



Carlisle Comprehensive Plan



**CARLISLE
2030:**



**A PLAN TO PROMOTE FAMILY ORIENTED
DEVELOPMENT AND
ECONOMIC OPPORTUNITIES
INTO THE FUTURE**



**Adopted
September 27, 2011**



TABLE OF CONTENTS

Chapter	Page
Piecing it Together	1
Executive summary	2
Acknowledgements	4
Purpose of the plan	6
Background of the process	7
How to use the plan	12
Comparison of the plan to zoning.....	14
Background.....	15
Location	16
Historical context	19
Existing land use.....	22
Zoning.....	24
Demographics.....	28
Population Trends.....	28
Education & Occupation	31
Income	33
Housing Characteristics.....	35
Residential, commercial and industrial build-out analysis	39
Utilities.....	46
Sewer infrastructure	46
Water infrastructure	47
Gas electric, telephone & internet services.....	48

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Roads and Transportation	48
Roadway network	48
Natural Resources	50
Surface water	50
Wetlands	50
Farmland	51
Ground water/water quality	51
Flood plains & floodways	54
Woodlands	56
Community Facilities	57
Existing community facilities	58
Fire department	60
Police department	62
Service department	63
Parks and Recreation	65
Parks and recreation plan executive summary	66
Schools	71
Carlisle High School	74
Chamberlain Middle School	74
Grigsby Intermediate School	75
Alden Brown Elementary School	75

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Economic Development	77
Retail market analysis executive summary	77
Citizen Survey	87
Future Land Use – The Comprehensive Plan.....	90
Goals of the Plan.....	93
Future development areas	98
Zoning recommendations	106
Conclusion	114

**Adopted
September 27, 2011**



PIECING IT TOGETHER



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September 27, 2011**



EXECUTIVE SUMMARY

Through a collaborative effort between the citizens, the steering committee and Carlisle staff, the following Vision Statement was created to guide the evolution of the comprehensive planning process and provide a starting point for creating and implementing future action plans.

Promote a well-planned community that encourages a strong economic base by promoting Carlisle as a business friendly environment and an excellent place to raise a family.

Inherent to the creation of the vision statement, several goals were established to provide Carlisle with the initiative to transform their vision into reality. The following goals became the “guiding light” for the formation of detailed policies and implementation strategies contained in this plan.

- 1) Enhance the identity of Carlisle by developing a market “brand” to promote the community.
- 2) Create a consistent identity along the Central Avenue corridor.
- 3) Identify potential business segments to actively market Carlisle as a community to locate new businesses.
- 4) Develop a comprehensive strategy to encourage community wide property maintenance.

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Carlisle Comprehensive Plan

- 5) Identify necessary infrastructure improvements and set forth priorities for public investment.
- 6) Ensure neighborhood character preservation through increased property maintenance compliance.
- 7) Identify methods to deliver high quality, cost-effective municipal services.
- 8) Continued focus on off-setting the residential tax base with high quality industrial land uses, specifically targeting the existing Business Parkway as the prime location in Carlisle for future private industrial investments.

The development of the Central Avenue corridor from Dayton-Oxford Road as the gateway to Carlisle and the preservation of property values through proactive code enforcement are two important issues identified throughout the plan. These two planning topics are central themes throughout this plan. Future decisions regarding land use and zoning are paramount to the success of this plan and the future of Carlisle.

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ACKNOWLEDGEMENTS

Financial assistance to develop the new Comprehensive Plan was provided by the Carlisle Council. Without their commitment to this extremely important project, the community would remain under the guidance of a nearly 30-year old plan. Also, special thanks are extended to the residents and businesses that supported this planning process and embraced the need to plan for Carlisle's future. Specifically, the following officials and staff deserve special recognition:

Carlisle Council

Tim Humphries, Mayor
Scott Boschert, Deputy Mayor
Bryan Green
Chad Johnson
James Lickliter
Jennifer Long
Randy Winkler

Manager

Sherry Callahan

Planning and Zoning Administrator

Greg Wallace

Comprehensive Plan Steering Committee

Jennifer Long, Council
Chad Johnson, Council
James Lickliter, Council
Martin Neal, Chairperson (BZA Chairperson)
Robert Hurt, Chairperson-Planning Commission

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September 27, 2011



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Scott Richardson-Planning Commission
Rod Litteral, 1st Realty
Rod Morris, Associate Builders
Don Pilkenton, Don's Hot Rods
James Campbell, President-Carlisle Local School Board
Larry Lambes, Pastor-Hillcrest Baptist Church
Vernon Angerer, Citizen
Craig Harris, Citizen

Planning Commission

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James Lickliter, Council Representative
Bob Fehrmann
Ron Hood
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Carlisle Engineer

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September 27, 2011



Carlisle Comprehensive Plan

PURPOSE OF THE PLAN

The Comprehensive Plan is the official document for Carlisle that sets forth land use policies for the future of the community. As such, the plan serves as the primary “blueprint” for the community to utilize when making decisions regarding land use, public improvement investments, and coordination of public/private development requests. The plan is also the foundation for zoning decisions and therefore is used as the guide to facilitate zoning requests in Carlisle.

In one sense, the plan presents an idealized view of future growth patterns in Carlisle. However, the plan must also provide guidance to local decision-makers regarding today’s issues. It is the intent of the plan to be a working document which provides for orderly development of the community, assist the community in its effort to maintain and enhance a pleasant living environment and to spark a vision for the future of Carlisle.

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September 27, 2011**



BACKGROUND OF THE PROCESS

Work on the Carlisle Comprehensive Plan began in June 2010 with the planning consultant meeting with administrative staff to determine roles and establish criteria for the plan development. This important first meeting began the process of data collection, which included the complete update to Carlisle's existing land use database.

In August 2010, the planning consultant met with more than 15 key members of the public and business community in a one-on-one setting to garner opinions about the current state of the community and discuss their ideas of how Carlisle should grow in the future.

In September 2010, the first meeting of the Comprehensive Plan Steering Committee was held. At this meeting, the Committee was organized and goals were set for the creation of the plan. From September 2010 until June 2011, various accomplishments took place that led to the formation of the municipality's new plan. The following is a brief summary of the important milestones during the planning process (see Appendix A for public notifications):

June 2010 – Kick-off meeting with administrative staff

At this meeting, the scope of the project was confirmed and expectations of the consultant and the community were identified. This meeting also began the formal process of identifying the Comprehensive Plan Steering Committee.

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August 2010 – Conversational interviews conducted

On August 12, 2010, the LJB planning team met with and interviewed 16 stakeholders. The interviewed stakeholders represented an excellent cross-section of Carlisle community members in several general focus groups. The groups interviewed as part of this planning process were:

- Carlisle High School students
- Religious leaders
- Carlisle residents
- Business community
- Realtors community
- Development community

The purpose of the interviews was to provide a comfortable environment for people to voice their ideas and opinions to the community. Conversational interviews allow like-minded community members to discuss ideas and issues that are common to the group, which provides a much less contentious environment. This often allows for more candid conversations and meaningful discussion of issues facing the community. Appendix B provides a summary of the findings from the conversational interviews.

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September 2010 – Initial Steering Committee Meeting

This meeting organized the Steering Committee and elected a chair and vice-chair. The planning consultant briefed the committee as to how and why council decided to update the municipality's comprehensive plan.

December 2010 – Comprehensive municipality-wide opinion survey distributed

The community mailed a comprehensive opinion survey to every household in Carlisle. Residents were also afforded an opportunity to complete the survey on-line. Nearly 375 respondents completed the survey either on-line or in paper format.



Complete results of the survey are contained in Appendix C to the plan.

January 2011 – First community-wide public forum conducted



The first of two community-wide public forums conducted at the Carlisle High School saw nearly 50 participants crowd the choir room at Carlisle High School. This informal meeting was designed to allow participants the opportunity to evaluate the preliminary goals developed by the Steering Committee and provide input as to importance of each goal. During the meeting, the results of the community-wide opinion survey were presented.

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September 27, 2011**

February 2011 – Comprehensive retail market analysis conducted

In conjunction with the planning consultant, the community completed a retail market analysis that focused on the economic sectors that Carlisle should focus their marketing towards. The complete retail market analysis is in Appendix D to the plan.

March 2011 – Second community-wide public forum meeting conducted

At Carlisle’s request, a second public forum was conducted. At this meeting participants were divided into small groups to focus on specific goals for the community in which they were interested in providing input. Conclusion of this meeting brought forth a prioritized list of the goals for Carlisle to which they will build their policies and implementation strategies.

**June 2011 – Business luncheon**

Members of the Carlisle business community came together to discuss the results of the retail market analysis completed during the comprehensive planning process. The purpose of the business luncheon was to maximize involvement of the business community in the planning of future commercial land uses in Carlisle. More than 10 business owners participated in the meeting by providing key information regarding the shopping habits of their patrons. Information collected from the meeting was then synthesized into the goals of this Comprehensive Plan.

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September 27, 2011**



June 2011 – Preliminary plan

Based on data collected from the audit of Carlisle's existing comprehensive plan, public participation results and significant input from the Comprehensive Plan Steering Committee, staff and the consultants, information was analyzed and recommendations were made for the future of Carlisle. This information was presented to the community and the public for review and comment in a draft version of the plan.

August 2011 – Final plan

The draft plan was updated to reflect comments received from the public process. On August 11, 2011 the plan was presented to the Planning Commission and a final public hearing was held to provide an opportunity for questions about the plan and additional public comment. After the public hearing the Planning Commission recommended the plan for adoption by the Village Council. At the September 27, 2011 Council meeting the Council formally adopted the 2011 Carlisle Comprehensive Plan.

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HOW THE PLAN IS USED

Carlisle's Comprehensive Plan serves many functions and is to be used in a variety ways:

- 1) The plan is a general statement of the community's goals and policies and provides a single, comprehensive view of the community's desire for the future. The plan outlines specific strategies to address situations where one land use is not compatible with an adjacent land use.
- 2) The plan serves as an aid in daily decision-making. The goals and policies outlined in the plan guide the Planning Commission and Council in their deliberations on zoning, subdivision, capital improvements, and other matters relating to land use and development. In this light, the plan provides a stable, long-term basis for decision-making.

The policy orientation of the plan provides decision-makers with a framework and basis for decisions, while recognizing the dynamic character of the community. The variables upon which the plan is based will likely change over the life of the document, which is written for a 20 year horizon. However, adherence to the goals and policies will provide a stable, long-term basis for making decisions for the municipality. A comprehensive review of the goals and policies in this Plan is highly recommended to be scheduled every five years. However, consistent and diligent monitoring of the Plan's policies should occur daily to ensure that the Plan is working for Carlisle.

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Carlisle Comprehensive Plan

- 3) A third function the plan serves is to provide a statutory basis upon which zoning decisions are based. Courts have rules that zoning ordinances should be based upon a plan that is designed to promote the public health, safety and general welfare of residents. Therefore, this plan will serve as the basis for the legal requirements set forth in the Carlisle Planning and Zoning Code. It is important to note that the Comprehensive Plan and any accompanying maps do not replace other municipal ordinances, specifically the Zoning Code and Map.

- 4) Another function of this plan is coordination of public improvements and private developments. For example, public investments such as a road improvement should be located in areas identified in the plan as having the greatest benefit to Carlisle. The plan identifies public improvements and coordinates land use recommendations with anticipated development and infrastructure improvements.

- 5) Finally, the plan serves as an educational tool and gives citizens, property owners, developers and adjacent communities a clear indication of the community's direction for the future.

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COMPARISON OF THE PLAN TO ZONING

The Comprehensive Plan provides general guidance and direction regarding the future development pattern of the community. Some of the Comprehensive Plan recommendations will be implemented through amendments to the zoning ordinance text and map. However, the Comprehensive Plan itself does not change the zoning ordinance or zoning of any property. Some of the differences between the Comprehensive Plan and the zoning code are listed in the following table:

Table 1: Plan to Zoning Comparison

Comprehensive plan	Zoning code
Provides general policies: a guide	Provides specific regulations for how land can be used: the law
Describes what should happen in the future, between the next five to 20 years.	Prescribes what is and what is not currently permitted based on existing conditions
Includes recommendations that involve other agencies and groups	Addresses only development related issues under municipality control
Is flexible to respond to changing conditions	Fairly rigid, requires formal amendment to change
Is not a legal document	Is a legal document recognized by the Court as the authority to regulate land uses

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BACKGROUND



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September 27, 2011**



LOCATION

Carlisle is located along the Great Miami River in the northwest portion of Warren County, with a portion of the municipality located in Montgomery County. Carlisle is part of the Miami Valley Regional Planning Commission. See Map 1 below.

Regionally, Carlisle is located approximately 35 miles south of the city of Dayton and is bound by Franklin to the south and east, Miamisburg to the north, northeast, Germantown to the northwest and Middletown to the southwest. The closest highway interchange to Carlisle is located at the State Route 73 exit off of Interstate 75 which is located in Franklin. This highway interchange is approximately 2.5 miles from the closest Carlisle border.

Carlisle is bisected by several railroads. A significant CSX line and a Norfolk and Southern line effectively “cut” the community in half, with remaining land in the middle of the municipality located between the two major rail lines. Historically, Carlisle has been able to “capture” private investment money because of their geographic location to the railroads.

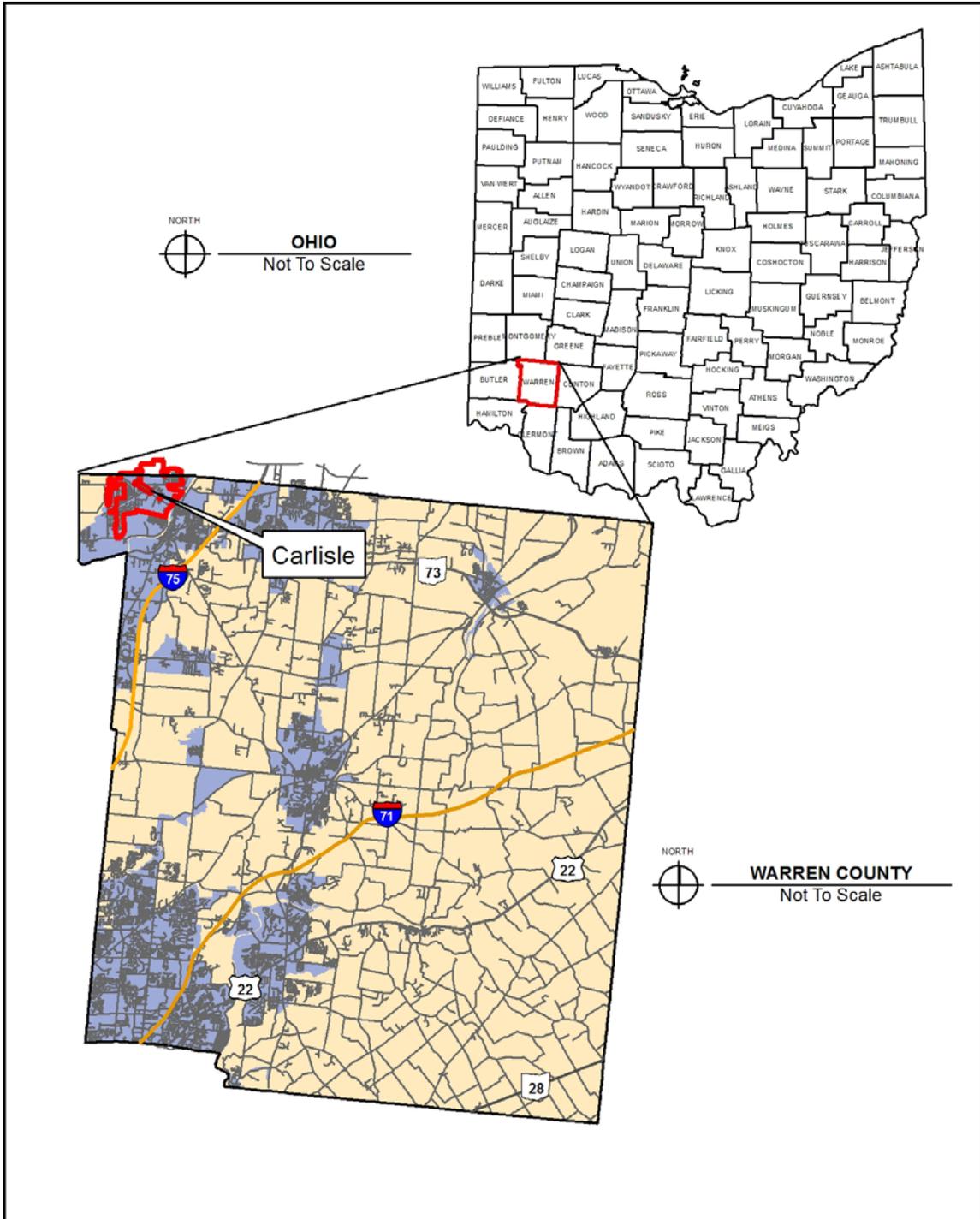
The one major approach into and through the municipality is Central Avenue, which is a three lane paved street that begins on the southeast side of the municipality where the road intersects with Dayton-Oxford Road and travels through Carlisle north, northwest until it exits on the northwest side of the community.

Viewing Carlisle at a local scale, there are many “points of interest” throughout the community. Specifically, Map 2 shows many points of interest in the community.



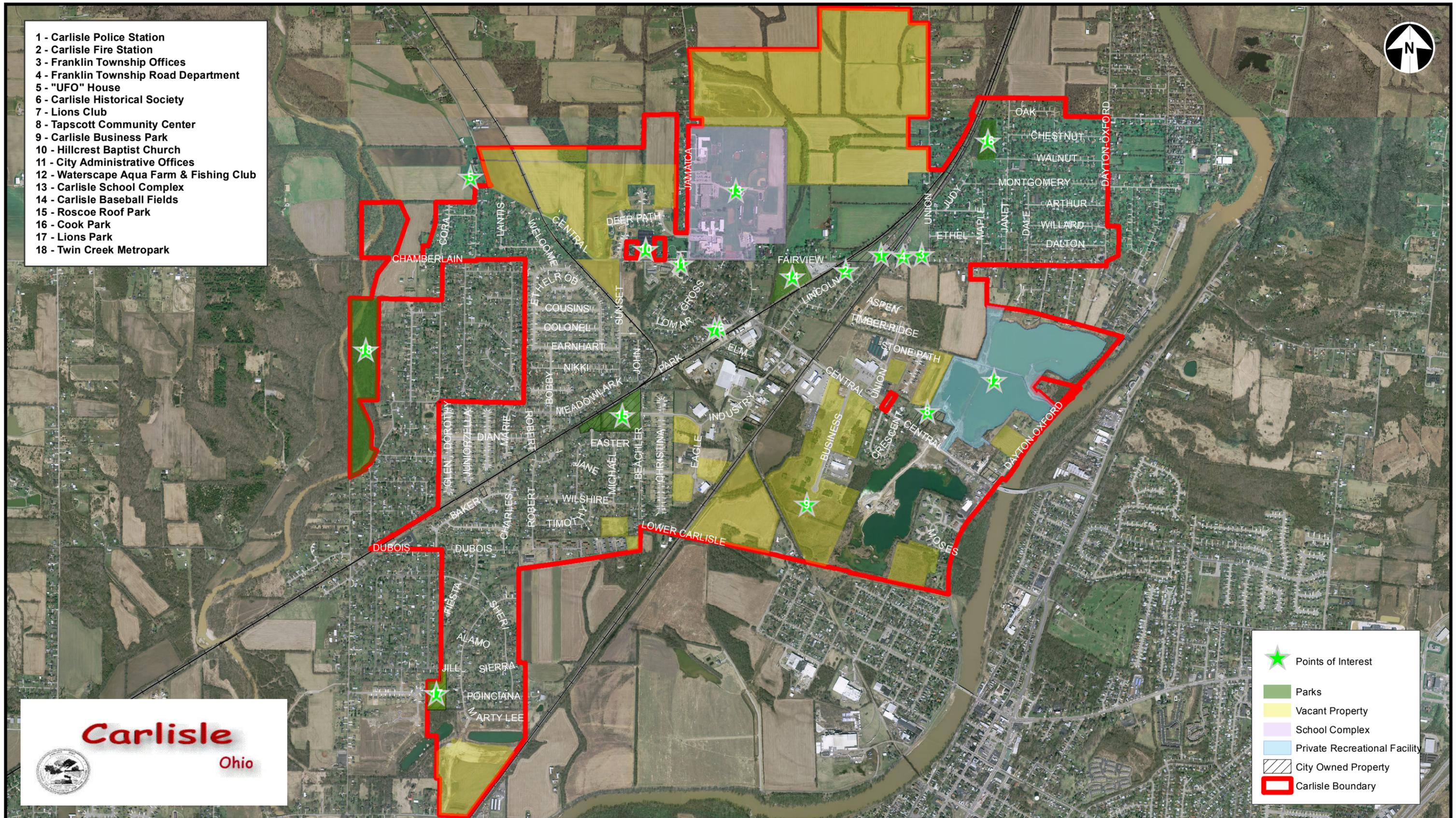
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Map 1: Location of Carlisle



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- 1 - Carlisle Police Station
- 2 - Carlisle Fire Station
- 3 - Franklin Township Offices
- 4 - Franklin Township Road Department
- 5 - "UFO" House
- 6 - Carlisle Historical Society
- 7 - Lions Club
- 8 - Tapscott Community Center
- 9 - Carlisle Business Park
- 10 - Hillcrest Baptist Church
- 11 - City Administrative Offices
- 12 - Waterscape Aqua Farm & Fishing Club
- 13 - Carlisle School Complex
- 14 - Carlisle Baseball Fields
- 15 - Roscoe Roof Park
- 16 - Cook Park
- 17 - Lions Park
- 18 - Twin Creek Metropark



- Points of Interest
- Parks
- Vacant Property
- School Complex
- Private Recreational Facility
- City Owned Property
- Carlisle Boundary

> Comprehensive Plan Update
 Map 2: Points of Interest



HISTORICAL CONTEXT

At the turn of the 18th century, east coast settlers migrated to the Ohio Valley. Many of these early settlers chose an area of land west of the Miami Valley River to call home. This area became known as the "Jersey Settlement" because many of these early residents were originally from the New Jersey area.



Tapscott Church/Center

The earliest Carlisle settlers had strong ties to farming and church. One of Carlisle's oldest buildings, Tapscott Church, was built in the early 1800s after James Tapscott donated land to area Baptists. The church no longer holds weekly services, but the historic building and adjoining cemetery are in the process of being preserved and

converted

into a community center by the Carlisle Parks and Recreation Board.

As the 1800s gave way to industrialization across the nation, Carlisle became a stopping point for the railroad community. This relationship is quite evident today with two major railroad thoroughfares traversing through the heart of Carlisle.



Carlisle's annual community festival, Railroad Days, further reflects this long-standing relationship.

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In the mid 18th century, a prominent railroad man, George B. Carlisle, bought and platted a large section of the community. He donated one of these parcels of land to be used for the benefit of the entire community. In 1856, a group of local men organized a literary society and built the original town hall building. The original town hall building was used for visiting speakers, community dinners, Carlisle school basketball games, and elections. This historic building, located at the corner of Jamaica Road and Central Avenue, is still utilized today as the Carlisle Town Hall. Because of Mr. Carlisle's influence on the community, the area was eventually officially named Carlisle.



Carlisle was officially incorporated in 1958. The first leaders of this newly incorporated municipality established the foundation of the future municipality, including the organization of the Police and Fire Departments and adoption of laws and regulations. The first elected officials of the municipality were:

- John Homan *Mayor*
- James Gross, Sr. *Councilmember*
- Harold Suhre *Councilmember*
- Richard Nicholas *Councilmember*
- Ray Sturgis *Councilmember*
- Bill Clay *Councilmember*
- Gene Wilcox *Councilmember*



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Carlisle was governed by a strong Mayor form of leadership (Mayor/Council) until 1987 when the residents of Carlisle adopted a "home rule" charter that changed the form of



Croll Mansion - circa 1875

government to a Council/Manager form. Jeffrey E. Repp was hired as the first Village Manager.

Information gathered for the historical context was obtained from the Carlisle website at www.carlisle.oh.us.

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EXISTING LAND USE

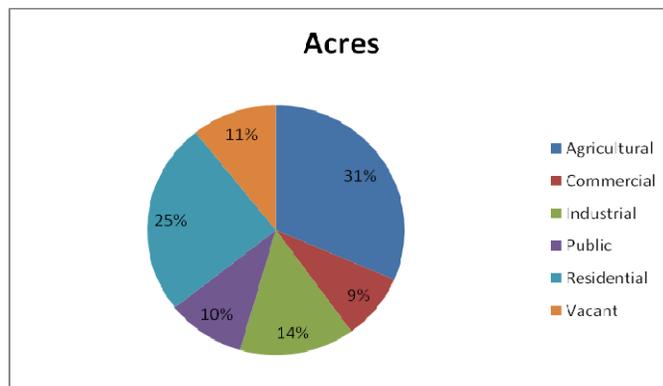
Single family residential land uses are the primary land use in Carlisle, with only a few smaller pockets of multi-family residential in various locations in the community. Six basic categories are used to classify land use within Carlisle (see Table 2). The following table provides a break-down of the land use inventory performed in June 2010 in connection with the comprehensive plan update. Aerial photography and parcel specific field checks were used to conduct the analysis.

Table 2: Existing Land Use

Category	Acres
Agricultural	479
Commercial	130
Industrial	220
Public	150
Residential	379
Vacant	163

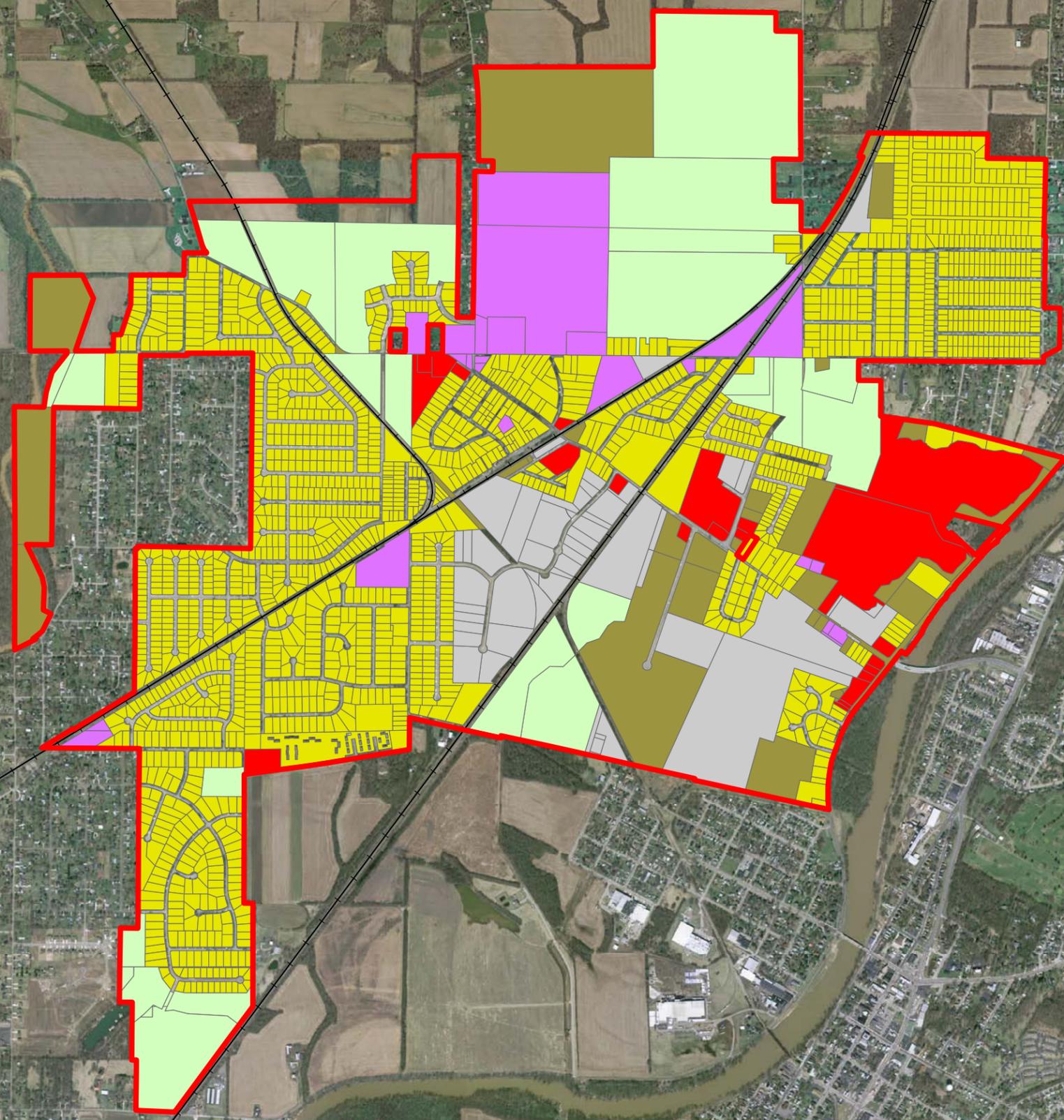
Land classified as residential comprises 25 percent of the community, while land classified as either vacant or agricultural comprises 42 percent. The latter figure is an important statistic to be aware of because this land represents much of the future growth potential for Carlisle. Of course, some of the land already built-upon can be converted to other uses or redeveloped, the vast majority of new development in the future likely will occur on vacant or agricultural land. Map 3 spatially provides the existing land use.

Figure 1: Existing Land Use Distribution



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 Carlisle Boundary
Existing Land Use - 2011
 Agricultural/Vacant
 Commercial
 Industrial
 Public/Institutional
 Residential
 Vacant




Carlisle
 Ohio



ZONING

There are thirteen zoning districts in Carlisle. Of this, there is one agricultural zone, seven residential zones, three commercial and two industrial zones. Map 4 below shows the zoning distribution.

The agricultural zoning district is designed to preserve and protect the decreasing supply of prime agricultural land. This District is established to control the indiscriminate infiltration of urban development in agricultural areas which adversely affects agricultural operators.

The residential zoning is broken down into the following categories:

- R-1 Suburban Estate – The purpose of the R-1 Suburban Estate Residential District is to permit a degree of development of a rural nonfarm nature in areas not expected to have public facilities in the near future. This District also provides an opportunity to satisfy individual housing preferences but there shall be not more than one dwelling unit per gross acre.
- R-2 Low Density Residential – The purpose of the R-2 Low Density Residential District is to permit the establishment of low density single-family dwellings with lot sizes sufficient for individual water and sewer facilities, but not to exceed two dwelling units per gross acre.
- R-3 Medium Low Density Residential – The purpose of the R-3 Medium-Low Density Residential District is to encourage the establishment of medium-low density single and two-family dwellings, not to exceed four dwelling units per gross acre.

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September 27, 2011**



- R-4 Medium Density Residential – The purpose of the R-4 Medium Density Residential District is to permit the establishment of medium density two-family and multifamily dwellings, not to exceed eight dwelling units per gross acre. This District is also designed to permit the conversion of large older houses to two-family units in well established neighborhoods.
- R-5 Medium High Density Multi-Family Residential – The purpose of the R-5 Medium-High Density Multifamily Residential District is to encourage the establishment of medium-high density multifamily dwellings, not to exceed sixteen dwelling units per gross acre.

The commercial zoning is broken down into the following three categories:

- B-1 Neighborhood Business – The purpose of the B-1 Neighborhood Business District is to encourage the establishment of areas for convenience business uses which tend to meet the daily needs of the residents of an immediate neighborhood.
- B-2 General Business – The purpose of the B-2 General Business District is to encourage the establishment of areas for general business uses to meet the needs of a regional market area. Activities in this District are often large space users and the customers using these facilities generally do not make frequent purchases.

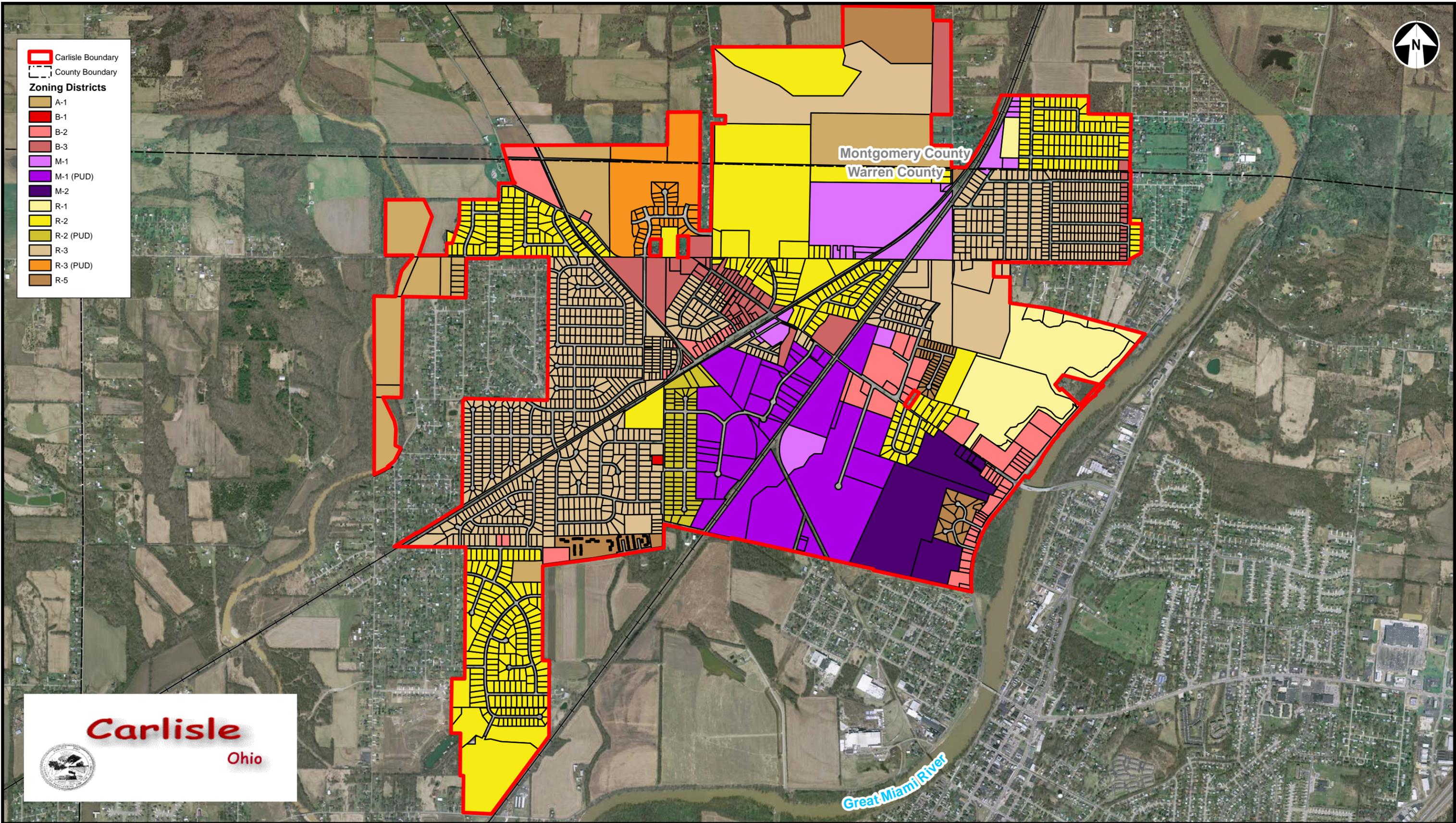
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 Carlisle Boundary
 County Boundary

Zoning Districts

-  A-1
-  B-1
-  B-2
-  B-3
-  M-1
-  M-2
-  R-1
-  R-2
-  R-2 (PUD)
-  R-3
-  R-3 (PUD)
-  R-5



> Comprehensive Plan Update
Map 4: Existing Zoning Districts



- B-3 Central Business – The purpose of the B-3 Central Business District is to accommodate and encourage further expansion and renewal in the historical core business area of the community. A variety of business, institutional, public, quasi-public, cultural, residential and other related uses are encouraged in an effort to provide the mix of activities necessary to establish a truly urban character.

The industrial zoning is broken down into the following two categories:

- M-1 Light Manufacturing – The purpose of the M-1 Light Manufacturing District is to encourage the development of manufacturing and wholesale business establishments which are clean, quiet and free of hazardous or objectionable elements, such as noise, odor, dust, smoke or glare and which operate entirely within enclosed structures and generate little industrial traffic. This District is further designed to act as a transitional use between heavy manufacturing uses and other less intense business and residential uses.
- M-2 General Manufacturing – The purpose of the M-2 General Manufacturing District is to encourage the development of major manufacturing, processing, warehousing and research and testing operations. These activities require extensive community facilities and reasonable access to arterial streets.

The Carlisle Zoning Code also sets forth the opportunity for special districts.

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DEMOGRAPHICS

POPULATION TRENDS

The 1981 Village of Carlisle Land Use Plan provided population change data for the two decades preceding the publication of that plan. Three decades have elapsed since that plan

Table 3: Population Growth, 1980 to 1990

	1980*	1990**	Change 1980-1990	
			#	%
Village of Carlisle	4,678	4,872	194	4.1%
Warren County	96,228	113,909	17,681	18.4%
Montgomery County	568,353	573,989	5,636	1.0%

*source: Village of Carlisle Land Use Plan (1981)

**source: U.S. Census Bureau

was published and no updates to the plan have been performed, so this current plan update will present population change starting at 1980. Table 3 shows that the (then) Village of Carlisle experienced moderate population growth during the 1980s, growing 4.1 percent during that decade. This is in sharp contrast to the growth the village experienced over the prior two decades (1960 to 1980), when the village expanded from 671 inhabitants in 1960 to 4,678 by the 1980 Census, a growth of nearly 600 percent over 20 years. This modest growth experienced by the village during the 1980s is also substantially less than the growth experienced by Warren County as a whole during the period, which grew by over 18 percent, but Carlisle exceeded the stagnant growth in Montgomery County of one percent.

Continuing the 1980 to 1990 trend of moderate growth, the following decade saw a positive population change in the village of 5.1 percent, elevating the population to over 5,000 inhabitants and thereby reclassifying the village as a city according to the Ohio Revised Code. Table 4 provides data from the U.S. Census Bureau for this period. Warren County's

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September 27, 2011**



Carlisle Comprehensive Plan

growth exploded by 39 percent during this period, while Montgomery County shrank by six percent.

During the decade of 2000 to 2010, initial Census data indicates that the municipality shrank by 206 citizens, reducing the population below 5,000 and thereby reinstating Carlisle's pre-year 2000 village status. Warren County as a whole continued growing at a blistering rate of over 34 percent, while Montgomery County continued to lose population.

Table 4: Population Change, 1990 to 2010

	1990	2000	Change 1990-2000		2010	Change 2000-2010	
			#	%		#	%
City of Carlisle	4,872	5,121	249	5.1%	4,915	-206	-4.0%
City of Franklin	11,026	11,396	370	3.4%	11,771	375	3.3%
City of Germantown	4,916	4,884	-32	-0.7%	5,547	663	13.6%
Warren County	113,909	158,383	44,474	39.0%	212,693	54,310	34.3%
Montgomery County	573,989	569,062	-4,927	-0.9%	535,153	-33,909	-6.0%
Ohio	10,847,115	11,353,140	506,025	4.7%	11,536,504	183,364	1.6%
United States	248,709,873	281,421,906	32,712,033	13.2%	308,745,538	27,323,632	9.7%

source: U.S. Census Bureau

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September 27, 2011**



Carlisle Comprehensive Plan

The comparison of population data between 1990 and 2010 indicates that the municipality has experienced an aging trend over that period. Table 5 shows that the population under 45 years has decreased over this period by 21 percent. The category with the largest percentage of downward trending is that of the 25 to 44 range. In some communities this represents a “brain drain,” where young professionals seek opportunities elsewhere when entering the job market after college. That range also represents a population that would be most likely to have school age children. While the under 18/19 age population has decreased only moderately over the 20 year period (3 percent) the decrease in 19/20 to 24 age population (6 percent) and 24 to 44 age population (9 percent) may indicate a continuing aging trend in the Municipality’s population, at least in the short to mid-term.

Table 5: Population by Age

Total Population	1990		2000		2010	
	4872		5121		4915	
Range	#	% of Population	#	% of Population	#	% of Population
Under 18/19**	1449	30%	1491	29%	1302	26%
19/20 to 24	522	11%	287	6%	248	5%
25 to 44	1653	34%	1591	31%	1231	25%
45 to 59	751	15%	1074	21%	1053	21%
60 to 74	397	8%	528	10%	788	16%
75 and over	100	2%	150	3%	292	6%

source: U.S. Census Bureau

** The 1990 census used 18 as an age category cutoff, while the 2000 and 2010 used 19.

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September 27, 2011**



EDUCATION AND OCCUPATION

Table 6 provides information on the educational attainment status of Carlisle residents over the age of 25 years as reported by the 2000 Census, and comparative percentages from the counties where Carlisle is located and from the nation as a whole. From a regional perspective, Carlisle experienced a noticeably higher rate of population that suspended their formal education at the high school diploma benchmark compared to the two counties, the state and the nation. While rates of achieving Associate degrees were similar to the state and national trends, the rates for achieving bachelor and advanced higher degrees for the municipality lagged significantly behind regional, state and national trends.

Table 6: Educational Attainment

Level of Advancement	Carlisle			Percentage of Population				
	Male	Female	Total	Carlisle	Warren County	Montgomery County	Ohio	National
No schooling	34	15	49	1.4%	0.5%	0.5%	0.6%	1.4%
Pre high school only	169	116	285	8.4%	3.9%	3.9%	3.9%	6.1%
High school - no diploma	196	328	524	15.4%	9.4%	12.1%	12.6%	12.1%
High school graduate (no post grad)	709	743	1452	42.6%	31.2%	30.4%	36.1%	28.6%
Some college - no degree	372	309	681	20.0%	19.4%	22.9%	19.9%	21.0%
Associate degree	60	120	180	5.3%	7.2%	7.3%	5.9%	6.3%
Bachelors degree	100	64	164	4.8%	19.3%	14.4%	13.7%	15.5%
Masters degree	35	30	65	1.9%	7.0%	6.0%	5.0%	5.9%
Professional degree	0	7	7	0.2%	1.4%	1.7%	1.7%	2.0%
Doctorate degree	0	0	0	0.0%	0.7%	0.8%	0.8%	1.0%
Total	1675	1732	3407	100.0%	100.0%	100.0%	100.0%	100.0%

source: 2000 U.S. Census Bureau

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Data from the 2000 U.S. Census was examined to assess the distribution of occupations in Carlisle, and how those compare to the distribution in the counties, state and nation. Table 7 provides a summary of the Census data. The table shows that the occupational profile of the municipality is predominately production, sales and service in nature. Carlisle has ten percent or higher rate of production occupations compared to the other governments, while experiencing 11 to 17 percent lower rate of “management, professional, and related...” occupations. Carlisle also shows a higher rate of construction related occupations than county, state and national percentages, with sales and service occupations generally on par with the county, state and national numbers.

Table 7: Occupation

	Carlisle		Warren County		Montgomery County		Ohio		United States	
	#	% of	#	% of	#	% of	#	% of	#	% of
Management, professional, and related occupations	515	20.1%	29,265	37.7%	87,753	33.5%	1,672,257	31.0%	43,646,731	33.6%
Service occupations	416	16.2%	8,685	11.2%	38,839	14.8%	786,725	14.6%	19,276,947	14.9%
Sales and office occupations	604	23.6%	20,701	26.6%	70,261	26.8%	1,423,755	26.4%	34,621,390	26.7%
Farming, fishing, and forestry occupations	0	0.0%	140	0.2%	331	0.1%	18,627	0.3%	951,810	0.7%
Construction, extraction, and maintenance occupations	288	11.2%	6,803	8.8%	20,151	7.7%	471,714	8.7%	12,256,138	9.4%
Production, transportation, and material moving occupations	738	28.8%	12,124	15.6%	44,939	17.1%	1,029,097	19.0%	18,968,496	14.6%

source: U.S. Census Bureau

**Adopted
September 27, 2011**



INCOME

Table 8 provides household income distribution for Carlisle extracted from the 2000 Census data. The data indicates that the household income is relatively evenly distributed up to \$125,000, with a spike at the \$50,000 to \$75,000 range. Only one percent of households in the municipality had household incomes over \$125,000 at the time of the 2000 Census.

Table 8: Household Income

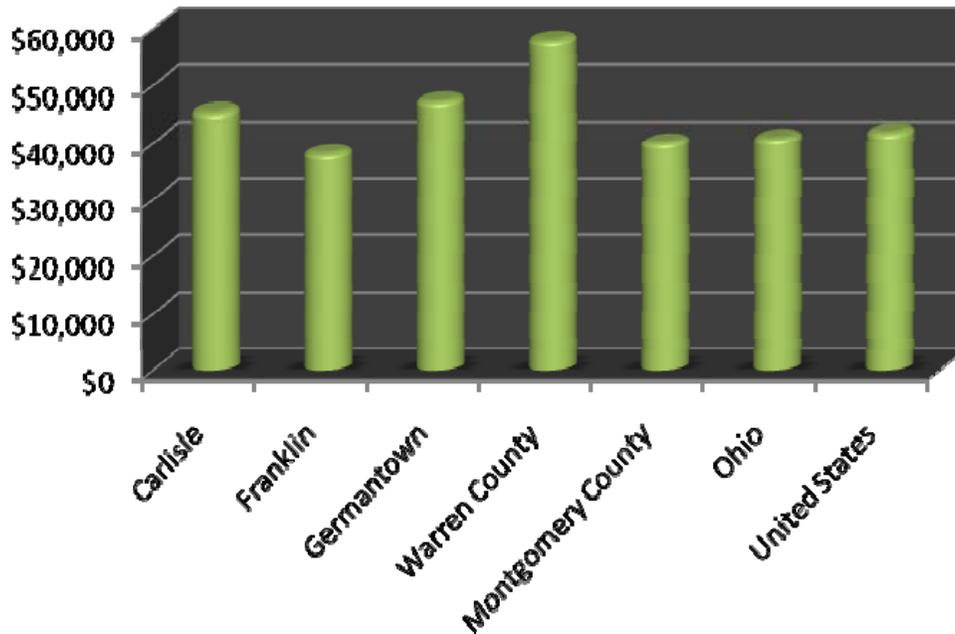
Income Range	Households	% of Total
Less than \$10,000	134	7%
\$10,000 to \$14,999	105	6%
\$15,000 to \$19,999	113	6%
\$20,000 to \$24,999	101	5%
\$25,000 to \$29,999	126	7%
\$30,000 to \$34,999	71	4%
\$35,000 to \$39,999	146	8%
\$40,000 to \$44,999	142	7%
\$45,000 to \$49,999	132	7%
\$50,000 to \$59,999	221	12%
\$60,000 to \$74,999	230	12%
\$75,000 to \$99,999	194	10%
\$100,000 to \$124,999	168	9%
\$125,000 to \$149,999	3	0%
\$150,000 to \$199,999	15	1%
\$200,000 or more	5	0%
Total	1,906	



Carlisle Comprehensive Plan

At the time of the 2000 Census, the median household income for Carlisle is \$45,446, representing the true middle income where half the households are above and half below that number. Figure 2 provides the median household income for Carlisle, and also for other nearby municipalities, Ohio and the nation. As the figure shows, Carlisle exceeds the median incomes for the state and the nation, but Warren County as a whole experienced a 24% higher median income.

Figure 2: Median Household Income Comparison



**Adopted
September 27, 2011**



HOUSING CHARACTERISTICS

Partial 2010 U.S. Census data addressing housing in the municipality was available at the time this document was developed. Table 9 provides patterns of change in the number of dwelling units in Carlisle since 1990, compared to nearby municipalities, the two counties where the municipality is located, and the national trend. Over that period, the number of dwelling units increased substantially in Carlisle (29 percent over the two decades), outpacing the neighboring incorporated areas, Montgomery County and the state while matching the national trend. The explosive residential growth of Warren County during this period is represented in the doubling of dwelling units in the county over this period, as is the eventually shrinking trend in Montgomery County.

The increase in dwelling units in Carlisle over the two decade period is concentrated in the 1990s, when the number of dwelling units expanded by 21 percent, but only by 7 percent the following decade. These trends are consistent with the population data presented above, where 4 and 5 percent population gains in the 1980s and 1990s respectively fell off during the period covered in by 2010 Census data, resulting in a slight population loss.

Table 9: Dwelling Unit Change

	1990	2000	% Change 1990 - 2000	2010	% Change 2000 - 2010	% Change 1990 - 2010
Carlisle	1,600	1,937	21%	2,066	7%	29%
Germantown	1,884	1,994	6%	2,328	17%	24%
Franklin	4,208	4,802	14%	5,026	5%	19%
Warren County	40,636	58,692	44%	80,750	38%	99%
Montgomery County	248,443	240,820	-3%	254,775	6%	3%
Ohio	4,371,945	4,783,051	9%	5,127,508	7%	17%
National	102,263,678	115,904,641	13%	131,704,730	14%	29%

**Adopted
September 27, 2011**



Table 10 provides housing tenure information for Carlisle from the 2010 Census. The housing vacancy rate is similar, if slightly higher than the rates experienced in neighboring Franklin (7.1 percent vacant) and nearby Germantown (8.0 percent). However, Carlisle experienced a slightly higher rate of owner occupancy compared to Germantown (79.5 percent and 74.1 percent respectively) but a much higher rate than Franklin with an owner occupancy rate of 57.6 percent. Carlisle and Germantown owner occupancy lines up with the Warren County percentage of 78.7, while Franklin’s is more reflective of Montgomery County’s of 63 percent.

Table 10: Housing Characteristics (2010)

Total housing units	2,066	100.0
Occupied housing units	1,866	90.3
Vacant housing units	200	9.7
For rent	104	5.0
Rented, not occupied	3	0.1
For sale only	38	1.8
Sold, not occupied	11	0.5
For seasonal, recreational, or occasional use	3	0.1
All other vacant	41	2.0
Homeowner vacancy rate (percent) [8]	2.5	(X)
Rental vacancy rate (percent) [9]	21.2	(X)
Housing Tenure		
Occupied housing units	1,866	100.0
Owner-occupied housing units	1,483	79.5
Population in owner-occupied housing units	3,969	(X)
Average household size of owner-occupied units	2.68	(X)
Renter-occupied housing units	383	20.5
Population in renter-occupied housing units	889	(X)
Average household size of renter-occupied units	2.32	(X)

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Based on the 2000 Census data the municipality is comprised primarily of an aging housing stock (2010 Census data for this information has not been released at the drafting of this plan).

Table 11 shows that 68 percent of the housing was constructed between 1950 to 1970, coinciding with a rapid

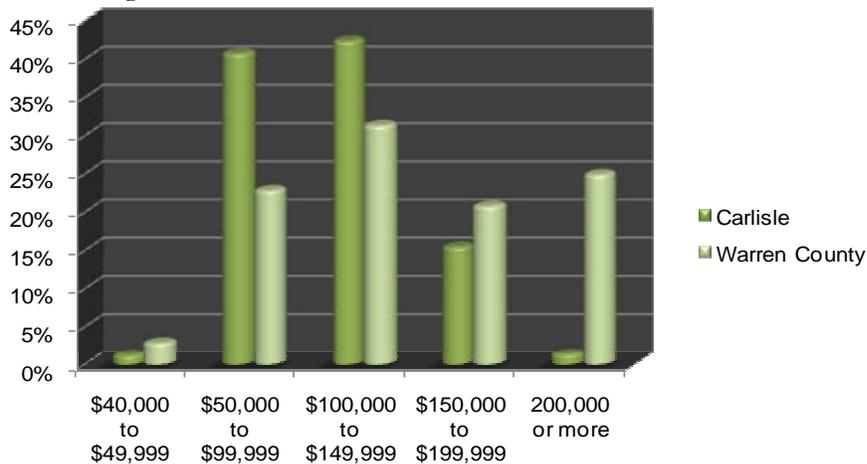
population expansion. The decade of the 1980s shows modest construction (6.7 percent of total housing), with housing starts picking up during the 1990s (16.1 percent of the total). It is expected that the early to mid 2000s will show at least moderate expansion with the ongoing construction of the Eagle Ridge and Timber Ridge developments.

Table 11 : Housing Construction

Total:	1,962	% of Total
Built 1999 to March 2000	55	2.8%
Built 1995 to 1998	154	7.8%
Built 1990 to 1994	108	5.5%
Built 1980 to 1989	131	6.7%
Built 1970 to 1979	385	19.6%
Built 1960 to 1969	551	28.1%
Built 1950 to 1959	402	20.5%
Built 1940 to 1949	87	4.4%
Built 1939 or earlier	89	4.5%

As with the housing construction data, Census 2010 data addressing single family housing values has not been released for Carlisle. Therefore Census 2000 data has been examined,

Figure 3: Residential Unit Value



and is provided for both the municipality and Warren County in Figure 3 and Table 12 below. The data shows that both the municipality and county have few residential units

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

valued below \$50,000. The vast majority of Carlisle’s housing values (82 percent) range between \$50,000 and \$150,000, with the county at approximately 51 percent in monetary

range. This data indicates that properties with values over \$150,000 are more frequently found in areas of the county outside of the Carlisle.

Table 12: Single Family Housing Unit Values (2000)

	Carlisle		Warren County	
Total:	1,474		43,953	
Value	# of Units	Percentage of Total	# of Units	Percentage of Total
Less than \$10,000	0	0.0%	354	0.8%
\$10,000 to \$14,999	7	0.5%	146	0.3%
\$15,000 to \$19,999	0	0.0%	167	0.4%
\$20,000 to \$24,999	0	0.0%	109	0.2%
\$25,000 to \$29,999	0	0.0%	110	0.3%
\$30,000 to \$34,999	0	0.0%	76	0.2%
\$35,000 to \$39,999	4	0.3%	53	0.1%
\$40,000 to \$49,999	7	0.5%	261	0.6%
\$50,000 to \$59,999	58	3.9%	430	1.0%
\$60,000 to \$69,999	67	4.5%	949	2.2%
\$70,000 to \$79,999	105	7.1%	1,566	3.6%
\$80,000 to \$89,999	132	9.0%	2,604	5.9%
\$90,000 to \$99,999	221	15.0%	3,231	7.4%
\$100,000 to \$124,999	369	25.0%	7,554	17.2%
\$125,000 to \$149,999	256	17.4%	6,230	14.2%
\$150,000 to \$174,999	156	10.6%	5,141	11.7%
\$175,000 to \$199,999	72	4.9%	4,010	9.1%
\$200,000 to \$249,999	0	0.0%	4,647	10.6%
\$250,000 to \$299,999	7	0.5%	2,678	6.1%
\$300,000 to \$399,999	13	0.9%	2,155	4.9%
\$400,000 to \$499,999	0	0.0%	640	1.5%
\$500,000 to \$749,999	0	0.0%	531	1.2%
\$750,000 to \$999,999	0	0.0%	147	0.3%
\$1,000,000 or more	0	0.0%	164	0.4%

**Adopted
September 27, 2011**



RESIDENTIAL, COMMERCIAL AND INDUSTRIAL BUILD-OUT

Previous sections of this study dealt primarily with how Carlisle's history and past policies led to the community's current status in regard to land use, economic conditions, housing characteristics and its regional role. The resulting data and understanding of where the municipality is now provides sufficient information to project how these characteristics will change by the time Carlisle is fully developed, with little or no remaining vacant land – commonly referred to as “build-out.” Such estimates assume Carlisle's present zoning, policies and basic demographics remain the same, and that all of the present vacant land is made available for development. It is then possible to identify the impacts that expected or proposed changes in existing conditions would have on the projected build-out estimates.

It should be noted that the time frame for achieving build-out is difficult to predict. Rate of growth is highly dependent on trends in the housing market, which cannot be predicted with any degree of certainty. Also, the growth rate decreases steadily as the amount of vacant land decreases beyond a certain point, and difficulties with land assembly increasingly becomes a problem. The final five or ten percent of the ultimate estimates could take considerably longer than the preceding growth. Such short term, unpredictable variables most likely account for the significant over-estimations of future growth in the 1981 Comprehensive Plan. According to the U. S. Census, Carlisle's 2000 population was 5,121 persons, residing in 1,937 dwelling units, with a resulting ratio of 2.64 persons per unit. The 1981 Plan had projected growth as high as 7,300 people by the year 2000.

For projection purposes, it was decided the 2.64 average persons per household would be used consistently, under the assumption that periodic fluctuations in household size tend to balance out over time, and to the lack of any evidence suggesting the figure is likely to either



increase or decrease in the future. The decision primarily impacts the population estimates, because the number of dwelling units is relatively fixed by zoning and available land area. The projections presented in Table 13, therefore, were based on dwelling units, with associated populations merely calculated as 2.64 times the number of units. The ultimate number of dwelling units at build-out was estimated by simply adding the following growth factors to the 2000 Census figure.

1. The number of currently vacant units. While full occupancy is highly unlikely, this exercise is intended to provide a maximum estimate.
2. The number of building lots developed or approved since the 2000 Census.
3. For each residential zoning district, the amount of land still vacant, multiplied by the maximum permitted density in each district. Unused portions of existing developed properties were included because a maximum estimate should include even the potential for development.
4. Land currently zoned for agricultural use is assumed to be converted during the life of this plan to non-agricultural uses. Therefore, the acreage currently zoned agricultural was allocated into various zoning districts. For the purposes of this buildout, there is approximately 87 acres of agriculturally zoned land in Carlisle. Of this, 50 acres was assumed for conversion to R-3 PUD zoning district and the remaining 37 acres was assumed to be rezoned to the R-2 district.



Carlisle Comprehensive Plan

5. Some land currently zoned for commercial/industrial uses is assumed to be converted during the life of this plan to residential uses, due to the “bedroom community” character of Carlisle over its recent history. Therefore, a percentage of the acreage currently zoned commercial and industrial was allocated into various residential zoning districts.

**Adopted
September 27, 2011**



Table 13: Residential Build Out

Residential Build-Out						
Based on Existing Zoning and Full Conversion of Available Land						
		Vacant Acres	Maximum Permitted Density	Dwelling Units	Total Population	Persons Per Dwelling Unit
Existing (2000 U.S. Census)		-----	-----	1,937	5,121	2.64
Existing Vacant Dwelling Units		-----	-----	88	233	2.64
Lots Developed After 2000		-----	-----	268	709	2.64
Lots Approved and Under Construction		-----	-----	7	19	2.64
Vacant Land Zoned:						
R-2	Whole Lots	99.3	2.72	270	714	2.64
	Potential Lot Splits/Assembly	-----	-----	-----	-----	2.64
R-3	Whole Lots	81.3	3.63	295	780	2.64
	Potential Lot Splits/Assembly	-----	-----	-----	-----	2.64
R-3 PUD	Whole Lots	36.3	4	145	384	2.64
	Potential Lot Splits/Assembly	-----	-----	-----	-----	2.64
R-5	Whole Lots	36.3	4.84	176	465	2.64
	Potential Lot Splits/Assembly	-----	-----	-----	-----	2.64
AG Land Conversion to:						
	R-3 PUD	50	4	200	529	2.64
	R-2	37.1	2.72	101	267	2.64
Maximum Estimates at Build-Out				3,487	9,219	2.64
Increase from Existing 2000				1,550	4,098	
Percentage Increase					80%	

Source: IJB Inc.

**Adopted
September 27, 2011**



The process resulted in ultimate maximum estimates of 3,487 dwelling units and 9,219 residents, an increase of 80 percent from the 2000 Census and a 69 % increase in dwelling units over the 2010 Census figures.

Utilizing a similar methodology, it is also possible to predict the potential for ultimate commercial and industrial development, once again assuming both a continuation of the current zoning and full marketing of the vacant land. Full marketing of Carlisle’s industrially zoned land, however, is more of a goal than a prediction. Also in this case, rather than converting vacant land to a number of dwelling units, it is used to estimate the potential floor area of commercial and industrial development. The recognized standard within the industry assumes approximately 25-30% of an acre of land can be “covered” with commercial or industrial land uses. For the purposes of the buildout calculation, the plan takes a conservative approach and assumes 10,890 sq. ft. (25%) of commercial and industrial building area per acre of land (See Table 15 “Real Property Tax Burden”).

TABLE 14 – Estimated Commercial & Industrial Build-out

Commercial and Industrial Build-Out				
Based on Existing Zoning and Full Conversion of Available Land				
	Commercial		Industrial	
	Acres	Sq. Ft. at 10,890 Per Acre	Acres	Sq. Ft. at 10,890 Per Acre
Existing Development	111.95	1,219,136	298	3,245,220
Additional Vacant Land	51.9	518,900	129.9	1,299,000
Maximum Estimates at Build-Out	163.85	1,738,036	427.9	4,544,220

Source: LJB Inc.

**Adopted
September 27, 2011**



A significant implication of these projections is their impact on the relative level of the Carlisle's total tax burden that will ultimately have to be provided by Carlisle residents, as opposed to commercial or industrial sources. Based on the above projections, the resident's share would decrease only slightly from nearly 83.5 percent in 2009 to a maximum at full build-out of 82.6 percent. That assumes, however, that all of the vacant industrially and commercially zoned land gets developed, and that Carlisle does not rezone any of the vacant land that is currently zoned commercial or industrial. As discussed previously, neither assumption is a certainty. It is important to note that if a significant amount of vacant land that is currently zoned as commercial/industrial is rezoned and developed as residential, the resident's share of the overall tax burden can be expected to increase under the build-out scenario.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Table 15: Real Property Tax Burden

DISTRICT 18

Existing and Estimated Buildout

(Assuming existing zoning and full marketing of available land)

	Actual 2009			Maximum Projected Increase			Maximum Total at Buildout			Percentage Increase
	Real Property Assessed Valuation	Real Property Taxes	Percent Share	Real Property Assessed Valuation	Real Property Taxes	Percent Share	Real Property Assessed Valuation	Real Property Taxes	Percent Share	Assessed Value & Taxes
Residential & Agricultural	\$59,832,920	\$2,274,946	83.5%	\$15,034,191	\$571,625	78.1%	\$74,867,111	\$2,846,570	82.4%	25.1%
Commercial Development	\$5,100,800	\$278,945	10.2%	\$1,865,009	\$101,991	13.9%	\$6,965,809	\$380,936	11.0%	36.6%
Industrial Development	\$3,080,710	\$168,473	6.2%	\$1,058,300	\$57,875	7.9%	\$4,139,010	\$226,348	6.6%	34.4%
Railroad Real Property	\$40,070	\$2,191	0.1%							
	<u>\$68,014,430</u>	<u>2,724,555</u>	<u>100.0%</u>	<u>17,957,500</u>	<u>731,490</u>	<u>100.0%</u>	<u>85,971,930</u>	<u>3,453,854</u>	<u>100.0%</u>	<u>26.4%</u>

DISTRICT 19

	Actual 2009			Maximum Projected Increase			Maximum Total at Buildout			Percentage Increase
	Real Property Assessed Valuation	Real Property Taxes	Percent Share	Real Property Assessed Valuation	Real Property Taxes	Percent Share	Real Property Assessed Valuation	Real Property Taxes	Percent Share	Assessed Value & Taxes
Residential & Agricultural	\$384,410	\$18,326	24.4%	\$96,103	\$4,582	1.8%	\$480,513	\$22,908	6.8%	25.0%
Commercial Development	\$1,002,110	\$45,553	60.6%	\$4,586,580	\$208,491	79.7%	\$5,588,690	\$254,043	75.4%	457.7%
Industrial Development	\$246,740	\$11,216	14.9%	\$1,069,207	\$48,603	18.6%	\$1,315,947	\$59,819	17.8%	433.3%
Railroad Real Property	\$2,270	\$103	0.1%							
	<u>\$1,633,260</u>	<u>75,198</u>	<u>100.0%</u>	<u>5,751,890</u>	<u>261,675</u>	<u>100.0%</u>	<u>7,385,150</u>	<u>336,770</u>	<u>100.0%</u>	<u>352.2%</u>

District 18 & 19 TOTAL= Valuation \$69,647,690 Taxes \$2,847,459.00

Adjustment Factor= 2.3%

**Adopted
September 27, 2011**



UTILITIES

SEWER INFRASTRUCTURE

Prior to the 1980s, Carlisle's sanitary sewer system was comprised primarily of site specific septic systems. The 1981 plan identified this problem and recommended that the community begin construction on a unified system where waste water would be conveyed to a wastewater treatment plant and appropriately treated. The system was constructed during the 1980s and consists of 91,000 linear feet of sewer main owned and maintained by Carlisle, three lift stations that are also owned by Carlisle but maintained by the county. The system services 1,800 structures.

All wastewater generated within Carlisle is treated at the Franklin Regional Wastewater Treatment facility. A collaborative partnership between the communities of Carlisle, Franklin, Germantown, and Warren County oversees the operation of the treatment facility. The "Community Facilities" section below provides additional detail on the sewer infrastructure.



WATER INFRASTRUCTURE

Carlisle's drinking water system consists of a combination of a publically distributed water system and private wells. Private wells provide the primary source of potable water for residential areas in Carlisle; however, four neighborhoods have access to the community water system. The majority of businesses and institutional land uses access the community water system. The public system is comprised of more than 26,000 linear feet of water main that serves over 100 customers. As other infrastructure projects are implemented (such as street rehabilitation, for instance) Carlisle will seek opportunities to further expand access to the public water system.

Carlisle does not operate a public water production facility, but instead obtains water from a facility owned and operated by the city of Franklin. However, the Carlisle Service Department maintains all of the public water lines and fire hydrants that are located in the municipal limits.

GAS, ELECTRIC, CABLE, TELEPHONE & INTERNET SERVICES

Carlisle is located in two counties, each that are serviced by different natural gas/electric providers. In Montgomery County, these services are provided by Duke Energy for electricity and Vectren Energy for gas. In Warren County, Duke Energy provides both services. Traditional "land line" telephone service is offered by Verizon, AT&T, and, in some parts of the municipality, Germantown Phone Service. Cable television service is offered by Time Warner Cable, and Time Warner (cable), Verizon and AT&T (DSL) offer high speed internet access.

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September 27, 2011**

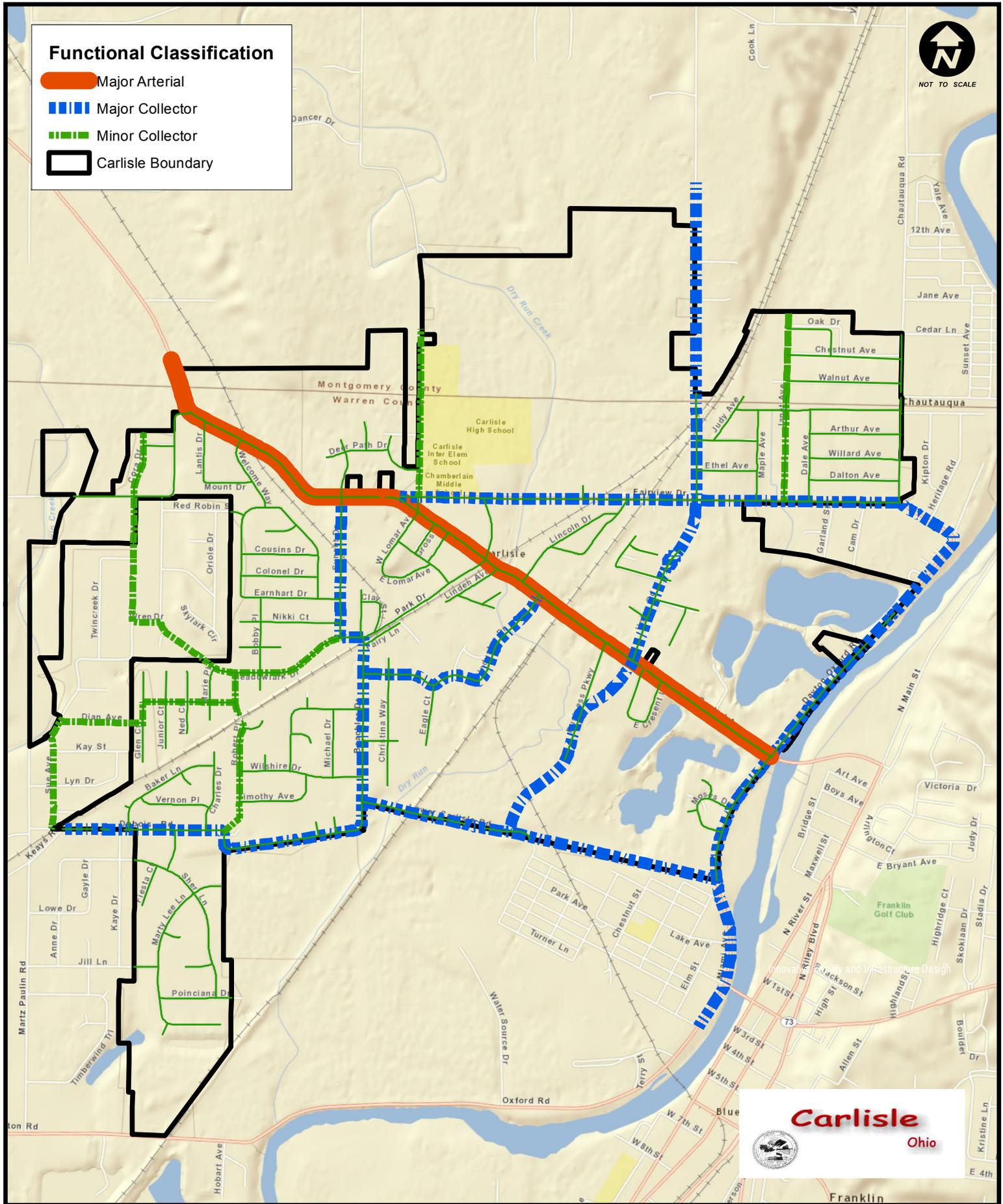


ROADS AND TRANSPORTATION

ROADWAY NETWORK

Carlisle's roadways consist primarily of local streets, which comprise more than half, or 18 miles, of the approximately 32 linear miles of roadway in in the municipality. The remaining approximately 14 linear miles of road in Carlisle are comprised of three miles of the higher capacity urban streets classified as major arterial (Central Avenue/State Route 123), eight miles of major collector streets intended to feed the arterials, and three miles as minor collector that generally serve traffic accessing the major collectors. Map 5 provides the Carlisle Thoroughfare Plan which shows these designations.

**Adopted
September 27, 2011**



> Comprehensive Plan Update
Map 5: Thoroughfare Plan





NATURAL RESOURCES

SURFACE WATER

Several bodies of surface water are located adjacent to or within the corporate limits of Carlisle. The Great Miami River is adjacent to the eastern boundary of the community, and Twin Creek follows the western border. Both of these water bodies are part of the Lower Great Miami River Watershed, which stretches from Englewood in northern Montgomery County to the Ohio River at Cincinnati. The watershed traverses five counties and land use in the watershed is comprised of

Several lakes and ponds are present in Carlisle, primarily located on the east side of the community near the river, both north and south of Central Avenue. These lakes are the result of multiple gravel excavation operations. Active gravel operations exist on the south side of Central Avenue, but the lakes on the north no longer host active mining, but instead operate as Waterscape Sport Fishing Club.

WETLANDS

The Clean Water Act defines wetlands as "...areas that are inundated or saturated by surface or ground water 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."

National Wetland Inventory (NWI) data prepared by the U.S. Fish and Wildlife Service was reviewed for the presence of potential wetlands in Carlisle. With the exception of one small (0.3 acres) potential freshwater emergent wetland adjacent to one the excavation lakes, no

**Adopted
September 27, 2011**



other potential wetlands have been identified in the inventory. The NWI data is not a comprehensive resource, however, so additional wetland areas in Carlisle may be present.

Field investigations by qualified scientists would be required to definitively establish the presence of wetlands in undeveloped areas of the community.

FARMLAND

Carlisle has retained a sizable amount of land that is still under active agricultural use, which includes 479 acres, or 20% of the total land area within the corporate limits. Map 3 above identifies existing farmland. Many of these areas are targeted as areas that are recommended for future development.

GROUND WATER/WATER QUALITY

Ground water that provides drinking water is an abundant resource in southwest Ohio due to the presence of the Great Miami River and the underlying Great Miami Buried Valley Aquifer. The aquifer extends from Indian Lake north of Dayton, Ohio, to the Ohio River, generally following the Great Miami River. The entire municipality of Carlisle is located over this aquifer.

The aquifer is designated as a “Sole Source Aquifer (SSA)” because it serves as the primary source of drinking water in the designation area. Therefore, any contamination to the groundwater could have significant negative impacts on communities in the designated areas. The presence of the protection area can have an effect of the location of projects if federal funds are being used. The Map 6 shows the location of the aquifer.

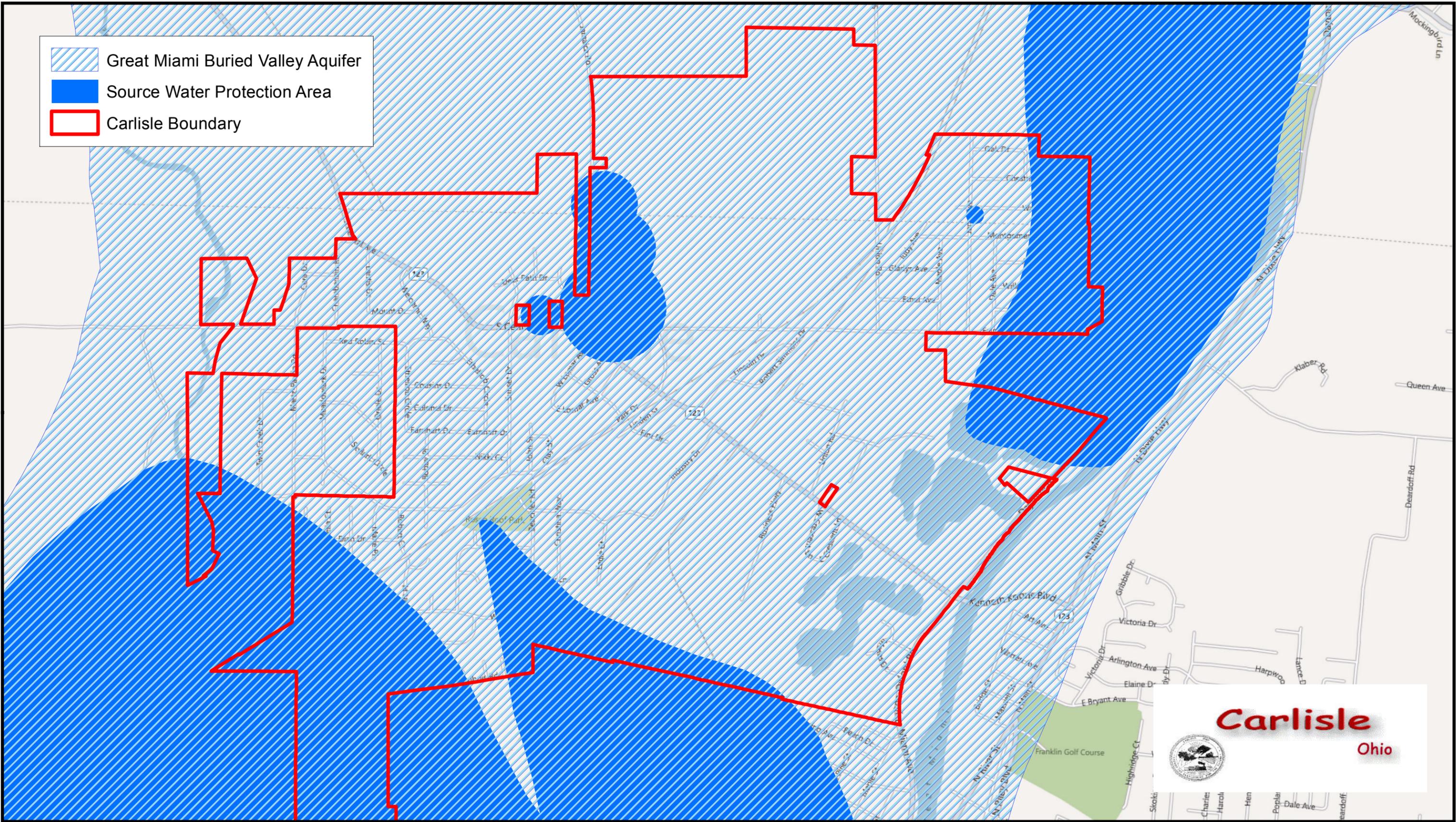
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September 27, 2011**



Carlisle Comprehensive Plan

In addition to the SSA designation, several communities in the area have successfully established source water protection areas in an effort to further protect their public water systems. This designation authorizes the restriction of certain activities within these areas, including locating new landfills or storing large amounts of manure, for instance. In Carlisle, approximately 538 acres, or 23% of the land area within the corporate limits, are located in a source water protection area.

**Adopted
September 27, 2011**



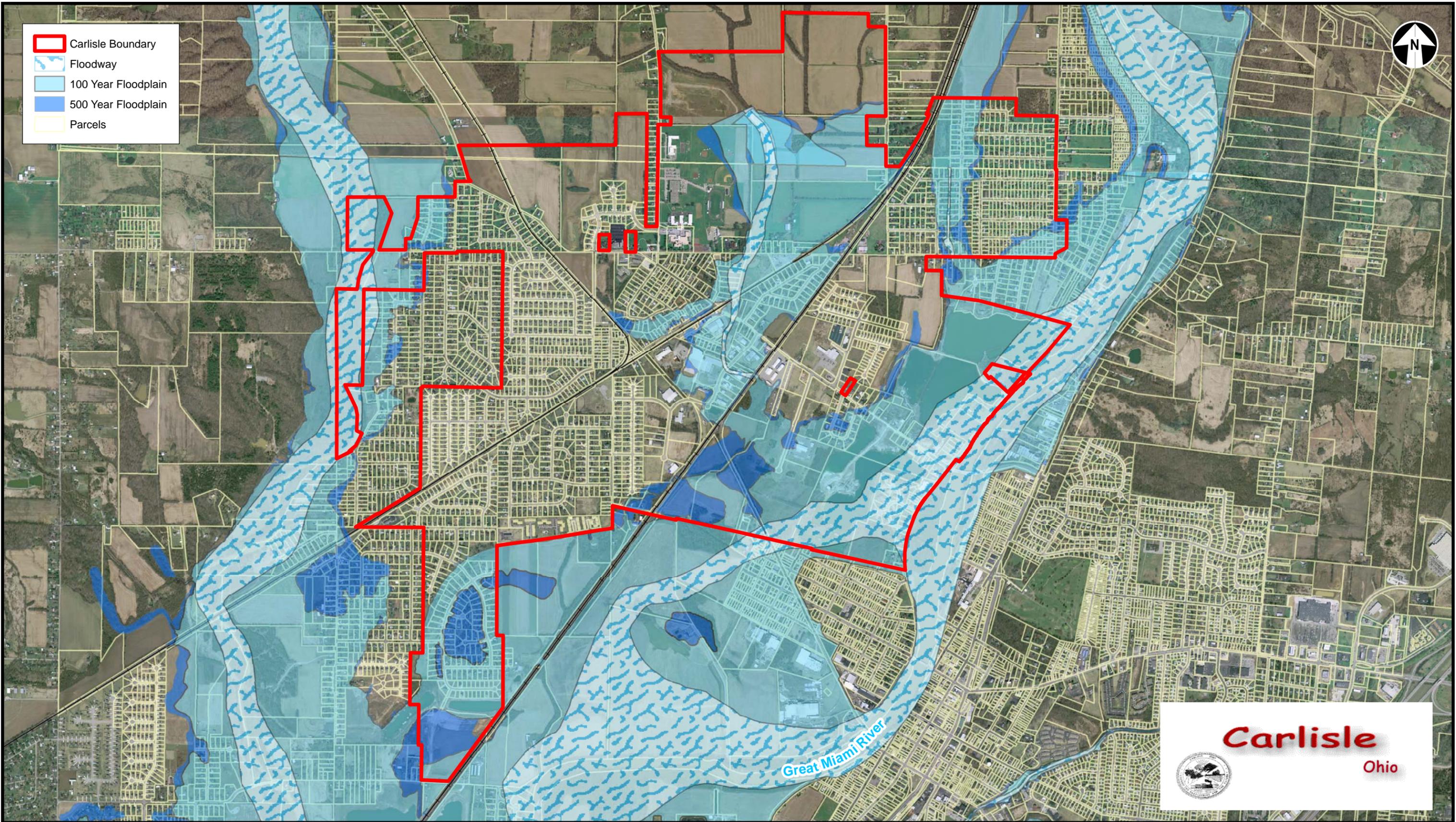
> Comprehensive Plan Update
 Map 6: Groundwater Resources



FLOOD PLAIN/FLOODWAY

The Great Miami River flows from the north along the eastern boundary of the municipality, and Twin Creek is located along the western boundary. Both waterways include regulatory floodways as part of their associated flood plains which traverse a significant area of the municipality, as shown on Map 7. According to the Federal Emergency Management Agency (FEMA) "Regulatory Floodway" means 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 a designated height. Communities must regulate development in these floodways to ensure that there are no increases in upstream flood elevations.

Because the floodway must be kept open to convey flood waters, downstream development is highly regulated and restricted. Approximately 17 acres of undeveloped land in the Great Miami floodway and seven acres in the Twin Creek floodway are located within the municipality. Any proposed development in these areas would require proof that the development would have no adverse affect to the floodway and meet FEMA's "no rise" criteria. These high standards essentially prohibit the construction of buildings or other structures in these areas. The undeveloped land in the floodway is identified on Map 7. Development in the flood plain is possible if it can be established that the action would not have the potential to result in an adverse affect (increased flood damage risk) to structures or their contents on adjacent properties.



> Proposal for Client Name
Map 7: Floodplain and Floodway



WOODLANDS

The Carlisle is largely “built out” to the existing boundary, resulting in a relatively small number of exclusively wooded areas. Along the western border of the municipality, a section of the Twin Creek MetroPark offers over 50 acres of heavily wooded and undeveloped areas flanking the Twin Creek within the municipality limits. An approximately six acre stand of trees exists north east of Central Avenue at the northern terminus of existing Union Road. This lot is adjacent to the new Timber Ridge development and is expected to convert to residential use as housing demand increases in the municipality. Two stands are present in the Carlisle Business Park measuring three acres and five acres, and the residential property at 465 Lower Carlisle Road includes a four acre wooded lot in addition to the residence. Otherwise, small stands of trees dot the municipality, particularly along streams and drainage ditches, but lack size and density.



COMMUNITY FACILITIES



**Adopted
September 27, 2011**



EXISTING COMMUNITY FACILITIES

Carlisle provides many community services, including sewer and water utilities, police and fire protection and various community facilities including several parks. Other municipalities and agencies also provide facilities for the benefit and enjoyment of Carlisle residents. All of these facilities provide Carlisle residents with many opportunities for recreation, education and protection, which are described in further detail in this chapter.

CARLISLE TOWN HALL

Town Hall is located at 760 West Central Avenue and is the central location for general administrative activities. Within Town Hall, there are several administrative departments and each is briefly discussed below.

Manager's Office – The office of the manager is responsible for day-to-day activities of the entire Carlisle government. The manager is appointed by Carlisle Council and is responsible for preparation of the community's budget, oversees all general government operations and is responsible for all employment decisions. The manager is additionally tasked with staffing all municipal departments.

Tax Department – The Carlisle Tax Department is responsible for the collection of the municipality's 1.5% income tax. Carlisle's tax rate includes 1% tax for general municipal services (effective January 1, 1989) and an additional .5% for police services (effective January 1, 1995). The earnings tax provides for many of the town's services and major improvement.

The Carlisle Tax Department does not oversee the current 1% income tax for the Carlisle School System. Collection of this school tax is administered by the State of Ohio.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Planning and Zoning – The Carlisle Planning and Zoning Department is responsible for comprehensive planning, zoning code updates, and zoning and land development approvals. Cities choose to enforce zoning and building codes in order to provide minimum requirements to safeguard life, health, and public welfare. Codes also control the design, construction, installation of equipment, quality of materials, repair, use and occupancy of residential dwellings and accessory structures.

The Zoning Officer is responsible for reviewing all zoning and building requests to ensure that it complies with local code requirements. Depending upon the submitted permit, the Building Inspector and/or Engineer may be required to also review the plan for code compliance.

The Planning and Zoning Department is also involved with the day-to-day operations of code enforcement and property maintenance. To that end, the department is staffed by a full-time director who is responsible for ensuring that all zoning and property maintenance codes are upheld to ensure maximum property values and neighborhood preservation.

Mayor's Court – The purpose of the Carlisle Mayor's Court is to provide the community with a local judicial forum to rule on misdemeanor cases that are alleged to be in violation of the Carlisle Codified Ordinances. Mayor's Court is scheduled twice each month on Wednesday and is presided by a Magistrate per Ordinance per Chapter 290 of the Carlisle Code of Ordinances.

Utility Department – Carlisle offers water, refuse, recycling and sewer services to its residents. Other utility services (i.e. telecommunication, gas/electricity) are provided through independent companies.

**Adopted
September 27, 2011**



CARLISLE FIRE DEPARTMENT



The Carlisle Fire Department is located on Lincoln Drive. The Department boasts a five rating from the Insurance Rating Organization. The Carlisle Fire Department is a Volunteer Fire Department that was established in 1967. The department is comprised of approximately 25 to 30 volunteer personnel.

Four of the volunteers hold officer positions – two Assistant Chiefs and two Lieutenants. The department is administered by a fire chief who is responsible for the daily operation of the department.

The department has mutual-aid agreements with the city of Franklin, Franklin Township, Miami Township, Clearcreek Township, and Madison Township. These agreements have strengthened the overall fire protection abilities of the community as well as provide necessary resources to protect the citizens of the surrounding area.

In addition to the mutual aid agreement the municipality participates in for fire protection, Carlisle is also a contributor to the Joint Emergency Medical Services (JEMS) with the city of Franklin and Franklin Township. This mutually funded organization provides emergency medical response services to these local communities.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Although the primary responsibility of the department is for fire protection, the department actually provides a wide range of additional community services in keeping with its mission to improve the quality of life in Carlisle.

The department is involved in many community events throughout the year including Railroad Days and community block parties. They also work closely with the schools for fire prevention services as well as school events such as the annual homecoming parade and prom bonfire.

Over the years, the volunteers have responded to numerous non-fire related calls from the community including animal rescues and debris removal. The Department works hand-in-hand with other municipality departments, including Service and Police, to provide support when needed. In times of weather emergencies, the volunteers respond to assist with flooded properties and other citizen needs.

Table 16: Fire Department Equipment

Fire and Rescue Equipment	\$179,868
1996 Pierce Pumper	\$180,235
Pierce Fire Truck	\$250,000
1998 Ford Expedition	\$9,950

**Adopted
September 27, 2011**



CARLISLE POLICE DEPARTMENT



The Carlisle Police Department is committed to serving the community and improving the quality of life experienced in Carlisle’s neighborhoods. The men and women of the Carlisle Police Department are dedicated to serving those who live, work, attend school in, or visit Carlisle.

The Carlisle Police Department is a full service law enforcement agency providing professional police services twenty-four (24) hours a day. The department has eight full-time police officer positions, five reserve office positions and one civilian support staff.

The Warren County Department of Emergency Services located in Lebanon provides Carlisle’s call taking and dispatch service for police services.

Carlisle is a safe community to raise their family and the Carlisle Police Department plays an important role. Police Administrative offices are located at 474 Fairview Drive and are open 8:00 am until 4:30 pm, Monday through Friday.

Table 17: Police Department Equipment

Quantity	Year	Type/Use	Cost New
2	2003	Ford Crown Victoria	\$19,995
2	2007	Ford Crown Victoria	\$21,332
1	2008	Ford Explorer	\$23,798
2	2010	Ford Crown Victoria	\$20,903

**Adopted
September 27, 2011**



CARLISLE SERVICE DEPARTMENT

The Carlisle Service Department is responsible for all street repair and maintenance, snow removal operations, pavement markings, maintenance of right-of-way, operation and maintenance of the water distribution system, operation and maintenance of the sewer collection system, maintenance and upkeep of storm water systems consisting mainly of dry wells, maintenance and upkeep of all municipal parks, grounds, cemeteries, and facilities. Water treatment is provided under contract by the city of Franklin. Sewage treatment is provided via a regional treatment facility operated by Veolia, Inc. that serves the communities of Carlisle, Franklin, Germantown and surrounding areas.

The department is organized into one combined public service department that consists of four full-time and one part-time seasonal employee. During the winter months, the department is expanded as necessary with a roster of three auxiliary drivers for snow plow duty to supplement full time manpower. It is also not uncommon for other municipal officials to volunteer their time to assist during severe winter storms no matter what time, day or night.

The department's goal is to continue providing basic services to our community within a reasonable time frame. The daily objective is to prevent any or all services from being interrupted and when the interruptions do occur Carlisle will execute measures to minimize the disruption.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

The following table of equipment supplements daily operations for the Service Department:

Table 18: Service Department Equipment

Year	Manufacturer	Type
2003	Sterling	Dump truck with plow
2000	GMC	Dump truck with plow
2005	Ford	F250 pickup truck
2000	Chevy	Dump truck
2008	Chevy	2500 truck with plow
2009	GMC	Sierra 3500 truck
1999	Steiner	525 riding tractor
2000	Brushhog	3210 mower
2005	New Holland	TL90A cab tractor
N/A	Boss	Power V blade
2007	John Deere	Backhoe, loader and bucket
2006	Ferris	Lawn mower
2008	Frontier	Batwing mower
2007	O'Brien	Sewer jet
2007	Graco	Line laser stripper
N/A	Steiner	72" mower deck
N/A	N/A	Brush chipper
2009	Ferris	Lawn mower
N/A	Grasshopper	727 mower – 61"
2010	Ford	F250
2007	Chevy	Dump truck
2011	Ferris	Lawn mower

**Adopted
September 27, 2011**



PARKS AND RECREATION



**Adopted
September 27, 2011**



PARKS AND RECREATION PLAN EXECUTIVE SUMMARY

Carlisle undertook a comprehensive planning process to create a municipality-wide parks and recreation master plan in late 2010. The following is the executive summary from the adopted parks and recreation master plan completed by TOPOS Studio:

Parks play an important role in our lives. Carlisle has recognized the need to develop its first Parks Master Plan so that a coordinated effort is made to improve the parks, plan for the future, and enhance the quality of life in Carlisle for generations to come.

Roscoe Roof Park is a tremendous asset to the community. Because of its prominence, it makes sense that a comprehensive concept site plan should be completed first. The comprehensive plan for Roscoe Roof Park provides Carlisle with a road map to follow for desired capital improvement items, locations, priorities and potential cost estimates. The site plan can then be utilized for fundraising efforts and presentations.

After a thorough inventory and analysis of existing parks, some unfortunate facts were realized. It was determined that most, if not all, of the existing playground equipment should be removed from all of the existing parks. Much of the existing equipment is approaching 50 years old. Most play equipment does not meet current accessibility and safety standards. Most play areas did not contain the necessary safety surfacing to protect from falls. It would behoove the community to remove all non-compliant and broken playground pieces. If certain playground apparatus were left in place, broken and worn items should be repaired and safety surfacing should be installed. Exploring the installation of modular

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

playground apparatus at Roscoe Roof Park, Lions Park and Cook Park is an economical way to provide a lot of play value to the community inexpensively.

Cook Park serves part of the Carlisle population but is not doing it effectively because of the configuration of the park and the quality of the amenities. Permanent access to Cook Park must be addressed prior to spending funds on park improvements. Additional property acquisition is worth considering for additional access and recreational opportunities.

Lions Park contains old play apparatus which must be removed or brought up to compliant safety standard. The ball field is in good condition but the entrance and parking lot need improvement. Additional property acquisition is worth considering for additional access and increased recreational opportunities.



Tapscott Community Center is a resource that should become a priority. A comprehensive site plan should be developed for this location as soon as funds allow. The location of this property makes it an important part of the “gateway to Carlisle” and therefore should be a focus for development. There is tremendous potential for rental revenue as well as serving as a

gateway improvement. Connections from this facility to the Marathon Station and river are important and could be viewed as an economic development tool. Adjacent property acquisition should be considered for park revitalization and the gateway creation.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

The park signage throughout the park system was random or non-existent. Establishing uniform signage gives Carlisle an opportunity to establish brand recognition throughout the system. It is highly advisable to create signage throughout the system that is representative of the way you want the community to perceive the parks. Uniform signage will portray an attractive, refreshing and professional image of not only the parks but also the community.

The master plan encourages Carlisle and the Park Board to work with all youth organizations, home owners associations, businesses and private citizens to establish partnerships, user agreements and collaborations that will enhance the quality of the park system.

The park master plan intends to only provide a framework for guiding the community to make informed decisions now and in the future. Each of the parks will require a conceptual plan in the future at a point in time determined by Carlisle. The concepts presented herein are merely conceptual and are presented as ideas for implementation. It is recommended that any construction should be preceded with full construction documentation by licensed professionals, and the Parks Master Plan should be updated on a periodic basis, at least every five years.

The master plan urges Carlisle to dedicate funding resources for the benefit of the implementation of this plan. Various funding sources and opportunities have been identified and are attached by reference for the Carlisle's benefit. The complete Carlisle Parks and Recreation Master Plan is located in Appendix E of this plan.

The following goals from the Parks and Recreation Master Plan are most notable and are a focus of this comprehensive plan.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

- Goal – Construct sidewalks to reach Roscoe Roof Park from residential neighborhoods.
 - *IMPLEMENTATION TIME FRAME – 10 to 20 years*
- Goal – Promote Tapscott Community Center as the “Gateway to Carlisle’s Park System.”
 - *IMPLEMENTATION TIME FRAME – 3 to 5 years*
- Goal – Acquire property (where practical) adjacent to Tapscott Community Center.
 - *IMPLEMENTATION TIME FRAME – 3 to 5 years*
- Goal – Create greenway connections between Tapscott Community Center and the Marathon Station and the River.
 - *IMPLEMENTATION TIME FRAME – 5 to 10 years*
- Goal – Install electricity throughout Roscoe Roof Park.
 - *IMPLEMENTATION TIME FRAME – 3 to 5 years*
- Goal – Install/repair all outdated/broken playground equipment in municipal parks.
 - *IMPLEMENTATION TIME FRAME – 24 to 36 months years*
- Goal – Install appropriate ground surfacing (where needed) around playground equipment.
 - *IMPLEMENTATION TIME FRAME – 12 to 24 months*
- Goal – Install security cameras at municipal parks to enhance public safety.
 - *IMPLEMENTATION TIME FRAME – 3 to 5 years*
- Goal – Install a splash pad at Roscoe Roof Park.
 - *IMPLEMENTATION TIME FRAME – 3 to 5 years*
- Goal – Obtain permanent, legal access to Cook Park.
 - *IMPLEMENTATION TIME FRAME – 2 to 4 years*
- Goal – Improve parking lots (where needed) at municipal parks.
 - *IMPLEMENTATION TIME FRAME – 24 to 36 months*

Adopted
September 27, 2011



Carlisle Comprehensive Plan

- Goal – Construct a walking trail around the perimeter of Lions Park.
 - *IMPLEMENTATION TIME FRAME – 24 to 36 months*
- Goal – Create uniform signage to provide a common identity for the Carlisle park system.
 - *IMPLEMENTATION TIME FRAME – 3 to 5 years*
- Goal – Acquire the wooded land next to both Cook and Lions Parks for future expansion.
 - *IMPLEMENTATION TIME FRAME – 5 to 10 years*
- Goal – Establish a non-profit community parks foundation to assist in generating revenue for park district improvements.
 - *IMPLEMENTATION TIME FRAME – 5 to 10 years*
- Goal – Establish a “payment in lieu of land” for new developments to assist in generating revenue for park improvements.
 - *IMPLEMENTATION TIME FRAME – 12 to 24 months*
- Goal – Create a “pocket park” on DuBois Road near the existing apartments.
 - *IMPLEMENTATION TIME FRAME – 3 to 5 years*

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

SCHOOLS



**Adopted
September 27, 2011**



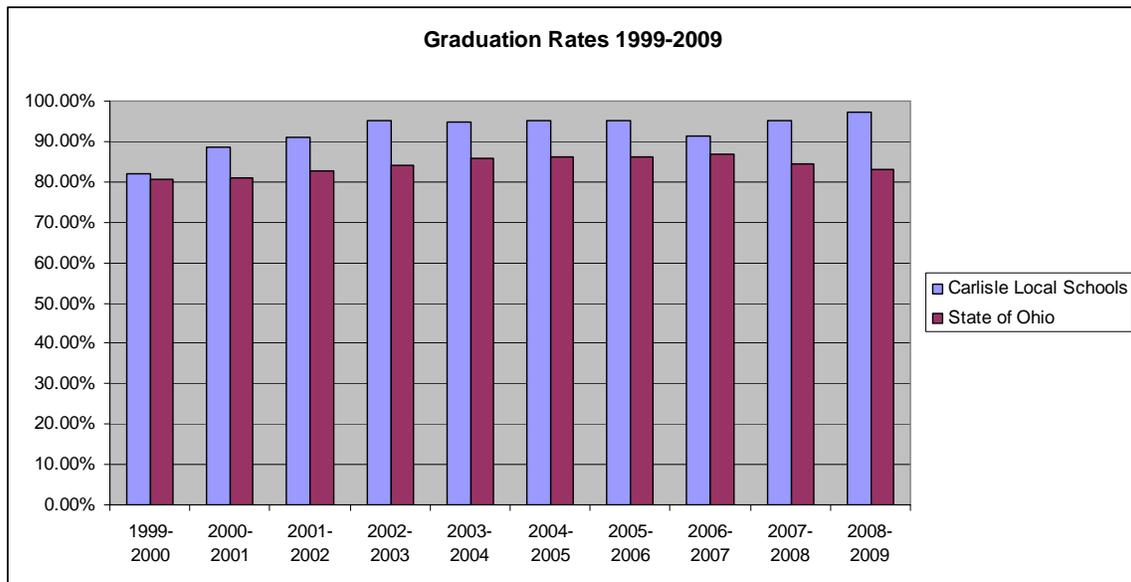
CARLISLE LOCAL SCHOOLS

Carlisle is served by the Carlisle Local School District. The Carlisle Local School District is comprised of four schools: Carlisle High School, Chamberlain Middle School, Grigsby Intermediate School and Alden Brown Elementary School. Busing service is provided to all schools in the district.

District graduation rates have increased over the past ten years. According to the 2008-2009 School Year Report Card (see Appendix F for district report cards), Carlisle High School boosted a 97.3 percent graduation rate, an increase of slightly more than 15 percent from the 1999-2000 school year. The 2008-2009 graduation rate for Carlisle High School exceeds the state graduation rate by 14 percent (see Figure 4). During the 2009-2010 academic school year, Carlisle High School posted a 95.6% graduation rate.

Source: Ohio Department of Education

Figure 4: Graduation Rates



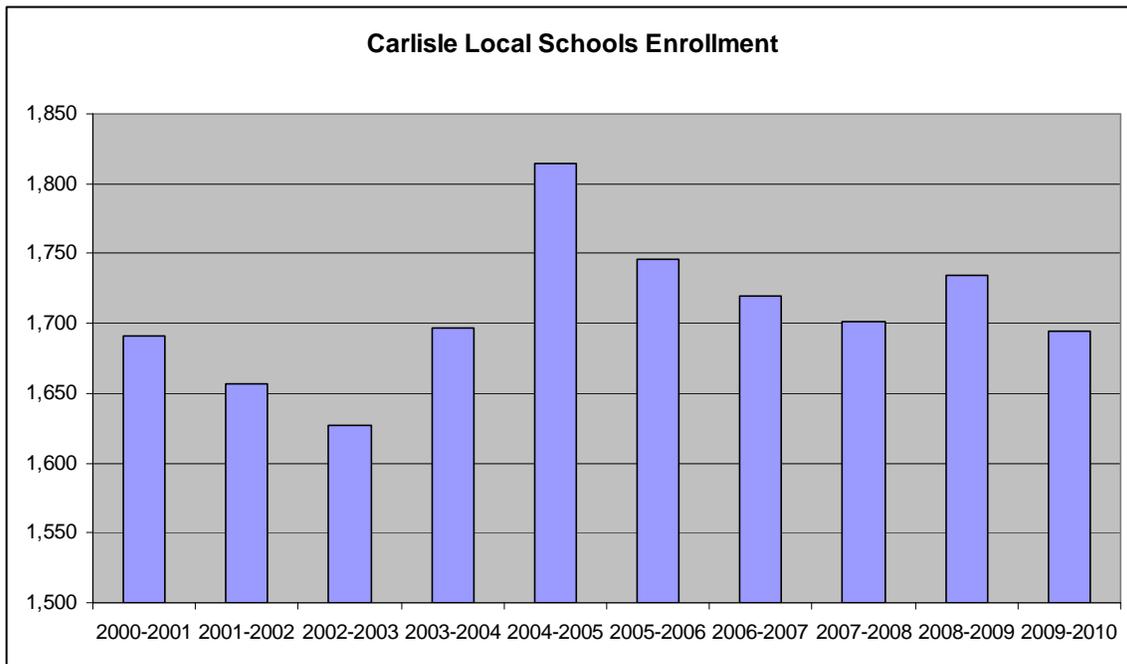
**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Enrollment in the district has averaged 1,708 students between 2000 and 2010. During this period, the highest enrollment in the district occurred during the 2004-2005 school year in which the district had 1,815 students enrolled. The 2002-2003 school year had the lowest enrollment with 1,627 students. Currently there are 356 students attending Alden Elementary School, 401 students attending Grigsby Intermediate School, 426 students attending Chamberlain Middle School and 511 enrolled at Carlisle High School (see Figure 5). The district forecasts 1,803 students will be enrolled by year 2030.

Figure 5: School Enrollment



Source: Ohio Department of Education

**Adopted
September 27, 2011**

Carlisle Comprehensive Plan

State mandated performance test scores have also increased in the district. According to the Ohio Department of Education's 2008-2009 District Report Card, Carlisle's Continuous Improvement Rating met 25 of the 30 State standards. This accomplishment marks slightly higher than a two-point improvement from the 2007-2008 report. Student attendance rates also exceeded state averages in the 2008-2009 school year by a full percent, while teacher attendance rate for the same period was 94.6%, which is just below the state's rate of 95.1%.

The following provides a brief description about each Carlisle school facility:

CARLISLE HIGH SCHOOL

Carlisle High School is located at 250 Jamaica Road and houses grades nine through twelve. Current enrollment has 511 students in the High School and the building was constructed in 1972.



CHAMBERLAIN MIDDLE SCHOOL

Chamberlain Middle School is located at 720 Fairview Drive and houses grades sixth through eighth. Current enrollment has 426 students in the middle school and the building was constructed in 1930, but additions to the building occurred in 1952, 1955, 1959 and 1962

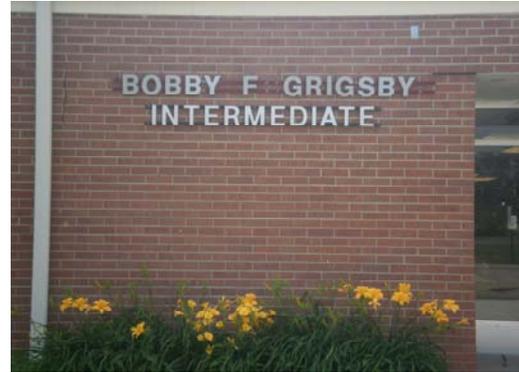
**Adopted
September 27, 2011**



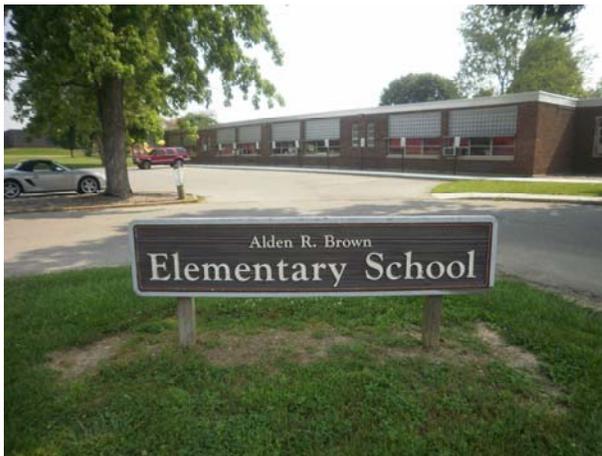
Carlisle Comprehensive Plan

GRIGSBY INTERMEDIATE SCHOOL

Grigsby Intermediate School is located at 100 Jamaica Road and houses grades third through fifth. Current enrollment has 401 students in the intermediate school and the building was constructed in 1963.



ALDEN BROWN ELEMENTARY SCHOOL



Alden Brown Elementary School is located at 310 Jamaica Road and houses kindergarten through second grade. The school also offers one morning and one afternoon pre-school classroom. Current enrollment has 356 students in the elementary school and the building was constructed in 1956, with additional classrooms added in 1958 to

accommodate growth.

**Adopted
September 27, 2011**



THE FUTURE

In the latter part of the 2000 decade, the Carlisle Local School District began pursuing grant opportunities through the Ohio School Facility Commission (OSFC) to construct a single school building to house K-12 students. The project – valued at \$58,000,000 – would be the largest construction Carlisle has experienced in its recent history. The project will include construction of the new school building, as well as a new fixed seating auditorium and renovations to the athletic stadium.

A grant application to the State has been approved which will cover approximately 52% of the total project cost. The remaining approximate 48% is the responsibility of the local residents and must be covered through a long-term tax levy.

While the construction of the new building and related facilities will be completed on the District's existing property, the tax benefits and positive spin-offs from the project will be long lasting and likely play a role in shaping Carlisle's land use in the future.

**Adopted
September 27, 2011**



ECONOMIC DEVELOPMENT

INTRODUCTION

During the planning process, the municipality determined a need to conduct a full-scale retail market analysis. The executive summary of the market analysis is contained in this chapter of the comprehensive plan. The complete market analysis is located in Appendix D of the plan.

EXECUTIVE SUMMARY

LJB contracted MB3 Consulting to complete a retail market assessment of Carlisle to identify potential opportunities for retail development in Carlisle, particularly for the areas of the community identified as key retail areas in the 2011 Comprehensive Plan. The specific goals of this market assessment included the following:

- Identify drive-time trade area.
- Gather relevant household and lifestyle data to understand potential customer profiles within the trade area.
- Gather detailed data for the trade area(s) to estimate:
 - Retail Demand (For purposes of this report, retail includes restaurants – limited and full-service.)
 - Retail Supply
 - Retail Gap (Demand – Supply)
- Identify retail opportunities.
- Provide general recommendations about developing a retail attraction strategy.

**Adopted
September 27, 2011**



TRADE AREA

More than eighty-two percent (82%) of people who took the Community-Wide Opinion Survey said that providing more goods and services locally was a medium to high priority. That is not surprising since retail customers generally think in terms of time and convenience ... in other words, retail customers make decisions primarily based on drive time.

For purposes of this report, we used the commuting data as a benchmark for defining the retail trade area of Carlisle because it is one of the most logical for this analysis. According to Census statistics, the mean travel time to work for Carlisle residents is 20.7 minutes. Within that 20-minute drive time radius of Carlisle, there are a significant number of regional retail centers – Middletown, Germantown, Franklin, and Centerville – that draw customers from Carlisle. Therefore, to be conservative in the assessment of the retail potential in Carlisle, we identified the trade area using drive times of 5, 10 and 15 minutes from the core retail area of Carlisle – the intersection of Central Avenue and Union Road. Based on the type and amount of retail competition in the region (defined by 15-minute drive time radius), the primary trade area of Carlisle is within a 5-minute drive of the core retail area of the community.



HOUSEHOLD AND LIFESTYLE DATA

Summary Demographics

A summary of select demographic characteristics within the three-tiered drive-time trade area is as follows:

Table 19: Drive Time Trade Area

	5-Minute Drive Time		10-Minute Drive Time		15-Minute Drive Time	
	2010	2015	2010	2015	2010	2015
Population	13,337		39,941		141,411	
Households	5,259	5,484	15,637	16,210	58,096	59,752
Median Disposable Income	\$42,196		\$46,040		\$47,425	
Per Capita Income	\$23,761		\$26,260		\$29,386	

Source: ESRI

- Nearly ninety-two percent (92%) of the trade area population is white; almost ninety-seven percent (97%) of the population within the primary trade area is white.
- More than thirty-six percent (36%) of the trade area population works in white-collar occupations; almost twenty-three percent (23%) of the population within the primary trade area works in white-collar occupations.
- Nearly seventy-seven percent (77%) of homes in the trade area are valued less than \$200,000; more than eighty-seven percent (87%) of homes within the primary trade area are valued less than \$200,000.

**Adopted
September 27, 2011**



LIFESTYLES CHARACTERISTICS

Social scientists and corporate marketers use a method called segmentation for years to group people with similar behaviors, tastes, lifestyles, ages, etc. Segmentation incorporates a wide array of data in order to measure, forecast, and target potential customers. For this report, we utilized ESRI's Tapestry Segmentation system to assess the various lifestyle classifications or segments of neighborhoods within the trade area. The various segments are referred to as Lifestyle Groups in this report. The analysis, based on 2008 households in the trade area, indicated that the top three households in the primary trade area were:

Table 20: Lifestyle Group

Lifestyle Group	Percent Trade Area Households
Rustbelt Traditions	35.6%
Great Expectations	21.7%
Green Acres	12.9%
Sub-total	70.2%

The lifestyle groups in Carlisle's primary trade area are relatively common with similar behaviors, tastes, etc. This makes it somewhat easier to target retail sub-sectors that would meet the demands of trade area households. Below is a description of the top three lifestyle groups (source: ESRI, Tapestry Segmentation, Reference Guide).

Rustbelt Traditions

These neighborhoods are predominantly white with a mix of married-couple families, single parents, and singles that live alone. The median age is 36.5 years, just below the U.S. median. The median household income is \$51,545, slightly below that of the U.S. median. Half of the employed residents work in white-collar jobs. Historically, residents of these neighborhoods sustained the manufacturing industry that drove local economies.



Carlisle Comprehensive Plan

Now, residents are predominantly working in service industries, followed by manufacturing and retail trade. The median net worth of residents is \$83,418. Educational attainment is improving in these neighborhoods with more than eighty-four percent (84%) of adult residents (25+ years) having graduated from high school, fifteen percent (15%) having a college degree, and forty-four percent (44%) having attended college.

Residents of these neighborhoods live in modest, single-family homes. Seventy-three percent (73%) own homes. The median home value of \$95,443 is relatively low because almost two-thirds of the housing was built before 1960.

Residents stay close to home to work, shop, and play. They will spend money on their families, yard maintenance, and home improvements and they will hire contractors for strenuous home improvement projects. They are financially conservative; residents are frugal and shop for bargains at stores such as Sam's Club, J.C. Penney, and Kmart. They go online weekly to play games and shop. Their interests include bowling, fishing, and hunting and they attend car races, country music shows, and ice hockey games. Residents are big cable TV fans; they watch sitcoms and sports events.

Great Expectations

Young singles who live alone and married-couple families dominate *Great Expectations* neighborhoods. The median age is 33.2 years. Some residents are just beginning their careers or family lives. Compared to the U.S., this segment has a higher proportion of residents who are in their 20s and a higher proportion of householders younger than 35 years. Racial composition of this segment is similar to the U.S.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Median household income is \$38,790 which is lower than the U.S. Nearly half of the adult population (25+ years) has some postsecondary education; eighteen percent (18%) percent have a college degree. Most residents are employed in manufacturing, retail, and service industries.

Half of residents in *Great Expectations* neighborhoods own their homes; half rent. More than half of households are single-family dwellings; approximately forty percent (40%) are apartments. The median home value is \$102,241. Most of the housing units were built before 1960. These homeowners are not afraid to do smaller maintenance and remodeling projects. They go out to dinner and movies. They do most of their grocery shopping at stores such as Wal-Mart Supercenters, Aldi, and Shop 'n Save. They shop at major discount and department stores. They like to play softball and pool; go canoeing; listen to country music and classic rock. They rarely travel.

Green Acres

Seventy-one percent (71%) of the households in *Green Acres* neighborhoods are married couples with and without children. Many families are blue-collar Baby Boomers, many with children aged 6–17 years. Population in this segment is growing by more than two percent (2.2%) annually in the U.S. The median age is 40.7 years. This segment is predominantly white.

**Adopted
September 27, 2011**



This segment is educated and hard-working with more than twenty-five percent (25%) of *Green Acres* residents having a college degree. Residents have higher employment concentrations in the manufacturing, construction, health care, and retail industries. Seventeen percent (17%) of the households earn income from self-employment ventures. Median household income is \$64,480.

Homeownership is eighty-six percent (86%), and the median home value is \$181,705. *Green Acres* households own multiple vehicles; seventy-eight percent (78%) own two or more vehicles; they prefer full-size pickup trucks and motorcycles. Country living describes the lifestyle of *Green Acres* residents. Residents are do-it-yourselfers who maintain and remodel their homes. They own riding lawn mowers, garden tillers, tractors, separate home freezers for the harvest, and sewing machines. Residents ride bikes and go fishing, canoeing, and kayaking. They also ride horses and go power boating, bird watching, target shooting, hunting, motorcycling, and bowling.

RETAIL GAP (DEMAND – SUPPLY)

Retail gap represents the difference between the demand (retail spending potential) for retail goods, including food and drink in the trade area less the supply (sales) of retail goods by trade area businesses. A positive retail gap number indicates consumers are leaving the trade area to purchase goods and services, this is known as leakage. In other words, trade area businesses are not supplying enough goods and services to meet customers' demands – this represents possible retail opportunities. It should be noted that just because a positive retail gap may exist, it does not necessarily indicate that the trade area could attract retail businesses to fill the unmet demand.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

A negative retail gap number indicates a surplus of retail sales – a market where customers are drawn in from outside the trade area.

Within the primary trade area (5-minute drive time), there is a significant leakage of spending for retail trade and food and drink (i.e. restaurants) as shown in the table below.

Table 21: Retail Supply Gap – Industry Summary

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand – Supply)	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$110,923,340	\$39,458,705	\$71,464,635	61
Total Retail Trade (NAICS 44-45)	\$94,251,856	\$27,782,441	\$66,469,415	45
Total Food & Drink (NAICS 722)	\$16,671,484	\$11,676,264	\$4,995,220	16

Much of the leakage is associated with spending for retail trade such as automobiles, home furnishings, clothing, and electronics. Consumers tend to drive longer distances to make those types of purchases at larger, national or regional stores where they tend to get larger selections and more competitive pricing. However, there are a few industry sectors that may represent opportunities for business growth/attraction in Carlisle. Potential retail opportunities for Carlisle include the following:

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Table 22: Retail Supply Gap by Sector

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
Auto Parts, Accessories, and Tire Stores	\$1,341,494	\$242,550	\$1,098,944	1
Building Material and Supplies Dealers	\$3,229,921	\$1,090,884	\$2,139,037	4
Lawn and Garden Equipment and Supplies Stores	\$243,556	\$68,604	\$174,952	1
Grocery Stores	\$11,468,499	\$6,325,352	\$5,143,147	7
Sporting Goods/Hobby/Musical Instrument Stores	\$635,754	\$142,319	\$493,435	3
Book, Periodical, and Music Stores	\$463,432	\$0	\$463,432	0
Full-Service Restaurants	\$8,839,928	\$4,586,009	\$4,253,919	7
Limited-Service Eating Places	\$6,256,069	\$4,486,575	\$1,769,494	5

Some of the above potential retail sector opportunities may be in specialty subsectors. For example, most residents within the primary trade area shop for groceries at larger supercenters like Wal-Mart, so locating a full-service grocery store in Carlisle may be unrealistic. However, a regional or locally-owned grocery/general purpose store may be a good fit.

Potential opportunities in the “Building Materials ...” and “Lawn and Garden ...” sectors may, for example, be pursued through the expansion of goods/services offered by the existing lumber yard – The Gross Lumber Company. Additional primary research such as customer or market surveys will likely be required to determine which types of goods and/or services could be added within these sectors.

Based on our research and experience, Carlisle would likely have the best success recruiting privately owned and operated restaurants to meet the unmet demand for Full-Service

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

Restaurants. Limited-Service Eating Places may be an exception as national chains like Subway and McDonald's for example, invest in communities with market and demographic make-ups similar to Carlisle. However, the amount of unmet demand (Retail Gap) for Limited-Service Eating Places does not appear to be great enough to support a freestanding restaurant like McDonald's, but there may be enough for a user similar to Subway that could occupy a smaller storefront in a strip plaza. Another opportunity related to Limited-Service Eating Places may be to combine a "fast food" restaurant with an existing gas station – Taco Bell and Kentucky Fried Chicken are examples of restaurants that jointly occupy space with gas stations.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

CITIZEN SURVEY

In December 2010, a comprehensive survey was sent to all the residents of Carlisle asking them for their opinion regarding a variety of issues. The survey was distributed via regular mail to every household in Carlisle and it was made available on the internet in an electronic format. In addition to soliciting input from the household of Carlisle, the survey was also presented to the seniors at Carlisle High School as part of their government course. Time was allocated during the school day for students to complete the on-line survey directly from the school computer lab. As a result of these efforts, the municipality received 365 completed opinion surveys, which represents nearly a 17% return rate. The results of the survey helped the Comprehensive Plan Steering Committee to formulate draft goals for the future of Carlisle.



Dear Carlisle Residents,

We need your help! The City of Carlisle is currently working on updating the City's master plan. The master plan is the "blueprint" of how we want the city to grow over the next 20 years. Your involvement in this planning process is crucial, and we cannot formulate these important goals for Carlisle without your open and honest input on this survey.

Please take 10 minutes to complete and return the enclosed survey any time before the end of business on Monday, December 27, 2010. For your convenience, surveys may be returned to the city by one of the following methods:

- **On-line** – The enclosed survey may be completed on-line by entering in the following address into your internet browser: http://www.surveymonkey.com/s/Carlisle_2010. (One survey per household)
- **By Mail** – Residents can return the completed survey by using the pre-paid return envelope.
- **In Person** – Residents can drop off the completed survey at Town Hall by either using the after-hours payment box (located in the parking lot near Jamaica Road) or by dropping the survey off in the city manager's office.

Please join us in further defining Carlisle's vision by participating in the city-wide public forum at 7:00 pm on January 27, 2011 in the Carlisle High School choir room. This meeting is designed to identify goals and policies for Carlisle over the next two decades. Remember, without your input, we cannot create a new vision for Carlisle. If you have any questions regarding the survey or the public forum, please feel free to contact us at 937.746-0555.

Sincerely,


Sherry Callahan
Carlisle City Manager

Carlisle 2030: Defining Your City's Vision

The following is a brief synopsis of the survey results. The complete results are found in Appendix C.

- Slightly more than 67% of the survey respondents were aged 40-49 years old.
- The top four topics of importance were: 1) fire protection (96.4%); 2) groundwater quality (94.1%); 3) police protection; and 4) property maintenance (90.1%).
- The most important goal statement from the survey is to promote community involvement in the planning process (91.3% of respondents).

Adopted
September 27, 2011



Carlisle Comprehensive Plan

- More than 85% of respondents consider economic development as a high priority for Carlisle.
- Protection of natural features ranks as a high priority (88.9% of the respondents) for Carlisle residents.
- Not surprising, more than 78% of the respondents place a strong emphasis on the development of new commercial land uses in the future. However, only 37.2% of respondents felt Carlisle should annex more land to encourage new development.
- The majority of respondents (nearly 60%) would like to see future commercial land developed along State Route 123 near Dayton-Oxford Road. The location with the second most support (slightly more than 35% of the respondents) for future commercial growth is on the north side of State Route 123, north of Lantis Drive.
- Regarding industrial development, the location for future development was split almost evenly between three locations: 1) Business Parkway; 2) Industry Drive and; 3) on the gravel pit property once mining is complete.
- Future increase to tax assessments ranked very low amongst the survey respondents. The only service that respondent favorable view is road construction, resurfacing and repairs. Slightly more than 55% of respondents stated they are willing to pay for these improvements over a period of time.
- The majority (62%) of respondents are in favor of the municipality becoming proactive in teaming with neighboring communities to enhance the delivery of services such as fire, police and garbage removal.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

The information gathered from the survey is critical in formulating the Carlisle's goals and implementation strategies that will be carried forward over the life of the new plan. As can be seen in the next chapter of this plan, the goals identified by the Comprehensive Plan Steering Committee directly reflect the input from Carlisle residents on the survey, as well as responses received during the various open houses and individual interviews.

**Adopted
September 27, 2011**



FUTURE LAND USE – THE COMPREHENSIVE PLAN

The plan is more than a final report or summary of events leading up to adoption. The words, tables, and maps contained herein represent the concerns, philosophies, and visions of the community, as expressed through the Steering Committee and embraced by Council. A great deal of effort went into the formulation of this Comprehensive Plan, and to simply place it “on a shelf” and forget about it would be a waste of time and effort.

The Carlisle Comprehensive Plan is intended to be used on a daily basis by Council, Planning Commission and staff as they fulfill their duties. They should continuously refer to the Comprehensive Plan to ensure their actions and projects they review are in keeping with the goals and recommendations outline in the plan.

Methods to utilize and implement the plan are addressed later in the plan, but in summary, the plan should be referenced when making decisions regarding zoning changes, conditional land use and other development requests, annexation or when developing other plans such as a capital improvement plan.

**Adopted
September 27, 2011**



Future Land Use – Factors Considered

The Comprehensive Plan, and more specifically, the future land use map was prepared to reflect input received during the public involvement process, discussions with community representatives, existing land use patterns, and the consideration of proper planning principles. This input and other factors affecting land use patterns were taken into consideration in preparing the future land use map and ultimately the comprehensive plan. These factors include:

Existing Land Use. Extensive changes to the existing land use pattern are being proposed. The majority of land developed in Carlisle has been developed for residential purposes, particularly single-family dwellings on individual lots. The location of most existing non-residential development is appropriate and will continue to serve as the primary locations for commerce in the community. The land use patterns have evolved over-time in a relatively orderly manner and will be built upon, with slight modification, rather than altered in a significant manner.

Existing Uses and Zoning. Existing uses and zoning designations were considered. There is no “vested interest” that guarantees zoning will not change, and in fact changes are recommended in this plan. However, such changes were carefully considered to ensure the general development arrangement remains consistent and landowners will retain a reasonable use of their land. Where buildings exist that will accommodate a limited number of uses, they were considered when identifying future land uses.



Carlisle Comprehensive Plan

Relationships of Incompatible Uses. The future land use plan strives to reduce or eliminate incompatible land use relationships existing in Carlisle. Transition areas between land uses, such as the introduction of future parks and recreation areas, are introduced in the plan to help achieve such transitions. The plan designates areas for uses that are considered most appropriate for the community's long-term objectives, with the intention of eventually eliminating some existing uses that do not meet the intent of the Comprehensive Plan. However, where a group of land uses exist, the plan seeks to utilize them to take advantage of existing market forces that are not likely to change.

Desires of the Community. The land use pattern desired by community officials and property owners has been expressed through a variety of venues. Residents generally expressed a need and desire for additional commercial and retail opportunities within Carlisle. Another key concern expressed by residents and Carlisle High School students is the need for activities for the area youths. Finally, specific concerns were echoed throughout the planning process for the need to gain a sense of community pride and a strong desire to maintain property values through active and contentious code enforcement. In general, residents of Carlisle feel a strong connection to the community and speak proudly to be a resident. This pride in Carlisle is an important factor to the overall success of the community.

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

GOALS OF THE PLAN – WHAT THE RESIDENTS WANT

The Comprehensive Plan Steering Committee worked hard to develop the following goals in conjunction with passionate input from the residents of Carlisle. Each goal is associated with a specific category and has a suggested time-table for implementation. Ultimately, these goals contributed to the formulation of the targeted future land development areas discussed below.

**Adopted
September 27, 2011**



GOAL – Improve Delivery of Services

- Town Administration should open discussions with neighboring communities to assist with delivering cost effective municipal services such as police, fire and refuse collection.
 - *IMPLEMENTATION TIME FRAME* – 0-12 months

GOAL – Improve Community Identity

- Increase code enforcement activities to help improve “curb appeal” to facilitate economic development.
 - *IMPLEMENTATION TIME FRAME* – 0-12 months
- Create a neighborhood preservation award for residential and non-residential uses.
 - *IMPLEMENTATION TIME FRAME* – 0-12 months
- Implement a bi-yearly rental inspection program
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Partner with the People Working Cooperatively to channel neighborhood preservation funds into Carlisle
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Review and revise the Zoning Code to implement the Carlisle Comprehensive Plan
 - *IMPLEMENTATION TIME FRAME* – 0-12 months
- Develop a “Carlisle Identity Committee” to focus on the community’s image and marketing brand.
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Obtain Community Development Block Grant funds to implement a residential façade improvement program.
 - *IMPLEMENTATION TIME FRAME* – 12-24 months

Adopted
September 27, 2011



- Utilize a higher level of code enforcement along the Central Avenue corridor, particularly at the gateways into the municipality.
 - *IMPLEMENTATION TIME FRAME* – Immediately
- Catalog non-conforming uses in Carlisle and develop a strategy to eliminate them through updated zoning.
 - *IMPLEMENTATION TIME FRAME* – 3-5 years
- Maintain the rural character of Carlisle to the greatest extent possible when reviewing new development or redevelopment proposals.
 - *IMPLEMENTATION TIME FRAME* – Immediately

GOAL – Preservation and Delivery of Services

- Team with neighboring communities to enhance the delivery of municipal services such as police, fire, and refuse collection.
 - *IMPLEMENTATION TIME FRAME* – 3-5 years
- Develop a comprehensive long-term strategy for road construction, resurfacing and repairs and levy funds (56% support in the community-wide survey) to support the program.
 - *IMPLEMENTATION TIME FRAME* – 3-5 years
- Expand the existing waste water system to the east and west
 - *IMPLEMENTATION TIME FRAME* – 10-20 years
- Increase public water connections when applicable
 - *IMPLEMENTATION TIME FRAME* – Immediately



GOAL – Enhance and Maintain Roadway Infrastructure

- Extend Cora Drive for land development
 - *IMPLEMENTATION TIME FRAME* – 10-20 years
- Extend Union Road to complete the roadway connection to the north.
 - *IMPLEMENTATION TIME FRAME* – 5-10 years
- Perform intersection realignment at Meadowlark, Sunset and Park Roads.
 - *IMPLEMENTATION TIME FRAME* – 5-10 years
- Update the existing Thoroughfare Plan.
 - *IMPLEMENTATION TIME FRAME* – 3-5 years

GOAL – Increase Economic Development

- Develop a marketing information packet for perspective businesses
 - *IMPLEMENTATION TIME FRAME* – 0-12 months
- Complete an industrial market analysis to identify potential business sectors to grow industrial jobs in Carlisle
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Implement an incentive based marketing plan for businesses
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Create a consistent streetscape identity along Central Avenue from Dayton Oxford Road to Norfolk Southern railroad tracks.
 - *IMPLEMENTATION TIME FRAME* – 3-10 years
- Target rail dependent businesses to market Business Parkway advantages
 - *IMPLEMENTATION TIME FRAME* – 12-24 months

**Adopted
September 27, 2011**



Carlisle Comprehensive Plan

- Identify commodity flows by rail traveling through Carlisle.
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Identify potential rail spur areas within Business Parkway.
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Seek funding through the Ohio Rail Commission to develop a rail spur in Business Parkway.
 - *IMPLEMENTATION TIME FRAME* – 3-10 years
- Develop a business outreach program designed to connect Carlisle Administration/Council to the business community
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Develop and implement a business retention and attraction strategy
 - *IMPLEMENTATION TIME FRAME* – 12-24 months
- Utilize the existing gravel extraction site as future mixed-use development location.
 - *IMPLEMENTATION TIME FRAME* – 10-20 years, depending on the closing schedule.
- Create an identifiable “core business district” along Central Avenue near Dayton Oxford Road through focused streetscape and other aesthetic improvements.
 - *IMPLEMENTATION TIME FRAME* – 3-10 years

**Adopted
September 27, 2011**



FUTURE DEVELOPMENT AREAS

To properly assess what the future landscape of Carlisle should “look like,” the Steering Committee analyzed the goals of the existing 1981 Comprehensive Plan to determine what goals of the Plan were implemented and which ones were not. Once the goals were reviewed, the Committee determined which ones remained and whether they are still valid. Those remaining goals were then discussed with residents and businesses during several public workshops. Based on the input of the residents, businesses and the Steering Committee, a “future land use plan” was created. The following discussion of future land use synthesizes the land use elements into one consolidated land use plan with a map identifying a desired land use pattern. The Future Land Use Map is an element of the Comprehensive Plan that illustrates the recommended future land uses for all property in the community over the term of this plan, or roughly the next 20 years. Since Carlisle is a well-established community with stable neighborhoods, the Future Land Use Map focuses only on those areas in Carlisle that present new growth or redevelopment opportunities. Any area of Carlisle not identified as a Future Development Area on the map is planned to remain in its current state and is not planned for future change.

**Adopted
September 27, 2011**



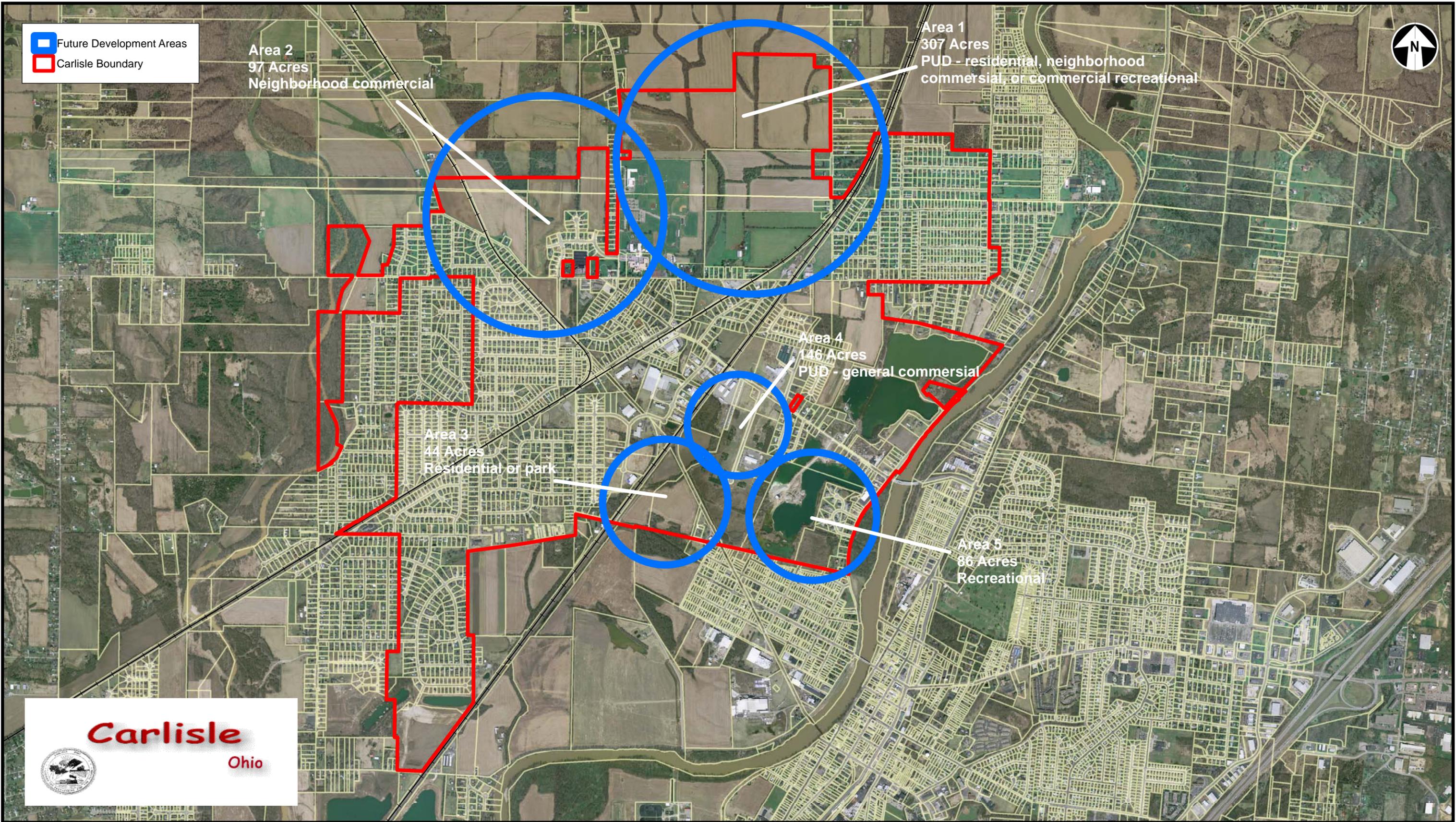
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The Future Land Use Map is intended to accompany the following narrative, and will relate to the “zoning plan” provided below. They were developed in consideration of the factors discussed in the plan and represent the ideal land use configurations, given existing conditions and reasonable expectations. Examining areas of potential development based on the existing land use patterns for Carlisle, several locations in the municipality become noticeable and are detailed below as “Future Development Areas.” Map 8 identifies these areas and Table 23 provides approximate acreage that could be reclassified (some) and developed.

Table 23: Future Development Areas

Area	Existing Zoning Designation	Acerage (Approximate)	Desired Future Land Use
1	Agricultural	53	PUD - residential; neighborhood commercial; commercial recreational
	Business (Commercial)	14	
	Manufacturing	73	
	Residential	<u>167</u>	
	Total Acerage	307	
2	Agricultural	26	Neighborhood commercial
	Business (Commercial)	15	
	Residential	<u>56</u>	
	Total Acerage	97	
3	Manufacturing	<u>44</u>	Residential; park/recreational
	Total Acerage	44	
4	Business (commercial)	35	Residential; general commercial
	Manufacturing	<u>111</u>	
	Total Acerage	146	
5	Manufacturing	<u>86</u>	Recreational
	Total Acerage	86	

**Adopted
September 27, 2011**



> Comprehensive Plan Update
 Map 8: Future Development Area Recommendations



Carlisle Comprehensive Plan



Future Development Area #1 – This largely vacant/agricultural land area is located north and northeast of the Carlisle High School site. This area comprises 307 acres of land that is located substantially in Montgomery County. Currently this future development area has a mixture of zoning classifications ranging from the lowest density zoning of agriculture to the highest

category of commercial zoning. This land development should be considered for a large planned unit development comprising a variety of land uses. Examples of uses that should be considered in this development area are smaller lot single family residential, limited neighborhood commercial, commercial recreation, etc. Densities associated with residential in this development area should be five units per acre. Density bonuses could be considered if the residential is served by public sewer and water.

Future Development Area #2 – This 97 acre vacant land area is located on the north side of Central Avenue near the intersection with Lantis Drive, and is primarily in Warren County. This area was identified by the residents of Carlisle in the municipality-wide opinion survey as being the second most desired location for future commercial development.



**Adopted
September 27, 2011**



The focus of this future land development area should be neighborhood retail and not contain highway commercial or more intense commercial uses such as gas stations or retail uses dependent upon attracting regional users. Uses considered for this area should be similar in nature to small retail store fronts (neighborhood commercial), convenience grocery, personal services, etc. Also, small offices should be considered for this development area. Maximum lot coverage for nonresidential uses in this development area should not exceed 30%.

Future Development Area #3 – This smaller 44 acre vacant land area is located in a triangular shape between (to the east) the Norfolk Southern and CSX lines (to the west), north of Lower Carlisle Road. This vacant land area is currently zoned for industrial land uses but may be better served as a less intensive zoning designation such as residential and/or park. Uses such as larger lot residential homes, parks and recreation and even conservation open space should be considered for this land development area.



Residential densities associated with this development area should permit up to five units per acre with a concentration on clustering homes on a percentage of the land and reserving the remainder for open space or recreation land. Institutional uses should also be considered for this development area.

**Adopted
September 27, 2011**



Future Development Area #4 – This largely vacant development area is located in the Carlisle Business Park. This area comprises 146 acres of vacant land that is currently zoned for industrial land uses. More than 81% of the community-wide opinion survey respondents stated that the business park should be marketed for commercial development, as well as continue seeking industrial users. Given the fact that the business park contains “shovel ready” sites, the industrial market is saturated with existing space and the number one location for future commercial growth (as identified by the residents) is the State Route 123 area adjacent to Business Parkway, this development area may be very attractive for future commercial growth in Carlisle. Commercial Uses for this land development area should be located within 1,200 feet of State Route 123 and should focus on higher intensity commercial (general commercial) such as restaurants (with or without drive thru windows), medical office, light industrial, etc. Lot coverage for commercial and industrial in this development area should not exceed 35-40%.

One potential development hurdle for part of this Future Development Area is the location of the FEMA designated 100-year flood plain over nearly 35 percent of the vacant land in the business park, which required additional coordination for any development. In addition, approximately seven acres of the business park is located in the floodway, which essentially prohibits any development in that area. Fortunately, this area is in the extreme south east corner of the property, minimizing the impact on future development. See “Flood plain Floodway” discussion above for a description of development constraints in these areas.



Future Development Area #5 – The existing gravel extraction business located on the south side of Central Avenue (developed in harmony with the existing private fishing club across Central Avenue) could easily become a future development area that draws visitors from the region. The existing fishing club is located on 86 acres and boosts a membership from the region and throughout the state.



The gravel extraction site could be developed in the future as some type of complimentary use to the fishing club, but perhaps as a public use. Combined, these two properties could become a regional recreation destination that ultimately attracts private dollars to Carlisle and could “prime the pump” for other development along Central Avenue. This development area should be considered as a future planned development area focusing on commercial recreation, open space conservation with some limited higher value residential permitted on the land located outside of the federally regulated floodway. This development area is hampered by the presence of federally regulated floodplain and floodway. This does not mean that the land cannot be developed, however additional engineering and care must be taken for future land uses. Densities associated with this land development area should be flexible and uses clustered on the useable portion of the land with the environmentally sensitive areas being preserved and utilized as a recreation or aesthetic asset to the project. Residential densities should not exceed two units per acre.



Carlisle Comprehensive Plan

This plan only focuses on the potential development or redevelopment areas within community since Carlisle is fairly developed with mainly residential land uses. The remaining existing land uses are envisioned to remain the same during the life of this plan. The plan should be continuously monitored to ensure that existing land use patterns remain and that redevelopment requests are not being entertained. If Carlisle begins to experience requests for redevelopment of uses contrary to existing land use patterns, then this plan must be revisited and amendments should be considered.

**Adopted
September 27, 2011**



Zoning Recommendations

The relationship of the master plan to the zoning code is very important. The policies and recommendations of the master plan are implemented in large part through the zoning code. Therefore, it is important to understand Carlisle's zoning code and how it may need to be changed to implement the policies of the master plan. Changes to the official zoning map will occur gradually over time and should be done so in accordance with the direction set forth in this plan. In some cases, the municipality may desire to initiate certain zoning changes as part of an overall zoning map amendment. Other changes to the zoning map likely will be made in response to requests by private landowners or developers.

The following table provides a zoning plan indicating how the future land development areas in this Comprehensive Plan relate to the zoning districts in the Zoning Ordinance. In certain cases, more than one zoning district may be applicable to a future development area, and in other cases, revisions to the zoning ordinance are noted where they are needed to implement the intent of the Comprehensive Plan.

Adopted
September 27, 2011

Table 24_: Zoning

Comparison Comprehensive Plan			Zoning Code		
Future Development Area	Proposed Density/Lot Coverage	Recommended Uses	General Uses Currently Permitted	Lot Size	Zoning District
#1	5 units per acre	<ul style="list-style-type: none"> ▪ Small Lot Residential ▪ Neighborhood Commercial ▪ Commercial Recreation 	<ul style="list-style-type: none"> ▪ Agriculture ▪ SF Residential ▪ 2F Residential ▪ MF Residential ▪ Parks ▪ Schools ▪ Churches ▪ Retail ▪ Restaurants ▪ Banks ▪ Clinics ▪ Theaters 	<ul style="list-style-type: none"> ▪ 3 acres ▪ 9 to 16,000 sq.ft. ▪ 9,000 sq.ft. ▪ 2 to 9,000 sq.ft. ▪ 1 acres ▪ 5 acres ▪ 2 acres 	<ul style="list-style-type: none"> ▪ AG ▪ R-2, 3 & 5 ▪ R-5 ▪ R-5 ▪ R-2, 3 & 5 ▪ R-5 ▪ R-5 ▪ B-3 ▪ B-3 ▪ B-3 ▪ B-3 ▪ B-3
#2	30% lot coverage	<ul style="list-style-type: none"> ▪ Neighborhood Commercial ▪ Small Office 	<ul style="list-style-type: none"> ▪ Agriculture ▪ Funeral Homes ▪ Outdoor Storage ▪ Offices ▪ Vehicle Sales 	<ul style="list-style-type: none"> ▪ 3 acres 	<ul style="list-style-type: none"> ▪ AG ▪ B-2 ▪ B-2 ▪ B-2
#3	Up to 5 units per acre	<ul style="list-style-type: none"> ▪ Cluster Residential ▪ Open Space ▪ Institutional 	<ul style="list-style-type: none"> ▪ Light Manufacturing ▪ Wholesaling ▪ Warehousing ▪ Auto Sales ▪ Industrial Recreation 	<ul style="list-style-type: none"> ▪ ½ acre ▪ 1 acre ▪ 1 acre ▪ 1 acre ▪ 1 acre 	<ul style="list-style-type: none"> ▪ M-1 ▪ M-1 ▪ M-1 ▪ M-1 ▪ M-1
#4	35-40% lot coverage	<ul style="list-style-type: none"> ▪ General Commercial ▪ Medical Office ▪ Light Industrial 	<ul style="list-style-type: none"> ▪ Same as #3 	<ul style="list-style-type: none"> ▪ Same as #3 	<ul style="list-style-type: none"> ▪ Same as #3
#5	2 units per acre for residential	<ul style="list-style-type: none"> ▪ Commercial Recreation ▪ Open Space Conservation ▪ Larger Lot Residential 	<ul style="list-style-type: none"> ▪ Same as #4 plus: ▪ Heavy Manufacturing ▪ Supply Yards ▪ Storage Facilities ▪ Retail Sales 	<ul style="list-style-type: none"> ▪ Same as #4 ▪ 2 acres 	<ul style="list-style-type: none"> ▪ Same as #4 ▪ M-2



Carlisle Comprehensive Plan

The municipality's Zoning Code should be reviewed to ensure that it contains provisions needed to implement the Comprehensive Plan recommendations. While the ordinance contains basic provisions such as site plan review, conditional land use standards, and other specific requirements that afford control over the quality of development, other provisions should be examined for consistency with the Plan. In general, the Zoning Code is in need of a comprehensive update. However, specific attention should be given to the following areas:

- **Board of Zoning Appeals (BZA) Standards** – Currently the Code does not make a distinction between standards for an unnecessary hardship and a practical difficulty. Different standards must be met to issue a variance and the Code does not provide the guidance for the BZA to properly make a decision. This is a legal problem and must be corrected immediately. New zoning language must adhere to the standards set forth in recent case law affecting this issue.
- **Standards to Amend the Zoning Code** – Currently the Code does not contain standards related to text or map amendments. Up-to-date standards should be set forth as soon as possible to ensure fair and impartial decision-making.
- **Zoning Districts** – The current Code represents a Euclidean style of zoning. There are currently multiple residential zoning districts, several commercial districts, two industrial districts, an agricultural district and “special” zoning districts. There are far too many zoning districts for a community the size of Carlisle and consideration should be given to limiting the number of districts and combining regulations where applicable. Thorough examination of the Code to eliminate redundancy is necessary.

**Adoption Anticipated
September 27, 2011**



Carlisle Comprehensive Plan

- **Zoning Code Structure** – In general the structure of the Code is out-dated and not easy to use. It is evident the Code is old and has been amended over-time without a comprehensive review. Consideration should be given to utilizing more graphics and one style of writing should be used to help clarify intent.
- **Enforcement and Penalties** – Penalties for zoning code violations should be increased, e.g., greater financial and criminal punishments, to ensure neighborhood vitality and stable property values.
- **Planned Unit Development District (PUD)** – A comprehensive update to the existing PUD regulations is necessary. There is confusion as to whether the current PUD is an overlay district or a separate zoning district requiring rezoning approval. To implement the goals of this Plan, consideration should be given to adopting multiple PUD districts designed to have inclusive regulations for a given area rather than reference back to underlying district regulations.
- **Conditional Uses** – The Code lacks standards specific to the various conditional uses listed by district. To ensure fair and impartial approval of conditional uses, standards specific to each use should be developed. A conditional use means it is permitted subject to certain standards being met. Absent specific standards, it is difficult to legally deny a conditional use.

**Adoption Anticipated
September 27, 2011**



- **Off-Street Parking** – Current parking ratios should be employed to ensure that developments are not “over-parked.” The code should consider minimum and maximum parking standards to reduce impervious surfaces and control stormwater run-off. Standards for shared parking should be incorporated into the Code. All existing performance standards should be re-evaluated.
- **Sign Regulations** – Currently there are references to regulating the content of a sign in the Code. A new sign code that is “content-neutral” must be implemented. The Code does not provide standards for sign on a corner lot or sign on a large property or building. Typically, area increases are awarded based on building size or lot location. Definitions for signs (and any other definition in the Code) should be moved to the definition section of the Code to eliminate confusion to the reader.
- **Site Plan Review** – This section of the Code details the process for site plan review and requires landscaping and lighting be shown on the plan. However, the Code lacks standards or requirements for lighting or landscaping (see details under landscaping and street lighting bullets below). Development of these standards is critical to avoid claims of “biased” review of a development proposal. A new chapter of the Zoning Code should be included that specifically details lighting and landscaping standards employed by the municipality. An additional requirement within the site plan review regulations should be a traffic impact analysis. Over time, increases in traffic (typically based on increased development activity) can place a strain on the road system.

**Adoption Anticipated
September 27, 2011**



Requiring a traffic impact analysis allows the municipality to evaluate potential impacts associated with development and identify mitigation methods to be employed by the property owner. A detailed traffic impact analysis should be required for larger developments that are expected to generate higher traffic volumes, such as more than 100 peak hour directional trips or 750 or more total trips on average per day.

- **Landscaping/Streetscaping** – The Code does not contain regulations requiring landscaping or streetscaping. Significant road corridors such as State Route 123 should be treated as a gateway corridor in Carlisle and any project abutting it should contain significant landscaping along the roadway frontage. Furthermore, any basic streetscape improvements should be implemented with all municipality road construction projects. Streetscape improvements act to improve the aesthetic quality of the roadway, while creating a more attractive environment for new or existing businesses.
- **Street and Site Lighting** – Ornamental street lights serve as an important element to a streetscape design and can enhance any non-residential development project. State Route 123 should be targeted as an area to consider encouraging ornamental street lighting to soften the image of this important roadway corridor in Carlisle and to improve the comfort and safety of the roadway for pedestrians.
- **Clarity and Flow** – In general the Code is difficult to follow and lacks flow charts, tables and graphics to make it easy to use.

**Adoption Anticipated
September 27, 2011**



- **Environmental Awareness** – There are multiple areas within the municipality that are hampered by floodplain and floodway concerns. As such, the Code does not provide a natural features setback or any regulations specific to development within or near environmentally sensitive areas. Future Zoning Code amendments should address these features and possibly provide an overlay zone specifically addressing the geographic areas of Carlisle prone to flooding. Utilizing cluster zoning is one of the most effective means of preserving and protecting sensitive natural features or hazard prone areas. Specific standards can be applied to the planned unit development regulations and site plan review to require preservation of open space and environmentally sensitive lands. In addition to preserving natural features, the Code can require the provision of landscaping and buffer strips to enhance the natural character of a site.

**Adoption Anticipated
September 27, 2011**



CONCLUSION

The plan is not to be “shelved” to only collect dust and be referenced when some controversial topic arises. It is important to use this plan in all decisions impacting land use in the municipality, as well as using it as guidance on nearly every decision made for Carlisle.

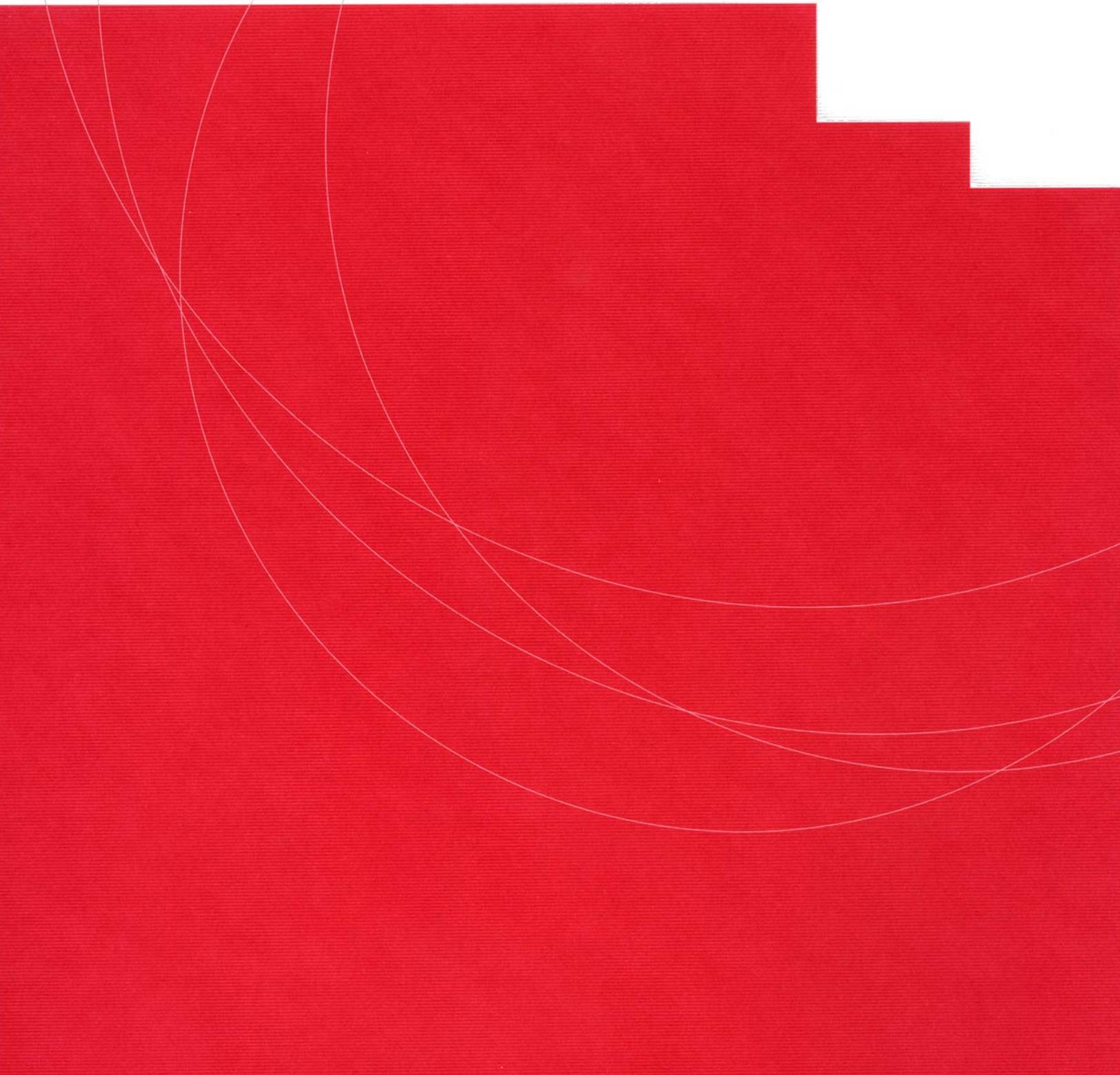
The recommended land development areas and their associated densities/uses are intended to be a guide for future land use. The future development areas map is an illustration of the long-range land use pattern of the community based on the goals and strategies adopted as part of this Comprehensive Plan. The recommendations of this Plan are not intended to be implemented immediately, but rather over time. The Planning commission must consider the timing of implementation as much as the relevance of policy or regulatory changes, as this can have just as much of an effect on future land use as the regulatory change itself.

Furthermore, changes in policies and regulations should be logical and incremental. For example, planning for the existing gravel pit site may not be ripe for rezoning until many years from the Plan adoption date simply because the gravel pit operations may continue for years to come.

Keeping this Plan current is as important as using it on a daily basis. A common mistake is to shelve the Plan after adoption and not continuously monitor the relevance of the policies. Some communities use zoning requests as a justification to change the Plan, when really it should be the opposite – the Plan should justify changes to zoning. Other communities undertake a comprehensive planning effort with the idea that once the plan is completed the job is done for the next twenty years until it’s time to do a “new plan.” This approach to the Plan will render it obsolete very quickly. Keys to a successful plan are to use it often, keep it current and update it often. Following these three principles, Carlisle will be successful in the future.

**Adoption Anticipated
September 27, 2011**

Appendix A



July 27, 2010

Chuck Wiggins

Carlisle, Ohio 45005

RE: Conversational Interview-Comprehensive Plan Update

Dear Mr. Wiggins,

On behalf of the City of Carlisle, I would like to thank you for agreeing to discuss your City's future by helping update the City's Comprehensive Land Use Master Plan.

Your interview with Brian Frantz, LJB Engineering, has been scheduled for:

AUGUST 12, 2010
8:30-9:00 a.m.
HILLCREST BAPTIST CHURCH

Again, thank you for taking time out of your busy day to sit down and discuss how you would like to see the City of Carlisle develop.

If you have any questions, please contact my office.

Sincerely,

Sherry Callahan
City Manager

xc: City Council

January 14, 2011

Bob Furman
Carlisle Planning Commission
Oak St.
Carlisle, OH 45005

RE: Carlisle 2030: Defining Your City's Vision

Dear Mr. Furman:

The City of Carlisle has embarked on a journey to define what this community will look like in the next 5, 10, 20 years. As part of this visioning exercise, the City Council hired outside consultants to help us update the City's Comprehensive Master Plan. A steering committee was created with representatives from businesses, clergy, citizens, board and commission members, elected officials and city staff to tackle this important task. The current comprehensive master plan was adopted in 1981 and has not been updated since that time. A comprehensive plan has many components, i.e., land use, thoroughfares, parks, housing, commercial/industrial development, etc. Each component will be discussed and revised if needed. The input from Carlisle residents, businesses and Boards/Commissions is essential for the final plan to reflect what is truly wanted and needed in the community.

The Steering Committee and City Council would like to invite you to the Public Comment Forum that is scheduled for January 27, 2011 at the Carlisle High School Choir Room beginning at 7:00 p.m. As a member of the Planning Commission, the Comprehensive Plan will be used by you for future development needs, code revisions, etc. and it is extremely important that your input is collected for this document. We encourage you to invite five (5) friends and/or family members to attend this meeting with you.

Please RSVP to Flo Estes, 937-746-0555, ext. 210 whether you will attend or not. We hope to see you there! If you have any questions, please contact Sherry Callahan, City Manager at 937-746-0555, ext. 210.

Sincerely,

Martin Neal
Chairperson Steering Committee



You're Invited to Help Us Develop a City Master Plan

The City of Carlisle has started the process of updating its City master plan and the City needs your help.

“The plan is a blueprint for how Carlisle will grow over the next twenty years.”

“We need our residents involved in this process. Your open and honest input is crucial.”

WHERE: CARLISLE HIGH SCHOOL-CHOIR ROOM

WHEN: JANUARY 27, 2011 - 7:00 p.m.

PLEASE PLAN TO ATTEND AND BRING A NEIGHBOR WITH YOU

March 14, 2011

Wilbur Wisecup
Eagle Mold
Industry Drive
Carlisle, OH 45005

RE: Carlisle 2030: Defining Your City's Vision

Dear Mr. Wisecup:

The City of Carlisle has embarked on a journey to define what this community will look like in the next 5, 10, 20 years. The Steering Committee hosted a Public Comment Forum in January 2011. The attendance and participation by citizens and businesses was so encouraging that the Steering Committee decided to offer another Public Comment Forum scheduled for March 21, 2011 7-9 p.m. at Carlisle High School.

We still need your input. If you could not attend the first forum, please come by on March 21st and let us know your thoughts.

As part of this visioning exercise, the City Council hired outside consultants to help us update the City's Comprehensive Master Plan. City Council also created a steering committee with representatives from businesses, clergy, citizens, board and commission members, elected officials and city staff to tackle this important task. The current comprehensive master plan was adopted in 1981 and has not been updated since that time. A comprehensive plan has many components, i.e., land use, thoroughfares, parks, housing, commercial/industrial development, etc. Each component will be discussed and revised if needed. The input from Carlisle residents and businesses is essential for the final plan to reflect what is truly wanted and needed in the community. Current draft goal statements and survey results can be viewed at www.carlisleoh.org.

Please RSVP to Flo Estes, 937-746-0555, ext. 210 whether you will attend or not. We hope to see you there! If you have any questions, please contact Sherry Callahan, City Manager at 937-746-0555, ext. 210.

Sincerely,

Martin Neal
Chairperson Steering Committee

You're Invited to Help Us Develop a City Master Plan

The City of Carlisle is in the process of developing a Master Comprehensive Plan. This Master Plan is a "blueprint" of how we want the city to grow over the next 20 years. Your involvement in this planning process is crucial, and we cannot formulate these important goals for Carlisle without your open and honest input.

Representatives will be on-hand to discuss the recent **market analysis study** that was conducted of area consumer activity. This important study determined what type of products or services could be offered by Carlisle businesses but are not currently being offered within the city limits. Local businesses and entrepreneurs, in particular, will find this information to be invaluable in helping to expand their customer base.

Where: Carlisle High School

When: March 21st, 2011 - 7:00 pm

You're Invited

Market Analysis Study Discussion

Representatives will be on-hand to discuss the recent **market analysis study** that was conducted of area consumer activity. This important study determined what type of products or services could be offered by Carlisle businesses but are not currently being offered within the corporate limits. Local businesses and entrepreneurs, in particular, will find this information to be invaluable in helping to expand their customer base.

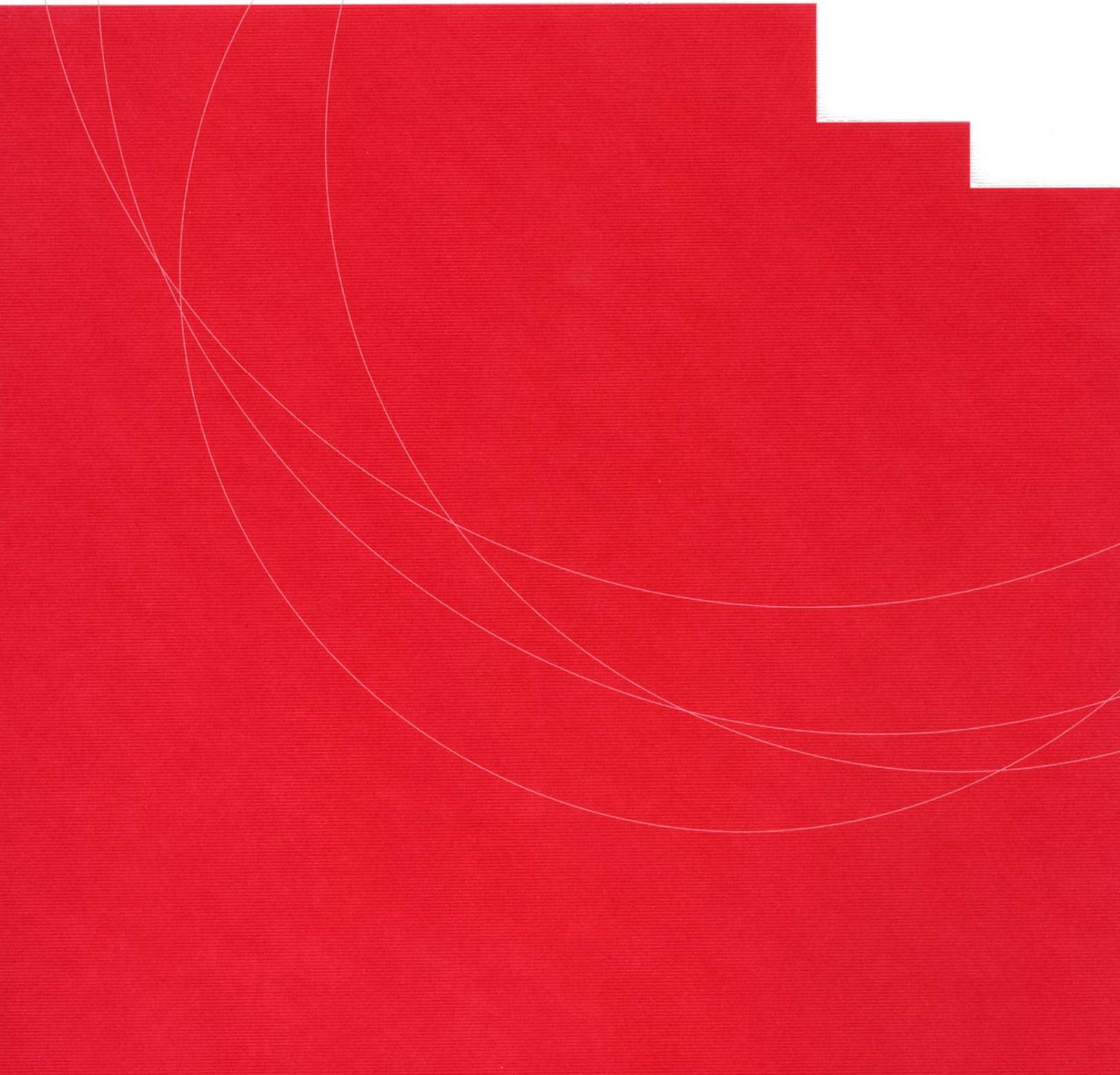
This study is part of the process of developing a Master Comprehensive Plan for the Municipality of Carlisle. This Master Plan is a "blueprint" of how we want to grow over the next 20 years. Your involvement in this planning process is crucial, and we cannot formulate these important goals for Carlisle without your open and honest input. Please plan on attending.

Where: Carlisle Lions Club, Park Ave.

When: June 15, 2011 – 12:00 (noon)-- Lunch will be provided.

Please RSVP to Flo, at 746-0555, x210 your attendance and lunch selection by June 14th.

Appendix B



LAND USE PLAN UPDATE
STAKEHOLDER INTERVIEWS – COMPOSITE SUMMARY
AUGUST 11 & 12, 2010

A. Positives/Strengths

1. State Route 123 (SR 123) is done and ready for more development.
2. Fire Department is up and coming with good leadership.
3. Police Department is up and coming with good leadership.
4. Carlisle Restaurant is a positive attraction for the city.
5. The city has good builders.
6. Roscoe Roof Park is great.
7. City manager form of government is good for Carlisle.
8. The aesthetics of the city have improved.
9. Property maintenance throughout the city is improving.
10. Small town.
11. Community supports one another.
12. Chamber of Commerce.

B. Negatives/Weaknesses

1. The city does not have a business outreach program.
2. No McDonalds.
3. SR 123 lacks a consistent identity.
4. Cook Park is in poor shape.
5. The aesthetics of the entrance to the city from SR 123 and Dayton-Oxford Road is challenging.
6. The flood plain in Carlisle is a problem.
7. Development of Business Parkway is hindered by flood plain issues.
8. Poor road maintenance.
9. The land in Business Parkway is too expensive and the high price per acre limits sales.
10. Lack of entertainment in Carlisle for young adults (aged 18-25) at night.
11. The residential lots in Carlisle are getting too small and cars overhang the right-of-way as a result.
12. The use of planned unit developments (PUD) has not worked in Carlisle.

13. Code enforcement is not consistent or fair.
14. Some codes are not being enforced.
15. The zoning official is not cooperative and business friendly.
16. City council is not business friendly.
17. Roscoe Roof Park is too restrictive in terms of what activities are permitted. Currently restricted to passive recreational uses.
18. Roscoe Roof Park is underutilized because active recreation is not permitted.
19. There are only two or three liquor licenses in Carlisle.
20. The old gravel pit is a junk parcel and likely contaminated.
21. The city does a poor job maintaining the sewer system.
22. The city government lacks progressive thinking.
23. The planning commission lacks experience and expertise.
24. Carlisle needs professional guidance to avoid personal relationships from interfering in decision making.
25. Carlisle lacks an enticement to bring in outside money to the community.
26. The city does not have a grocery store.
27. Travel baseball has hurt Carlisle Little League.
28. The city lacks design standards.
29. The zoning code lacks minimum square footage requirements.
30. There is a lack of creativity and vision in the city's economic development strategy.
31. The park off of Jill Lane is "dumpy."
32. Small town mentality.
33. Lack of jobs in Carlisle.
34. Tall grass is a problem in the city.
35. Too many pizza places in Carlisle.

C. Vision for Carlisle

1. SR 123 from Dayton Oxford Road to the tracks should be commercial, including the frontage for Business Parkway.
2. Bring in a grocery store in Carlisle on SR 123.
3. Growth to the north outside city boundaries.
4. A proactive business friendly city hall.

5. Entice out-of-town businesses coming into to Carlisle rather than “home-grown.”
6. Carlisle fire department to join a regional consortium.
7. Creating a full-time fire department.
8. Sidewalks throughout Carlisle.
9. More parks in Carlisle.
10. Create a downtown with shopping and restaurants.
11. Interconnected trail system.

D. Amenities (retail or otherwise) the Community Desires in Carlisle

1. Drive-thru fast food restaurants (McDonald’s, Wendy’s etc.)
2. A grocery store in Carlisle on SR 123.
3. An Aldi or Save-O-Lot.
4. Auto parts stores.
5. Condominiums or townhomes.
6. New senior housing.
7. A sand volleyball court.
8. A park where kids can play various active/competitive games.
9. A splash park.
10. Recreational uses/facility and some retail should go in the gravel pit site (existing).
11. Destination for young adults (aged 18-25) to socialize
12. A recreational center and community pool.
13. Restrooms at the park on Jill Lane.
14. A pocket park on DuBois Road near the apartments.
15. Retail shopping.
16. New schools.
17. A pool for the school swim team to use for practice.

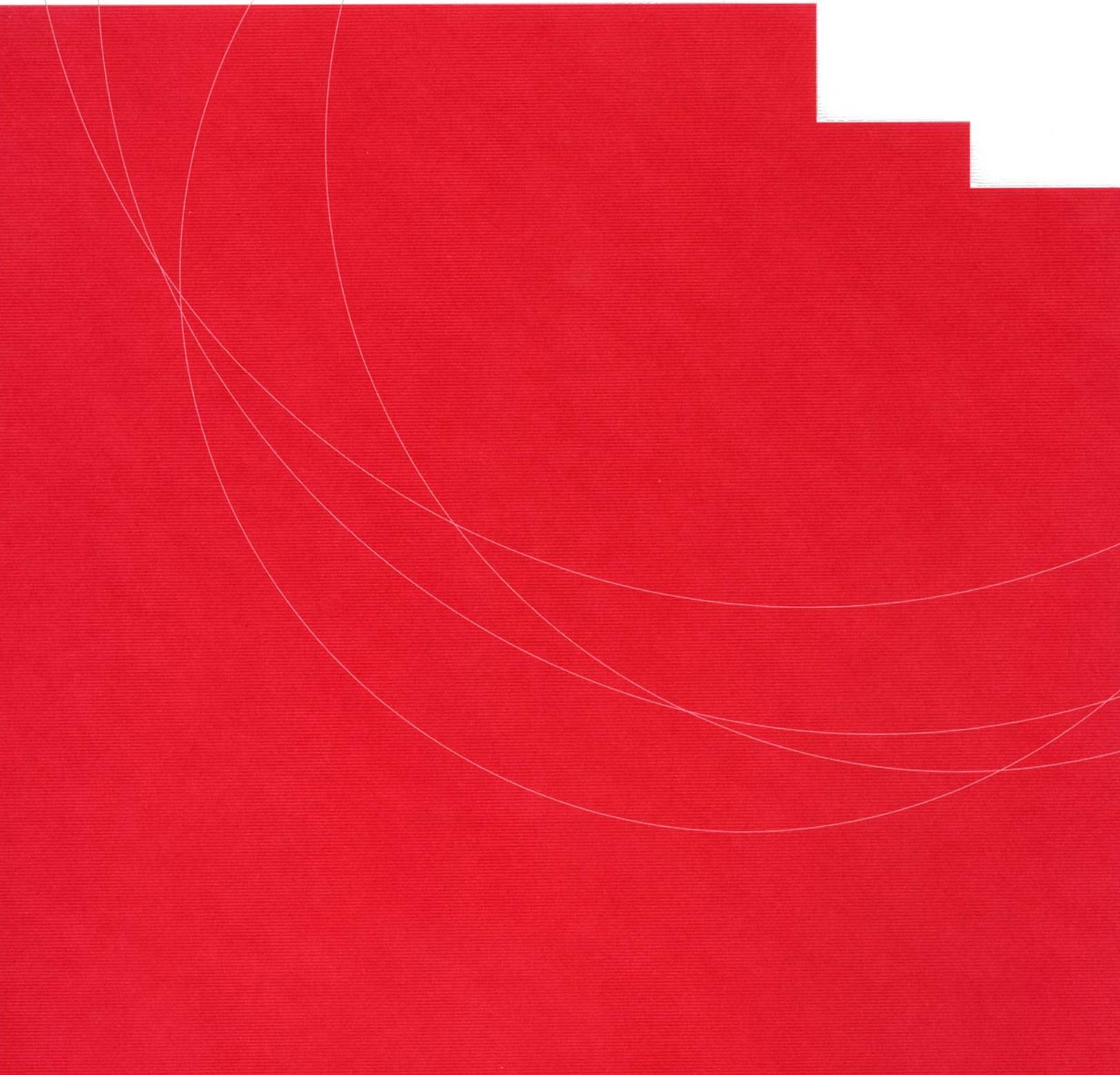
E. Miscellaneous Comments

1. Code enforcement should be a full-time position and enforcement needs to be fair and consistent.
2. Code enforcement should be proactive rather than reactive.

3. Zoning should be adjusted in Business Parkway to accommodate commercial development.
4. The city needs to remember rail is still important and attempt to utilize the active spurs.
5. The city planning commission needs guidance from a city planner regarding development applications.
6. The service department needs to perform a complete “run-through” of the sewers.
7. The city should expand to the north.
8. There needs to be more accountability regarding tax payers’ money.
9. The Business Parkway zoning should be “re-thought.”
10. There is no cooperation from Carlisle government.
11. Tax abatements should not be given to businesses as they leave after the abatement is no longer available.
12. The city administration is not “user-friendly” for businesses or residents.
13. City council and administration are not approachable.
14. City staff is approachable but not effective.
15. Carlisle needs to avoid personal relationships from interfering in decision making.
16. Residents need to support Carlisle businesses.
17. More parks and recreation opportunities would be nice, but funding is a problem.
18. The city needs a “buy-local” program.
19. The city needs to stop waiting for a “home-run” in Business Parkway and consider other uses besides industrial.
20. The city should make residents aware of individual subdivision restrictions, even though they can not enforce them.
21. The city does not need design restrictions for commercial and residential development.
22. City services should be combined with Frankin to save money.
23. The city should annex more property.
24. The city is doing a good job with supporting businesses.
25. Gravel pit is draining the aquifer.
26. We want city water.
27. Supports a stormwater fee to improve stormwater problems in Carlisle.
28. IGA property is not developed properly.

29. There needs to be a SR 123 corridor plan.
30. The city needs to have design standards.
31. City should take action to support local restaurants.
32. The city should do more to foster civic participation.
33. The city lacks a sense of community.
34. City staff/council is not involved enough with local clubs/organizations.
35. Duke Energy could “take back” the little league fields leaving nowhere for the kids to play little league baseball.
36. Cockroaches are a huge problem in the schools.
37. Cannot understand why the city schools did not pursue the Ohio Schools Facilities Commission (OSFC) funds for new schools.
38. Cook Park needs updating.
39. A volunteer fire department is adequate.
40. The city should focus on green industry.
41. People like the well water but would like fire hydrants.
42. The city should focus on drawing wind and solar power businesses to Business Parkway.
43. The city lacks partnership/cooperation to navigate new businesses through the permitting process.

Appendix C





Innovative Facility and Infrastructure Design™

Carlisle 2030: Defining Your City's Vision

City-Wide Public Forum

January 27, 2011




CITY-WIDE OPINION SURVEY

- Mailed December 3, 2010
- Completed by households during December
- Completed by Carlisle High School Students in January 2011





SURVEY STATISTICS

- 2,174 surveys mailed – 284 Paper Surveys Returned (13.1%)
- 840 mailed to Ward I – 118 Returned (14%)
- 630 mailed to Ward II – 61 Returned (9.6%)
- 704 mailed to Ward III – 105 Returned (14.9%)
- Electronic Version – 81 Completed
- Total return (including electronic) – 365 (16.8%)




SURVEY RESPONDANTS BY AGE

◦ 15-18 years old (16.9%)	◦ 40-49 years old (14%)
◦ 19-25 years old (3%)	◦ 50-59 years old (16.3%)
◦ 26-30 years old (2.9%)	◦ 60-69 years old (22%)
◦ 31-39 years old (10%)	◦ 70+ years old (14.9%)
◦ TOTAL 15-39 (32.8%)	◦ TOTAL 40-70+ (67.2%)




SURVEY RESULTS – IMPORTANT TOPICS



- Medium to High Priority
 - > Fire protection (96.4%)
 - > Groundwater quality (94.1%)
 - > Police protection (92.4%)
 - > Property maintenance (90.1%)
 - > Road maintenance (86.6%)
 - > Business development (79.9%)
 - > Utility services (79.8%)
 - > Solid waste disposal (79.3%)
 - > Improved school buildings (79.2%)



SURVEY RESULTS – IMPORTANT TOPICS



- Medium to High Priority
 - > Farmland protection (76.8%)
 - > Litter dumping (75.8%)
 - > Community aesthetics (74.1%)
 - > Parks and Recreation planning (70.3%)
 - > Commercial development (70.5%)
 - > Flood control (64.8%)
 - > Open space preservation (61.6%)
 - > Traffic speeds (59.1%)
 - > Traffic volumes (59%)
 - > Historic preservation (56.7%)
 - > Tree lines streets (39.8%)



SURVEY RESULTS – PLANNING PRIORITIES



- Medium to High Priority
 - > Economic development (85.1%)
 - > Growth management (76.3%)
 - > Community aesthetics (72.3%)
 - > Expanding public water city-wide (48.3%)



SURVEY RESULTS – GOAL STATEMENTS



- Agree to Strongly Agree
 - > Promote community involvement in the planning process (91.3%)
 - > Plan new housing to preserve natural features (88.2%)
 - > Develop housing consistent with land uses elsewhere in the city (81.2%)
 - > Market Business Parkway for commercial development (81.1%)
 - > Encourage more industrial in Business Parkway (80.7%)
 - > Focus commercial development along SR 123 near the gravel pit (80.6%)



SURVEY RESULTS – GOAL STATEMENTS



- Agree to Strongly Agree
 - > Regulate aesthetics through property maintenance codes (71.3%)
 - > Provide a variety of housing alternatives in Carlisle (68.7%)
 - > Focus commercial development along SR 123 near the northwest limits of the city (66.3%)
 - > Develop a "brand" for Carlisle (59.8%)
 - > Encourage residential that does not require public water (57.8%)
 - > Plan for a "town center" in Carlisle (55.3%)



SURVEY RESULTS – FUTURE POLICIES



- Medium to High Priority
 - > Protect the city's natural features (88.9%)
 - > Provide for more goods and services locally (82.2%)
 - > Maintain an agricultural/rural atmosphere (81.9%)
 - > Plan for commercial development (74.6%)
 - > Continue to focus on attracting industrial development (71.5%)
 - > Annex more land for further residential development (53.7%)



SURVEY RESULTS – FUTURE LAND USE



- Agree to Strongly Agree
 - > New commercial land uses (78.1%)
 - > Farmland preservation (75.7%)
 - > Large lot single family (71.7%)
 - > Senior housing options (70.5%)
 - > New industrial land uses (69.5%)
 - > Acquire additional park land (57.4%)
 - > Develop townhomes (54.8%)
 - > Create a town center (54.7%)
 - > Develop single family homes with strict design standards (42.6%)
 - > Develop single family homes on smaller lots (30.2%)
 - > Development new apartments (28.2%)



SURVEY RESULTS - ANNEXATION



- Should Carlisle annex land to encourage new development?
 - > 37.2% YES
 - > **38.9% NO**
 - > 23.9% UNDECIDED



SURVEY RESULTS – COMMERCIAL LOCATION



- Where should future commercial land be developed?
 - > SR 123 near Dayton Oxford (57.6%)
 - > SR 123 near city hall (25.9%)
 - > SR 123 north of Lantis Drive (35.2%)
 - > Carlisle does not need more commercial development (19%)



SURVEY RESULTS – INDUSTRIAL LOCATION



- Where should future industrial land be developed?
 - > Business Parkway (60.3%)
 - > Industry Drive (59.6%)
 - > On the gravel pit property once mining is complete (56%)
 - > On Fairfield Drive near township hall (16.9%)



SURVEY RESULTS – PARKS ASSESSMENT



- Would you be in favor of a special assessment to finance city-wide parks and recreation programs (including new parks)?
 - > 21.5% YES
 - > 56.6% NO
 - > 22.1% UNDECIDED



SURVEY RESULTS – PARKS ASSESSMENT



- Would you be in favor of a special assessment to pay for access to public water?
 - > 22.3% YES
 - > 65.1% NO
 - > 14.9% UNDECIDED



SURVEY RESULTS – ECONOMIC DEVELOPMENT



- Should the city use tax dollars to increase economic development opportunities?
 - > 33.2% YES
 - > **42.8% NO**
 - > 25.4% UNDECIDED



SURVEY RESULTS – GOVERNMENT TEAMING



- Should the city be more proactive in teaming with the township and/or city of Franklin to enhance the delivery of services such as fire, police and garbage removal?
 - > **62% YES**
 - > 17.3% NO
 - > 21.9% UNDECIDED



SURVEY RESULTS – PAID IMPROVEMENTS



◦ What improvements are you willing to pay for over a period of time?

- > Road construction resurfacing and repairs (Yes 55.3%, No 39.8%, Undecided 4.9%)
- > Sidewalk/trail construction (No 60.9%, Yes 34.9%, Undecided 4.2%)



- > Improved street lighting (No 54.2%, Yes 41.5%, Undecided 4.2%)
- > Trees and landscaping (No 63.7%, Yes 31.2%, Undecided 5.1%)



SURVEY RESULTS – PAID IMPROVEMENTS



◦ What improvements are you willing to pay for over a period of time?

- > Open space preservation (No 60.7%, Yes 32.9%, Undecided 6.4%)
- > Town Hall expansion/improvements (No 77.7%, Yes 17.9%, Undecided 4.4%)



- > Expansion of the city park system (No 56.9%, Yes 37.2%, Undecided 5.9%)
- > City-wide stormwater collection system (No 69.2%, Yes 24.7%, Undecided 6.2%)



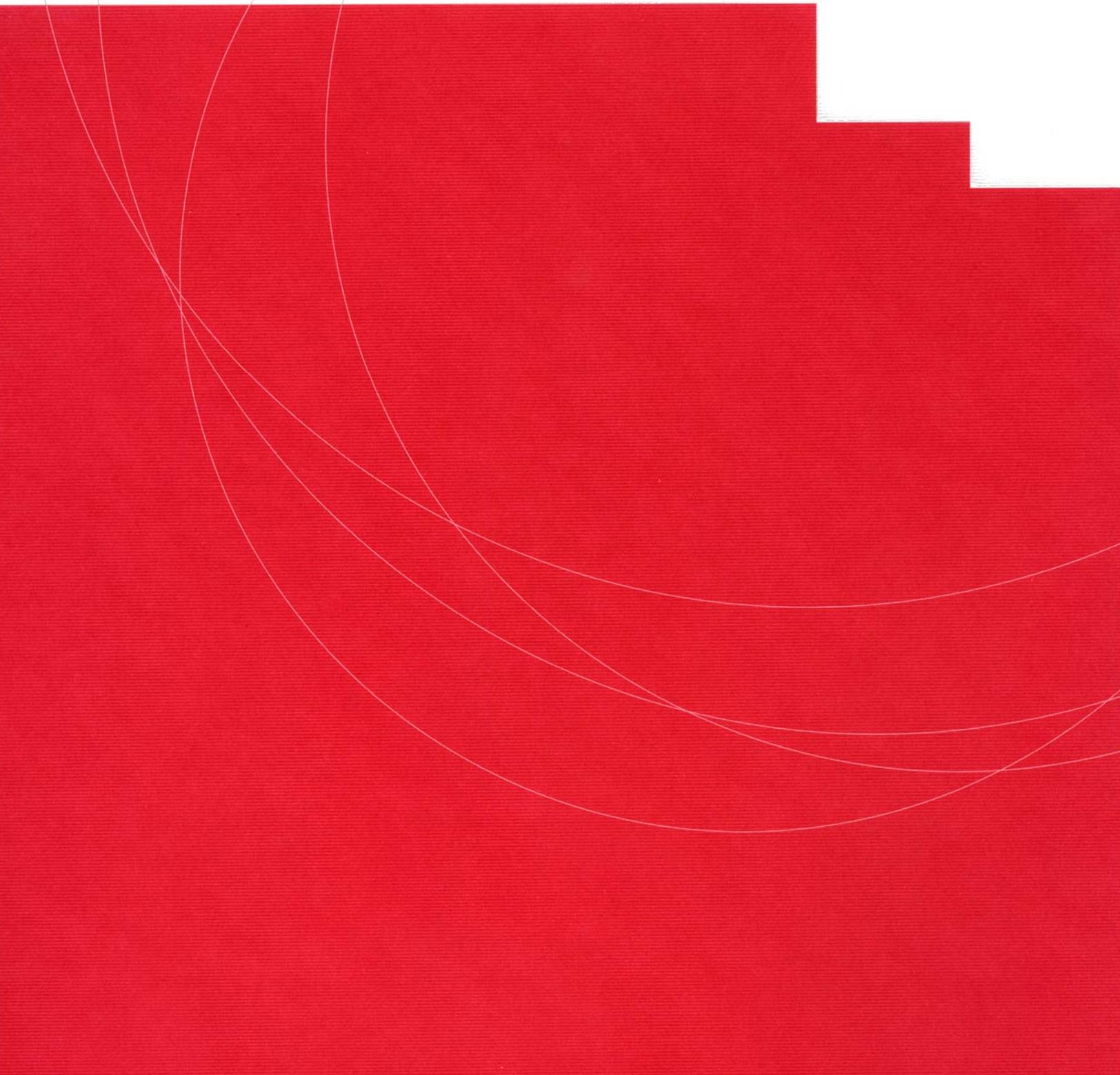
CONTACT INFORMATION



- | | |
|-------------------------|-----------------------|
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| ◉ Dayton, OH 45420 | ◉ Dayton, OH 45420 |
| ◉ 937-259-5000 | ◉ 937-259-5000 |
| ◉ bfrantz@ljbinc.com | ◉ psage@ljbinc.com |



Appendix D



City of Carlisle, Ohio Retail Market Analysis

Prepared for:

LJB, Inc.

Prepared by:



6151 Wilson Mills Road, Suite 220

Highland Heights, Ohio 44143

(440) 220-6990 Office

www.mb3consulting.com

April 2011

Contents

EXECUTIVE SUMMARY 3

 Trade Area..... 3

 Household and Lifestyle Data 4

 Summary Demographics..... 4

 Lifestyles Characteristics..... 4

 Retail Gap (Demand – Supply) 6

 Competitive Retail Environment..... 8

 General Recommendations 8

PREFACE 8

 Project Goals 8

 Methods..... 9

TRADE AREA 10

 What is a trade area?..... 10

 Household and Lifestyle Data 13

 Households 13

 Demographics 14

 Lifestyles Characteristics..... 16

RETAIL GAP (DEMAND – SUPPLY) 18

 Competitive Retail Environment..... 21

 Retail Potential in Carlisle 22

GENERAL RECOMMENDATIONS 23

APPENDICES 24

 Appendix A – Retail Marketplace Profile (5-minute Drive)..... 24

 Appendix B – Retail Marketplace Profile (10-minute Drive)..... 27

 Appendix C – Retail Marketplace Profile (15-minute Drive)..... 30

 Appendix D – Trade Area Business Summary by NAICS Code 33



EXECUTIVE SUMMARY

LJB, Inc. (“LJB”) contracted MB3 Consulting to complete a retail market assessment of the city of Carlisle to identify potential opportunities for retail development in Carlisle, particularly for the areas of the city identified as key retail areas in the 2011 Comprehensive Plan. The specific goals of this market assessment included the following:

- Identify drive-time trade area.
- Gather relevant household and lifestyle data to understand potential customer profiles within the trade area.
- Gather detailed data for the trade area(s) to estimate:
 - Retail Demand (For purposes of this report, retail includes restaurants – limited and full-service.)
 - Retail Supply
 - Retail Gap (Demand – Supply)
- Identify retail opportunities.
- Provide general recommendations about developing a retail attraction strategy.

Trade Area

More than eighty-two percent (82%) of people who took the City-Wide Opinion Survey said that providing more goods and services locally was a medium to high priority. That is not surprising since retail customers generally think in terms of time and convenience ... in other words, retail customers make decisions primarily based on drive time.

For purposes of this report, we used the commuting data as a benchmark for defining the retail trade area of the city of Carlisle because it is one of the most logical for this analysis. According to Census statistics, the mean travel time to work for Carlisle residents is 20.7 minutes. Within that 20-minute drive time radius of Carlisle, there are a significant number of regional retail centers – Middletown, Germantown, Franklin, and Centerville – that draw customers from Carlisle. Therefore, to be conservative in the assessment of the retail potential in Carlisle, we identified the trade area using drive times of 5, 10 and 15 minutes from the core retail area of Carlisle – the intersection of Central Avenue and Union Road. Based on the type and amount of retail competition in the region (defined by 15-minute drive time radius), the primary trade area of Carlisle is within a 5-minute drive of the core retail area of the city.

Household and Lifestyle Data

Summary Demographics

A summary of select demographic characteristics within the three-tiered drive-time trade area is as follows:

	5-Minute Drive Time		10-Minute Drive Time		15-Minute Drive Time	
	2010	2015	2010	2015	2010	2015
Population	13,337		39,941		141,411	
Households	5,259	5,484	15,637	16,210	58,096	59,752
Median Disposable Income	\$42,196		\$46,040		\$47,425	
Per Capita Income	\$23,761		\$26,260		\$29,386	

Source: ESRI

- Nearly ninety-two percent (92%) of the trade area population is white; almost ninety-seven percent (97%) of the population within the primary trade area is white.
- More than thirty-six percent (36%) of the trade area population works in white-collar occupations; almost twenty-three percent (23%) of the population within the primary trade area works in white-collar occupations.
- Nearly seventy-seven percent (77%) of homes in the trade area are valued less than \$200,000; more than eighty-seven percent (87%) of homes within the primary trade area are valued less than \$200,000.

Lifestyles Characteristics

Social scientists and corporate marketers use a method called segmentation for years to group people with similar behaviors, tastes, lifestyles, ages, etc. Segmentation incorporates a wide array of data in order to measure, forecast, and target potential customers. For this report, we utilized ESRI's Tapestry Segmentation system to assess the various lifestyle classifications or segments of neighborhoods within the trade area. The various segments are referred to as Lifestyle Groups in this report. The analysis, based on 2008 households in the trade area, indicated that the top three households in the primary trade area were:

Lifestyle Group	Percent Trade Area Households
Rustbelt Traditions	35.6%
Great Expectations	21.7%
Green Acres	12.9%
Sub-total	70.2%

The lifestyle groups in Carlisle's primary trade area are relatively common with similar behaviors, tastes, etc. This makes it somewhat easier to target retail sub-sectors that would meet the demands of trade

area households. Below is a description of the top three lifestyle groups (source: ESRI, Tapestry Segmentation, Reference Guide).

Rustbelt Traditions

These neighborhoods are predominantly white with a mix of married-couple families, single parents, and singles that live alone. The median age is 36.5 years, just below the U.S. median. The median household income is \$51,545, slightly below that of the U.S. median. Half of the employed residents work in white-collar jobs. Historically, residents of these neighborhoods sustained the manufacturing industry that drove local economies. Now, residents are predominantly working in service industries, followed by manufacturing and retail trade. The median net worth of residents is \$83,418. Educational attainment is improving in these neighborhoods with more than eighty-four percent (84%) of adult residents (25+ years) having graduated from high school, fifteen percent (15%) having a college degree, and forty-four percent (44%) having attended college.

Residents of these neighborhoods live in modest, single-family homes. Seventy-three percent (73%) own homes. The median home value of \$95,443 is relatively low because almost two-thirds of the housing was built before 1960.

Residents stay close to home to work, shop, and play. They will spend money on their families, yard maintenance, and home improvements and they will hire contractors for strenuous home improvement projects. They are financially conservative; residents are frugal and shop for bargains at stores such as Sam's Club, J.C. Penney, and Kmart. They go online weekly to play games and shop. Their interests include bowling, fishing, and hunting and they attend car races, country music shows, and ice hockey games. Residents are big cable TV fans; they watch sitcoms and sports events.

Great Expectations

Young singles who live alone and married-couple families dominate *Great Expectations* neighborhoods. The median age is 33.2 years. Some residents are just beginning their careers or family lives. Compared to the U.S., this segment has a higher proportion of residents who are in their 20s and a higher proportion of householders younger than 35 years. Racial composition of this segment is similar to the U.S.

Median household income is \$38,790 which is lower than the U.S. Nearly half of the adult population (25+ years) has some postsecondary education; eighteen percent (18%) have a college degree. Most residents are employed in manufacturing, retail, and service industries.

Half of residents in *Great Expectations* neighborhoods own their homes; half rent. More than half of households are single-family dwellings; approximately forty percent (40%) are apartments. The median home value is \$102,241. Most of the housing units were built before 1960. These homeowners are not afraid to do smaller maintenance and remodeling projects. They go out to dinner and movies. They do

most of their grocery shopping at stores such as Wal-Mart Supercenters, Aldi, and Shop 'n Save. They shop at major discount and department stores. They like to play softball and pool; go canoeing; listen to country music and classic rock. They rarely travel.

Green Acres

Seventy-one percent (71%) of the households in *Green Acres* neighborhoods are married couples with and without children. Many families are blue-collar Baby Boomers, many with children aged 6–17 years. Population in this segment is growing by more than two percent (2.2%) annually in the U.S. The median age is 40.7 years. This segment is predominantly white.

This segment is educated and hard-working with more than twenty-five percent (25%) of *Green Acres* residents having a college degree. Residents have higher employment concentrations in the manufacturing, construction, health care, and retail industries. Seventeen percent (17%) of the households earn income from self-employment ventures. Median household income is \$64,480.

Homeownership is eighty-six percent (86%), and the median home value is \$181,705. *Green Acres* households own multiple vehicles; seventy-eight percent (78%) own two or more vehicles; they prefer full-size pickup trucks and motorcycles. Country living describes the lifestyle of *Green Acres* residents. Residents are do-it-yourselfers who maintain and remodel their homes. They own riding lawn mowers, garden tillers, tractors, separate home freezers for the harvest, and sewing machines. Residents ride bikes and go fishing, canoeing, and kayaking. They also ride horses and go power boating, bird watching, target shooting, hunting, motorcycling, and bowling.

Retail Gap (Demand – Supply)

Retail gap represents the difference between the demand (retail spending potential) for retail goods, including food and drink in the trade area less the supply (sales) of retail goods by trade area businesses. A positive retail gap number indicates consumers are leaving the trade area to purchase goods and services, this is known as leakage. In other words, trade area businesses are not supplying enough goods and services to meet customers' demands – this represents possible retail opportunities. It should be noted that just because a positive retail gap may exist, it does not necessarily indicate that the trade area could attract retail businesses to fill the unmet demand. A negative retail gap number indicates a surplus of retail sales – a market where customers are drawn in from outside the trade area.

Within the primary trade area (5-minute drive time), there is a significant leakage of spending for retail trade and food and drink (i.e. restaurants) as shown in the table below.

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand – Supply)	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$110,923,340	\$39,458,705	\$71,464,635	61
Total Retail Trade (NAICS 44-45)	\$94,251,856	\$27,782,441	\$66,469,415	45
Total Food & Drink (NAICS 722)	\$16,671,484	\$11,676,264	\$4,995,220	16

Much of the leakage is associated with spending for retail trade such as automobiles, home furnishings, clothing, and electronics. Consumers tend to drive longer distances to make those types of purchases at larger, national or regional stores where they tend to get larger selections and more competitive pricing. However, there are a few industry sectors that may represent opportunities for business growth/attraction in Carlisle. Potential retail opportunities for Carlisle include the following:

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
Auto Parts, Accessories, and Tire Stores	\$1,341,494	\$242,550	\$1,098,944	1
Building Material and Supplies Dealers	\$3,229,921	\$1,090,884	\$2,139,037	4
Lawn and Garden Equipment and Supplies Stores	\$243,556	\$68,604	\$174,952	1
Grocery Stores	\$11,468,499	\$6,325,352	\$5,143,147	7
Sporting Goods/Hobby/Musical Instrument Stores	\$635,754	\$142,319	\$493,435	3
Book, Periodical, and Music Stores	\$463,432	\$0	\$463,432	0
Full-Service Restaurants	\$8,839,928	\$4,586,009	\$4,253,919	7
Limited-Service Eating Places	\$6,256,069	\$4,486,575	\$1,769,494	5

Some of the above potential retail sector opportunities may be in specialty subsectors. For example, most residents within the primary trade area shop for groceries at larger supercenters like WalMart, so locating a full-service grocery store in Carlisle may be unrealistic. However, a regional or locally-owned grocery/general purpose store may be a good fit.

Potential opportunities in the “Building Materials ...” and “Lawn and Garden ...” sectors may, for example, be pursued thorough the expansion of goods/services offered by the existing lumber yard – The Gross Lumber Company. Additional primary research such as customer or market surveys will likely be required to determine which types of goods and/or services could be added within these sectors.

Based on our research and experience, Carlisle would likely have the best success recruiting privately owned and operated restaurants to meet the unmet demand for Full-Service Restaurants. Limited-Service Eating Places may be an exception as national chains like Subway and McDonald’s for example, invest in communities with market and demographic make-ups similar to Carlisle. However, the amount

of unmet demand (Retail Gap) for Limited-Service Eating Places does not appear to be great enough to support a freestanding restaurant like McDonald's, but there may be enough for a user similar to Subway that could occupy a smaller storefront in a strip plaza. Another opportunity related to Limited-Service Eating Places may be to combine a "fast food" restaurant with an existing gas station – Taco Bell and Kentucky Fried Chicken are examples of restaurants that jointly occupy space with gas stations.

Competitive Retail Environment

Within a 15-minute drive of Carlisle, the competitive retail environment provides trade area residents with a significant supply and diversity of retail shopping and restaurant opportunities, including the cities of Middletown, Germantown, Franklin, and Centerville. These major retail centers, which are part of the trade area, compete significantly with Carlisle for retail demand, even within the primary trade area.

General Recommendations

Retailers will make location decisions primarily based on the density of customers (not just population). So, when recruiting a business it is imperative to understand and address the customer characteristics of the retail sectors being targeted. The retail opportunities for Carlisle will most likely center around providing convenience-oriented goods and services to customers in the primary trade area. This means offering goods and services that do not compete with those already offered within the trade area. Private, family-run businesses will likely be the best fit.

PREFACE

LJB, Inc. ("LJB") contracted MB3 Consulting to complete a retail market assessment of the city of Carlisle to identify potential opportunities for retail development in Carlisle, particularly for the areas of the city identified as key retail areas in the 2011 Comprehensive Plan. The specific goals of this market assessment are detailed in the section.

Project Goals

The primary goal of this limited retail market assessment was to identify potential opportunities for retail development in the city of Carlisle, particularly for the areas of the city identified as key retail areas in the 2011 Comprehensive Plan. The specific goals of this market assessment included the following:

- Identify drive-time trade area.
- Gather relevant household and lifestyle data to understand potential customer profiles within the trade area.
- Gather detailed data for the trade area(s) to estimate:

- Retail Demand (For purposes of this report, retail includes restaurants – limited and full-service.)
- Retail Supply
- Retail Gap (Demand – Supply)
- Identify retail opportunities.
- Provide general recommendations about developing a retail attraction strategy.

Methods

MB3 Consulting (“MB3”) completed the following steps to achieve the project goals outlined above:

1. Met with LJB to understand project and city priorities, discuss commercial land use plans and issues, discuss community strengths and weaknesses from a commercial development perspective, and develop the project approach.
2. Reviewed documents and data from the comprehensive planning process – reviewed current planning data including, but was not be limited to, the following:
 - a. City-wide opinion survey
 - b. Goal statements
 - c. Land use plans
3. Assessed Current Retail Mix – reviewed the existing retail mix in the city and region to better understand the potential competition to Carlisle. The regional retail competition was evaluated based on its proximity to Carlisle, location characteristics, tenant mix, and targeted customer appeal.
4. Gathered Demographic and Household Data – collected detailed information about individuals and households in the region to better understand the likely buying wants, needs and habits of regional retail customers.
5. Identified Trade Area – identified the retail (including restaurants) trade area for Carlisle based on a broad review of demographic, household and existing retail characteristics in the region – measured by a 30-minute drive-time radius. The primary retail trade area is considered to be within a 5-minute drive time from the intersection of Central Avenue and Union Road in Carlisle – hereafter referred to as the **primary trade area**. Identifying a more specific trade area would require comprehensive primary research such as conducting a patron identification survey. This would allow the City to tabulate and map patron zip codes. Please note that charts/tables in **green** show data for the *primary trade area* and those in **blue** show data for the *trade area*.
6. Gathered Trade Area Population, Demographic and Lifestyle Characteristics – gathered current and projected population, demographic and lifestyle statistics for a three-tiered trade area

defined by 5-minute, 10-minute and 15-minute drive times from Carlisle. The information includes, but is not limited to, demographic characteristics such as income, occupation, education, age, race, household size, and housing characteristics. In addition, specific lifestyle groups were identified that make up the neighborhoods in the trade area. The lifestyle groups showcase distinct behavioral market segments that provide a clearer picture of the habits, preferences, life stage, etc of individual households within the trade area – this method allows for a better assessment of potential customers, not to just simply identify numbers of people.

7. Gathered Retail Supply and Demand Data for the Trade Area – obtained detailed supply and demand data for the trade area(s) to identify gaps (i.e. unmet demand) in the trade area.
8. Identified Potential Retail Opportunities – identified potential retail opportunities for the city of Carlisle based primarily on the results and contribution from the following:
 - a. City-wide opinion survey,
 - b. Regional competition review,
 - c. Retail gap analysis, and
 - d. Tour of the city of Carlisle.
9. Made general recommendations about developing a retail attraction strategy – the potential retail opportunities and recommendations in this report represent the opinions of MB3 Consulting based on input from the City-wide Opinion Survey and LJB as well as the most current, relevant data available from dependable sources including, but not limited to, ESRI and the U.S. Census Bureau. The findings and recommendations from this analysis do not, in any way, guarantee any result from the use of the analysis. Retail markets are dynamic and any unforeseen changes within the regional market such as unknown developments and changes in economic conditions could significantly affect the findings and recommendations in this report.

TRADE AREA

What is a trade area?

A trade area is the geographic region from which retail businesses in a community draws most of their customers. Identifying Carlisle’s trade area is an important first step in determining how much retail sales might increase and what types of demands are possibly being unmet locally. Retail trade areas are most often defined using one or more of the following techniques:

- A traffic flow analysis,
- Using a retail gravity model,
- Using a zip code assessment, and/or
- Using commuting data.

For purposes of this report, we used the commuting data approach as a benchmark for defining the retail trade area of the city of Carlisle because it is one of the most logical for type of analysis. The mean travel time to work for Carlisle residents is 20.7 minutes, according to the U.S. Census Bureau, 2005-2009 American Community Survey. Within that 20-minute drive time radius of Carlisle, there are a significant number of regional retail centers – Middletown, Germantown, Franklin, and Centerville – that draw customers from Carlisle. These retail centers are approximately 12, 4, 5, and 12 miles from Carlisle, respectively. Therefore, we identified the trade area using drive times of 5, 10 and 15 minutes from the core retail area of Carlisle – the intersection of Central Avenue and Union Road. Based on the type and amount of retail competition in the region (defined by 15-minute drive time radius), the primary trade area of Carlisle was determined to be within a 5-minute drive of the core retail area of the city. Below is a map showing the trade area drive time rings. The red, green and blue areas on the map show the 5, 10 and 15-minute drive time rings, respectively, from Carlisle.

Household and Lifestyle Data

A summary of select demographic characteristics within the three-tiered trade area is as follows:

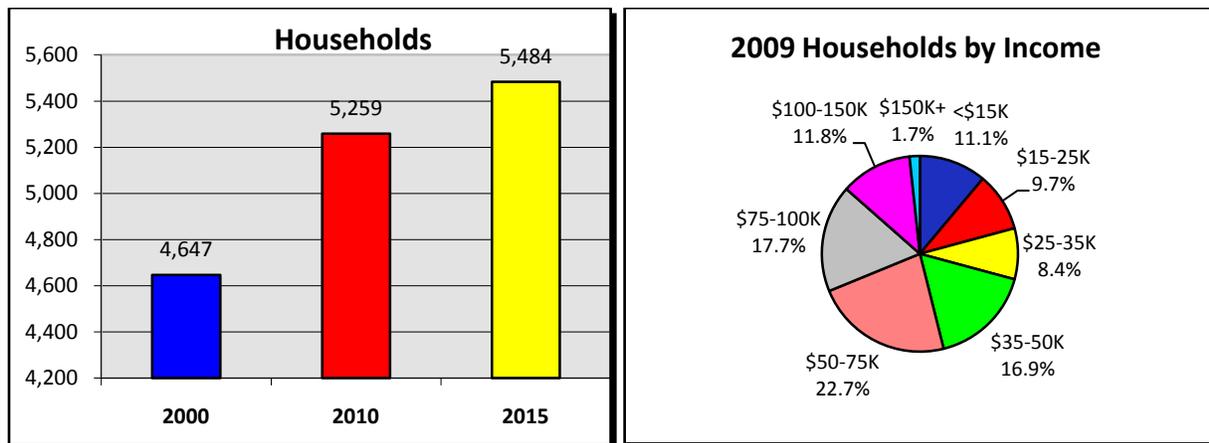
	5-Minute Drive Time		10-Minute Drive Time		15-Minute Drive Time	
	2010	2015	2010	2015	2010	2015
Population	13,337		39,941		141,411	
Households	5,259	5,484	15,637	16,210	58,096	59,752
Median Disposable Income	\$42,196		\$46,040		\$47,425	
Per Capita Income	\$23,761		\$26,260		\$29,386	

Source: ESRI

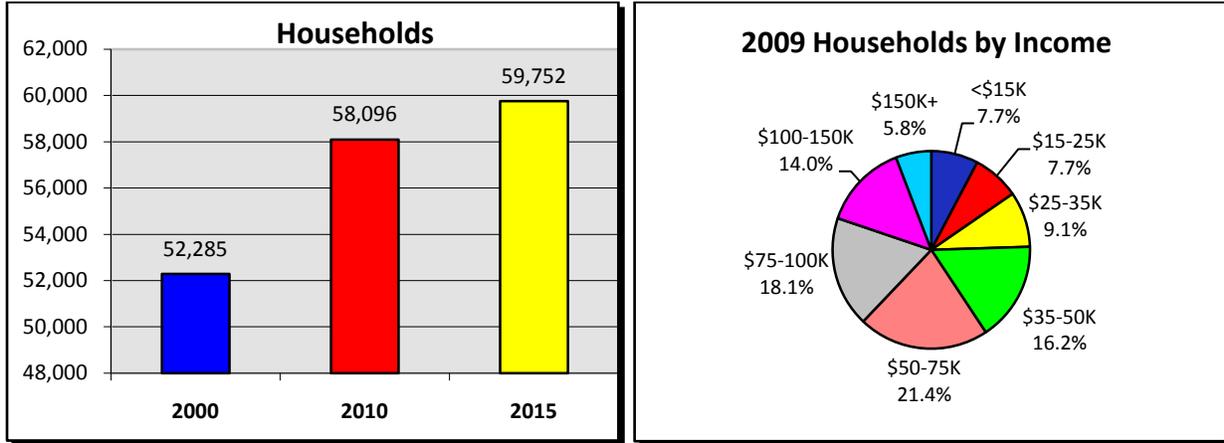
Households

The number of households in the trade area is expected to increase 2.8% between 2010 and 2015 from 58,096 to 59,752 households. Within the primary trade area, the number of households is expected to increase 4.3% between 2010 and 2015 from 5,259 to 5,484 households. More households create greater demand for retail goods, which is a positive indicator for retail businesses within the primary trade area. The charts below provide additional information about trade area households. Source: ESRI forecasts for 2010 and 2015.

Primary Trade Area Households – 5-Minute Drive



Trade Area Households – 15-Minute Drive



Demographics

The 2010 median disposable income of the trade area was \$47,425, twelve percent (12%) higher than the income of the primary trade area (\$42,196). Per capita income of the trade area was \$29,386 in 2010, twenty-four (24%) higher than the income of the primary trade area (\$23,761).

Nearly ninety-two percent (92%) of the trade area population is white; almost ninety-seven percent (97%) of the population within the primary trade area is white.

More than thirty-six percent (36%) of the trade area population works in white-collar occupations; almost twenty-three percent (23%) of the population within the primary trade area works in white-collar occupations.

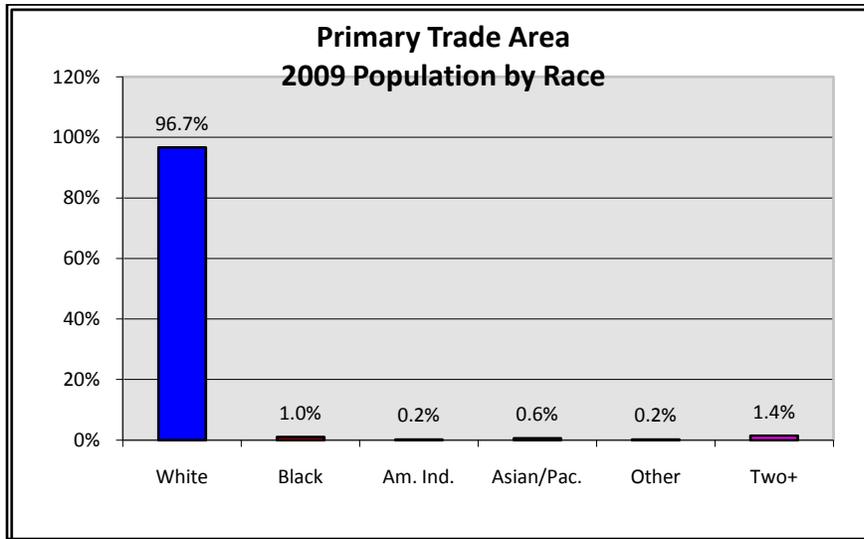
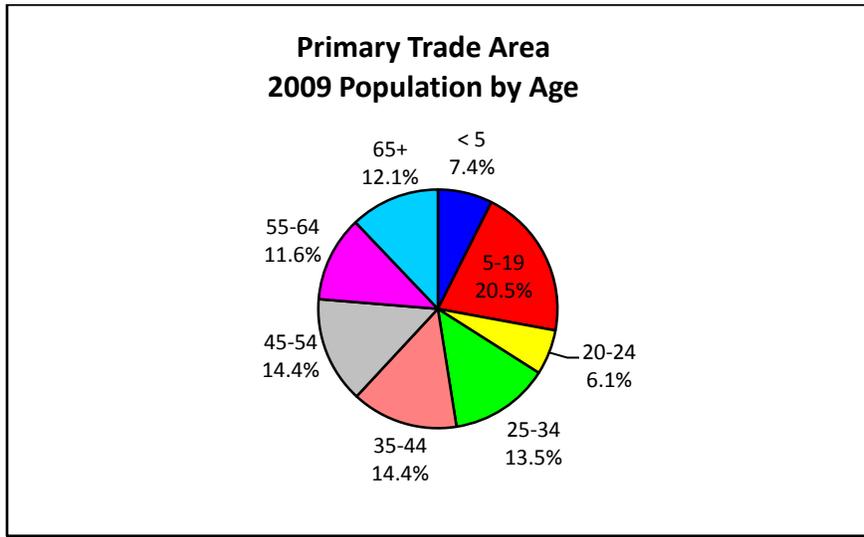
Trade Area Occupation Mix

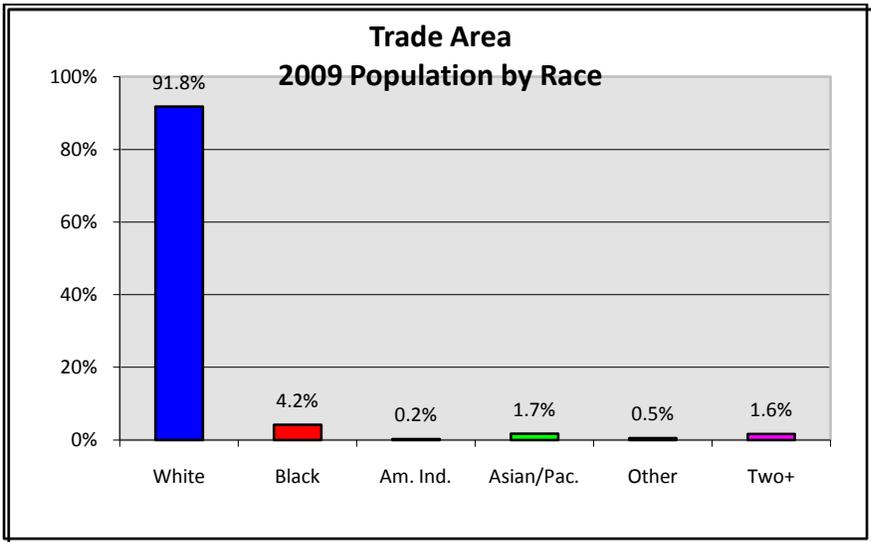
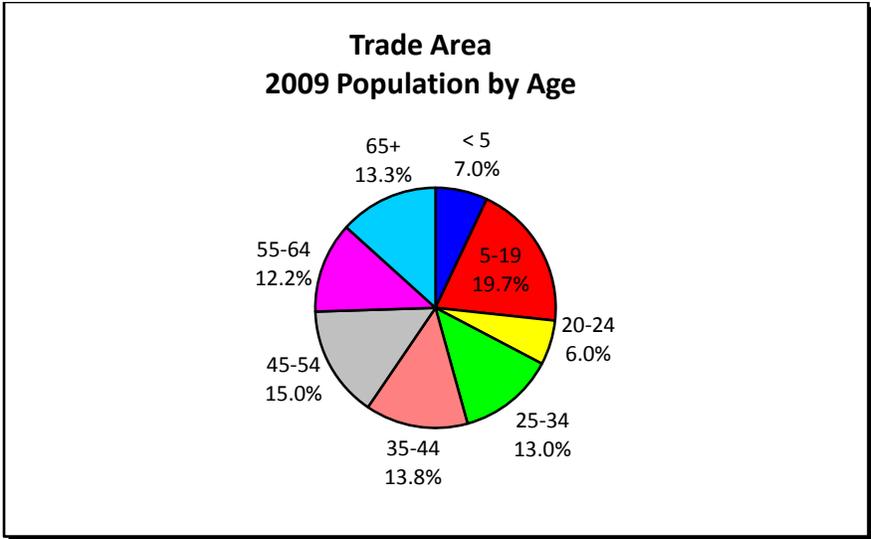
	5-Minute Drive	15-Minute Drive
Mgmt/Business	7.10%	13.30%
Professional	15.80%	22.90%
Services	20.20%	15.90%
Sales	11.00%	11.30%
Admin Support	13.80%	14.30%
Farm/Fish	0.00%	0.00%
Construction	5.20%	3.80%
Maintenance/ Repair	4.50%	3.80%
Production	13.90%	8.80%
Transportation	8.40%	5.90%

Source: ESRI

Nearly seventy-seven percent (77%) of homes in the trade area are valued less than \$200,000; more than eighty-seven percent (87%) of homes within the primary trade area are valued less than \$200,000.

The charts below provide additional information about trade area demographics. Sources: ESRI; U.S. Bureau of Census.





Lifestyles Characteristics

Social scientists and corporate marketers use a method called segmentation for years to group people with similar behaviors, tastes, lifestyles, ages, etc. Segmentation incorporates a wide array of data in order to measure, forecast, and target potential customers. For this report, we utilized ESRI’s Tapestry Segmentation system to assess the various lifestyle classifications or segments of neighborhoods within the trade area. The various segments are referred to as Lifestyle Groups in this report. The analysis, based on 2008 households in the trade area, indicated that the top three households in the *primary trade area* were:



Lifestyle Group	Percent Trade Area Households
Rustbelt Traditions	35.6%
Great Expectations	21.7%
Green Acres	12.9%
Sub-total	70.2%

The lifestyle groups in Carlisle’s primary trade area are relatively common with similar behaviors, tastes, etc. This makes it somewhat easier to target retail sub-sectors that would meet the demands of trade area households. Below is a description of the top three lifestyle groups (source: ESRI, Tapestry Segmentation, Reference Guide).

Rustbelt Traditions

These neighborhoods are predominantly white with a mix of married-couple families, single parents, and singles that live alone. The median age is 36.5 years, just below the U.S. median. The median household income is \$51,545, slightly below that of the U.S. median. Half of the employed residents work in white-collar jobs. Historically, residents of these neighborhoods sustained the manufacturing industry that drove local economies. Now, residents are predominantly working in service industries, followed by manufacturing and retail trade. The median net worth of residents is \$83,418. Educational attainment is improving in these neighborhoods with more than eighty-four percent (84%) of adult residents (25+ years) having graduated from high school, fifteen percent (15%) having a college degree, and forty-four percent (44%) having attended college.

Residents of these neighborhoods live in modest, single-family homes. Seventy-three percent (73%) own homes. The median home value of \$95,443 is relatively low because almost two-thirds of the housing was built before 1960.

Residents stay close to home to work, shop, and play. They will spend money on their families, yard maintenance, and home improvements and they will hire contractors for strenuous home improvement projects. They are financially conservative; residents are frugal and shop for bargains at stores such as Sam’s Club, J.C. Penney, and Kmart. They go online weekly to play games and shop. Their interests include bowling, fishing, and hunting and they attend car races, country music shows, and ice hockey games. Residents are big cable TV fans; they watch sitcoms and sports events.

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Young singles who live alone and married-couple families dominate *Great Expectations* neighborhoods. The median age is 33.2 years. Some residents are just beginning their careers or family lives. Compared to the U.S., this segment has a higher proportion of residents who are in their 20s and a higher proportion of householders younger than 35 years. Racial composition of this segment is similar to the U.S.



Median household income is \$38,790 which is lower than the U.S. Nearly half of the adult population (25+ years) has some postsecondary education; eighteen percent (18%) percent have a college degree. Most residents are employed in manufacturing, retail, and service industries.

Half of residents in *Great Expectations* neighborhoods own their homes; half rent. More than half of households are single-family dwellings; approximately forty percent (40%) are apartments. The median home value is \$102,241. Most of the housing units were built before 1960. These homeowners are not afraid to do smaller maintenance and remodeling projects. They go out to dinner and movies. They do most of their grocery shopping at stores such as Wal-Mart Supercenters, Aldi, and Shop 'n Save. They shop at major discount and department stores. They like to play softball and pool; go canoeing; listen to country music and classic rock. They rarely travel.

Green Acres

Seventy-one percent (71%) of the households in *Green Acres* neighborhoods are married couples with and without children. Many families are blue-collar Baby Boomers, many with children aged 6–17 years. Population in this segment is growing by more than two percent (2.2%) annually in the U.S. The median age is 40.7 years. This segment is predominantly white.

This segment is educated and hard-working with more than twenty-five percent (25%) of *Green Acres* residents having a college degree. Residents have higher employment concentrations in the manufacturing, construction, health care, and retail industries. Seventeen percent (17%) of the households earn income from self-employment ventures. Median household income is \$64,480.

Homeownership is eighty-six percent (86%), and the median home value is \$181,705. *Green Acres* households own multiple vehicles; seventy-eight percent (78%) own two or more vehicles; they prefer full-size pickup trucks and motorcycles. Country living describes the lifestyle of *Green Acres* residents. Residents are do-it-yourselfers who maintain and remodel their homes. They own riding lawn mowers, garden tillers, tractors, separate home freezers for the harvest, and sewing machines. Residents ride bikes and go fishing, canoeing, and kayaking. They also ride horses and go power boating, bird watching, target shooting, hunting, motorcycling, and bowling.

RETAIL GAP (DEMAND – SUPPLY)

Retail Gap represents the difference between the demand (Retail Potential) for retail goods, including food and drink in the trade area less the supply (Retail Sales) of retail goods by trade area businesses. Demand represents the estimated amount spent by consumers at retail establishments and supply estimates sales to consumers by establishments. For purposes of this report, we excluded Sales to businesses. Retail opportunity is measured by a leakage or surplus. A positive Retail Gap indicates consumers are likely leaving the trade area to purchase goods and services, this is known as leakage. In other words, trade area businesses are not supplying enough goods and services to meet customers' demands – this represents possible retail opportunities. It should be noted that just because a positive

retail gap may exist, it does not necessarily indicate that the trade area could attract retail businesses to fill the unmet demand. A negative Retail Gap indicates a surplus of retail sales – a market where customers are drawn in from outside the trade area. Retail potential can be measured using a Leakage/Surplus Factor, which is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A Leakage/Surplus Factor of zero (0) indicated a balanced market where supply equals demand.

Within the primary trade area (5-minute drive time), there is a significant leakage of spending for retail trade and food and drink (i.e. restaurants) as shown in the table below.

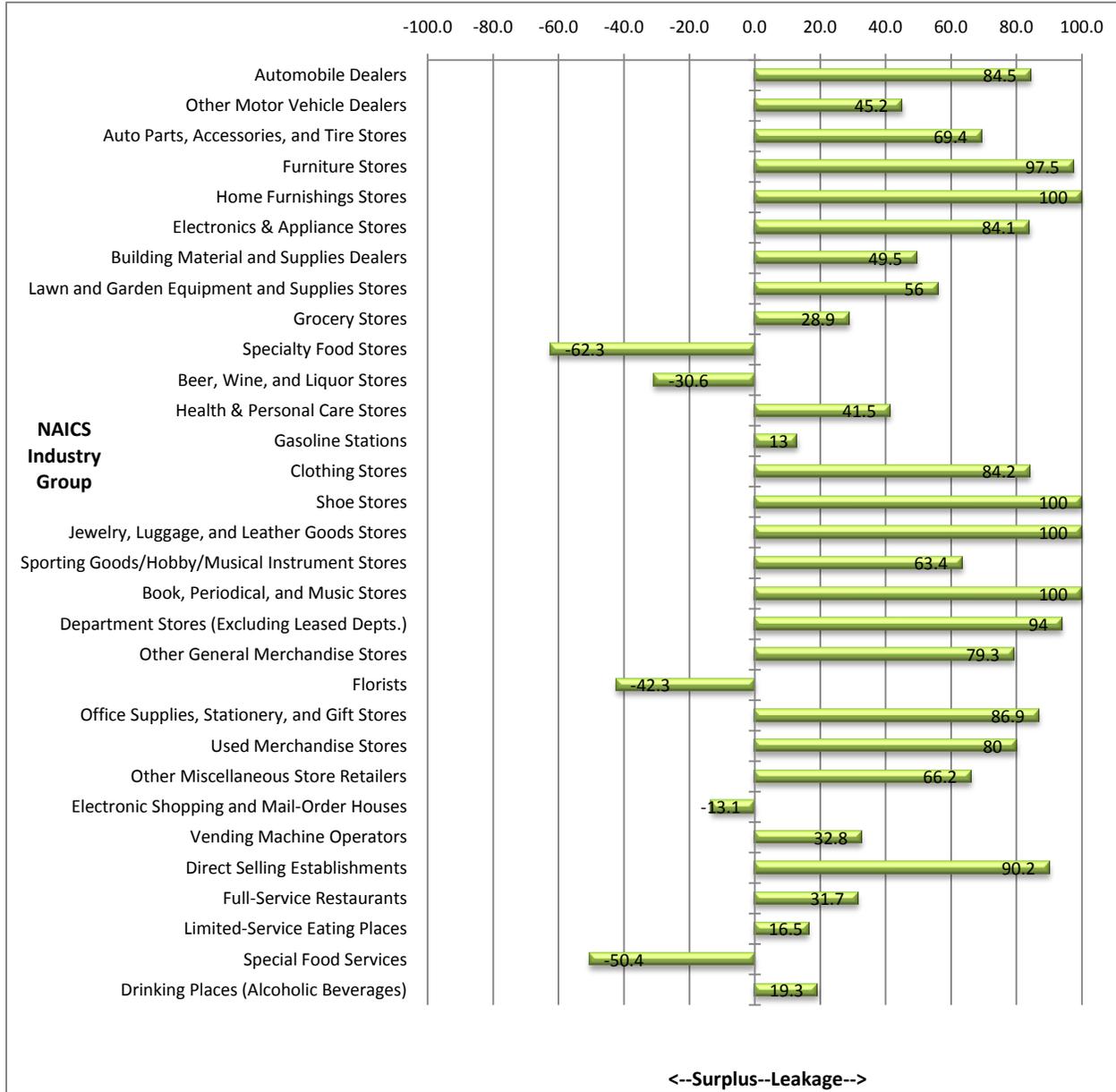
Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand – Supply)	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$110,923,340	\$39,458,705	\$71,464,635	61
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Total Food & Drink (NAICS 722)	\$16,671,484	\$11,676,264	\$4,995,220	16

Detailed Leakage/Surplus Factor data is presented in the charts below for the trade area. For purposes of this report, businesses were classified by their primary type of economic activity, using the North American Industry Classification System (NAICS). Retail establishments were classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Please refer to Appendices A to C for more retail marketplace information for the trade area.

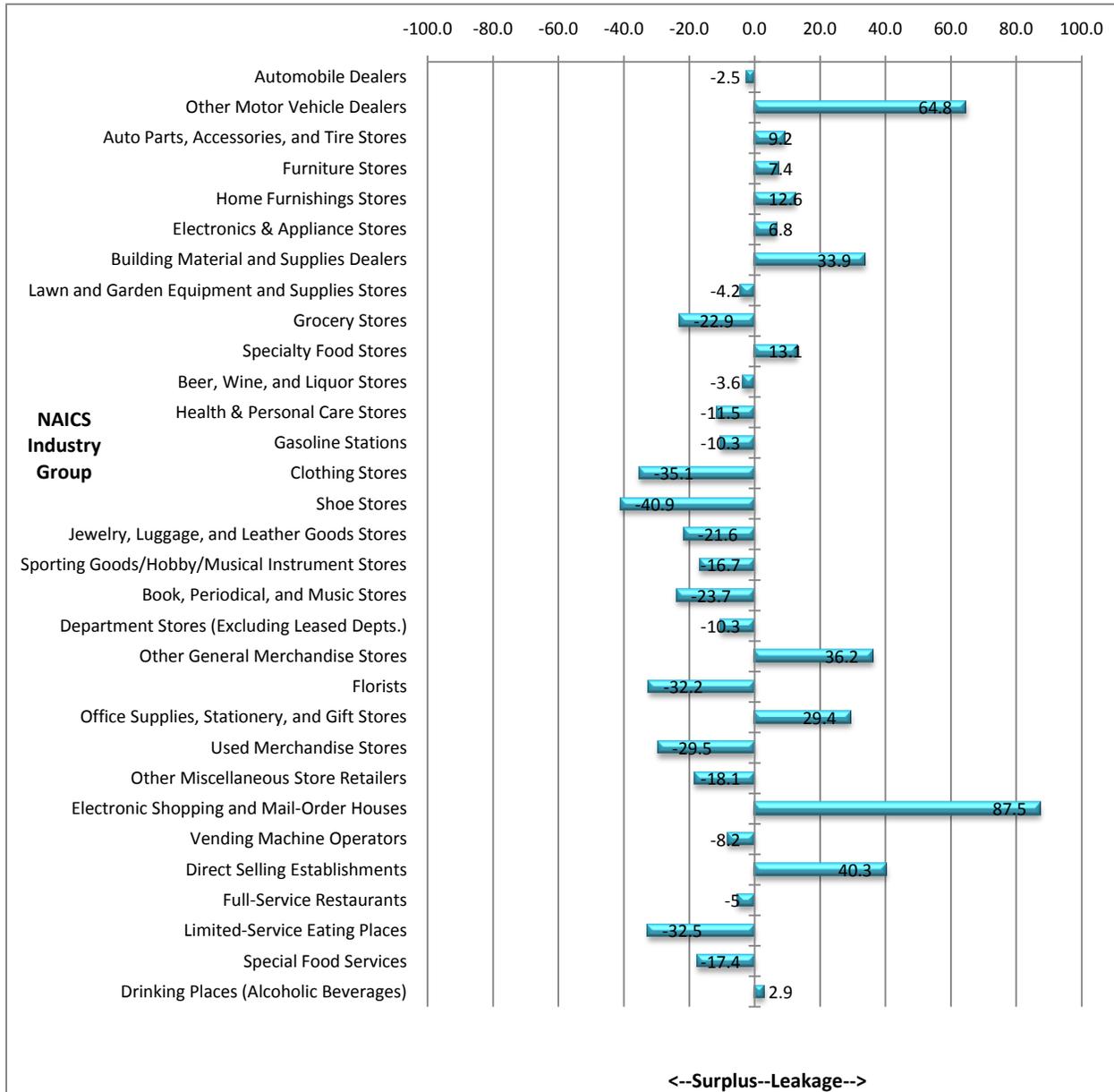


Primary Trade Area Leakage/Surplus Factors



Sources: ESRI and Infogroup.

Trade Area Leakage/Surplus Factors by Industry Group



Sources: ESRI and Infogroup.

Competitive Retail Environment

Within a 15-minute drive of Carlisle, the competitive retail environment provides trade area residents with a significant supply and diversity of retail shopping and restaurant opportunities, including the cities of Middletown, Germantown, Franklin, and Centerville. Middletown and Centerville, in particular, are major regional retail centers that compete significantly with Carlisle for retail demand, even within the primary trade area.

Retail Potential in Carlisle

Much of the leakage from the primary trade area is associated with spending for retail trade such as automobiles, home furnishings, clothing, and electronics. Consumers tend to drive longer distances to make those types of purchases at larger, national or regional stores where they tend to get larger selections and more competitive pricing. Within the trade area, those stores are primarily located in Middletown, Franklin and Centerville. However, there are a few industry sectors that may represent opportunities for business growth/attraction in Carlisle. Potential retail opportunities for Carlisle are as follows:

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
Auto Parts, Accessories, and Tire Stores	\$1,341,494	\$242,550	\$1,098,944	1
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Book, Periodical, and Music Stores	\$463,432	\$0	\$463,432	0
Full-Service Restaurants	\$8,839,928	\$4,586,009	\$4,253,919	7
Limited-Service Eating Places	\$6,256,069	\$4,486,575	\$1,769,494	5

Some of the above potential retail sector opportunities may be in specialty subsectors. For example, most residents within the primary trade area shop for groceries at larger supercenters like WalMart or Meijer, so locating a full-service grocery store in Carlisle may be unrealistic. However, a regional or locally-owned grocery/general purpose store may be a good fit.

Potential opportunities in the “Building Materials ...” and “Lawn and Garden ...” sectors may, for example, be pursued through the expansion of goods/services offered by the existing lumber yard – The Gross Lumber Company. Additional primary research such as customer or market surveys will likely be required to determine which types of goods and/or services could be added within these sectors.

Based on our research and experience, Carlisle would likely have the best success recruiting privately owned and operated restaurants to meet the unmet demand for Full-Service Restaurants. Limited-Service Eating Places may be an exception as national chains like Subway and McDonald’s for example, invest in communities with market and demographic make-ups similar to Carlisle. However, the amount of unmet demand (Retail Gap) for Limited-Service Eating Places does not appear to be great enough to support a freestanding restaurant like McDonald’s, but there may be enough for a user similar to Subway that could occupy a smaller storefront in a strip plaza. Another opportunity related to Limited-

Service Eating Places may be to combine a “fast food” restaurant with an existing gas station – Taco Bell and Kentucky Fried Chicken are examples of restaurants that jointly occupy space with gas stations.

GENERAL RECOMMENDATIONS

Retailers will make location decisions primarily based on the density of customers (not just population). So, when recruiting a retail business it is imperative to understand and address the customer characteristics of the retail sectors being targeted. The retail opportunities for Carlisle will most likely center around providing convenience-oriented goods and services to customers in the primary trade area. This means offering goods and services that do not compete with those already offered within the trade area. Private, family-run businesses will likely be the best fit.

APPENDICES

Appendix A – Retail Marketplace Profile (5-minute Drive)

Carlisle

Central Ave & Union Rd, Carlisle, OH 45005

Drive Time: 5 minutes

Summary Demographics

2010 Population	13,337
2010 Households	5,259
2010 Median Disposable Income	\$42,196
2010 Per Capita Income	\$23,761

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand – Supply)	Surplus / Leakage Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$110,923,340	\$39,458,705	\$71,464,635	47.5	61
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Total Food & Drink (NAICS 722)	\$16,671,484	\$11,676,264	\$4,995,220	17.6	16

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand – Supply)	Surplus / Leakage Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$22,181,058	\$2,409,581	\$19,771,477	80.4	7
Automobile Dealers (NAICS 4411)	\$19,418,171	\$1,631,237	\$17,786,934	84.5	4
Other Motor Vehicle Dealers (NAICS 4412)	\$1,421,393	\$535,794	\$885,599	45.2	2
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$1,341,494	\$242,550	\$1,098,944	69.4	1
Furniture & Home Furnishings Stores (NAICS 442)	\$2,239,223	\$14,279	\$2,224,944	98.7	1
Furniture Stores (NAICS 4421)	\$1,144,954	\$14,279	\$1,130,675	97.5	1
Home Furnishings Stores (NAICS 4422)	\$1,094,269	\$0	\$1,094,269	100.0	0
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$3,169,442	\$274,556	\$2,894,886	84.1	1

Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$3,473,477	\$1,159,488	\$2,313,989	49.9	5
Building Material and Supplies Dealers (NAICS 4441)	\$3,229,921	\$1,090,884	\$2,139,037	49.5	4
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$243,556	\$68,604	\$174,952	56.0	1
Food & Beverage Stores (NAICS 445)	\$11,980,015	\$7,586,764	\$4,393,251	22.5	12
Grocery Stores (NAICS 4451)	\$11,468,499	\$6,325,352	\$5,143,147	28.9	7
Specialty Food Stores (NAICS 4452)	\$123,227	\$530,550	-\$407,323	-62.3	2
Beer, Wine, and Liquor Stores (NAICS 4453)	\$388,289	\$730,862	-\$342,573	-30.6	3
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$2,575,504	\$1,065,460	\$1,510,044	41.5	2
Gasoline Stations (NAICS 447/NAICS 4471)	\$15,028,776	\$11,572,572	\$3,456,204	13.0	3
Clothing and Clothing Accessories Stores (NAICS 448)	\$2,829,770	\$183,194	\$2,646,576	87.8	1
Clothing Stores (NAICS 4481)	\$2,141,768	\$183,194	\$1,958,574	84.2	1
Shoe Stores (NAICS 4482)	\$277,633	\$0	\$277,633	100.0	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$410,369	\$0	\$410,369	100.0	0
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$1,099,186	\$142,319	\$956,867	77.1	3
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$635,754	\$142,319	\$493,435	63.4	3
Book, Periodical, and Music Stores (NAICS 4512)	\$463,432	\$0	\$463,432	100.0	0

Sources: ESRI and Infogroup.

Carlisle**Central Ave & Union Rd, Carlisle, OH 45005****Drive Time: 5 minutes**

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Surplus / Leakage Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$27,377,786	\$2,697,532	\$24,680,254	82.1	2
Department Stores Excluding Leased Depts. (NAICS 4521)	\$5,549,839	\$172,965	\$5,376,874	94.0	1
Other General Merchandise Stores (NAICS 4529)	\$21,827,947	\$2,524,567	\$19,303,380	79.3	1
Miscellaneous Store Retailers (NAICS 453)	\$1,722,190	\$366,082	\$1,356,108	64.9	7
Florists (NAICS 4531)	\$70,184	\$173,034	-\$102,850	-42.3	2
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$936,875	\$65,715	\$871,160	86.9	2
Used Merchandise Stores (NAICS 4533)	\$195,494	\$21,691	\$173,803	80.0	1
Other Miscellaneous Store Retailers (NAICS 4539)	\$519,637	\$105,642	\$413,995	66.2	2
Nonstore Retailers (NAICS 454)	\$575,429	\$310,614	\$264,815	29.9	2
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$158,970	\$206,930	-\$47,960	-13.1	1
Vending Machine Operators (NAICS 4542)	\$181,072	\$91,563	\$89,509	32.8	1
Direct Selling Establishments (NAICS 4543)	\$235,387	\$12,121	\$223,266	90.2	1
Food Services & Drinking Places (NAICS 722)	\$16,671,484	\$11,676,264	\$4,995,220	17.6	16
Full-Service Restaurants (NAICS 7221)	\$8,839,928	\$4,586,009	\$4,253,919	31.7	7
Limited-Service Eating Places (NAICS 7222)	\$6,256,069	\$4,486,575	\$1,769,494	16.5	5
Special Food Services (NAICS 7223)	\$652,372	\$1,978,824	-\$1,326,452	-50.4	1
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$923,115	\$624,856	\$298,259	19.3	3

Appendix B – Retail Marketplace Profile (10-minute Drive)

Carlisle

Central Ave & Union Rd, Carlisle, OH 45005

Drive Time: 10 minutes

Summary Demographics

2010 Population	39,941
2010 Households	15,637
2010 Median Disposable Income	\$46,040
2010 Per Capita Income	\$26,260

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand – Supply)	Surplus / Leakage Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$382,603,637	\$270,261,448	\$112,342,189	17.2	258
Total Retail Trade (NAICS 44-45)	\$325,642,194	\$193,713,811	\$131,928,383	25.4	179
Total Food & Drink (NAICS 722)	\$56,961,443	\$76,547,637	-\$19,586,194	-14.7	79

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Surplus / Leakage Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$77,257,478	\$8,933,943	\$68,323,535	79.3	22
Automobile Dealers (NAICS 4411)	\$67,303,929	\$5,633,083	\$61,670,846	84.6	11
Other Motor Vehicle Dealers (NAICS 4412)	\$4,795,857	\$614,728	\$4,181,129	77.3	2
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$5,157,692	\$2,686,132	\$2,471,560	31.5	9
Furniture & Home Furnishings Stores (NAICS 442)	\$8,352,351	\$5,610,084	\$2,742,267	19.6	12
Furniture Stores (NAICS 4421)	\$4,498,665	\$1,954,074	\$2,544,591	39.4	3
Home Furnishings Stores (NAICS 4422)	\$3,853,686	\$3,656,010	\$197,676	2.6	9
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$10,838,976	\$12,576,616	-\$1,737,640	-7.4	14
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$12,635,354	\$2,892,124	\$9,743,230	62.7	17
Building Material and Supplies Dealers (NAICS 4441)	\$11,812,403	\$2,330,793	\$9,481,610	67.0	11

Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$822,951	\$561,331	\$261,620	18.9	6
Food & Beverage Stores (NAICS 445)	\$43,416,771	\$51,117,952	-\$7,701,181	-8.1	31
Grocery Stores (NAICS 4451)	\$41,193,572	\$48,218,393	-\$7,024,821	-7.9	16
Specialty Food Stores (NAICS 4452)	\$526,865	\$712,846	-\$185,981	-15.0	5
Beer, Wine, and Liquor Stores (NAICS 4453)	\$1,696,334	\$2,186,713	-\$490,379	-12.6	10
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$9,759,411	\$11,515,704	-\$1,756,293	-8.3	11
Gasoline Stations (NAICS 447/NAICS 4471)	\$51,353,389	\$75,309,637	-\$23,956,248	-18.9	15
Clothing and Clothing Accessories Stores (NAICS 448)	\$9,882,334	\$1,184,487	\$8,697,847	78.6	9
Clothing Stores (NAICS 4481)	\$7,621,276	\$863,208	\$6,758,068	79.7	6
Shoe Stores (NAICS 4482)	\$826,944	\$0	\$826,944	100.0	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$1,434,114	\$321,279	\$1,112,835	63.4	3
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$3,656,414	\$1,363,792	\$2,292,622	45.7	16
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$2,007,559	\$1,265,009	\$742,550	22.7	16
Book, Periodical, and Music Stores (NAICS 4512)	\$1,648,855	\$98,783	\$1,550,072	88.7	1

Sources: ESRI and Infogroup.

Carlisle**Central Ave & Union Rd, Carlisle, OH 45005****Drive Time: 10 minutes**

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Surplus / Leakage Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$87,074,561	\$20,045,057	\$67,029,504	62.6	7
Department Stores Excluding Leased Depts. (NAICS 4521)	\$20,265,200	\$12,730,388	\$7,534,812	22.8	3
Other General Merchandise Stores (NAICS 4529)	\$66,809,361	\$7,314,669	\$59,494,692	80.3	4
Miscellaneous Store Retailers (NAICS 453)	\$5,943,787	\$1,628,458	\$4,315,329	57.0	21
Florists (NAICS 4531)	\$265,654	\$407,647	-\$141,993	-21.1	5
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$3,029,584	\$190,817	\$2,838,767	88.1	4
Used Merchandise Stores (NAICS 4533)	\$592,281	\$118,155	\$474,126	66.7	4
Other Miscellaneous Store Retailers (NAICS 4539)	\$2,056,268	\$911,839	\$1,144,429	38.6	8
Nonstore Retailers (NAICS 454)	\$5,471,368	\$1,535,957	\$3,935,411	56.2	4
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$3,361,351	\$884,069	\$2,477,282	58.4	2
Vending Machine Operators (NAICS 4542)	\$1,127,270	\$91,563	\$1,035,707	85.0	1
Direct Selling Establishments (NAICS 4543)	\$982,747	\$560,325	\$422,422	27.4	1
Food Services & Drinking Places (NAICS 722)	\$56,961,443	\$76,547,637	-\$19,586,194	-14.7	79
Full-Service Restaurants (NAICS 7221)	\$28,845,555	\$27,238,092	\$1,607,463	2.9	39
Limited-Service Eating Places (NAICS 7222)	\$21,833,985	\$40,521,263	-\$18,687,278	-30.0	27
Special Food Services (NAICS 7223)	\$2,732,963	\$7,045,741	-\$4,312,778	-44.1	6
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$3,548,940	\$1,742,541	\$1,806,399	34.1	7

Appendix C – Retail Marketplace Profile (15-minute Drive)

Carlisle

Central Ave & Union Rd, Carlisle, OH 45005

Drive Time: 15 minutes

Summary Demographics

2010 Population	141,411
2010 Households	58,096
2010 Median Disposable Income	\$47,425
2010 Per Capita Income	\$29,386

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand – Supply)	Surplus / Leakage Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$1,564,080,447	\$1,717,389,706	-\$153,309,259	-4.7	1,260
Total Retail Trade (NAICS 44-45)	\$1,333,138,678	\$1,382,189,771	-\$49,051,093	-1.8	914
Total Food & Drink (NAICS 722)	\$230,941,769	\$335,199,935	-\$104,258,166	-18.4	346

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Surplus / Leakage Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$322,385,485	\$318,041,388	\$4,344,097	0.7	116
Automobile Dealers (NAICS 4411)	\$280,021,306	\$294,221,330	-\$14,200,024	-2.5	67
Other Motor Vehicle Dealers (NAICS 4412)	\$18,479,530	\$3,941,146	\$14,538,384	64.8	8
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$23,884,649	\$19,878,912	\$4,005,737	9.2	41
Furniture & Home Furnishings Stores (NAICS 442)	\$37,102,700	\$30,629,602	\$6,473,098	9.6	53
Furniture Stores (NAICS 4421)	\$21,495,287	\$18,524,942	\$2,970,345	7.4	22
Home Furnishings Stores (NAICS 4422)	\$15,607,413	\$12,104,660	\$3,502,753	12.6	31
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$44,005,403	\$38,435,335	\$5,570,068	6.8	74
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$51,670,328	\$27,311,754	\$24,358,574	30.8	65
Building Material and Supplies Dealers (NAICS 4441)	\$48,626,693	\$24,003,263	\$24,623,430	33.9	46
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$3,043,635	\$3,308,491	-\$264,856	-4.2	19

Food & Beverage Stores (NAICS 445)	\$190,038,020	\$296,160,400	-\$106,122,380	-21.8	87
Grocery Stores (NAICS 4451)	\$178,176,460	\$284,243,082	-\$106,066,622	-22.9	49
Specialty Food Stores (NAICS 4452)	\$2,734,977	\$2,100,401	\$634,576	13.1	17
Beer, Wine, and Liquor Stores (NAICS 4453)	\$9,126,583	\$9,816,917	-\$690,334	-3.6	21
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$44,060,259	\$55,508,817	-\$11,448,558	-11.5	74
Gasoline Stations (NAICS 447/NAICS 4471)	\$208,374,756	\$256,227,911	-\$47,853,155	-10.3	54
Clothing and Clothing Accessories Stores (NAICS 448)	\$41,316,579	\$83,688,804	-\$42,372,225	-33.9	134
Clothing Stores (NAICS 4481)	\$32,615,017	\$67,935,857	-\$35,320,840	-35.1	88
Shoe Stores (NAICS 4482)	\$2,710,260	\$6,463,457	-\$3,753,197	-40.9	20
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$5,991,302	\$9,289,490	-\$3,298,188	-21.6	26
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$14,576,500	\$22,032,161	-\$7,455,661	-20.4	68
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$7,215,255	\$10,103,125	-\$2,887,870	-16.7	56
Book, Periodical, and Music Stores (NAICS 4512)	\$7,361,245	\$11,929,036	-\$4,567,791	-23.7	12

Sources: ESRI and Infogroup.

Carlisle**Central Ave & Union Rd, Carlisle, OH 45005****Drive Time: 15 minutes**

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Surplus / Leakage Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$315,430,067	\$215,665,983	\$99,764,084	18.8	44
Department Stores Excluding Leased Depts. (NAICS 4521)	\$89,323,952	\$109,770,068	-\$20,446,116	-10.3	19
Other General Merchandise Stores (NAICS 4529)	\$226,106,115	\$105,895,915	\$120,210,200	36.2	25
Miscellaneous Store Retailers (NAICS 453)	\$23,961,508	\$26,080,118	-\$2,118,610	-4.2	131
Florists (NAICS 4531)	\$1,125,434	\$2,195,556	-\$1,070,122	-32.2	15
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$10,970,258	\$5,985,543	\$4,984,715	29.4	38
Used Merchandise Stores (NAICS 4533)	\$2,027,021	\$3,724,340	-\$1,697,319	-29.5	24
Other Miscellaneous Store Retailers (NAICS 4539)	\$9,838,795	\$14,174,679	-\$4,335,884	-18.1	54
Nonstore Retailers (NAICS 454)	\$40,217,073	\$12,407,498	\$27,809,575	52.8	14
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$28,737,630	\$1,909,736	\$26,827,894	87.5	5
Vending Machine Operators (NAICS 4542)	\$7,442,390	\$8,778,000	-\$1,335,610	-8.2	6
Direct Selling Establishments (NAICS 4543)	\$4,037,053	\$1,719,762	\$2,317,291	40.3	3
Food Services & Drinking Places (NAICS 722)	\$230,941,769	\$335,199,935	-\$104,258,166	-18.4	346
Full-Service Restaurants (NAICS 7221)	\$109,330,212	\$120,726,061	-\$11,395,849	-5.0	154
Limited-Service Eating Places (NAICS 7222)	\$91,110,698	\$178,977,549	-\$87,866,851	-32.5	135
Special Food Services (NAICS 7223)	\$14,012,046	\$19,932,019	-\$5,919,973	-17.4	19
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$16,488,813	\$15,564,306	\$924,507	2.9	38

Appendix D – Trade Area Business Summary by NAICS Code

Carlisle

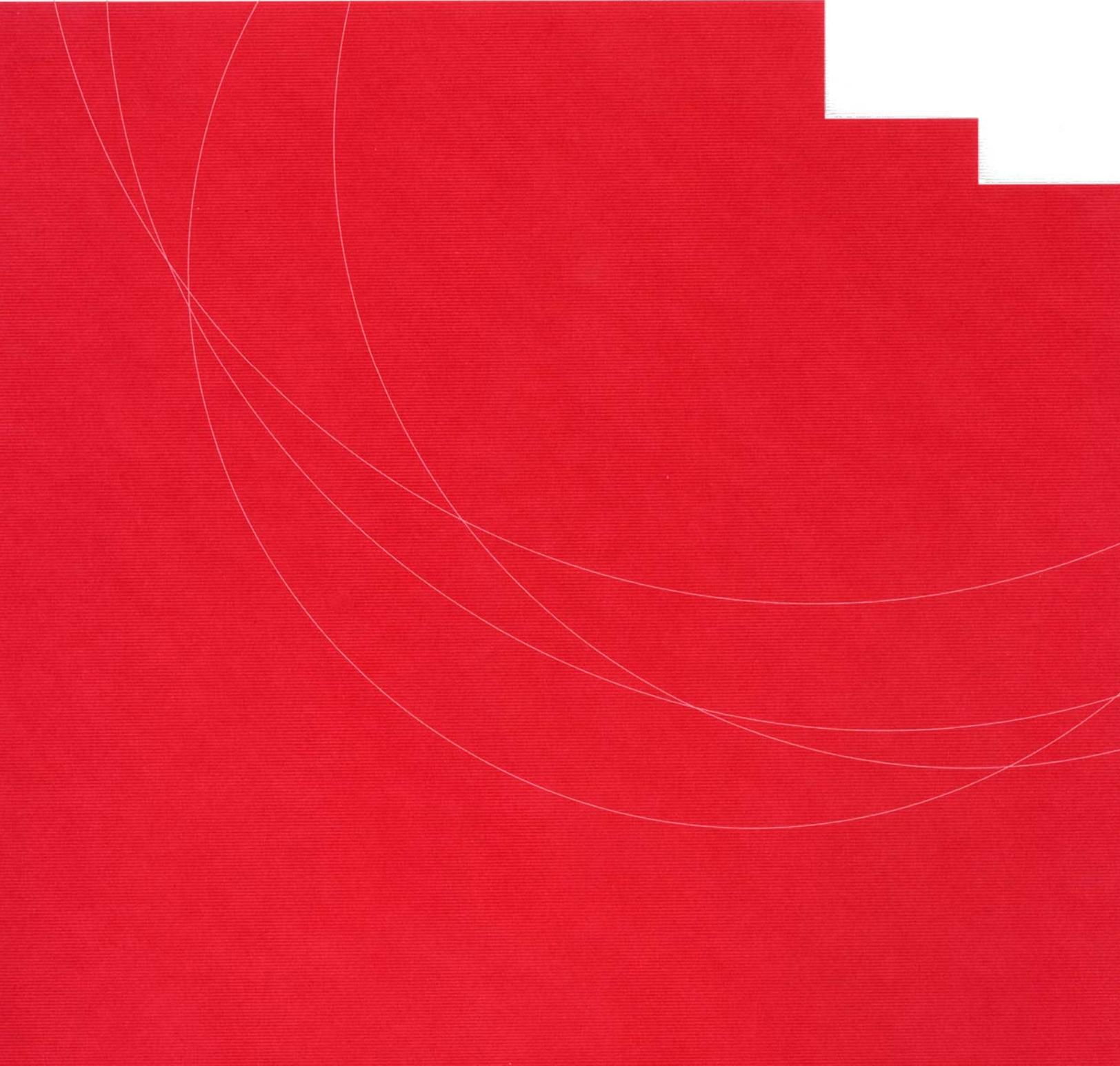
Central Ave & Union Rd, Carlisle, OH 45005

	Drive Time: 5 minutes				Drive Time: 10 minutes				Drive Time: 15 minutes			
	BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES	
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
Total Businesses:	341				1,299				5,519			
Total Employees:	2,876				15,242				67,591			
Total Residential Population:	13,337				39,941				141,411			
Employee/Residential Population Ratio:	0.22				0.38				0.48			
	BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES	
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.
Agriculture, Forestry, Fishing and Hunting	1	0.3%	1	0.0%	5	0.4%	8	0.1%	15	0.3%	17	0.0%
Mining	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%	2	0.0%
Utilities	2	0.6%	32	1.1%	6	0.5%	63	0.4%	11	0.2%	98	0.1%
Construction	34	10.0%	147	5.1%	127	9.8%	793	5.2%	463	8.4%	2,921	4.3%
Manufacturing	26	7.6%	798	27.8%	101	7.8%	3,786	24.8%	271	4.9%	8,807	13.0%
Wholesale Trade	14	4.1%	81	2.8%	75	5.8%	1,510	9.9%	267	4.8%	3,267	4.8%
Retail Trade	53	15.5%	205	7.1%	173	13.3%	1,634	10.7%	872	15.8%	10,076	14.9%
Motor Vehicle and Parts Dealers	9	2.6%	21	0.7%	24	1.9%	89	0.6%	114	2.1%	1,367	2.0%
Furniture and Home Furnishings Stores	1	0.3%	3	0.1%	13	1.0%	120	0.8%	53	1.0%	334	0.5%
Electronics and Appliance Stores	1	0.3%	4	0.1%	9	0.7%	97	0.6%	63	1.1%	312	0.5%
Building Material and Garden Equipment and Supplies Dealers	7	2.1%	34	1.2%	19	1.5%	354	2.3%	65	1.2%	875	1.3%
Food and Beverage Stores	13	3.8%	61	2.1%	31	2.4%	519	3.4%	85	1.5%	2,130	3.2%
Health and Personal Care Stores	3	0.9%	19	0.7%	8	0.6%	61	0.4%	77	1.4%	676	1.0%
Gasoline Stations	2	0.6%	22	0.8%	12	0.9%	127	0.8%	47	0.9%	332	0.5%
Clothing and Clothing Accessories Stores	1	0.3%	2	0.1%	9	0.7%	21	0.1%	129	2.3%	1,112	1.6%
Sporting Goods, Hobby, Book, and Music Stores	3	0.9%	4	0.1%	15	1.2%	56	0.4%	63	1.1%	492	0.7%
General Merchandise Stores	3	0.9%	18	0.6%	9	0.7%	134	0.9%	46	0.8%	1,734	2.6%
Miscellaneous Store Retailers	9	2.6%	16	0.6%	22	1.7%	51	0.3%	120	2.2%	639	0.9%
Nonstore Retailers	1	0.3%	1	0.0%	2	0.2%	5	0.0%	11	0.2%	73	0.1%

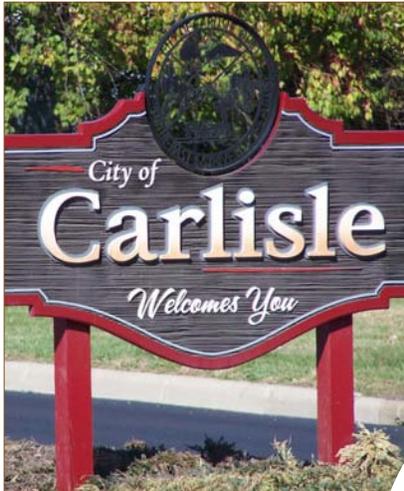
Transportation and Warehousing	7	2.1%	72	2.5%	20	1.5%	241	1.6%	87	1.6%	1,014	1.5%
Information	2	0.6%	33	1.1%	13	1.0%	282	1.9%	89	1.6%	850	1.3%
Finance and Insurance	17	5.0%	86	3.0%	71	5.5%	333	2.2%	362	6.6%	4,614	6.8%
Central Bank; Credit Intermediation and Related Activities	11	3.2%	61	2.1%	32	2.5%	190	1.2%	145	2.6%	3,512	5.2%
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	1	0.3%	2	0.1%	7	0.5%	11	0.1%	73	1.3%	467	0.7%
Insurance Carriers and Related Activities; Funds, Trusts, and Other Financial Vehicles	5	1.5%	23	0.8%	32	2.5%	131	0.9%	145	2.6%	635	0.9%
Real Estate and Rental and Leasing	15	4.4%	40	1.4%	53	4.1%	274	1.8%	292	5.3%	1,498	2.2%
Professional, Scientific, and Technical Services	21	6.2%	67	2.3%	94	7.2%	786	5.2%	451	8.2%	6,366	9.4%
Legal Services	4	1.2%	15	0.5%	16	1.2%	87	0.6%	67	1.2%	3,357	5.0%
Management of Companies and Enterprises	0	0.0%	0	0.0%	1	0.1%	25	0.2%	5	0.1%	27	0.0%
Administrative and Support and Waste Management and Remediation Services	7	2.1%	21	0.7%	63	4.9%	251	1.6%	254	4.6%	1,262	1.9%
Educational Services	12	3.5%	430	15.0%	40	3.1%	1,031	6.8%	132	2.4%	3,950	5.8%
Health Care and Social Assistance	12	3.5%	157	5.5%	71	5.5%	1,021	6.7%	446	8.1%	8,163	12.1%
Arts, Entertainment, and Recreation	6	1.8%	9	0.3%	31	2.4%	337	2.2%	124	2.2%	1,532	2.3%
Accommodation and Food Services	19	5.6%	211	7.3%	83	6.4%	1,460	9.6%	383	6.9%	7,678	11.4%
Accommodation	1	0.3%	2	0.1%	9	0.7%	56	0.4%	41	0.7%	651	1.0%
Food Services and Drinking Places	18	5.3%	210	7.3%	75	5.8%	1,404	9.2%	342	6.2%	7,027	10.4%
Other Services (except Public Administration)	66	19.4%	290	10.1%	198	15.3%	786	5.2%	714	12.9%	2,982	4.4%
Automotive Repair and Maintenance	12	3.5%	23	0.8%	39	3.0%	135	0.9%	131	2.4%	491	0.7%
Public Administration	26	7.6%	195	6.8%	54	4.2%	617	4.0%	189	3.4%	2,428	3.6%
Unclassified Establishments	1	0.3%	0	0.0%	18	1.4%	3	0.0%	91	1.6%	37	0.1%
Totals	341	100.0%	2,875	100.0%	1,297	100.0%	15,241	100.0%	5,520	100.0%	67,589	100.0%

Source: ESRI forecasts for 2010. Business data provided by Infogroup, Omaha NE Copyright 2010, all rights reserved.

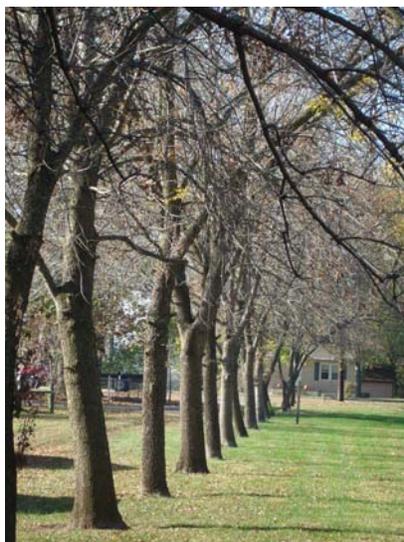
Appendix E



City of Carlisle Parks Master Plan



*Creating a Vision
For the Future*



February, 2011

City of Carlisle

Parks and Recreation Master Plan 2011

Acknowledgements

City Council

Mayor Tim Humphries
Deputy Mayor Scott Boschert
Councilman Bryan Green
Councilman Chad Johnson
Councilman James Lickliter
Councilwoman Jennifer Long
Councilman Randy Winkler

Park Board/ Steering Committee

Bob Ragar, Chair
Kristin Smith
Cheryl Sweezy
Terry J. Johnson Jr.
Sarah Woodford

City Staff

Sherry Callahan, City Manager
Dan Casson, Public Services Director
Flo Estes, Clerk of Council
Julie Duffy, Finance Director

Parks and Recreation Consultants

TOPOS Studio- Chris Papakirk, ASLA
Pete Bales, CPRP

Executive Summary

Parks play an important role in our lives. The City of Carlisle has recognized the need to develop its first Parks Master Plan so that a coordinated effort is made to improve the parks, plan for the future, and enhance the quality of life in Carlisle for generations to come.

Roscoe Roof Park is a tremendous asset to the community. Because of its prominence, it makes sense that a comprehensive concept site plan should be completed first and is included in this document. The comprehensive plan for Roscoe Roof Park provides the city with a road map to follow for desired capital improvement items, locations, priorities and potential cost estimates. The site plan can then be utilized for fundraising efforts and presentations.

After a thorough inventory and analysis of existing parks, some unfortunate facts were realized. It was determined that most, if not all, of the existing playground equipment should be removed from all of the existing parks. Much of the existing equipment is approaching 50 years old. Most play equipment does not meet current accessibility and safety standards. Most play areas did not contain the necessary safety surfacing to protect from falls. It would behoove the city to remove all non-compliant and broken playground pieces. If certain playground apparatus were left in place, broken and worn items should be repaired and safety surfacing should be installed. Exploring the installation of modular playground apparatus at Roscoe Roof Park, Lions Park and Cook Park is an economical way to provide a lot of play value to the community inexpensively.

Cook Park serves part of the Carlisle population but is not doing it effectively because of the configuration of the park and the quality of the amenities. Permanent access to Cook Park must be addressed prior to spending funds on park improvements. Additional property acquisition is worth considering for additional access and recreational opportunities.

Lions Park contains old play apparatus which must be removed or brought up to compliant safety standard. The ball field is in good condition but the entrance and parking lot need improvement. Additional property acquisition is worth considering for additional access and increased recreational opportunities.

Tapscott Community Center is a resource that should become a priority. A comprehensive site plan should be developed for this location as soon as funds

allow. The location of this property makes it an important part of the “gateway to Carlisle” and therefore should be a focus for development. There is tremendous potential for rental revenue as well as serving as a gateway improvement. Connections from this facility to the Marathon Station and river are important and could be viewed as an economic development tool. Adjacent property acquisition should be considered for park revitalization and the gateway creation.

The park signage throughout the park system was random or non-existent. Establishing uniform signage gives the city to establish brand recognition throughout the system. It is highly advisable to create signage throughout the system that is representative of the way you want the community to perceive the parks. Uniform signage will portray an attractive, refreshing and professional image of not only the park but also the city.

The master plan encourages the City of Carlisle and the Park Board to work with all youth organizations, home owners associations, businesses and private citizens to establish partnerships, user agreements and collaborations that will enhance the quality of the park system.

The park master plan intends to only provide a framework for guiding the community to make informed decisions now and in the future. Each of the parks will require a conceptual plan in the future at a point in time determined by the City of Carlisle. The concepts presented herein are merely conceptual and are presented as ideas for implementation. It is recommended that any construction should be preceded with full construction documentation by licensed professionals, and the Parks Master Plan should be updated on a periodic basis, at least every five years.

The master plan urges the City of Carlisle to dedicate funding resources for the benefit of the implementation of this plan. Various funding sources and opportunities have been identified and are attached by reference for the City’s benefit.

City Goals and Purpose of Parks Master Plan

This Parks Master Plan defines the nature of future development of the existing City parks and serves as a guideline for future fund raising efforts and grant proposals.

This Parks Master Plan serves as an important component of the overall plan to organize and develop parks and to serve as a part of the blueprint and guide for development related decisions for the community as a whole. A significant amount of input from staff, Park Board and two public forums has been incorporated into the plan. A completed inventory of existing park land and equipment and analysis of inventory has been completed. Finally, a comprehensive schematic development and design plan for future use has been completed for Roscoe Roof Park. Tapscott Community Center, Lions Park and Cook Park evaluations and recommendations have been detailed in text format.



Roscoe Roof Park



Cook Park

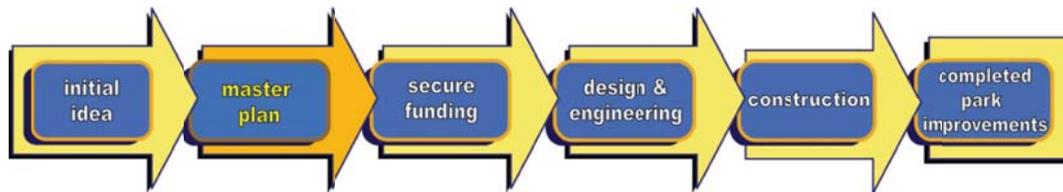


Lions Park



Tapscott Community Center

Master Planning Process



As shown in the graphic above, the completion of a park Master Plan is an early stage in the process of constructing new improvements and upgrading facilities. The goal of the master plan study is to develop a consensus for what facilities and improvements should be constructed within the parks, and to establish an estimate of probable construction costs that can be used for developing an implementation strategy. The Master Plan forms the basis of future design and phases of the project, when detailed design decisions are documented through the completion of construction drawings. Upon completion of these construction documents, the project can then be bid and constructed. It is important to consider that implementation of proposed improvements and upgrades will occur in phases over the coming years, as project funding is available. Phase I of the Carlisle Master Plan includes a concept design for Roscoe Roof Park including cost estimates. Phase I also includes a written inventory, analysis and recommendations for all existing park areas, future expansion initiatives and potential funding strategies.

The master plan derives its data from three different components:

1. Inventory and Site Analysis

A complete inventory and analysis of the existing site conditions for Roscoe roof Park, Cook Park, Lions Park and Tapscott Community Center was completed and graphical representations were prepared for analysis during staff and public meetings. Base mapping data was supplemented with information gathered by the consultants from several site visits over the course of the master planning process.

2. Kickoff Meeting

The professional design team met with City Officials and Staff as needed to refine the details for the best project approach for success. The Park Board and other key stakeholders were present to provide key input for the initial development of the plan. After a briefing on the parks and the master plan process, a Strength, Weaknesses, and Opportunities analysis was performed.

This provided direction and a framework for the master plan development. The analysis uncovered many of the issues, goals, and opportunities for each location.

3. Public Participation

Public participation is a key ingredient in the success of any community project. Public meetings are designed to inform the public of the project status; to receive input as to the desired facilities within the park; and address any questions, comments, or concerns relative to the proposed improvements throughout the park system. Once the Strength, Weakness and Opportunities analysis was completed by staff and the key stakeholders, the general public was invited to provide input on the plan. Public participation was completed three different ways. A second grade school classroom was involved in determining what the children most enjoyed at their public parks. Secondly, a public forum was held at the Municipal Building. Finally, input was gathered at a Park Board Spaghetti Dinner. Four stations (one for each City Park) were set up around the room and information was gathered from each person regarding strengths, weaknesses, opportunities and treats at each location.

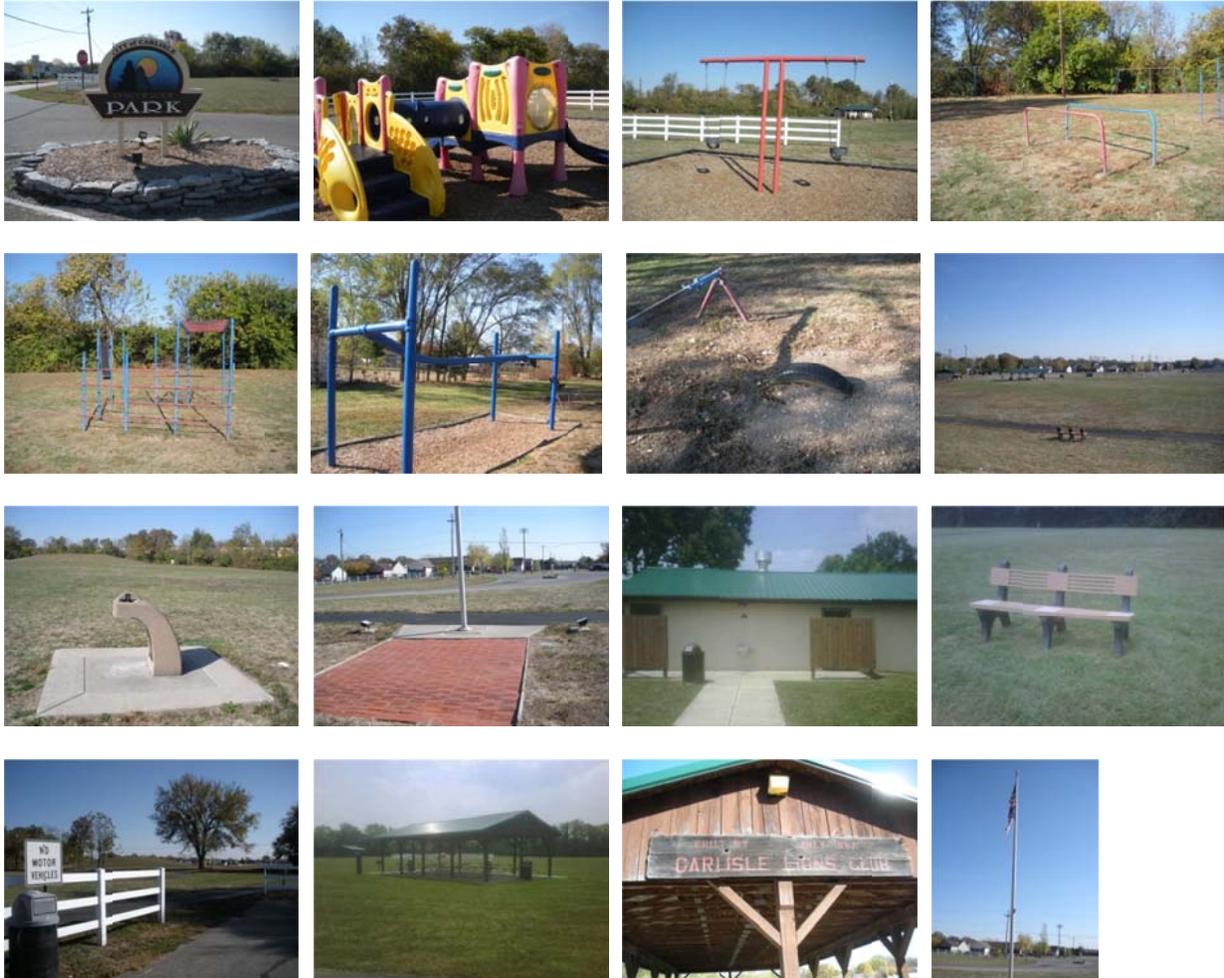
After the information gathering process was complete a complete plan was developed for facility recommendations for each of the four parks, land uses, future needs including land acquisitions, funding strategies and a comprehensive concept plan for Roscoe Roof Park. Probable estimates of construction costs for Roscoe Roof Park are included in the plan.



A class of 2nd graders at Alden R. Brown Elementary School created their own ideas for a playground and also voted on their favorite park ideas.

Roscoe Roof Park

Inventory and Analysis of Existing Conditions



Roscoe Roof Park is the largest city owned park within Carlisle. New roofs have been installed on the picnic shelters and restrooms giving them the look and feel of a new park amenity. The presence of graffiti was noted at two of the three shelters. Electricity, picnic tables, trash cans and grills were present at the two shelters near the parking lot and Stainless steel fixtures are installed on the interior of the restrooms which is desirable in a park setting. The walking path meanders throughout the park and appeared to be frequently used and is adequate condition. The newest play equipment appears to be about 10-15 years old and is beginning to show signs of aging. The oldest equipment dates back to the 1950's era and is completely non-compliant according to today's

playground standards. Recycled plastic park benches are abundant in the park and appear to be in good condition. However, because of the benches light weight, each one has been staked to the ground. A memorial brick pathway leads to a flag pole at the front of the park near the main entrance. Bricks have inscriptions of donors on them.

Strength, Weakness, and Opportunities Assessment

Strength Assessment: The size of the park and open spaces is a benefit that should be utilized and capitalized upon during the creation of a site specific plan. The fact that the park has two access points is a positive feature and can be used to eliminate some automotive congestion in and out of the park. The restrooms are constructed with modern amenities and stainless steel fixtures. The fixtures will last the city a long time if routinely maintained. The roof is a green metal roof that is attractive and should last longer than a traditional shingle roof. The green metal roof theme has been carried throughout the park at each picnic shelter. City water is available on site. The walking path is heavily used throughout the year. Electricity is available in the front of the park at the two shelters and the restroom building. The restroom building also serves as a maintenance storage room during the mowing season.

Weakness Assessment: The mound in the middle of the park divides the park into two distinct areas. The railroad tracks along the west side of the park are noisy and provide a barrier to and from neighboring residential developments. There is no electricity or lighting in the rear of the park. All of the play equipment in the park is outdated and much of it does not meet today's safety standards. The presence of lead paint on the old equipment is probable. Safety surfacing is generally non-existent under most of the play structures. When surfacing was present, the proper depths were generally not observed. Maintaining security at a park this size is a challenge. It was suggested to explore installation of security cameras.

Opportunity Assessment: Because most of the necessary utility infrastructure is present in the park, many opportunities for growth and re-development exist. The green roof theme on the shelters and restrooms adds a modern up-to-date look to the park that can be added to with more modern park amenities when funding becomes available. In 2011, Community Development Block Grant funds have been secured for the development of a playground in the park. This playground project can be utilized as a springboard to gain public approval and support for additional park infrastructure needs. Carlisle is known for the railroad and the schools. There is an opportunity to utilize the railroad theme at Roscoe Roof or perhaps carry the theme throughout the park system as a way to brand and tie them in with a city tradition. Because of the size of Roscoe Roof Park, many special events and additional recreational programming could take place. Additional youth programs, outdoor church services, art in the park,

National Night Out, wagon rides and Halloween Fest could all take place within Roscoe Roof Park once some renovations have been completed. The park is large enough to have different activity pods located throughout to include PAR Course, skate spot, amphitheater area, multiple playgrounds, memorial tree area, and a splash pad. There is an opportunity to utilize the existing memorial bricks around the flag pole as the beginning of a walkway that will lead to other features in the front of the park. Additional sales of bricks could be used as a revenue source to pay for additional park amenities.

Comments from the Public Input section included:

- Make Parking Lot Bigger.
- Have a "skate spot" location.
- Move the WWII monument stone back to Roscoe Roof Park.
- Add a Nature Center.
- Put a splash pad in the middle of the park.
- Add a gazebo for shade.
- Reseed some underutilized areas with prairie seed mixture to reduce maintenance, and add diversity and beautification areas.
- Move rear shelter.
- Add electricity to rear shelter.
- Tot lot location in rear part of park.
- Move shelter closer to the walkway in the rear of the park.
- Add a swimming pool.
- Re-locate white fencing from interior of park to perimeter of park area.

Outcomes and Recommendations





A quote for the concept playground was provided from David Williams and Associates for budgetary purposes. The quote included playground installation, delivery, safety surfacing, curbing, and play equipment designed for 5-12 year old children. Actual design and construction may vary.

Probable Estimate of Construction Costs-

Note: These figures are based on 2011 dollars. Since the estimate is based from a concept plan, actual pricing will vary according to design details prepared in final construction documents. Prior to applying for grants, it is recommended that these estimates are verified by construction professionals.

Phase I

New Playground (Excludes Labor)	\$ 39,000
Expert Construction Supervision	\$ 1,600
Construction Drawings	<u>\$ 3,900</u>
	\$ 40,600

Future Phases

Arboretum Trail and Memory Walk	\$ 7,000
Re-designed Entrance Sign and Landscaping	\$ 7,000
Re-designed Donor Brick Area	\$ 15,000
Future Triangle Skate Park	\$ 100,000
New Tot Lot Playground	\$ 35,000
Splash Pad	\$ 150,000
Future Hillside Re-sculpted and Play Features	\$ 18,000
Nature Exploration Trail	\$ 6,000
Covered Bridge and Rockscaping	\$ 20,000
Redesigned Parking Lot and Entrance	\$ 25,000
Native Prairie and Wildflower Area	\$ 6,000
Relocate Existing Shelter to New Location	\$ 7,000
Senior Par Course/ Fitness Trail	\$ 10,000
Miscellaneous Path Relocations	<u>\$ 15,000</u>
	\$ 421,000

SUMMARY TOTAL	\$ 461,600
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Cook Park

Inventory and Analysis of Existing Conditions



Cook Park is the smallest city owned park within Carlisle. It contains a half basketball court with wooden backboard, two bay swing set, three pieces of play apparatus and a small picnic shelter. A man-made levy called "Katie's Ditch" divides the park into two approximate equal sections. A park sign was not present. All of the playground apparatus was in poor condition and is considered non-compliant by today's standards. The picnic shelter was in adequate condition however, no picnic table was present at the time of the inventory. The shelter is extremely small and could only accommodate one picnic table. The park is bordered on three sides by residential developments and on one side by woods.

Strength, Weakness, and Opportunities Assessment

Strength Assessment: Cook Park is the only city park in the north side of Carlisle. It is currently serving the surrounding neighborhood. It is believed by the park board that neighbors and families would utilize this park if the recreational amenities were in better condition. The basketball court is used quite a bit. There is green space to the north giving the park giving the park a larger more native appearance.

Weakness Assessment: The largest weakness of the park appears that the City has no official vehicle access to the property. The levy in the middle of the park divides the park into two areas. It is impossible for any individual in a wheelchair to get to the other side of the levy. There is no dedicated parking for park users. All of the play equipment is non-compliant and there is no presence of safety surfacing. The truck play apparatus contains wood that is splintering.

Opportunity Assessment: Opportunities exist to allow legal access to the park by acquiring adjacent properties that are presently for sale. If the wooded area could be acquired by the City, a plethora of recreational opportunities would become available, including mountain biking, fitness and walking trails, wildflower trails, par course and parking.

Public Input

On November 29, 2010 a public meeting was held to discuss the preliminary concept designs for Roscoe Roof Park and the written Strengths, Weaknesses and Opportunities with the general public for Cook Park, Lion's Park and Tapscott community Center. Members of the Park Board, City Council, City staff and around ten members of the public showed up to comment on the plan. Additional public comment was gathered at a Park Board spaghetti dinner on Saturday December 4, 2010.

Participants were given post-it-notes and were asked to review the drawings and notes for the park and then use the post-it-notes to comment on the plan. All comments were captured by the master plan consultants and are included below.



Comments from the Public Input section included:

- Must acquire access to the park property.
- Create trails in the adjacent wooded area.
- Remove graffiti.
- Create an "all-in-one" playground with swings.
- This park has a dangerous perception by little children.
- Needs signage.
- The neighborhood has a lot of kids.
- Eliminate poison ivy.

- Children like the swings and monkey bars.
- Remove all equipment and turn into green space.
- Redevelop Cook Park in a new subdivision.
- Create four-wheeler trails.
- Create recreational baseball field across Katie's Ditch.
- Disc golf location.

Outcomes and Recommendations

After the strength, weakness, and opportunity analysis as well as the public hearings, it was clear that access is the most crucial component relating to the future of this park. Without a permanent access area or agreement in place, spending of resources on this property is not recommended. Because of the condition of the play equipment in the park, it is highly recommended that removal of the non-compliant equipment occur. The basketball court and small picnic shelter could remain. Once access can be secured, acquisition of adjacent wooded property is recommended. Adding a small modular piece of new play equipment with swings would be an economical solution. The long-range plan should encompass a complete concept plan for this park after access issues are resolved.

by today's standards. Safety surfacing was not present under any of the apparatus. A noticeable trail around the perimeter of the park exists. A concrete pad is present in the park but no basketball or play apparatus is attached.

Strength, Weakness, and Opportunities Assessment

Strength Assessment: Baseball organizations still utilize the field for practices. The backstop and fencing appears to be in good shape. This is a large open park and a variety of recreational opportunities could co-exist at this location. A new residential development is being built adjacent to the property which may bring more interest in the redevelopment of this park.

Weakness Assessment: The play equipment is out of date and non-compliant by today's standards. There is not safety surfacing under any of the equipment. The equipment is located around the perimeter of the park making access to them difficult. A water well is on site but there is no water fountain. The basketball court is not being utilized. Perimeter fencing has been cut and encroachment in and out of the park is happening in the wooded area. The picnic table does not exist because of reports of frequent vandalism by burning. Graffiti is present in the shelter. The park sign appears old and neglected. The parking lot is in poor shape and the driveway from the road to the parking lot is steep and in poor shape.

Opportunity Assessment: Opportunities for park expansion exist by acquiring the adjacent wooded area. There is a pond that is nearby and it would provide a unique recreational amenity if acquired. There is adequate room for more play apparatus closer to the parking area and baseball field. Opportunities for collaboration with the neighboring residential development exist so not to duplicate recreational amenities but rather complement and share resources. There are also opportunities to work with the youth sports association in order to improve the condition of the field. There is plenty of room around the entire park to install a walking path. With very little effort, the driveway and parking areas could be improved.

Public Input

On November 29, 2010 a public meeting was held to discuss the preliminary concept designs for Roscoe Roof Park and the written Strengths, Weaknesses and Opportunities with the general public for Cook Park, Lion's Park and Tapscott community Center. Members of the Park Board, City Council, City staff and around ten members of the public showed up to comment on the plan. Additional public comment was gathered at a Park Board spaghetti dinner on Saturday December 4, 2010.

Participants were given post-it-notes and were asked to review the drawings and notes for the park and then use the post-it-notes to comment on the plan. All comments were captured by the master plan consultants and are included below.



Comments from the Public Input section included:

- Add new playground near parking.
- Add sports lights to ball field to increase play opportunities.
- Install a new sign.
- Improve the parking lot.
- Acquire wooded property and clean and develop trails.
- Remove dangerous equipment.
- Add benches and spectator seating.
- Consider installing a non-flammable picnic table.
- Add a walking trail around the perimeter.
- Add more baseball fields.

Outcomes and Recommendations

Because this park is utilized by athletic groups for baseball purposes, it is recommended that the baseball field remain in place and enhancements happen around that facility. In the interim, gravel can be added to improve the existing driveway and parking lot until an asphalt overlay is afforded. It is recommended that the City of Carlisle create uniform signage for the parks so that the citizens can easily identify a Carlisle park. It is also recommended that the current play apparatus is either removed, or brought up to a standard that is safe for children to play. A modular playground apparatus closer to the ball field and parking lot is recommended. Furthermore, a walking trail around the perimeter of the park would enhance the park and improve the quality of life for the park users. Establishing partnerships and cooperative agreements with youth organizations for use, maintenance issues and support of the plan is advisable. Acquisition of adjacent property and improved access from surrounding residential areas would be wise to provide a diverse recreational amenity for the citizens. The long-range plan should encompass a complete concept plan for this park once funds can be raised.

Tapscott Community Center

Inventory and Analysis of Existing Conditions



Tapscott Community Center property is 3.29 acres and contains a moderate size building, a historic cemetery and large open space to the south and west of the building. A nice grove of trees exists between the building and the cemetery. The cemetery appears to be in fair condition given the date of some monuments. The property is bordered by quarried property and state route 123 to the south; residential to the west; private quarry ponds and residential to the north; and a ready-mix site to the east.

Strength, Weakness, and Opportunities Assessment

Strength Assessment: The building has great potential for renovation to be utilized for recreational and rental purposes. Potential users are currently inquiring about the use of the space. Water and sewer access is nearby. Access from State Route 123 is a tremendous strength. This property could be used as a gateway attraction to the City of Carlisle. The City of Carlisle owns a parcel of property at 300 Central Avenue with is close to the Tapscott property. The two properties could be used in conjunction with additional acquisition to enhance the gateway. The property overlooks the private lakes. The cemetery is the oldest in Warren County.

Weakness Assessment: The roof of the building appears as if substantial work will need to be done to renovate. The interior of the building must have substantial work performed to make it a desirable recreational and rental attraction. Currently there is not city water and sewer at the location. Parking is currently on the grass. The access from State Route 123 is not easily seen. The farm fence between the building and cemetery is deteriorating.

Opportunity Assessment: Opportunities are abound for this property. The creation of a community gathering place and rental facility is something that Carlisle needs. The creation of a nicely landscape area with patios and a gazebo for wedding and receptions on site would be a benefit. There are opportunities to showcase a well maintained cemetery that has historical significance. Opportunities exist to develop walking access for the developing neighborhood. The building could be utilized for youth indoor recreational opportunities. This site could anchor one end of a "Central Avenue Gateway" into Carlisle. Architectural character and style of the building could be quite unique once the layers of siding and newer improvements have been removed.

Public Input

On November 29, 2010 a public meeting was held to discuss the preliminary concept designs for Roscoe Roof Park and the written Strengths, Weaknesses and Opportunities with the general public for Cook Park, Lion's Park and Tapscott community Center. Members of the Park Board, City Council, City staff and around ten members of the public showed up to comment on the plan. Additional public comment was gathered at a Park Board spaghetti dinner on Saturday December 4, 2010.

Participants were given post-it-notes and were asked to review the drawings and notes for the park and then use the post-it-notes to comment on the plan. All comments were captured by the master plan consultants and are included below.



Comments from the Public Input section included:

- Acquisition of adjacent property to provide additional road frontage, linkages to river and improvements to gateway.
- Work with private lake to utilize it as a public resource for boating and fishing.
- Host weddings and receptions at the site.
- Use property for haunted house during Halloween.
- Utilize side yard area for special events.
- Potentially hold railroad days there.
- Add outdoor activities such as shuffleboard, corn hole and horseshoes.
- Look for grants to acquire additional property and create a bicycle connection to the river.
- Explore special event alcohol permits to provide funding for park improvements.
- Connect to the Marathon Station and establish a river launch site.
- Add bicycle racks.
- Consider adding a historical plaque describing the cemetery.
- Add a shelter, gazebo and picnic tables.
- Add a parking lot.

Outcomes and Recommendations

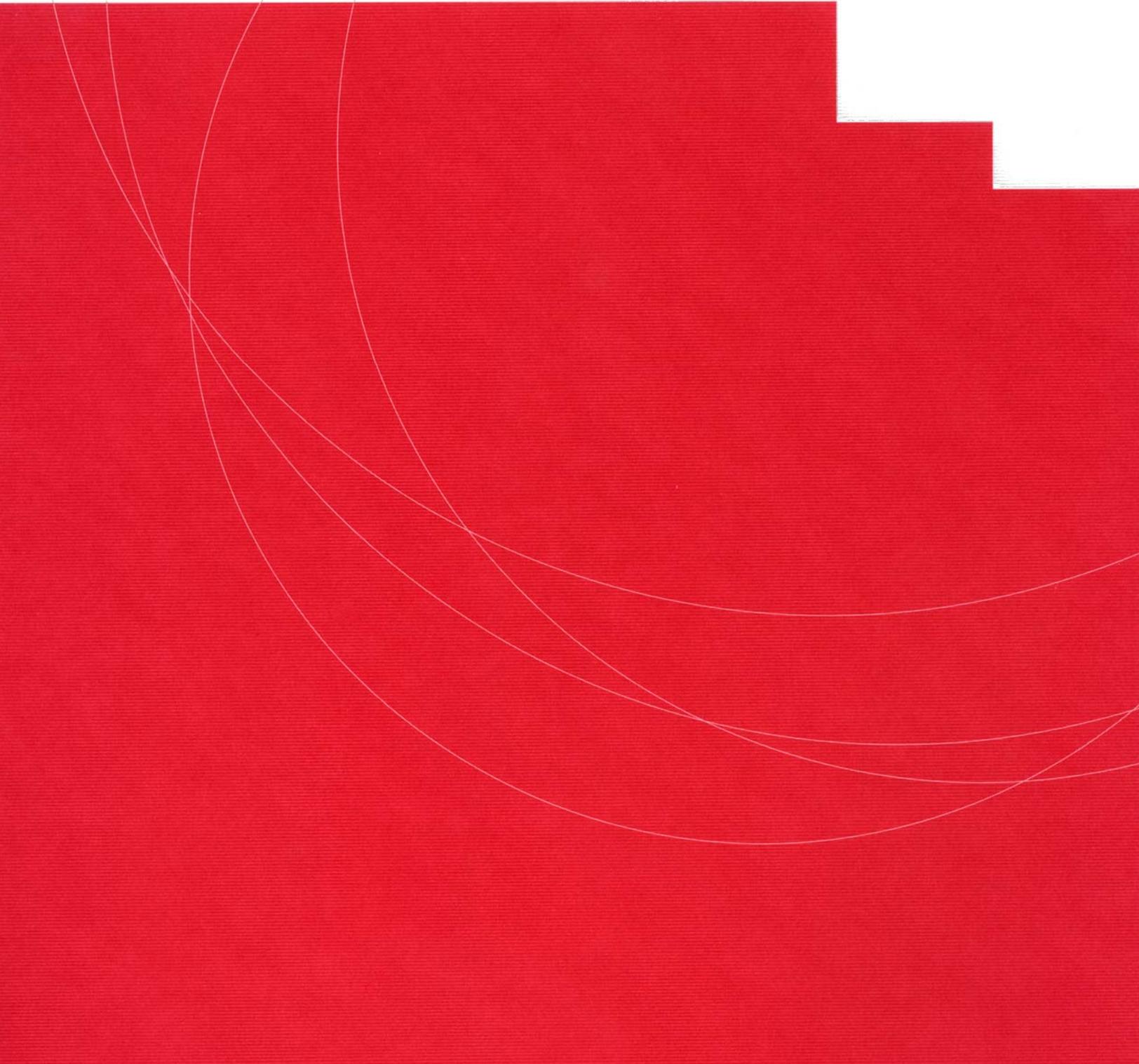
It was very clear after the public input that establishing an attractive gateway along Central Avenue should become a priority and this park site should be utilized as one anchor and the Marathon Station should be utilized as another. Therefore, it is imperative to continue to work on acquisition and improvements along this corridor making this a priority of the park board and the city leadership. Furthermore, the general consensus was that the building contains dramatic potential for a revenue stream once renovated. Partnerships with adjacent neighborhood home owners associations for access to the site are recommended. The establishment of an agreement for use with the private lake association would be a recreational benefit to the city. Marketing and improving the historic cemetery will bring interest from historians and genealogy groups. It is recommended to have a specific site concept plan completed along with cost estimates for needed improvements. This specific plan will provide you with the tools you need to find funding for individual projects.

Funding Sources

Garnering community support for the master plan is the best way to begin to establish financial resources for individual projects. Showing the community that a well thought plan is in place will lend credibility to your fundraising effort. This plan encourages the City of Carlisle to establish a dedicated funding source for park capital improvement projects. That could be as simple as utilizing revenue generated from vending machines located in parks and throughout government buildings for park purposes. Considerations should also be given to the establishment of a parkland dedication ordinance for all new residential and commercial developments. The Park Board may also wish to consider establishing a non-profit parks foundation which works to raise funds for capital improvement projects through tax deductible donations, fund-raising efforts, and grants. Examples and by-laws for community foundations can be found at many adjacent cities. Special event permit fees for the rental of facilities should be considered. Special event alcohol sales for certain public events can also generate a significant revenue stream for the benefit of the parks. Once the City of Carlisle has a dedicated fund with an ample fund balance, matching grants can be sought.

A comprehensive list of grant opportunities has been compiled related to parks and recreational services. Not all of them will be applicable, but have been attached as a reference for use by the City of Carlisle as new opportunities present themselves to actualize many of the ideas and concepts presented in the Parks Master Plan.

Appendix F



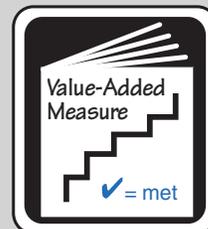
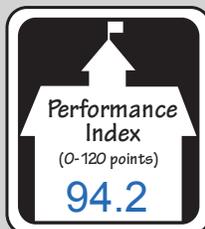


Carlisle Local School District

724 Fairview Dr, Carlisle, OH 45005-3148 - Warren County

2008-2009 School Year Report Card

Current Superintendent: Michael E. Griffith (937) 746-0710



The District Report Card for the 2008-2009 school year shows the progress districts have made based on four measures of performance.



Indicators



Performance Index



Adequate Yearly Progress



Value-Added

The combination of the four measures is the basis for assigning state designations to districts, buildings and community schools.

The six designations are

- Excellent with Distinction
- Excellent
- Effective
- Continuous Improvement
- Academic Watch
- Academic Emergency



State Indicators

Percentage of Students at and above the Proficient Level

	Your District 2008-2009	Similar Districts* 2008-2009	State 2008-2009
3rd Grade Achievement			
<i>The state requirement is 75 percent</i>			
1. Reading	82.1 % ✓	84.9 %	77.4 %
2. Mathematics	89.7 % ✓	87.5 %	81.3 %
4th Grade Achievement			
<i>The state requirement is 75 percent</i>			
3. Reading	83.7 % ✓	87.9 %	82 %
4. Mathematics	85.2 % ✓	85.8 %	78.4 %
5. Writing	85.2 % ✓	87.9 %	84.4 %
5th Grade Achievement			
<i>The state requirement is 75 percent</i>			
6. Reading	76.7 % ✓	77.8 %	72 %
7. Mathematics	62.3 %	69.1 %	62.3 %
8. Science	67.8 %	77.9 %	70.6 %
9. Social Studies	54.8 %	65.2 %	61.6 %
6th Grade Achievement			
<i>The state requirement is 75 percent</i>			
10. Reading	78.8 % ✓	88.1 %	81.3 %
11. Mathematics	74.2 %	84.2 %	75.2 %
7th Grade Achievement			
<i>The state requirement is 75 percent</i>			
12. Reading	76.2 % ✓	82.5 %	76.6 %
13. Mathematics	78.5 % ✓	82.7 %	74.3 %
14. Writing	78.5 % ✓	84.0 %	80.5 %
8th Grade Achievement			
<i>The state requirement is 75 percent</i>			
15. Reading	75.4 % ✓	76.5 %	72.4 %
16. Mathematics	77.1 % ✓	79.7 %	70.6 %
17. Science	77.1 % ✓	71.3 %	62.8 %
18. Social Studies	47.5 %	53.7 %	51.1 %
Ohio Graduation Tests (10th Grade)			
<i>The state requirement is 75 percent</i>			
19. Reading	83.5 % ✓	88.8 %	84.5 %
20. Mathematics	81.2 % ✓	88.3 %	81.4 %
21. Writing	88.4 % ✓	92.5 %	89.7 %
22. Science	76.6 % ✓	84.7 %	76 %
23. Social Studies	83.2 % ✓	87.6 %	81.6 %
Ohio Graduation Tests (11th Grade)**			
<i>The state requirement is 85 percent</i>			
24. Reading	93.7 % ✓	94.6 %	92.8 %
25. Mathematics	88.2 % ✓	92.7 %	88.4 %
26. Writing	93.7 % ✓	94.9 %	93.2 %
27. Science	87.4 % ✓	89.9 %	84.2 %
28. Social Studies	89.8 % ✓	92.5 %	88.6 %
Attendance Rate			
<i>The state requirement is 93 percent</i>			
29. All Grades	95.3 % ✓	95.2 %	94.3 %
2007-08 Graduation Rate			
<i>The state requirement is 90 percent</i>			
30. District	97.3 % ✓	94.2 %	84.6 %

Any result at or above the state standard is indicated by a ✓.

-- = Not Calculated/Not Displayed when there are fewer than 10 in the group.

*Similar Districts are based on comparing demographic, socioeconomic and geographic factors. **Cumulative results for students who took the tests as 10th or 11th graders.

State Indicators

To meet a test indicator for grades 3-8 and 10, at least 75% of students tested must score proficient or higher on that test. Other indicator requirements are: 11th grade Ohio Graduation Tests, 85%; Attendance Rate, 93%; Graduation Rate, 90%.

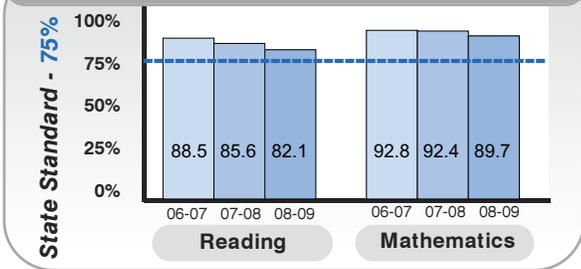
On the Web: reportcard.ohio.gov

Your District's Assessment Results Over Time

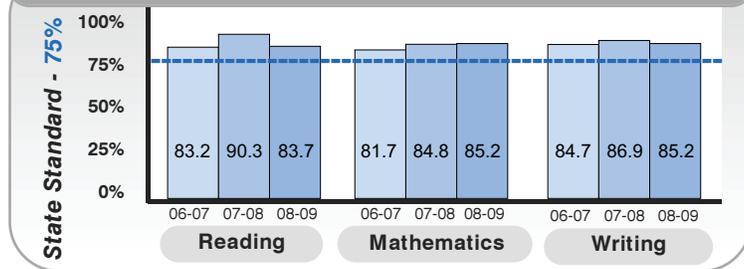


All students in the district for a full academic year are included in the results.

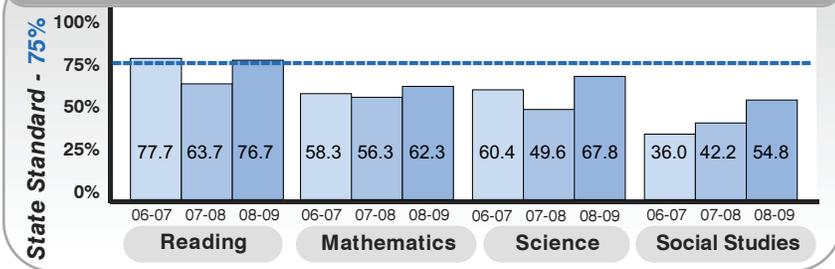
3rd Grade Achievement



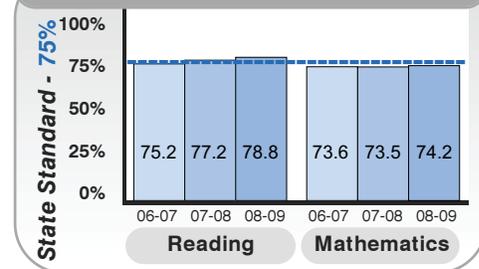
4th Grade Achievement



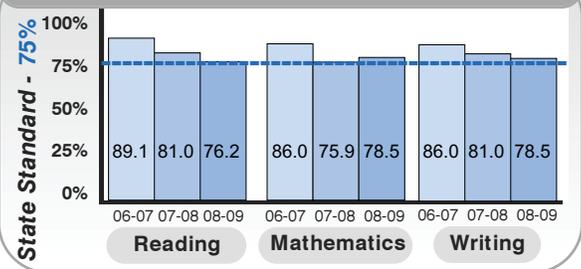
5th Grade Achievement



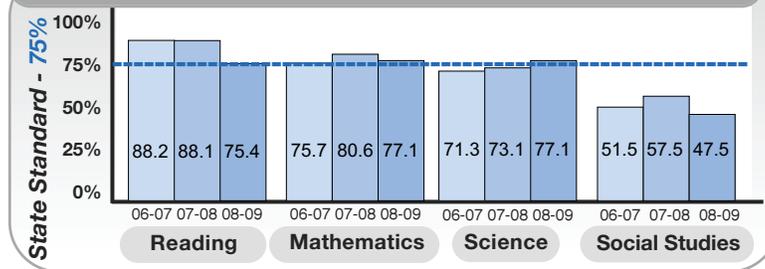
6th Grade Achievement



7th Grade Achievement

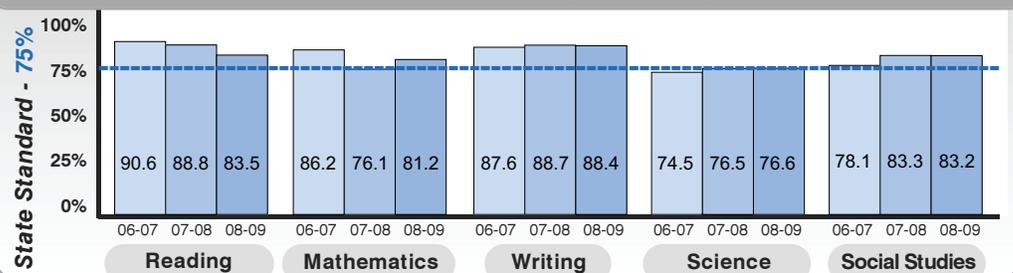


8th Grade Achievement

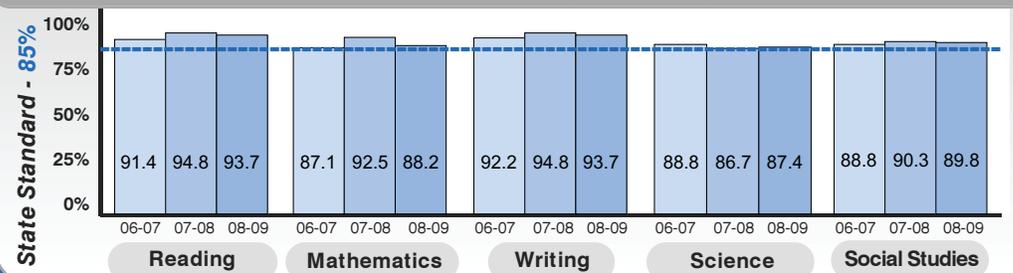


The State Indicators are based on state assessments, as well as on attendance and graduation rates. To earn an indicator for Achievement or Graduation Tests, at least 75% of students must reach proficient or above for the given assessment. For the 11th grade Ohio Graduation Tests indicators, a cumulative 85% passage rate for each assessment is required.

Ohio Graduation Tests (10th Grade)



Ohio Graduation Tests (11th Grade)*



*Cumulative results for students who took the tests as 10th or 11th graders.

Performance Index



Performance Index Calculations for the 2008-2009 School Year

Performance Level Across Grades 3-8 and 10 for all Tested Subjects

(Includes every student enrolled in the district for a full academic year)

	Percentage	X	Weight	=	Points
Untested	0.2	X	0.0	=	0.0
Limited	6.8	X	0.3	=	2.0
Basic	16.5	X	0.6	=	9.9
Proficient	35.1	X	1.0	=	35.1
Accelerated	25.0	X	1.1	=	27.5
Advanced	16.4	X	1.2	=	19.7

Your District's Performance Index 94.2



The Performance Index reflects the achievement of every student enrolled for the full academic year. The Performance Index is a weighted average that includes all tested subjects and grades and untested students. The greatest weight is given to advanced scores (1.2); the weights decrease for each performance level and a weight of zero is given to untested students. This results in a scale from 0 to 120 points. The Performance Index can be compared across years to show district achievement trends.

Performance Index Over Time

2008-2009	2007-2008	2006-2007
94.2	93.5	93.5

Value-Added Measure



Overall Composite



Scores reflect grade level and overall composite ratings for the 2008-2009 school year.

Grade 4 Grade 5 Grade 6 Grade 7 Grade 8

Reading

+ - + - -

Mathematics

+ - ✓ ✓ ✓

Legend

- +** = Above Expected Growth
- ✓** = Met Expected Growth
- = Below Expected Growth



Your district's Value-Added rating represents the progress your district has made with its students since last school year. In contrast, achievement scores represent students' performance at a point in time. A score of "Above" indicates greater than one year of progress has been achieved; "Met" indicates one year of progress has been achieved; "Below" indicates less than one year of progress has been achieved.

Adequate Yearly Progress (AYP)



Adequate Yearly Progress Grades 3-8 and 10 Reading and Mathematics		All Students	Economically Disadvantaged	Asian/Pacific Islander	Black, non-Hispanic	American Indian/Alaska Native	Hispanic	Multi-Racial	White, non-Hispanic	Students with Disabilities	Limited English Proficient	AYP Determination by Indicator
Percent Proficient	Reading	Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	
	Mathematics	Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	Mathematics Proficiency: Not Met
Percent Tested	Reading	Met	Met	NR	NR	NR	NR	NR	Met	Met	NR	Reading Participation: Met
	Mathematics	Met	Met	NR	NR	NR	NR	NR	Met	Met	NR	Mathematics Participation: Met
Graduation Rate*		Met										Graduation Rate: Met
Attendance Rate*		Met										Attendance Rate: Met
AYP Determination by Subgroup		Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	AYP Determination for Your District: Not Met

Legend

This legend explains terms used in the above chart that describe whether each student group met this year's AYP goals.

For test indicators, AYP can be met in one of four ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) meeting the improvement requirements of Safe Harbor;
- 4) meeting the AYP targets with projected results.

For non-test indicators, AYP can be met in one of three ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) making improvement over the previous year.

* The non-test indicators used for overall AYP (Attendance Rate and Graduation Rate) are evaluated only for the All Students subgroup.

N/A	Not applicable.
NR	Not Required – This indicator was not evaluated for this subgroup because the subgroup size was smaller than the minimum number needed to achieve a statistically reliable result. 30 students is the minimum size for the proficiency and non-test indicators, while 40 is the minimum size for the participation rate indicators.
Met	This subgroup met AYP for this indicator with its current year, two-year combined, Safe Harbor, or growth measure results.
Not Met	This subgroup did not meet AYP for this indicator.

Adequate Yearly Progress (AYP) is a federally required measure. Every school and district must meet AYP goals that are set for Reading and Mathematics Proficiency and Participation, Attendance Rate, and Graduation Rate. These goals are applied to ten student groups: All Students, Economically Disadvantaged Students, Asian/Pacific Islander Students, Black, non-Hispanic Students, American Indian/Alaska Native Students, Hispanic Students, Multi-Racial Students, White, non-Hispanic Students, Students with Disabilities (IEP), and Students with Limited English Proficiency (LEP). If any one of these groups does not meet AYP in Reading or Mathematics Proficiency, or in Participation, Attendance Rate, or Graduation Rate, then the school or district does not meet AYP. Not meeting AYP for consecutive years will have both federal and state consequences. Federal consequences could include a school or district being identified for improvement. State consequences could include a reduction in the state's rating designation.



Federally Required Graduation Rate Information

American Indian/Alaska Native	0%	Asian or Pacific Islander	>95%	Black, non-Hispanic	>95%	Econ. Disadvtdgd	>95%
Hispanic	>95%	Limited English Proficient	0%	Multi-Racial	>95%	Students with Disabilities	>95%
				White, non-Hispanic	>95%		

The disaggregated graduation rates of your district are provided for informational purposes only and are not used for your AYP determination.

State and Federally Required District Information

Your District's Percentage of Students at Each Performance Level

	Black, non-Hispanic	American Indian/ Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Non-Disabled Students	Students with Disabilities	Migrant	Non-Econ. Disadvtdgd	Econ. Disadvtdgd	Limited English Proficient	Female	Male
Percentage of Students Scoring Limited														
Reading	--	--	--	--	3.8	7.8	3.0	38.2	--	6.5	11.6	--	5.4	9.9
Writing	--	--	--	--	0.0	2.6	0.6	13.6	--	2.2	3.3	--	1.0	3.9
Mathematics	--	--	--	--	8.0	8.3	4.0	36.6	--	6.6	13.9	--	7.5	9.2
Science	--	--	--	--	7.1	3.9	1.4	20.0	--	3.3	6.0	--	3.3	4.5
Social Studies	--	--	--	--	14.3	8.1	4.0	36.4	--	7.0	13.0	--	7.7	9.1
Percentage of Students Scoring Basic														
Reading	--	--	--	--	11.5	12.7	9.8	31.7	--	10.0	21.4	--	12.2	13.2
Writing	--	--	--	--	8.3	13.4	6.7	52.5	--	9.6	26.7	--	10.2	16.4
Mathematics	--	--	--	--	20.0	13.6	10.0	37.4	--	10.7	22.9	--	15.0	12.4
Science	--	--	--	--	35.7	21.9	17.6	52.7	--	19.6	31.0	--	24.9	20.5
Social Studies	--	--	--	--	21.4	29.8	26.6	45.5	--	25.9	39.0	--	29.8	28.6
Percentage of Students Scoring Proficient														
Reading	--	--	--	--	46.2	40.6	43.7	21.1	--	40.8	40.2	--	41.3	40.1
Writing	--	--	--	--	50.0	43.4	46.5	25.4	--	44.1	41.1	--	40.8	45.9
Mathematics	--	--	--	--	32.0	34.1	37.1	13.0	--	34.6	31.4	--	32.7	34.9
Science	--	--	--	--	14.3	27.9	29.2	18.2	--	26.6	31.0	--	30.4	25.5
Social Studies	--	--	--	--	21.4	24.8	27.5	7.3	--	27.6	16.0	--	26.0	23.6
Percentage of Students Scoring Accelerated														
Reading	--	--	--	--	15.4	24.4	27.1	3.3	--	26.8	14.7	--	24.0	23.7
Writing	--	--	--	--	41.7	38.0	44.2	1.7	--	41.9	24.4	--	44.9	31.4
Mathematics	--	--	--	--	20.0	21.1	23.2	6.5	--	23.4	13.5	--	20.9	21.0
Science	--	--	--	--	35.7	30.5	34.7	3.6	--	33.2	22.0	--	27.6	32.7
Social Studies	--	--	--	--	7.1	18.8	20.5	5.5	--	17.9	20.0	--	17.7	19.1
Percentage of Students Scoring Advanced														
Reading	--	--	--	--	23.1	14.4	16.4	5.7	--	15.9	12.1	--	17.0	13.0
Writing	--	--	--	--	0.0	2.6	2.0	6.8	--	2.2	4.4	--	3.1	2.4
Mathematics	--	--	--	--	20.0	22.9	25.7	6.5	--	24.7	18.4	--	23.9	22.5
Science	--	--	--	--	7.1	15.7	17.1	5.5	--	17.3	10.0	--	13.8	16.8
Social Studies	--	--	--	--	35.7	18.5	21.4	5.5	--	21.6	12.0	--	18.8	19.5

Your District's Students 2008-2009

Average Daily Student Enrollment	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Economically Disadvantaged	Limited English Proficient	Students with Disabilities	Migrant
1735	--	--	--	0.6%	2.5%	96.1%	22.7%	--	12.3%	--

-- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

Number of Limited English Proficient Students Excluded from Accountability Calculations

--

Under the federal No Child Left Behind Act, states are required to report certain data about schools and teachers. Data presented here are for reporting purposes only and are not used in the computation of the state designation for districts and schools.

Federally Required School Teacher Information

	Your District	State
Percentage of teachers with at least a Bachelor's Degree	100.0	99.3
Percentage of teachers with at least a Master's Degree	67.4	59.3
Percentage of core academic subject elementary and secondary classes not taught by highly qualified teachers	0.0	1.8
Percentage of core academic subject elementary and secondary classes taught by properly certified teachers	100.0	98.7
Percentage of core academic subject elementary and secondary classes taught by teachers with temporary, conditional or long-term substitute certification/licensure	All Schools in Your District 0.0	High-Poverty Schools Located in Your District* --
		Low-Poverty Schools Located in Your District* 0.0

-- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

*High-poverty schools are those ranked in the top quartile based on the percentage of economically disadvantaged students. Low-poverty schools are those ranked in the bottom quartile based on the percentage of economically disadvantaged students. A district may have buildings in both quartiles, in just one quartile or in neither quartile.

Schools in *School Improvement*



Generally, a school will enter School Improvement (SI) after missing AYP for two consecutive years, and it can exit SI only after meeting AYP for two consecutive years.

Every school in SI has to create an improvement plan. If a school in SI receives federal funds, it may have to offer Public School Choice and/or Supplemental Educational Services.

Being in SI for three or more years requires more extensive corrective actions and, eventually, restructuring.

Name of the School & Years in Improvement

Name of Schools Identified for Improvement and Years in Improvement Status

Alden R Brown Elementary School	1	Bobby F. Grigsby Intermediate School	1
Chamberlain Middle School	1		

Measures of a Rigorous Curriculum for the Class of 2008

Measure	2007-08 Graduates	Data Source
Graduation Rate	97.3 %	EMIS
Mean ACT Score	21	ACT Corp., EMIS
Percent of Graduates participating in the ACT	58.2 %	ACT Corp., EMIS
Mean SAT Score	1216	College Board, EMIS
Percent of Graduates participating in the SAT	--	College Board, EMIS
Percent of Graduates graduating with an Honors Diploma	0.0	EMIS
Number of Graduates participating in an AP test	29	College Board
Percent of Graduates with an AP score of 3 or above	13.6 %	College Board, EMIS

Legend

EMIS - Education Management Information System of the Ohio Department of Education

ACT College Entrance Exam - Nonprofit organization that administers the ACT college entrance test

College Board (SAT) - Nonprofit association that administers the SAT exam

AP - Advanced Placement, a program offering courses/exams that provide students the opportunity to earn credit or advanced standing at colleges and universities

The Measures of a Rigorous Curriculum are intended to report on the completion of a rigorous curriculum and other indicators of student success that ensure students leave school with the knowledge and skills needed to succeed in college, careers and citizenship. These indicators pertain to schools that have any combination of grades 10, 11 and 12.

The National Assessment of Educational Progress (NAEP),

often referred to as "The Nation's Report Card," is the only nationally representative and continuing assessment that enables the comparison of performance in Ohio and other states in various subject areas. Schools and students within each state are selected randomly to be a part of the assessment. Not all students in the state or in a particular school take the assessment. Data are reported at the state level only, and there are no individual student or even school summary results. The assessments are conducted in mathematics, reading, science, writing, the arts, civics, economics, geography and U.S. history.

To view Ohio's most recent NAEP results, go to:

<http://education.ohio.gov>
and search for key word "NAEP"

Determining Your District's Rating

Determining your district's report card designation is a multi-step process. The first step is to determine a preliminary designation, which is based on the following components: 1) the percentage of indicators met, 2) the performance index and 3) AYP determination.



Indicators Met		Performance Index Score		AYP Status		Preliminary Designation
94%-100%	or	100 to 120	and	Met or Not Met	=	Excellent
75%-93.9%	or	90 to 99.9	and	Met or Not Met	=	Effective
0%-74.9%	or	0 to 89.9	and	Met	=	Continuous Improvement
50%-74.9%	or	80 to 89.9	and	Not Met	=	
31%-49.9%	or	70 to 79.9	and	Not Met	=	Academic Watch
0%-30.9%	and	0 to 69.9	and	Not Met	=	Academic Emergency

The preliminary designation results from identifying the higher value between the percentage of indicators met by your district and your district's performance index. AYP then is evaluated to determine its effect on the preliminary designation. There are three ways in which AYP can affect the preliminary designation.

1. If a district meets AYP in the current year, it can be rated no lower than Continuous Improvement.
2. If a district does not meet AYP for three consecutive years and in the current year it does not meet AYP in more than one student group, it can be rated no higher than Continuous Improvement.
3. In all other cases, AYP has no effect on the preliminary designation. Thus, the preliminary designation becomes the final designation.

Once the preliminary designation is determined, Value-Added, the fourth measure in the accountability system, is evaluated to determine the impact (if any) on the district's final designation.

1. If your district's rating is restricted to Continuous Improvement due to AYP, then Value-Added will have no impact on the designation and the preliminary designation becomes the final designation.
2. If your district experiences above expected growth for at least two consecutive years, your district's final designation will increase by one designation.
3. If your district experiences below expected growth for at least three consecutive years, your district's final designation will decrease by one designation.



Preliminary Designation		Value-Added Measure*	Final Designation
Excellent	and	Above expected growth for at least 2 consecutive years	Excellent with Distinction
		Below expected growth for at least 3 consecutive years	Effective
Effective	and	Above expected growth for at least 2 consecutive years	Excellent
		Below expected growth for at least 3 consecutive years	Continuous Improvement
Continuous Improvement	and	Above expected growth for at least 2 consecutive years	Effective
		Below expected growth for at least 3 consecutive years	Academic Watch
Academic Watch	and	Above expected growth for at least 2 consecutive years	Continuous Improvement
		Below expected growth for at least 3 consecutive years	Academic Emergency
Academic Emergency	and	Above expected growth for at least 2 consecutive years	Academic Watch
		Below expected growth for at least 3 consecutive years	Academic Emergency

*In all other cases, including if your district's designation has been restricted to Continuous Improvement, then Value-Added will have no impact on the designation and the preliminary designation becomes the final designation.

Ohio Department of Education
Report Card Resources on the Web:
reportcard.ohio.gov



Alden R Brown Elementary School

310 Jamaica Rd, Carlisle, OH 45005-3108 - Warren County

2008-2009 School Year Report Card

Current Principal: Michael R. Milner (937) 746-7610

Current Superintendent: Michael E. Griffith (937) 746-0710



The School Report Card for the 2008-2009 school year shows the progress schools have made based on four measures of performance.

Your school does not have grades in which statewide assessments are given. Therefore, the results shown are for your district. If you would like to see more information about the schools in your district, please visit reportcard.ohio.gov.



To meet a test indicator, at least 75% of students tested must score proficient or higher on that test. Other indicator requirements are: 11th-grade Ohio Graduation Tests, 85%; Attendance Rate, 93%; Graduation Rate, 90%.



State Indicators

Percentage of Students at and above the Proficient Level

	Your District 2008-2009	Similar Districts* 2008-2009	State 2008-2009
3rd Grade Achievement			
<i>The state requirement is 75 percent</i>			
1. Reading	82.1 % ✓	84.9 %	77.4 %
2. Mathematics	89.7 % ✓	87.5 %	81.3 %
4th Grade Achievement			
<i>The state requirement is 75 percent</i>			
3. Reading	83.7 % ✓	87.9 %	82 %
4. Mathematics	85.2 % ✓	85.8 %	78.4 %
5. Writing	85.2 % ✓	87.9 %	84.4 %
5th Grade Achievement			
<i>The state requirement is 75 percent</i>			
6. Reading	76.7 % ✓	77.8 %	72 %
7. Mathematics	62.3 %	69.1 %	62.3 %
8. Science	67.8 %	77.9 %	70.6 %
9. Social Studies	54.8 %	65.2 %	61.6 %
6th Grade Achievement			
<i>The state requirement is 75 percent</i>			
10. Reading	78.8 % ✓	88.1 %	81.3 %
11. Mathematics	74.2 %	84.2 %	75.2 %
7th Grade Achievement			
<i>The state requirement is 75 percent</i>			
12. Reading	76.2 % ✓	82.5 %	76.6 %
13. Mathematics	78.5 % ✓	82.7 %	74.3 %
14. Writing	78.5 % ✓	84.0 %	80.5 %
8th Grade Achievement			
<i>The state requirement is 75 percent</i>			
15. Reading	75.4 % ✓	76.5 %	72.4 %
16. Mathematics	77.1 % ✓	79.7 %	70.6 %
17. Science	77.1 % ✓	71.3 %	62.8 %
18. Social Studies	47.5 %	53.7 %	51.1 %
Ohio Graduation Tests (10th Grade)			
<i>The state requirement is 75 percent</i>			
19. Reading	83.5 % ✓	88.8 %	84.5 %
20. Mathematics	81.2 % ✓	88.3 %	81.4 %
21. Writing	88.4 % ✓	92.5 %	89.7 %
22. Science	76.6 % ✓	84.7 %	76 %
23. Social Studies	83.2 % ✓	87.6 %	81.6 %
Ohio Graduation Tests (11th Grade)**			
<i>The state requirement is 85 percent</i>			
24. Reading	93.7 % ✓	94.6 %	92.8 %
25. Mathematics	88.2 % ✓	92.7 %	88.4 %
26. Writing	93.7 % ✓	94.9 %	93.2 %
27. Science	87.4 % ✓	89.9 %	84.2 %
28. Social Studies	89.8 % ✓	92.5 %	88.6 %
Attendance Rate			
<i>The state requirement is 93 percent</i>			
29. All Grades	95.3 % ✓	95.2 %	94.3 %
2007-08 Graduation Rate			
<i>The state requirement is 90 percent</i>			
30. District	97.3 % ✓	94.2 %	84.6 %

Any result at or above the state standard is indicated by a ✓.
 -- =Not Calculated/Not Displayed when there are fewer than 10 in the group.
 *Similar Districts are based on comparing demographic, socioeconomic and geographic factors. **Cumulative results for students who took the tests as 10th or 11th graders.

State and Federally Required District Information

Your District's Percentage of Students at Each Performance Level

	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Non-Disabled Students	Students with Disabilities	Migrant	Non-Econ. Disadvtdgt	Econ. Disadvtdgt	Limited English Proficient	Female	Male
Percentage of Students Scoring Limited														
Reading	--	--	--	--	3.8	7.8	3.0	38.2	--	6.5	11.6	--	5.4	9.9
Writing	--	--	--	--	0.0	2.6	0.6	13.6	--	2.2	3.3	--	1.0	3.9
Mathematics	--	--	--	--	8.0	8.3	4.0	36.6	--	6.6	13.9	--	7.5	9.2
Science	--	--	--	--	7.1	3.9	1.4	20.0	--	3.3	6.0	--	3.3	4.5
Social Studies	--	--	--	--	14.3	8.1	4.0	36.4	--	7.0	13.0	--	7.7	9.1
Percentage of Students Scoring Basic														
Reading	--	--	--	--	11.5	12.7	9.8	31.7	--	10.0	21.4	--	12.2	13.2
Writing	--	--	--	--	8.3	13.4	6.7	52.5	--	9.6	26.7	--	10.2	16.4
Mathematics	--	--	--	--	20.0	13.6	10.0	37.4	--	10.7	22.9	--	15.0	12.4
Science	--	--	--	--	35.7	21.9	17.6	52.7	--	19.6	31.0	--	24.9	20.5
Social Studies	--	--	--	--	21.4	29.8	26.6	45.5	--	25.9	39.0	--	29.8	28.6
Percentage of Students Scoring Proficient														
Reading	--	--	--	--	46.2	40.6	43.7	21.1	--	40.8	40.2	--	41.3	40.1
Writing	--	--	--	--	50.0	43.4	46.5	25.4	--	44.1	41.1	--	40.8	45.9
Mathematics	--	--	--	--	32.0	34.1	37.1	13.0	--	34.6	31.4	--	32.7	34.9
Science	--	--	--	--	14.3	27.9	29.2	18.2	--	26.6	31.0	--	30.4	25.5
Social Studies	--	--	--	--	21.4	24.8	27.5	7.3	--	27.6	16.0	--	26.0	23.6
Percentage of Students Scoring Accelerated														
Reading	--	--	--	--	15.4	24.4	27.1	3.3	--	26.8	14.7	--	24.0	23.7
Writing	--	--	--	--	41.7	38.0	44.2	1.7	--	41.9	24.4	--	44.9	31.4
Mathematics	--	--	--	--	20.0	21.1	23.2	6.5	--	23.4	13.5	--	20.9	21.0
Science	--	--	--	--	35.7	30.5	34.7	3.6	--	33.2	22.0	--	27.6	32.7
Social Studies	--	--	--	--	7.1	18.8	20.5	5.5	--	17.9	20.0	--	17.7	19.1
Percentage of Students Scoring Advanced														
Reading	--	--	--	--	23.1	14.4	16.4	5.7	--	15.9	12.1	--	17.0	13.0
Writing	--	--	--	--	0.0	2.6	2.0	6.8	--	2.2	4.4	--	3.1	2.4
Mathematics	--	--	--	--	20.0	22.9	25.7	6.5	--	24.7	18.4	--	23.9	22.5
Science	--	--	--	--	7.1	15.7	17.1	5.5	--	17.3	10.0	--	13.8	16.8
Social Studies	--	--	--	--	35.7	18.5	21.4	5.5	--	21.6	12.0	--	18.8	19.5

Your School's Students 2008-2009

Average Daily Student Enrollment	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Economically Disadvantaged	Limited English Proficient	Students with Disabilities	Migrant
368	--	--	--	--	--	97.0%	20.3%	--	10.5%	--

-- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

Number of Limited English Proficient Students Excluded from Accountability Calculations

--

Under the federal No Child Left Behind Act, states are required to report certain data about schools and teachers. Data presented here are for reporting purposes only and are not used in the computation of the state designation for districts and schools.

Federally Required School Teacher Information

	Your Building	Your District				
Percentage of teachers with at least a Bachelor's Degree	100.0	100.0				
Percentage of teachers with at least a Master's Degree	59.6	67.4				
Percentage of core academic subject elementary and secondary classes not taught by highly qualified teachers	0.0	0.0				
Percentage of core academic subject elementary and secondary classes taught by properly certified teachers	100.0	100.0				
Percentage of core academic subject elementary and secondary classes taught by teachers with temporary, conditional or long-term substitute certification/licensure	0.0	<table border="1"> <thead> <tr> <th>High-Poverty School*</th> <th>Low-Poverty School*</th> </tr> </thead> <tbody> <tr> <td>NC</td> <td>0.0</td> </tr> </tbody> </table>	High-Poverty School*	Low-Poverty School*	NC	0.0
High-Poverty School*	Low-Poverty School*					
NC	0.0					

-- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

*High-poverty schools are those ranked in the top quartile based on the percentage of economically disadvantaged students. Low-poverty schools are those ranked in the bottom quartile based on the percentage of economically disadvantaged students.

Your building is a high-poverty school if a percentage appears in Column 2. Your building is a low-poverty school if a percentage appears in Column 3. Your building is neither a high-poverty school nor a low-poverty school if no data appear in either Column 2 or Column 3.

Alden R Brown Elementary School, Warren County



Bobby F. Grigsby Intermediate School

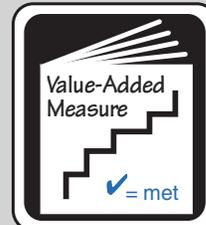
100 Jamaica Rd, Carlisle, OH 45005-3110 - Grades 3-5 - Warren County



2008-2009 School Year Report Card

Current Principal: David W. Starkey (937) 746-8969

Current Superintendent: Michael E. Griffith (937) 746-0710



† Students enrolled in Title I schools in School Improvement may be eligible for Public School Choice or Supplemental Educational Services. Contact your school for specific options available to your child.

The School Report Card for the 2008-2009 school year shows the progress schools have made based on four measures of performance.



Indicators



Performance Index



Adequate Yearly Progress



Value-Added

The combination of the four measures is the basis for assigning state designations to districts, buildings and community schools.

The six designations are

- Excellent with Distinction
- Excellent
- Effective
- Continuous Improvement
- Academic Watch
- Academic Emergency



To meet a test indicator for grades 3-8 and 10, at least 75% of students tested must score proficient or higher on that test. Other indicator requirements are: 11th grade Ohio Graduation Tests, 85%; Attendance Rate, 93%; Graduation Rate, 90%.

State Indicators	Percentage of Students at and above the Proficient Level		
	Your School 2008-2009	Your District 2008-2009	State 2008-2009
3rd Grade Achievement	<i>The state requirement is 75 percent</i>		
1. Reading	82.1 % ✓	82.1 %	77.4 %
2. Mathematics	89.7 % ✓	89.7 %	81.3 %
4th Grade Achievement	<i>The state requirement is 75 percent</i>		
3. Reading	83.7 % ✓	83.7 %	82 %
4. Mathematics	85.2 % ✓	85.2 %	78.4 %
5. Writing	85.2 % ✓	85.2 %	84.4 %
5th Grade Achievement	<i>The state requirement is 75 percent</i>		
6. Reading	76.7 % ✓	76.7 %	72 %
7. Mathematics	62.3 %	62.3 %	62.3 %
8. Science	67.8 %	67.8 %	70.6 %
9. Social Studies	54.8 %	54.8 %	61.6 %
6th Grade Achievement	<i>The state requirement is 75 percent</i>		
10. Reading	--	78.8 %	81.3 %
11. Mathematics	--	74.2 %	75.2 %
7th Grade Achievement	<i>The state requirement is 75 percent</i>		
12. Reading	--	76.2 %	76.6 %
13. Mathematics	--	78.5 %	74.3 %
14. Writing	--	78.5 %	80.5 %
8th Grade Achievement	<i>The state requirement is 75 percent</i>		
15. Reading	--	75.4 %	72.4 %
16. Mathematics	--	77.1 %	70.6 %
17. Science	--	77.1 %	62.8 %
18. Social Studies	--	47.5 %	51.1 %
Ohio Graduation Tests (10th Grade)	<i>The state requirement is 75 percent</i>		
19. Reading	--	83.5 %	84.5 %
20. Mathematics	--	81.2 %	81.4 %
21. Writing	--	88.4 %	89.7 %
22. Science	--	76.6 %	76 %
23. Social Studies	--	83.2 %	81.6 %
Ohio Graduation Tests (11th Grade)*	<i>The state requirement is 85 percent</i>		
24. Reading	--	93.7 %	92.8 %
25. Mathematics	--	88.2 %	88.4 %
26. Writing	--	93.7 %	93.2 %
27. Science	--	87.4 %	84.2 %
28. Social Studies	--	89.8 %	88.6 %
Attendance Rate	<i>The state requirement is 93 percent</i>		
29. All Grades	96.1 % ✓	95.3 %	94.3 %
2007-08 Graduation Rate	<i>The state requirement is 90 percent</i>		
30. School	--	97.3 %	84.6 %

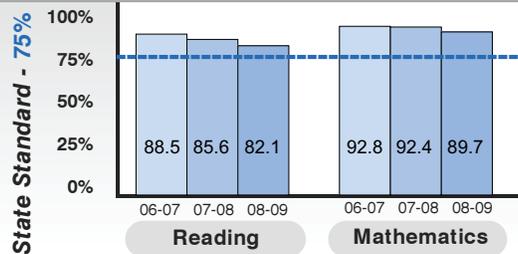
Any result at or above the state standard is indicated by a ✓.
 -- = Not Calculated/Not Displayed when there are fewer than 10 in the group.
 *Cumulative results for students who took the tests as 10th or 11th graders.

Your School's Assessment Results Over Time

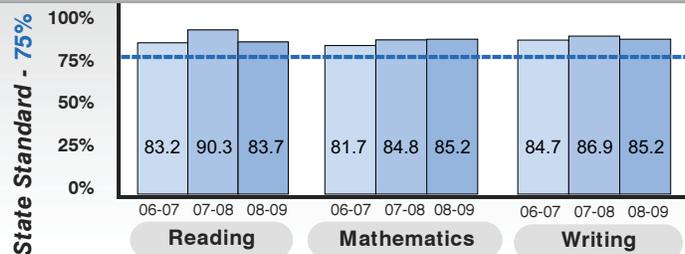


All students in the school for a full academic year are included in the results.

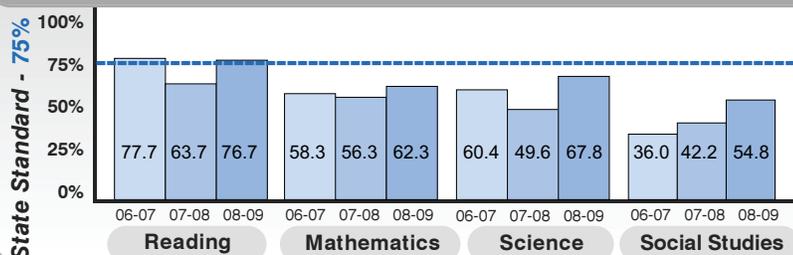
3rd Grade Achievement



4th Grade Achievement



5th Grade Achievement

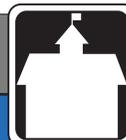


State Indicators

The State Indicators are based on state assessments, as well as on attendance and graduation rates. To earn an indicator for Achievement or Graduation Tests, at least 75% of students must reach proficient or above for the given assessment.

For the 11th grade Ohio Graduation Tests indicators, a cumulative 85% passage rate for each assessment is required.

Performance Index



Performance Index Calculations for the 2008-2009 School Year

Performance Level Across Grades 3-8 and 10 for all Tested Subjects

(Includes every student enrolled in
the school for a full academic year)

	Percentage	X	Weight	=	Points
Untested	0.0	X	0.0	=	0.0
Limited	7.1	X	0.3	=	2.1
Basic	17.2	X	0.6	=	10.3
Proficient	29.1	X	1.0	=	29.1
Accelerated	26.8	X	1.1	=	29.5
Advanced	19.8	X	1.2	=	23.7
Your School's Performance Index					94.8



The Performance Index reflects the achievement of every student enrolled for the full academic year. The Performance Index is a weighted average that includes all tested subjects and grades and untested students. The greatest weight is given to advanced scores (1.2); the weights decrease for each performance level and a weight of zero is given to untested students. This results in a scale from 0 to 120 points. The Performance Index can be compared across years to show district achievement trends.

Performance Index Over Time

2008-2009	2007-2008	2006-2007
94.8	91.8	91.9

Value-Added Measure



Overall Composite



Scores reflect grade level and overall composite ratings for the 2008-2009 school year.

Grade 4 Grade 5 Grade 6 Grade 7 Grade 8

Reading

+

-

Mathematics

+

-

Legend

- +** = Above Expected Growth
- ✓** = Met Expected Growth
- = Below Expected Growth



Your school's Value-Added rating represents the progress your school has made with its students since last school year. In contrast, achievement scores represent students' performance at a point in time. A score of "Above" indicates greater than one year of progress has been achieved; "Met" indicates one year of progress has been achieved; "Below" indicates less than one year of progress has been achieved.

Value-Added results are computed only for buildings that include sufficient testing data for students in any grade 4 through 8.

Value-Added results are computed only for buildings that include students in grades 4 through 8.

Adequate Yearly Progress (AYP)



Adequate Yearly Progress		AYP Determination by Indicator												
Grades 3-8 and 10 Reading and Mathematics		All Students	Economically Disadvantaged	Asian/Pacific Islander	Black, non-Hispanic	American Indian/Alaska Native	Hispanic	Multi-Racial	White, non-Hispanic	Students with Disabilities	Limited English Proficient	Reading Proficiency:	Mathematics Proficiency:	
Percent Proficient	Reading	Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	Reading Proficiency:	Not Met	
	Mathematics	Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	Mathematics Proficiency:	Not Met	
Percent Tested	Reading	Met	Met	NR	NR	NR	NR	NR	Met	Met	NR	Reading Participation:	Met	
	Mathematics	Met	Met	NR	NR	NR	NR	NR	Met	Met	NR	Mathematics Participation:	Met	
Graduation Rate*		N/A											Graduation Rate:	N/A
Attendance Rate*		Met											Attendance Rate:	Met
AYP Determination by Subgroup		Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	AYP Determination of Your School:	Not Met	

Legend

This legend explains terms used in the above chart that describe whether each student group met this year's AYP goals.

For test indicators, AYP can be met in one of four ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) meeting the improvement requirements of Safe Harbor;
- 4) meeting the AYP targets with projected results.

For non-test indicators, AYP can be met in one of three ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) making improvement over the previous year.

* The non-test indicators used for overall AYP (Attendance Rate and Graduation Rate) are evaluated only for the All Students subgroup.

N/A	Not applicable.
NR	Not Required – This indicator was not evaluated for this subgroup because the subgroup size was smaller than the minimum number needed to achieve a statistically reliable result. 30 students is the minimum size for the proficiency and non-test indicators, while 40 is the minimum size for the participation rate indicators.
Met	This subgroup met AYP for this indicator with its current year, two-year combined, Safe Harbor, or growth measure results.
Not Met	This subgroup did not meet AYP for this indicator.

Adequate Yearly Progress (AYP) is a federally required measure. Every school and district must meet AYP goals that are set for Reading and Mathematics Proficiency and Participation, Attendance Rate, and Graduation Rate. These goals are applied to ten student groups: All Students, Economically Disadvantaged Students, Asian/Pacific Islander Students, Black, non-Hispanic Students, American Indian/Alaska Native Students, Hispanic Students, Multi-Racial Students, White, non-Hispanic Students, Students with Disabilities (IEP), and Students with Limited English Proficiency (LEP). If any one of these groups does not meet AYP in Reading or Mathematics Proficiency, or in Participation, Attendance Rate, or Graduation Rate, then the school or district does not meet AYP. Not meeting AYP for consecutive years will have both federal and state consequences. Federal consequences could include a school or district being identified for improvement. State consequences could include a reduction in the state's rating designation.



Federally Required Graduation Rate Information

American Indian/Alaska Native 0%	Asian or Pacific Islander 0%	Black, non-Hispanic 0%	Econ. Disadvtdgd 0%
Hispanic 0%	Limited English Proficient 0%	Multi-Racial 0%	Students with Disabilities 0%
White, non-Hispanic 0%			

The disaggregated graduation rates of your district are provided for informational purposes only and are not used for your AYP determination.

State and Federally Required School Information

Your School's Percentage of Students at Each Performance Level

	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Non-Disabled Students	Students with Disabilities	Migrant	Non-Econ. Disadvtdgd	Econ. Disadvtdgd	Limited English Proficient	Female	Male
Percentage of Students Scoring Limited														
Reading	--	--	--	--	0.0	7.3	3.4	36.4	--	6.5	8.5	--	5.0	9.2
Writing	--	--	--	--	--	5.3	1.7	31.3	--	5.6	3.6	--	2.7	8.3
Mathematics	--	--	--	--	8.3	8.9	5.6	34.1	--	7.2	13.2	--	7.9	9.7
Science	--	--	--	--	--	3.6	2.3	18.8	--	3.1	6.3	--	4.5	3.8
Social Studies	--	--	--	--	--	7.2	5.4	25.0	--	5.1	12.5	--	7.5	7.6
Percentage of Students Scoring Basic														
Reading	--	--	--	--	16.7	12.2	10.7	25.0	--	8.2	23.6	--	12.4	12.2
Writing	--	--	--	--	--	9.1	5.9	37.5	--	4.7	28.6	--	6.7	13.3
Mathematics	--	--	--	--	8.3	13.3	10.7	31.8	--	10.3	20.8	--	12.4	13.8
Science	--	--	--	--	--	27.5	24.6	56.3	--	24.5	35.4	--	34.3	22.8
Social Studies	--	--	--	--	--	37.7	34.6	62.5	--	33.7	45.8	--	31.3	43.0
Percentage of Students Scoring Proficient														
Reading	--	--	--	--	25.0	34.9	35.9	22.7	--	33.6	36.8	--	32.7	36.2
Writing	--	--	--	--	--	43.2	44.5	25.0	--	40.2	50.0	--	40.0	45.0
Mathematics	--	--	--	--	25.0	25.3	26.8	11.4	--	23.3	30.2	--	22.3	28.1
Science	--	--	--	--	--	21.7	22.3	12.5	--	19.4	25.0	--	20.9	21.5
Social Studies	--	--	--	--	--	21.7	23.1	6.3	--	22.4	18.8	--	26.9	16.5
Percentage of Students Scoring Accelerated														
Reading	--	--	--	--	33.3	28.1	30.5	9.1	--	31.8	17.9	--	28.7	27.6
Writing	--	--	--	--	--	38.6	42.9	6.3	--	45.8	10.7	--	46.7	28.3
Mathematics	--	--	--	--	16.7	20.8	21.5	13.6	--	23.6	12.3	--	24.3	16.8
Science	--	--	--	--	--	36.2	38.5	12.5	--	39.8	27.1	--	28.4	41.8
Social Studies	--	--	--	--	--	21.0	22.3	6.3	--	21.4	18.8	--	19.4	21.5
Percentage of Students Scoring Advanced														
Reading	--	--	--	--	25.0	17.4	19.5	6.8	--	19.9	13.2	--	21.3	14.8
Writing	--	--	--	--	--	3.8	5.0	0.0	--	3.7	7.1	--	4.0	5.0
Mathematics	--	--	--	--	41.7	31.8	35.3	9.1	--	35.6	23.6	--	33.2	31.6
Science	--	--	--	--	--	10.9	12.3	0.0	--	13.3	6.3	--	11.9	10.1
Social Studies	--	--	--	--	--	12.3	14.6	0.0	--	17.3	4.2	--	14.9	11.4

Your School's Students 2008-2009

Average Daily Student Enrollment	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Economically Disadvantaged	Limited English Proficient	Students with Disabilities	Migrant
413	--	--	--	--	3.0%	96.3%	26.5%	--	11.4%	--

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Number of Limited English Proficient Students Excluded from Accountability Calculations --

Under the federal No Child Left Behind Act, states are required to report certain data about schools and teachers. Data presented here are for reporting purposes only and are not used in the computation of the state designation for districts and schools.

Federally Required School Teacher Information

	Your Building	Your District
Percentage of teachers with at least a Bachelor's Degree	100.0	100.0
Percentage of teachers with at least a Master's Degree	72.9	67.4
Percentage of core academic subject elementary and secondary classes not taught by highly qualified teachers	0.0	0.0
Percentage of core academic subject elementary and secondary classes taught by properly certified teachers	100.0	100.0
Percentage of core academic subject elementary and secondary classes taught by teachers with temporary, conditional or long-term substitute certification/licensure	Your Building 0.0	High-Poverty School* NC Low-Poverty School* NC

*High-poverty schools are those ranked in the top quartile based on the percentage of economically disadvantaged students. Low-poverty schools are those ranked in the bottom quartile based on the percentage of economically disadvantaged students. Your building is a high-poverty school if a percentage appears in Column 2. Your building is a low-poverty school if a percentage appears in Column 3. Your building is neither a high-poverty school nor a low-poverty school if no data appear in either Column 2 or 3. -- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

Measures of a Rigorous Curriculum for the Class of 2008

Measure	2007-08 Graduates	Data Source
Graduation Rate	--	EMIS
Mean ACT Score	0	ACT Corp., EMIS
Percent of Graduates participating in the ACT		ACT Corp., EMIS
Mean SAT Score	0	College Board, EMIS
Percent of Graduates participating in the SAT		College Board, EMIS
Percent of Graduates graduating with an Honors Diploma	--	EMIS
Number of Graduates participating in an AP test	0	College Board
Percent of Graduates with an AP score of 3 or above	NA	College Board, EMIS

Legend

EMIS - Education Management Information System of the Ohio Department of Education

ACT College Entrance Exam - Nonprofit organization that administers the ACT college entrance test

College Board (SAT) - Nonprofit association that administers the SAT exam

AP - Advanced Placement, a program offering courses/exams that provide students the opportunity to earn credit or advanced standing at colleges and universities

The Measures of a Rigorous Curriculum are intended to report on the completion of a rigorous curriculum and other indicators of student success that ensure students leave school with the knowledge and skills needed to succeed in college, careers and citizenship. These indicators pertain to schools that have any combination of grades 10, 11 and 12.

The National Assessment of Educational Progress (NAEP),

often referred to as "The Nation's Report Card," is the only nationally representative and continuing assessment that enables the comparison of performance in Ohio and other states in various subject areas. Schools and students within each state are selected randomly to be a part of the assessment. Not all students in the state or in a particular school take the assessment. Data are reported at the state level only, and there are no individual student or even school summary results. The assessments are conducted in mathematics, reading, science, writing, the arts, civics, economics, geography and U.S. history.

To view Ohio's most recent NAEP results, go to:

<http://education.ohio.gov>
and search for key word "NAEP"

Determining Your School's Designation

Determining your school's report card designation is a multi-step process. The first step is to determine a preliminary designation, which is based on the following components: 1) the percentage of indicators met, 2) the performance index and 3) AYP determination.



Indicators Met		Performance Index		AYP Designation		Preliminary Designation
94%-100%	or	100 to 120	and	Met or Not Met	=	Excellent
75%-93.9%	or	90 to 99.9	and	Met or Not Met	=	Effective
0%-74.9%	or	0 to 89.9	and	Met	=	Continuous Improvement
50%-74.9%	or	80 to 89.9	and	Not Met	=	
31%-49.9%	or	70 to 79.9	and	Not Met	=	Academic Watch
0%-30.9%	and	0 to 69.9	and	Not Met	=	Academic Emergency

The preliminary designation results from identifying the higher value between the percentage of indicators met by your school and your school's performance index. AYP then is evaluated to determine its effect on the preliminary designation. There are three ways in which AYP can affect the preliminary designation.

1. If a school meets AYP in the current year, it can be rated no lower than Continuous Improvement.
2. If a school does not meet AYP for three consecutive years and in the current year it does not meet AYP in more than one student group, it can be rated no higher than Continuous Improvement.
3. In all other cases, AYP has no effect on the preliminary designation.

Once the preliminary designation is determined, Value-Added, the fourth measure in the accountability system, is evaluated to determine the impact (if any) on the school's final designation.

1. If your school's designation is restricted to Continuous Improvement due to AYP, Value-Added has no impact on the designation and the preliminary designation becomes the final designation.
2. If your school experiences above expected growth for at least two consecutive years, your school's final designation will increase by one designation.
3. If your school experiences below expected growth for at least three consecutive years, your school's final designation will decrease by one designation.



Preliminary Designation		Value-Added Measure*	Final Designation
Excellent	and	Above expected growth for at least 2 consecutive years	Excellent with Distinction
		or	Effective
Effective	and	Above expected growth for at least 2 consecutive years	Excellent
		or	Continuous Improvement
Continuous Improvement	and	Above expected growth for at least 2 consecutive years	Effective
		or	Academic Watch
Academic Watch	and	Above expected growth for at least 2 consecutive years	Continuous Improvement
		or	Academic Emergency
Academic Emergency	and	Above expected growth for at least 2 consecutive years	Academic Watch
		or	Academic Emergency

*In all other cases, including if your school's designation has been restricted to Continuous Improvement, then Value-Added will have no impact on the designation and the preliminary designation becomes the final designation.

Ohio Department of Education
Report Card Resources on the Web:
reportcard.ohio.gov



Carlisle High School

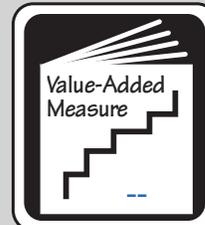
250 Jamaica Rd, Carlisle, OH 45005-3106 - Grades 9-12 - Warren County



2008-2009 School Year Report Card

Current Principal: Matt M. Bishop (937) 746-4481

Current Superintendent: Michael E. Griffith (937) 746-0710



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2. Mathematics	--	89.7 %	81.3 %
4th Grade Achievement	<i>The state requirement is 75 percent</i>		
3. Reading	--	83.7 %	82 %
4. Mathematics	--	85.2 %	78.4 %
5. Writing	--	85.2 %	84.4 %
5th Grade Achievement	<i>The state requirement is 75 percent</i>		
6. Reading	--	76.7 %	72 %
7. Mathematics	--	62.3 %	62.3 %
8. Science	--	67.8 %	70.6 %
9. Social Studies	--	54.8 %	61.6 %
6th Grade Achievement	<i>The state requirement is 75 percent</i>		
10. Reading	--	78.8 %	81.3 %
11. Mathematics	--	74.2 %	75.2 %
7th Grade Achievement	<i>The state requirement is 75 percent</i>		
12. Reading	--	76.2 %	76.6 %
13. Mathematics	--	78.5 %	74.3 %
14. Writing	--	78.5 %	80.5 %
8th Grade Achievement	<i>The state requirement is 75 percent</i>		
15. Reading	--	75.4 %	72.4 %
16. Mathematics	--	77.1 %	70.6 %
17. Science	--	77.1 %	62.8 %
18. Social Studies	--	47.5 %	51.1 %
Ohio Graduation Tests (10th Grade)	<i>The state requirement is 75 percent</i>		
19. Reading	83.5 % ✓	83.5 %	84.5 %
20. Mathematics	81.2 % ✓	81.2 %	81.4 %
21. Writing	88.4 % ✓	88.4 %	89.7 %
22. Science	76.6 % ✓	76.6 %	76 %
23. Social Studies	83.2 % ✓	83.2 %	81.6 %
Ohio Graduation Tests (11th Grade)*	<i>The state requirement is 85 percent</i>		
24. Reading	93.7 % ✓	93.7 %	92.8 %
25. Mathematics	88.2 % ✓	88.2 %	88.4 %
26. Writing	93.7 % ✓	93.7 %	93.2 %
27. Science	87.4 % ✓	87.4 %	84.2 %
28. Social Studies	89.8 % ✓	89.8 %	88.6 %
Attendance Rate	<i>The state requirement is 93 percent</i>		
29. All Grades	94.7 % ✓	95.3 %	94.3 %
2007-08 Graduation Rate	<i>The state requirement is 90 percent</i>		
30. School	97.3 % ✓	97.3 %	84.6 %

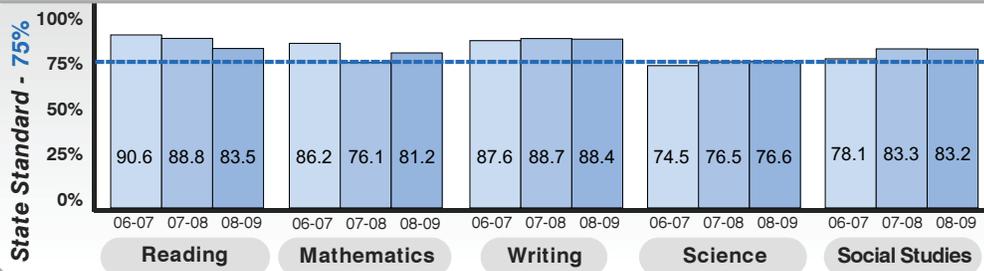
Any result at or above the state standard is indicated by a ✓.
 -- = Not Calculated/Not Displayed when there are fewer than 10 in the group.
 *Cumulative results for students who took the tests as 10th or 11th graders.

Your School's Assessment Results Over Time

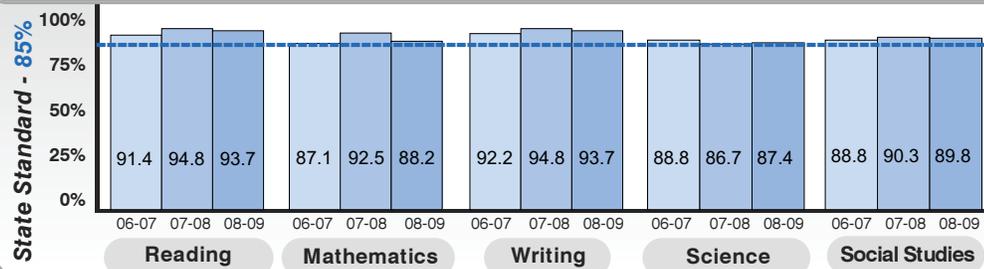


All students in the school for a full academic year are included in the results.

Ohio Graduation Tests (10th Grade)



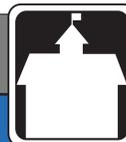
Ohio Graduation Tests (11th Grade)*



State Indicators

The State Indicators are based on state assessments, as well as on attendance and graduation rates. To earn an indicator for Achievement or Graduation Tests, at least 75% of students must reach proficient or above for the given assessment. For the 11th grade Ohio Graduation Tests indicators, a cumulative 85% passage rate for each assessment is required.

Performance Index



Performance Index Calculations for the 2008-2009 School Year



The Performance Index reflects the achievement of every student enrolled for the full academic year. The Performance Index is a weighted average that includes all tested subjects and grades and untested students. The greatest weight is given to advanced scores (1.2); the weights decrease for each performance level and a weight of zero is given to untested students. This results in a scale from 0 to 120 points. The Performance Index can be compared across years to show district achievement trends.

Performance Level Across Grades 3-8 and 10 for all Tested Subjects

(Includes every student enrolled in the school for a full academic year)

	Percentage	X	Weight	=	Points
Untested	0.9	X	0.0	=	0.0
Limited	7.1	X	0.3	=	2.1
Basic	10.2	X	0.6	=	6.1
Proficient	28.6	X	1.0	=	28.6
Accelerated	29.6	X	1.1	=	32.6
Advanced	23.6	X	1.2	=	28.3

Your School's Performance Index 97.8

Performance Index Over Time

2008-2009	2007-2008	2006-2007
97.8	96.8	97.0

Value-Added Measure



Overall Composite



Scores reflect grade level and overall composite ratings for the 2008-2009 school year.

Grade 4 Grade 5 Grade 6 Grade 7 Grade 8

Reading

--	--	--	--	--

Mathematics

--	--	--	--	--

Legend

- +** = Above Expected Growth
- ✓** = Met Expected Growth
- = Below Expected Growth



Your school's Value-Added rating represents the progress your school has made with its students since last school year. In contrast, achievement scores represent students' performance at a point in time. A score of "Above" indicates greater than one year of progress has been achieved; "Met" indicates one year of progress has been achieved; "Below" indicates less than one year of progress has been achieved.

Value-Added results are computed only for buildings that include sufficient testing data for students in any grade 4 through 8.

Value-Added results are computed only for buildings that include students in grades 4 through 8.

Adequate Yearly Progress (AYP)



Adequate Yearly Progress		AYP Determination by Indicator											
Grades 3-8 and 10 Reading and Mathematics		All Students	Economically Disadvantaged	Asian/Pacific Islander	Black, non-Hispanic	American Indian/Alaska Native	Hispanic	Multi-Racial	White, non-Hispanic	Students with Disabilities	Limited English Proficient	AYP Determination by Indicator	
Percent Proficient	Reading	Met	Met	NR	NR	NR	NR	NR	Met	NR	NR	Reading Proficiency:	Met
	Mathematics	Met	Met	NR	NR	NR	NR	NR	Met	NR	NR	Mathematics Proficiency:	Met
Percent Tested	Reading	Met	NR	NR	NR	NR	NR	NR	Met	NR	NR	Reading Participation:	Met
	Mathematics	Met	NR	NR	NR	NR	NR	NR	Met	NR	NR	Mathematics Participation:	Met
Graduation Rate*		Met										Graduation Rate:	Met
Attendance Rate*		N/A										Attendance Rate:	N/A
AYP Determination by Subgroup		Met	Met	NR	NR	NR	NR	NR	Met	NR	NR	AYP Determination of Your School:	Met

Legend

This legend explains terms used in the above chart that describe whether each student group met this year's AYP goals.

For test indicators, AYP can be met in one of four ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) meeting the improvement requirements of Safe Harbor;
- 4) meeting the AYP targets with projected results.

For non-test indicators, AYP can be met in one of three ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) making improvement over the previous year.

* The non-test indicators used for overall AYP (Attendance Rate and Graduation Rate) are evaluated only for the All Students subgroup.

N/A	Not applicable.
NR	Not Required – This indicator was not evaluated for this subgroup because the subgroup size was smaller than the minimum number needed to achieve a statistically reliable result. 30 students is the minimum size for the proficiency and non-test indicators, while 40 is the minimum size for the participation rate indicators.
Met	This subgroup met AYP for this indicator with its current year, two-year combined, Safe Harbor, or growth measure results.
Not Met	This subgroup did not meet AYP for this indicator.

Adequate Yearly Progress (AYP) is a federally required measure. Every school and district must meet AYP goals that are set for Reading and Mathematics Proficiency and Participation, Attendance Rate, and Graduation Rate. These goals are applied to ten student groups: All Students, Economically Disadvantaged Students, Asian/Pacific Islander Students, Black, non-Hispanic Students, American Indian/Alaska Native Students, Hispanic Students, Multi-Racial Students, White, non-Hispanic Students, Students with Disabilities (IEP), and Students with Limited English Proficiency (LEP). If any one of these groups does not meet AYP in Reading or Mathematics Proficiency, or in Participation, Attendance Rate, or Graduation Rate, then the school or district does not meet AYP. Not meeting AYP for consecutive years will have both federal and state consequences. Federal consequences could include a school or district being identified for improvement. State consequences could include a reduction in the state's rating designation.



Federally Required Graduation Rate Information

American Indian/Alaska Native	0%	Asian or Pacific Islander	>95%	Black, non-Hispanic	>95%	Econ. Disadvtdgd	>95%
Hispanic	>95%	Limited English Proficient	0%	Multi-Racial	>95%	Students with Disabilities	>95%
				White, non-Hispanic	>95%		

The disaggregated graduation rates of your district are provided for informational purposes only and are not used for your AYP determination.

State and Federally Required School Information

Your School's Percentage of Students at Each Performance Level

	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Non-Disabled Students	Students with Disabilities	Migrant	Non-Econ. Disadvtdgd	Econ. Disadvtdgd	Limited English Proficient	Female	Male
Percentage of Students Scoring Limited														
Reading	--	--	--	--	--	9.8	1.7	50.0	--	7.5	15.6	--	4.8	13.0
Writing	--	--	--	--	--	1.5	0.0	9.1	--	0.9	3.2	--	0.0	2.6
Mathematics	--	--	--	--	--	10.5	2.6	50.0	--	9.3	12.9	--	8.2	11.7
Science	--	--	--	--	--	6.8	1.7	31.8	--	5.6	10.0	--	3.3	9.2
Social Studies	--	--	--	--	--	8.3	1.7	40.9	--	8.4	6.7	--	6.6	9.2
Percentage of Students Scoring Basic														
Reading	--	--	--	--	--	7.5	4.3	22.7	--	7.5	6.3	--	6.5	7.8
Writing	--	--	--	--	--	10.6	3.4	45.5	--	8.4	16.1	--	6.5	13.2
Mathematics	--	--	--	--	--	9.0	5.2	27.3	--	5.6	19.4	--	11.5	6.5
Science	--	--	--	--	--	16.7	13.0	36.4	--	16.8	16.7	--	19.7	14.5
Social Studies	--	--	--	--	--	9.1	5.2	27.3	--	4.7	23.3	--	9.8	7.9
Percentage of Students Scoring Proficient														
Reading	--	--	--	--	--	37.6	42.7	13.6	--	37.4	40.6	--	43.5	33.8
Writing	--	--	--	--	--	38.6	41.4	31.8	--	41.1	35.5	--	37.1	42.1
Mathematics	--	--	--	--	--	17.3	19.8	9.1	--	19.6	12.9	--	13.1	22.1
Science	--	--	--	--	--	23.5	24.3	18.2	--	21.5	30.0	--	23.0	23.7
Social Studies	--	--	--	--	--	25.8	27.8	9.1	--	28.0	13.3	--	23.0	26.3
Percentage of Students Scoring Accelerated														
Reading	--	--	--	--	--	22.6	25.6	0.0	--	24.3	12.5	--	16.1	26.0
Writing	--	--	--	--	--	47.0	55.2	0.0	--	48.6	38.7	--	53.2	40.8
Mathematics	--	--	--	--	--	26.3	31.0	4.5	--	28.0	22.6	--	24.6	28.6
Science	--	--	--	--	--	31.1	37.4	0.0	--	32.7	26.7	--	32.8	30.3
Social Studies	--	--	--	--	--	23.5	26.1	9.1	--	23.4	23.3	--	27.9	19.7
Percentage of Students Scoring Advanced														
Reading	--	--	--	--	--	22.6	25.6	13.6	--	23.4	25.0	--	29.0	19.5
Writing	--	--	--	--	--	2.3	0.0	13.6	--	0.9	6.5	--	3.2	1.3
Mathematics	--	--	--	--	--	36.8	41.4	9.1	--	37.4	32.3	--	42.6	31.2
Science	--	--	--	--	--	22.0	23.5	13.6	--	23.4	16.7	--	21.3	22.4
Social Studies	--	--	--	--	--	33.3	39.1	13.6	--	35.5	33.3	--	32.8	36.8

Your School's Students 2008-2009

Average Daily Student Enrollment	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Economically Disadvantaged	Limited English Proficient	Students with Disabilities	Migrant
558	--	--	--	--	2.4%	96.0%	20.9%	--	12.4%	--

-- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

Number of Limited English Proficient Students Excluded from Accountability Calculations --

Under the federal No Child Left Behind Act, states are required to report certain data about schools and teachers. Data presented here are for reporting purposes only and are not used in the computation of the state designation for districts and schools.

Federally Required School Teacher Information

	Your Building	Your District
Percentage of teachers with at least a Bachelor's Degree	100.0	100.0
Percentage of teachers with at least a Master's Degree	67.2	67.4
Percentage of core academic subject elementary and secondary classes not taught by highly qualified teachers	0.0	0.0
Percentage of core academic subject elementary and secondary classes taught by properly certified teachers	100.0	100.0
Percentage of core academic subject elementary and secondary classes taught by teachers with temporary, conditional or long-term substitute certification/licensure	Your Building 0.0	High-Poverty School* NC Low-Poverty School* 0.0

*High-poverty schools are those ranked in the top quartile based on the percentage of economically disadvantaged students. Low-poverty schools are those ranked in the bottom quartile based on the percentage of economically disadvantaged students. Your building is a high-poverty school if a percentage appears in Column 2. Your building is a low-poverty school if a percentage appears in Column 3. Your building is neither a high-poverty school nor a low-poverty school if no data appear in either Column 2 or 3. -- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

Measures of a Rigorous Curriculum for the Class of 2008

Measure	2007-08 Graduates	Data Source
Graduation Rate	97.3 %	EMIS
Mean ACT Score	21	ACT Corp., EMIS
Percent of Graduates participating in the ACT	58.2 %	ACT Corp., EMIS
Mean SAT Score	1216	College Board, EMIS
Percent of Graduates participating in the SAT	--	College Board, EMIS
Percent of Graduates graduating with an Honors Diploma	0.0	EMIS
Number of Graduates participating in an AP test	29	College Board
Percent of Graduates with an AP score of 3 or above	13.6 %	College Board, EMIS

Legend

EMIS - Education Management Information System of the Ohio Department of Education

ACT College Entrance Exam - Nonprofit organization that administers the ACT college entrance test

College Board (SAT) - Nonprofit association that administers the SAT exam

AP - Advanced Placement, a program offering courses/exams that provide students the opportunity to earn credit or advanced standing at colleges and universities

The Measures of a Rigorous Curriculum are intended to report on the completion of a rigorous curriculum and other indicators of student success that ensure students leave school with the knowledge and skills needed to succeed in college, careers and citizenship. These indicators pertain to schools that have any combination of grades 10, 11 and 12.

The National Assessment of Educational Progress (NAEP),

often referred to as "The Nation's Report Card," is the only nationally representative and continuing assessment that enables the comparison of performance in Ohio and other states in various subject areas. Schools and students within each state are selected randomly to be a part of the assessment. Not all students in the state or in a particular school take the assessment. Data are reported at the state level only, and there are no individual student or even school summary results. The assessments are conducted in mathematics, reading, science, writing, the arts, civics, economics, geography and U.S. history.

To view Ohio's most recent NAEP results, go to:

<http://education.ohio.gov>
and search for key word "NAEP"

Determining Your School's Designation

Determining your school's report card designation is a multi-step process. The first step is to determine a preliminary designation, which is based on the following components: 1) the percentage of indicators met, 2) the performance index and 3) AYP determination.



Indicators Met		Performance Index		AYP Designation		Preliminary Designation
94%-100%	or	100 to 120	and	Met or Not Met	=	Excellent
75%-93.9%	or	90 to 99.9	and	Met or Not Met	=	Effective
0%-74.9%	or	0 to 89.9	and	Met	=	Continuous Improvement
50%-74.9%	or	80 to 89.9	and	Not Met	=	
31%-49.9%	or	70 to 79.9	and	Not Met	=	Academic Watch
0%-30.9%	and	0 to 69.9	and	Not Met	=	Academic Emergency

The preliminary designation results from identifying the higher value between the percentage of indicators met by your school and your school's performance index. AYP then is evaluated to determine its effect on the preliminary designation. There are three ways in which AYP can affect the preliminary designation.

1. If a school meets AYP in the current year, it can be rated no lower than Continuous Improvement.
2. If a school does not meet AYP for three consecutive years and in the current year it does not meet AYP in more than one student group, it can be rated no higher than Continuous Improvement.
3. In all other cases, AYP has no effect on the preliminary designation.

Once the preliminary designation is determined, Value-Added, the fourth measure in the accountability system, is evaluated to determine the impact (if any) on the school's final designation.

1. If your school's designation is restricted to Continuous Improvement due to AYP, Value-Added has no impact on the designation and the preliminary designation becomes the final designation.
2. If your school experiences above expected growth for at least two consecutive years, your school's final designation will increase by one designation.
3. If your school experiences below expected growth for at least three consecutive years, your school's final designation will decrease by one designation.



Preliminary Designation		Value-Added Measure*	Final Designation
Excellent	and	Above expected growth for at least 2 consecutive years	Excellent with Distinction
		or	Below expected growth for at least 3 consecutive years
Effective	and	Above expected growth for at least 2 consecutive years	Excellent
		or	Below expected growth for at least 3 consecutive years
Continuous Improvement	and	Above expected growth for at least 2 consecutive years	Effective
		or	Below expected growth for at least 3 consecutive years
Academic Watch	and	Above expected growth for at least 2 consecutive years	Continuous Improvement
		or	Below expected growth for at least 3 consecutive years
Academic Emergency	and	Above expected growth for at least 2 consecutive years	Academic Watch
		or	Below expected growth for at least 3 consecutive years

*In all other cases, including if your school's designation has been restricted to Continuous Improvement, then Value-Added will have no impact on the designation and the preliminary designation becomes the final designation.

Ohio Department of Education
Report Card Resources on the Web:
reportcard.ohio.gov



Chamberlain Middle School

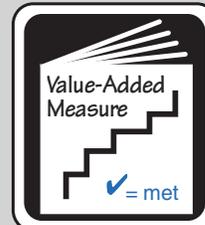
720 Fairview Dr, Carlisle, OH 45005-3148 - Grades 6-8 - Warren County



2008-2009 School Year Report Card

Current Principal: Daniel J. Turner (937) 746-3227

Current Superintendent: Michael E. Griffith (937) 746-0710



† Students enrolled in Title I schools in School Improvement may be eligible for Public School Choice or Supplemental Educational Services. Contact your school for specific options available to your child.

The School Report Card for the 2008-2009 school year shows the progress schools have made based on four measures of performance.



Indicators



Performance Index



Adequate Yearly Progress



Value-Added

The combination of the four measures is the basis for assigning state designations to districts, buildings and community schools.

The six designations are

- Excellent with Distinction
- Excellent
- Effective
- Continuous Improvement
- Academic Watch
- Academic Emergency



To meet a test indicator for grades 3-8 and 10, at least 75% of students tested must score proficient or higher on that test. Other indicator requirements are: 11th grade Ohio Graduation Tests, 85%; Attendance Rate, 93%; Graduation Rate, 90%.

State Indicators	Percentage of Students at and above the Proficient Level		
	Your School 2008-2009	Your District 2008-2009	State 2008-2009
3rd Grade Achievement	<i>The state requirement is 75 percent</i>		
1. Reading	--	82.1 %	77.4 %
2. Mathematics	--	89.7 %	81.3 %
4th Grade Achievement	<i>The state requirement is 75 percent</i>		
3. Reading	--	83.7 %	82 %
4. Mathematics	--	85.2 %	78.4 %
5. Writing	--	85.2 %	84.4 %
5th Grade Achievement	<i>The state requirement is 75 percent</i>		
6. Reading	--	76.7 %	72 %
7. Mathematics	--	62.3 %	62.3 %
8. Science	--	67.8 %	70.6 %
9. Social Studies	--	54.8 %	61.6 %
6th Grade Achievement	<i>The state requirement is 75 percent</i>		
10. Reading	78.8 % ✓	78.8 %	81.3 %
11. Mathematics	74.2 %	74.2 %	75.2 %
7th Grade Achievement	<i>The state requirement is 75 percent</i>		
12. Reading	76.2 % ✓	76.2 %	76.6 %
13. Mathematics	78.5 % ✓	78.5 %	74.3 %
14. Writing	78.5 % ✓	78.5 %	80.5 %
8th Grade Achievement	<i>The state requirement is 75 percent</i>		
15. Reading	75.4 % ✓	75.4 %	72.4 %
16. Mathematics	77.1 % ✓	77.1 %	70.6 %
17. Science	77.1 % ✓	77.1 %	62.8 %
18. Social Studies	47.5 %	47.5 %	51.1 %
Ohio Graduation Tests (10th Grade)	<i>The state requirement is 75 percent</i>		
19. Reading	--	83.5 %	84.5 %
20. Mathematics	--	81.2 %	81.4 %
21. Writing	--	88.4 %	89.7 %
22. Science	--	76.6 %	76 %
23. Social Studies	--	83.2 %	81.6 %
Ohio Graduation Tests (11th Grade)*	<i>The state requirement is 85 percent</i>		
24. Reading	--	93.7 %	92.8 %
25. Mathematics	--	88.2 %	88.4 %
26. Writing	--	93.7 %	93.2 %
27. Science	--	87.4 %	84.2 %
28. Social Studies	--	89.8 %	88.6 %
Attendance Rate	<i>The state requirement is 93 percent</i>		
29. All Grades	95.0 % ✓	95.3 %	94.3 %
2007-08 Graduation Rate	<i>The state requirement is 90 percent</i>		
30. School	--	97.3 %	84.6 %

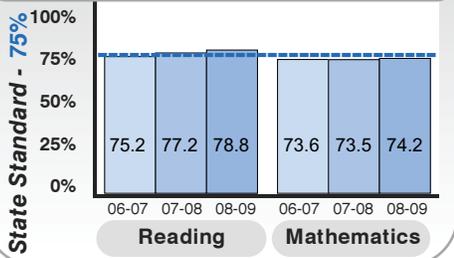
Any result at or above the state standard is indicated by a ✓.
 -- = Not Calculated/Not Displayed when there are fewer than 10 in the group.
 *Cumulative results for students who took the tests as 10th or 11th graders.



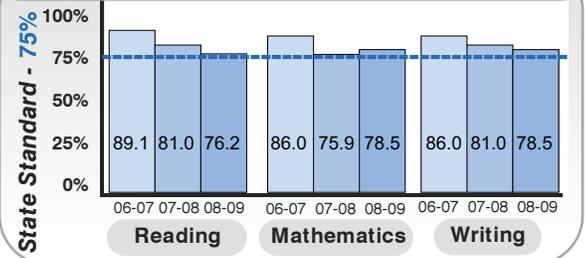
Your School's Assessment Results Over Time

All students in the school for a full academic year are included in the results.

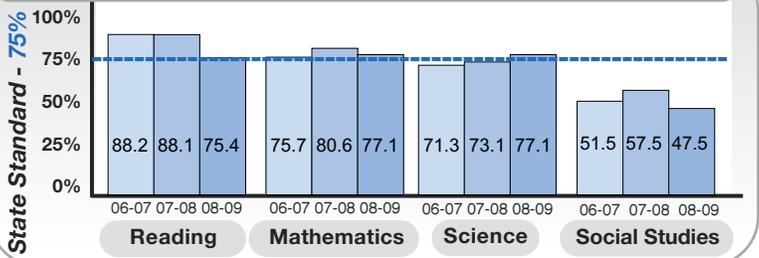
6th Grade Achievement



7th Grade Achievement



8th Grade Achievement



The State Indicators are based on state assessments, as well as on attendance and graduation rates. To earn an indicator for Achievement or Graduation Tests, at least 75% of students must reach proficient or above for the given assessment. For the 11th grade Ohio Graduation Tests indicators, a cumulative 85% passage rate for each assessment is required.

Performance Index



Performance Index Calculations for the 2008-2009 School Year

Performance Level Across Grades 3-8 and 10 for all Tested Subjects

(Includes every student enrolled in
the school for a full academic year)

	Percentage	X	Weight	=	Points
Untested	0.0	X	0.0	=	0.0
Limited	6.4	X	0.3	=	1.9
Basic	19.7	X	0.6	=	11.8
Proficient	45.6	X	1.0	=	45.6
Accelerated	20.1	X	1.1	=	22.1
Advanced	8.3	X	1.2	=	9.9
Your School's Performance Index					91.3



The Performance Index reflects the achievement of every student enrolled for the full academic year. The Performance Index is a weighted average that includes all tested subjects and grades and untested students. The greatest weight is given to advanced scores (1.2); the weights decrease for each performance level and a weight of zero is given to untested students. This results in a scale from 0 to 120 points. The Performance Index can be compared across years to show district achievement trends.

Performance Index Over Time

2008-2009	2007-2008	2006-2007
91.3	93.4	93.1

Value-Added Measure



Overall Composite



Scores reflect grade level and overall composite ratings for the 2008-2009 school year.

	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8
Reading			+	-	-
Mathematics			✓	✓	✓

Legend

+	=	Above Expected Growth
✓	=	Met Expected Growth
-	=	Below Expected Growth



Your school's Value-Added rating represents the progress your school has made with its students since last school year. In contrast, achievement scores represent students' performance at a point in time. A score of "Above" indicates greater than one year of progress has been achieved; "Met" indicates one year of progress has been achieved; "Below" indicates less than one year of progress has been achieved.

Value-Added results are computed only for buildings that include sufficient testing data for students in any grade 4 through 8.

Value-Added results are computed only for buildings that include students in grades 4 through 8.

Adequate Yearly Progress (AYP)



Adequate Yearly Progress		AYP Determination by Indicator												
Grades 3-8 and 10 Reading and Mathematics		All Students	Economically Disadvantaged	Asian/Pacific Islander	Black, non-Hispanic	American Indian/Alaska Native	Hispanic	Multi-Racial	White, non-Hispanic	Students with Disabilities	Limited English Proficient	Reading Proficiency:	Not Met	
Percent Proficient	Reading	Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	Mathematics Proficiency:	Not Met	
	Mathematics	Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR	Reading Participation:	Met	
Percent Tested	Reading	Met	Met	NR	NR	NR	NR	NR	Met	Met	NR	Mathematics Participation:	Met	
	Mathematics	Met	Met	NR	NR	NR	NR	NR	Met	Met	NR	Graduation Rate:	N/A	
Graduation Rate*		N/A											Attendance Rate:	Met
Attendance Rate*		Met											AYP Determination of Your School:	Not Met
AYP Determination by Subgroup		Met	Met	NR	NR	NR	NR	NR	Met	Not Met	NR			

Legend

This legend explains terms used in the above chart that describe whether each student group met this year's AYP goals.

For test indicators, AYP can be met in one of four ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) meeting the improvement requirements of Safe Harbor;
- 4) meeting the AYP targets with projected results.

For non-test indicators, AYP can be met in one of three ways:

- 1) meeting the AYP targets with current year results;
- 2) meeting the AYP targets with two-year combined results;
- 3) making improvement over the previous year.

* The non-test indicators used for overall AYP (Attendance Rate and Graduation Rate) are evaluated only for the All Students subgroup.

N/A	Not applicable.
NR	Not Required – This indicator was not evaluated for this subgroup because the subgroup size was smaller than the minimum number needed to achieve a statistically reliable result. 30 students is the minimum size for the proficiency and non-test indicators, while 40 is the minimum size for the participation rate indicators.
Met	This subgroup met AYP for this indicator with its current year, two-year combined, Safe Harbor, or growth measure results.
Not Met	This subgroup did not meet AYP for this indicator.

Adequate Yearly Progress (AYP) is a federally required measure. Every school and district must meet AYP goals that are set for Reading and Mathematics Proficiency and Participation, Attendance Rate, and Graduation Rate. These goals are applied to ten student groups: All Students, Economically Disadvantaged Students, Asian/Pacific Islander Students, Black, non-Hispanic Students, American Indian/Alaska Native Students, Hispanic Students, Multi-Racial Students, White, non-Hispanic Students, Students with Disabilities (IEP), and Students with Limited English Proficiency (LEP). If any one of these groups does not meet AYP in Reading or Mathematics Proficiency, or in Participation, Attendance Rate, or Graduation Rate, then the school or district does not meet AYP. Not meeting AYP for consecutive years will have both federal and state consequences. Federal consequences could include a school or district being identified for improvement. State consequences could include a reduction in the state's rating designation.



Federally Required Graduation Rate Information

American Indian/Alaska Native 0%	Asian or Pacific Islander 0%	Black, non-Hispanic 0%	Econ. Disadvtdgd 0%
Hispanic 0%	Limited English Proficient 0%	Multi-Racial 0%	Students with Disabilities 0%
White, non-Hispanic 0%			

The disaggregated graduation rates of your district are provided for informational purposes only and are not used for your AYP determination.

State and Federally Required School Information

Your School's Percentage of Students at Each Performance Level

	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Non-Disabled Students	Students with Disabilities	Migrant	Non-Econ. Disadvtdgd	Econ. Disadvtdgd	Limited English Proficient	Female	Male
Percentage of Students Scoring Limited														
Reading	--	--	--	--	10.0	7.7	3.1	35.1	--	6.1	14.0	--	6.2	9.4
Writing	--	--	--	--	--	0.8	0.0	4.8	--	0.0	3.2	--	0.0	1.4
Mathematics	--	--	--	--	10.0	6.9	2.8	33.3	--	5.1	15.1	--	6.8	7.9
Science	--	--	--	--	--	0.9	0.0	5.9	--	1.0	0.0	--	1.9	0.0
Social Studies	--	--	--	--	--	8.8	5.0	41.2	--	7.3	22.7	--	9.4	10.8
Percentage of Students Scoring Basic														
Reading	--	--	--	--	10.0	15.1	10.8	40.4	--	12.6	24.4	--	14.1	16.3
Writing	--	--	--	--	--	21.1	11.0	71.4	--	16.2	35.5	--	18.6	22.5
Mathematics	--	--	--	--	40.0	15.7	10.8	45.6	--	12.9	26.7	--	19.2	13.3
Science	--	--	--	--	--	21.2	13.9	70.6	--	17.7	40.9	--	18.9	24.6
Social Studies	--	--	--	--	--	44.2	40.6	52.9	--	41.7	45.5	--	50.9	35.4
Percentage of Students Scoring Proficient														
Reading	--	--	--	--	70.0	47.8	52.6	22.8	--	49.3	44.2	--	50.3	46.3
Writing	--	--	--	--	--	48.8	54.1	19.0	--	51.5	38.7	--	45.8	50.7
Mathematics	--	--	--	--	40.0	49.5	54.5	15.8	--	51.4	39.5	--	51.4	46.3
Science	--	--	--	--	--	40.7	43.6	23.5	--	39.6	45.5	--	50.9	32.3
Social Studies	--	--	--	--	--	27.4	32.7	5.9	--	32.3	13.6	--	28.3	29.2
Percentage of Students Scoring Accelerated														
Reading	--	--	--	--	0.0	21.2	23.8	0.0	--	22.8	11.6	--	21.5	19.2
Writing	--	--	--	--	--	27.6	33.9	0.0	--	30.3	22.6	--	33.9	23.9
Mathematics	--	--	--	--	10.0	19.5	22.3	1.8	--	21.4	11.6	--	15.8	22.2
Science	--	--	--	--	--	23.0	26.7	0.0	--	27.1	4.5	--	20.8	24.6
Social Studies	--	--	--	--	--	10.6	11.9	0.0	--	8.3	18.2	--	3.8	15.4
Percentage of Students Scoring Advanced														
Reading	--	--	--	--	10.0	8.2	9.6	1.8	--	9.2	5.8	--	7.9	8.9
Writing	--	--	--	--	--	1.6	0.9	4.8	--	2.0	0.0	--	1.7	1.4
Mathematics	--	--	--	--	0.0	8.5	9.6	3.5	--	9.2	7.0	--	6.8	10.3
Science	--	--	--	--	--	14.2	15.8	0.0	--	14.6	9.1	--	7.5	18.5
Social Studies	--	--	--	--	--	8.8	9.9	0.0	--	10.4	0.0	--	7.5	9.2

Your School's Students 2008-2009

Average Daily Student Enrollment	Black, non-Hispanic	American Indian or Alaska Native	Asian or Pacific Islander	Hispanic	Multi-Racial	White, non-Hispanic	Economically Disadvantaged	Limited English Proficient	Students with Disabilities	Migrant
397	--	--	--	--	2.5%	95.2%	23.7%	--	14.8%	--

-- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

Number of Limited English Proficient Students Excluded from Accountability Calculations --

Under the federal No Child Left Behind Act, states are required to report certain data about schools and teachers. Data presented here are for reporting purposes only and are not used in the computation of the state designation for districts and schools.

Federally Required School Teacher Information

	Your Building	Your District
Percentage of teachers with at least a Bachelor's Degree	100.0	100.0
Percentage of teachers with at least a Master's Degree	69.5	67.4
Percentage of core academic subject elementary and secondary classes not taught by highly qualified teachers	0.0	0.0
Percentage of core academic subject elementary and secondary classes taught by properly certified teachers	100.0	100.0
Percentage of core academic subject elementary and secondary classes taught by teachers with temporary, conditional or long-term substitute certification/licensure	Your Building 0.0	High-Poverty School* NC Low-Poverty School* NC

*High-poverty schools are those ranked in the top quartile based on the percentage of economically disadvantaged students. Low-poverty schools are those ranked in the bottom quartile based on the percentage of economically disadvantaged students. Your building is a high-poverty school if a percentage appears in Column 2. Your building is a low-poverty school if a percentage appears in Column 3. Your building is neither a high-poverty school nor a low-poverty school if no data appear in either Column 2 or 3.
-- =Not Calculated/Not Displayed when there are fewer than 10 in the group.

Measures of a Rigorous Curriculum for the Class of 2008

Measure	2007-08 Graduates	Data Source
Graduation Rate	--	EMIS
Mean ACT Score	0	ACT Corp., EMIS
Percent of Graduates participating in the ACT		ACT Corp., EMIS
Mean SAT Score	0	College Board, EMIS
Percent of Graduates participating in the SAT		College Board, EMIS
Percent of Graduates graduating with an Honors Diploma	--	EMIS
Number of Graduates participating in an AP test	0	College Board
Percent of Graduates with an AP score of 3 or above	NA	College Board, EMIS

Legend

EMIS - Education Management Information System of the Ohio Department of Education

ACT College Entrance Exam - Nonprofit organization that administers the ACT college entrance test

College Board (SAT) - Nonprofit association that administers the SAT exam

AP - Advanced Placement, a program offering courses/exams that provide students the opportunity to earn credit or advanced standing at colleges and universities

The Measures of a Rigorous Curriculum are intended to report on the completion of a rigorous curriculum and other indicators of student success that ensure students leave school with the knowledge and skills needed to succeed in college, careers and citizenship. These indicators pertain to schools that have any combination of grades 10, 11 and 12.

The National Assessment of Educational Progress (NAEP),

often referred to as "The Nation's Report Card," is the only nationally representative and continuing assessment that enables the comparison of performance in Ohio and other states in various subject areas. Schools and students within each state are selected randomly to be a part of the assessment. Not all students in the state or in a particular school take the assessment. Data are reported at the state level only, and there are no individual student or even school summary results. The assessments are conducted in mathematics, reading, science, writing, the arts, civics, economics, geography and U.S. history.

To view Ohio's most recent NAEP results, go to:

<http://education.ohio.gov>
and search for key word "NAEP"

Determining Your School's Designation

Determining your school's report card designation is a multi-step process. The first step is to determine a preliminary designation, which is based on the following components: 1) the percentage of indicators met, 2) the performance index and 3) AYP determination.



Indicators Met		Performance Index		AYP Designation		Preliminary Designation
94%-100%	or	100 to 120	and	Met or Not Met	=	Excellent
75%-93.9%	or	90 to 99.9	and	Met or Not Met	=	Effective
0%-74.9%	or	0 to 89.9	and	Met	=	Continuous Improvement
50%-74.9%	or	80 to 89.9	and	Not Met	=	
31%-49.9%	or	70 to 79.9	and	Not Met	=	Academic Watch
0%-30.9%	and	0 to 69.9	and	Not Met	=	Academic Emergency

The preliminary designation results from identifying the higher value between the percentage of indicators met by your school and your school's performance index. AYP then is evaluated to determine its effect on the preliminary designation. There are three ways in which AYP can affect the preliminary designation.

1. If a school meets AYP in the current year, it can be rated no lower than Continuous Improvement.
2. If a school does not meet AYP for three consecutive years and in the current year it does not meet AYP in more than one student group, it can be rated no higher than Continuous Improvement.
3. In all other cases, AYP has no effect on the preliminary designation.

Once the preliminary designation is determined, Value-Added, the fourth measure in the accountability system, is evaluated to determine the impact (if any) on the school's final designation.

1. If your school's designation is restricted to Continuous Improvement due to AYP, Value-Added has no impact on the designation and the preliminary designation becomes the final designation.
2. If your school experiences above expected growth for at least two consecutive years, your school's final designation will increase by one designation.
3. If your school experiences below expected growth for at least three consecutive years, your school's final designation will decrease by one designation.



Preliminary Designation		Value-Added Measure*	Final Designation
Excellent	and	Above expected growth for at least 2 consecutive years	Excellent with Distinction
		or	Effective
Effective	and	Above expected growth for at least 2 consecutive years	Excellent
		or	Continuous Improvement
Continuous Improvement	and	Above expected growth for at least 2 consecutive years	Effective
		or	Academic Watch
Academic Watch	and	Above expected growth for at least 2 consecutive years	Continuous Improvement
		or	Academic Emergency
Academic Emergency	and	Above expected growth for at least 2 consecutive years	Academic Watch
		or	Academic Emergency

*In all other cases, including if your school's designation has been restricted to Continuous Improvement, then Value-Added will have no impact on the designation and the preliminary designation becomes the final designation.

Ohio Department of Education
Report Card Resources on the Web:
reportcard.ohio.gov