



HOUSING REPORT

Presented by the Oak Ridge Chamber of Commerce
To Oak Ridge City Council

April 18, 2017

Prepared by the Housing Task Force
Melinda Hillman, chair

Housing Task Force
Oak Ridge Chamber of Commerce Housing Report
April 18, 2017

Background

In 2013, the Oak Ridge Chamber of Commerce developed a three-year strategic plan to identify key areas of program focus to further its mission. One of the 5 key strategic areas identified through that process was residential development. The Chamber formed a strategic task force in early 2014 led by Austin Lance to create a situational analysis regarding housing and residential development in Oak Ridge vs surrounding competitive communities. The Chamber presented a Statement of Work to the City of Oak Ridge in February 2015 proposing that it sanction the Chamber of Commerce to develop a report to propose a 10-year vision, mission and strategies that would be presented to City Council and the City Manager for their consideration. The project was approved by City Council in March 2016.

The task force includes Chamber representatives:

- Chair Melinda Hillman, Roane State Community College
- Parker Hardy, Oak Ridge Chamber of Commerce
- Phil Andrews, Oak Ridge Associated Universities
- David Bradshaw, Pinnacle Financial Partners
- Jeremy Biggs, Methodist Medical Center
- Ray Evans, Consultant to the City of Oak Ridge
- Len Hart, Len Hart Construction
- Leigha Humphries, Oak Ridge National Laboratory
- Charlie Jernigan, Oak Ridge Housing Authority & Oak Ridge Land Bank
- Chris Johnson, Advanced Management
- Austin Lance, Lance & Associates, Inc.
- Jana Martin, Citizens First Bank

City appointed members are:

- Betsy Coleman, Betsy Coleman Realty
- Sherith Colverson, City of Oak Ridge
- City Councilman Kelly Callison

Facilitator, Tom Smith, CNS

Administrative support, Elisabeth Johnson, Oak Ridge Chamber of Commerce

Proposed Vision

The City of Oak Ridge leads efforts to grow and improve housing stock so that home values increase, owner occupancy increases and average household income rises.

Proposed Mission

The City of Oak Ridge will develop and implement a housing plan that will:

- Attract, encourage and support private developers to build new subdivisions with housing in the \$180,000 – \$280,000 range; build homes buyers want and that can be sold at competitive and profitable prices
- Attract, encourage and support private developers to build new apartments that rent for \$900-\$1,200 per month
- Attract, encourage and support private developers to create attractive, convenient mixed use gathering spaces
- Improve the appearance of existing neighborhoods through aggressive codes enforcement
- Complete beautification projects in public spaces to make Oak Ridge more appealing
- Develop and implement a consistent “brand” for Oak Ridge that encompasses livability, economic development and tourism
- Identify and implement ways to incentivize home improvements in the Manhattan District Overlay (MDO)
- Develop public/private partnerships working in concert to enhance all of the efforts above

Immediate Action Strategies For Consideration

- Catalog and prioritize property with development potential
- Couple housing strategies with “enablers” (amenities, schools, city appearance, crime rates, city comprehensive plan, etc.)
- Determine investor options (has to be money to create housing) and seek grants from State and Federal sources
- Bring in high volume East Tennessee builders to assess current/future paths
- Compare Oak Ridge and West Knox County building codes to identify, evaluate and implement changes that would make Oak Ridge a more competitive option for new subdivisions
- Develop Oak Ridge “brand” that will promote livability, economic development and tourism
- Influence “marketing” of Oak Ridge properties
- Assess optional approaches for new development and stalled development via the land bank and the Housing Authority
- Develop/implement beautification projects for public spaces and neighborhood entrances

Immediate Policy Strategies For Consideration

- Couple housing strategies with city comprehensive plan update (City Blueprint)
- Refine and condense the scope of “housing”; what can actually be done
- Incentivize building new homes and remodeling existing homes in the MDO for individuals as well as developers
- Fund aggressive codes enforcement

Ongoing Activities To Continue

- Collaboration between the City and the Land Bank to buy and demolish blighted homes
- THDA blight elimination program, through the Land Bank, to demolish buildings and create economic opportunities
- City Blueprint (comprehensive planning) initiative
- MORE2 grant to improve energy efficiency in older homes
- Explore Oak Ridge and Adventure Anderson County partnership
- Partnership between the Explore Oak Ridge and the Oak Ridge Chamber as a result of colocation

About This Report

This report only reviews Oak Ridge as it compares to the most popular communities where people who work in Oak Ridge choose to live.

The competition for residents is fierce and Oak Ridge competes with some of the most desirable communities in East Tennessee. The study identifies Oak Ridge's strengths and opportunities for improvement when compared to its five biggest competitors. Through this process, a blueprint for improving the housing stock and opportunities to market the city's strengths emerges. By performing honest and objective assessment, the community can move forward and become THE premiere community where everyone wants to live.

To assess current attitudes and perceptions about Oak Ridge, 11 major Oak Ridge employers provided their employees an opportunity to complete a voluntary anonymous survey. Almost 1,000 employees responded to the survey, that focused on residency and what factors were important in choosing the communities where they live. While not a scientific study, the survey provided a snapshot of perceptions held by employees who work in Oak Ridge.

The Chamber also received an employee head-count sorted by zip code from 8 major employers. In all, there were 7,372 employee addresses. Besides Oak Ridge, the zip code data provided by Oak Ridge employers showed that the top zip codes for employee residency included:

- Farragut
- Hardin Valley
- Northshore
- Karns
- Cedar Bluff

These communities are used throughout the report for comparison purposes.

Real estate sales information was compiled from data in the Knoxville area Multiple Listing Service for the year 2015. School performance data came from the TN State Report Card 2015.

The "Site To Do Business," or STBD, is a veteran market leader in commercial real estate demographics. STDB, a web-based subscription application, provides economic development professionals the reliable and singular source for analytical tools such as demographic data, business information, thematic mapping, lifestyle data and high quality aerial imagery. ESRI, a GIS information provider, supplies data to STDB. The information presented in this report is based on ESRI information from US Census estimates for 2016. One of the services included in the STDB package is Tapestry, a geo-demographic segmentation system that classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics. It identifies consumer markets within zip codes and provides a picture of each group's socio-economic traits as well as the types of neighborhoods they prefer. Tapestry also identifies housing, purchasing and recreational preferences.

Opportunity Statement

The City of Oak Ridge must effect economic changes to become a vibrant, thriving community that successfully competes with West Knoxville communities for residents. These changes include:

- Increasing average income
- Increasing average home value
- Increasing owner occupancy

Barriers To Change:

- Just over 50 percent of the Oak Ridge housing stock was built before 1959 and remodeling these homes presents non-cost effective challenges
- 46.7 percent of the housing stock is valued below \$150,000.00
- Only a little over 50 percent of the City's stock is owner occupied; whereas other competitive communities enjoy 70 – 80 percent owner occupancy
- Oak Ridge has a high rental occupancy rate of 33 percent - almost double the rate of other competitive communities and the majority of these rentals are in the older housing stock
- Oak Ridge vacancy rates are 12.3 percent, significantly higher than the competing communities
- Average annual income is slightly over \$50,000/year – significantly lower than the Knoxville suburb communities that are Oak Ridge's primary competitors

Strengths:

- Excellent City amenities
 - School system
 - Police & Fire protection
 - Parks and recreation
 - Library
- Healthcare facilities
- Cultural Organizations
- Visibility generated by National Park status
- Close proximity to major employers
- Resurgent retail/restaurant availability
- Momentum from “Not In Our City” initiatives
- Small, close-knit community that welcomes newcomers and diversity

Weaknesses

- Unmet need for new housing stock, especially in the \$180,000 – \$280,000 range
- Lack of available financing for new construction
- Unmet need for rental properties in the \$900-\$1,200 per month range
- Too many older neighborhoods with very small homes valued at less than \$100,000
- Perception that the city neighborhoods are run down and old with no curb appeal
- Perception that Oak Ridge housing is more expensive than West Knoxville competitors
- Very limited retail shopping and restaurants (although this is quickly changing)
- Limited places for friends and families to gather

Opportunities

- Create new housing stock in the City with a price point between \$180,000.00 - \$280,000.00
- Increase rental properties for the City’s median income (+) population
- Focus on intense neighborhood revitalization
 - Areas where there are “Good Bones” provide opportunities for some fixes
 - Areas where there are “Bad Bones” provide opportunities for total makeovers
 - Look at additional independent living options for people looking for locations where their needs can be met in close proximity to their homes (aged, disabled, ill, etc.) – Perhaps close to the Guest House/Alexander Inn
- Provide additional gathering spaces for all ages (Jackson Square, Grove Center, etc.)
- Partner with the Oak Ridge Housing Authority to improve low income housing and eliminate blight via the Housing Authority’s statutory powers

Threats

- Not enough tax revenues to maintain current City services
- Complete blight of MDO area
- Continued growth of West Knoxville communities to supply housing desired by today’s families

Data Highlights

When comparing general demographic data against the five most notable competing communities, Oak Ridge has the lowest percentage of population under 24 years of age and the largest percentage of population over 64 years of age. Oak Ridge has the lowest estimated growth rate through 2021 and the lowest median household income. The City also has the lowest percentage of population who have attained a bachelor's degree.

Oak Ridge has the oldest housing stock and the lowest housing values of the six communities that are compared. New subdivisions and homes are scarce in Oak Ridge. Only 12 percent of the homes have been constructed since 2000. That compares to over 50 percent in several of the West Knoxville communities. About half of Oak Ridge housing is in the Manhattan District Overlay (MDO) that is mainly comprised of homes built during WWII. Approximately half of the houses in the MDO are rental properties. Oak Ridge has a high vacancy rate and a significant number of homes are simply abandoned within the MDO.

In the survey results, note that the three most important factors in choosing a home included: available housing that fit the buyer's budget, quality of homes, and crime rates. The majority of survey participants rated Oak Ridge fair to poor in the area of available housing and quality of homes.

Tax rates in Oak Ridge are significantly higher than the other communities compared in this study because Oak Ridge has both City and County taxes. The other communities are located in Knox County, outside the Knoxville city limits. However, when the cost of purchasing services not provided by Knox County is factored into the overall cost of ownership, the difference is significantly less.

In the Tapestry data, Oak Ridge had a much more diverse population than the other communities compared. The largest group (27%) includes empty nesters who own homes that have a median value of \$346,000. Oak Ridge has a significant population (17%) of young families and retired residents that are bound by community ties. Just over half of these residents own their homes valued at less than \$88,000 and the remainder rent at an average of \$600 per month. Their median household income is \$27,000 per year. Two more segments (20%) include households with higher incomes, just under \$50,000 per year, who are mostly homeowners, with properties valued at \$118,000 to \$141,000.

General Demographic Information *(data from ESRI based on 2016 US Census estimates)*

High	Low	Oak Ridge 37830	Farragut 37934	Hardin Valley 37932	Northshore 37922	Karns 37931	Cedar Bluff 37923
2010 Population	29,492	24,107	14,973	33,235	24,264	28,763	
2016 Population	30,307	25,594	17,353	35,673	26,422	29,955	
Est. 2021 Population	30,860	26,961	19,103	37,800	28,214	31,179	
Est.% Growth Rate 2016-2021	0.36%	1.05%	1.94%	1.17%	1.32%	0.80%	
2016% of Population Age 0-24	28.3%	29.7%	29.6%	33.1%	30.9%	28.7%	
2016% of Population Age 25-44	22.4%	19.2%	26.4%	22.6%	27.9%	32.3%	
2016% of Population Age 45-64	28.5%	32.3%	29.8%	30.8%	27.6%	24.3%	
2016% of Population Age 65 up	20.7%	18.7%	14.2%	13.5%	13.7%	14.8%	
2016 Population 25+ by Educational Attainment Bachelor's Degree	21.30%	33.70%	27.70%	34.80%	26.2%	28.40%	
2016 Population 25+ by Educational Attainment Graduate/Professional Degree	19.90%	26.10%	19.00%	25.50%	13.6%	16.90%	
2016 Median Household Income	\$50,764	\$95,912	\$78,834	\$104,774	\$63,187	\$51,764	

Zip Code Analysis of Where Employees Live

Based upon the zip codes of 7,372 employees from 8 major employers in Oak Ridge, we learned that the employees' current places of residence were:

- 22% Oak Ridge
- 44% Knox County (most in Farragut, Hardin Valley, Northshore, Karns and Cedar Bluff)
- 10% Roane County
- 6% Clinton
- 4% Loudon County
- 3% Blount County
- 2% Morgan County
- 2% other counties

Results of Survey of Employees of Oak Ridge Businesses

While not a scientific study, this survey provides insight into what employees who work in Oak Ridge think. Participants completed the survey voluntarily. The results reflect a greater percentage of current Oak Ridge resident participation than was expected based upon the zip code analysis presented in the previous section. However, the results are valuable because they provide a “snapshot in time” of general attitudes and perceptions relative to the livability of Oak Ridge. Many participants took the time to write free form comments at the end of the survey. These can be viewed in the complete survey results available in the reference section related to this report.

Total respondents: 979

- 75% were married
- 58% had minor children in the home
- 41% currently live in Oak Ridge
- 33% have a bachelor’s degree; 30% a master’s degree and 11% a doctorate or professional degree
- 37% anticipate moving in the near future (5yrs or less)
- 76% owned their home
 - Home values:
 - 29% - less than \$150k
 - 42% - \$150-250k
 - 20% - \$251-350K
 - 9% - \$350k & up
 - 25% of the homes were built between 2000-2015

Factors in determining where to live that were rated very important:

- 86% - Available housing in price range that fits budget
- 85% - Quality of neighborhood homes
- 82% - Crime Rates
- 61% - Curb appeal of neighborhood
- 60% - Public services – police, fire, water, sewer
- 60% - Quality of public schools
- 60% - Commute time

Of the most important factors in determining where to live, the respondents rated Oak Ridge as fair to poor:

- 68% - Quality of neighborhood homes
- 65% - Curb appeal of neighborhood
- 55% - Available housing in price range that fits budget
- 40% - Crime rates

The most common reasons (or perceptions) why respondents chose to live places other than Oak Ridge based upon comments in survey:

- No new housing stock, very few houses in their price range, no new subdivisions
- City is run down and looks dirty
- Houses are more expensive in Oak Ridge
- No retail shopping or restaurants (except fast food chains)
- No places to gather in community
- Small, old home neighborhoods detract from city

Housing Information *(data from ESRI Housing Profile based on 2016 US Census estimates)*

High Low	Oak Ridge 37830	Farragut 37934	Hardin Valley 37932	Northshore 37922	Karns 37931	Cedar Bluff 37923
# total housing units 2016	14,887	9,855	7,347	13,435	10,884	14,839
Owner Occupied	54.4%	80.9%	68.30%	80.2%	69.3%	47.1%
Renter Occupied	33.3%	15.5%	23.10%	15.5%	24.0%	44.3%
Vacant	12.3%	3.6%	8.60%	4.2%	6.7%	8.7%
% owner occupied homes by value Below \$50K	4.7%	1.2%	3.7%	.8%	6.2%	2.0%
% owner occupied homes by value \$50k-\$99K	23.1%	1.4%	3.20%	1.2%	6.7%	7.4%
% owner occupied homes by value \$100k-\$149K	18.9%	5.7%	10.90%	5.6%	13.6%	15.7%
% owner occupied homes by value \$150k-\$199K	16.1%	15.4%	15.30%	11.1%	24.0%	29.3%
% owner occupied homes by value \$200k-\$249K	12.1%	11.0%	20.60%	13.4%	19.8%	25.1%
% owner occupied homes by value \$250k-\$299K	10.1%	10.6%	15.00%	13.2%	10.2%	9.7%
% owner occupied homes by value \$300k-\$399K	7.2%	27.6%	17.50%	20.6%	10.3%	6.3%
% owner occupied homes by value \$400k and up	8.0%	27.0%	13.9%	34.1%	9.1%	4.4%
2016 Avg Home Value	\$160,473	\$316,644	\$241,127	\$322,697	\$198,772	\$192,554

Housing by Year Built *(data from ESRI Housing Summary based on US Census, 2010 – 2014 American Community Survey)*

High Low	Oak Ridge 37830	Farragut 37934	Hardin Valley 37932	Northshore 37922	Karns 37931	Cedar Bluff 37923
Built in 2010 or later	2.1%	1.0%	6.3%	2.2%	3.3%	.6%
Built 2000-2009	6.5%	19.5%	33.8%	29.8%	30.2%	9.8%
Built 1990-1999	7.1%	26.7%	21.0%	24.8%	22.2%	22.5%
Built 1980-1989	9.2%	26.3%	14.8%	19.6%	14.6%	29.2%
Built 1970-1979	12.6%	18.4%	13.1%	13.5%	14.1%	25.2%
Built 1960-1969	11.9%	4.8%	2.4%	6.1%	6.8%	10.5%
Built 1950-1959	15.0%	1.8%	2.7%	2.8%	5.2%	1.4%
Built 1940-1949	34.3%	.3%	1.4%	.5%	1.9%	.3%
Built 1939 or earlier	1.4%	1.3%	4.5%	.7%	1.7%	.4%

Oak Ridge has the oldest housing stock and lowest housing values when compared to competing zip codes.

Approximately 75% of Oak Ridge’s housing stock was constructed before 1980, and 50 percent before 1960. Cedar Bluff, Karns, Hardin Valley and Farragut have very few homes constructed before 1959. Almost 47 percent of the houses in Oak Ridge are valued at less than \$150,000. According to Oak Ridge Land Bank findings, Oak Ridge housing stock values are heavily skewed toward lower valued, WWII vintage properties. Legacy housing is approximately 50 percent rental and a significant number of these neighborhoods are blighted and have abandoned homes.

Real Estate Sales 2015 *(data compiled from the Knoxville area Multiple Listing Service)*

High	Low	Oak Ridge	Hardin Valley	Farragut	Karns	Cedar Bluff
Total Sold		417	399	642	661	505
Ave sell price		148,477	255,551	352,738	220,867	181,262
Ave sq ft sell price		71.42	105.64	115.03	98.96	94.40
Houses built 1900-44		26%	.5%	0%	1%	0%
Houses built 1945-79		43%	9%	29%	9%	36%
Houses built 1980-99		19%	13%	33%	25%	19%
Houses built 2000-15		12%	77%	38%	66%	45%

As indicated in the chart above, Oak Ridge sold a much lower percentage of houses built after 1999. This is because there has been little new home construction since the 1980s. A consistent theme throughout the comments from Oak Ridge employees who do not live in the city is the lack of new housing in neighborhoods similar to those in Hardin Valley in a price point of \$175,000 to \$275,000. Farragut provides the majority of the housing stock over \$350,000.

Homes For Sale November 30, 2016 on Realtor.com *(a snapshot comparison)*

High	Low	Oak Ridge 37830	Farragut 37934	Hardin Valley 37932	Northshore 37922	Karns 37931	Cedar Bluff 37923
0-\$100K		29%	0%	1%	0%	5%	4%
\$101-\$150K		19%	2%	3%	3%	14%	11%
\$151-\$200K		15%	2%	8%	7%	23%	16%
\$201-\$250K		10%	8%	13%	5%	26%	23%
\$251-\$300K		7%	8%	16%	9%	15%	9%
\$301-\$350		6%	8%	22%	14%	6%	5%
\$351 up		13%	71%	36%	61%	11%	32%
TOTAL available		269	281	166	366	168	189

As indicated in the chart above, Oak Ridge has a large stock of houses under \$150,000. Almost 50 percent of the houses on the market in Oak Ridge are in this price range. Oak Ridge has the most homes for sale under \$200,000 of all of the zip codes compared. There are few homes over \$300,000 available in the Oak Ridge market. Homes built after 2000 in the \$150,000 to \$250,000 price range in Oak Ridge included 1 new home and 8 built after 2000 (most were located in one subdivision - The Preserve at Clinch River).

Property Tax Rates

Community	County/City/Total	Refuse Cost/yr	Fire Protection Service/yr	\$200k home total/yr
Oak Ridge	2.59/2.52/5.1	\$168	\$0	\$2,718
City of Knoxville	2.32/2.7257/5.0457	\$0	\$0	\$2,523
Hardin Valley	2.32/0/2.32	\$305	\$350 varies with house size	\$1,815
Farragut	2.32/0/2.32	\$305	\$350 varies with house size	\$1,815
Karns	2.32/0/2.32	\$305	\$350 varies with house size	\$1,815
Northshore	2.32/0/2.32	\$305	\$350 varies with house size	\$1,815
Cedar Bluff	2.32/0/2.32	\$305	\$350 varies with house size	\$1,815

Knoxville City rates are provided to compare Oak Ridge to a full service city, although Knoxville has no city school system. All competing zip codes are located outside the city limits of Knoxville.

School Performance *(from 2014/15 TN State Report Card)*

	Reading Proficient or better (8 th gr) State 48.4%	Math Proficient or better (8 th gr) State 59.2%	Economically disadvantaged students State 57.9%	Graduation Rate State 87.8%	Average ACT State 19.4	College Readiness State 17.0%
High Low						
Oak Ridge	56.2%	57.5%	52.5%	90%	23.1	42%
Hardin Valley	61.6%*	69.2%*	23.7%	91%	22.7	39%
Farragut	80.8%	80.1%	14.8%	98%	24.6	49%
Karns	64.7%	63.4%	36.0%	93%	20.1	18%
Northshore**	80.4%	79.7%	12.8%	96%	23.1	39%
Cedar Bluff**	53.2%	63.5%	34.0%	96%	23.1	39%

*proficiency or better at 5th grade because there is no middle school uniquely associated with the Hardin Valley community.

**Cedar Bluff & Northshore high school students attend Bearden High School.

As noted above, several nearby communities provide solid public school results in these key benchmarks measured by standardized testing and reported in the 2014/15 TN State Report Card.

Tapestry Segmentation

The Tapestry Segmentation Summary provides geodemographic segmentations that integrate consumer traits with demographic characteristics to identify markets and classify US neighborhoods. Oak Ridge is significantly different from the competing zip codes. In Oak Ridge, 27 percent of households are approaching retirement but not slowing down. These households are active in the community and support the arts and charities. Their median household income is just under \$100,000 per year and the median age is about 50. Homeowners comprise 85 percent of this group and the median home value is \$346,000. The next largest group, just over 17 percent, identified in this analysis are young families or senior below the poverty line. Their median household income is \$27,000 per year and the median age is 40. Only 51 percent are home-owners and the median home value is \$88,000. An additional 20 percent of the Oak Ridge households fall in two Tapestry categories who live in older developments in houses with median values ranging from \$118,000 to \$141,000. Approximately 75 percent own their homes. The median household income is just under \$50,000 per year and about a third of these families receive social security.

The following chart summarizes the top five Tapestry Segments for each of the zip codes. Each segment is assigned a number and a letter (in parentheses). Generally, the lower the letter and number, the higher the income for that segment. The top five segments for each community are:

Oak Ridge	Hardin Valley	Farragut	Karns	Northshore	Cedar Bluff
Exurbanites (1E)	Savvy Suburbanites (1D)	Exurbanites (1E)	Green Acres (6A)	Professional Pride (1B)	In Style (5B)
Small Town Simplicity (12C)	In Style (5B)	Professional Pride(1B)	Middleburg (4C)	Soccer Moms (4A)	Young Professional (8C)
Midlife Constants (5E)	Green Acres (6A)	Comfortable Empty Nesters (5A)	Southern Satellites (10A)	Exurbanites (1E)	Young & Restless (11B)
Rustbelt Traditions (12C)	Soccer Moms (4A)	Savvy Suburbanites (1D)	In Style (5B)	Top Tier (1A)	Comfortable Empty Nesters (5A)
Set to Impress (11D)	Middleburg (4C)	Home Improvement (4B)	Savvy Suburbanites (1D)	Savvy Suburbanites (1D)	Old & Newcomers (8F)

TAPESTRY SEGMENTATION COMPARISON

Tapstry Segment	No	Cat	Who we are	Median Household Income	Median Net Worth	Ave Household size	Median age	Percent Homeowners/renters	Median Home Value or rent per month	Socio-economic Traits	Community/percent of population in Tapstry Segment within zip code
United States				54,100	87,000	2.59	38	64/36	177,000		
Top Tier	1	A	wealthiest of Tapstry segments, have lavish homes, upscale consumers, have reached career goals	157,000	567,000	2.82	46.2	91/10	666,000	Highly educated, one in three has postgraduate degree	Northshore/6.4
Professional Pride	1	B	prosperous well educated career professionals, married, school aged children, financially savvy	127,000	540,000	3.11	40.5	92/8	387,000	college educated, many professional degrees	Northshore/48.6 Farragut/20.6
Savvy Suburbanites	1	D	well educated, well read, well capitalized, empty nesters, some adult children still in household, older neighborhoods, enjoy good food and wine, exercise and gardening	104,000	502,000	2.83	44.1	91/9	311,000	48.1% college grads, 76% some college	Hardin Valley/21.1 Farragut/13.7 Karns/7.2 Northshore/5.9
Exurbanites	1	E	approaching retirement but not slowing down, active in community, seasoned travelers and charity/arts supporters, prefer expansive homes,	98,000	451,000	2.48	49.6	85/15	346,000	more than 50% have bachelors or higher, 80% have some college, shop extensively online, take pride in homes, more interested in quality vs. cost	Farragut/36.0 Oak Ridge/27.0 Northshore/14.7
Soccer Moms	4	A	affluent, family oriented with a country flavor, commuters, suburban areas around cities	84,000	252,000	2.96	36.6	85/15	226,000	37.7% college grads; more than 70% some college	Hardin Valley/17.0 Northshore/15.1
Home Improvement	4	B	married couple families, spend a lot of time on the go, consumed with DIY projects	67,000	162,000	2.86	37	80/20	174,000	paying off student loans and second mortgages, likely to be commuters	Farragut/10.3
Middleburg	4	C	like semi-rural subdivisions, conservative consumers, family oriented	55,000	89,000	2.73	35.3	74/26	158,000	25% have some college but no degree, 17% bachelors degree	Karns/23.7 Hardin Valley/10.6
Comfortable Empty Nesters	5	A	many live in the suburbs of where they grew up, baby boomers, transitioning from child rearing to retirement	68,000	258,000	2.5	46.8	88/12	187,000	34% college graduates, 66% some college, income from investments, physically and financially active	Farragut/19.4 Cedar Bluff/11.0
In Style	5	B	Support arts, travel, read extensively, make full use of mobile devices, professional couples without minor children, slightly older, planning retirement	66,000	128,000	2.33	41.1	69/32	214,000	46% college grads, 75% with some college, low unemployment 5.6% and high labor force participation 68%, income supplemented by investments	Cedar Bluff/30.1 Hardin Valley/17.8 Karns/11.7
Midlife Constants	5	E	seniors or approaching retirement, below average net worth	48,000	104,000	2.3	45.9	74/26	141,000	64% have high school diploma or some college	Oak Ridge/10.6

Rust Belt Traditions	5	E	married couples and singles living in older developments, stable hard-working, lived in same area for years	49,000	79,000	2.46	38.4	72/28	118,000	most graduated high school and have some college	Oak Ridge/9.3
Green Acres	6	A	Country living and self-reliant, avid do-it-yourselfers, gardeners, hunters and fishers	72,000	226,000	2.69	43	87/13	\$197,000	26% with high school diploma, 22.5% some college, 10% associate degree, 20%	Karns/30.1 Hardin Valley/17.4
Bright Young Professionals	8	C	urban outskirts, young, educated professionals, 1 in 3 under 35, physically active, tech savvy	50,000	28,000	2.4	32.2	44/56	\$1,000	education completed with 36% some college or associate degree, 35% bachelors or higher, up on	Cedar Bluff/27.5
Southern Satellites	10	A	married couple families, enjoy country living and outdoors, late technology adapters, more concerned with cost than quality	44,000	70,000	2.65	39.7	79/21	119,000	40% high school diploma only, 41% college education	Karns/11.7
Young and Restless	11	B	young and beginning careers, not established yet, highly mobile, early technology adapters, favor densely populated areas	36,000	11,000	2.02	29.4	14/83	\$920	education completed and 2 out of three have at least some college, most info comes from internet and TV instead of traditional media	Cedar Bluff/18.6
Set to Impress	11	D	live in medium to large apartment complexes with lower than average rent, young and work in service jobs and/or attend college	29,000	12,000	2.1	33.1	29/71	\$750	most have recently completed college or are working on a college degree	Oak Ridge/6.4%
Small Town Simplicity	12	C	Young families or Senior householders bound by communities, 1 in 4 households below the poverty level, pay bills in person and avoid debt	27,000	14,000	2.25	40	51/49	88,000	65% high school diploma or some college	Oak Ridge/17.3

Supporting Data

Statement of Work Proposal presented to City Council

General Demographic Information - ESRI Community Profile & Housing Reports

- Oak Ridge Community Report
- Cedar Bluff Community Report
- Farragut Community Report
- Hardin Valley Community Report
- Karns Community Report
- Northshore Community Report

Zip Code Analysis

Oak Ridge Employee Survey Results

ESRI Housing Summaries

- Oak Ridge 37830 Housing Summary
- Cedar Bluff 37923 Housing Summary
- Farragut 37934 Housing Summary
- Hardin Valley 37932 Housing Summary
- Karns 37931 Housing Summary

MLS Houses Sold 2015 Comparison

TN Education State Report Card 2015

"Site to Do Business"

ESRI

Tapestry Methodology.pdf

Tapestry segment characteristics

67 Unique Characteristics of Tapestry

Tapestry Segment Reports by Zip Code

- Oak Ridge Tapestry Profile
- Cedar Bluff Tapestry Profile
- Farragut Tapestry Profile
- Hardin Valley Tapestry Profile
- Karns Tapestry Profile
- Northshore Tapestry Profile