preparing for the future, a safe, family-oriented community where citizens actively participate in the life of the community and in making decisions that affect it.

The Powder Springs of the future will be much larger than the present city limits, with a wide range of housing values and options. The City will be filled with green space in the form of plantings on right-of-ways, passive recreation areas, a golf and tennis complex, and linear parks containing bicycle and equestrian trails. It will have a fully developed industrial park and first-class commercial development, both in clearly defined sectors that are effectively buffered from residential areas. The City's streets and highways will be free from congestion and hazardous intersections. Homes and buildings will be attractively maintained, as will public right-of-ways, curbs, and sidewalks.

The downtown will be the soul of the City, an active, pedestrian-oriented area with a consistent design and unified theme. The Square will be the center of downtown activity, with frequent events and activities for all ages amid the cafes, specialty shops, restaurants and offices located there.

In the Powder Springs of 2005, children of all ages will have ample recreational opportunities. Teenagers and young adults of all income levels will have options for appropriate activities, senior citizens will actively use a first-class facility, and visitors from around the state will use a regional convention center located here. Excellent services will be efficiently provided by a highly-trained staff.

Issues

The issues listed below are critical elements of the City's desired vision:

1. Heritage/Historic Preservation
2. Planning and Participation
3. Land Use and Physical Development (includes Central Business District)
4. Recreation and Community Life
5. Environmental Preservation
6. Economic Development
7. Government and Community Facilities
8. Transportation

Goals and Policies

The goals and policies listed below are important tools for the City to embrace and utilize in the development of future actions or for annual planning work programs:

Issue #1 - Heritage/Historic Preservation

- Goal 1:** The City of Powder Springs will identify and protect historic resources.
- Policy 1:** The City of Powder Springs will attempt to identify federal, state and county historic preservation programs and provide information on such programs to any property owner attempting to receive historic designation status for his/her property.
- Policy 2:** The City of Powder Springs will seek to preserve the facade of all historic structures in the City.
- Policy 3:** The City of Powder Springs will promote the economic viability and use of historic structures.
- Policy 4:** The City of Powder Springs will promote and integrate historic areas including, but not limited to, the Powder Springs and the Seven Springs Museums.

Issue #2 - Planning and Participation

- Goal 1:** The City of Powder Springs will maintain complete up-to-date short and long term plans.
- Policy 1:** The City of Powder Springs will update its 5-year capital improvement plan annually.
- Policy 2:** The City of Powder Springs will update its comprehensive plan short term work program annually.
- Policy 3:** The City of Powder Springs will use the comprehensive plan and its related documents to guide its actions. The plan will be amended to reflect any changes in policy.
- Goal 2:** The City of Powder Springs will involve the public in all aspects of the City and its affairs.
- Policy 1:** The City of Powder Springs will actively solicit input from leaders of neighborhoods.

Policy 2: The City of Powder Springs will make all public meetings accessible and convenient to City residents.

Policy 3: The City of Powder Springs will publicize decisions and actions which affect City residents.

Issue #3 - Land Use and Physical Development (includes Downtown Activity Center)

Goal 1: The City of Powder Springs will provide for an efficient, equitable and compatible distribution of land uses.

Policy 1: The City of Powder Springs will provide for a reasonable accommodation of a broad range of land uses within the City.

Policy 2: The City of Powder Springs will encourage an appropriate transition of type and scale among land uses.

Policy 3: The City of Powder Springs will require an internal orientation of residential subdivisions that have lot sizes of less than one (1) acre and discourage direct residential driveway access onto arterial roads.

Policy 4: The City of Powder Springs will provide designated areas for commercial/office development located on major arterials so that they can be accessed without traversing residential neighborhoods.

Policy 5: The City of Powder Springs will provide designated areas for industrial and warehouse storage distribution activities on the periphery of the City with direct access to the regional transportation system.

Goal 2: The City of Powder Springs will coordinate land use with infrastructure and other desired objectives.

Policy 1: Review of rezoning requests and development proposals will take into account planned community improvement.

Policy 2: The City of Powder Springs will adopt and implement policies and procedures to provide for the sharing of the cost of infrastructure improvements among developers to ensure efficient and effective service delivery.

Goal 3: The City of Powder Springs will promote the development of a Downtown Activity Center with a vibrant mixed use climate, quality aesthetic environment, adequate parking and pedestrian access with the district.

Policy 1: The City of Powder Springs will establish a visually-unifying theme for the development and redevelopment of downtown.

- Policy 2:** The City of Powder Springs will encourage shared facilities, such as parking.
- Goal 4:** **The City of Powder Springs will coordinate land use planning with other jurisdictions.**
- Policy 1:** The City of Powder Springs will establish agreements with Cobb County concerning land use for areas that could potentially annexed.
- Policy 2:** The City of Powder Springs will establish agreements with Austell concerning land use for areas that could potentially be annexed.
- Goal 5:** **The City of Powder Springs will expand its territory in a responsible and beneficial manner.**
- Policy 1:** The City of Powder Springs will determine an appropriate growth boundary with the City of Austell.
- Policy 2:** The City of Powder Springs will examine the feasibility for pending annexations.
- Policy 3:** The City of Powder Springs will attempt to expand its water and sewer service to concur with future growth.
- Policy 4:** The City of Powder Springs will attempt to annex logical extensions of the City.
- Goal 6:** **The City of Powder Springs will establish a visually attractive environment.**
- Policy 1:** The City of Powder Springs will require developers to preserve or plant trees in new developments.
- Policy 2:** The City of Powder Springs will visually enhance public rights-of-ways with appropriate plantings.
- Policy 3:** The City of Powder Springs will establish adequate maintenance procedures of public rights-of-way and public areas.

Issue #4 - Recreation and Community Life

- Goal 1:** **The Olde Town Square will serve as a community center for all types of activities.**
- Policy 1:** The City of Powder Springs will make improvements to the Square to better accommodate community events.

- Policy 2:** The City of Powder Springs will promote family oriented activities that appeal to a broad range of citizens.
- Goal 2:** **The City of Powder Springs will have a wide range of recreational/entertainment activities available to all age groups.**
- Policy 1:** The City of Powder Springs will pursue family entertainment and recreational activities to locate in the City.
- Policy 2:** The City of Powder Springs will provide facilities and activities for senior citizens.
- Policy 3:** The City of Powder Springs will provide a variety of recreation opportunities, including organized recreation, areas for passive recreation, tennis, swimming, golf, and recreational trails.
- Goal 3:** **The City of Powder Springs will have green space that is usable and available to the public.**
- Policy 1:** The City of Powder Springs will pursue the development of a golf and tennis complex, equestrian and linear trails and bikeways.

Issue #5 - Environmental Preservation

- Goal 1:** **The City of Powder Springs will identify and protect environmental resources.**
- Policy 1:** The City of Powder Springs will promote the maintenance of permanent natural space within developments.
- Policy 2:** The City of Powder Springs will promote the conservation and maintenance of flood plains and wetlands.

Issue #6 - Economic Development

- Goal 1:** **The City of Powder Springs will expand its economic base in a manner which protects its residential quality of life.**
- Policy 1:** The City of Powder Springs will pursue a well rounded economy.
- Policy 2:** The City of Powder Springs will encourage clean industry compatible with the residential nature of the City.
- Policy 3:** The City of Powder Springs will pursue entertainment and recreational type businesses to locate in the City.
- Policy 4:** The City of Powder Springs will pursue an office park to locate in the City.

Policy 5: The City of Powder Springs will pursue high-end retail businesses to locate in the City.

Policy 6: The City of Powder Springs will seek to retain existing businesses.

Policy 7: The City of Powder Springs will seek to relocate utilities to underground locations.

Goal 2: **The City of Powder Springs will have a privately funded conference center which provides meeting space for a regional market.**

Policy 1: The City of Powder Springs will evaluate feasible development alternatives for a regional center.

Policy 2: The City of Powder Springs will identify all potential partners and resources to assist in the development of a privately funded conference center.

Issue #7 - Government and Community Facilities

Goal 1: **The City of Powder Springs will provide its citizens and businesses with a safe environment.**

Policy 1: The City of Powder Springs will undertake programs in an effort to reduce police response times.

Policy 2: The City of Powder Springs will continue to assist Cobb County in lowering fire and emergency services response times.

Goal 2: **The City of Powder Springs will provide excellent service delivery to its citizens and businesses.**

Policy 1: The City of Powder Springs will ensure that each member of the staff will be thoroughly trained to perform job tasks.

Policy 2: The City of Powder Springs will survey its citizens and businesses regularly to determine effectiveness of city service delivery.

Issue #8 - Transportation

Goal 1: **The City of Powder Springs will coordinate transportation activities with the redevelopment of linear trails and bikeways.**

Policy 1: The City of Powder Springs will work with developers to assist the City in implementing linear trails and bikeways through the rezoning and development process.

- Policy 2:** Assess the feasibility of implementing linear trails and bikeways with any new roadway construction/improvement jobs.
- Policy 3:** The City of Powder Springs will provide sidewalks along collector roadways and arterial roadways.
- Goal 2:** **The City of Powder Springs will correct hazardous intersections and congested areas.**
- Policy 1:** The City of Powder Springs will identify, assess and implement corrective measures for hazardous intersections.
- Policy 2:** The City of Powder Springs will identify, assess and implement corrective measures for congested areas.
- Goal 3:** **The City of Powder Springs will promote alternative forms of transportation such as a commuter rail station or vertiport.**

IMPLEMENTATION

| PLAN ELEMENT | DESCRIPTION | FISCAL YEAR | COST | FUNDING SOURCES |
|--|--|-------------|-----------|--|
| Community Facilities | Amend water/sewer boundary agreement with Cobb County to extend City boundaries. | 1997 | \$5,000 | W&S Fund |
| Community Facilities | Purchase new computer system linking all City departments. | 1997 | \$50,000 | General Fund, W&S Fund |
| Community Facilities | Finish court room. | 1997 | \$100,000 | Courtroom Reserve (General Fund) |
| Economic Development | Expand resources by working with Cobb County to enact a local option general purpose sales tax. | 1997 | \$0 | |
| Community Facilities, Historic Resources | Develop master plan for physical aspects of the City, including identifying properties for potential purchase, downtown redevelopment and improvement, architectural controls for historic buildings, and the development of trails and sidewalks. | 1997 | \$28,000 | Sales Tax Fund |
| Economic Development | Improve City's image through: A. improving constituent relationships with ward meetings, speakers bureau B. expanding neighborhood leadership programs C. developing new comer's guide D. conducting a survey of citizen satisfaction E. Putting on a "Student Government Day". | 1997 | \$0 | General Fund General Fund General Fund General Fund |
| Community Facilities | Contract with Cobb County for garbage disposal. | 1997 | \$0 | Sanitation Fund |
| Community Facilities | Provide youth activities. | 1997 | \$130,000 | General Fund, CDBG |
| Community Facilities | Finalize operational plans for The Center | 1997 | \$0 | |
| Natural Resources | Conduct feasibility study on the development of alternative water sources. | 1998 | \$25,000 | Water & Sewer Fund |

| PLAN ELEMENT | DESCRIPTION | FISCAL YEAR | COST | FUNDING SOURCES |
|----------------------|---|-------------|-----------|---|
| Community Facilities | Build trails throughout the City. | 1998 | \$200,000 | Sales Tax Fund, CDBG, state & federal grants |
| | Increase police staff. | 1998 | \$30,000 | General Fund |
| | Review development plans in-house. | 1998 | \$0 | General Fund |
| Economic Development | Recruit continuing education services for the community | 1998 | \$0 | |
| Economic Development | Hire community development staff. | 1998 | \$40,000 | General Fund |
| Economic Development | Continue economic development efforts. | 1998 | \$20,000 | General Fund |
| Community Facilities | Paint interior of jail. | 1998 | \$5,000 | General Fund |
| Community Facilities | Purchase stage and sound system for Town Square. | 1998 | \$50,000 | General Fund |
| | Revise employee pay plan. | 1998 | \$6,000 | General Fund, Water & Sewer Fund, Sanitation Fund |
| Community Facilities | Build water tower | 1999 | \$500,000 | W&S Renewal & Extension Fund |
| Community Facilities | Provide maintenance for landscaping on Powder Springs Parkway. | 1999 | \$30,000 | General Fund |
| | Conduct annexation referendums in adjacent neighborhoods such as Jennings Estates and Ponderosa Park. | 1999 | \$10,000 | General Fund |
| | Facilitate functions and events on Town Square. | 1999 | \$10,000 | General Fund |
| Community Facilities | Construct flood plain trails | 1999 | \$50,000 | Sales Tax Fund, state & federal grants, CDBG |

| PLAN ELEMENT | DESCRIPTION | FISCAL YEAR | COST | FUNDING SOURCES |
|----------------------|--|-------------|----------|---|
| Economic Development | Recruit development of a conference center. | 1999 | | General Fund |
| Economic Development | Recruit development of an office park. | 1999 | | General Fund |
| Historic Resources | Erect signage directing public to historic features and describes their significance. | 1999 | \$10,000 | General Fund |
| Economic Development | Recruit entertainment and recreational-type businesses. | 1999 | | General Fund |
| | Establish City-wide threshold response times for requests for service. | 1999 | \$4,000 | General Fund, Water & Sewer Fund, Sanitation Fund |
| | Install computerized work order system for tracking requests for service | 2000 | \$5,000 | General Fund, Water & Sewer Fund, Sanitation Fund |
| | Revise employee pay plan. | 2000 | \$8,000 | General Fund, Water & Sewer Fund, Sanitation Fund |
| Economic Development | Conduct follow-up survey to 1997 survey of citizen satisfaction | 2000 | \$12,000 | General Fund, Water & Sewer Fund, Sanitation Fund |
| Natural Resources | Amend zoning ordinance to implement density flexibility in preserving and maintaining open space, flood plains, and wetlands. | 2000 | | General Fund |
| Historic Resources | Prepare a City-wide inventory of buildings and properties which appear historic. | 2000 | | General Fund, state grants |
| Land Use | Adopt a neighborhood appearance code. | 2000 | | |
| | Update comprehensive plan data | 2000 | | |
| Historic Resources | Gather and distribute information on government programs supporting historic preservation to the owners of building which appear to be historic. | 2001 | \$5,000 | General Fund |
| Community Facilities | Recruit the development of a tennis center. | 2001 | | |

| PLAN ELEMENT | DESCRIPTION | FISCAL YEAR | COST | FUNDING SOURCES |
|----------------------|---|-------------|------|-----------------|
| Economic Development | Recruit development of an industrial park. | 2001 | | |
| Land Use | Amend sign ordinance to provide for amortization and removal of nonconforming signs. | 2001 | | |
| Transportation | Inventory all skewed intersections within the City (greater than 60%) and correct accordingly. | 2001 | | Sales Tax Fund |
| Transportation | Inventory intersections in the City operating at a service level D or worse and correct accordingly. | 2001 | | Sales Tax Fund |
| Community Facilities | Contact Cobb County Government about any needs to expand libraries, fire protection, and health facilities. | 2001 | | |
| Natural Resources | Adopt water supply watershed protection ordinance. | 2001 | | |
| Natural Resources | Adopt wetland protection ordinance. | 2001 | | |

PLAN AMENDMENTS

The Comprehensive Plan is just that -- a plan -- and is intended to be used as a guide for governmental action. It is not a final document in any sense. As circumstances change, opportunities and challenges arrive, and new information is learned, the Plan must be amended to continue to be useful.

Short Term Work Program - Every year at its goal-setting workshop in the Spring, the Mayor and City Council will update and extend by one year the Short Term Work Program.

Land Use Map - Revisions to the land use map will be made annually prior to the end of the calendar year.

Plan Elements - As information is obtained, the elements will be updated contemporaneously. Every five years, a complete revision of the Plan will be made, adding current information throughout the plan.

The Vision - The Vision for the City of Powder Springs and the Goals and Policies contained in the Plan will be reviewed annually by the Mayor and City Council.

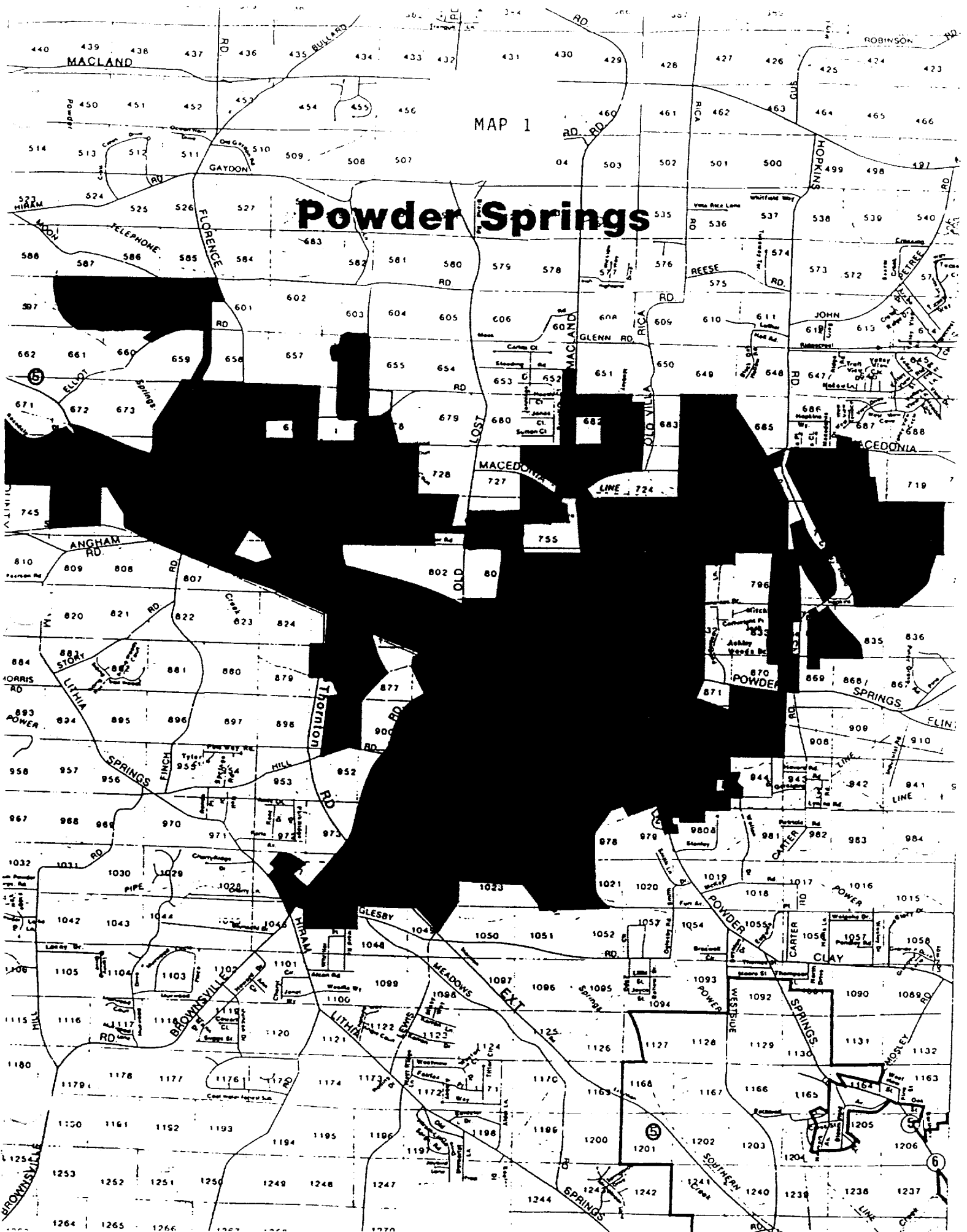
APPENDIX A

MAPS

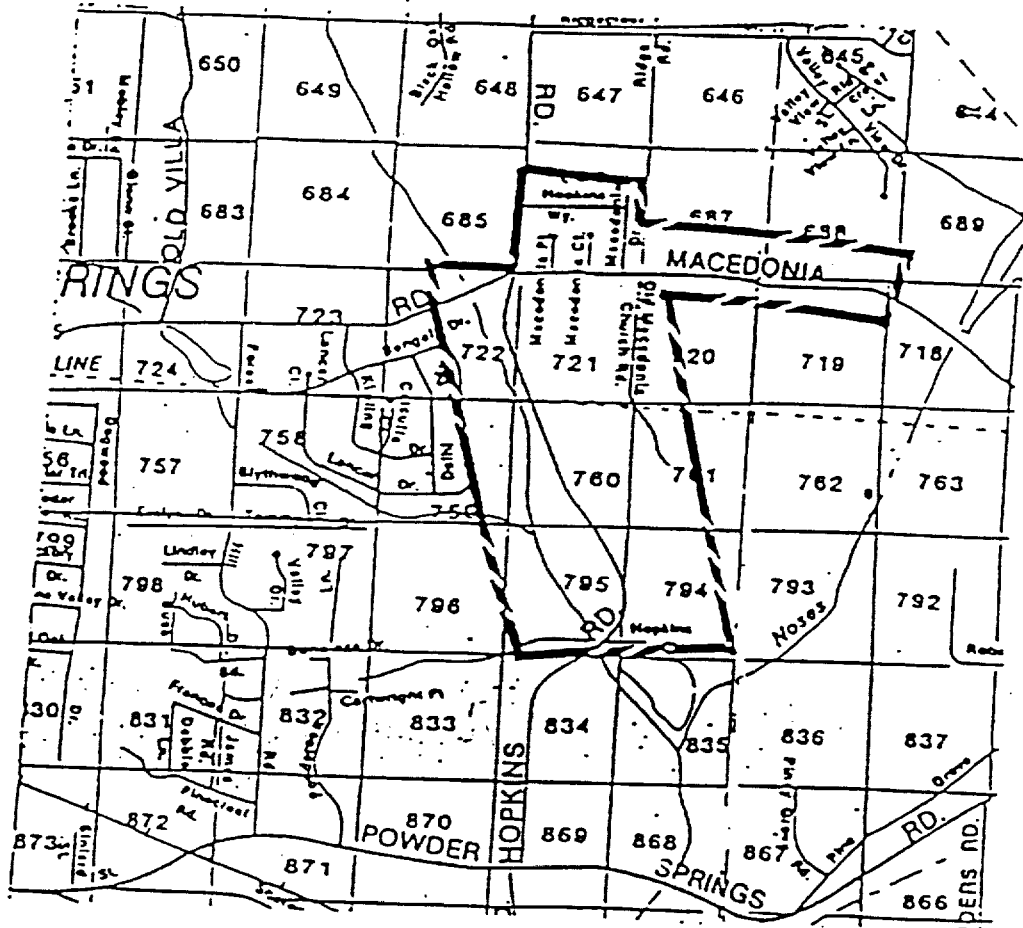
- MAP 1 City Limits
- MAP 2 Macedonia Area of Poor Housing Conditions
- MAP 3 Community Facilities in Powder Springs
- MAP 4 Powder Springs Area Schools
- MAP 5 Major Thoroughfares
- MAP 6 Powder Springs Area Traffic Information
- MAP 7 Powder Springs Census Area
- MAP 8 National Wetlands Inventory of Powder Springs
- MAP 9 City Floodplain Areas
- MAP 10 Soils Map for Powder Springs (key on page 103)
- MAP 11 Water Supply Watersheds of Cobb County
- MAP 12 City Land Use Sectors
- MAP 13 City Land Use Conflict Areas
- MAP 14 Current Land Uses in Powder Springs
- MAP 15 Future Land Use Plan for Powder Springs

MAP 1

Powder Springs



MACEDONIA AREA

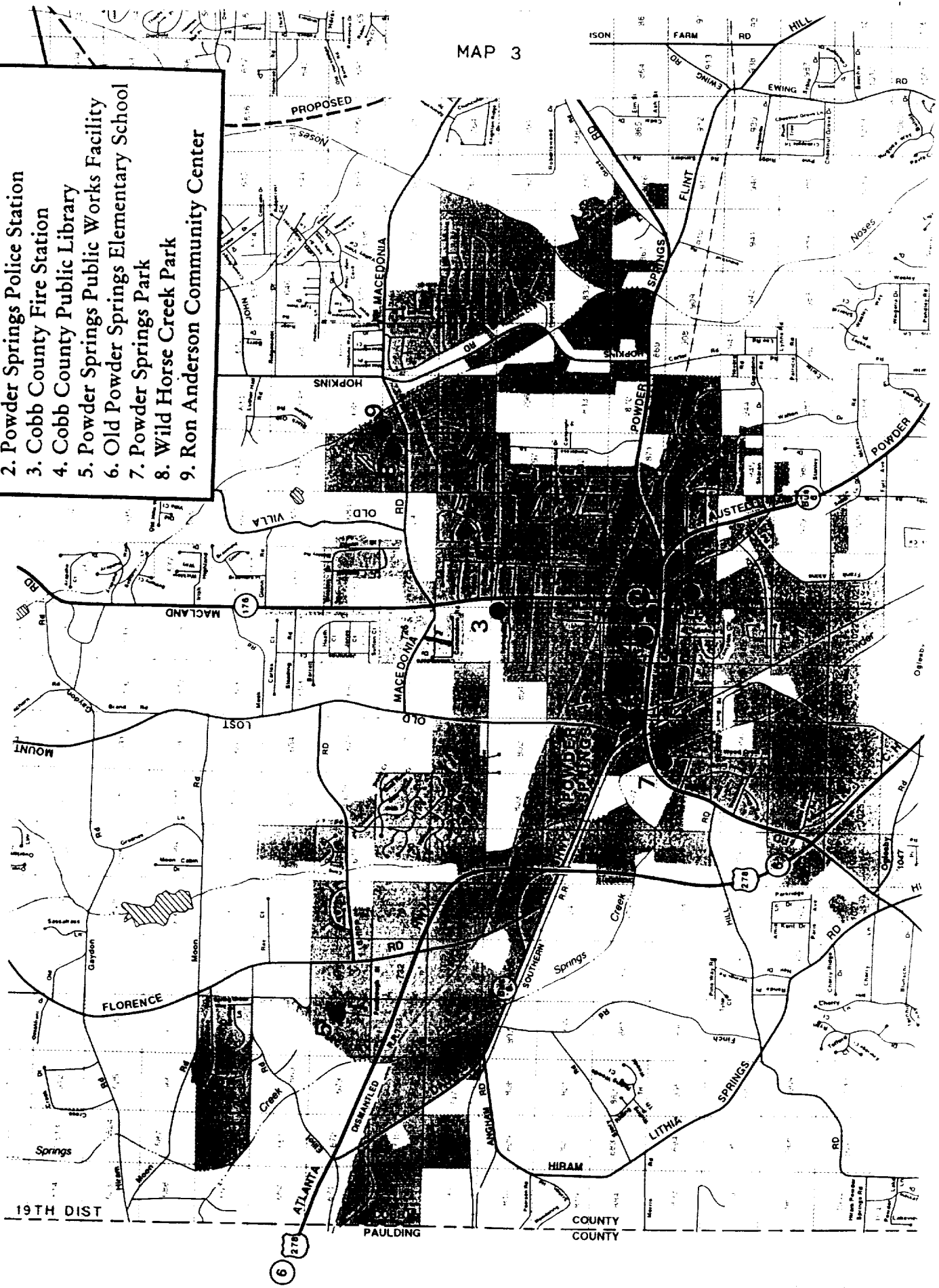


Powder Springs Area Community Facilities

Key - List of Community Facilities

1. Powder Springs City Hall
2. Powder Springs Police Station
3. Cobb County Fire Station
4. Cobb County Public Library
5. Powder Springs Public Works Facility
6. Old Powder Springs Elementary School
7. Powder Springs Park
8. Wild Horse Creek Park
9. Ron Anderson Community Center

MAP 3

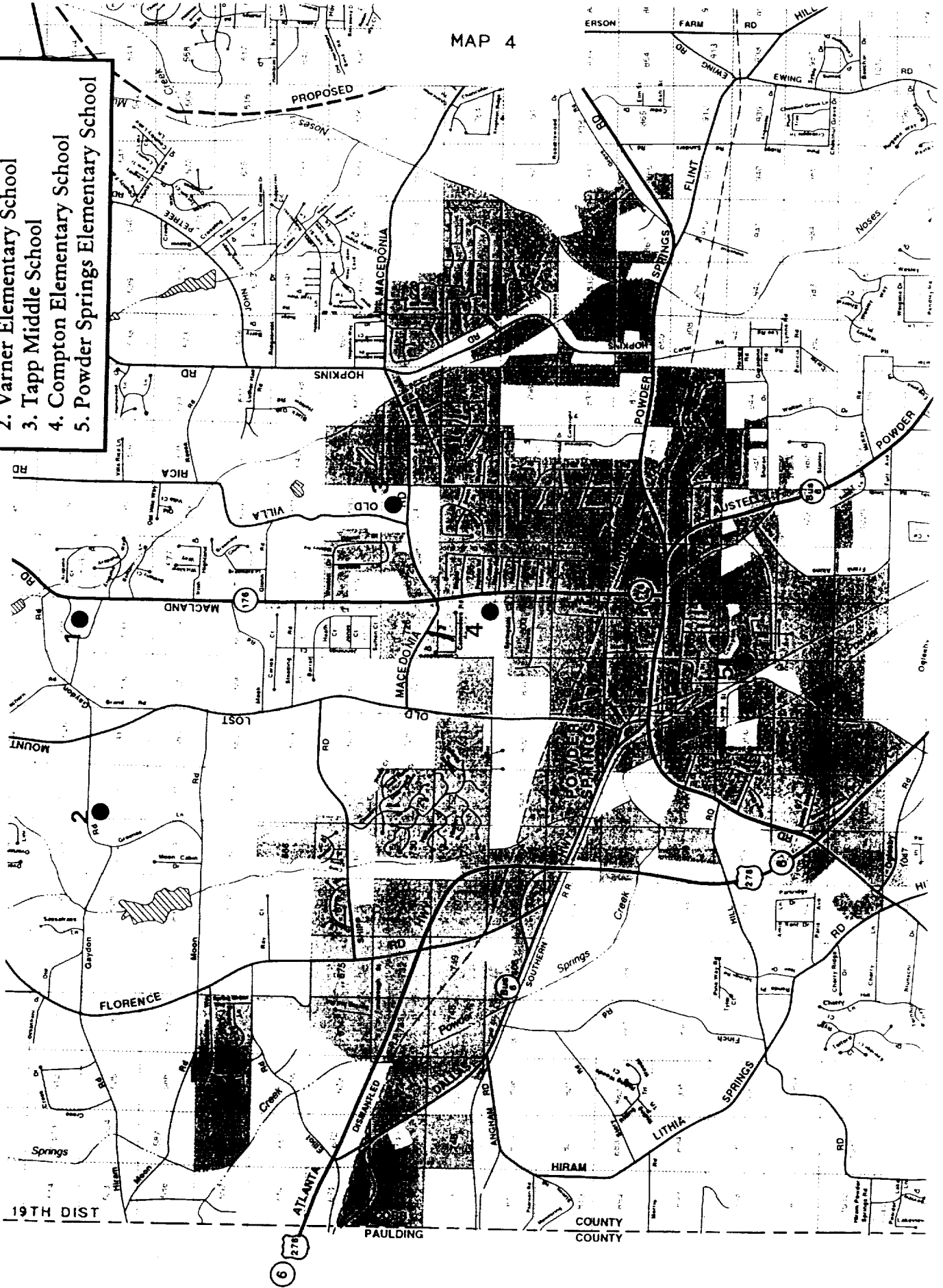


Powder Springs Area Schools

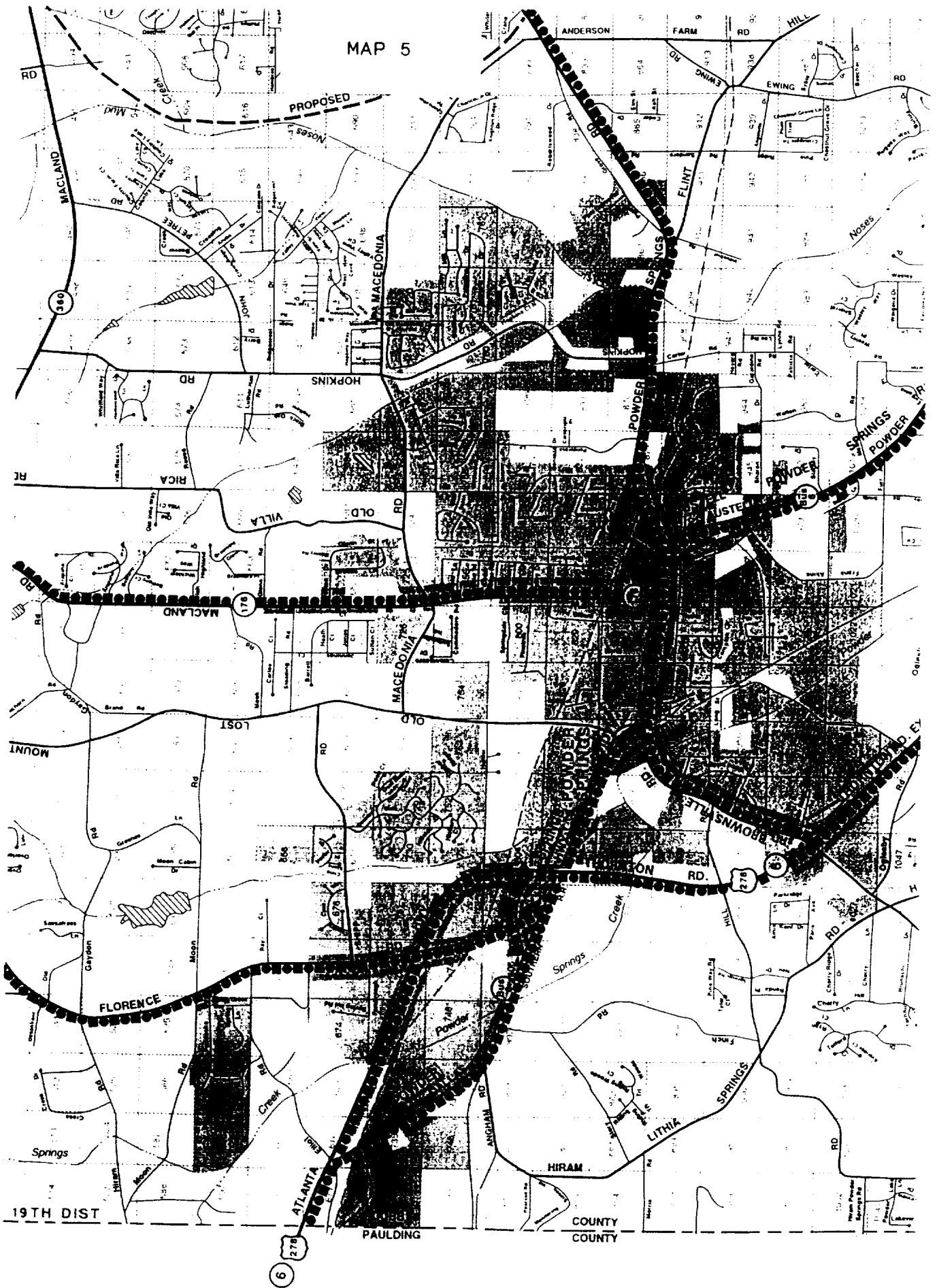
Key - List of Schools

1. McEachern High School
2. Varner Elementary School
3. Tapp Middle School
4. Compton Elementary School
5. Powder Springs Elementary School

MAP 4



City of Powder Springs Major Thoroughfares

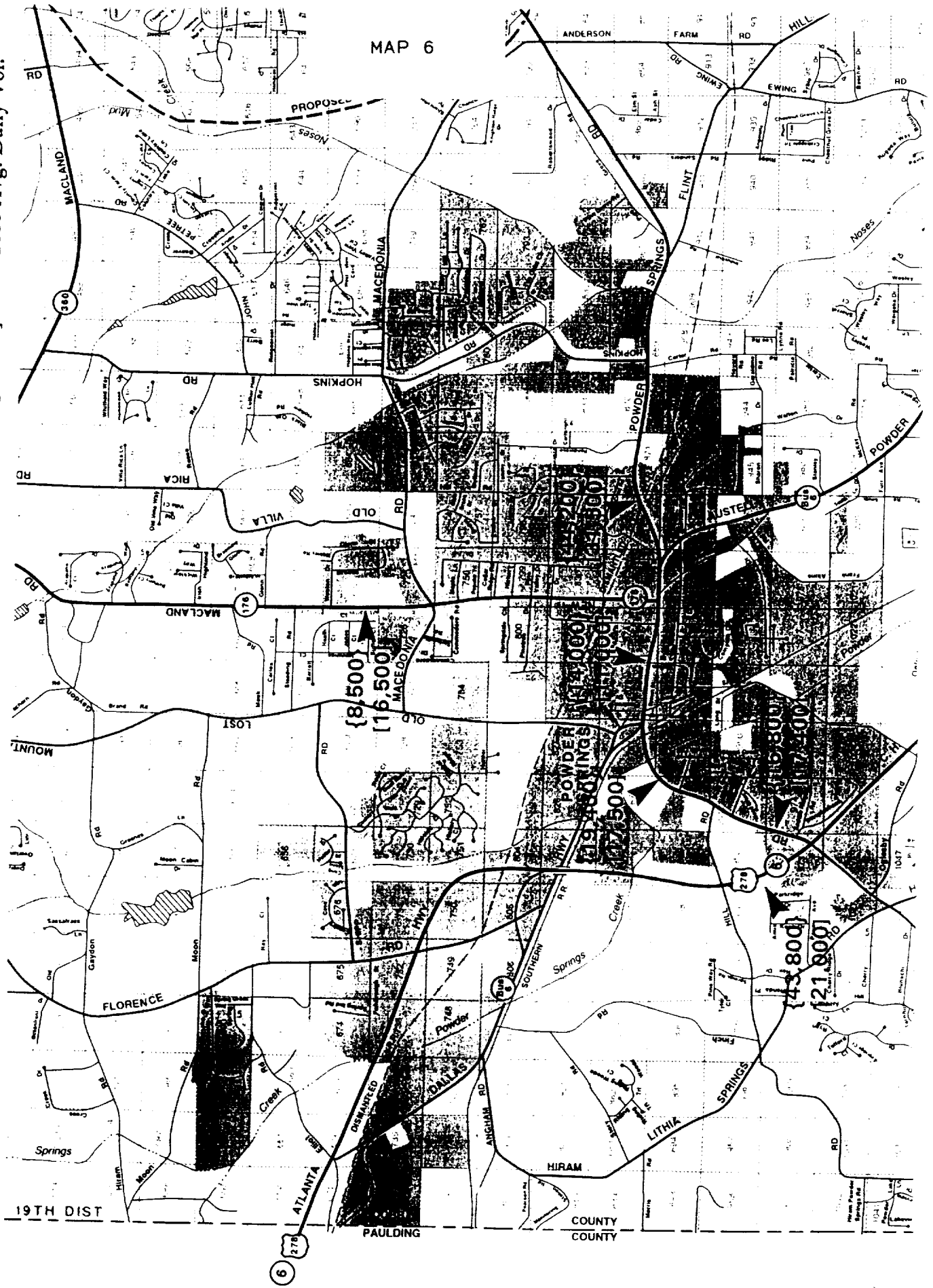


Powder Springs Area Traffic Information

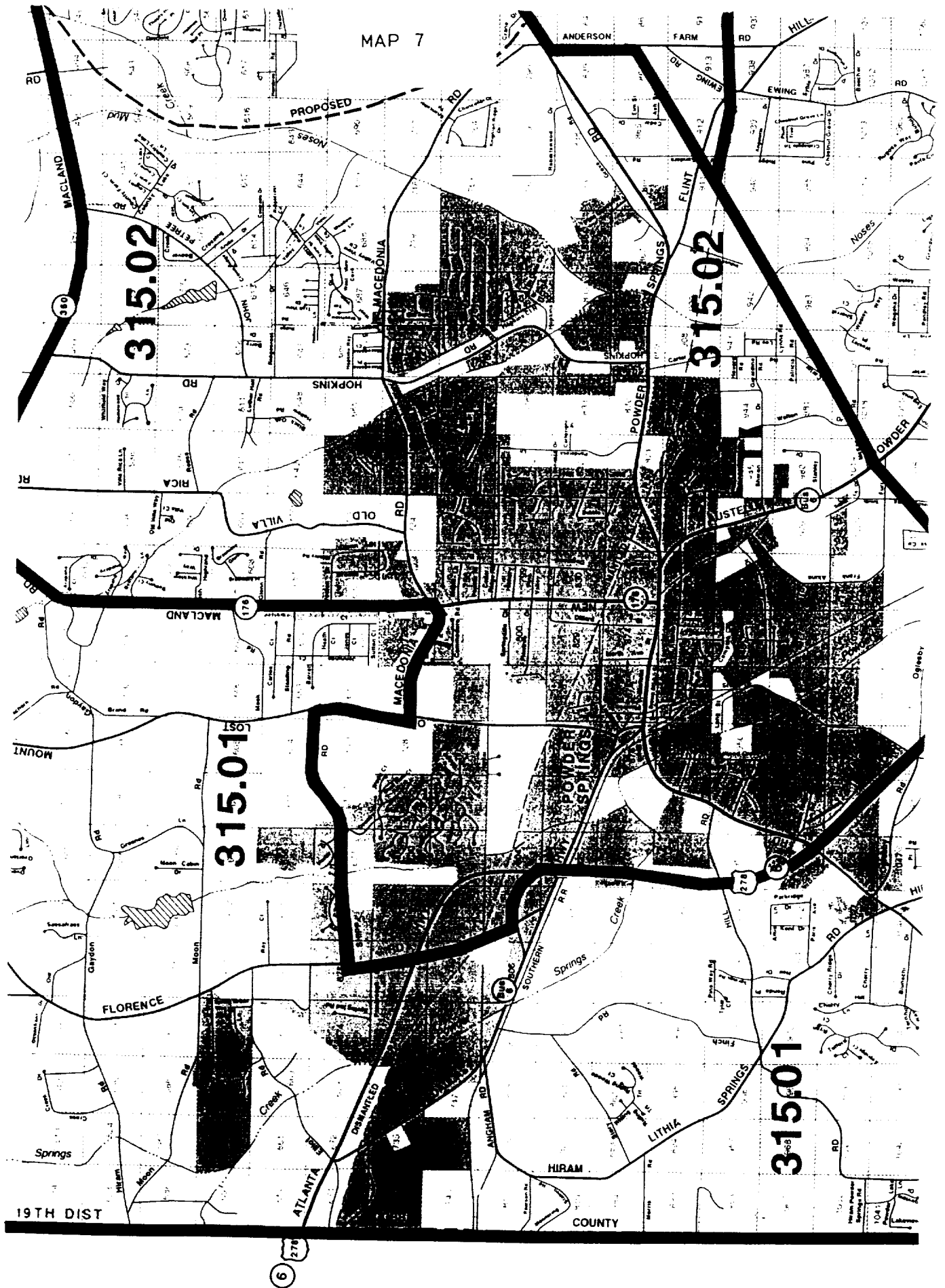
Average Daily Forecasts Year 2000 and 2010

Key

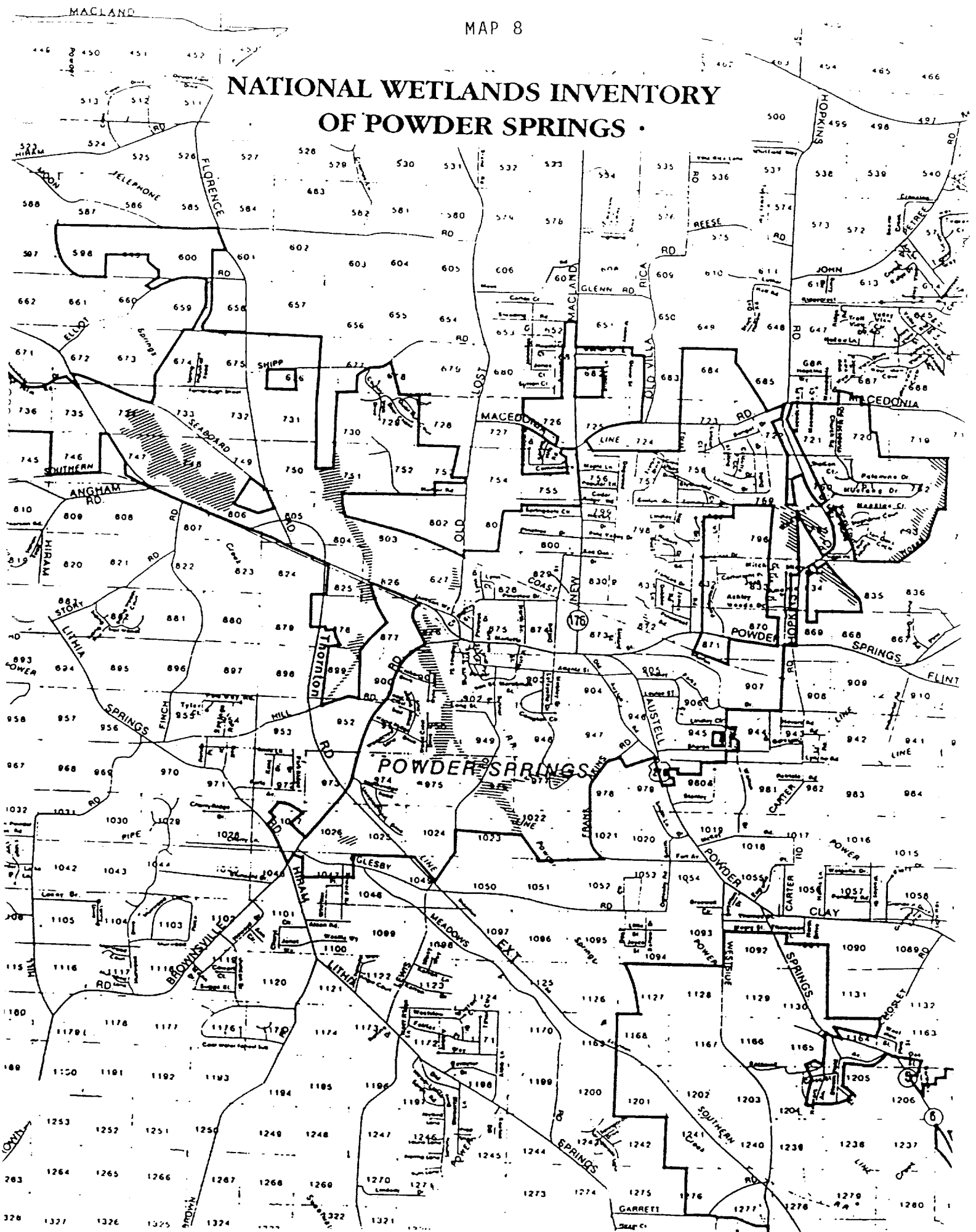
- { } Year 2010 Avg. Daily Vol.
- [] Year 2000 Avg. Daily Vol.



Powder Springs Census Area Map



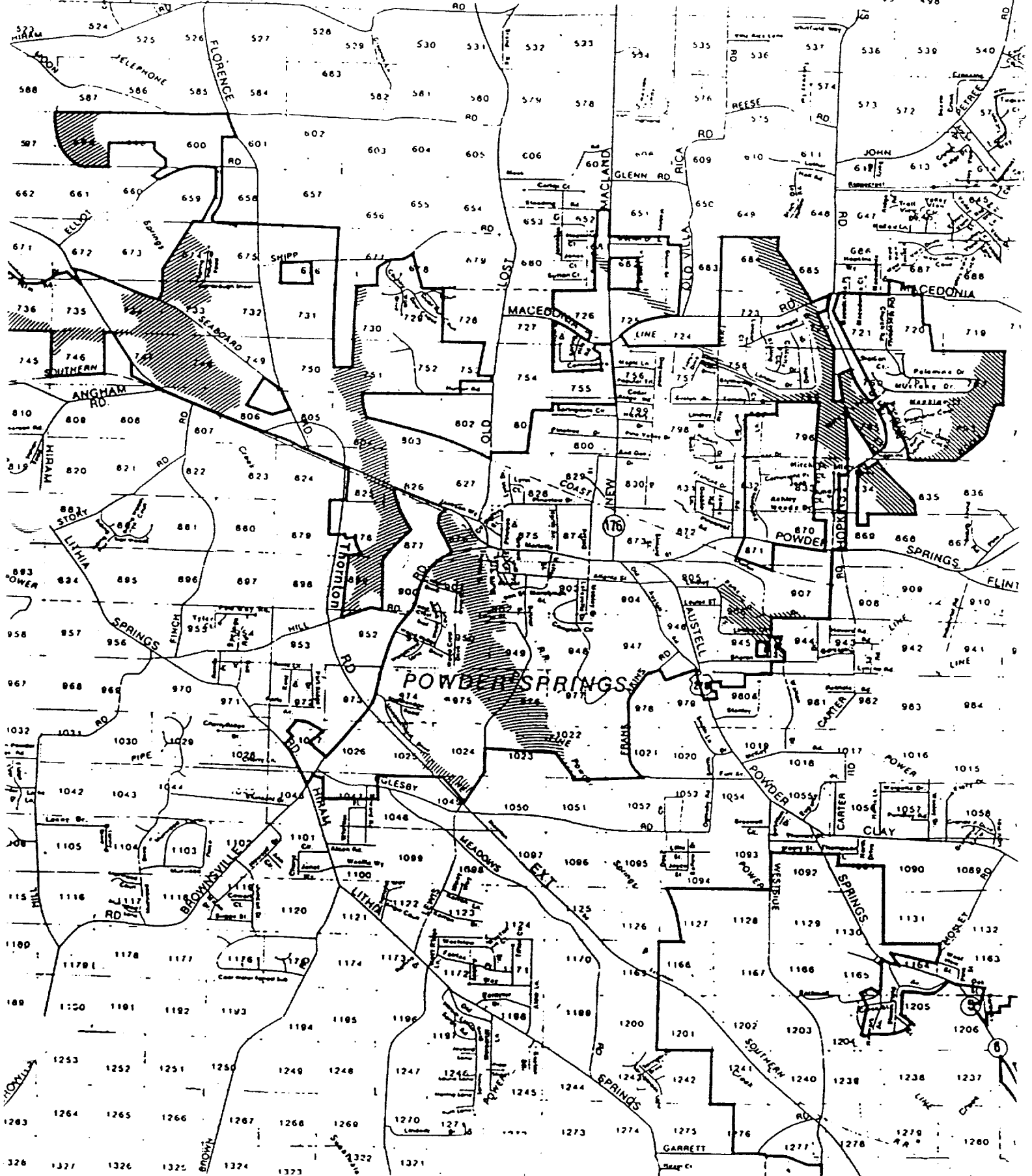
NATIONAL WETLANDS INVENTORY OF POWDER SPRINGS



MACLAND

MAP 9

CITY OF POWDER SPRINGS FLOODPLAIN AREAS



Soil Map

MAP 10

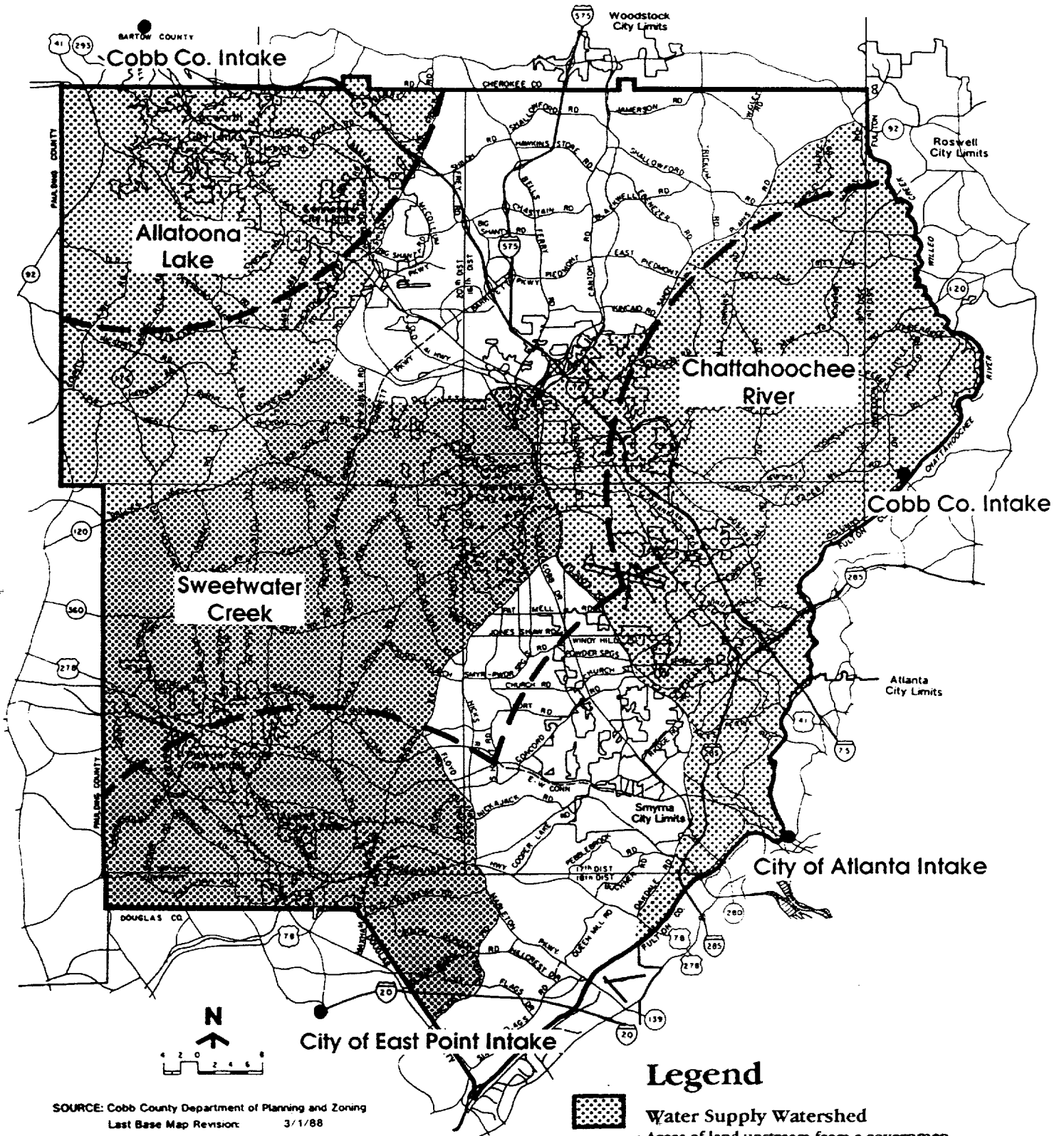


POWDER SPRINGS, GEORGIA

84°40' DOUGLAS



Water Supply Watersheds



SOURCE: Cobb County Department of Planning and Zoning
 Last Base Map Revision: 3/1/88

COBB COUNTY, GEORGIA

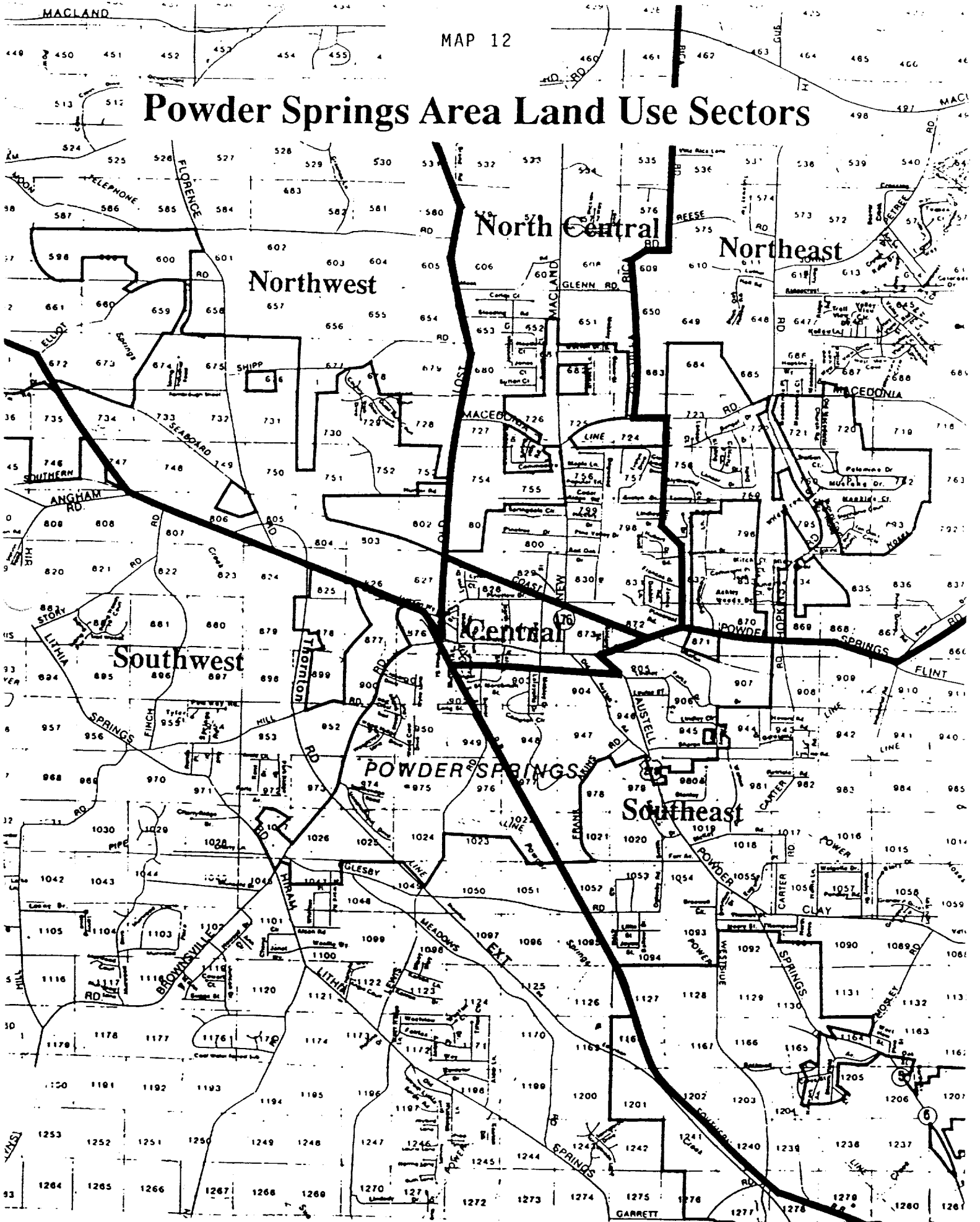
LEGEND

- Existing Road
- - - - - Approved Road Alignment
- +++++ Existing Rail
- Approved General Road Corridor

Legend

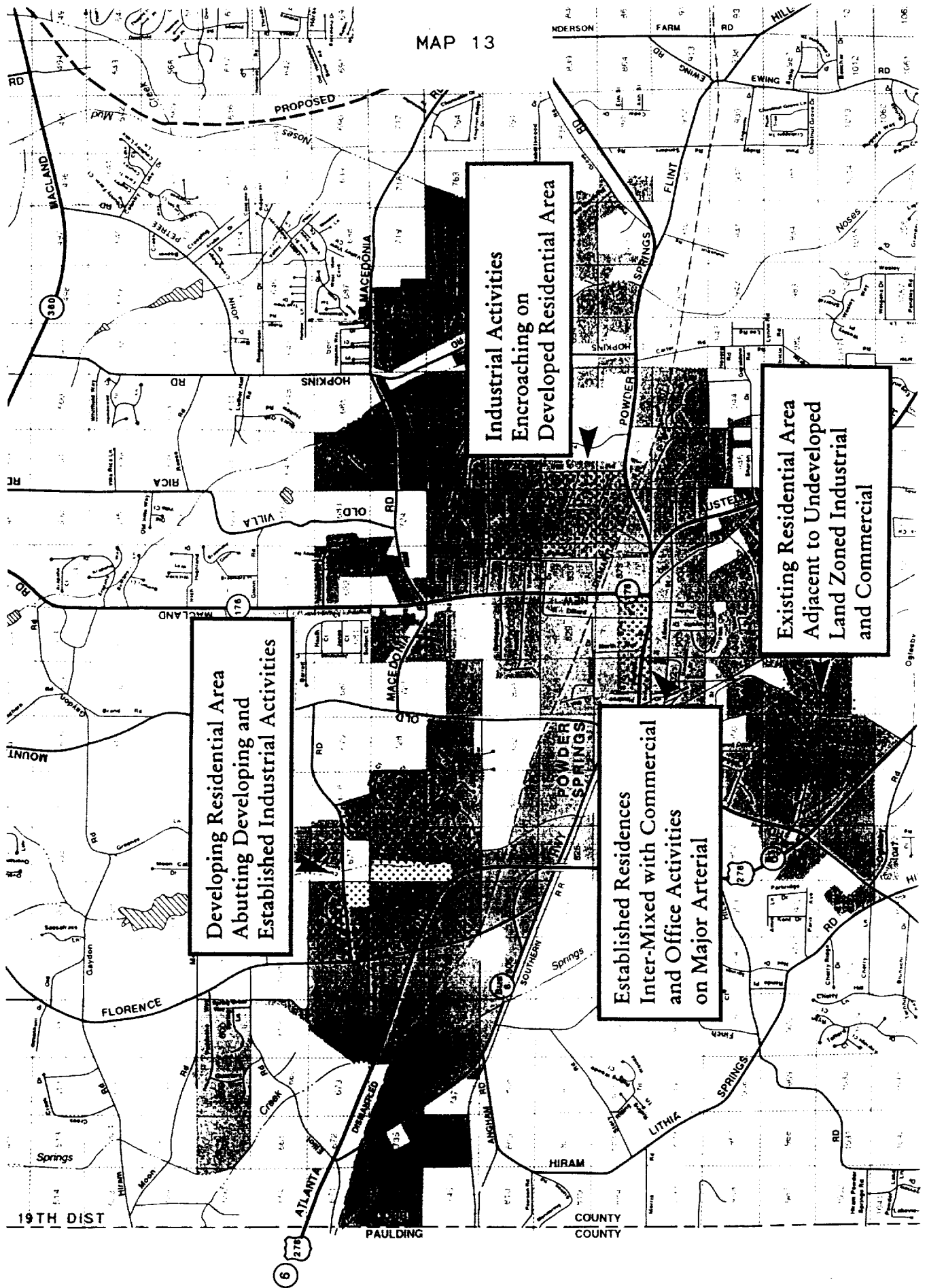
- Water Supply Watershed
- Areas of land upstream from a governmentally-owned public drinking water intake.
- Public Drinking Water Intake
- 7 Mile Radius of Water Intake
- Minimum area subject to water supply watershed protection measures according to Georgia DNR Standards.

Powder Springs Area Land Use Sectors



City of Powder Springs Land Use Conflict Areas

MAP 13



Developing Residential Area Abutting Developing and Established Industrial Activities

Industrial Activities Encroaching on Developed Residential Area

Established Residences Inter-Mixed with Commercial and Office Activities on Major Arterial

Existing Residential Area Adjacent to Undeveloped Land Zoned Industrial and Commercial

