

Growing Economy





City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Air Quality Services**

Primary Results Area: **Growing Economy** Priority Ranking: **1**

Lead Department: **Chattanooga-Hamilton County Air Pollution Control Bureau** Collaboration:

<input checked="" type="checkbox"/>	YES		No
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Administrator: **Bob Colby, Director** Date Submitted: **1-12-15 (Rev. 2-24-15)**

Amount Requested from City General Fund: **\$ 270, 820** Total Offer Cost: **\$ 1,440,393**

<input checked="" type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

○ **Summary –**

The Chattanooga-Hamilton County Air Pollution Control Bureau (Bureau) offers to provide The City of Chattanooga with services to ensure the application and enforcement of the provisions of the Chattanooga Air Pollution Control Ordinance (Section 4, Chattanooga City Code) to achieve and maintain levels of air quality which will protect human health and safety and prevent injury to plant and animal life and property.

- **Needs Addressed –** Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

This agency will provide the necessary services to carry out its legal obligation to adequately enforce the Chattanooga Air Pollution Control Ordinance and to provide assistance to those business entities seeking to locate or expand in Chattanooga. We work closely with the Chamber of Commerce in economic development and offer a high level of customer service. We routinely collaborate with the Chamber, Tennessee Department of Economic Development, and Tennessee Department of Environment and Conservation by making presentations to prospects and have even traveled to meet prospects out- of-state. We work closely with the City of Chattanooga Neighborhood Services, Codes & Community Services, and Economic & Community Development to help support urban renewal and combat urban blight by advising whether each project will have an adverse air quality impact or is subject to certain environmental rules, such as asbestos rules, ozone-depleting substances rules, open burning rules. In addition, we work very closely with the City of Chattanooga Public Works Department and the City Engineer to help ensure compliance with air quality regulations with the aim of avoiding costly non-compliance penalties and unhealthy air. We also work with the City Council and City Attorney’s office as requested or when appropriate.



City of Chattanooga

Department Offer Worksheet

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*
 1. Implement and enforce air pollution control regulations for 371 permitted emitting facilities and asbestos abatement and demolition projects as they occur to improve community health and assist with economic development. The Air Pollution Control Bureau implements and enforces these regulations through a systematic permitting system which requires facilities to obtain air pollution control permits to construct a facility prior to beginning construction. All permits contain specific conditions which will apply to that facility throughout its lifetime. Once a facility has been constructed, an inspection is made to assure that it has been constructed as the applicant stated. Upon verification that the construction has been completed in accordance with the construction permit issued by the Bureau, a permit to operate the facility is issued. The construction permit issued to Volkswagen Group of America, Chattanooga Operations LLC is attached as an example. After a facility begins operation, the Bureau conducts an on-site inspection at least once per year. Additional inspections may occur if the Bureau has reason to believe the source may not be operating in compliance with its permit or the air pollution control regulations. Many facilities are required to submit semi-annual and/or annual reports demonstrating their on-going compliance with their permit conditions. These records are reviewed upon receipt as part of the Bureau's compliance assurance program. One annual inspection for a large or complex facility may take an entire day to complete the on-site portion of the inspection. Additional time is required to review the recorded data the facility is required to maintain and submit to the Bureau. Two types of permits (referred to as Part 70 and non-Part 70) and copies of sample annual inspection reports are attached. In the event violations are found (whether during an annual inspection or as the result of a complaint or non-scheduled inspection), the Bureau pursues enforcement action through a variety of means. These include oral or written warnings with follow-up to make sure the problem has been corrected; notices of violation which require the alleged violator to appear before the Bureau Director or the Air Pollution Control Board for a quasi-judicial hearing or to appear in a court of competent jurisdiction to have the case heard. The Board has civil penalty authority up to \$25,000 per day per violation and has given the Director authority to assess penalties up to \$1,000 per day per violations. In many instances the Director, as a result of the hearing, will negotiate an Agreed Order with the violator which exceeds \$1,000 per day per violation and then present the agreement to the Board for action. Significant or gross violations are either taken to the Board or a lawsuit is instituted in Chancery Court or in the United States District Court. On rare occasions where the Bureau determines that violations may have been willful and intentional, the Bureau will pursue criminal prosecution either through the Hamilton County District Attorney General or the United States



City of Chattanooga

Department Offer Worksheet

Attorney for the Eastern District of Tennessee in co-operation with the United States Environmental Protection Agency and the United States Department of Justice.

2. Operate an ambient air monitoring system with 10 monitors and a pollen monitor to determine whether healthful levels are maintained. We are required to operate these monitors within very specific and tight parameters established by federal regulations in 40 Code of Federal Regulations, Part 58, and are audited both quarterly and annually to ensure adherence to those standards. As a result of our program locally, the Chattanooga area was the only area in the entire State of Tennessee designated by the United States Environmental Protection Agency as being in attainment of the fine particle (PM 2.5) standard in 2014. The rest of the state was designated as "unclassifiable" because of problems with their quality assurance/quality control measures. This could have a direct impact on economic development opportunities since many companies automatically exclude areas which are not meeting national ambient air quality standards.
3. Respond to all citizen complaints (224 in the previous year) in an expeditious manner to make communities safer and healthier. Many of these calls are received after normal business hours and on the weekends and are handled by our one on-call investigator.

o **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)

The Bureau will provide air monitoring services; respond to citizen complaints; issue required and complex permits to industrial and commercial sources of air pollution; conduct inspections of all permitted facilities; initiate enforcement proceedings for violations of the City's air pollution control ordinance; to assure that all local, state and federal air pollution control requirements are being met; provide support to the City in improving blighted properties; provide support for economic development activities with existing and new businesses; and to provide expedited permitting to accommodate those businesses. The Bureau is the sole entity designated to carry out these responsibilities under the local ordinance and is subject to oversight by both the Tennessee Air Pollution Control Board and the US EPA, with which the Bureau has an annual air planning agreement with goals and objectives based on EPA national and regional priorities. This agreement contains goals and specific objectives and sub-objectives and specific commitments by the Air Pollution Control Bureau to achieve those goals and objectives for Addressing Climate Change and Improving Air Quality and Protecting Human Health & the Environment by Enforcing Laws and Assuring Compliance. A copy of the current EPA air planning agreement for federal Fiscal Year 2015 is attached. This offer will leverage additional funding of approximately \$1,169,573.



City of Chattanooga

Department Offer Worksheet

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
These activities occur throughout the year due to the number of facilities requiring annual inspections, federal and state air monitoring requirements, and ongoing citizen complaints.
- **Key personnel/project leaders/consultants: (Who is doing what?)**
Board Chairman, Stephen Meyer, P.E., President, Meyer Transportation Consultants
Inspections & Permitting – Engineering Dept. under direction of Engineering Manager (Alan Frazier) & the Director (Bob Colby)
Air Monitoring – Air Monitoring Dept. under direction of Air Monitoring Manager (Kathy Jones) & the Director (Bob Colby)
Grants & Administration – Operations Dept. under direction of Operations Manager (Jim Holloway) & the Director (Bob Colby)
- **Citizen engagement** - How are you involving citizens?
All permits for new or modified sources are subjected to a 30-day public notice and comment period. The public can request a public hearing be held, as well. Comments and input received from the public are taken into account prior to the issuance of these permits. Permit renewals for major sources are also subject to these requirements.
- **Environmental sustainability:**
Our primary mission is environmental sustainability. Our purpose is to achieve and maintain such levels of air quality as will protect human health and safety and, to the greatest degree practicable, prevent injury to plant and animal life and property, and foster the comfort and convenience of the people.
- **Cite applicable research/best practices used in this offer:**
Our agency actively coordinates with the National Association of Clean Air Agencies, regional air quality associations, the Tennessee Dept. of Environment and Conservation, and U.S. EPA Region 4, to stay updated on developments and to implement best practices which are advantageous for the efficient delivery of service. We continually examine our workplace model looking to improve efficiencies. For example, the Bureau revised its method for applying for and obtaining asbestos demolition and renovation permits. The previous method included an application form which we learned from our clients was difficult and a letter-format permit which we found many people did not read because of its length. In order to help prevent unintended violations and potential hazardous release of asbestos fibers, our staff redesigned the application form and produced a standardized permit format which is



City of Chattanooga

Department Offer Worksheet

consistent regardless of the project. Copies of the previous and new permits and applications are attached. Due to this change, permit holders better understand their obligations, the Bureau gets better compliance, the citizens get a health benefit, and all of this comes with less investment of time by all involved in the process. Additionally, the Bureau engineering department utilizes available on-line research sources including the US EPA BACT/LAER Clearinghouse to assure that new air contaminant sources are installing the latest up-to-date technologies for air pollution control.

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Air Pollution Control Bureau	\$ 1,084,207	\$ 356,186	\$ 270,820	0%	14.5
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$ -0-
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Hamilton County Government Appropriation	188,548
United States Environmental Protection Agency Grants	481,625
Permit & Emissions Fees	499,400



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Complete Inspection at 100% of facilities to determine compliance and issue permits in a timely manner

Description of Output Measured: Date of inspections vs. schedule for inspections and permit issuance time

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Engineering Manager, J. Alan Frazier & Bureau Director, Bob Colby

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
85%	95%	100%	100%	100%

Measurement 1.1

Results Area: Growing Economy

Primary Desired Outcome: Complete Permit Issuance for Asbestos Removal or Demolition Projects before scheduled project start date

Description of Output Measured: Date of permit issuance vs. scheduled start date declared by applicant

Measurement Frequency: Daily ___ Weekly_x_ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Bureau Director, Bob Colby & Investigator John Schultz

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
90%	95%	100%	100%	100%

Measurement 2

Results Area: Growing Economy & Smarter Students, Stronger Families

Primary Desired Outcome: Collect good, valid air monitoring data which meets the 75% capture and quality assurance requirements of 40 Code of Federal Regulations, Part 58

Description of Output Measured: Percentage of valid data captured as determined by independent audits and quality control/quality assurance protocols

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x_ Annually___

Staff Responsible for Collection & Analyzing data: Air Monitoring Manager, Kathy Jones & Instrument Technicians, Steve Langston & James Long

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Greater than 75% for each monitor	Greater than 85% for each monitor	Greater than 90% for each monitor	Greater than 90% for each monitor	Greater than 90% for each monitor

Measurement 3

Results Area: Smarter Students, Stronger Families

Primary Desired Outcome: Respond to all complaints within 1 hour of receipt during normal



City of Chattanooga

Department Offer Worksheet

business hours and within 2 hours after normal business hours

Description of Output Measured: Time elapsed from receipt of complaint until investigator is on-scene

Measurement Frequency: Daily ___ Weekly___ Monthly__x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Bureau Director, Bob Colby

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
95%	98%	100%	99%	100%

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Growing Forward Phase II**

Primary Results Area: **Growing Economy** Priority Ranking: **1 of 1**

Lead Department: **Chattanooga-Hamilton County Regional Planning Agency** Collaboration:

	YES	X	No
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Administrator: **John Bridger, Executive Director** Date Submitted: **1/15/15**

Amount Requested from City General Fund: **\$2,293,780 (City of Chattanooga)** Total Offer Cost: **\$3,137,070**

<input checked="" type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

Summary – Brief summary narrative describing offered service or initiative.

The Chattanooga-Hamilton County Regional Planning Agency (RPA) is a jointly-funded agency of the City of Chattanooga and Hamilton County that serves as staff to two boards: the Chattanooga-Hamilton County Planning Commission and the Executive Board of the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (TPO). RPA’s core services include community/land use planning, transportation planning and zoning/subdivision review.

- ❖ **Community/land use planning** includes the Comprehensive Plan (a requirement by Tennessee Code), area/district plans, special research studies, and urban design plans/studies.
- ❖ **Transportation Planning Organization** includes staffing the federally-mandated Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (TPO).
 - Work products include development of the Regional Transportation Plan and the Transportation Improvement Program, Air Quality Conformity, and special transportation studies (such as the Freight Movement Study) to fulfill the federal requirements for this regional transportation planning entity.
 - The TPO provides access to federal funds for transportation projects and, in FY 2015, \$612,187 in federal funds for planning. Federal funding for transportation projects and programs is channeled through the TPO.
 - Besides the staff of the RPA, the TPO is composed of a 29-member Executive Board and a Technical Coordinating committee. The service area includes all of Hamilton and Catoosa Counties and the northern portion of Dade and Walker counties.
- ❖ **Zoning and subdivision regulations/process** includes staffing the Chattanooga-Hamilton County Regional Planning Commission, providing staff recommendations (in partnership with other City departments) for rezoning cases, and subdivision plat review.
- ❖ **Administration includes** all the purchasing, procurement, personnel and financial activities of the agency. Many of these administrative duties must not only meet City of Chattanooga finance, budget and purchasing procedures but also those of the state and Federal government as required by grants.



City of Chattanooga

Department Offer Worksheet

The 30-member RPA staff is comprised of planners from a variety of backgrounds including community planning, transportation, urban design, research, graphic design and administration. **Approximately 60-70% of RPA's staff time is devoted to ongoing land use and transportation planning activities such as administering the TPO organization, meeting with rezoning applicants, analyzing their requests and writing staff recommendations, and subdivision review.**

RPA is governed by an Executive Committee consisting of the City of Chattanooga Mayor, the Hamilton County Mayor, the Chattanooga City Council Chair, the Hamilton County Commission Chair, and the Chair of the Hamilton County Commission. RPA's funding and governance are defined by a five year interlocal agreement between the City of Chattanooga and Hamilton County. FY 2016 is the fifth year of this five year agreement.

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Mayor Berke's Growing Economy focus area notes a "growing local economy supported by diverse businesses ensures the health and well-being of any city. To provide a high quality of life for our residents, we must work to provide Chattanooga's access to economic opportunity." The description describes in further detail the importance of "utilizing Chattanooga's unique sense of place" as an important business recruitment tool. Daily, decisions are made by builders, citizens, elected officials and appointed boards about development and transportation projects which have immediate and long-term implications for Chattanooga's quality of life and sense of place.

The Regional Planning Agency serves as a professional planning/urban design advisor, policy researcher, and objective community convener, working with community stakeholders to craft a cohesive vision, supporting policies and implementation tools to guide and direct development and transportation decisions so they align with the community's vision for place and quality of life. Citizens, builders and elected/appointed officials benefit from RPA's services in a number of key ways:

- ❖ Informed about how their community is changing and the implications for future living/transportation needs
- ❖ Exposed to best practices from other communities solving similar challenges
- ❖ Invited to participate in framing the community's vision, policies and implementation tools
- ❖ Informed about changes to zoning or current policies so they can communicate their support/concerns
- ❖ Guided by the professional, objective feedback and recommendations from staff based on adopted policies and planning principles
- ❖ Supported by staff expertise and knowledge of federal/state regulations and procedures to effectively manage and support the Transportation Planning Organization and the Regional Planning Commission

Goals and Objectives – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

Identified below are the key programmatic objectives for FY2016 by Program Area.

Community/Land Use Planning

- ❖ Comprehensive Plan update – a final draft of the Comprehensive Plan will be completed by the end of March, which will be followed by presentation to Planning Commission for adoption in May 2015.
- ❖ Following the adoption of the Comprehensive Plan update, RPA will launch the second phase of the Growing Forward initiative (Places Plans). The second phase will focus on consolidating the more than 20



City of Chattanooga

Department Offer Worksheet

area/neighborhood plans into a Places Plan framework that will be directly aligned with the Comprehensive Plan and the TPO's 2040 Regional Transportation Plan. This framework will define policy for the appropriate form of development and supporting mobility/connectivity options. The end result is a collection of interconnected places plans, aligned to a regional vision and infrastructure strategy, that can be updated every 5-6 years.

- **Collaboration:** RPA staff will work with the Neighborhood Services and the Mayor's Civic Engagement Coordinator to provide support in community outreach and engagement for the Places Plans. RPA will also coordinate with the CDOT staff regarding the transportation elements of each plan. Finally RPA will consult with the City Capital Budget staff and any city departments regarding potential capital improvements identified in each plan to ensure feasibility and alignment with City-wide priorities.
- ❖ Successfully adopt and begin implementation of form-based code for the urban core of Chattanooga. Following this first phase, RPA will identify several additional locations appropriate for introduction of form-based code. These locations will be coordinated with the Places Plans.
 - **Collaboration:** RPA staff will work with the Land Development and CDOT staff to ensure integration of the Form-based code review process with the land development permitting process.
- ❖ Develop a Geographic Information System (GIS)-based fiscal impact modeling tool that can be utilized to inform local policies.
 - **Collaboration:** RPA staff will consult with the City finance office and appropriate City department representatives to verify the assumptions used in the fiscal impact modeling tool.

Transportation Planning Organization

- ❖ Complete amendments to the 2040 Regional Transportation Plan and the Transportation Improvement Program (TIP), and model for air quality conformity.
- ❖ Conduct an assessment of the 2040 Regional Transportation Plan using FHWA INVEST tool.
- ❖ Complete the land use and socio-economic data collection and analysis for the Travel Demand and Land Use Models in preparation for the next Regional Transportation Plan update.
- ❖ Prepare FHWA/FTA Performance Targets for TPO per legislative guidance.
- ❖ Continue federal and state grant project selection and assistance.
- ❖ Develop a Continuity of Operations Plan as recommended as part of a federal agency four-year review.
- ❖ Amend the TPO's required Participation Plan.
- ❖ Develop the TPO's work program for FY 2016-2017.
 - **Collaboration:** RPA will provide consultative assistance to the CDOT staff when requested to prepare Transportation Improvement Program amendments. CDOT staff serve both on the Technical Coordinating Committee and the Executive Board of the TPO.

Zoning and subdivision regulations/process

- ❖ Update RPA website to include an enhanced zoning case tracking tool for easier public notification and current case information.
- ❖ Update regulations that address urban residential lot sizes and building setbacks to improve clarity/consistency within the zoning ordinance/subdivision regulations, and to promote more compatibility.
- ❖ Finalize development of a new Geographic Information Systems (GIS)-based zoning mapping tool to replace the currently outdated software.
 - **Collaboration:** RPA will utilize the City's Citizen Test focus group to provide feedback on the web-site redesign and zoning case tracking tool. RPA will also consult with the City Information Technology



City of Chattanooga

Department Offer Worksheet

department during the web-site redesign to ensure compatibility with the City system, and to advise on mobile device user utility. For the zoning regulation updates, RPA will consult with the Land Development Office to ensure feasibility of enforcement.

Additional Ongoing Activities (*these activities take at least 60% of RPA's staffing resources*)

- ❖ Continue administering the subdivision/zoning review process (pre-application meetings, preparation of case materials, public notifications, department coordination, staff review and zoning recommendation reports).
- ❖ Continue to provide staff support for the TPO Board and the ongoing transportation planning process.
- ❖ Continue to respond to inquiries and requests from developers, citizens, elected officials and boards. During the course of the year it is common for RPA to be requested by a governing body to perform several studies.
 - Collaboration: RPA coordinates with the Land Development Office and CDOT on a regular basis for subdivision review and zoning case review.

Actions – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)

The following summary focuses on the major programmatic initiatives for FY16 by program area.

Community/Land Use Planning

- ❖ **Places Plan** - RPA will develop the structure for the Places Plan (boundaries, elements) using the framework set forth in the Comprehensive Plan update. Staff will work with community stakeholders in each area to explore transportation and development form options to promote complete, well-connected communities, and to support the primary goals of the Comprehensive Plan and Regional Transportation Plan.
- ❖ **Form-based Code Adoption/Implementation**- RPA will coordinate with the Land Development office and Department of Transportation to establish and monitor the review process for the newly adopted form-based code. RPA will also, based on the Places Plan framework, identify appropriate new locations for form-based code development.

Transportation Planning Organization

- ❖ **Integrated land use and transportation corridor and subarea studies**- Based on the structure of integrating the Regional Transportation Plan and the countywide Comprehensive Plan, RPA will target priority areas to begin setting strategies for future development and redevelopment patterns.
- ❖ **Conduct land use and socio-economic data collection and analysis**- The TPO is federally-mandated to develop a four-year Regional Transportation Plan every four years. This plan, and the Transportation Improvement Program, relies heavily on a travel demand model and a set of performance measures, both of which require many data inputs. The TPO will continue to collect and analyze travel time, origin and destination and socio-economic data and prepare the land use and population projections.

Zoning and subdivision regulations/process

- ❖ **RPA Website update and zoning tracking tool** - RPA will work with a web designer to assist with the website redesign.

Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)

Community/Land Use Planning



City of Chattanooga

Department Offer Worksheet

- ❖ **Places Plans** - This second phase will take several years to complete (FY2016-FY2018) due to the intensity of work involved. While there is an existing base of plans, most of them tend to focus on land use/density versus development form (suburban vs. urban) or scale, and they do not adequately address transportation/street design. Also given that many of these plans will need to address redevelopment/infill in and around existing neighborhoods, the public involvement process will be more critical. The first series of Places Plan will commence in Spring 2015.
- ❖ **Form-based Code Adoption/Implementation**- Form-based code adoption will be complete by Fall 2015, with the assumption that the effective date will occur sometime during the first quarter of 2016. RPA will be working with the partner development review departments to prepare for the implementation of the review process during the summer of 2015 through the fall.

Transportation Planning Organization

- ❖ **Integrated land use and transportation corridor and subarea studies**- Kicking off in spring of 2015, these studies will continue through mid to late 2016.
- ❖ **Conduct land use and socio-economic data collection and analysis**- Data collection and analysis will begin in the first quarter of 2015 and continue through 2017.

Zoning and subdivision regulations/process

- ❖ **RPA Website update and zoning tracking tool** - RPA will commence the website update during the first quarter of 2015 with a targeted completion date of mid-late summer.

Key personnel/project leaders/consultants: (Who is doing what?)

Community/Land use Planning

- ❖ **Places Plan** - RPA planning staff with the assistance of consultants for transportation corridor analysis.
- ❖ **Form-based Code Adoption/Implementation**- RPA planning staff (lead), working with the Land Development Office and Chattanooga Department of Transportation. The consultant team developing the model form-based code will provide additional training support.

Transportation Planning Organization

- ❖ **Integrated land use and transportation corridor and subarea studies**- RPA planning staff (lead) with transportation planning consultants to provide technical expertise.
- ❖ **Conduct land use and socio-economic data collection and analysis**- RPA planning staff (lead) with transportation planning consultants to integrate data into the travel demand model.

Zoning and subdivision regulations/process

- ❖ **RPA Website update and zoning tracking tool** – A website design consultant will be the lead in redesigning the website, under the direction of RPA staff.

Citizen engagement - How are you involving citizens?

Community/Land Use Planning

- ❖ **Places Plan** – Citizens will be informed via the RPA website and media releases about key events during the development of each Places Plan; citizens will also have an opportunity to participate in community planning



City of Chattanooga

Department Offer Worksheet

workshops to explore potential options for their community. Finally, citizens will have an opportunity to review and provide feedback on each draft plan prior to submittal for formal adoption.

- ❖ **Form-based Code Adoption/Implementation-** RPA will continue to meet with the resident, developer and business property owner working groups that participated in the form-based code project to get their feedback on the proposed development review process to ensure it is flexible, and accountable to the desired place outcomes defined by the code.

Transportation Planning Organization

- ❖ **Integrated land use and transportation corridor and subarea studies-** Using the TPO's adopted Public Participation Plan, the TPO will continue its robust engagement which exceeds the basic Federal process requirements.
- ❖ **Conduct land use and socio-economic data collection and analysis-** The TPO will present the data analysis to citizens for feedback during the public process of the Regional Transportation Plan when they are presented with information on growth and development and data on the transportation network.

Zoning and subdivision regulations/process

- ❖ **RPA Website update and zoning tracking tool-** RPA will work with the City's Citizen Technology Testing group to get feedback on the proposed website redesign.

Environmental sustainability

Community/Land Use Planning

- ❖ **Places Plan** – The Places Plan will promote environmental sustainability by encouraging redevelopment and infill where infrastructure is planned or already exists. The Places Plan will promote more flexibility in transportation options (more opportunities for walking/biking/transit) by encouraging more connectivity where appropriate. This in turn, encourages less driving, and thus improved air quality and public health.
- ❖ **Form Based Code Adoption/Implementation-** Urban development form promoted by form-based codes encourages environmental sustainability by maximizing utilization of land resources around existing infrastructure and promoting more walking/biking/transit and less driving.

Transportation Planning Organization

- ❖ **Integrated land use and transportation corridor and subarea studies-** The projects being addressed by these integrated land use and transportation studies will be reviewed and evaluated under the Federal Highway Administration (FHWA) INVEST (Infrastructure Voluntary Evaluation Sustainability Tool) tool. INVEST was developed to help transportation agencies integrate sustainability into their programs (policies, processes, procedures and practices) and projects. Outcomes of this effort will help inform future decisions on land use and transportation projects and priorities.
- ❖ **Conduct land use and socio-economic data collection and analysis-** This data, in part, will be used to inform performance measures. Performance measures will inform how well the transportation system is doing its job of meeting public goals and expectations of the transportation network and provide analytical information on the performance of the transportation system to provide information to regional and local decision makers.

Zoning and subdivision regulations/process



City of Chattanooga

Department Offer Worksheet

- ❖ **RPA Website update and zoning tracking tool**-The website update and zoning tracking tool will promote environmental sustainability by promoting use of technology (versus paper) to acquire information; it also empowers citizens to be more informed and have the opportunity to express their support/concern about proposed changes in their community.

Cite applicable research/best practices used in this offer

RPA Places Plan framework is derived from the Transect which breaks transportation-development patterns into six types that range from low-intensity rural zones with a dispersed transportation network to more intense zones featuring urban buildings serviced by a street grid network. The concept was formulated by Andres Duane of Duany Plater-Zyberk & Company, and has become a best practice tool sponsored by the Center for Applied Transect Studies. The transect also provides the framework for the form-based code system.



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
CHC Regional Planning Agency	\$ 2,427,780	\$ 709,290*	\$ 3,137,070	100%	32
Total	\$ 2,427,780	\$ 709,290*	\$ 3,137,070	100%	32

*Operations amount includes Transfers To (Other financing uses parent)

Does this have Capital Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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*If yes, please complete Capital Budget Request Form

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Hamilton County contribution	\$737,718
Zoning, Subdivision and Miscellaneous fees	\$92,000
TDOT Planning (Federal Highway Administration PL) funds: FY 2016 proposed contract amount ¹	\$402,388
TDOT Planning (Federal Transit Administration 5303) funds: FY 2016 proposed contract amount ¹	\$60,237
GDOT Planning (Federal Highway Administration PL) funds: FY 2016 proposed contract amount ^{1,2}	\$149,562
Other Intergovernmental- Small town fees for services	\$13,572
Congestion Mitigation and Air Quality Improvement Grant: Green Trips ¹	\$460,050

¹Requires 20% local match ² Local match met by Dade, Catoosa and Walker counties



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1 % of responses* from RPA core clients specifically involved in the Chattanooga Hamilton County/North Georgia Transportation Planning Organization that signify that they Substantially Agree or Agree that RPA is performing well.

* Excludes unanswered or don't know responses

Results Area: Growing Economy

Primary Desired Outcome: Chattanooga-Hamilton County/North Georgia Transportation Planning Organization core clients are satisfied with RPA's staffing support.

Description of Output Measured: Survey

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x__

Staff Responsible for Collection & Analyzing data: Deputy Director

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No historical data	No historical data	80%	77%	80%

Measurement 2 % of responses* from RPA core clients specifically involved in RPA's current community, land use or other planning projects that signify that they Substantially Agree or Agree that RPA is performing well for certain indices.

* Excludes unanswered or don't know responses

Results Area: Growing Economy

Primary Desired Outcome: Core clients are satisfied with RPA's community planning work.

Description of Output Measured: Survey

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x__

Staff Responsible for Collection & Analyzing data: Deputy Director

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No historical data	No historical data	80%	82%	82%

Measurement 3 % of responses* from RPA core clients specifically involved in RPA's current subdivision process that signify that they Substantially Agree or Agree that RPA is performing well for certain indices.

* Excludes unanswered or don't know responses

Results Area: Growing Economy

Primary Desired Outcome: Core clients are satisfied with RPA's subdivision process.

Description of Output Measured: Survey

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x__

Staff Responsible for Collection & Analyzing data: Deputy Director

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No historical data	No historical data	80%	84%	85%



City of Chattanooga

Department Offer Worksheet

Measurement 4 % of responses* from rezoning, special permit, or mandatory referral applicants that signify that they Substantially Agree Agree that RPA is performing well for certain indices.

* Excludes unanswered or don't know responses

Results Area: Growing Economy

Primary Desired Outcome: Recent applicants are satisfied with RPA's rezoning, special permit, mandatory referral and Planning Commission process.

Description of Output Measured: Survey

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually_x___

Staff Responsible for Collection & Analyzing data: Deputy Director

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No historical data	No historical data	80%	80%	82%

Measurement 5 90% of Chattanooga is covered by land use plans or policies less than seven years old.

Results Area: Growing Economy

Primary Desired Outcome: Current land use policy in place for entire city.

Description of Output Measured: Geographic Information Systems data

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually_x___

Staff Responsible for Collection & Analyzing data: Deputy Director

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No historical data	No historical data	90%	10%	30%

Measurement 6 RPA will complete each area plan within 6 months as measured from the date of the first public kick-off to the date of presentation to Planning Commission for adoption.

Results Area: Growing Economy

Primary Desired Outcome: Efficient, timely completion of area plans.

Description of Output Measured: Time period to complete each area plan.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually_x___

Staff Responsible for Collection & Analyzing data: Deputy Director

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No historical data	No historical data	6 months/plan	6 months/plan	6 months/plan

Note: At least 3 measures should be provided



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name: **FY 2015-2016 Funding**

Primary Results Area: **Growing Economy** Offer Number:

Agency Name: **Carter Street Corporation dba Chattanooga Convention Center** Date Submitted: **1/12/2015**

Contact Name: **Mike Shuford** Contact Number: **423-756-0001**

Contact Email Address: **shuford@chattconvention.org**

Primary Collaborating City Dept: **Finance**

Amount Requested from City General Fund: **\$200,000.00** Total Offer Cost: **\$200,000.00**

<input checked="" type="checkbox"/>	CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/>	CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input type="checkbox"/>	NEW SERVICE / PROGRAM	<input type="checkbox"/>	OTHER
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SECTION 2 - DETAILS

Narrative:

- **Summary** – *Brief summary narrative describing offered service or initiative.*
The Chattanooga Convention Center provides rental space for conventions, trade shows, meetings , banquets, etc., which will bring outside dollars into the community, as well as providing a place for local organizations to hold events. Without additional funds the Convention Center would not be competitive with other cities that we bid against.
- **Needs Addressed** – *Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.*
The Convention center utilizes these funds to supplement our general budget. We compete against other cities that offer incentives to lure out of town dollars into the city and to be competitive we offer these incentives as well.
- **Goals and Objectives** – *What will this initiative achieve? (Note: Be sure this section lines up with section 4 measurement data)*
The facility will attract at least 40 national, regional and state conventions and trade shows. The facility will host another 400 public events that will benefit the citizens of Chattanooga. The facility will host 350,000 delegates days from outside Chattanooga to spend money in Chattanooga.
- **Actions** – *How will you achieve the goals, including:*
 - **Clear summary of activities: (What are you doing?)**
We propose and bid on conventions throughout the year and contract with these events to bring their convention to Chattanooga. This is done in conjunction with the CVB and hotels in the city.
 - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
We market and sell the facility on an on-going basis throughout the year.



City of Chattanooga

Agency Offer Worksheet (A1)

- Key personnel/project leaders/consultants: (Who is doing what?)
Lisa Hyman is our convention Sales manager and she is the primary sales contact for the facility for conventions. Mike Shuford is the Executive Director.
- Citizen engagement - How are you involving citizens?
The primary involvement of the citizens of Chattanooga is when they attend an event that we are hosting. Citizens also benefit from the creation of jobs not only in the facility but throughout the city from the visitor spending that we generate.
- Environmental sustainability:
The Chattanooga Convention Center is a certified Green Hospitality facility and we work with the Chattanooga Food Bank with leftover food that we generate.
- Cite applicable research/best practices used in this offer:
We track our sales and utilization on an on-going basis.

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
Carter Street Corporation	2,070,700	2,044,035	\$ 200,000	5%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Net Revenue Generated by facility	3,162,070
Hamilton County(through CVB)	300,000



City of Chattanooga

Agency Offer Worksheet (A1)

Marriott Hotel Lease	\$400,000
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Hotel Rooms Generated

Primary Desired Outcome: 200,000

Description of Output Measured: Actual

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually X

Staff Responsible for Collection & Analyzing data: CVB

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
		200,000		

Measurement 2

Results Area: Number of Events

Primary Desired Outcome: 450

Description of Output Measured: Actual

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually X

Staff Responsible for Collection & Analyzing data: Computer Tracks Events

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area: Host Delegate days

Primary Desired Outcome: 350,000

Description of Output Measured: actual

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually X

Staff Responsible for Collection & Analyzing data: Lisa Hyman, Convention Sales Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target



City of Chattanooga
Agency BFO Summary (A2)

Agency Name: Carter Street Corporation

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Chattanooga Convention Center	E		200,000	200,000		400,000
2							-
3							-
4							-
<i>Total Offers by Agency</i>				\$ 200,000	\$ 200,000	\$ -	\$ 400,000

Results Area Code

- S = Safer Streets**
- E = Growing Economy**
- N = Stronger Neighborhoods**
- F = Smarter Students, Stronger Families**
- H = High Performing Government**
- I = Innovation Fund**

Template A3: Budget Format

CITY OF CHATTANOOGA

FY 2016 Agency Funding Financial Form

Agency Name: Carter Street Corporation

Offer Name: FY 2015-2016 Funding

Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private						\$ -	N/A
Corporate/Organizations/Churches						\$ -	N/A
Fees/Grants from Governmental Agencies							
Federal						\$ -	N/A
State						\$ -	N/A
Hamilton County/CVB	311,927	300,000	300,000	300,000	300,000	\$ -	0.0%
City of Chattanooga	200,000	200,000	200,000	200,000	200,000	\$ -	0.0%
Other Cities (Please list)						\$ -	N/A
United Way							
Foundations (including grants)						\$ -	N/A
Gross Proceeds Special Events						\$ -	N/A
Other UWGs/Federations						\$ -	N/A
CFC/Designations received thru UWGC						\$ -	N/A
UWGC Program Allocation						\$ -	N/A
UWGC Special Funding						\$ -	N/A
Membership Dues						\$ -	N/A
Net Event Revenue	3,294,040	3,193,200	3,430,960	3,162,070	3,162,070	\$ -	0.0%
Governmental Insurance						\$ -	N/A
Private Insurance						\$ -	N/A
Contracted Services						\$ -	N/A
Fee for Services						\$ -	N/A
Other Program Income						\$ -	N/A
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous-Hotel Lease	401,260	416,100	460,280	360,000	400,000	\$ 40,000	11.1%
Other Revenues (Please list separately any major item)						\$ -	N/A
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	4,207,227	4,109,300	4,391,240	4,022,070	4,062,070	\$ 40,000	1.0%
OPERATIONS							
Personnel Expenses							

Template A3: Budget Format		CITY OF CHATTANOOGA						
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	vs. FY 14 Budget	vs FY 14 Budget	
Salaries	1,442,000 \$	1,403,000 \$	1,356,400 \$	1,552,300 \$	1,576,604 \$	24,304 \$	1.6%	
Fringe Benefits							N/A	
Employee Health	280,000 \$	280,700 \$	259,100 \$	275,000 \$	275,000 \$		0.0%	
Pension/Retirement	122,000 \$	100,800 \$	108,900 \$	117,000 \$	117,000 \$		0.0%	
Payroll Taxes, etc.	102,000 \$	102,100 \$	99,900 \$	118,000 \$	118,000 \$		0.0%	
Other (unemployment, life insurance, etc)	9,000 \$	10,700 \$	5,600 \$	10,400 \$	10,400 \$		0.0%	
Total Personnel Expenses	1,955,000 \$	1,897,300 \$	1,829,900 \$	2,072,700 \$	2,097,004 \$	24,304 \$	1.2%	
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service	52,400 \$	50,000 \$	59,350 \$	64,150 \$	75,000 \$	10,850 \$	16.9%	
Utilities	894,000 \$	928,600 \$	866,500 \$	938,000 \$	938,000 \$		0.0%	
Other-Security	270,000 \$	278,000 \$	290,000 \$	300,000 \$	300,000 \$		0.0%	
Rent							N/A	
Travel/Transportation	10,000 \$	10,400 \$	7,500 \$	12,000 \$	12,000 \$		0.0%	
Insurance (not employee health)	124,000 \$	135,000 \$	140,000 \$	150,000 \$	150,000 \$		0.0%	
Materials & Supplies	75,000 \$	99,000 \$	115,400 \$	116,500 \$	116,500 \$		0.0%	
Telephone, Fax, ISP	10,000 \$	9,000 \$	9,700 \$	9,000 \$	9,000 \$		0.0%	
Postage and Shipping	4,000 \$	3,000 \$	3,000 \$	3,000 \$	3,000 \$		0.0%	
Mainly/Equipment/Bldg. Improvements	392,000 \$	390,000 \$	460,400 \$	400,000 \$	425,000 \$	25,000 \$	6.3%	
Equipment Rental and Maintenance (including contracts)							N/A	
Outside Printing, Art Work, etc.	30,000 \$	30,000 \$	27,500 \$	35,000 \$	35,000 \$		0.0%	
Conferences, Conventions, etc.							N/A	
Special Assistance to Individuals							N/A	
National Dues/Support Payments							N/A	
Organization Dues (other than above)	4,000 \$	4,000 \$	4,400 \$	3,885 \$	3,885 \$		0.0%	
Awards and Grants							N/A	
Fund Raising/Self-Support Activities							N/A	
Miscellaneous	8,000 \$	8,000 \$	12,500 \$	12,500 \$	12,500 \$		0.0%	
Equipment Purchases (incl. capital expenses)							N/A	
Depreciation							N/A	
Other Expenses (Please list separately any major item)							N/A	
Operating Expenses Total	1,873,400 \$	1,945,000 \$	1,996,250 \$	2,044,035 \$	2,079,885 \$	35,850 \$	1.8%	
TOTAL OPERATIONS								
	3,828,400 \$	3,842,300 \$	3,826,150 \$	4,116,735 \$	4,176,889 \$	60,154 \$	1.5%	
REVENUE OVER/ (UNDER) OPERATIONS								
	378,827 \$	267,000 \$	565,090 \$	(94,665) \$	(114,819) \$	(20,154) \$	21.3%	



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Convention Center

Primary Results Area: Growing Economy

Agency Name: Carter Street Corporation

Contact Name: Mike Shuford Contact No.: 423/756-0001

Contact Email Address: shuford@chattconvention.org

Primary Collaborating City Dept: _____

Amount Awarded in FY15 from
City General Fund: _____

Performance Management

Measurement 1

Results Area Growing Economy

Primary Desired Outcome _____

Output Measure: _____

Staff Responsible for Collection
& Analyzing Data:

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually ()

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15

Comments:



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	CARTA Enterprise South Expansion of Transit Service		
Primary Results Area:	Growing Economy	Offer Number:	2
Agency Name:	Chattanooga Area Regional Transportation Authority	Date Submitted:	January 12, 2015
Contact Name:	Lisa Maragnano	Contact Number:	423-629-1411
Contact Email Address:	<u>lisamaragnano@gocarta.org</u>		
Primary Collaborating City Dept:	Department of Transportation (CDOT)		
Amount Requested from City General Fund:	\$133,220	Total Offer Cost:	\$133,220

<input type="checkbox"/>	CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/>	CURRENT SERVICE/PROGRAM <u>NOT</u> FUNDED BY THE CITY	<input type="checkbox"/>	NEW SERVICE / PROGRAM	<input checked="" type="checkbox"/>	OTHER
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SECTION 2 - DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative. For FY 2016, CARTA is requesting \$133,220 to match a Congestion Mitigation and Air Quality (CMAQ) grant for expansion of service to the Enterprise South Industrial Park (ESIP) for a period of three (3) years. CMAQ funding can be used for a maximum of three years for operating expenses associated with new or expanded transit service. At the end of three years, it will be necessary for CARTA and its partners to find an alternate source of funding for this expanded service if it proves to be a beneficial service for the citizens of Chattanooga and Hamilton County.

CARTA was awarded \$300,000 from the City of Chattanooga in FY 2015 to match the preliminary budget that was projected for the CMAQ grant opportunity for a three year period. In the summer of 2014, CARTA was awarded a CMAQ grant by TDOT for a total of \$2,166,100 over three years; \$433,200 of that total is required as a local match for funds. The balance of \$133,220 is requested through this offer.

CARTA would begin to request the match once service to ESIP begins. The total match of \$433,000 will cover a three (3) year period from the date service is initiated.

CARTA has coordinated with the City of Chattanooga Department of Transportation (CDOT), the Air Pollution and Control Bureau, and the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization to implement this important project. Currently, CARTA is awaiting amendment of the Statewide



City of Chattanooga

Agency Offer Worksheet (A1)

Transportation Improvement Program (STIP) in order to request the transfer of funds from the Federal Highway Administration and the Tennessee Department of Transportation to the Federal Transit Administration, where CARTA can apply for and access these funds for the deployment of the new service.

CARTA's estimated launch of the new service is for August 2015. This will be the first large expansion of service CARTA has implemented since 1999.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

CARTA is in the process of undergoing a comprehensive evaluation of its service delivery, including a planning study for the feasibility of a multimodal transit center in downtown Chattanooga. CARTA is performing a top-to-bottom analysis of all services in order to improve existing service with existing resources, and strategically plan potential service expansions. CARTA will partner with CDOT to determine changes or service expansions within the city limits, including this offer.

Since 2008, Enterprise South Industrial Park has become an employment hub for Chattanooga, and CARTA believes that service to this area will provide alternative transportation options to existing workers and opportunities for employment for those who are currently unemployed. CARTA has analyzed information provided by the businesses located in Enterprise South and has evaluated where park and ride locations may be feasible and then plans to offer express service from those locations to Enterprise South. The park and ride locations will be central locations that employees can access near their homes and then take an express bus route into the industrial park. An express route will offer the convenience of an automobile by making no stops between the park and ride sites and the industrial park.

Attached is a draft of our Route Study Map which has been prepared based on some of the feedback that we have received from various stakeholders. This map shows CARTA's existing services in a concise, clear, easy to read map and will help in educating communities on how easy it will be to get to ESIP by bus. Once we have finished the public outreach we will incorporate any changes to the Route Map.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

This initiative will achieve the expansion of transit service to Enterprise South Industrial Park, providing transportation options to existing workers and opportunities for employment for those who are currently unemployed. In addition, providing transit service to this growing area will reduce congestion and improve air quality for the citizens of Chattanooga.



City of Chattanooga

Agency Offer Worksheet (A1)

CARTA has requested the most updated unemployment data by zip code through the United Way/City of Chattanooga. As discussed above this service will provide access to job opportunities to all of Chattanooga, with a focus on the areas of higher unemployment.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)

As part of its approved CMAQ grant application activities, CARTA will provide a minimum of four (4) designated routes with four (4) round trips per day. These routes will serve a minimum of seven park and ride locations and downtown Chattanooga, for a total of 16 round trips and bus vehicle miles traveled of 400 miles per day. These routes will be designed to coordinate with shift start/end times. These routes will also connect with existing CARTA Fixed Routes.

The existing CARTA routes/timetables may be adjusted for customers to access one of the ESIP Routes. Through the service analysis CARTA may find that further adjustments will be required to the routes/timetables, to provide the maximum connectivity to the ESIP Routes .

Attached is a list of service adjustments we have made in this current year to enhance CARTA's existing service. CARTA is working towards having consistent frequencies of service system-wide. For example, CARTA has increased the frequency of the #4-Eastgate/Hamilton Place route, which is our highest ridership route, to every 15 minutes until 7:00 pm. Passengers know that they can catch a bus every 15 minutes and don't have to memorize or carry a schedule with them.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
 1. Public involvement hearings/consideration of comments/Title VI analysis/Board of Directors approval prior to launch of new service.
 2. Marketing of new service/inclusion in passenger schedules & system map, prior to launch of service.
 3. Launch of new service: August 2015
 4. Reporting of ridership and reduced emissions: on going



City of Chattanooga

Agency Offer Worksheet (A1)

- **Key personnel/project leaders/consultants: (Who is doing what?)**
CARTA Staff, CDOT and other City Departments, citizens and Enterprise South Businesses.

- **Citizen engagement - How are you involving citizens?**
CARTA will hold public hearings prior to expanding service to Enterprise South Industrial Park. This will allow CARTA to present the proposed expansion, receive public comments, and make any necessary adjustments prior to implementing service. In addition, as part of CARTA's Title VI program, CARTA will conduct an equity analysis and present the results of that analysis to the CARTA Board of Directors. CARTA's Board of Directors will consider all public comments, the equity analysis, and CARTA staff recommendations when approving the new service provided. CARTA's Board of Directors' meetings are open to the public.

- **Environmental sustainability:**
The purpose of the CMAQ program is for eligible counties who are designated as federal air quality nonattainment or maintenance areas to conduct congestion mitigation and air quality improvement projects. Currently, Hamilton County is designated nonattainment for particulate matter and is eligible for these funds. The Tennessee Department of Transportation manages this federal grant program, and for FY 2014 has focused on several strategic air quality initiatives. A portion of this year's CMAQ funding will be set aside for those initiatives, which include new or expanded transit service.
CARTA's estimates when preparing the CMAQ grant proposal were that the project would result in a net reduction of 3.9 million automobile vehicles miles traveled per year, which is 15,000 VMT per day. In addition, through a Conformity Determination Report prepared in coordination with the Transportation Planning Organization, it has been determined that there will be annual particulate matter reductions between 4,253 and 34,712 grams per year. Conformity Determination Report available upon request.

- **Cite applicable research/best practices used in this offer:**
N/A



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
Chattanooga Area Regional Transportation Authority (CARTA)	\$ 106,576	\$ 26,644	\$ 133,220	100%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$ 133,220	0%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Reduction in air quality pollutants: mono-nitrogen oxides (NOx), volatile organic compounds (VOCs), and carbon monoxide (CO)

Description of Output Measured: Air quality pollutants: mono-nitrogen oxides (NOx), volatile organic compounds (VOCs), and carbon monoxide (CO)

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X__ Annually___

Staff Responsible for Collection & Analyzing data: CARTA Staff and TDOT

No Historical Comparison available since service hasn't started

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Increase ridership

Description of Output Measured: Ridership Reports

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Operations and Administration

No Historical Comparison available since service hasn't started

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Assist in helping to increase access to employment opportunities which in turn should help reduce unemployment

Description of Output Measured: Review unemployment numbers by zipcode from United Way/City

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___
 Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

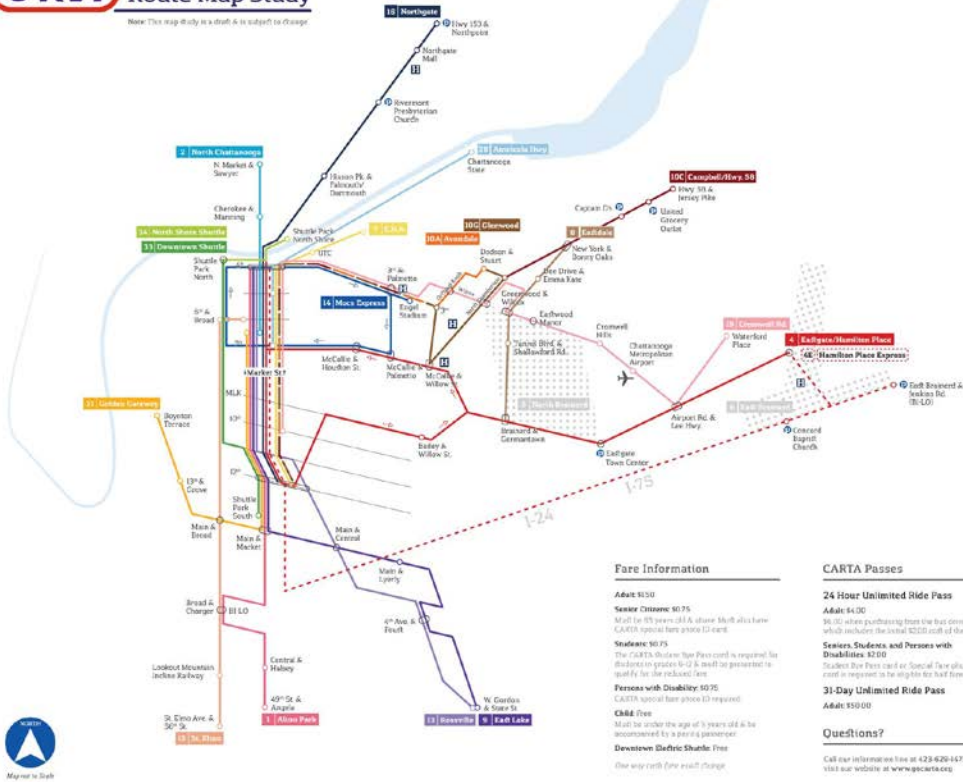
Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga Agency Offer Worksheet (A1)



Map Legend

- 11 Allen Park
- 21 North Chattanooga
- 41 Taylor/Hamilton Place
- 42 Hamilton Place Express
- 71 Chattanooga Invasive Arthritis
- 81 Eastdale
- 91 East Lake
- 101 East Chattanooga
- 131 Beeville
- 141 UTC Merx Express
- 151 St. Sime
- 161 Northgate
- 191 Cranwell Rd
- 211 Colton Gateway
- 281 Knoxville Hwy
- 331 Downtown Skidale
- 341 North Shore Skidale

- Major St Transfer Corridor
- Cross Street
- Route Line
- Major Bus Stop
- Transfer Point
- Park & Ride
- Hospital
- Neighborhood Bus/Dial-A-Ride

Fare Information

Adult \$1.50
Must be 18 years old & above. Must also have CARTA special fare photo ID card.

Senior \$0.75
The CARTA Senior fare photo ID is required for discounts in grades 6-12 & must be presented to qualify for the reduced fare.

Persons with Disability \$0.75
CARTA special fare photo ID required.

CHM Free
Must be under the age of 5 years old & be accompanied by a paid passenger.

Downtown Electric Shuttle Free
One way/round fare each/round.

CARTA Passes

24 Hour Unlimited Ride Pass
Adult \$4.00
\$6.00 when purchasing from the bus driver, which includes the total \$2.00 cost of the fare.

Senior, Student, and Persons with Disabilities \$2.00
Seniors fare photo ID or Special Tax photo ID card is required to be eligible for fare fare.

31-Day Unlimited Ride Pass
Adult \$10.00

Questions?

Call our information line at 423-626-6473 or visit our website at www.cartachatt.com

For Real-Time Updates

Go to realtime.cartachatt.com or download the Transit App on your smart phone from CartaTransit.com. Free RTIS service is available on all CARTA routes.



City of Chattanooga

Agency Offer Worksheet (A1)

During this past year, CARTA has been involved in many discussions (Downtown Task Force; Chattanooga Forward) regarding the economic development, quality of life, environment and sustainability for the citizens and communities in Chattanooga. The need for accessible public transportation and connectivity is a common topic. As a result of some of these discussions and the start of our service analysis CARTA made the following service improvements within its FY 2015 budget.

#1 Alton Park – Buses run every 20 minutes until 6:00 p.m., and once every hour beginning at 6:30 p.m.

#2 North Chattanooga - The inbound time point changed from 4th & Market to 6th & Market. This route also serves the new Publix located on North Market Street. Buses run every 35 minutes.

#4 Eastgate/Hamilton Place - The #4 Eastgate/Hamilton Place Express routing has changed. The bus no longer travels Igou Gap and Jenkins Road. All #4 Express buses will travel Gunbarrel Road and East Brainerd Road between Hamilton Place Mall and the BI-LO at Jenkins Road and East Brainerd Road. Buses run every 15 minutes until 7:00 p.m. and every 30 minutes beginning at 7:30 p.m.

There are two (2) #4 Eastgate/Hamilton Place Express buses to and from Downtown Chattanooga in the afternoon, Monday through Friday. The scheduled times leaving from 4th & Market are at 5:00 p.m. and 5:45 p.m., and leaving from Hamilton Place Mall at 5:50 p.m. and 6:35 p.m. These Express buses travel the interstate in both directions, outbound and inbound.

#7 Chattanooga Housing Authority (CHA) – There have been more buses added to this route to provide better service to the CHA and the 3rd Street area, based on buses leaving and returning to the garage via Holtzclaw Avenue.

#9 East Lake – Buses run every 30 minutes until 5:30 p.m., and then every hour beginning at 6:30 p.m.

#14 Mocs Express - The #14 Mocs Express route has been extended to Downtown Chattanooga from UTC. Beginning at 12:35 p.m. until 8:05 p.m., one bus continues downtown from Engel Stadium every 30 minutes.

#15 St. Elmo – A later trip was added to this route that leaves 6th & Broad at 6:00 p.m.

#16 Northgate – Buses run every 30 minutes until 6:30 p.m., and then every hour beginning at 7:30 p.m.

#19 Cromwell Road - Effective May 4, 2014, this route began providing service to the Chattanooga Metropolitan Airport. The re-routing of all buses leaving the garage traveling to downtown serving this route provides more service to the Chattanooga Housing Authority and 3rd Street area.

#21 Golden Gateway - The outbound time point changed from 4th & Market to 6th & Market. Buses run every 35 minutes.



City of Chattanooga

Agency Offer Worksheet (A1)



City of Chattanooga

Agency Offer Worksheet (A1)

Offer Name: **Preparing People with Mental Illness for Workforce**

Primary Results Area: **A Growing Economy**

Offer Number:

Agency Name: **AIM Center, Inc.**

Date Submitted: **1/12/2015**

Contact Name: **Rodney Battles**

Contact Number: **423-702-8002**

Contact Email Address: RodneyBattlesaimcenterinc.org

Primary Collaborating aty Dept: **Economic and Community Development**

Amount Requested from City General Fund:

\$ 60,000

Total Offer Cost: **\$ 60,000**

CURRENT SERVICE / PROGRAM FUNDED BY CITY	CURRENT SERVICE / PROGRAM NOT FUNDED BY THE CITY	NEW SERVICE / PROGRAM	OTHER

Narrative:

Summary - Brief summary narrative describing offered service or initiative.

AIM Center began offering Clubhouse Psychosocial Programs in 1989 for adults with mental illness age 18 and older. One of the most profound developments in the treatment of mental illness is the emergence of the Clubhouse Model in a number of nations around the world (National Institute of Mental Health). AIM remains the only local provider of psychosocial and employment services for the mentally ill. Clubhouses are organized around a belief that work, and work-mediated relationships, are restorative and provide a firm foundation for growth and important individual achievement.

- o **Needs Addressed** - Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

A Clubhouse is first and foremost a local community center that offers people who have mental illness hope and opportunities to achieve their full potential. Much more than simply a program or a social service, a clubhouse is most importantly a community of people who are working together to achieve a common goal. As a right of membership, Clubhouses provide members with opportunities to return to paid employment in integrated work settings through Transitional, Supported, and Independent Employment programs. Transitional Employment placements are for AIM members who have never had work experience or for those who have been out of the workforce an extended period of time.

According to the United States Bureau of Labor Statistics, metropolitan Chattanooga's unemployment rate in December 2013 was 6.3%. However, the unemployment rate for adults living with mental illness is three to five times higher than for those without mental illness. Many people who live with serious mental illness who do work are underemployed; about 70% who hold college degrees earn less than \$10 per hour (National Governor's Association, 2007).

- o **Goals and Objectives** - What will this initiative achieve? *title* / 7 TE / game ke j (5'15-



City of Chattanooga

Agency Offer Worksheet (A1)

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While helping AIM members with their employment goals is the responsibility of every staff, the Employment Support Unit (DEU) is where the work happens. There are three (3) full-time employees and one (1) full-time AmeriCorps volunteer who are dedicated to furthering the futures of AIM members with employment goals. The services offered by BEIJ are a priority service and focus on customized employment, evidence-based practices, and continued implementation of the Tennessee Operating Jobs Initiative for the southeastern region.

AIM employees together with AmeriCorps volunteers and AIM members assure adults are prepared for employment with career guidance, vocational assessments, job readiness training, work adjustment training, job placement, and job coaching. In addition, AIM members receive assistance with filling out job applications both in person and electronically, benefits counseling and the impact of employment on entitlements, resume building, on-the-job training, developing good work habits and coworker/manager relationship management.

In 2010, Substance Abuse and Mental Health Services Administration (SAMHSA) designated the clubhouse model of psychiatric rehabilitation an Evidence-Based Practice. The three variables selected by SAMHSA were Employment, Quality of Life, and Perceived Recovery from a Mental Illness. "This program model is indeed beneficial to its members. A significant amount of research supports the idea that Clubhouse members have good employment outcomes that Clubhouse significantly impact the quality of life of its members positively, and that members report they experience recovery from mental illness because of their involvement in an ICCD Clubhouse," as stated in the Evidence-Based Study findings on Clubhouse Model by SAMHSA.

The National Alliance on Mental Illness (NAMI) recently released the 2013 State Legislation Report with suggestions for states such as Tennessee who did not opt to expand Medicaid under the Affordable Care Act, which urges expansion of evidence-based supported employment. The report states: "The improving economy combined with guaranteed health coverage creates a pivotal opportunity for adults recovering from mental illness to return to work ... Evidence-based supported employment programs help people with psychiatric disabilities prepare for and obtain employment and perform successfully in the classroom or workplace."

- o **Actions—** How will you achieve the goals including:
- **Clear summary of activities:** (What are you doing?)
AIM Center develops an Individual Recovery Plan with each member to address their psychosocial rehabilitation needs and goals. Increasing job skills and work readiness skills are integral parts of these plans. Members wishing to improve their economic opportunities participate in activities designed to increase employability including educational skill building classes including adult basic reading and math, and basic computer skills. Members needing more advanced educational skills are provided intermediate level classes and those ready for formalized educational opportunities are assisted in enrolling and completing GED and college level courses. Members interested in entering the workforce are provided classes and activities focused on resume development, job arches, interview skills, improving communication skills, job retention skills, and managing job-related stressors. Members participate in



City of Chattanooga

Agency Offer Worksheet (A1)

activities designed to improve job retention skills through appropriate financial management and budgeting, knowledge of community resources (including reliable transportation options), and management of their mental illness symptoms through a holistic approach to health and wellness. Members who achieve employment are provided with job supports including job coaching and supported employment.

Timeline of activities and/ or significant milestones throughout the year: (When are you doing it?)

The activities of the AIM Center occur year round and begin when a member joins the clubhouse. Goals and progress are evaluated monthly with each member.

Key personnel/ project leaders/ consultants: (Who is doing what?)

AIM Center has a Program Director who is a Licensed Clinical Social Worker and provides supervision to the program units. The Employment Resource Unit has a Manager, Employment Coordinator, 2 Employment specialists, and an AmeriCorps, bb Mentor. Additionally, the AIM Center has an Administrative Services Unit and a Member Support Unit that provide support through activities in their units. All AIM staff work with members through the clubhouse model of work ordered day activities.

Citizen engagement - How are you involving citizens?

AIM Center involves citizens as members, collaborations with other agencies in the City of Chattanooga, citizens serve on the Board of Directors, and citizens are employers for our members.

Environmental sustainability:

- AIM brings over \$950k into the community to provide services for TennCare recipients through managed care contracts and over \$458k from the state for housing services. AIM receives reimbursement fees from TennCare managed care contractors for TennCare recipients but there is no reimbursement for our member clients who are Medicare or uninsured. One third of AIM Center members are uncompensated and funding from other sources such as the City of Chattanooga is used to provide care to all citizens regardless of TennCare status. This uninsured, poverty-stricken disabled population is the citizen that local government must invest in to build stable lives versus watching the needs and costs escalate through the fallout of homelessness, crime, gangs and illegal drugs.
- The City of Chattanooga will benefit from AIM's increased capacity to serve persons with psychiatric disorders because AIM programs transition into productive citizens of the community. The result is significant cost savings for every person:
- Every time AIM diverts a member from jail, City of Chattanooga/ Hamilton County taxpayers an estimated \$19,000 annually (an average of 30% of the total incarcerated population is mentally ill — approximately 282 beds in this area).
- Every time AIM places a homeless individual into permanent housing, it saves city taxpayers an average of \$12,145 annually in expensive publicly funded intervention.
- Every time AIM diverts a member from Moccasin Bend Mental Health Institute, it saves taxpayers \$607 per day (estimated annual cost of \$221,555).



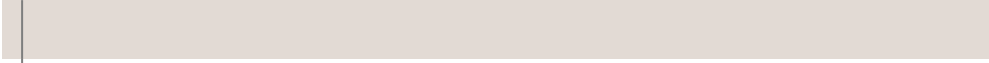
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Agency Afer Worksheet (AI)

- As long as there are uninsured Chattanooga residents with mental illness, AIM Center will seek funding from City and County governments because AIM provides cost-saving initiatives for government by keeping the mentally ill off the streets, more economically stable, and healthier.

Cite applicable research/ best practices used in this offer:

AIM Center is the only state of Tennessee licensed psychosocial rehabilitation facility that is also accredited by Cubhouse International. The clubhouse model is recognized by the Substance Abuse and Mental Health Services Administration as an evidenced based model. The Employment Resource Unit utilizes Individual Placement services model from Dartmouth which is also evidenced based in addition to the Vocational Rehabilitation services model in collaboration with the state of Tennessee Department of Rehabilitation services.



SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency/ Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
AIM CENTER	\$ 1,538,967	\$ 2,212,595	\$ 60,000	100%	3
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

**Amounts Aft: F agree with collaborating Department totals for this offer*

Does this have Capital Budget Impact?	No	Yes	If Yes, Amount
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request For , 2 423-643-7361*

Financial Offsets: II11AP.54t.A.Tvieth•jiaE/Doi 1 of 4, § rtos§mj , §5D'ni•Ce1 rit, 406 linaint§/aNall7 (AINte908

Name	Amount
Creating Jobs Initiative	\$ 121,326
Department of Human Services, Division of Rehabilitation Services	15,000



City of Chattanooga

Agency Offer Worksheet (A1)

United Way of Greater Chattanooga	\$	117,600
AmeriCorps	\$	13,885
	\$	



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 | PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Increase Awareness of Existing Employment Opportunities

Primary Desired Outcome: 500 people with mental illness are provided employment services including: transitional employment placement, Job Readiness Training, Work Adjustment Training, referral to appropriate Vocational Rehabilitation and community volunteer placements by the Employment Services Department during the fiscal year.

Description of Output Measured: Job Readiness and Employment Activities provided

Measurement Frequency: Daily _____ Weekly___ Monthly_x__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Ginger Storrar

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
352	424	475	475	500

Measurement 2

Results Area: Increase Employment

Primary Desired Outcome: 55 Persons with mental illness attain employment through the Employment Services Department during the fiscal year.

Description of Output Measured: Persons Employed

Measurement Frequency: Daily _____ Weekly___ Monthly_x__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Ginger Storrar

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
51	50	50	50	55

Measurement 3

Results Area: Increase Employment

Primary Desired Outcome: 125 people with mental illness enroll in and/or complete education or training programs such as Computer skills, Basic Reading and Math, GED or college courses during the fiscal year.

Description of Output Measured: Persons engaged in educational activities

Measurement Frequency: Daily _____ Weekly___ Monthly_x__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Ginger Storrar

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
108	83	100	100	125

Note: At least 3 measures should be provided

City of Chattanooga
Agency Offer Worksheet (A1)

Template A3: Budget Format	CITY OF CHATTANOOGA FY 2016 Agency Funding Financial Form						
	Agency Name: The AIM Center, Inc.						
	Offer Name: The AIM Center, Inc.						
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 24,129	\$ 369,070	\$ 21,067	\$ 51,000	\$ 50,000	\$ (1,000)	-2.0%
Corporate/Organizations/Churches						\$	N/A
Fees/Grants from Governmental Agencies							
Federal	\$ 36,628	\$ 46,592	\$ 55,549	\$ 55,539	\$ 69,424	\$ 13,885	25.0%
State	\$ 565,833	\$ 576,816	\$ 598,305	\$ 600,819	\$ 600,819	\$	0.0%
Hamilton County	\$ -	\$ -	\$ -	\$ -	\$ -	\$	N/A
City of Chattanooga	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$	0.0%
Other Cities (Please list)						\$	N/A
United Way							
Foundations (including grants)						\$	N/A
Gross Proceeds Special Events				\$ 40,000	\$ 50,000	\$ 10,000	25.0%
Other UWs/Federations						\$	N/A
CFC/Designations received thru UWGC	\$ 16,087	\$ 11,633	\$ 11,148	\$ 15,617	\$ 15,600	\$ (17)	-0.1%
UWGC Program Allocation	\$ 102,215	\$ 101,968	\$ 101,147	\$ 101,147	\$ 102,000	\$ 853	0.8%
UWGC Special Funding						\$	N/A
Membership Dues						\$	N/A
Program Income	\$ 10,018	\$ 17,829	\$ 19,500	\$ 16,500	\$ 18,000	\$ 1,500	9.1%
Governmental Insurance	\$ 1,222,232	\$ 806,291	\$ 946,894	\$ 882,435	\$ 944,205	\$ 61,770	7.0%
Private Insurance						\$	N/A
Contracted Services						\$	N/A
Fee for Services						\$	N/A
Other Program Income	\$ 35,240	\$ 37,914	\$ 38,424	\$ 35,366	\$ 36,000	\$ 634	1.8%
Sales to Public						\$	N/A
Investment Income	\$ 1,169	\$ 168,084	\$ 237,534	\$ 85,000	\$ 75,000	\$ (10,000)	-11.8%
Miscellaneous	\$ 114	\$ 459	\$ 1,302	\$ -	\$ -	\$	N/A
Other Revenues (Please list separately any major item)						\$	N/A
Transfers in from other internal budgets						\$	N/A
Income from Previous Year						\$	N/A
TOTAL REVENUES	\$ 2,013,665	\$ 2,196,656	\$ 2,090,870	\$ 1,943,423	\$ 2,021,048	\$ 77,625	4.0%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 922,245	\$ 1,057,261	\$ 1,125,009	\$ 1,244,860	\$ 1,282,206	\$ 37,346	3.0%

Template A3: Budget Format	CITY OF CHATTANOOGA							
Fringe Benefits							-	N/A
Employee Health	\$ 113,700	\$ 97,215	\$ 103,867	\$ 114,933	\$ 120,680	\$ 5,747		5.0%
Pension/Retirement	\$ 14,754	\$ 16,945	\$ 17,536	\$ 19,404	\$ 19,986	\$ 582		3.0%
Payroll Taxes, etc.	\$ 63,950	\$ 71,152	\$ 75,540	\$ 83,588	\$ 86,095	\$ 2,507		3.0%
Other (unemployment, life insurance, etc)	\$ 21,702	\$ 24,925	\$ 26,979	\$ 29,853	\$ 30,000	\$ 147		0.5%
Total Personnel Expenses	\$ 1,136,351	\$ 1,267,498	\$ 1,348,931	\$ 1,492,638	\$ 1,538,967	\$ 46,329		3.1%
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service	\$ 195,475	\$ 374,424	\$ 198,081	\$ 133,829	\$ 135,000	\$ 1,171		0.9%
Utilities						\$ -		N/A
Other - Web Based MIS	\$ 26,400	\$ 26,400	\$ 26,400	\$ 35,000	\$ 35,000	\$ -		0.0%
Rent						\$ -		N/A
Travel/Transportation	\$ 25,181	\$ 34,866	\$ 34,693	\$ 31,138	\$ 31,500	\$ 362		1.2%
Insurance (not employee health)	\$ 10,517	\$ 9,702	\$ 8,144	\$ 9,034	\$ 9,034	\$ -		0.0%
Materials & Supplies	\$ 69,220	\$ 76,436	\$ 50,662	\$ 51,500	\$ 52,500	\$ 1,000		1.9%
Telephone, Fax, ISP	\$ 21,049	\$ 25,351	\$ 23,900	\$ 23,900	\$ 23,900	\$ -		0.0%
Postage and Shipping	\$ 7,749	\$ 6,893	\$ 9,000	\$ 8,440	\$ 8,400	\$ (40)		-0.5%
Occupancy/Building/Utilities	\$ 49,372	\$ 72,423	\$ 65,160	\$ 80,014	\$ 78,250	\$ (1,764)		-2.2%
Equipment Rental and Maintenance (including contracts)	\$ 45,704	\$ 30,479	\$ 39,481	\$ 36,770	\$ 37,500	\$ 730		2.0%
Outside Printing, Art Work, etc.	\$ 7,898	\$ 8,484	\$ 8,162	\$ 9,800	\$ 9,000	\$ (800)		-8.2%
Conferences, Conventions, etc.	\$ 25,368	\$ 32,960	\$ 28,350	\$ 28,000	\$ 25,000	\$ (3,000)		-10.7%
Special Assistance to Individuals	\$ 41,363	\$ 12,802	\$ 7,500	\$ 12,500	\$ 12,500	\$ -		0.0%
National Dues/Support Payments	\$ 2,600	\$ 5,198	\$ 4,500	\$ 3,200	\$ 3,200	\$ -		0.0%
Organization Dues (other than above)	\$ 12,786	\$ 14,455	\$ 12,858	\$ 11,858	\$ 11,800	\$ (58)		-0.5%
Awards and Grants	\$ 75	\$ 5,503	\$ 500	\$ 300	\$ 300	\$ -		0.0%
Fund Raising/Self-Support Activities				\$ 20,000	\$ 20,000	\$ -		0.0%
Miscellaneous	\$ 599	\$ (1,514)	\$ 300	\$ 250	\$ 200	\$ (50)		-20.0%
Equipment Purchases (incl. capital expenses)						\$ -		N/A
Depreciation	\$ 77,079	\$ 180,544	\$ 177,532	\$ 180,544	\$ 180,544	\$ -		0.0%
Other Expenses (Please list separately any major item)	\$ 6,173	\$ 26				\$ -		N/A
Settlement Payment	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ -		N/A
Operating Expenses Total	\$ 624,608	\$ 1,715,432	\$ 695,223	\$ 676,077	\$ 673,628	\$ (2,449)		-0.4%
TOTAL OPERATIONS	\$ 1,760,959	\$ 2,982,930	\$ 2,044,154	\$ 2,168,715	\$ 2,212,595	\$ 43,880		2.0%
REVENUE OVER/ (UNDER) OPERATIONS	\$ 252,706	\$ (786,274)	\$ 46,716	\$ (225,292)	\$ (191,547)	\$ 33,745		-15.0%



City of Chattanooga Agency BFO Summary (A2)

Agency Name: <Enter Here>

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Preparing People with Mental Illness	E	Econ & Comm Dev	60,000	60,000	267,811	387,811
2	for the Workforce						
3							
4							
<i>Total Offers by Agency</i>				\$ 60,000	\$ 60,000	\$ 267,811	\$ 387,811

Eh

- S = Safer Streets**
- E = Growing Economy**
- N = Stronger Neighborhoods**
- F = Smarter Students, Stronger Families**
- H = High Performing Government**
- I = Innovation Fund**



City of Chattanooga



(11-7

7) ITD

8:01) Agency Performance Update (A4)

Offer Name: Preparing People with Mental Illness for the Workforce

Primary Results Area: A Growing Economy

Agency Name: AIM CENTER, INC.

Contact Name: Rodney Battles Contact No.: (423) 702-8002

Contact Email Address: RodneyBattles@aimcenterinc.org

Primary Collaborating City Dept: Human Resources

Amount Awarded in FY15 from City General Fund: \$60,000

Measurement 1

Results Area A Growing Economy

Output Measure: increase awareness of existing employment opportunities; increase employment

Output Measure: Enrollments or completions of formal education or training programs

Staff Responsible for Collection & Analyzing Data:

Measurement Frequency Monthly (x) Daily () Weekly () Quarterly () Annually ()

FY15 Target no _____

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15
6	7	9	4	7	8					

Comments: Total: A total of 41 members enrolled or completion their individualized formal training/education between

July - December 2014.

Jun-15



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Developing Moccasin Bend for Cultural Education, Recreation, and Tourism		
Primary Results Area:	Growing Economy	Offer Number:	1
Agency Name:	Friends of Moccasin Bend National Park	Date Submitted:	2/18/2015
Contact Name:	Michael Wurzel	Contact Number:	423-322-5014
Contact Email Address:	Moccasinbendpark@gmail.com		
Primary Collaborating City Dept:	Outdoor Chattanooga		
Amount Requested from City General Fund:	\$50,000	Total Offer Cost:	\$165,000

<input checked="" type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
---	--	---	---------------------------------------

SECTION 2 - DETAILS

Narrative Summary:

The development of Moccasin Bend is a long-term investment in Chattanooga, which will pay dividends in improved quality of life for residents by offering unique cultural and recreational opportunities, growing economic opportunities for tourism and local businesses. Chattanooga has the exceptional opportunity to develop this National Park at its doorstep; Moccasin Bend is prominently featured on the home page of *Chattanooga.gov* and the City seal and is recognized as a National Historic Landmark unique to our community.

The Friends of Moccasin Bend National Park (FOMB) are requesting **\$50,000** in funding support for general operations for FY 2015-2016. Our work helps a *Growing Economy* through the development of the Moccasin Bend National Archeological District, a unit of the Chickamauga & Chattanooga National Military Park. Creating a new National Park is a long and complicated process, and FOMB is an official partner with the National Park Service (NPS) in this endeavor. The residents of the City of Chattanooga are served on many levels as public access, understanding, and enjoyment of Moccasin Bend increase through range of cultural education, recreational, and tourism activities offered by FOMB at the Moccasin Bend National Archeological District.

Since incorporating in 1995, FOMB has worked tirelessly to protect and preserve the cultural, historic and natural resources of Moccasin Bend, a recognized national treasure. Moccasin Bend has 12,000 of Native American history and culture. The earliest known evidence of paleo archaic Indian habitation in the whole Tennessee Valley is found on Moccasin Bend. In addition, there are Native American camps, dwellings, settlements, towns, and major burial mounds spanning 12 millennia to 1800. Since then, Moccasin Bend was a sight of the Cherokee Removal and Trail of Tears in 1838, and Moccasin Bend played a prominent role in the Civil War Battle of Chattanooga in 1863-4 with well intact artillery earthworks and rifle pits on Stringers Ridge. In 2003, with the support of the City of Chattanooga and Hamilton County, federal legislation was signed into law that created the Moccasin Bend National Archeological District, which is managed by the NPS.

Also in 2003, FOMB and the NPS entered into a formal partnership aimed at developing visitor access and educational and recreational opportunities on Moccasin Bend. Since then, FOMB has worked with federal, regional, tribal (American Indian), and local agencies and elected officials toward construction of an interpretive visitor center and a trails system on Moccasin Bend. Concurrently, FOMB has worked with many City departments to help develop productive relationships between them and the Park.



City of Chattanooga

Agency Offer Worksheet (A1)

The Economy:

A growing local economy ensures the health and well-being of any city. To provide a high quality of life for our residents, the City and FOMB must continue to improve Chattanooga as a place worth living, working and investing. Parks and Recreation represent economic drivers in Chattanooga, and Moccasin Bend is a park of local, regional and national significance.

In 2014, tourism spending generated a staggering \$1 billion for Hamilton County. National Parks are economic drivers wherever they are located and play a significant role in tourism spending. A recent NPS report indicates that approximately 1 million annual visitors to the Chickamauga and Chattanooga National Military Park created nearly \$55 million in local, economic benefit in addition to 774 private sector jobs.

- <http://www.nature.nps.gov/socialscience/docs/NPSSystemEstimates2011.pdf>.

A visitation and economic impact study prepared by Economic Research and Management Consultants suggests Phase I development of Moccasin Bend Park, which includes upgrades such as parking areas, restrooms, cultural education opportunities like Native American and Civil War Interpretive experiences and Ranger-led hikes, outdoor recreation like cycling, hiking, running, and paddling on trails and blueways could attract an approximately 250,000 annual visitors with a direct economic impact of \$11.1 million to the local community.

- Right now, the National Park Service is planning for Phase I development of Moccasin Bend over the next 2-3 years, but will need the help of FOMB to match federal dollars with private monies.
- FOMB is preparing for a capital campaign to raise \$2 million in 2016 for the Centennial of the National Park Service and Phase I developments to Moccasin Bend. These private funds will be matched 50% by federal funds for a total of \$3 million raised for park development in the next two years.

The study suggests Phase II development of Moccasin Bend, which includes a world-class, Native American interpretive center, would attract an additional 125,000 visitors for a total of 375,000 annual visitors to Moccasin Bend with a direct economic impact of \$31.6 million to the local community.

- Phase II development of Moccasin Bend is in the National Park Service's 20 year plan for the area.



City of Chattanooga

Agency Offer Worksheet (A1)

Needs Addressed :

Moccasin Bend is a park in progress. As the official partner of NPS, FOMB carries out activities that the federal government agency (the NPS) cannot do like privately fundraise, liaison with the community, and advocate for the park. The Executive Director of FOMB acts as a collaboration hub for government efficiency and community involvement. The development of a park at Moccasin Bend requires interaction and coordination of government agencies from federal and state to county and city. FOMB liaisons between the National Park Service, Congressman Chuck Fleishmann's Office, Senator Corker's Office, the Army Corps of Engineers, the Tennessee Department of Environment and Conservation, Tennessee Department of Transportation, the County Commission, the City Council, the City and County Mayor's Offices, the City Transportation Department, the Community Design Group, and more. In addition, FOMB acts as a connection between government and the community represented by individual citizens, nonprofits, businesses and foundations. Finally, FOMB maintains relations with and acts as an advocate for federally recognized Native American Tribes who represent important stakeholders in Moccasin Bend park. **City Funding supports collaboration and efficiency within government.**

For example, with the addition of Stringers Ridge to the City's park system, it became clear that a comprehensive plan needed to be designed which would connect the existing parks of Coolidge, Renaissance and the Tennessee RiverPark with Stringers Ridge and Moccasin Bend. This required working collaboratively with the Chattanooga Department of Transportation, Hamilton County Parks, TDOT, and the NPS. A private foundation grant was solicited to plan for these areas. As plans for the City's North Shore District have evolved, FOMB has played an integral part in their development and will continue to do so.

Developing a strong private financial support base is critical to the development of the park on Moccasin Bend. Donor development in the local community is an ongoing effort. FOMB has over 250+ donors to our annual campaign, which generates \$60,000 to \$100,000 in revenue. In addition, we have strong foundation support, and much city and private monies are matched by NPS at the federal level. Friends of Moccasin Bend have broad community support and strong fiscal sustainability. **City funding is leveraged two or three to one with private donations and grant funding, which directs private funding to public amenities and enjoyment.**

For example, FOMB is preparing for a capital campaign to raise \$2 million in 2016 for the Centennial of the National Park Service and Phase I developments to Moccasin Bend. These private funds will be matched 50% by federal funds for a total of \$3 million raised for park development in the next two years.

The National Parks Conservation Association released a report recently that indicates that a nearly 90% of American voters consider National Parks extremely important.

- http://www.npca.org/assets/pdf/Survey_Findings_Memo_Final.pdf.



City of Chattanooga

Agency Offer Worksheet (A1)

Goals, Objectives , Actions, and Citizen Engagement:

Moccasin Bend National Park is a 769 acre green space in the heart of downtown Chattanooga. It makes Chattanooga a better place to live, work and invest. It's a place for Chattanoogaans and visitors alike to play. With an estimated 18,000 annual visitors using the trails and recreational areas of Moccasin Bend, annual visitation has a lot of room for growth with future park developments and improvements. FOMB and NPS are dedicated to expanding public access, outdoor recreational and cultural education, such as parking areas, park facilities, park space, trails, blueways, opportunities to learn about Native American culture and Civil War history. Because public access improvements are large in scale, these actions are measured annually.

Preserving the natural beauty and historically authentic views of Moccasin Bend is of utmost importance. FOMB is currently in negotiations with a private property owner to purchase several acres on the Stringers Ridge portion of Moccasin Bend. FOMB is partnering with the Trust for Public Land and local and national foundations to create a plan to purchase the land and preserve this treasured landscape. In 2014, FOMB and NPS partnered to open the future visitor center site, 10 acres of riverfront park, to the public. **City funding support allows FOMB to expand access to public lands, join forces with other conservation-minded organizations, and leverage funding partners.**

Through FOMB's adopt-a-trail program, 60 volunteers engaged in 240+ hours of trail maintenance to build and maintain 4+ miles of trails on and 3+ miles of blueway around Moccasin Bend. Also, FOMB funded the construction of a new interpretive trail along the old Federal Road corridor over which traveled the Trail of Tears in 1838 and the Civil War "Cracker Line" in 1863, opening up additional public access to the Tennessee River and several culturally significant sites. A grant from the Lyndhurst Foundation helped fund this project, as did the NPS through in-kind. **City funding support allows FOMB to increase and improve recreational opportunities, leverage private funding, and improve park visitation on Moccasin Bend.**

Because Moccasin Bend is nationally renowned for its Native American and Civil War history, FOMB provides a wide range of cultural and recreational activities free of charge to the citizens of Chattanooga and tourists, so that they may discover and develop a stronger connection to and understanding of Chattanooga and Moccasin Bend as a place and the extraordinary cultural and historical significance and recreational opportunities that they provide to improve their quality of life. In partnership with Outdoor Chattanooga, FOMB plans and carries out 5 kayak and canoe tours for 100 park visitors and two bike rides for 50 park visitors. Public access to parks and green space are crucial to all neighborhoods and residents, and Moccasin Bend represents 769 acres, the largest park in the city, accessible to all residents and visitors. Moccasin Bend is a national treasure of Native American civilization and US history. With over 12,000 years of well-preserved Native American and Civil War history and culture to interpret, FOMB funds 24 annual ranger-led walking tours and special programs for 500+ park visitors. In its 10th year now, FOMB funds an annual, 3 part lecture series in partnership with UTC. Lecturers speak on a diversity of Native American, Civil War, and National Park Service topics to 500+ annual attendees. **City funding support allows FOMB to offer a range of cultural activities unique to Moccasin Bend.**

FOMB will continue to serve as partner to the NPS in development of Moccasin Bend undertaking activities that NPS cannot such as private fundraising, engaging the community, improving government efficiency through coordination, and advocating for the park. These activities happen on a year round basis and include engaging private citizens and citizen groups, partner organizations, businesses, foundations, native American tribes, local government officials such as RPA employees, and government agencies, elected officials, and bureaucrats from local, state, and federal governments.



City of Chattanooga

Agency Offer Worksheet (A1)

Conclusion:

To note, although it may be difficult to measure quantitatively, the progress made in park development continues each year. Everyone is familiar with Volkswagen's attraction to Chattanooga's "intangibles," which include the area's natural beauty and cultural offerings. Businesses and individuals will continue to be attracted to the region because parks like Moccasin Bend have so much to offer – green space, recreation, history and solitude – all within City limits. FOMB is committed to continued development of the natural, cultural and educational resources of Moccasin Bend and its Gateway on the North Shore. The development of Moccasin Bend directly grows the local economy through additional tourism dollars – bringing people to the City's hotels and restaurants and adding employees to serve increased visitation. Residents of Chattanooga have a protected "wilderness" within City limits where they can enjoy restorative, recreational and educational contact with nature and cultural sites. Moccasin Bend offers opportunities for schools, community recreational agencies/organizations, and individuals that help make Chattanooga a better place to live, work, and invest.

Environmental sustainability:

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country. Friends of Moccasin Bend are one of those partners. Perhaps no project in greater Chattanooga has quite as much effect on sustainability as preserving and improving 769+ acres of green space adjacent to downtown Chattanooga. FOMB, NPS, UTC, the Tennessee Aquarium, the Southeast Conservation Corps, Wild Trails, and citizen and corporate volunteers partner on sustainability projects such as green stream bank restoration projects, sustainable trail design, invasive species removal, and viewshed protection. The planned visitor center will be LEED certified, and act as a national model for NPS capital projects. The long-term vision for Moccasin Bend Park connects it to Northshore and downtown via the Riverwalk and Complete Street, so Moccasin Bend will be the accessible, indeed largely connected, to the heart of Chattanooga as a model park for sustainability, education, recreation, and tourism.

Chickamauga & Chattanooga National Military Park and Friends of Moccasin Bend National Park Partnership Best Practices:

Partnerships have become a way to get things done both within and beyond park boundaries. Some NPS programs operate almost exclusively through partnerships. Moccasin Bend National Park, established in the last twenty-five years, has a clear mandate to partner. Many solutions for park operation, transportation, visitor service and employee issues can only be found in concert with the park's partner, gateway communities like the City of Chattanooga, user groups, and the tour industry. Parks are serving as learning centers and parks are going into school classrooms through curriculum and computers. NPS is a key player in a Nationwide System of Parks, Historic Places, and Open Spaces Initiative, which relies heavily on partnerships across political, jurisdictional, stakeholder, and land ownership boundaries.

One constant is that we still need to build strong public support, awareness of parks, and conservation values; a strong sense of stewardship more than ever with America's changing demographics and landscape. Partnerships lead to involvement. Involvement leads to awareness. Awareness leads to action. Action leads to stewardship. Partnerships are encouraged throughout the government as a way of leveraging resources and accomplishing more than anyone group could do on its own. We need to exponentially grow partnering awareness, skills and management capacity. This is only possible through highly motivated and empowered partnerships like that of the NPS with Friends of Moccasin Bend National Park.



City of Chattanooga

Agency Offer Worksheet (A1)

Key personnel/project leaders/community partners/stakeholders:

Key personnel include Michael Wurzel, Executive Director of the Friends of Moccasin Bend, who oversees all organizational activities, community engagement, fundraising, and NPS/FOMB partner projects.

Other key project leaders are Brad Bennett, superintendent of the Moccasin Bend unit of the National Park, and City of Chattanooga partners: the Regional Planning Agency, the Community Design Group, Outdoor Chattanooga, Transportation Department, and the Mayor’s Office.

Key community partners and stakeholders are the Lyndhurst Foundation, the Benwood Foundations, the Chattanooga Visitors Bureau, University of Tennessee at Chattanooga, the Southeast Conservation Corps, and Wild Trails.

SECTION 3 - BUDGET REQUEST

Summary:

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
Friends of Moccasin Bend National Park	\$ 48,070	\$ 128,170	\$ 50,000*	39%	

**This funding goes directly into the operations budget for FOMB. There is no specific program requiring personnel or operating expenses. FOMB has only 1 employee, its Executive Director.*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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Financial Offsets: *(Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
Private Donations	\$ 65,000
Grants	\$ 10,000
Corporate Contributions	\$ 5,000
Program Income	\$ 5,000



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 PERFORMANCE MANAGEMENT

Measurement 1: Progress in Park Development: Access to Public Land

Results Area: Growing Economy

Primary Desired Outcome: Increase access to public lands and improved facilities

Description of Output Measured: Acreage of new and/or improved public areas and facilities

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually__X_

Staff Responsible for Collection & Analyzing data: Michael Wurzel; NPS Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
13 acres	10 acres	15 acres	15 acres	20 acers

Measurement 2: Progress in Park Development: Outdoor Recreation

Results Area: Growing Economy

Primary Desired Outcome: Increase & Improve opportunities for outdoor recreation

Description of Output Measured: Miles of trails and blueways maintained and expanded

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually__X_

Staff Responsible for Collection & Analyzing data: Michael Wurzel; NPS Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
3 miles	4 miles	7 miles	7 miles	11 miles

Measurement 3: Progress in Park Development: Opportunities to Experience Culture, History, and Education

Results Area: Growing Economy

Primary Desired Outcome: Wide range of cultural education and recreational opportunities, grow visitation

Description of Output Measured: of people engaged

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually__X_

Staff Responsible for Collection & Analyzing data: Michael Wurzel; NPS Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
350	600	1,250	1,300	1,500

Measurement 4: Number of meetings and conferences with elected government officials and bureaucrats at local, state, and federal levels. Number of meetings with partner organizations, businesses, and community groups including Native Americans.

Results Area: Growing Economy

Primary Desired Outcome: Increase government efficiency and civic engagement between government, the community, and the park

Description of Output Measured: of meetings

Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Michael Wurzel

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NA	8/month	9/month	9/month	10/month



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 5:

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6 :

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga
Agency BFO Summary (A2)

Agency Name: FRIENDS OF MOCCASIN BEND NATIONAL PARK

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Developing Moccasin Bend for cultural education, recreation, and tourism	E	Outdoor Chattanooga	30,000	50,000	85,000	165,000
2							-
3							-
4							-
<i>Total Offers by Agency</i>				\$ 30,000	\$ 50,000	\$ 85,000	\$ 165,000

Results Area Code

- S = Safer Streets
- E = Growing Economy
- N = Stronger Neighborhoods
- F = Smarter Students, Stronger Families
- H = High Performing Government
- I = Innovation Fund

Template A3: Budget Format	CITY OF CHATTANOOGA						
OPERATING EXPENSES							
Administration							
Property Tax Expense	2,243.00	1,522.00	1,827.00	2,000.00	\$ 3,400	\$ 1,400	70.0%
Professional/Contract Fees	1,175.00	750.00	0.00	1,000.00	\$ 3,000	\$ 2,000	200.0%
Accounting Fees	3,900.00	4,125.00	3,700.00	5,000.00	\$ 6,000	\$ 1,000	20.0%
Office Supplies	298.00	1,059.00	628.00	1,000.00	\$ 2,000	\$ 1,000	100.0%
Telephone/Web Hosting	556.00	1,095.00	1,889.00	960.00	\$ 1,500	\$ 540	56.3%
Postage/Shipping	887.00	800.00	673.00	1,500.00	\$ 2,000	\$ 500	33.3%
Insurance	1,646.00	749.00	1,300.00	2,000.00	\$ 2,000	\$ -	0.0%
Printing	0.00	0.00		1,500.00	\$ 2,000	\$ 500	33.3%
Dues, Subsc,Fees,Mbrships	295.00	372.00	192.00	350.00	\$ 350	\$ -	0.0%
Local Travel,meals,Entertainme	130.00	45.00	125.00	200.00	\$ 200	\$ -	0.0%
Rent/Parking	1,020.00	1,990.00	1,650.00	1,800.00	\$ 1,800	\$ -	0.0%
Annual Campaign	1,896.00	2,089.00	1,668.00	3,000.00	\$ 5,000	\$ 2,000	66.7%
Promotional/Marketing	30.00	0.00		1,000.00	\$ 2,000	\$ 1,000	100.0%
Newsletter	881.00	0.00	2,685.00	2,500.00	\$ 3,000	\$ 500	20.0%
Events	0.00	0.00		3,000.00	\$ 5,000	\$ 2,000	66.7%
Lecture Series	10,982.00	10,950.00	4,266.00	11,000.00	\$ 11,000	\$ -	0.0%
Board Expense	0.00	48.00	1,322.00	600.00	\$ 600	\$ -	0.0%
Travel/Training	542.00	0.00		2,000.00	\$ 2,000	\$ -	0.0%
Association Meetings	0.00	0.00		1,000.00	\$ 1,500	\$ 500	50.0%
Concept Planning	2,046.00	50.00		500.00	\$ 500	\$ -	0.0%
Projects	0.00	3,568.00	26,444.00	5,000.00	\$ 5,000	\$ -	0.0%
Other Expenses (Please list separately any major item)			117.00	\$ 250	\$ 250	\$ -	0.0%
NPS Partnership	529.00	354.00	239.00	12,000.00	\$ 20,000	\$ 8,000	66.7%
Operating Expenses Total	\$ 29,056	\$ 29,566	\$ 48,725	\$ 59,160	\$ 80,100	\$ 20,940	35.4%
TOTAL OPERATIONS	\$ 93,646	\$ 94,166	\$ 106,011	\$ 106,120	\$ 128,170	\$ 22,050	20.8%
REVENUE OVER/ (UNDER) OPERATIONS	\$ (19,526)	\$ 4,146	\$ 2,166	\$ 8,880	\$ 16,830	\$ 7,950	89.5%



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Developing Moccasin Bend for Cultural Education, Recreation, and Tourism

Primary Results Area: Growing Economy

Agency Name: Friends of Moccasin Bend National Park

Contact Name: Michael Wurzel Contact No.: 423-322-5014

Contact Email Address: moccasinbendpark@gmail.com

Primary Collaborating City Dept: Outdoor Chattanooga

Amount Awarded in FY15 from
City General Fund: \$30,000

Performance Management

Measurement 1: Progress in Park Development: Access to Public Land

Results Area Growing Economy

Primary Desired Outcome Increase access to public lands and improved facilities

Output Measure: acreage of new and/or improved public areas and facilities

Staff Responsible for Collection &

Analyzing Data: Michael Wurzel; NPS Staff

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually (X)

FY15 Target 15 acres

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
			10 acres								

Comments: Moccasin Bend is a park in progress, and each year FOMB

and NPS take steps toward increasing public access, land acquisitions, and recreational opportunities. In late 2013, NPS, with FOMB funding

and leadership, opened the Brown's Ferry Federal Road trailhead and historic trail. In 2014, NPS and FOMB opened the future visitor center

site with 200 feet of riverfront and mountain views for public enjoyment. In 2015, NPS starts the 2 year general management planning process

that will serve as a blueprint for park developments for the next 20 years, although such developments should be implemented much faster

through the future fundraising efforts of an FOMB capital campaign. In 2015, FOMB and NPS plan to maintain and improve the trails,

offer a canoe, kayak, and paddle board launch, bike racks at the trailheads, and a public art display in addition to partnering with the

Civil War Trust to acquire property to protect historic lands and viewsheds around Moccasin Bend.



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Developing Moccasin Bend for Cultural Education, Recreation, and Tourism

Primary Results Area: Growing Economy

Agency Name: Friends of Moccasin Bend National Park

Contact Name: Michael Wurzel Contact No.: 423-322-5014

Contact Email Address: moccasinbendpark@gmail.com

Primary Collaborating City Dept: Outdoor Chattanooga

Amount Awarded in FY15 from
City General Fund: \$30,000

Performance Management

Measurement 2: Progress in Park Development: Outdoor Recreation

Results Area Growing Economy

Primary Desired Outcome Increase & Improve opportunities for outdoor recreation

Output Measure: Miles of trails and blueways maintained and expanded

Staff Responsible for Collection &

Analyzing Data: Michael Wurzel

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually ()

FY15 Target 7 miles

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
		2	2								

Comments: These recreational opportunities offered in partnership between FOMB, NPS, and Outdoor Chattanooga include bicycle rides, bike/hike programs, canoeing, kayaking, and adopt-a-trail, volunteer days. In addition, an estimated 18,000 annual visitors enjoy the trails, open space, and interpretive resources of Moccasin Bend.



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Developing Moccasin Bend for Cultural Education, Recreation, and Tourism

Primary Results Area: Growing Economy

Agency Name: Friends of Moccasin Bend National Park

Contact Name: Michael Wurzel Contact No.: 423-322-5014

Contact Email Address: moccasinbendpark@gmail.com

Primary Collaborating City Dept: Outdoor Chattanooga

Amount Awarded in FY15 from
City General Fund: \$30,000

Performance Management

Measurement 3: Progress in Park Development: Opportunities to Experience Cultural, History, and Education

Results Area Growing Economy

Primary Desired Outcome Wide range of cultural and recreational opportunities, grow visitation

Output Measure: # of people engaged

Staff Responsible for Collection &

Analyzing Data: Michael Wurzel; NPS Staff

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually (X)

FY15 Target 1,250 people

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
25	25	125	165	260	1						

Comments: These cultural education opportunities offered in partnership between FOMB and NPS include ranger-led tours, special programs, and the FOMB three-part, annual lecture series. Being Chattanooga's largest National Historic Landmark and the nation's first National Archeological District, the cultural and historical significance of Moccasin Bend is monumental. These unique FOMB programs give Chattanooga residents and visitors alike an opportunity to have these cultural education experiences.

the city police, county sheriffs, city and county officials, NPS officials, city council member, and FOMB, to work out a solution and plan for moving the firing range from Moccasin Bend.



January 12, 2015

City of Chattanooga
101 E. 11th St.
Chattanooga, TN 37402

To Whom it May Concern,

Outdoor Chattanooga supports the offer by Friends of Moccasin Bend National Park to develop the bend for cultural, recreational, and tourism activities.

The mission of Outdoor Chattanooga is to make outdoor recreation an attractive, healthy, and distinguishing lifestyle for Chattanooga's residents and visitor population, which, in turn, will maintain and enhance the value of the region's natural and built resources, and help grow the region's economy.

Moccasin Bend National Park offers extraordinary recreational and cultural resources as a 769 acre open space in the heart of the city. To this end, Outdoor Chattanooga, the National Park Service, and Friends of Moccasin Bend partner to bring bicycle rides, hike/bike programs, and canoeing and kayaking trips to Moccasin Bend and the rest of the national park.

With increased connectivity and access to the thriving commercial and residential developments along the Manufacturers Road in the Northshore and Riverfront Parkway downtown, Moccasin Bend is poised to be the next-big-thing in a portfolio of already illustrious riverfront developments. The continued development of Moccasin Bend will no doubt provide access to history, recreation, and open space but also provide another boom to Chattanooga as an economic driver for tourism.

Sincerely,

Philip Grymes
Executive Director

Orange Grove Center, Inc.

Executive Director

615 Derby Street • Chattanooga, TN 37404-1632 • phone (423) 629-1451 • fax (423) 624-1294 • www.orangegrovecenter.org

Orange Grove Center's mission is to recognize, support and celebrate the qualities of the individual.

Employment for Citizens with Disabilities

January 12, 2015

Dear Mayor Berke and City Council Members,

Thank you for the opportunity to submit our offer for the continued support of the Orange Grove Adult Comprehensive Training program. In conjunction with Public Works, Orange Grove Center will continue to expand our community based activities and volunteer opportunities for Chattanooga's most vulnerable citizens. These services allow individuals with disabilities to earn paid work when possible and allow their family members the opportunity to maintain jobs outside of the home.

Offer contact information:

Orange Grove Center
615 Derby Street
Chattanooga, TN 37404
Kyle Hauth, 423-493-2911

Agency Mission:

Recognize, Support and Celebrate the Qualities of the Individual

Funding Requested:

This Offer: \$105,188	Second Offer: \$250,000	Total of Two Offers: \$355,188
Growing Economy	High Performing Government	

We look forward to continuing to provide the supervision, healthcare services and programming support to individuals with disabilities. We welcome any questions or comments about the documents that follow. Thank you for your ongoing support of Orange Grove Center.

Sincerely,



Kyle Hauth
Executive Director

Executive Summary

Orange Grove Center has provided services to people with intellectual and developmental disabilities in Chattanooga, Tennessee, since 1953. These services consist of a wide range of day programs, residential programs and health related supports. The Adult Comprehensive Training (ACT) program is where individuals with the most severe disabilities are cared for each day. The individuals receiving support require constant supervision, assistance with daily living skills, and typically need a high level of healthcare and therapeutic interventions.

It is this most vulnerable population that the City of Chattanooga has historically provided funding to support. Their needs are significant, but thanks to the help of the City and other funders, Chattanooga is a place many families come for expert care at Orange Grove Center. Orange Grove equals healthier families and those touched by someone with a significant disability in their family understands this great need.

Orange Grove strives to create safe, learning and enriching environments. This is not the segment of our population that will typically work in competitive, community employment settings. However, success has been demonstrated and with proper supports these individuals can lead successful, meaningful lives, at a level of independence they can achieve.

Orange Grove has many tools it utilizes to create success for this population. Partnering businesses and industries provide paid work and volunteer opportunities. Universities and research affiliates provide cutting-edge knowledge and techniques to ensure we remain a leader in the nation. Specialty staff provide enrichment training and experiences through art, music, physical education, and sensory enriched environments. Program staff provide the hands-on expertise, care and training that assists individuals in the acquisition of their personal goals.

Our close working relationship with the Department of Public Works allows us to further our individuals' community involvement through volunteering and community exploration. It is a perfect partnership. Public Works' commitment to our cause led to internships beginning this year, where our individuals are working alongside City employees. This will lead to increased employment and independence for people with disabilities. Regardless of race, national origin, age, sex, marital status, religious beliefs or physical handicap, the City of Chattanooga and Orange Grove Center have worked closely to maintain the employment of all people. Our partnership has resulted in Chattanooga having more people with intellectual disabilities working than any other city in the State of Tennessee.

Summary of Financial Assistance:

Orange Grove Center spent 2,786,440 dollars last year in the ACT program. In total, \$1,735,149 was generated in revenue. This left a deficit of \$1,051,291. We are asking the City of Chattanooga to assist in funding this program with a grant of \$105,188. These funds will be used to fund 60% of the program staff required for two of the 13 classrooms. This equates to two teachers and four assistant positions. The 60% reflects the number of Chattanooga residents benefiting from this program.

Description of Specific Program:

The ACT program will provide supervision, community exploration opportunities, volunteer

opportunities, job training, healthcare and therapies, and enrichment activities to the most severely disabled citizens. These services are provided in 13 classrooms with a teacher and at least two assistants in each room. Other specializing staff provide the chronic and acute healthcare needs, therapies, dental care, transportation services, and other required supports. ACT not only provides the care necessary for these individuals, but also the assistance to families that are in response able to work and have time off from care-giving responsibilities.

Detailed Accounting:

Orange Grove Center will provide detailed accounting of how and for what purpose City funds were spent midyear and yearend of the City of Chattanooga's fiscal budget year. This accounting will be provided at the close of each succeeding fiscal budget year for as long as City funding is utilized. Performance outcome data will also be submitted to the City on the same time frame, unless otherwise requested.

Accomplishments and Outcomes:

Orange Grove Center exceeded measurements set for FY 2015 and is looking forward to continuing to further expand our success in FY 2016. We were able to support more people from our ACT program in the community and in paid work opportunities than ever before. Forty-four individuals with severe disabilities participated in community exploration and volunteering each quarter. We had targeted 40. On average, 27 individuals participated in paid work each quarter. We targeted 25. Citizens with disabilities moving towards independence and building job skills helps our entire community and momentum exists to further our endeavors with continued municipal support.

Audits or Reviews:

Orange Grove Center will provide the City of Chattanooga copies of annual audits or reviews, satisfactory to the Council's fiscal adviser, each year it spends funds appropriated to it by the City of Chattanooga.



Kyle Hauth, Executive Director

1-12-15

Date



City of Chattanooga
Department of Public Works
Administration Division

January 2, 2015

Honorable Mayor Andy Berke
101 East 11th Street
Chattanooga, TN 37402

RE: Community Agency Support Collaboration with Orange Grove Center

Dear Mayor Berke,

The Department of Public Works is collaborating with Orange Grove Center with regard to the agency's offer entitled "Employment for Citizens with Disabilities." The agency's request is in alignment with our department's goals and initiatives.

Sincerely,

Lee Norris

Administrator
Department of Public Works
City of Chattanooga



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name: **Employment for Citizens with Disabilities**

Primary Results Area: **Growing Economy** Offer Number: **1 of 2**

Agency Name: **Orange Grove Center, Inc** Date Submitted: **January 12, 2015**

Contact Name: **Kyle Hauth, Executive Director** Contact Number: **423-493-2911**

Contact Email Address: **khauth@orangegrove.org**

Primary Collaborating City Dept: **Public Works**

Amount Requested from City General Fund: **\$105,188** Total Offer Cost: **\$ 2,786,440**

<input checked="" type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
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SECTION 2 - DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

Orange Grove Center provides services to a wide spectrum of individuals with disabilities. Our most vulnerable population is served in the Adult Comprehensive Training program (ACT). The program consists of 13 classroom environments where 126 adults are served by 47 full-time staff. The individuals supported require constant supervision and a high level of healthcare and therapeutic support. Assistance with daily living skills and behavior modification are also required. Orange Grove spends approximately \$2.8 million each year to care for these adults. That is a minor cost when the alternative of institutional care is considered if Orange Grove was not filling this gap.

Orange Grove has two primary goals with the ACT special needs population: 1) provide the safest, learning and enriching environment as possible and 2) support and challenge each individual to be as independent and successful in their community as possible. Success is demonstrated by these individuals continuing to receive community based services and their families being allowed to stay in the general workforce because of the care and assistance they receive. Success is also demonstrated by performance measures outlined in this offer. We will demonstrate high achievements in utilizing the expertise of Orange Grove's employees to provide the highest level of community involvement and employment opportunities for the most severely disabled.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Orange Grove provides care for individuals who require constant supervision. It is this most vulnerable population that is supported by this offer. Not only do these individuals receive proper care, assistance, and job training, their families are able to work outside the home because they are not having to be 24-hour caregivers.



City of Chattanooga

Agency Offer Worksheet (A1)

Without Orange Grove supporting this most vulnerable population, the individuals would have to receive 24-hour care through more costly avenues. They would either have to receive the care from family members or from institutional settings such as nursing homes. Without this service, there would be greater strain on the community and fewer employees available to local businesses and industries.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

All 126 adults in ACT have an annual planning meeting to address their future growth and ways to accomplish increased independence. Paramount to increased independence is individuals with the most significant disabilities being able to have increased community involvement and paid work opportunities tailored to each person's specific needs and skill level. We have listened to citizens with disabilities and their families, and the interest and aptitude is present for more community exploration and paid work opportunities for individuals with the most severe disabilities. However, achieving greater levels of community involvement and independence requires significant resources. Trained staff must provide the necessary prompts and supports. Transportation services must be provided. Business partnerships must be utilized.

Our target objectives include:

- 1) Increase the number of individuals with severe disabilities that are exploring and volunteering in the community.
- 2) Increase the number of individuals with severe disabilities that will perform paid work.
- 3) Increase the number of hours paid work is performed by individuals with the most severe disabilities.

Despite the ongoing resources required to provide care and training for our most vulnerable citizens, it is worth all of our efforts. Families throughout our Chattanooga community are working and thriving because of the support Orange Grove Center provides their family members. The City of Chattanooga is a tremendous partner in consistently ensuring this large sect of our population is not overlooked and is offered meaningful life experiences.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
Staff will provide supervision and support for individuals with the most severe disabilities. This includes healthcare, therapy services, behavior supports, transportation, support for daily living skills, provision of community integration and volunteer events, and job training.

Planning with individuals and their family members result in implementation of programs that foster greater success and independence for service recipients that rely on staff support for caregiving.



City of Chattanooga

Agency Offer Worksheet (A1)

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

The 126 individuals supported in the ACT program receive support each day. Many rely on staff to re-position their bodies into different therapy positions and equipment, many have to have assistance with eating, personal hygiene and self-help activities. In conjunction with meeting the on-going life and safety needs of this population, staff provide training in the community and on our campus to further the skill development and independence of the most significantly disabled individuals.

Training, support and supervision are on-going. Each individual in this program requires constant 24 hour care.

- **Key personnel/project leaders/consultants: (Who is doing what?)**

Tera Roberts is the Director of Adult Services. She is responsible for strategic planning, tracking and reporting on goals and objectives.

John Tompkins is the Coordinator of ACT (Adult Comprehensive Training). He manages day to day operations and supervises the 13 teachers in the classrooms.

- **Citizen engagement - How are you involving citizens?**

Orange Grove Center impacts the lives of almost 1,000 individuals with disabilities each year. They and their families are able to live a higher quality of life because of the support and training they receive. Supports vary from intermittent care to total care. Our ACT program serves our neediest population.

Hundreds of local citizens have been positively impacted by Orange Grove Center and many Chattanoogaans have moved to this area because of the tremendous supports offered for people with disabilities.

Orange Grove also employs approximately 800 full-time workers to carry out the support needs required by our citizens with disabilities. We are a site for many volunteers and students to gain expertise in their fields. Our collaborations with multiple State and National organizations assists our City with having a worthwhile reputation for respecting and assimilating people of all abilities.

- **Environmental sustainability:**

The State of Tennessee and the Federal government are dedicated to the furtherance of human rights for people with disabilities. The commitment from State and Federal sources is a large aspect of the sustainability quotient with regard to this program. However, sustainability is fully achieved when the local community and its citizenry join forces and create a robust alternative to simply warehousing its vulnerable population. Chattanooga has made significant strides to demonstrate interest in ensuring all citizens have access to the community and to appropriate employment opportunities. The City of Chattanooga has partnered with the Orange Grove Center in several initiatives to assist individuals with cognitive and physical disabilities achieve personal and vocational



City of Chattanooga

Agency Offer Worksheet (A1)

success. Orange Grove is a 61 year old organization with a rich history of commitment to individuals with significant disabilities. Orange Grove's collaboration with many individuals and entities has created a sustainable service that has vibrancy and true purpose

▪ **Cite applicable research/best practices used in this offer:**

The State of TN is an Employment First State, thus adopting the expectation that everyone of working age and those supporting them should consider work as their first option as fully participating members of their community, and should build on career planning and engage in work that makes sense to them. Orange Grove currently supports 44 individuals per quarter in community exploration and volunteer positions from our ACT program. It is our anticipation and commitment that this additional support from the City will allow us to expand these services to at least 50 individuals each quarter during this second year of funding.

Research demonstrates that being employed is better for health than being unemployed. Material well-being and sense of purpose that a job provides are beneficial to health and, therefore, we need to employ these economical approaches to service delivery. Orange Grove currently supports approximately 27 individuals each quarter in paid work in our ACT program and needs to grow this number to provide work to more of the 126 adults. Growth in this area would further demonstrate our collaborative efforts to ensure people with disabilities are as actively engaged with their communities and living as typical of a lifestyle as possible.

New this year we will track actual hours our individuals are engaged in paid work. Increasing this number will allow improvements in wages earned as well as health and stamina benefits for the individuals served.

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Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
Orange Grove Center/ACT	\$ 1,268,556	\$ 2,786,440	\$ 105,188	3.8%	6
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 1,268,556	\$ 2,786,440	\$ 105,188	3.8%	6

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have Capital Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Department of Intellectual and Developmental Disabilities	1,132,291
Department of Behavioral Health and Developmental Dis.	247,581
United Way	103,159



City of Chattanooga

Agency Offer Worksheet (A1)

USDA Lunch Grant	61,750
Private Pay Fees	58,887
Grant Income	11,079



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increase awareness of existing employment opportunities

Description of Output Measured: 50 Individuals with severe disabilities will explore and volunteer in the community each quarter.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Tera Roberts, Director of Adult Services

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
10	10	40	44	50

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Increase Employment

Description of Output Measured: 35 Individuals with severe disabilities will perform paid work each quarter

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Tera Roberts, Director of Adult Services

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
12	15	25	27	35

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Provide job training opportunities connected to employment opportunities

Description of Output Measured: Increase the hours paid work is performed each quarter to 400 hours

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Tera Roberts, Director of Adult Services

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
New Goal	New Goal	New Goal	372 hours/quarter	400 hours/quarter

Attachment A: Budget Format		Agency Name: Orange Grove Center, Inc.							
		Program Name: Adult Comprehensive Training							
CITY OF CHATTANOOGA									
FY 2016 Agency Funding Financial Form									
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget		
REVENUES									
Contributions									
Individuals/Private	\$ 60,141	\$ 61,135	\$ 40,736	\$ 42,075	\$ 42,916	\$ 841	2.0%		
Corporate/Organizations/Churches						\$ -	N/A		
Fees/Grants from Governmental Agencies									
Federal	\$ 51,602	\$ 88,096	\$ 61,750	\$ 53,000	\$ 54,060	\$ 1,060	2.0%		
State	\$ 1,275,602	\$ 1,401,021	\$ 1,379,872	\$ 1,149,649	\$ 1,184,138	\$ 34,489	3.0%		
Hamilton County									
City of Chattanooga	\$ 36,487	\$ 30,000	\$ 30,000	\$ 98,472	\$ 105,188	\$ 6,716	6.8%		
Other Cities (Please list)						\$ -	N/A		
United Way									
Foundations (Including grants)						\$ -	N/A		
Gross Proceeds Special Events						\$ -	N/A		
Other UWs/Federations						\$ -	N/A		
CFC/Designations received thru UWGC						\$ -	N/A		
UWGC Program Allocation	\$ 57,210	\$ 98,701	\$ 103,159	\$ 150,022	\$ 156,023	\$ 6,001	4.0%		
UWGC Special Funding						\$ -	N/A		
Membership Dues	\$ 10,875	\$ 11,836	\$ 12,797	\$ 13,611	\$ 14,972	\$ 1,361	10.0%		
Program Income	\$ 37,580	\$ 61,254	\$ 58,887	\$ 50,895	\$ 51,913	\$ 1,018	2.0%		
Governmental Insurance						\$ -	N/A		
Private Insurance						\$ -	N/A		
Contracted Services						\$ -	N/A		
Fee for Services						\$ -	N/A		
Other Program Income						\$ -	N/A		
Sales to Public						\$ -	N/A		
Investment Income						\$ -	N/A		
Miscellaneous	\$ 50,808	\$ 29,025	\$ 47,948	\$ 28,000	\$ 28,560	\$ 560	2.0%		
Other Revenues (Please list separately any major item)						\$ -	N/A		
Transfers in from other internal budgets						\$ -	N/A		
Income from Previous Year						\$ -	N/A		
TOTAL REVENUES	\$ 1,580,306	\$ 1,781,067	\$ 1,735,149	\$ 1,585,724	\$ 1,637,771	\$ 52,047	3.3%		
OPERATIONS									
Personnel Expenses									

Attachment A: Budget Format		Agency Name: Orange Grove Center, Inc.												
		\$	977,682	\$	1,033,264	\$	1,063,698	\$	1,031,401	\$	1,031,401	\$	-	0.0%
Salaries		\$	977,682	\$	1,033,264	\$	1,063,698	\$	1,031,401	\$	1,031,401	\$	-	0.0%
Fringe Benefits		\$		\$		\$		\$		\$		\$	-	N/A
Employee Health		\$	57,346	\$	61,744	\$	68,612	\$	69,769	\$	73,257	\$	3,488	5.0%
Pension/Retirement		\$	20,908	\$	23,538	\$	26,221	\$	13,502	\$	13,502	\$	-	0.0%
Payroll Taxes, etc.		\$	74,600	\$	80,462	\$	76,543	\$	77,840	\$	77,840	\$	-	0.0%
Other (unemployment, life insurance, etc)		\$	16,434	\$	21,634	\$	33,482	\$	36,673	\$	37,406	\$	733	2.0%
Total Personnel Expenses		\$	1,146,970	\$	1,220,642	\$	1,268,556	\$	1,229,185	\$	1,233,407	\$	4,222	0.3%
OPERATING EXPENSES														
Administration														
Professional Fee & Contract service		\$	361,483	\$	402,357	\$	461,259	\$	392,933	\$	400,792	\$	7,859	2.0%
Utilities		\$	493,495	\$	559,710	\$	571,320	\$	504,295	\$	514,381	\$	10,086	2.0%
Other		\$		\$		\$		\$		\$		\$	-	N/A
Rent		\$	435,781	\$	351,447	\$	323,464	\$	313,054	\$	319,315	\$	6,261	2.0%
Travel/Transportation		\$		\$		\$		\$		\$		\$	-	N/A
Insurance (not employee health)		\$	32,400	\$	31,713	\$	36,667	\$	38,201	\$	38,965	\$	764	2.0%
Materials & Supplies		\$	583	\$	678	\$	671	\$	760	\$	775	\$	15	2.0%
Telephone, Fax, ISP		\$		\$		\$		\$		\$		\$	-	N/A
Postage and Shipping		\$		\$		\$		\$		\$		\$	-	N/A
Occupancy/Building/Utilities		\$		\$		\$		\$		\$		\$	-	N/A
Equipment Rental and Maintenance (including contracts)		\$	101,875	\$	109,526	\$	108,583	\$	116,848	\$	123,859	\$	7,011	6.0%
Outside Printing, Art Work, etc.		\$	1,430	\$	1,124	\$	1,410	\$	1,308	\$	1,334	\$	26	2.0%
Conferences, Conventions, etc.		\$		\$		\$		\$		\$		\$	-	N/A
Special Assistance to Individuals		\$		\$		\$		\$		\$		\$	-	N/A
National Dues/Support Payments		\$		\$		\$		\$		\$		\$	-	0.0%
Organization Dues (other than above)		\$		\$		\$		\$		\$		\$	-	N/A
Awards and Grants		\$		\$		\$		\$		\$		\$	-	N/A
Fund Raising/Self-Support Activities		\$		\$		\$		\$		\$		\$	-	N/A
Miscellaneous		\$		\$		\$		\$		\$		\$	-	N/A
Equipment Purchases (incl. capital expenses)		\$		\$		\$		\$		\$		\$	-	N/A
Depreciation		\$	33,832	\$	12,839	\$	14,455	\$	12,799	\$	12,543	\$	(256)	-2.0%
Other Expenses (Please list separately any major item)		\$		\$		\$		\$		\$		\$	-	N/A
Operating Expenses Total		\$	1,460,879	\$	1,469,432	\$	1,517,884	\$	1,380,248	\$	1,412,014	\$	31,766	2.3%
TOTAL OPERATIONS														
		\$	2,607,849	\$	2,690,074	\$	2,786,440	\$	2,609,433	\$	2,645,421	\$	35,988	1.4%
REVENUE OVER/ (UNDER) OPERATIONS														
		\$	(1,027,543)	\$	(909,007)	\$	(1,051,291)	\$	(1,023,709)	\$	(1,007,650)	\$	16,059	-1.6%

1. Attachment 2: Schedule of Positions, Salaries & Wages
Orange Grove Center, Inc.
ACT Program

ALL FINANCIAL INFORMATION TO THE NEAREST DOLLAR. FOR ADDITIONAL EMPLOYEES, COPY THIS FORM AS NEEDED.

Title of Position	Last Name, Initial	Full Time or Part Time	Years Employed	CURRENT 2014/2015			PROJECTED 2015/2016		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
DIRECTOR	ROBERTS, T	Full	19	988	36,258.43	36,258.43	1040	36,258.43	36,258.43
ADMINISTRATIVE ASSISTANT	MORGAN, K	Full	14	728	23,965.50	23,965.50	780	23,965.50	23,965.50
COORDINATOR 2	TOMPKINS, J	Full	8	416	40,000.00	40,000.00	468	40,000.00	40,000.00
DIRECT SUPPORT PROFES CNA	HALL, T	Full	1	52	15,600.00	15,600.00	104	15,600.00	15,600.00
DIRECT SUPPORT PROFES CNA	CLIFT, L	Full	8	416	16,867.50	16,867.50	468	16,867.50	16,867.50
DIRECT SUPPORT PROFESSION	HUDGINS, D	Full	24	1248	17,959.50	17,959.50	1300	17,959.50	17,959.50
DIRECT SUPPORT PROFESSION	WILLIAMS, M	Full	25	1300	23,478.00	23,478.00	1352	23,478.00	23,478.00
DIRECT SUPPORT PROFESSION	BAKER, S	Full	15	780	17,023.50	17,023.50	832	17,023.50	17,023.50
DIRECT SUPPORT PROFESSION	COOLEY, S	Full	11	572	17,316.00	17,316.00	624	17,316.00	17,316.00
DIRECT SUPPORT PROFESSION	FORD, R	Full	4	208	16,497.00	16,497.00	260	16,497.00	16,497.00
DIRECT SUPPORT PROFESSION	HOOD, L	Full	9	468	16,809.00	16,809.00	520	16,809.00	16,809.00
DIRECT SUPPORT PROFESSION	NEAL, S	Full	8	416	16,809.00	16,809.00	468	16,809.00	16,809.00
DIRECT SUPPORT PROFESSION	LONG, C	Full	8	416	15,600.00	15,600.00	468	15,600.00	15,600.00
DIRECT SUPPORT PROFESSION	BANAHENE, J	Full	7	364	16,770.00	16,770.00	416	16,770.00	16,770.00
DIRECT SUPPORT PROFESSION	MOON, B	Full	25	1300	20,124.00	20,124.00	1352	20,124.00	20,124.00
DIRECT SUPPORT PROFESSION	BOLDEN, S	Full	5	260	16,497.00	16,497.00	312	16,497.00	16,497.00
DIRECT SUPPORT PROFESSION	WHITE, S	Full	5	260	16,497.00	16,497.00	312	16,497.00	16,497.00
DIRECT SUPPORT PROFESSION	MAY, W	Full	3	156	16,185.00	16,185.00	208	16,185.00	16,185.00
DIRECT SUPPORT PROFESSION	BOLIS, J	Full	3	156	16,185.00	16,185.00	208	16,185.00	16,185.00
DIRECT SUPPORT PROFESSION	MARTIN, T	Full	3	156	16,185.00	16,185.00	208	16,185.00	16,185.00
DIRECT SUPPORT PROFESSION	ANTONINI, C	Full	6	312	16,185.00	16,185.00	364	16,185.00	16,185.00
DIRECT SUPPORT PROFESSION	STEVENS, R	Full	2	104	16,185.00	16,185.00	156	16,185.00	16,185.00
DIRECT SUPPORT PROFESSION	MCCONNELL, R	Full	2	104	15,600.00	15,600.00	156	15,600.00	15,600.00
DIRECT SUPPORT PROFESSION	STEVENSON, T	Full	2	104	15,600.00	15,600.00	156	15,600.00	15,600.00
DIRECT SUPPORT PROFESSION	MURPHY, B	Full	1	52	17,550.00	17,550.00	104	17,550.00	17,550.00
DIRECT SUPPORT PROFESSION	BAKER, S	Full	1	52	15,600.00	15,600.00	104	15,600.00	15,600.00
DIRECT SUPPORT PROFESSION	WALLACE, J	Full	<1	41	15,600.00	15,600.00	93	15,600.00	15,600.00
DIRECT SUPPORT PROFESSION	MAY, H	Full	<1	19	15,600.00	15,600.00	71	15,600.00	15,600.00
DIRECT SUPPORT PROFESSION	PULLIAM, T	Full	<1	18	15,600.00	15,600.00	70	15,600.00	15,600.00
DIRECT SUPPORT PROFESSION	DAVIS, S	Full	<1	10	15,600.00	15,600.00	62	15,600.00	15,600.00
LPN	MICKA, S	Part	28	728	15,000.00	15,000.00	754	15,000.00	15,000.00
LPN	GREEN, V	Part	11	286	15,000.00	15,000.00	312	15,000.00	15,000.00
LPN	TURNER, C	Full	10	520	33,150.00	33,150.00	572	33,150.00	33,150.00
SUPPORT PROGRAM COORD	JONES, D	Full	26	1352	46,936.50	46,936.50	1404	46,936.50	46,936.50
SUPPORT PROGRAM COORD	TYMAN, M	Full	21	1092	37,693.50	37,693.50	1144	37,693.50	37,693.50
SUPPORT PROGRAM COORD	COFFEY, L	Full	18	936	30,888.00	30,888.00	988	30,888.00	30,888.00
SUPPORT PROGRAM COORD	ZERWER, M	Full	18	936	35,275.50	35,275.50	988	35,275.50	35,275.50

SUPPORT PROGRAM COORD	ELLIOTT, A	Full	5	260	24,999.00	24,999.00	312	24,999.00	24,999.00
SUPPORT PROGRAM COORD	HART, C	Full	5	260	25,993.50	25,993.50	312	25,993.50	25,993.50
SUPPORT PROGRAM COORD	WOODARD, B	Full	3	156	25,486.50	25,486.50	208	25,486.50	25,486.50
SUPPORT PROGRAM COORD	SHOATS, M	Full	3	156	25,486.50	25,486.50	208	25,486.50	25,486.50
SUPPORT PROGRAM COORD	GOFF, M	Full	2	104	24,999.00	24,999.00	156	24,999.00	24,999.00
SUPPORT PROGRAM COORD	BROWN, E	Full	2	104	24,999.00	24,999.00	156	24,999.00	24,999.00
SUPPORT PROGRAM COORD	SANDERS, M	Full	1	52	24,999.00	24,999.00	104	24,999.00	24,999.00
SUPPORT PROGRAM COORD	LEACH, B	Full	<1	9	24,999.00	24,999.00	61	24,999.00	24,999.00
Substitute	SAWYER, R	Part	16	416	9,750.00	9,750.00	442	9,750.00	9,750.00

Total

1,031,401.43 1,031,401.43 1,031,401.43 1,031,401.43

Attachment A: Budget Format	Agency Name: Orange Grove Center, Inc.	
	Program Name: Adult Comprehensive Training	

CITY OF CHATTANOOGA							
FY 2016 Agency Funding Financial Form							
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 60,141	\$ 61,135	\$ 40,736	\$ 42,075	\$ 42,916	\$ 841	2.0%
Corporate/Organizations/Churches							N/A
Fees/Grants from Governmental Agencies							
Federal	\$ 51,602	\$ 88,096	\$ 61,750	\$ 53,000	\$ 54,060	\$ 1,060	2.0%
State	\$ 1,275,602	\$ 1,401,021	\$ 1,379,872	\$ 1,149,649	\$ 1,184,138	\$ 34,489	3.0%
Hamilton County							
City of Chattanooga	\$ 36,487	\$ 30,000	\$ 30,000	\$ 98,472	\$ 105,188	\$ 6,716	6.8%
Other Cities (Please list)							N/A
United Way							
Foundations (including grants)							
Gross Proceeds Special Events							
Other UW's/Federations							
CFC/Designations received thru UWGC							
UWGC Program Allocation	\$ 57,210	\$ 98,701	\$ 103,159	\$ 150,022	\$ 156,023	\$ 6,001	4.0%
UWGC Special Funding							
Membership Dues	\$ 10,875	\$ 11,836	\$ 12,797	\$ 13,611	\$ 14,972	\$ 1,361	10.0%
Program Income	\$ 37,580	\$ 61,254	\$ 58,887	\$ 50,895	\$ 51,913	\$ 1,018	2.0%
Governmental Insurance							
Private Insurance							
Contracted Services							
Fee for Services							
Other Program Income							
Sales to Public							
Investment Income							
Miscellaneous	\$ 50,808	\$ 29,025	\$ 47,948	\$ 28,000	\$ 28,560	\$ 560	2.0%
Other Revenues (Please list separately any major item)							
Transfers in from other internal budgets							
Income from Previous Year							
TOTAL REVENUES	\$ 1,580,306	\$ 1,781,067	\$ 1,735,149	\$ 1,585,724	\$ 1,637,771	\$ 52,047	3.3%
OPERATIONS							
Personnel Expenses							

Attachment A: Budget Format		Orange Grove Center, Inc.												
	Agency Name:	\$	1,033,264	\$	1,063,698	\$	1,031,401	\$	1,031,401	\$	-			
Salaries	\$ 977,682													0.0%
Fringe Benefits														N/A
Employee Health	\$ 57,346	\$ 61,744	\$ 68,612	\$ 69,769	\$ 73,257	\$ 77,840	\$ 77,840	\$ 77,840	\$ 77,840	\$ 77,840	\$ 77,840	\$ 77,840	\$ 77,840	5.0%
Pension/Retirement	\$ 20,908	\$ 23,538	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	\$ 26,221	0.0%
Payroll Taxes, etc.	\$ 74,600	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	\$ 80,462	0.0%
Other (unemployment, life insurance, etc)	\$ 16,434	\$ 21,634	\$ 33,482	\$ 33,482	\$ 36,673	\$ 37,406	\$ 37,406	\$ 37,406	\$ 37,406	\$ 37,406	\$ 37,406	\$ 37,406	\$ 37,406	2.0%
Total Personnel Expenses	\$ 1,146,970	\$ 1,220,642	\$ 1,268,556	\$ 1,229,185	\$ 1,233,407	\$ 1,233,407	\$ 1,233,407	\$ 1,233,407	\$ 1,233,407	\$ 1,233,407	\$ 1,233,407	\$ 1,233,407	\$ 1,233,407	0.3%
OPERATING EXPENSES														
Administration														
Professional Fee & Contract service	\$ 361,483	\$ 402,357	\$ 461,259	\$ 392,933	\$ 400,792	\$ 400,792	\$ 400,792	\$ 400,792	\$ 400,792	\$ 400,792	\$ 400,792	\$ 400,792	\$ 400,792	2.0%
Utilities														N/A
Other	\$ 493,495	\$ 559,710	\$ 571,320	\$ 504,295	\$ 514,381	\$ 514,381	\$ 514,381	\$ 514,381	\$ 514,381	\$ 514,381	\$ 514,381	\$ 514,381	\$ 514,381	2.0%
Rent														N/A
Travel/Transportation	\$ 435,781	\$ 351,447	\$ 323,464	\$ 313,054	\$ 319,315	\$ 319,315	\$ 319,315	\$ 319,315	\$ 319,315	\$ 319,315	\$ 319,315	\$ 319,315	\$ 319,315	2.0%
Insurance (not employee health)														N/A
Materials & Supplies	\$ 32,400	\$ 31,713	\$ 36,667	\$ 38,201	\$ 38,965	\$ 38,965	\$ 38,965	\$ 38,965	\$ 38,965	\$ 38,965	\$ 38,965	\$ 38,965	\$ 38,965	2.0%
Telephone, Fax, ISP	\$ 583	\$ 678	\$ 671	\$ 760	\$ 775	\$ 775	\$ 775	\$ 775	\$ 775	\$ 775	\$ 775	\$ 775	\$ 775	2.0%
Postage and Shipping														N/A
Occupancy/Building/Utilities														N/A
Equipment Rental and Maintenance (including contracts)	\$ 101,875	\$ 109,526	\$ 108,583	\$ 116,848	\$ 123,859	\$ 123,859	\$ 123,859	\$ 123,859	\$ 123,859	\$ 123,859	\$ 123,859	\$ 123,859	\$ 123,859	6.0%
Outside Printing, Art Work, etc.														N/A
Conferences, Conventions, etc.	\$ 1,430	\$ 1,124	\$ 1,410	\$ 1,308	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	\$ 1,334	2.0%
Special Assistance to Individuals														N/A
National Dues/Support Payments														0.0%
Organization Dues (other than above)	\$	\$ 38	\$ 55	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	N/A
Awards and Grants														N/A
Fund Raising/Self-Support Activities														N/A
Miscellaneous														N/A
Equipment Purchases (incl. capital expenses)														N/A
Depreciation	\$ 33,832	\$ 12,839	\$ 14,455	\$ 12,799	\$ 12,543	\$ 12,543	\$ 12,543	\$ 12,543	\$ 12,543	\$ 12,543	\$ 12,543	\$ 12,543	\$ 12,543	-2.0%
Other Expenses (Please list separately any major item)														N/A
Operating Expenses Total	\$ 1,460,879	\$ 1,469,432	\$ 1,517,884	\$ 1,380,248	\$ 1,412,014	\$ 1,412,014	\$ 1,412,014	\$ 1,412,014	\$ 1,412,014	\$ 1,412,014	\$ 1,412,014	\$ 1,412,014	\$ 1,412,014	2.3%
TOTAL OPERATIONS	\$ 2,607,849	\$ 2,690,074	\$ 2,786,440	\$ 2,609,433	\$ 2,645,421	\$ 2,645,421	\$ 2,645,421	\$ 2,645,421	\$ 2,645,421	\$ 2,645,421	\$ 2,645,421	\$ 2,645,421	\$ 2,645,421	1.4%
REVENUE OVER/ (UNDER) OPERATIONS	\$ (1,027,543)	\$ (909,007)	\$ (1,051,291)	\$ (1,023,709)	\$ (1,007,650)	\$ (1,007,650)	\$ (1,007,650)	\$ (1,007,650)	\$ (1,007,650)	\$ (1,007,650)	\$ (1,007,650)	\$ (1,007,650)	\$ (1,007,650)	-1.6%

Attachment 1: Program Beneficiary Statistics

Agency Name: Orange Grove Center, Inc.

Program: Adult Comprehensive Training

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Target
1. Unduplicated Count of Program Beneficiaries TOTAL	118	123	126	126
a) Total Continuing From Previous Fiscal Year	111	118	123	126
b) Total New for the Year	26	20	11	0
c) Total Terminated During the Year	19	15	8	0
2. Age Group TOTAL	118	123	126	126
a) Infants – Under 5				
b) Between 5 and 12				
c) Between 13 and 17				
d) Between 18 and 29	30	37	35	35
e) Between 30 and 64	81	78	80	80
f) 65 and over	7	8	11	11
g) Not Known				
3. Sex TOTAL	118	123	126	126
a) Male	77	74	75	75
b) Female	41	49	51	51
c) Not Known				
4. Ethnic Background TOTAL	118	123	126	126
a) White	77	82	85	85
b) Black	41	40	41	41
c) Hispanic				
d) Asian				
e) Other – Ethnic Minority		1		
f) Not Known				
5. % Income Level TOTAL	118	123	126	126
a) Below 9,999	109	114	117	117
b) 10,000 – 19,999				
c) 20,000 – 29,999				
d) 30,000 and Over				
e) Not Known	9	9	9	9
6. Location of Residence TOTAL	118	123	126	126
a) Chattanooga	76	73	75	75
b) Outside of Chattanooga	42	50	51	51
c) Not Known				



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Employment for Citizens with Disabilities

Primary Results Area: Growing Economy

Agency Name: The Orange Grove Center, Inc

Contact Name: Kyle Hauth, Executive Director Contact No.: 423-493-2911

Contact Email Address: khauth@orangegrove.org

Primary Collaborating City Dept: Public Works

Amount Awarded in FY15 from
City General Fund: \$98,472

Performance Management

Measurement 2

Results Area Growing Economy

Primary Desired Outcome Increase Employment

Output Measure: 25 Individuals with severe disabilities will perform paid work each quarter

Staff Responsible for Collection &

Analyzing Data: Tera Roberts, Director of Adult Services

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target 100 paid work experiences annually

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
		29			25						

Comments:



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Employment for Citizens with Disabilities

Primary Results Area: Growing Economy

Agency Name: The Orange Grove Center, Inc

Contact Name: Kyle Hauth, Executive Director Contact No.: 423-493-2911

Contact Email Address: khauth@orangegrove.org

Primary Collaborating City Dept: Public Works

Amount Awarded in FY15 from
City General Fund: \$98,472

Performance Management

Measurement 1

Results Area Growing Economy

Primary Desired Outcome Increase awareness of existing employment opportunities

Output Measure: 40 Individuals with severe disabilities will explore and volunteer in the community each quarter

Staff Responsible for Collection &

Analyzing Data: Tera Roberts, Director of Adult Services

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target 160 Community Volunteer and Exploration Events Annually

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
		44			44						

Comments:



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Signal Centers Adult Services		
Primary Results Area:	Growing Economy	Offer Number:	1
Agency Name:	Signal Centers, Inc.	Date Submitted:	January 12, 2015
Contact Name:	Donna Christian McConnico	Contact Number:	423-698-8528 ext 200
Contact Email Address:	Donna_McConnico@signalcenters.org		
Primary Collaborating City Dept:	Department of Youth and Family Development		
Amount Requested from City General Fund:	\$36,000	Total Offer Cost:	\$341,483

<input checked="" type="checkbox"/>	CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/>	CURRENT SERVICE/PROGRAM <u>NOT</u> FUNDED BY THE CITY	<input type="checkbox"/>	NEW SERVICE / PROGRAM	<input type="checkbox"/>	OTHER
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SECTION 2 - DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

Signal Centers Adult Services seeks to assist individuals with disabilities in creating an inclusive, supportive transition from high school into and through adulthood. Two areas included in this offer are disABILITY Employment Services and Adult Day Services. Both are valuable resources to the individuals, their families and members of our community. These programs will focus on five key areas of learning and support:

- Work skill development
- Job placement
- Job retention and employee support
- Social skills enhancement
- Life skills enrichment

The Signal Centers disABILITY Employment Services program assists individuals in securing meaningful and sustainable employment. This is accomplished, in part, by creating and expanding job opportunities for individuals with disabilities within the competitive labor market.

Signal Centers' Employment Services is committed to integration of our participants into the workforce through a holistic approach including but not limited to individualized skill assessments, job readiness trainings, self-determination & career planning, job development, understanding work and life support systems, and pursuing career advancement. There will be opportunities for paid and unpaid internships, practicums, and volunteer experiences. Once an individual becomes employed, our Employment Specialist offers a range of follow along services, from coaching a client



City of Chattanooga

Agency Offer Worksheet (A1)

on how to do the job to asking for a raise or promotion.

Individuals are eligible for the Employment Services program as early as age 18 but are allowed to join the program at any time when they decide to seek employment or have the need to return to the workforce after a disability. During the years that individuals are enrolled in high school, there is an opportunity to increase their skills and provide them with knowledge and experiences to transition smoothly from school to work. An employment-first approach ensures that youth with disabilities have the skills, opportunities and supports that are necessary for them to succeed in competitive, integrated employment settings. Currently Signal Centers is providing these services through an existing partnership with the Hamilton County Department of Education. Our TOPS program (Transition Opportunities, Programs and Services) works with students ages 18-22 who are transitioning from high school into independent living and workforce opportunities by providing the skills that are necessary to make these transitions. We also receive referrals through North Georgia Vocational Rehabilitation, and any adult with a disability may contact us for services.

The second part of our Adult Services is the Adult Day Program. It is an intergenerational, social model which focuses on individuals' abilities through a variety of programming. This program is available to those individuals in the City of Chattanooga and surrounding areas who have a physician's documented disability and to low income seniors who are in need of additional support services to remain within a home based environment. It is the only social model of Adult Day Services in Chattanooga (as opposed to a Medical Adult Day model, which includes skilled nursing or therapy services).

This program is designed to provide social and some health services to individuals in the community who need supervised care in a safe place outside the home during the day. Extensive use of the arts and recreation in day to day activities allows individuals to experience a diverse set of offerings and increase their quality of life. All clients in this program are eligible for employment services as well if they so desire. This program affords the caregivers of the clients the opportunity to maintain a regular work schedule, knowing their loved one is in an affordable, safe and enriching environment.

Signal Centers will soon be increasing its capacity to serve adults. In Spring 2015 we will be breaking ground on a new, larger building to house Adult Services, including the two programs in this offer.

An intra-agency partnership for adult clients exists between Signal Centers' Adult Services and Assistive Technology (AT) Services. AT Services adapts items in the home and workplace for individuals with disabilities to gain or maintain self-sufficiency and also offers personalized training on these items. Providing their services at no cost or charge to the clients, AT Services supports Adult Services clients in seeking and maintaining employment, and does so in a variety of ways. Examples include: adaptation of workspace to accommodate large mobility aids, adapted keyboard/mice/computer screens in order to meet the needs of those who are visually-impaired or hearing-impaired, and installation of specialized computer software. Key to the continued success of the individual on the job is the ability for AT staff to provide on-site training tailored to meet specific needs. AT Services maintains an extensive loan library, and, often, devices can be tested by



City of Chattanooga

Agency Offer Worksheet (A1)

the individual while on the job, to ensure the final measures taken suit both the person and the workplace in the best possible way.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Individuals with Disabilities are part of the workforce at a lower rate than any other group tracked by the U.S. Bureau of Labor Statistics. The lack of employment among this population means they are more likely to continue to live in poverty, experience higher rates of isolation and depression, eventually lose the desire to seek employment, and they may stop believing that employment is possible.

Employment is a fundamental part of adult life. Aside from the financial benefit it allows, other areas that may also be impacted include psychological, physiological, societal and even spiritual. Employment can enhance one's ability to make choices and to have control over one's life. Employment creates opportunities for relationships, friendships and long term support. It provides the individual with a sense of self-worth and allows them the opportunity to contribute to their community through their work and through paying taxes.

Signal Centers gives Chattanooga's citizens with disabilities the opportunity to gain meaningful employment. We share the City of Chattanooga's vision to have a diverse workforce, where resources are used to train individuals of all abilities. Our agency has many years' experience in helping those with disabilities attain employment, including job readiness and connecting our clients with specific employers.

Signal Centers Employment Services differs from other local agencies who work with this population. Our Employment Specialist's caseload is comprised of individuals with a variety of disabilities; other local agencies require a specific diagnosis for enrollment. Our clients are seeking competitive employment outside of the agency and within the community that they are living; other Chattanooga agencies provide employment opportunities in-house or through contracted work. Our Employment Specialist strives to build partnerships within the public and private business sectors to provide work adjustment training opportunities and employment placement options for qualified individuals. The Specialist also works closely with the participant and employer once a placement is made by providing job coaching and follow along services to aid in productivity. Once an individual becomes employed, our Specialist is available to answer any questions the employer may have, provide additional trainings for employers or other employees within the company, and explore additional opportunities for advancement for the individual. If the employer has any problem with our client, or the client feels like there is a conflict or is having any difficulty on the job, the Employment Specialist may be contacted to help sort things out and help the client be successful.

Veterans are an additional population we focus on at Signal Centers, through our VISTA volunteer



City of Chattanooga

Agency Offer Worksheet (A1)

who specifically works with veterans. We provide employment services to veterans as needed.

The Adult Day Program provides family members/caregivers the opportunity to work a full time or part time job and/or receive respite from the demands of caregiving. In the United States today, we know that family caregivers provide roughly 80% of all caregiving. Far too many caregivers try to do everything on their own for as long as they can. Sharing the tasks associated with caregiving does not mean the primary caregiver is weak, unloving, selfish or not fully meeting their obligation to care for their loved one. In many cases, it can mean the difference between being able to be gainfully employed or not.

According to a report by the National Alliance for Caregiving and AARP:

70% of working caregivers suffer work-related difficulties due to... caregiving roles. Caregivers suffer loss of wages, health insurance and other job benefits, retirement saving or investing and Social Security benefits- losses that hold serious consequences for the caregiver.

And according to the 2012 AARP Public Policy Institute's publication "Valuing the Invaluable: The Economic Value of Family Caregiving":

A reported 37% of caregivers quit their jobs or reduced their work hours to care for an individual.

At the same time, the clients we serve may meet the qualifications for residential care, which would allow their caregivers to be free to work, but the cost of that type of care is extremely high compared to attending Signal Centers, and the clients are in most cases not ready for that level of care. Signal Centers Adult Day Program on average costs only \$5000 per year per individual. According to the *2012 MetLife Market Survey of Long Term Costs*, the national average monthly rate for a private room in a nursing home is \$7440 and for a semi private room the average cost is to \$6660. In Tennessee the average daily rate for Adult Day Services is \$69; in comparison Signal Centers' current daily rate is \$25. To the benefit of the individual and his or her family, Adult Day Services helps prevent premature or inappropriate placement in residential programs and helps make remaining in one's own home a reality for persons with disabilities.

Signal Centers has the only social model of adult day services program in Hamilton County. We have anecdotal information from caregivers that they have moved to Hamilton County or stay in Hamilton County because of the opportunities here for their loved ones. Our social model program and our employment services are important parts of the continuum of services here in our mid-size city.

It is also noteworthy that several Signal Centers day services clients impact our economy by doing volunteer work. Our clients often want to give back to the community. Currently, there are over 30 day services clients not specifically enrolled in the employment services program who do community volunteer work, usually while they are at our center. Examples of places they volunteer include the following: Chattanooga Food Bank, St. Barnabas at Siskin Hospital, Creative Discovery



City of Chattanooga

Agency Offer Worksheet (A1)

Museum, Chattanooga Humane Society, and Project Linus.

- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)

These programs will contribute to growing the economy. Signal Centers will advance awareness of employment for individuals with disabilities throughout our community. Our clients with disabilities will gain employment they are satisfied with and maintain it. Adults who would typically qualify for higher, more expensive levels of care are provided safe, enriching care that is more economical for their caregivers. The families of these adults with disabilities will have a greater opportunity to obtain or maintain employment themselves and provide for the needs of their families.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)

For disABILITY employment participants: Conduct assessments, address the clients' needs, train them in job readiness skills, provide help with resumes and practice interviews, match them with employers and assist in job search activities to gain employment. After employment is obtained, activities include providing job coaching if needed; communicating with the clients' supervisors and addressing any needs they have noted; referring clients to Assistive Technology Services if any physical challenges are impeding them from doing their job; and following along with the clients to address any of their concerns, provide a support system for them and help them be successful.

Year-round work is done in contacting employers who would potentially hire our participants and educating the community on individuals with disabilities and their employment potential.

For Adult Day Services participants: Conduct assessments and gather information on their needs, introduce them and their families/caregivers to the staff and other clients, incorporate the clients into the daily activities at the center, and determine if they might need any services from Assistive Technology. Activities at the center are largely chosen and planned by the participants themselves. Activities include physical recreation, art, supervised socialization, the opportunity to do community volunteer work, employment services if requested, educational programming including guest speakers, and field trips.

- **Timeline of activities and/or significant milestones throughout the year:** (When are you doing it?)



City of Chattanooga

Agency Offer Worksheet (A1)

These programs operate year-round on a July 1 through June 30 fiscal year. Except for holidays and training days, our center is open weekdays from 8:30 a.m. to 4:30 p.m.

- **Key personnel/project leaders/consultants: (Who is doing what?)**

The Director of Adult Services is Courtney Chandler. John Blackburn is the Employment Specialist. He works directly with all clients seeking employment. He contacts employers, provides coaching for clients if needed, and is involved at all levels of the employment program. Megan Grant is the Life Enrichment Coordinator. She works directly with Adult Services clients and is largely responsible for helping them plan and execute activities. Daisy Robinson and Joyce Gaines are program assistants and provide direct care.

- **Citizen engagement - How are you involving citizens?**

Outside collaborations are vital to the success of these programs. We believe in an all-encompassing support system for the individuals and families we serve. Our agency will continue to partner with the following City of Chattanooga departments: Chattanooga Youth & Family Development, Therapeutic Recreation Division, and the Chattanooga Mayor's Council on Disability. We also recently formed a collaboration with the Office of Multicultural Affairs.

Our primary City department collaboration will be with the Department of Youth and Family Development. Their letter of support is attached to this offer. We have a meeting set up with a representative from this department for the week of January 12th to discuss collaborative activities for Signal Centers programs.

For Employment Services, we have ongoing strong collaborations with the following groups: State of Tennessee Vocational Rehabilitation Program and the Georgia Vocational Rehabilitation Agency, each with a primary goal of enhancing the development of a diverse workforce so individuals with disabilities can achieve and maintain meaningful careers; the Chattanooga Area Employment Consortium, a group of over 20 local agencies who work with individuals with disabilities who are seeking employment.

Local high school and university students and other members of our community volunteer their time within our Day Program. These volunteers are essential for our success as well as providing an opportunity for the individuals within the program to interact with peers who are typically-developing.

- **Environmental sustainability:**



City of Chattanooga

Agency Offer Worksheet (A1)

Some key ways we are committed to taking care of our environment are:

- Orange Grove does paper recycling for us
- We also recycle cardboard, aluminum cans and plastic bottles
- We teach our participants the importance of taking care of the environment
- Many of our art projects include re-used/up-cycled materials
- Energy-efficient windows were installed at the building
- We have added programmable thermostats where possible throughout our buildings
- Over 1500 plants and trees have been planted around our facility to decrease the environmental footprint

▪ **Cite applicable research/best practices used in this offer:**

According to the Bureau of Labor statistics, nationally, the employment-population ratio for persons with a disability was 18.7 percent and 68.3 percent for persons without a disability in December 2013. The employment rate for persons with a disability had then significantly decreased from 32.1 % from the previous year.

(Bureau of Labor Statistics, Persons with a Disability: Labor Force Statistics, December 2013)

The following are key pieces of information from Economic Picture of the Disability Community Project; Key points on Disability and Occupational Projections Tables, a joint initiative between Department of Labor's Office of Disability Employment Policy, Employment and Training Administration, Chief Economist, Office of the Secretary, and the White House Council of Economic Advisors, found at <http://www.dol.gov/odep/pdf/20141022-KeyPoints.pdf>.

- Employment levels of people with disabilities are low, and those who are employed tend to be in low-paying occupations.
- Only one-third (32.0%) of working-age people with disabilities were employed on average in the 2010-2012 period, compared to over two-thirds (72.7%) of people without disabilities.
- Employment rates among people with disabilities do not vary greatly by gender, but are particularly low among blacks and those with low levels of education (both absolutely and relative to people without disabilities).
- People with disabilities are somewhat overrepresented in slower-growing occupations, which lowers their projected employment growth rate through 2022 assuming disability prevalence by occupation stays constant.
- People with disabilities are underrepresented in 16 of the top 20 fastest-growing occupations.
- People with disabilities are overrepresented in 17 of the top 20 fastest-



City of Chattanooga

Agency Offer Worksheet (A1)

declining occupations.

- There is nonetheless substantial potential for job growth among people with disabilities in well-paying occupations over the coming decade.
- Most job growth is in occupations where computer use is important, and the rapid development of new computer and information technologies has particular benefits for many people with disabilities by helping overcome specific physical and cognitive limitations, and significantly increasing the workplace productivity of people with disabilities.
- Whether the potential for increased employment of people with disabilities will be realized depends in part on public and corporate policies regarding access to appropriate education, computer skills, and other training; disability income policies; and the availability of workplace accommodations and other employment supports.

Regarding the impact of caregivers begin able to keep their own jobs, found at <http://www.healthways.com/success/library.aspx?id=615> is an article authored by Healthways Center for Health Research in 2010 entitled Estimating the Impact of Caregiving and Employment on Well-Being. It states: Results demonstrated that caregivers typically have lower levels of well-being compared with non-caregivers of the same employment status; however, employment is associated with greater well-being, even among caregivers. These findings were fairly consistent across all sub-domains of well-being, demonstrating that employment has a broad-based positive affect on the lives of workers, and that the beneficial impact of employment on well-being often supersedes any detrimental impact of caregiving. In conclusion, the higher well-being reported by employed caregivers compared with their non-employed counterparts suggests that there are benefits of employment, such as financial security and social support, that can ease the burden of the caregiving role.

Among working caregivers caring for a family member or friend, 69% report having to rearrange their work schedule, decrease their hours or take an unpaid leave in order to meet their caregiving responsibilities. [AARP Public Policy Institute – “Valuing the Invaluable: The Economic Value of Family Caregiving- Updated November 2012]

10 million caregivers over 50 who care for family members lose an estimated \$3 trillion in lost wages, pension, retirement funds and benefits. The total costs are higher for women who lose an estimated \$324,044 due to caregiving, compared to men at \$283,716. Lost wages for women who leave the work force early because of caregiving responsibilities equals \$142,693 and for lost Social Security benefits an estimated \$131,351 and pensions an estimated \$50,000. [MetLife Mature Market Group (June 2010) & National Alliance for Caregiving, Study of Working Caregivers and Employer Health Costs: Double Jeopardy for Baby Boomers Caring for their Parents]



City of Chattanooga

Agency Offer Worksheet (A1)

Absenteeism costs the U.S. economy an estimated \$25.2 billion in lost productivity (based on the average number of work days missed per working caregiver, assuming \$200 in lost productivity per day. [Gallup Healthways Wellbeing Survey, Caregiving Costs U.S. Economy \$25.2 Billion in Lost Productivity – Updated November 2012] The cost of informal caregiving in terms of lost productivity to U.S. businesses is \$17.1 to \$33 billion annually. Costs reflect absenteeism (\$5.1 billion), shifts from full-time to part time work (\$44.8 billion), replacing employees (\$6.6 billion) and workday adjustments (\$6.3 billion). [MetLife Study of Working Caregivers and Employer Health Costs: National Alliance for Caregiving. 2010]

In 2000 the Robert Wood Johnson Foundation and researchers from Wake Forrester University estimated a need for 10,000 Adult Day Service (ADS) centers in the U.S. As of 2012, there were still only 4,800 in operation. The same report identified 1,770 U.S. counties that were underserved by Adult Day Services, and Hamilton County was one of them. This service gap presents problems and opportunities for Chattanooga, as ADS can improve participants' well-being, allow elderly and disabled individuals autonomy to live at home, and average daily cost per participant is substantially less than residential long-term care options.

Over 7 million Americans provide 120 million hours of informal care to 4.2 million elderly persons each week. The estimated economic value (savings) of this care is \$45 to \$96 billion dollars (Department of Health and Human Services, 2006) ADS provides respite for caregivers, which is key to delaying institutionalization of elderly and disabled relatives, which can be costly and undesirable. In addition to Hamilton County being underserved by ADS, Signal Centers offers the area's only social model ADS. Studies have been inconclusive in providing a link between ADS participation and physical improvement, whereas research is clear regarding mental, emotional, and social benefits resulting from ADS. The journal of Applied Gerontology published research suggesting ADS programs that "emphasize psychosocial support instead of rehabilitation may be a better match for client needs," and Signal Centers is the only organization in the city that is dedicated to this approach.

The Ochs Center designed surveys for the caregivers of Signal Centers' adult services clients (attached to this offer). We intend to use these starting this calendar year.



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Signal Centers / Adult Services	\$ 170,475	\$ 173,070	\$ 36,000	10%	5
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*

Financial Offsets: *(Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)*

Name	Amount
Program attendees	\$ 60,000
Selling art that is created by the clients	\$ 2,000
Tennessee Arts Commission grant	\$ 2,000
SSBG Title XX	\$ 106,250
United Way of Greater Chattanooga	\$ 92,870
Various donors, both individuals and organizations	\$ 1,000
Child and Adult Care Food Program	\$ 43,425



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Program participants will gain employment.

- Description of Output Measured: Within the first three months of enrollment in Employment Services, individuals will complete the Job Readiness Assessment & Training component**

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x__ Annually___

Staff Responsible for Collection & Analyzing data: Courtney Chandler and John Blackburn

FY2013 <input type="checkbox"/> Actual	FY 2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
24	42	n/a	46	50

- Description of Output Measured: Participants enrolled in Employment Services will be able to utilize community resources to maintain an ongoing employment search both independently and staff-guided during the first six months of enrollment**

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x__ Annually___

Staff Responsible for Collection & Analyzing data: Courtney Chandler and John Blackburn

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
24	42	n/a	46	50

- Description of Output Measured: Participants enrolled in Employment Services will secure employment and maintain this employment for 90 days**

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x__ Annually___

Staff Responsible for Collection & Analyzing data: Courtney Chandler and John Blackburn

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
14	23	n/a	25	28

- Description of Output Measured: Support the City of Chattanooga's Youth and Family Services efforts toward inclusion by providing job placement services to youth with disabilities**

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x__ Annually___

Staff Responsible for Collection & Analyzing data: Courtney Chandler

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	n/a	10	11

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Program participants will retain employment.

- Description of Output Measured: Of those participants who become employed, 40% will retain their employment for a period of one year or longer**



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x_
Staff Responsible for Collection & Analyzing data: Courtney Chandler and John Blackburn

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
7	12	n/a	14	16

2. Description of Output Measured: Program participants will be satisfied with their employment

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x_
Staff Responsible for Collection & Analyzing data: Courtney Chandler and John Blackburn

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	n/a	22	25

3. Description of Output Measured: Conduct annual survey with employers who have hired Signal Centers program participants for a period of one year to determine the effectiveness of job coaching

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x_
Staff Responsible for Collection & Analyzing data: Courtney Chandler and John Blackburn

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	n/a	9	10

4. Description of Output Measured: Utilize resources such as the Signal Centers Assistive Technology Services; Chattanooga Area Employment Consortium; and University of Tennessee Center for Literacy, Education and Employment to support the City of Chattanooga Youth and Family Development program efforts and area businesses disability-related training needs

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x_
Staff Responsible for Collection & Analyzing data: Courtney Chandler

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	n/a	26	26

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Advance the employment of individuals with disabilities by educating the community about disabilities.

1. Description of Output Measured: Assist with planning and participate in Go!Fest

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x_
Staff Responsible for Collection & Analyzing data: Courtney Chandler

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	n/a	8	8

2. Description of Output Measured: Attendance at monthly meetings and contribution of expertise to the Office of Multicultural Affairs and the Mayor Council on Disabilities to



City of Chattanooga

Agency Offer Worksheet (A1)

establish government-wide goals for employment of individuals with disabilities

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x__

Staff Responsible for Collection & Analyzing data: Courtney Chandler

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	6	n/a	12	12

3. Description of Output Measured: Collaborate with other nonprofit agencies with relevant interests in furthering the advancement of individuals with disabilities by coordinating a more efficient and economical service delivery

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x__ Annually___

Staff Responsible for Collection & Analyzing data: Courtney Chandler

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
n/a	n/a	n/a	10	10

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: Participants will maintain an active participation in Day services, lessening the impact on family caregiver employment.

Description of Output Measured: Conduct annual surveys with caregivers to determine if Day Program services are meeting their employment and respite needs

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x__

Staff Responsible for Collection & Analyzing data: Courtney Chandler

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
23	24	n/a	29	33

Note: At least 3 measures should be provided



City of Chattanooga

FY16 Agency Summary

Agency Name: Signal Centers, Inc.

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	City Request	Other Sources of Revenue	Total Offers
1	Adult Services	E	Youth and Family Development	36,000	310,877	343,545
2	Camp Signal!	F	Youth and Family Development	50,000	35,000	85,000
3						-
4						-
<i>Total Offers by Agency</i>				\$ 86,000	\$ 345,877	\$ 428,545

Results Area Key

- S = Safer Streets**
- E = Growing Economy**
- N = Stronger Neighborhoods**
- F = Smarter Students, Stronger Families**
- H = High Performing Government**
- I = Innovation Fund**

Attachment F: Budget Format	Agency Name:	Signal Centers, Inc - Adult Services										
Professional Fee & Contract service	\$ 365	\$ 617	\$ 1,474	\$ 614	\$ 1,475	\$ 861	140.2%					
Utilities						\$ -	N/A					
Other						\$ -	N/A					
Rent						\$ -	N/A					
Travel/Transportation	\$ 2,780	\$ 3,777	\$ 2,042	\$ 3,500	\$ 3,454	\$ (46)	-1.3%					
Insurance (not employee health)						\$ -	N/A					
Materials & Supplies	\$ 33,619	\$ 32,634	\$ 38,029	\$ 25,438	\$ 38,500	\$ 13,062	51.3%					
Telephone, Fax, ISP	\$ 2,430	\$ 2,468	\$ 2,511	\$ 2,419	\$ 2,550	\$ 131	5.4%					
Postage and Shipping	\$ 990	\$ 1,227	\$ 992	\$ 22	\$ 1,000	\$ 978	4445.5%					
Occupancy/Building/Utilities	\$ 21,216	\$ 24,055	\$ 32,035	\$ 28,173	\$ 32,000	\$ 3,827	13.6%					
Equipment Rental and Maintenance (including contracts)	\$ 635	\$ 858	\$ 742	\$ 520	\$ 740	\$ 220	42.3%					
Outside Printing, Art Work, etc.	\$ 226	\$ 143	\$ -	\$ 75	\$ -	\$ (75)	-100.0%					
Conferences, Conventions, etc.	\$ 235	\$ 728	\$ 504	\$ 100	\$ 500	\$ 400	400.0%					
Special Assistance to Individuals						\$ -	N/A					
National Dues/Support Payments						\$ -	N/A					
Organization Dues (other than above)			\$ 163			\$ -	N/A					
Awards and Grants	\$ 60,547	\$ 57,450	\$ 60,190	\$ 56,800	\$ 60,000	\$ 3,200	5.6%					
Fund Raising/Self-Support Activities						\$ -	N/A					
Miscellaneous	\$ 484	\$ 839	\$ 356	\$ 304	\$ 304	\$ -	0.0%					
Equipment Purchases (incl. capital expenses)						\$ -	N/A					
Depreciation	\$ 376					\$ -	N/A					
Other Expenses (Please list separately any major item)						\$ -	N/A					
Administration	\$ 41,675	\$ 57,078	\$ 46,159	\$ 33,671	\$ 33,671	\$ -	0.0%					
Operating Expenses Total	\$ 165,578	\$ 181,874	\$ 185,197	\$ 151,636	\$ 174,194	\$ 22,558	14.9%					
TOTAL OPERATIONS	\$ 318,567	\$ 343,249	\$ 352,187	\$ 316,323	\$ 341,483	\$ 25,160	8.0%					
REVENUE OVER/ (UNDER) OPERATIONS	\$ (10,367)	\$ 863	\$ 5,075	\$ -	\$ -	\$ -	N/A					



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Signal Centers Adult Services

Primary Results Area: Growing Economy

Agency Name: Signal Centers, Inc.

Contact Name: Donna Christian McConnico Contact No.: 423-698-8528 ext 200

Contact Email Address: Donna_McConnico@signalcenters.org

Primary Collaborating City Dept: Department of Youth and Family Development

Amount Awarded in FY15 from
City General Fund: \$30,000

Performance Management

Measurement 1

Results Area Growing Economy

Primary Desired Outcome Program participants will obtain employment.
Within the first three months of enrollment in Employment Services, individuals will complete the Job Readiness

Output Measure 1: Assessment & Training component

Staff Responsible for Collection &
Analyzing Data: Courtney Chandler and John Blackburn

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (x) Annually ()

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
3	1	0	4	2	3						

Comments: We did not set target numbers for this program this current fiscal year. There are targets moving forward into the next

year, as well as projected numbers for the current year, which are on Template A1.

Participants enrolled in Employment Services will be able to utilize community resources to maintain an ongoing
 Output Measure 2: employment search both independently and staff-guided during the first six months of enrollment

Staff Responsible for Collection &

Analyzing Data: Courtney Chandler and John Blackburn

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (x) Annually ()

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
3	1	0	4	2	3						

Comments:

These individuals have completed the Job Readiness portion and will continue with their independent & staf guided search
 for employment throughout the 2014-2015 year.

Output Measure 3: Participants enrolled in Employment Services will secure employment and maintain this employment for 90 days

Staff Responsible for Collection &

Analyzing Data: Courtney Chandler and John Blackburn

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (x) Annually ()

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
6	9	10	10	14	16						

Comments:

Support the City of Chattanooga's Youth and Family services' efforts toward inclusion by providing job placement
 Output Measure 4: services to youth with disabilities

Staff Responsible for Collection &
 Analyzing Data: Courtney Chandler

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually (x)

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
0	0	0	0	0	0						

Comments:

Placement site was offered beginning July 2014 but we did not have any that chose our location. We will be meeting again with the Youth & Family Services director during the week of January 12, 2015 to discuss the upcoming summer opportunities available.

Performance Management

Measurement 2

Results Area Growing Economy

Primary Desired Outcome Program participants will retain employment.

Output Measure 1 : Of those participants who become employed, 40% will retain their employment for a period of one year or longer

Staff Responsible for Collection &
 Analyzing Data: Courtney Chandler and John Blackburn

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually (x)

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15

Comments:

As of December 2014 we have 1 individual employed for 30 days, 2 individuals employed for 60 days, 5 individuals employed for 90 days, 5 individuals who have been employed for 1 year, and 4 individuals who have been employed for 2 years or longer

Output Measure 2: Program participants will be satisfied with their employment

Staff Responsible for Collection &

Analyzing Data: Courtney Chandler and John Blackburn

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (x) Annually ()

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15

Comments:

A quarterly survey is being composed and will be utilized during January 20415 for those individuals who have been recently employed to gauge their satisfaction.

Conduct annual survey with employers who have hired Signal Centers program participants for a period of one year to

Output Measure 3: determine the effectiveness of job coaching

Staff Responsible for Collection &

Analyzing Data: Courtney Chandler and John Blackburn

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually (x)

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
0	0	0	0	0	0						

Comments: This survey will be conducted in March

Utilize resources such as the Signal Centers Assistive Technology Services; Chattanooga Area Employment Consortium; and University of Tennessee Center for Literacy, Education and Employment to support the City of Chattanooga Youth

Output Measure 4: and Family Development program's efforts and area businesses' disability-related training needs

Staff Responsible for Collection &

Analyzing Data: Courtney Chandler

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually (x)

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15

Comments: We have been recording these numbers for the year, but do not know the breakdown for each month. The total number so far this year is 20, including a meeting each year with the Employment Consortium.

Performance Management

Measurement 3

Results Area Growing Economy

Primary Desired Outcome Advance the employment of individuals with disabilities by educating the community about disabilities.

Output Measure 1: Assist with planning and participate in Go!Fest

Staff Responsible for Collection &

Analyzing Data: Courtney Chandler

Measurement Frequency _____ Daily () Weekly () Monthly (x) Quarterly () Annually (x)

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
2	3	3									

Comments: Signal Centers' CEO was a steering committee member and recruited other nonprofits to participate.

Attendance at monthly meetings and contribution of expertise to the Office of Multicultural Affairs and the Mayor's
 Output Measure 2: Council on Disabilities to establish government-wide goals for employment of individuals with disabilities

Staff Responsible for Collection &
 Analyzing Data: Courtney Chandler

Measurement Frequency _____ Daily () Weekly () Monthly (x) Quarterly () Annually ()

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
1	1	1	1	1	1						

Comments:

monthly attendance at Mayor's Council Meeting

Collaborate with other nonprofit agencies with relevant interests in furthering the advancement of individuals with
 Output Measure 3: disabilities by coordinating a more efficient and economical service delivery

Staff Responsible for Collection &
 Analyzing Data: Courtney Chandler

Measurement Frequency _____ Daily () Weekly () Monthly (x) Quarterly () Annually ()

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
1	1	1	2	1	1						

Comments:

monthly attendance at Chattanooga Area Employment Consortium meetings

Coordination / Participation in Annual Chattanooga Area Employment Consortium Employment Luncheon

Performance Management

Measurement 4

Results Area Growing Economy

Participants will maintain an active participation in Day Services, lessening the impact on family caregivers'

Primary Desired Outcome employment.

Conduct annual surveys with caregivers to determine if Day Program services are meeting their employment and

Output Measure: respite needs

Staff Responsible for Collection &

Analyzing Data: Courtney Chandler

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly () Annually (x)

FY15 Target _____

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15

Comments: Surveys for this year will not be sent until May 2015, with a requested return date of June 26, 2015.

As of July 2014 26 individuals with working caregivers participate in this program - as of December 31, 25 of these individuals continue to participate in this program and their caregivers continue to work. The 26th participant has disenrolled from the program due to a change in her living situation. She has moved out of state and is no longer living with the family member who was working.

Template B1: Local Government Funding and Service Statistics

Agency Name: Signal Centers, Inc.

This section relates to agency efforts specifically funded by Chattanooga dollars to benefit Chattanooga residents, relative to the dollars given by adjoining governmental entities.

Dollars provided to your organization in FY 2015 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	100	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	65	49.83%
Unincorporated Hamilton County	19	30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge	9	6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)	7	
	Above percentages should total 100%	

*Population numbers are from 2010 U.S. Census.

Template B2: Program Beneficiary Statistics

Agency Name: Signal Centers, Inc. Program: Adult Services

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Target
1. Unduplicated Count of Program Beneficiaries TOTAL	105	89	91	99
a) Total Continuing From Previous Fiscal Year	58	64	64	64
b) Total New for the Year	47	25	27	36
c) Total Terminated During the Year	26	18	15	13
2. Age Group TOTAL	105	89	91	99
a) Infants <input type="checkbox"/> Under 5	n/a	n/a	n/a	n/a
b) Between 5 and 12	n/a	n/a	n/a	n/a
c) Between 13 and 17	n/a	n/a	n/a	n/a
d) Between 18 and 29	30	24	34	37
e) Between 30 and 64	62	55	48	53
f) 65 and over	13	10	9	9
g) Not Known	0	0	0	99
3. Sex TOTAL	105	89	91	99
a) Male	49	43	53	58
b) Female	56	46	38	41
c) Not Known	0	0	0	0
4. Ethnic Background TOTAL	105	89	91	99
a) White	71	61	66	72
b) Black	33	27	23	25
c) Hispanic	0	0	0	
d) Asian	0	0	1	1
e) Other <input type="checkbox"/> Ethnic Minority	1	1	1	1
f) Not Known	0	0	0	0
5. % Income Level TOTAL	105	89	91	99
a) Below 9,999	83	68	62	68
b) 10,000 <input type="checkbox"/> 19,999	20	19	25	27
c) 20,000 <input type="checkbox"/> 29,999	1	2	3	3
d) 30,000 and Over	1	0	1	1
e) Not Known	0	0	0	0
6. Location of Residence TOTAL	105	89	91	99
a) Chattanooga	66	54	50	55
b) Outside of Chattanooga	39	35	41	44
c) Not Known	0	0	0	0

Template B4: Major Sources of Funding for the Past Five Years

Agency Name: Signal Centers, Inc.

Program/Project Title	Name of Funding Source	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (Projected)
Child Care Resource and Referral	Department of Human Services	*9,127,000	5,707,000	4,416,200	4,411,200	3,646,009	3,646,009
Provider Self-Assessment and Mentoring Purchasing	Department of Human Services	*4,315,575	n/a	n/a	n/a	n/a	n/a
Child and Adult Care Food Program	USDA	**609,857	58,887	54,743	36,270	40,000	40,000
Early Intervention	Department of Education	*325,000	224,000	155,665	145,051	113,800	113,800
Geriatric Adult Services	Hamilton County Social Services	142,143	142,143	102,625	102,625	102,625	102,625
Chattanooga Children's Services, Adult Services and Assistive Technology	United Way of Greater Chattanooga	263,989	263,989	272,041	272,041	272,041	272,041
Adults with Disabilities Services	Hamilton County Social Services	39,518	0	0	0	0	0
Adults with Disabilities Services	City of Chattanooga	0	30,000	30,000	30,000	30,000	36,000
Preschool	Hamilton County Department of Education	783,000	783,000	802,500	815,560	888,383	888,383
Camp Signal!	City of Chattanooga	n/a	n/a	n/a	n/a	50,000	50,000
		* These	three	programs	received	stimulus	money
		that year.	** We no	longer	administer	the child	care
		homes	program,	which	explains	the large	decrease
		between	this	number	and the	next for	this row.
Subtotal, Major Funding Sources		15,606,082	7,248,537	5,833,774	5,812,747	5,142,858	5,148,858
Total, All Revenue Sources		16,624,640	8,304,784	6,938,161	7,181,219	6,249,947	6,250,000



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Chattanooga Innovation District		
Primary Results Area:	Innovation	Offer Number:	3
Agency Name:	The Enterprise Center	Date Submitted:	01/12/2015
Contact Name:	Miguel Partap	Contact Number:	423-643-6773
Contact Email Address:	Partap_m@theenterprisectr.org		
Primary Collaborating City			
Dept:	Mayor's Office		
Amount Requested from City General Fund:	\$1,500,000	Total Offer Cost:	\$1,500,000

<input type="checkbox"/>	CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/>	CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input checked="" type="checkbox"/>	NEW SERVICE / PROGRAM	<input type="checkbox"/>	OTHER
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SECTION 2 - DETAILS

Narrative:

Summary – Brief summary narrative describing offered service or initiative.

Innovation Districts are emerging drivers of the knowledge based economy that represent new interconnections among “economy shaping, place-making and social networking” features of compact urban environments. They are places where companies tend to cluster and form dynamic relationships with start-ups, businesses, incubators and accelerators.

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

To create a long-term effect from our advances into the innovation economy.

Goals and Objectives – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

The goal of innovation districts is to grow the knowledge economy through cross-disciplinary partnerships. The connection of people, ideas, and capital in innovation districts turns entrepreneurial activity into job growth and economic stability. This can best be achieved by the creation of a front door center. The Chattanooga Innovation Center could be the front door to Chattanooga’s Innovation District and will contain a key combination of unique assets necessary to grow Chattanooga’s innovation economy. It will serve as a connecting point, support base, and catalyst for the local entrepreneur ecosystem. Due to its strategic location, it will benefit from proximity to other crucial physical, economic, and social assets required to attract and support technology-based entrepreneurs and help them grow their companies to spin off benefits for the city.

Actions – How will you achieve the goals, including:

Clear summary of activities: (What are you doing?)

Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)



City of Chattanooga

Agency Offer Worksheet (A1)

Key personnel/project leaders/consultants: (Who is doing what?)

Citizen engagement - How are you involving citizens?

Environmental sustainability:

Cite applicable research/best practices used in this offer:

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
	\$	\$	\$	0%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 PERFORMANCE MANAGEMENT

Measurement 1

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 2

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga

Agency BFO Summary (A2)

Agency Name: The Enterprise Center

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Chattanooga Forward Implementation	E	Mayor's Office	160,500	200,000	-	360,500
2	Tech Goes Home Chattanooga	F	Mayor's Office	-	250,000	21,500	271,500
3	Chattanooga Innovation District	I	Mayor's Office	50,000	1,500,000	-	1,550,000
4							-
<i>Total Offers by Agency</i>				\$ 210,500	\$ 1,950,000	\$ 21,500	\$ 2,182,000

Results Area Code

- S = Safer Streets
- E = Growing Economy
- N = Stronger Neighborhoods
- F = Smarter Students, Stronger Families
- H = High Performing Government
- I = Innovation Fund



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Chattanooga Alliance for Diverse Business Enterprise		
Primary Results Area:	Growing Economy	Offer Number:	1
Agency Name:	Urban League of Greater Chattanooga	Date Submitted:	1/12/15
Contact Name:	Warren E. Logan, Jr.	Contact Number:	423-756-1762
Contact Email Address:	welogan@ulchatt.net		
Primary Collaborating City Dept:	Office of Multicultural Affairs		
Amount Requested from City General Fund:	\$ 125,000	Total Offer Cost:	\$200,000

<input checked="" type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
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SECTION 2 - DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

The **Chattanooga Alliance for Diverse Business Enterprise** is a multi-agency effort focused on supporting the development, growth, and success of minority, women, and veteran owned businesses in Chattanooga. Led by the Urban League of Greater Chattanooga (fiscal agent), this Alliance includes the City of Chattanooga Office of Multicultural Affairs, LAUNCH Chattanooga, and the BrightBridge Women’s Business Center. The Alliance also works with several strategic partners who support business development in the city through referrals, events, and training activities, including the Chattanooga Chamber Foundation’s African American Business Development Program, Tennessee Small Business Development Center, the Chamber’s INCubator, The Company Lab, Tennessee Minority Supplier Development Council, and several lending agencies. Each partner provides a unique set of services within the larger framework of Chattanooga’s disadvantaged business enterprise (DBE) ecosystem, including start-up support, business growth guidance at key stages, assistance with contracts and bid opportunities, loan structuring/packaging and funding, and linkages to other resources in the city and state. The Alliance will have a measurable impact on economic growth, quality of life, and job opportunities for citizens in our community and offers a significant return on investment for the City of Chattanooga. Alliance activities will directly impact over 275 individuals during fiscal year 2015-16, which includes at least 43 new jobs; 20 new businesses; 15 business expansions; and more than 200 individuals participating in business training classes, business plan development, business counseling, and loan structuring/packaging support. The Alliance provides more Chattanoogaans with access to economic opportunity by fostering business development and expansion across multiple sectors, increasing employment opportunities, creating higher wage jobs, and helping DBEs compete more effectively for city, state, federal, and private contracts.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Chattanooga has been recognized nationally for positive economic development in the areas of new industry, a growing job market, and entrepreneurial initiatives. However, many of our communities and citizens are being left out of the boom and continue to struggle with poverty and economic depression. While the city has experienced a surge of business growth over the last few years, minority, women, and veteran owned firms are



City of Chattanooga

Agency Offer Worksheet (A1)

underrepresented. As identified in the City's request for offers, increasing the number of minority-owned firms is a major priority for the community. This need is particularly acute among African Americans, who comprise more than 35% of the City's population. Yet, according to the 2007 Census, the most recent economic data available, they own less than 15% of Chattanooga's businesses (2,602), with only about 2% of firms (109) growing large enough to employ people other than the owners. There are a number of barriers to growth that affect many African American business owners and entrepreneurs, including difficulties accessing capital, building a more inclusive customer base, and stronger connections to peers in the business community at-large.

Recognizing these disparities, the City of Chattanooga has set an ambitious goal of awarding 14% of contracts to DBEs, which will help close these gaps and grow jobs and economic opportunities for our community. This goal can only be accomplished and sustained through a comprehensive and coordinated effort serving DBEs at all stages of business development. On the state level, DBEs also face challenges with development and growth. Tennessee ranks last in the country in terms of new business creation. Twice as many white workers in Tennessee own a business (20.2%) compared to workers of color (10%). Based on these trends, it is not surprising that the unemployment rate in Tennessee is 1.6 X higher for workers of color (11%) than for white workers (6.9%) (CFED, TN Scorecard, 2014).

Nationally, there are disparities for DBEs that are in line with the trends we have experienced in Chattanooga and the state. African Americans make up just 5% of U.S. firms (although African Americans make up 13% of the U.S. population). According to the U.S. Department of Commerce report, *The State of Minority Business Enterprises*, 97% of African American-owned businesses had annual receipts of less than \$250,000 per year; 85% had less than 10 employees; and African American businesses make 43 cents on \$1 compared to white-owned firms. Hispanic-owned firms face similar barriers: the average gross income of Hispanic-owned firms in the U.S. was \$152,715 in 2007 (compared to the national average of \$1,113,281). While women-owned firms are experiencing growth, these firms face earnings disparities: despite owning nearly 30% of U.S. businesses, women attract only 5% of the nation's equity capital, and when it comes to first-year funding, women receive 80% less capital than men (*State of Women-Owned Businesses*, 2012). Research also shows that as women-owned businesses reach 5-9 employees or earn \$250,000, they experience faltering growth.

To foster economic growth and close the entrepreneurial parity gap, there is a strong need in Chattanooga to help DBEs build capacity and grow faster, particularly in annual sales and employment. The Alliance launched its partnership in FY2015 and has seen promising results in the first two quarters of the fiscal year, with more than 19 new jobs created, 14 new or expanded businesses, over 71 individuals completing business development training, business counseling, and loan structuring/packaging support, 482 potential customers referred to DBEs, 269 DBEs participating in Chamber and Alliance training and networking events, and over \$418,000 in contracts awarded/revenue generated through Chamber assistance. As noted in our Agency Performance Report, several of our performance measures have already been exceeded during the first half of the fiscal year and **we are on target to meet or exceed all of our performance measures for FY2015**. The Urban League and its partners are in a strategic position to continue to support this development and are committed to identifying and providing the tools, strategic alliances, and access to the marketplace for DBEs to expand and succeed.

- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)

The Alliance has aligned its program goal and objectives with several of the desired outcomes that fall within the "Growing Economy" results area.

Program Goal: To support the development, growth, and success of minority, women, and veteran owned businesses in Chattanooga.



City of Chattanooga

Agency Offer Worksheet (A1)

Objective 1: Create at least 43 jobs through new business development and business expansion efforts in fiscal year 2015-16.

- Sub-Outcome 1.1: The Urban League will help create at least 25 new jobs.
- Sub-Outcome 1.2: LAUNCH Chattanooga will help create at least 18 new jobs.

Objective 2: Assist with the launch of at least 20 new minority, women, or veteran owned businesses in fiscal year 2015-16.

- Sub-Outcome 2.1: The Urban League will help support the launch of at least 5 new minority, woman, or veteran owned businesses.
- Sub-Outcome 2.2: LAUNCH Chattanooga will help support the launch of at least 15 new minority, woman, or veteran owned businesses.

Objective 3: The Urban League will assist with the expansion of at least 15 minority, women, or veteran owned businesses in fiscal year 2015-16.

Objective 4: Over 200 individuals will participate in business training classes, business plan development, business counseling, and/or loan structuring/packaging support during fiscal year 2015-16.

- Sub-Outcome 4.1: The Urban League will provide business training and support to at least 150 individuals in FY 2015-16.
- Sub-Outcome 4.2: LAUNCH Chattanooga will provide business training and support to at least 50 individuals in FY 2015-16.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)

As outlined in the attached DBE Ecosystem graphic, our Alliance will provide comprehensive support to DBEs from the initial business idea, to launch, and to growth and sustainability. Each partner will support a range of services to address unique needs at specific points on the business cycle, including: Start-up Assistance; Business Growth (1-5 years); Contracts, Bid Opportunities, and Business Growth (5+ years); Contracts, Bid Opportunities, and Mature Company Growth; and Loan Structuring/Packaging Assistance. Instead of working in silos, the partners and organizations committed to the DBE Ecosystem will meet monthly to share data, review changes and/or needs of these businesses, submit joint reports to the City, and establish a shared-service program that allows DBEs to successfully matriculate through this business ecosystem. These agencies will seek the support of communities and property owners that are recruiting diverse businesses into below market retail spaces, including the Chamber's INCubator. An overview of each partner's role and services is outlined below.

Urban League of Greater Chattanooga (Fiscal Agent): The Urban League launched the Entrepreneurship Center in 2011 to market to, service, and grow women and minority owned businesses in Chattanooga. The Center is located at the Urban League's facility in the M.L. King Business District and provides a range of business development services for DBEs. The goal of the Entrepreneurship Center is to increase the business skills and knowledge of women and minority owned businesses so that they are in a position to take advantage of new business opportunities, develop and expand their operations, increase revenue, and increase livable wage job opportunities. The Entrepreneurship Center compliments other business development services available in Chattanooga and impacts more than 150 individuals annually through several services, outlined below:

- **Business Skills Assessment:** The Urban League works with businesses at various stages of development and need. Each program participant completes a Business Skills Assessment to determine the type of assistance necessary to support goals and needs, such as start-up business training courses, business plan development, contract and bid packaging support, or access to capital.



City of Chattanooga

Agency Offer Worksheet (A1)

- **Start-Up Support:** The Urban League offers the Co.Starters business development program (developed by Co.Lab) twice annually. This 9-week course introduces key components of starting, maintaining, and expanding a small business. The Urban League also has an Entrepreneurship Computer Lab, which includes 12 laptops loaded with QuickBooks and business plan templates. Small business owners and entrepreneurs can use this lab for free access to the Internet, online training, and technical support.
- **Next Level:** By leveraging support from the City, the Urban League has secured additional funding to launch a new training program in March 2015 that targets small businesses that are well established (\$250,000+ gross receipts) but poised for growth and impact on the local economy. *Next Level* is an eight month, 100 hour training program that combines the best of classroom learning with real-world case studies and incorporates peer-to-peer learning and a CEO mentoring group. The curriculum for the program was developed by Interise, a nonprofit organization based in Boston working with existing small businesses who have survived the start-up stage and are ready to achieve second stage growth. The award-winning curriculum gives business owners the new knowledge, know-how, and connections to help them grow their businesses, create jobs, and become community leaders. Historically, 92% of entrepreneurs participating in the program have been either located in a low- to moderate- income census tract and/or owned by people of color, women, or recent Americans. By focusing on this underserved segment of the business community, the program has been effective in creating sustainable and local jobs, as well as generating wealth in historically underserved communities.
- **Business Management Training:** The Urban League offers classes to provide ongoing and timely business development support to new and established businesses, such as sessions focused on QuickBooks, website design, using social media to grow your business, special topics for women in business, contracting with the city, and accessing capital. The Urban League has launched a workshop series called “Doing Business With”, in conjunction with the City of Chattanooga and Hamilton County Government, to help link DBEs with new business opportunities. The series has featured Erlanger, TVA, EPB, the EMJ Corporation, and the City of Chattanooga.
- **Business Consulting and Mentoring:** New and existing businesses receive individualized management assistance, group training services, and one-on-one mentoring designed to increase their business acumen and ability to operate their businesses on a profitable basis, increase their market share, and offer livable wage employment opportunities to local residents.
- **Contracts, Bid Opportunities and Business Growth:** The Urban League provides support to businesses seeking business growth through the contract and bidding process, including information and assistance with required certifications for governmental contracts, review and assistance with packaging bids for City and other agencies, marketing new contract and bid opportunities, and linkages to certification classes and sessions offered by the City and partners.
- **Loan Structuring/Packaging:** The Urban League assists DBEs with identifying and accessing capital funds to support growth, including loan packaging and linkages to partners and financial institutions that offer funding for DBEs. The Urban League is leading efforts to create a statewide venture fund to address the capital access issues of minority and women-owned businesses. BrightBridge, Inc. is an important partner in providing access to capital to support the launch or expansion of local minority and women-owned businesses. The Urban League has assisted DBEs with applying for over \$415,000 in funding and has offered workshops to broaden awareness of financing available for DBEs.

The Urban League has established a successful track record of working with businesses since the inception of the Entrepreneurship Center: over 100 small business owners have completed our 9-week Co.Starters program and over 250 individuals have participated in our business resource and training workshops. Because of its longstanding history of service and trust within the minority community, the Urban League is uniquely poised to lead the Alliance as the fiscal agent and continue to enhance business development services available to DBEs.



City of Chattanooga

Agency Offer Worksheet (A1)

City of Chattanooga: The Office of Multicultural Affairs (OMA) is the collaborating agency working in partnership with the Urban League and Alliance partners. OMA's mission is to encourage understanding and goodwill, promote justice, and work toward eliminating discriminatory practices between and among the citizens of Chattanooga because of race, religion, national origin, age, sex, disability or ethnicity. OMA is building a strong presence in the community and promoting diversity and inclusion on behalf of the City. One of OMA's strategic goals is to provide the resources and information small, minority, and women-owned businesses need to compete for business opportunities with the City. The Alliance will collaborate closely with OMA to help achieve this goal and, specifically, to help the city work toward its goal of awarding 14% of City contracts to DBEs. OMA offers numerous business development sessions focused on helping DBEs navigate the governmental contracting process and the steps necessary to achieve certifications required for doing business with the City and other agencies. The Alliance will cross-promote these opportunities, as well as assist DBEs with growing capacity to successfully compete for City and other contracts. This will help DBEs increase the number of livable wage jobs in the city and build a thriving culture for DBEs in the city. The Urban League has worked with OMA on several workshops held at the Urban League and/or other community locations.

LAUNCH Chattanooga: LAUNCH is an innovative program that equips economically disadvantaged individuals from Chattanooga's urban communities with the tools needed for economic viability, self-sufficiency, and safer neighborhoods through small business development. LAUNCH believes small business development is the key to providing work and economic opportunity for some of Chattanooga's toughest demographics: gang members, ex-offenders, single mothers, widows, the immigrant community, the underemployed, the unemployed, the dislocated, and other struggling residents of Chattanooga's urban communities. LAUNCH offers support through the Business Entrepreneurship Academy (BEA), a 10-week course for adults that focuses on developing new small businesses in communities of high unemployment. The BEA also provides follow up support for graduates for up to 5 years as they launch and grow their businesses. Training includes marketing, legal, accounting advice, as well as access to micro loans that can help fund the start-up phase.

The communities in which LAUNCH works are some of the most underserved and marginalized areas of Chattanooga and include Alton Park, East Chattanooga, Hill City, and Brainerd. Alton Park, where LAUNCH conducted its first class, has a median income of \$15,245; this is more than \$30,000 below the median income of Hamilton County. Nearly 60% live below the poverty line compared to 14.7% in the county, and 36.7% of residents in Alton Park do not have a high school diploma. The East Chattanooga area consists of 59% of residents living below poverty line, with a median household income of \$13,991; 34.5% of residents do not have a high school diploma (Ochs Center for Metropolitan Studies, 2012). Because of the low educational attainment and generational poverty in these areas, traditional job opportunities are mostly unavailable to the vast majority of individuals, forcing them to rely on government assistance. LAUNCH seeks to change that, offering opportunity for economic growth where little currently exists. Through classes and mentorship, since 2011, 90 businesses have been started, creating 119 jobs and increasing economic activity in the city: 68 of these businesses are African American-owned, 58 female-owned, and 4 are student-owned. In FY 2015, LAUNCH has continued to expand its program, offering classes in 4 underserved neighborhoods in the city and working with students at Howard, Brainerd, Tyner and Chattanooga Girls Leadership Academy.

BrightBridge Women's Business Center: The BrightBridge Women's Business Center (WBC) is designed to be a resource for women entrepreneurs to assist with the unique issues they face in starting and growing a business. The BrightBridge WBC is located in downtown Chattanooga and provides women entrepreneurs with the tools they need to start and grow successful businesses through: individual and group counseling; mentoring; training and workshops; business plan review; marketing and management resources; long-term support; governance and procurement assistance; internet and e-commerce resources; export assistance; and access to small business financing available via the U.S. Small Business Administration (SBA) or other lending sources. The



City of Chattanooga

Agency Offer Worksheet (A1)

WBC's coverage area consists of 13 counties in southeast Tennessee (including Hamilton & surrounding counties), 10 counties in northern Georgia and 2 counties in southwest North Carolina. Because the WBC is supported by an SBA grant and funding from BrightBridge, the majority of services are offered for free. As an Alliance partner, the BrightBridge WBC will serve as a resource to women-owned business owners by providing counseling and training support, mentoring, and assistance with loan packaging and financing for both start-up and existing businesses. The WBC will also cross promote other services and support offered among Alliance partners to support coordination and streamlining of support.

Other Programs: In addition to our core partners, we will work with other agencies that are supporting business development in the city through referrals, events, and training activities. One of our key strategic partners is the Chamber Foundation African American Business Development (AABD) Program, which offers a number of services supporting the growth of African American businesses in the city, including multi-cultural networking events, promotion of contracting opportunities, new business recruitment, and promoting and making referrals to the Alliance partners and other business resources in the city. The Alliance partners also cross promote the AABD's programs and make referrals to the AABD. In addition, the Alliance collaborates with the TN Small Business Development Center, the Chamber's INCubator, The Company Lab, UTC Veterans Entrepreneurship Program, Tennessee Minority Supplier Development Council, Tennessee Office of Diversity and Business Enterprise, lending agencies, Lamp Post Group, The Jump Fund, industry and financial institution partners, and other organizations offering support services that can benefit DBEs.

Government Efficiency and Impact: Through our leadership of this Alliance, as well as our workforce development, education, and economic empowerment initiatives, the Urban League is contributing to improved government efficiency and quality of life for citizens in our community. As detailed above, through our Entrepreneurship Center we will help to create 25 new jobs, 20 new or expanded businesses, and provide training for over 150 individuals. Our Workforce Development program impacts more than 800 individuals annually through career fairs, job placement support, job training, and soft skills development. By helping to create new jobs and businesses, expand business growth, and transition more unemployed and underemployed individuals into the workforce, the Urban League reduces costs that the City would have to incur to address workforce and business development needs in the community. In addition, the Urban League's Volunteer Income Tax Assistance (VITA) program impacts over 8,400 individuals annually, resulting in over \$11.1 million in tax refunds that are invested back into the community. The VITA program is a free service serving some of our community's most disadvantaged individuals and is an essential program that the Urban League leads in collaboration with the City through the 3-1-1 Call Center. The Urban League's afterschool program, STEM Academy, and National Achievers Society impact more than 300 students annually and have documented improved academic achievement and college-going outcomes for participating students. Serving over 1,500 children and adults annually, our health and wellness initiatives help to link the uninsured or under-insured with local low or no-cost health and prescription services and provide workshops and linkages to agencies that can assist with registering for an Affordable Care Act insurance policy. The Urban League is a vital community resource and is committed to meeting the needs of the Chattanooga community. We will continue to coordinate our services to compliment city programs and services and improve efficiency for the City.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

The timeline below reflects key milestones and activities to be conducted by the Alliance each quarter:

- **1st Quarter (July-September 2015):** Client recruitment for Urban League 9-week Co.Starters program and LAUNCH 10-week business development program; fall sessions for Co.Starters and LAUNCH



City of Chattanooga

Agency Offer Worksheet (A1)

programs begin in September; Urban League 8-month Next Level program continues (first cohort started in March 2015); Urban League conducts monthly business development seminars in partnership with OMA and Alliance partners; first quarterly report completed for the City.

- **2nd Quarter (October-December 2015):** Co.Starters, Next Level, and LAUNCH programs continue through October-November; graduation ceremonies completed for each program; client recruitment begins for spring semester programs (Co.Starters and LAUNCH) and for second cohort for the Next Level program; second quarterly report completed for the City.
- **3rd Quarter (January-March 2016):** Continue recruitment for Co.Starters, Next Level, and LAUNCH programs; spring sessions for Co.Starters and LAUNCH programs begin in February; Next Level program begins in March (second cohort); third quarterly report completed for the City.
- **4th Quarter (April-June 2016):** Continue sessions for Co.Starters, Next Level, and LAUNCH; hold graduation ceremonies for Co.Starters and LAUNCH in April; LAUNCH Pitch Competition planned for Summer 2016; fourth quarterly report completed for the City.
- **Ongoing Activities:** The Alliance and its strategic partners will make referrals within the network on an ongoing basis to support DBE development and growth. The Urban League, LAUNCH, and BrightBridge will provide ongoing guidance/support to new and established businesses/clients regarding business development/growth, finance, and loan packaging and will make referrals as needed within the network. The Alliance partners will also meet monthly to share data, review changes and/or needs of these businesses, submit joint quarterly reports to the City, and establish a shared-service program that allows DBEs to successfully matriculate through this business ecosystem.

▪ **Key personnel/project leaders/consultants: (Who is doing what?)**

Warren E. Logan, Jr., President & CEO, Urban League: As President & CEO of the Urban League (fiscal agent), Warren Logan will provide overall leadership for the Alliance. He has over 30 years of experience in nonprofit management and asset building for disadvantaged individuals, including 18 years as the President & CEO of the Urban League. He has spearheaded the development of the Entrepreneurship Center by building a broad network of partners and support in the community. He will oversee program implementation, work with Alliance partners to strengthen resources and support for DBEs, monitor progress toward outcomes, meet with Alliance partners regularly, and develop evaluation reports in collaboration with Alliance partners.

Pierre Pinkerton, Entrepreneurship Center Director and Finance Manager, Urban League: Pierre Pinkerton will provide day-to-day management oversight for the Urban League Entrepreneurship Center, including scheduling and planning all program activities: Co.Starters and Next Level programs, business counseling, business plan guidance, linkages with business development resources in the community, guidance on financing/lending opportunities, and other support for new entrepreneurs and established businesses seeking expansion assistance. He has served as Finance Manager for the Urban League for over 3 years and Director of the Entrepreneurship Center for nearly two years.

Liza Soydan, Project Manager, Urban League (NextLevel): Liza is responsible for executing the licensing requirements under the Urban League's Next Level/Interise Agreement that focuses on businesses with minimum Gross Receipts of \$250,000. Her responsibilities include overall implementation of the Next Level program, recruitment, awareness campaigns, program evaluation, and reporting.

Hal Bowling, Executive Director and Co-Founder, LAUNCH: Hal Bowling co-founded LAUNCH in 2011 and as Executive Director has led the organization in its growth since that time. He continues to lead and support the LAUNCH team to empower underserved entrepreneurs in Chattanooga. He will provide overall leadership for the Business Entrepreneurship Academy (BEA), work with LAUNCH program staff to develop and implement the



City of Chattanooga

Agency Offer Worksheet (A1)

BEA, work with Alliance partners to strengthen resources and support for DBEs, monitor progress toward outcomes, meet with Alliance partners regularly, and develop evaluation reports in collaboration with LAUNCH program staff and Alliance partners.

Gina Soltau, Program Director, LAUNCH: Gina Soltau has spent much of her career working with at-risk youth. As LAUNCH Program Director, she brings expertise to the youth and adult programs and ensures quality in the programs LAUNCH offers. She will manage day-to-day operations of the Business Entrepreneurship Academy, including recruitment of participants, scheduling/planning sessions, providing business development support, and other support needs for new entrepreneurs.

Kara Gahagen, Program Evaluation Coordinator, LAUNCH: With a background in community development, Kara Gahagen's focus is on ensuring the programs LAUNCH offers are achieving the intended results. She has also been intimately involved in the LAUNCH High School Entrepreneurship Program and Business Entrepreneurship Academy (BEA). She will assist with conducting evaluation of the BEA, collect outcome data to track program success, and work with LAUNCH program staff to complete evaluation reports.

Mary Sedrick, Director, BrightBridge, Inc. Women's Business Center: Mary Sedrick has served as the Director of the Women's Business Center for 3 years and oversees a range of services to support the growth of women-owned businesses in the region, including individual counseling, group training, and access to U.S. Small Business Administration lending and other programs. She will serve as a resource to women-owned businesses working with the Alliance and other partners and will help to cross-promote services and resources available to DBEs in the Chattanooga community.

- **Citizen engagement - How are you involving citizens?**

The Chattanooga Alliance for Diverse Business Enterprise will have a measurable impact on economic growth, quality of life, and job opportunities for citizens in our community and offers a significant return on investment for the City of Chattanooga. **Alliance activities will directly impact over 275 individuals** during fiscal year 2015-16, which includes at least 43 new jobs; 20 new businesses; 15 business expansions; and more than 200 individuals participating in business training classes, business plan development, business counseling, and loan structuring/packaging support. Citizens will have access to affordable entrepreneurial training programs and continued support from the Alliance partners. As economic opportunities improve for DBEs, other aspects of the city are poised to improve, including a reduction in unemployment rates, reduction in the number of individuals who rely upon public assistance, and reinvestment into the community (via higher wages/spending potential). Through its programs in FY2016, LAUNCH expects to see increased economic opportunity for disadvantaged individuals in Chattanooga's high-poverty neighborhoods, increase in small, local, sustainable small business in economically depressed communities, increase in new jobs as the result of entrepreneurship and business development, and improved socio-economic conditions as people move from dependency to self-sufficiency. The Urban League and its Alliance partners will contribute to capacity building among the DBE sector, which will help the City move closer to its goal of awarding and sustaining at least 14% of city contracts to DBEs.

- **Environmental sustainability:**

While our program is not directly tied to environmental sustainability initiatives, some of the businesses launched through the efforts of Alliance partners have had a tie-in with environmental sustainability practices based on their business focus (such as urban farming/hydroponics, battery charging technology (reducing battery waste), and green cleaning for residential/corporate customers). Both the Urban League and LAUNCH have discussed environmentally focused industries and business opportunities with entrepreneurs through their business development programs and counseling services and have encouraged the launch of these businesses



City of Chattanooga

Agency Offer Worksheet (A1)

as opportunities benefiting both the community and local environment. The Alliance will continue to encourage business growth in areas impacting environmental sustainability and will track the number of businesses benefiting the environment.

▪ **Cite applicable research/best practices used in this offer:**

Our Alliance model offers an innovative and sustainable approach to DBE development because it brings together a broad base of community partners who are leveraging resources and offering business development services at every stage of the entrepreneurial pipeline. The Alliance has worked collaboratively to assess the needs of DBEs in the community and has looked at a similar successful DBE ecosystem model in Memphis, TN. The Alliance has found that while there are multiple resources available to businesses in Chattanooga, the pathways and connections among these resources are not always clear. There is a strong need to build a more cohesive and collaborative model that connects DBEs with the services they need and leverages resources to strengthen economic development in Chattanooga.

Each core partner has a strong track record in serving DBEs and has based services on sustainable models that have been tested in other communities. The Urban League has designed the structure of its Entrepreneurship Center based upon the National Urban League’s entrepreneurship center model (which has been successfully piloted in nine urban cities). The Urban League also collaborates with Co.Lab to offer its new Co.Starters curriculum, which draws from the experience of entrepreneurs and startup thought-leaders around the globe. Co.Starters walks small-business owners through the lean business modeling methods used by high-growth startups in a simple and intuitive way. The curriculum for the *Next Level* was developed by Interise, a nonprofit organization based in Boston working with existing small businesses who have survived the start-up stage and are ready to achieve second stage growth. Interise has established an impressive track-record through the program and has served nearly 1,800 small businesses in 35 communities across the country. In 2011, entrepreneurs served by the program reported they:

- Created 1,015 net new local and sustainable jobs
- Paid an average salary of \$41,865 for each new job created
- As a group, 64% increased their revenue
- Accessed over \$29 million in new financing
- Secured over \$389 million in government contracts

LAUNCH leadership has studied other models across the country and has spent considerable time learning from Rising Tide Capital, based in New Jersey. LAUNCH’s goal is to achieve the results of similar micro enterprise development programs that boast a 72% success rate for start-up businesses after 5 years. The Office of Multicultural Affairs has taken a leadership role in outreach to DBEs to encourage city, state, and national certifications that will support long-term business sustainability. The BrightBridge Women’s Business Center is supported by the SBA and BrightBridge, which ensures its model of loan packaging and support is aligned with national best practices and a sustainable model of growth for supported companies.

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Urban League of Greater Chattanooga*	\$ 94,350	\$ 105,650	\$ 125,000	62.5%	1.75
Total	\$ 94,350	\$ 105,650	\$ 125,000	62.5%	1.75

**Amounts MUST agree with collaborating Department totals for this offer*



City of Chattanooga

Agency Offer Worksheet (A1)

***NOTE:** The total program cost is \$200,000 and the Urban League is requesting \$125,000 from the City. Within this \$125,000 request, \$75,000 will directly support the Urban League's entrepreneurship program and \$50,000 is budgeted for LAUNCH. Please see attached project budget for breakout of revenues and expenses.

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
---	--	------------------------------	-----------------------	-----------

***Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361**

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Foundation Grants	\$50,000
Corporation Support	\$20,000
Membership Dues	\$5,000

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: A Growing Economy

Primary Desired Outcome: Increase job growth

Description of Output Measured: Create at least 43 jobs through new business development and business expansion efforts.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Pierre Pinkerton (Urban League) and Hal Bowling (LAUNCH)

FY2013 Actual	FY2014 Actual	FY2015 Target*	FY2015 Projected	FY2016 Target**
42.5	34	27	27	43

***Sub-Outcomes for FY2015:**

- Sub-Outcome 1.1: The Urban League will help create at least 17 new jobs.
- Sub-Outcome 1.2: LAUNCH Chattanooga will help create at least 10 new jobs.

****Sub-Outcomes for FY2016:**

- Sub-Outcome 1.1: The Urban League will help create at least 25 new jobs.
- Sub-Outcome 1.2: LAUNCH Chattanooga will help create at least 18 new jobs.

Measurement 2

Results Area: A Growing Economy

Primary Desired Outcome: Increase new city business licenses

Description of Output Measured: Assist with the launch of at least 20 new minority, women, or veteran owned businesses.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Pierre Pinkerton (Urban League) and Hal Bowling (LAUNCH)

FY2013 Actual	FY2014 Actual	FY2015 Target*	FY2015 Projected	FY2016 Target**
31	29	12	15	20



City of Chattanooga

Agency Offer Worksheet (A1)

***Sub-Outcomes for FY 2015:**

- Sub-Outcome 2.1: The Urban League will help support the launch of at least 4 new minority, woman, or veteran owned businesses.
- Sub-Outcome 2.2: LAUNCH Chattanooga will help support the launch of at least 8 new minority, woman, or veteran owned businesses.

****Sub-Outcomes for FY 2016:**

- Sub-Outcome 2.1: The Urban League will help support the launch of at least 5 new minority, woman, or veteran owned businesses.
- Sub-Outcome 2.2: LAUNCH Chattanooga will help support the launch of at least 15 new minority, woman, or veteran owned businesses.

Measurement 3

Results Area: A Growing Economy

Primary Desired Outcome: Increase job growth

Description of Output Measured: The Urban League will assist with the expansion of at least 15 minority, women, or veteran owned businesses.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Pierre Pinkerton (Urban League)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	5	5	15

Measurement 4

Results Area: A Growing Economy

Primary Desired Outcome: Increase new city business licenses

Description of Output Measured: Over 200 individuals will participate in business training classes, business plan development, business counseling, and/or loan structuring/packaging support during fiscal year 2015-16.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Pierre Pinkerton (Urban League) and Hal Bowling (LAUNCH)

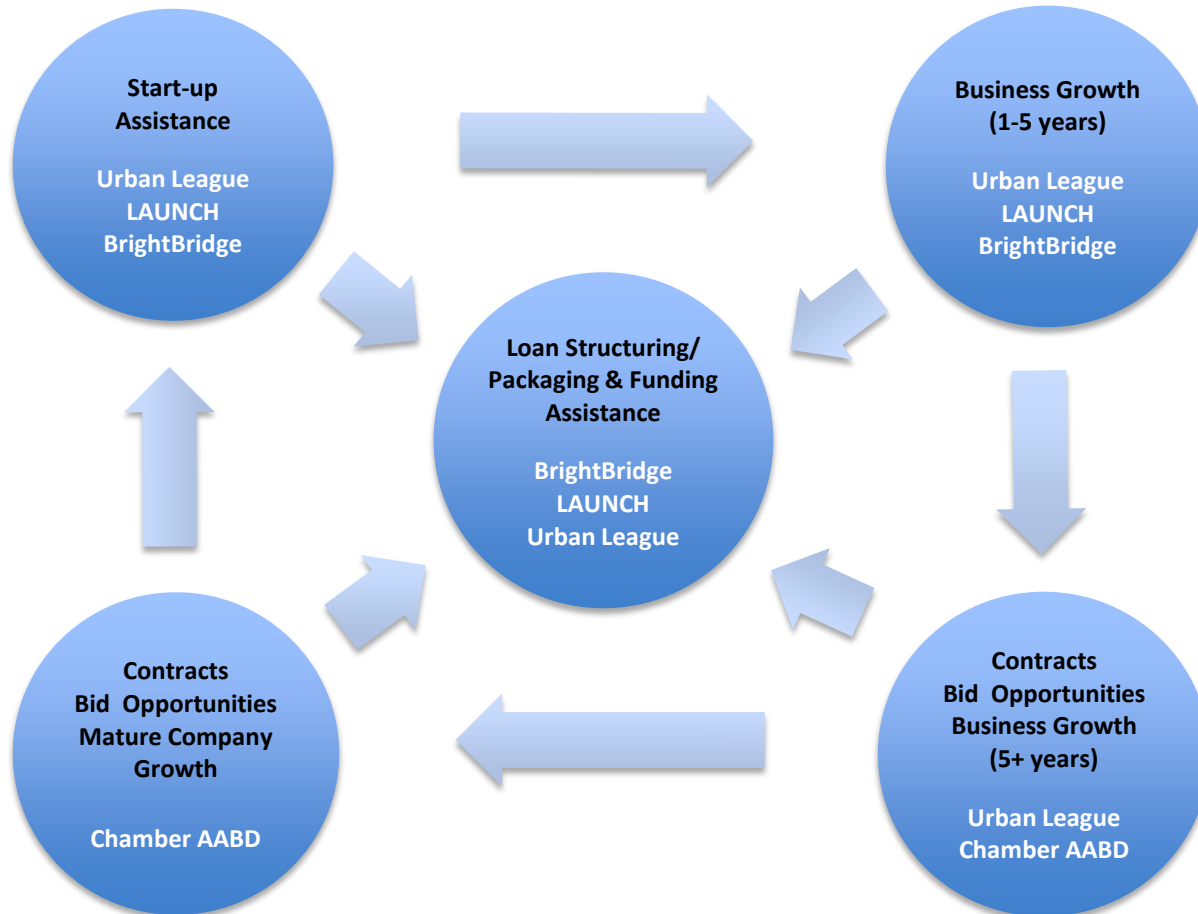
FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
50	187	67	150	200

- Sub-Outcome 4.1: The Urban League will provide business training and support to at least 150 individuals in FY 2015-16.
- Sub-Outcome 4.2: LAUNCH will provide business training and support to at least 50 individuals in FY 2015-16.

Note: At least 3 measures should be provided

DIVERSE BUSINESS ENTERPRISE (DBE) ECOSYSTEM

Cycle of Development and Growth for Minority, Women and Veteran Owned Businesses



A Partnership with the City of Chattanooga's Office of Multicultural Affairs

Goal: 14% City Contracts Awarded to DBEs

DIVERSE BUSINESS ENTERPRISE (DBE) ECOSYSTEM

Providing support to start, grow and ensure local DBEs are ready for contracting, supplier and professional services opportunities.

Lead Agencies:

City of Chattanooga Office of Multicultural Affairs

Urban League of Greater Chattanooga

LAUNCH

BrightBridge Women's Business Center

Other Resources:

Chattanooga Chamber Foundation's African American Business Development Program

CO.LAB

Chamber's INCubator at the Hamilton County Business Development Center

Tennessee Small Business Development Center – Chattanooga State Community College

SCORE

University of Tennessee at Chattanooga Veterans Entrepreneurship Program



City of Chattanooga Agency BFO Summary (A2)

Agency Name: Urban League of Greater Chattanooga

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Chattanooga Alliance for Diverse Business Enterprise*	E	Office of Multicultural Affairs	100,000	125,000	75,000	200,000
2	Urban League Afterschool Program	F	Youth and Family Development	-	17,400	240,825	258,225
3							-
4							-
<i>Total Offers by Agency</i>				\$ 100,000	\$ 142,400	\$ 315,825	\$ 458,225

*In FY2016, the Urban League is requesting \$75,000 in direct City support for its entrepreneurship programs; the remaining \$50,000 represents a sub-award to LAUNCH, our program partner

Results Area Code

- S = Safer Streets**
- E = Growing Economy**
- N = Stronger Neighborhoods**
- F = Smarter Students, Stronger Families**
- H = High Performing Government**
- I = Innovation Fund**

Template A3: Budget Format	CITY OF CHATTANOOGA							
	FY 2016 Agency Funding Financial Form							
Agency Name:	Urban League of Greater Chattanooga							
Offer Name:	Chattanooga Alliance for Diverse Business Enterprise							
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015*	Request FY 2016*	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget	
REVENUES								
Contributions								
Individuals/Private	\$ 35,342	\$ 65,000	\$ 8,902	\$ 74,500	\$ 81,950	\$ 7,450	10.0%	
Corporate/Organizations/Churches	\$ 35,500	\$ 56,500	\$ 4,150	\$ 50,000	\$ 55,000	\$ 5,000	10.0%	
Fees/Grants from Governmental Agencies								
Federal	\$ 57,200	\$ 55,200	\$ 59,000	\$ 59,000	\$ 64,900	\$ 5,900	10.0%	
State	\$ 549,850	\$ 492,806	\$ 324,801	\$ 325,000	\$ 357,500	\$ 32,500	10.0%	
Hamilton County	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 55,000	\$ 5,000	10.0%	
City of Chattanooga*	\$ 90,000	\$ 90,000	\$ 90,000	\$ 60,000	\$ 92,400	\$ 32,400	54.0%	
Other Cities (Please list)	\$ -	\$ -				\$ -	N/A	
United Way								
Foundations (including grants)	\$ 125,225	\$ 69,223	\$ 244,500	\$ 417,500	\$ 459,200	\$ 41,700	10.0%	
Gross Proceeds Special Events	\$ 60,780	\$ 118,074	\$ 90,770	\$ 105,000	\$ 115,500	\$ 10,500	10.0%	
Other UWs/Federations	\$ -	\$ -		\$ -	\$ -	\$ -	N/A	
CFC/Designations received thru UWGC						\$ -	N/A	
UWGC Program Allocation	\$ 2,661	\$ 223	\$ 687	\$ 2,500	\$ 2,750	\$ 250	10.0%	
UWGC Special Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Membership Dues	\$ 13,726	\$ 11,000	\$ 10,117	\$ 67,000	\$ 73,700	\$ 6,700	10.0%	
Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Governmental Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Private Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Fee for Services	\$ 113,782	\$ 77,946	\$ 62,528	\$ 75,000	\$ 82,500	\$ 7,500	10.0%	
Other Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Sales to Public	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Investment Income	\$ 89	\$ 78	\$ -	\$ -	\$ -	\$ -	N/A	
Miscellaneous	\$ 98	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Other Revenues (Please list separately any major item)	\$ 145,659	\$ 75,208	\$ 229,022	\$ 183,500	\$ 201,850	\$ 18,350	10.0%	
Transfers in from other internal budgets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Income from Previous Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
TOTAL REVENUES	\$ 1,279,912	\$ 1,161,258	\$ 1,174,477	\$ 1,469,000	\$ 1,642,250	\$ 173,250	11.8%	
OPERATIONS								
Personnel Expenses								
Salaries	\$ 572,883	\$ 455,487	\$ 264,050	\$ 357,500	\$ 393,250	\$ 35,750	10.0%	
Fringe Benefits						\$ -	N/A	

Template A3: Budget Format	CITY OF CHATTANOOGA						
Employee Health	\$ 56,666	\$ 115,409	\$ 38,360	\$ 81,600	\$ 89,760	\$ 8,160	10.0%
Pension/Retirement	\$ 33,000	\$ -	\$ -	\$ 15,000	\$ 16,500	\$ 1,500	10.0%
Payroll Taxes, etc.	\$ 43,898	\$ 45,954	\$ 24,046	\$ 45,000	\$ 49,500	\$ 4,500	10.0%
Other (unemployment, life insurance, etc)	\$ 38,645	\$ -	\$ 13,018	\$ 50,750	\$ 55,825	\$ 5,075	10.0%
Total Personnel Expenses	\$ 745,092	\$ 616,850	\$ 339,474	\$ 549,850	\$ 604,835	\$ 54,985	10.0%
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 156,919	\$ 267,516	\$ 488,915	\$ 468,000	\$ 514,800	\$ 46,800	10.0%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Travel/Transportation	\$ 42,268	\$ 46,432	\$ 49,440	\$ 40,500	\$ 44,550	\$ 4,050	10.0%
Insurance (not employee health)	\$ 10,033	\$ 5,548	\$ 6,336	\$ 6,400	\$ 7,040	\$ 640	10.0%
Materials & Supplies	\$ 62,024	\$ 33,659	\$ 38,792	\$ 74,000	\$ 81,400	\$ 7,400	10.0%
Telephone, Fax, ISP	\$ 7,581	\$ 9,357	\$ 8,039	\$ 17,000	\$ 18,700	\$ 1,700	10.0%
Postage and Shipping	\$ 5,839	\$ 3,759	\$ 2,725	\$ 5,000	\$ 5,500	\$ 500	10.0%
Occupancy/Building/Utilities	\$ 67,137	\$ 54,828	\$ 79,219	\$ 60,000	\$ 66,000	\$ 6,000	10.0%
Equipment Rental and Maintenance (including contracts)	\$ 4,981	\$ 9,000	\$ 5,833	\$ 7,500	\$ 8,250	\$ 750	10.0%
Outside Printing, Art Work, etc.	\$ 9,617	\$ 7,380	\$ 5,827	\$ 6,000	\$ 6,600	\$ 600	10.0%
Conferences, Conventions, etc.	\$ 17,588	\$ 31,946	\$ 33,402	\$ 26,500	\$ 29,150	\$ 2,650	10.0%
Special Assistance to Individuals	\$ 10,120	\$ 52,708	\$ 4,476	\$ 10,000	\$ 11,000	\$ 1,000	10.0%
National Dues/Support Payments	\$ 11,800	\$ 10,000	\$ 1,000	\$ 10,000	\$ 11,000	\$ 1,000	10.0%
Organization Dues (other than above)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Awards and Grants	\$ 34,298	\$ -	\$ 5,400	\$ 105,000	\$ 115,500	\$ 10,500	10.0%
Fund Raising/Self-Support Activities	\$ 16,849	\$ 77,486	\$ 731	\$ 15,000	\$ 16,500	\$ 1,500	10.0%
Miscellaneous	\$ 4,429	\$ -	\$ 1,400	\$ 1,000	\$ 1,000	\$ -	0.0%
Equipment Purchases (incl. capital expenses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Depreciation	\$ 24,698	\$ 16,279	\$ 25,000	\$ 25,000	\$ 27,500	\$ 2,500	10.0%
Other Expenses (Please list separately any major item)	\$ 34,049	\$ 137,855	\$ 71,643	\$ 34,750	\$ 38,225	\$ 3,475	10.0%
						\$ -	N/A
Operating Expenses Total	\$ 520,230	\$ 763,753	\$ 828,178	\$ 911,650	\$ 1,002,715	\$ 91,065	10.0%
TOTAL OPERATIONS	\$ 1,265,322	\$ 1,380,603	\$ 1,167,652	\$ 1,461,500	\$ 1,607,550	\$ 146,050	10.0%
REVENUE OVER/ (UNDER) OPERATIONS	\$ 14,590	\$ (219,345)	\$ 6,825	\$ 7,500	\$ 34,700	\$ 27,200	362.7%

***NOTE: Funds reflected include the direct funds impacting the Urban League's operating budget and do not reflect the subawards provided to Alliance partners in FY2015 and FY2016. In FY 2016, \$50,000 is included in the total City request to support LAUNCH's program activities (via a subaward). Please see attached justification for further details.**

Urban League of Greater Chattanooga Template A3 Budget Justification

The Urban League has submitted two offers to the City for FY 2016: \$125,000 to support the Alliance for Diverse Business Enterprise (in partnership with LAUNCH) and \$17,400 to support its afterschool program (new request). This new program request contributes to the overall increase in the Urban League’s request to the City in FY 2016.

Alliance for DBE (\$125,000): As with FY 2015, a portion of the budget for the Alliance request will be sub-awarded to LAUNCH (\$50,000). Therefore, the direct funding requested for the Urban League’s entrepreneurship program for FY 2016 is \$75,000, which represents a \$15,000 increase in prior year funding. This increase is reflective of the continued growth of the program and launch of The Next Level, a new program the Urban League is launching focused on supporting business expansion for established firms. The Urban League will incur additional program expenses to implement The Next Level and to continue to expand all of its entrepreneurship activities.

Education Program (\$17,400): In FY 2016, the Urban League is collaborating with the Department of Youth and Family Development on a new request to enhance reading instruction in our afterschool program. We will add the Lexia Reading program and hire new Literacy Coaches to increase tutoring and one-on-one instruction in reading. This is a critical need to continue to improve academic outcomes for our target youth.

Funding History: The table below provides an overview of the City funds impacting the Urban League’s programs (sub-award amounts to partners for FY2015 and FY 2016 are not included). As shown in the table, the total funding amount requested to directly support the Urban League’s programs for FY 2016 is in line with support provided in FYs 2012-2014.

Program Area	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Requested FY 2016
Entrepreneurship (Alliance for DBE)	90,000	90,000	90,000	60,000	75,000
Education (New Request - Afterschool Program)	0	0	0	0	17,400
TOTAL	90,000	90,000	90,000	60,000	92,400

**URBAN LEAGUE OF GREATER CHATTANOOGA INC
CHATTANOOGA ALLIANCE FOR DIVERSE BUSINESS ENTERPRISE
2015-16**

Projected Funds

Total Project Funds	\$	200,000.00
Revenue Sources:		
City of Chattanooga	\$	125,000.00
Funding Source - Foundations	\$	50,000.00
Funding Source - Corporations	\$	20,000.00
Funding Source - Membership Dues	\$	5,000.00

Projected Expenditures

Salaries and Wages	\$	73,500.00
Program Director ¹		45,000.00
Program Assistant		22,500.00
Program Interns (1)		6,000.00
Benefits and Taxes (22%)		14,850.00
Sub Award Grants ⁵	\$	50,000.00
Professional Fees	\$	18,500.00
External Consultants and / or Professionals		18,500.00
Telephone		1,500.00
Supplies	\$	12,500.00
Co Starter Curriculum ²		700.00
NextLevel Curriculum		7,500.00
Office Supplies		2,375.00
Other Non Personnel Expense		1,925.00
Specific Assistance to Participants ³		3,050.00
Occupancy ⁴		3,600.00
Leasehold Improvements		0.00
Office Furniture		0.00
Copier		0.00
Indirect (15% Approved Rate)		<u>22,500.00</u>
Total Program Cost	\$	200,000.00
Change in Net Assets (Net)		0.00

ASSUMPTIONS:

- 1) Program Director (FTE) at 40 hours per wk
- 2) Co Starter Curriculum includes a total of 20 binders at \$35
- 3) Specific Assistance to Participants includes business plan and business plan presentation awards
- 4) Occupancy includes a portion of the monthly rental expense in the amount of \$450 or 10% of the total cost
- 5) Represents \$50,000 allocation to LAUNCH



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Alliance for Diverse Business Enterprise

Primary Results Area: A Growing Economy

Agency Name: Urban League of Greater Chattanooga

Contact Name: Warren E. Logan, Jr. Contact No.: 423-756-1762

Contact Email Address: welogan@ulchatt.net

Primary Collaborating City Dept: Office of Multicultural Affairs

Amount Awarded in FY15 from
City General Fund: \$100,000

Performance Management

Measurement 1

Results Area A Growing Economy

Primary Desired Outcome Increase Job Growth

Output Measure: Create at least 27 jobs through new business development and business expansion efforts

Staff Responsible for Collection

& Analyzing Data: Pierre Pinkerton (Urban League) and Hal Bowling (LAUNCH)

Measurement Frequency Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target 27

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
1	6	9	4	0	0						

Comments:

During the first two quarters of FY 2015, the Alliance has created **20 new jobs** through new business development and business expansion efforts:

*Urban League: 9 new jobs created in the first quarter

*LAUNCH: 11 new jobs created (7 in the first quarter and 4 in the second quarter)

The Urban League and its Alliance partners are on target to meet or exceed this performance measure for FY2015.



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Alliance for Diverse Business Enterprise

Primary Results Area: A Growing Economy

Agency Name: Urban League of Greater Chattanooga

Contact Name: Warren E. Logan, Jr. Contact No.: 423-756-1762

Contact Email Address: welogan@ulchatt.net

Primary Collaborating City Dept: Office of Multicultural Affairs

Amount Awarded in FY15 from City General Fund: \$100,000

Performance Management

Measurement 2

Results Area A Growing Economy

Primary Desired Outcome Increase in New Businesses Created

Output Measure: Assist with the launch or expansion of of at least 17 minority, women, or veteran owned businesses.

Staff Responsible for Collection & Analyzing Data: Pierre Pinkerton (Urban League) and Hal Bowling (LAUNCH)

Measurement Frequency Daily Weekly Monthly Quarterly Annually

FY15 Target 17

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
1	2	4	3	0	0						

Comments:

During the first two quarters of FY 2015, the Alliance has assisted with the launch or expansion of 10 minority, women, or veteran owned businesses:

*Urban League: 3 new or expanded businesses

*LAUNCH: 7 new businesses created (4 in the first quarter and 3 in the second quarter)

The Urban League and its Alliance partners are on target to meet or exceed this performance measure for FY2015.



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Alliance for Diverse Business Enterprise

Primary Results Area: A Growing Economy

Agency Name: Urban League of Greater Chattanooga

Contact Name: Warren E. Logan, Jr. Contact No.: 423-756-1762

Contact Email Address: welogan@ulchatt.net

Primary Collaborating City Dept: Office of Multicultural Affairs

Amount Awarded in FY15 from City General Fund: \$100,000

Performance Management

Measurement 3

Results Area A Growing Economy

Primary Desired Outcome More Higher Wage Jobs

Output Measure: The Urban League will assist at least one minority or woman owned firm with acquisition of a successful majority-owned firm.

Staff Responsible for Collection & Analyzing Data: Pierre Pinkerton (Urban League)

Measurement Frequency Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target 1

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
0	0	0	0	0	0						

Comments:

To date in FY 2015 the Urban League is continuing to work toward this outcome and has engaged in conversations with potential firms interested in acquisition of a successful majority-owned firm. **The Urban League is on target to meet this performance measure for FY2015.**



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Alliance for Diverse Business Enterprise

Primary Results Area: A Growing Economy

Agency Name: Urban League of Greater Chattanooga

Contact Name: Warren E. Logan, Jr. Contact No.: 423-756-1762

Contact Email Address: welogan@ulchatt.net

Primary Collaborating City Dept: Office of Multicultural Affairs

Amount Awarded in FY15 from City General Fund: \$100,000

Performance Management

Measurement 4

Results Area A Growing Economy

Primary Desired Outcome Increase in New Businesses Created

Output Measure: The Urban League will serve over 67 individuals through training classes, business plan development, business counseling, and loan structuring/packaging support.

Staff Responsible for Collection

& Analyzing Data: Pierre Pinkerton (Urban League)

Measurement Frequency Daily () Weekly () Monthly () Quarterly () Annually ()

FY15 Target 67

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
5	15	5	2	2	42						

Comments:

The Urban League has provided business development training, business plan development, business counseling, and loan structuring/packaging support to 71 individuals during the first and second quarter of FY 2015.

The Urban League has already exceeded its performance measure for FY2015 and anticipates impacting at least 150 individuals by the end of FY2015.



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Alliance for Diverse Business Enterprise

Primary Results Area: A Growing Economy

Agency Name: Urban League of Greater Chattanooga

Contact Name: Warren E. Logan, Jr. Contact No.: 423-756-1762

Contact Email Address: welogan@ulchatt.net

Primary Collaborating City Dept: Office of Multicultural Affairs

Amount Awarded in FY15 from City General Fund: \$100,000

Performance Management

Measurement 5

Results Area A Growing Economy

Primary Desired Outcome Increase Job Growth

Output Measure: The Chamber's African American Business Development program will refer 335 potential customers to African American businesses. This will support these companies in building a larger and more inclusive customer base.

Staff Responsible for Collection & Analyzing Data: Maria Noel (Chamber)

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target 335

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
275			207								

Comments:

The Chamber's African American Business Development program has made a total of **482 referrals** during the first two quarters of FY 2015 (including business to business, individual to business, and contract opportunities):

*First Quarter: 275 Referrals

*Second Quarter: 207 Referrals

The Chamber has already exceeded its FY2015 performance target for this measure and expects to continue to grow its impact in FY2015.



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Alliance for Diverse Business Enterprise

Primary Results Area: A Growing Economy

Agency Name: Urban League of Greater Chattanooga

Contact Name: Warren E. Logan, Jr. Contact No.: 423-756-1762

Contact Email Address: welogan@ulchatt.net

Primary Collaborating City Dept: Office of Multicultural Affairs

Amount Awarded in FY15 from City General Fund: \$100,000

Performance Management

Measurement 6

Results Area A Growing Economy

Primary Desired Outcome Increase Job Growth

The Chamber's African American Business Development program will substantially engage 201 DBEs as tradeshow exhibitors and workshop participants, participants in the INCubator, or attendees of Chamber hosted training or

Output Measure: networking events.

Staff Responsible for Collection

& Analyzing Data: Maria Noel (Chamber)

Measurement Frequency _____ Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target 201

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
172				97							

Comments:

The Chamber's African American Business Development program has engaged a total of **269 DBEs** in training and networking events during the first two quarters of the fiscal year:

*First Quarter: 172 DBEs

*Second Quarter: 97 DBEs

The Chamber has already exceeded its FY2015 performance target and expects to continue to grow its impact in FY2015.



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Alliance for Diverse Business Enterprise

Primary Results Area: A Growing Economy

Agency Name: Urban League of Greater Chattanooga

Contact Name: Warren E. Logan, Jr. Contact No.: 423-756-1762

Contact Email Address: welogan@ulchatt.net

Primary Collaborating City Dept: Office of Multicultural Affairs

Amount Awarded in FY15 from City General Fund: \$100,000

Performance Management

Measurement 7

Results Area A Growing Economy

Primary Desired Outcome Increase Job Growth

The Chamber's African American Business Development program will assist DBEs in winning \$503,000 in contracts

Output Measure: with a stretch goal of assisting them in earning \$1 million in contracts.

Staff Responsible for Collection

& Analyzing Data: Maria Noel (Chamber)

Measurement Frequency Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target \$503,000

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
\$322,272.20			\$95,858.20								

Comments:

During the first two quarters of FY 2015, \$418,130.90 in contracts were awarded/revenue generated through assistance from the Chamber's African American Business Development Program:

*First Quarter: \$322,272.70

*Second Quarter: \$95,858.20

The Chamber has almost exceeded its performance target for FY2015 and will meet or exceed the target by the end of the fiscal year.



**City of Chattanooga
Office of Multicultural Affairs**

January 9, 2015

Honorable Mayor Andy Berke
101 East 11th Street
Chattanooga, TN 37402

RE: Community Agency Support – Collaboration with the Urban League of Greater Chattanooga

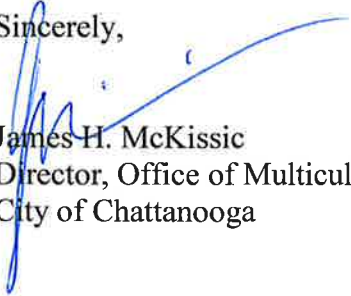
Dear Mayor Berke:

The Office of Multicultural Affairs (OMA) is pleased to continue to collaborate with the Urban League of Greater Chattanooga on the **Chattanooga Alliance for Diverse Business Enterprise** and fully supports the Urban League's application for FY2016 Community Agency Support.

Launched last year, the Alliance is a multi-agency effort focused on supporting the growth and success of minority- and women-owned businesses in Chattanooga and has played an important role in the continued growth of diverse business enterprises (DBEs) in Chattanooga. The Alliance partners have supported a variety of activities that are contributing to a thriving entrepreneurial culture for DBEs in Chattanooga, including start-up support, business growth guidance, assistance with contracts and bid opportunities, loan structuring/packaging and funding, and linkages to other entrepreneurial resources in the city and state. The Alliance has also made referrals to DBEs and promoted contract opportunities to assist the City of Chattanooga in working toward its goal of awarding at least 14% of city contracts to DBEs. In addition, OMA has collaborated with the Urban League and Alliance partners on several joint training workshops and sessions focused on strengthening DBEs and improving access to business growth opportunities.

Continued funding from the City of Chattanooga will ensure the Urban League and its partners can continue to build a thriving culture for DBEs in Chattanooga, increase the number of livable wage jobs in the city, and help the city achieve several of its desired outcomes within the "Growing Economy" results area.

Sincerely,


James H. McKissic
Director, Office of Multicultural Affairs
City of Chattanooga



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Chattanooga Forward Implementation		
Primary Results Area:	Growing Economy	Offer Number:	1
Agency Name:	The Enterprise Center	Date Submitted:	01/12/2015
Contact Name:	Miguel Partap	Contact Number:	423-643-6773
Contact Email Address:	Partap_m@theenterprisectr.org		
Primary Collaborating City			
Dept:	Mayor's Office		
Amount Requested from City General Fund:	\$200,000	Total Offer Cost:	\$550,000

<input checked="" type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
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SECTION 2 - DETAILS

Narrative:

Summary

The Enterprise Center (TEC) was reorganized in 2014 to implement the recommendations of the Technology, Gig, and Entrepreneurship Task Force. These recommendations are contained in the Chattanooga Forward Report issued on March 19, 2014. This report updates the 2013 work on the Gig City Initiative to take into account new priorities and to include changing local and national conditions.

The Center has, and will continue to be, the focal point for active and regular participation by Chattanooga's most highly placed executives and civic leaders across for profit, non-profit, institutional, entrepreneurial and philanthropic sectors in the arenas of technology, entrepreneurship and high bandwidth fiber. Using the Chattanooga Forward Task Force Report as a strategic plan, The Center is activating a series of implementation committees to move efforts ahead as quickly as possible in each of six goal areas.

Needs Addressed

Perhaps the greatest need addressed is the weakness associated with past local efforts to ramp up and promote our advances into the innovation and high fiber economy. Efforts thus far have been largely reactive, ad hoc, and driven by disconnected opportunities or crises. The potentially broad and deep benefits of a coordinated technology, gig, and entrepreneurship strategy are too great to leave to chance. This is why local leaders recommended that a public private partnership be quickly created, by refocusing an existing compatible partnership, in order to lead the Gig City Initiative. The strategic plan being implemented by The Enterprise Center offers a broad range of benefits to citizens (outlined in more detail below) from economic development to digital inclusion to national partners and workforce training.

Goals and Objectives

This program will:

- Build flexible ad-hoc working groups, advisory groups and/or implementation committees to address



City of Chattanooga

Agency Offer Worksheet (A1)

the six goal areas: ***Innovation District Planning; Digital Inclusion; Applications Development and Testing; Entrepreneurship coordination; and Partnerships Marketing and Communications.***

- Engage national thought leaders associated with research institutes, technology based corporations, and government entities, etc. to provide assistance in cutting-edge development of the goal areas,
- Create a high level of public awareness, participation and buy-in to actions that support the goal areas
- Partner with local and national stakeholders to promote local demonstrations and applications of the city's gig, technology and entrepreneurship assets.
- Participate in and lead on-the ground initiatives as appropriate to further the goal areas, such as creating the Tech Goes Home Chattanooga Pilot for digital inclusion.

Actions

These goals and objectives will be achieved by:

Innovation District Planning – Assess the necessary components and local and national partners of a Chattanooga innovation district, its most important features and characteristics, and specific steps for further development of the Chattanooga Innovation District. Locate and engage national thought leaders on Innovation Districts and create local advisory and working groups to ensure rapid and appropriate district development. As a result of work over the last year, Chattanooga is now regularly mentioned among the few cities in the U.S. that are creating Innovation Districts as drivers of the new economy.

Digital Inclusion – Create and execute a business plan for expanding the Tech Goes Home Chattanooga Pilot program. Continue to research additional digital inclusions methods and tactics and participate as appropriate with other players in the digital inclusion arena such as The Public Library and Public Education Foundation.

- Public Education Foundation – Partnered to provide access to their contracts within Hamilton County Schools and provides access to the results of their digital programs and surveys.
- Benwood Foundation – provides access to results of their digital programs and assistance on survey development.
- The Public Library – serves as a location and gives assistance in future marketing and program development.
- Tech Goes Home, Boston – serves as a resource while implementing longer term program.
- EPB – to provide possible access to resources.
- City of Chattanooga – coordination between Department of Recreation, Youth & Family Development and the Mayor's Office to avoid duplication of resources and goals alignment with the City.
- Hamilton County – allow for coordinated effort.

Applications Development and Testing – Continue to pursue both internal and external opportunities for establishing Chattanooga as the nation's most advantageous place to develop and test the full range of high bandwidth and smart grid application for 21st century urban solutions. TEC continues to work with local and national partners in establishing Chattanooga as a national test bed for next generation applications.

Entrepreneurship – Having all parts of a healthy entrepreneurship ecosystem in place is crucial to be able to develop, attract, and keep talent necessary to the new economy. Ensure that this ecosystem is strong, flexible and growing in Chattanooga. TEC is a supporting partner in efforts such as Hackanooga, working with Co.Lab on GigTank and Start-Up Week, Chamber of Commerce, and other entrepreneurial leadership.

Partnerships – The issues and opportunities at the core of technology, gig bandwidth, and entrepreneurship today are as much national and global as they are local. While Chattanooga has begun to play in larger arenas, attention must be given to ramping up our potential to attract, solidify, and keep new partners in all sectors. Work continues with US Ignite (Grant access), National Science Foundation(Grant access), Mozilla, the Annenberg Innovation Lab, Alcatel Lucent, and other new partner's initiatives to be announced in the coming year.



City of Chattanooga

Agency Offer Worksheet (A1)

Marketing and Communications – Continue to create and spread effective information and messaging about what is going on in Chattanooga. Key local stakeholders are being convened to create a proactive branding, social media, and coordination campaign targeting the local public as well as regional, national and international news outlets.

Timeline of activities and/or significant milestones throughout the year

The timeline of activities

Innovation District Planning

Create Committee, 1st Quarter of FY.

Assess local and national partners, Continuous over entire FY.

Specific steps for further development of the Chattanooga Innovation District, 1st Quarter of FY.

Locate and engage national thought leaders on Innovation Districts, 1st & 2nd Quarters of FY.

Improved methods of tracking CID successes, 1st & 2nd Quarters of FY.

Digital Inclusion

Create a business plan for expanding TGH CHA, 1st Quarter of FY.

Execute a business plan for expanding, Continuous over entire FY.

Continue to research digital inclusions methods and tactics, Continuous over entire FY.

Applications Development and Testing

Pursue both internal & external opportunities for high bandwidth App development, Continuous over entire FY.

Work with local & national partners in establishing Chattanooga as a test bed, Continuous over entire FY.

Entrepreneurship

Coordinate with entrepreneurship players to ensure a healthy ecosystem, Continuous over entire FY.

Ensure that this ecosystem is strong, flexible and growing in Chattanooga, Continuous over entire FY.

Partnerships

Pursue external partnerships, Continuous over entire FY.

Marketing and Communications

Continue to create and spread effective information and messaging, Continuous over entire FY.

Key Create a proactive branding, social media, and coordination campaign, Continuous over entire FY.

Key personnel/project leaders/consultants

Ken Hays, President and CEO, is the project leader on this implementation.

Nancy Tucker and Miguel Partap serve as staff at TEC and are involved in support of the activities of the Board of Directors and the president.

Our Board of Directors is highly engaged and diverse, made up of leaders in education, local foundations, government, and private companies. These members, in addition to providing guidance and oversight over our programs, serve as a resource in planning and implementation.

Citizen engagement

From the beginning of local efforts over four years ago to help advance the city's emerging gig, entrepreneurship and technology assets, broad and diverse citizen participation was encouraged and sought



City of Chattanooga

Agency Offer Worksheet (A1)

out. This was a grass roots, volunteer effort from the start with a show up and let's all figure this out kind of message. The Chattanooga Forward Task Force process put a more formal structure in place for this kind of input and a large group of citizens participated in the process resulting in the 2014 Report that has been available for review and comment on the City's website for almost a year.

The basic implementation plan calls for the creation of a series of working groups to assist with programmatic goals such as digital inclusion and Innovation District development and more of these will be put in place in 2015 for each goal area.

Cite applicable research/best practices used in this offer:

TEC, through its working groups and general discussions over the past year, has identified best practices for the Innovation District and Digital Divide goals.

As forecasts for the US economy focus greater attention on the increasing powerful role of technology, the internet, and entrepreneurship, a new urban based phenomenon is leading the conversation about the future of cities – Innovation Districts. The thought leader in this conversation is the Brookings Institution in Washington D.C. The Rise of Innovation Districts: A New Geography of Innovation in America (Katz and Wagner, 2014) describes Innovation Districts as emerging drivers of the knowledge based economy.

The Digital Divide committee has identified Boston's Tech Goes Home program as the best practice program. Currently a pilot project costing \$98,500 called Chattanooga Tech Goes Home is being implemented using Boston's model.

The Enterprise Center has also consulted with national thought leaders in the innovation economy and talks continue with U3 Advisors, a Philadelphia based firm instrumental in the creation of Innovation Districts in Philadelphia and Detroit, and with the National League of Cities which is studying Chattanooga's Innovation District as a national example of best practices for mid-sized cities wishing to more actively enter the Innovation Economy.

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
The Enterprise Center	\$ 369,062	\$ 180,938	\$ 200,000	36%	3
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
---	--	------------------------------	-----------------------	-----------

**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Private Contributions	\$ 350,000



City of Chattanooga

Agency Offer Worksheet (A1)

	\$
	\$

SECTION 4 PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: A fully functional local Advisory Committee engaged to provide guidance & oversight to the TEC Board for overall development & implementation of Innovation District (ID) Goals & Objectives.

Description of Output Measured: TEC will create the ID Advisory Committee in FY 2015. In FY 2016 this Advisory Committee will develop specific Goals & Objectives for the ID for the next three years.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Ken Hays, Nancy Tucker, and Miguel Partap

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	N/A

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Increased real estate investment within the ID.

Description of Output Measured:

Outcome will be measured by aggregating public information about new direct investment in the ID. Increase in the value of Non-residential building permits within the ID. Increase in the number of residential units in the ID based on building permit information.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Ken Hays, Nancy Tucker, and Miguel Partap

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	\$0	\$0	\$10,000,000

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Make Tech Goes Home Chattanooga more Sustainable in FY 2015.

Description of Output Measured: Create a sustainable business plan for project expansion and attract a number of private investors for a more sustainable and expansive project.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually ___

Staff Responsible for Collection & Analyzing data: Ken Hays, Nancy Tucker, and Miguel Partap

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	\$98,000	\$98,500	\$70,000



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: More high bandwidth applications developed and tested in Chattanooga

Description of Output Measured: The number of high bandwidth applications developed

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: Ken Hays, Nancy Tucker, and Miguel Partap

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	0	0	6

Measurement 5

Results Area: Growing Economy

Primary Desired Outcome: Position Chattanooga fiber optic network as a valuable national research asset.

Description of Output Measured: More research grants attracted to Chattanooga through our local and national partnership network.

Six technology and gig applications demonstrations produced each year involving local and national partners.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: Ken Hays, Nancy Tucker, and Miguel Partap

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	1	1	3

Measurement 6

Results Area: Growing Economy

Primary Desired Outcome: Increased local and national awareness of Chattanooga Innovation Economy

Description of Output Measured: Creation of on-going messaging advisory group including major local stakeholders

Increase of 25% in track record of national mention of Chattanooga innovation district economy based on 2013 base year before creation of Task Force (based on Chamber of Commerce statistics)

Increased reach of social media and website(s) of the Enterprise Center based on base year of 2014 and for each succeeding year.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: Ken Hays, Nancy Tucker, and Miguel Partap

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	N/A

Note: At least 3 measures should be provided



City of Chattanooga

Agency BFO Summary (A2)

Agency Name: The Enterprise Center

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Chattanooga Forward Implementation	E	Mayor's Office	160,500	200,000	350,000	710,500
2	Tech Goes Home Chattanooga	F	Mayor's Office	-	250,000	318,000	568,000
3				-	-	-	-
4							-
<i>Total Offers by Agency</i>				\$ 160,500	\$ 450,000	\$ 668,000	\$ 1,278,500

Results Area Code

- S = Safer Streets**
- E = Growing Economy**
- N = Stronger Neighborhoods**
- F = Smarter Students, Stronger Families**
- H = High Performing Government**
- I = Innovation Fund**

Template A3: Budget Format		CITY OF CHATTANOOGA						
		FY 2016 Agency Funding Financial Form						
	Agency Name:	The Enterprise Center						
	Offer Name:	Chattanooga Forward Implementation						
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget	
REVENUES								
Contributions								
Individuals/Private						\$ -	N/A	
Corporate/Organizations/Churches						\$ -	N/A	
Fees/Grants from Governmental Agencies								
Federal	\$ 448,335	\$ 501,253	\$ 514,503	\$ 330,415	\$ 350,000	\$ 19,585	5.9%	
State	\$ 340,335	\$ 250,515	\$ 189,746			\$ -	N/A	
Hamilton County	\$ -	\$ -	\$ -	\$ -		\$ -	N/A	
City of Chattanooga	\$ 160,500	\$ 160,500	\$ 160,500	\$ 210,500	\$ 200,000	\$ (10,500)	-5.0%	
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
United Way								
Foundations (including grants)	\$ -	\$ -	\$ -	\$ 113,812		\$ (113,812)	-100.0%	
Gross Proceeds Special Events						\$ -	N/A	
Other UWs/Federations						\$ -	N/A	
CFC/Designations received thru UWGC						\$ -	N/A	
UWGC Program Allocation						\$ -	N/A	
UWGC Special Funding						\$ -	N/A	
Membership Dues						\$ -	N/A	
Program Income						\$ -	N/A	
Governmental Insurance						\$ -	N/A	
Private Insurance						\$ -	N/A	
Contracted Services	\$ 45,000	\$ 57,175	\$ 25,000	\$ -		\$ -	N/A	
Fee for Services						\$ -	N/A	
Other Program Income						\$ -	N/A	
Sales to Public						\$ -	N/A	
Investment Income	\$ 606	\$ -	\$ -	\$ -		\$ -	N/A	
Miscellaneous						\$ -	N/A	
Other Revenues (Please list separately any major item)	\$ 24,450	\$ 38,140	\$ 35,500	\$ -		\$ -	N/A	
Transfers in from other internal budgets						\$ -	N/A	
Income from Previous Year						\$ -	N/A	
TOTAL REVENUES	\$ 1,019,226	\$ 1,007,583	\$ 925,249	\$ 654,726	\$ 550,000	\$ (104,726)	-16.0%	
OPERATIONS								
Personnel Expenses								

Template A3: Budget Format	CITY OF CHATTANOOGA						
Salaries	\$ 532,647	\$ 419,744	\$ 391,488	\$ 319,192	\$ 285,717	\$ (33,475)	-10.5%
Fringe Benefits						\$ -	N/A
Employee Health	\$ 44,850	\$ 44,434	\$ 40,000	\$ 23,757	\$ 24,101	\$ 344	1.4%
Pension/Retirement	\$ 37,710	\$ 30,757	\$ 28,000	\$ 22,343	\$ 20,000	\$ (2,343)	-10.5%
Payroll Taxes, etc.	\$ 39,773	\$ 30,549	\$ 28,000	\$ 24,418	\$ 21,857	\$ (2,561)	-10.5%
Other (unemployment, life insurance, etc)	\$ 26,070	\$ 18,113	\$ 13,481	\$ 6,377	\$ 17,387	\$ 11,009	172.6%
Total Personnel Expenses	\$ 681,050	\$ 543,597	\$ 500,969	\$ 396,087	\$ 369,062	\$ (27,026)	-6.8%
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 143,915	\$ 332,913	\$ 298,646	\$ 451,498	\$ 120,000	\$ (331,498)	-73.4%
Utilities						\$ -	N/A
Other						\$ -	N/A
Rent						\$ -	N/A
Travel/Transportation	\$ 40,166	\$ 19,293	\$ 10,804	\$ 21,996	\$ 5,000	\$ (16,996)	-77.3%
Insurance (not employee health)	\$ 11,391	\$ 13,415	\$ 9,100	\$ 14,685	\$ 14,000	\$ (685)	-4.7%
Materials & Supplies	\$ 40,501	\$ 14,791	\$ 22,826	\$ 43,621	\$ 4,000	\$ (39,621)	-90.8%
Telephone, Fax, ISP	\$ 15,831	\$ 8,011	\$ 7,608	\$ 4,800	\$ 4,800	\$ -	0.0%
Postage and Shipping	\$ 322	\$ 608	\$ 1,017	\$ 130	\$ 438	\$ 308	236.9%
Occupancy/Building/Utilities	\$ 14,861	\$ 18,000	\$ 17,500	\$ 15,000	\$ 16,000	\$ 1,000	6.7%
Equipment Rental and Maintenance (including contracts)	\$ 4,139	\$ 4,139	\$ 4,139	\$ 4,200	\$ 4,200	\$ -	0.0%
Outside Printing, Art Work, etc.						\$ -	N/A
Conferences, Conventions, etc.	\$ 34,844	\$ 30,733	\$ 37,651	\$ 5,000	\$ 10,000	\$ 5,000	100.0%
Special Assistance to Individuals						\$ -	N/A
National Dues/Support Payments						\$ -	N/A
Organization Dues (other than above)	\$ 8,353	\$ 10,399	\$ 5,595	\$ 8,560		\$ (8,560)	-100.0%
Awards and Grants						\$ -	N/A
Fund Raising/Self-Support Activities						\$ -	N/A
Miscellaneous	\$ 1,294	\$ 1,139	\$ 2,626	\$ 8,000	\$ 2,500	\$ (5,500)	-68.8%
Equipment Purchases (incl. capital expenses)	\$ 9,937	\$ 2,066	\$ 5,650	\$ -		\$ -	N/A
Depreciation						\$ -	N/A
Other Expenses (Please list separately any major item)	\$ -	\$ 1,198	\$ 1,118	\$ -		\$ -	N/A
						\$ -	N/A
Operating Expenses Total	\$ 325,554	\$ 456,705	\$ 424,280	\$ 577,490	\$ 180,938	\$ (396,552)	-68.7%
TOTAL OPERATIONS	\$ 1,006,604	\$ 1,000,302	\$ 925,249	\$ 973,577	\$ 550,000	\$ (423,577)	-43.5%
REVENUE OVER/ (UNDER) OPERATIONS	\$ 12,622	\$ 7,281	\$ -	\$ (318,850)	\$ 0	\$ 318,851	-100.0%



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Chattanooga Forward Implementation

Primary Results Area: Growing Economy

Agency Name: The Enterprise Center

Contact Name: Miguel Partap Contact No.: 643-6773

Contact Email Address: partap_m@theenterprisectr.org

Primary Collaborating City Dept.: Mayor's Office

Amount Awarded in FY15 from
City General Fund: \$210,500

Performance Management

Measurement 1

Results Area Growing Economy

Primary Desired Outcome Assess the necessary components and partners of a Chattanooga Innovation District

Output Measure: Locate a building to be the center of the innovation District

Staff Responsible for Collection &

Analyzing Data: Ken Hays, Nancy Tucker, and Miguel Partap

Measurement Frequency Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target Achieved - building located. Closing will occur in the next few weeks. Programing of this building will continue of the rest of this FY and into the next FY until 100% occupied.

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Measurement 2

Results Area Growing Economy

Primary Desired Outcome Complete a pilot of a digital inclusion program in Chattanooga

Output Measure: Develop a pilot
Get private funding for pilot program
Implement pilot program

Staff Responsible for Collection &

Analyzing Data: Ken Hays, Nancy Tucker, and Miguel Partap

Measurement Frequency Daily () Weekly () Monthly () Quarterly (X) Annually ()

FY15 Target All goals achieved. The TGH CHA Pilot Program will end in before the end of this FY.

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Comments:



City of Chattanooga

Mayor Andy Berke

February 20, 2015

Honorable Mayor Andy Berke
101 East 11th Street
Chattanooga, TN 37402

RE: Community Agency Support Collaboration with The Enterprise Center

Dear Mayor Berke,

The Mayor's Office is collaborating with The Enterprise Center with regard to the agency's offers entitled Chattanooga Forward Implementation, Tech Goes Home Chattanooga, and Chattanooga Innovation District. The agency's request is in alignment with our department's goals and initiatives.

Sincerely,

Stacy Richardson
Senior Advisor to the Mayor / Chief Policy Officer

Chattanooga Forward

Technology, Gig, and Entrepreneurship Task Force

March 19, 2014

Table of Contents

Executive Summary	page 2
Background	page 4
Task Force Members	page 5
Lessons Learned	page 6
Vision, Mission, Values	page 7
Strengths, Weaknesses, Opportunities, and Threats	page 8
Recommendations and Strategic Goal Area	page 9
<ul style="list-style-type: none">• Implementation• Innovation Districts• Digital Inclusion• Applications Development and Testing• Entrepreneurship• Partnerships• Marketing and Communications	
<i>Appendix A Accomplishments and Milestones</i>	page 14
<i>Appendix B Common Themes of Innovation Districts</i>	page 20
<i>Appendix C Implementation Organizational Chart</i>	page 21

Executive Summary

Overview. In late 2013, Mayor Andy Berke launched Chattanooga Forward as a broad strategy for moving the city ahead. He recognized the excellent ongoing work of local leaders by incorporating their efforts into the charge of the Technology, Gig and Entrepreneurship Task Force. This report updates the prior work of the Gig City Initiative with new Task Force deliberations. Task Force members are shown on page 5.

Task Force members took stock of primary lessons learned to date, including successes and milestones. They undertook an analysis of local strengths and weaknesses, and of the opportunities and threats in a larger context of the city's technology, gig bandwidth and entrepreneurship efforts. The following vision, mission and values statements were crafted.

Vision – a better city and a better world because of Chattanooga's unique integration of world class connected technology with a dynamic culture of innovation and entrepreneurship.

Mission – to establish Chattanooga as a hub of innovation, improving people's lives by leveraging the city's digital technology to create, demonstrate, test, and apply solutions for the 21st century.

We believe:

- Information technology and innovation are driving the new global economy
- In working together collaboratively
- Equity and inclusion must be hallmarks of our work
- Chattanooga's unique character and spirit are key advantages for a leap into the new economy.

Recommendations. Responding to the Mayor's charge to determine how to use the city's technology, gig, and entrepreneurship assets in moving the city forward, the Task Force developed a set of recommendations. The primary recommendation is to create an adequately resourced implementation structure to oversee the rest of the work in major strategic goal areas.

- **Implementation.** Create a strong public-private partnership led by a board and executive committee of Chattanooga's most highly placed chief executives and civic leaders across the for-profit, non-profit, institutional, entrepreneurial, and philanthropic sectors. Name a set of implementation committees to work under the board's leadership to chart the course of each strategic goal area described below.

- Innovation Districts. Name an implementation committee to assess the necessary components and partners of a Chattanooga innovation district, its most advantageous locational beginning, and specific steps for creating the first innovation district in a mid-sized city.
- Digital Inclusion. Engage local stakeholders on an implementation committee to create a game-plan for increasing digital inclusion among all citizens and to offer everyone the benefits of an increasingly computer and web based world.
- Applications Development and Testing. Create an implementation committee to rapidly pursue both internal and external opportunities for establishing Chattanooga as the nation's most advantageous place to develop and test the full range of high bandwidth application for 21st century urban solutions.
- Entrepreneurship. Having all parts of a healthy entrepreneurship ecosystem in place is crucial to be able to develop, attract, and keep talent necessary to the new economy. An implementation committee should be named quickly to ensure this ecosystem is strong, flexible and growing in Chattanooga.
- Partnerships. The issues and opportunities at the core of technology, gig bandwidth, and entrepreneurship today are as much national and global as they are local. While Chattanooga has begun to play in larger arenas, urgent attention must be given to ramping up our potential to attract, solidify, and keep new partners in all sectors. An implementation committee should be named swiftly to continue working with existing partners and create new strategic partnerships to further our goals.
- Marketing and Communications. Creating and spreading effective information and messaging about what is going on in Chattanooga are important ongoing functions. An implementation committee of key local stakeholders should be convened to create a proactive branding, social media, and coordination campaign targeting the local public as well as regional, national and international news outlets.

Background Almost four years ago, anticipating the implementation of EPB's smart grid and one gigabit bandwidth service in its 600 square mile service area, a group of local individuals began meeting to explore the implications and economic development advantages of these unique digital resources owned by the citizens of Chattanooga. This informal working group met regularly to share information and to organize on an ad hoc basis to take advantage of opportunities their efforts are rapidly creating.

In 2013 it was clear that without strategic focus and dedicated resources to pursue quickly emerging opportunities, the assets in hand would fail to achieve their full potential. The working group undertook a strategic planning process by inviting other local stakeholders around the table to craft a common mission and short term goals for the Gig City Initiative (GCI). They:

- Reviewed recent accomplishments and lessons learned
- Reviewed missions and goals of the few similar efforts around the U.S.
- Hammered out vision and mission statements and broad three year goals
- Conducted a SWOT analysis
- Set near term priorities for a plan of work

As the new city administration began developing its own approaches for moving Chattanooga Forward, the opportunity emerged to incorporate the GCI priorities into the administration's larger context. The Technology, Gig and Entrepreneurship Task Force of Chattanooga Forward was created to address this context. This report updates the 2013 work on the GCI to take into account these new priorities and to include changing local and national conditions.

Technology, Gig, and Entrepreneurship Task Force Members

(*Co-chairs)

Jerold Ainsworth

Calvin Anderson

Danna Bailey

Richard Becherer

David Belitz*

Mike Bradshaw

Charlie Brock

Sydney Crisp*

Toni Gemayel

Sheldon Grizzle

Ken Hays*

Nate Hill

Rick Hitchcock

Jim Ingraham

Leslie Jensen-Inman

Roy Keith

Jon Kinsey

J.Ed Marston

Kelly McCarthy

Kimberly McCormick

Sarah Morgan

Jack Studer

Brian Trautschold

Roy Vaughn

Tim Walsh

Ron Harr

George Yu

Lessons Learned

Primary successes to date:

- The infrastructure exists, is fully deployed and successful
- GIGTANK, CoStarters, CoLab Accelerator and the other entrepreneurial events organized by CoLab, Lamp Post Group and others generated significant positive attention
- An ecosystem to support start-up businesses is activated, including angel capital, mentorship programs and technology/entrepreneurial meetups
- Rebranding of the city with its digital assets has begun
- Practical applications are being created, including big-data applications
- Relationships have begun with highly influential national partners such as the NSF, the White House Office of Science Technology Policy and US Ignite.
- Earned media through proactive public relations efforts has reached more than 500 million people since 2010 including placements in the *New York Times*, the *Economist*, CBS Morning News and more than 150 other major media outlets.

Key lessons learned:

- Without strong focus and leadership we will fall behind and miss opportunities
- We need actual practical demonstrations and applications of the digital assets to help people understand
- More capital, talent and other resources are needed for investment in digital start-up businesses
- The assets have significant publicity, branding and selling potential for the city, and we must target the right audiences
- The effort needs to connect to more people locally and be diverse in its outreach
- Innovation is a key economic driver in the technology and start up sectors

Vision, Mission, and Values

Any organized effort for the city to take full advantage of its digital assets and resurgent culture of innovation and entrepreneurship must be guided by a common vision for our future, a mission for day to day guidance, and a set of shared values to serve as a bedrock foundation for community efforts.

Vision - a better city and a better world because of Chattanooga's unique integration of world-class connected technology with a dynamic culture of innovation and entrepreneurship.

Mission - to establish Chattanooga as a hub of innovation, improving people's lives by leveraging the city's digital technology to create, demonstrate, test and apply solutions for the 21st century.

Values - We believe

- Information technology and innovation are driving the new global economy
- In working together collaboratively
- Equity and inclusion must be hallmarks of our work
- Chattanooga's unique character and spirit are key advantages for a leap into the new economy

Analysis of Strengths, Weaknesses, Threats & Opportunities

As part of the planning process, stakeholders identified the strengths and weaknesses of GCI efforts to date, and the threats and opportunities in the external environment that will impact its ability to be successful. The prioritized list is below.

Strengths

- Ethos, spirit and can-do attitude of Chattanooga
- The deployed high fiber network, and its time advantage
- An entrepreneurial culture and motivated risk-taking approach to the effort
- Local partners
- National partners

Weaknesses

- No clear leader organizing the overall GCI
- No showcase to illustrate what we have and lack of demonstrable examples
- Lack of diversity among the initial stakeholders
- Lack of high bandwidth connectedness to other gig communities

Opportunities

- To be a place for research and experimentation
- Potential for industry, education, and community connection
- Leadership in meta-data science
- More local company leaders available
- High capacity connections with other cities
- Low cost of local operations

Threats

- Local education capacity and quality
- So far ahead as to make it difficult to demonstrate our advantage
- Talent gap for entrepreneurial start-ups and expansions
- Lack of trained workforce and workforce development
- Lack of outside capital
- Other cities progress in a competitive manner

Strategic Goal Areas and Recommendations

An examination of global and national trends, recent research and policy development, and hands-on knowledge at the local level helped inform the creation of the following strategic goal areas and recommendations of the Technology, Gig, and Entrepreneurship Task Force. Of primary importance is establishing an implementation structure adequately equipped and charged with moving goal focus areas forward.

Implementation. Perhaps the greatest weakness associated with local efforts to ramp up and promote our advances into the innovation economy is the lack of an effective and adequately resourced entity to lead and manage our efforts. All efforts thus far have been largely reactive, ad hoc, and driven by disconnected opportunities or crises. The potentially broad and deep benefits of a coordinated technology, gig, and entrepreneurship strategy are too great to leave to chance.

Chattanooga's two decades of success in turning a dying downtown from an earlier era into one of the most heralded urban come back stories is instructive in this regard. What made these efforts successful were crafting a long term common vision for the city, creating buy-in from all key sectors in the community, top level leadership of all those sectors coming together to problem solve and implement bold ideas, and a spirit of confidence and risk taking in the face of a changing global economy. This is needed now.

It is recommended that a public private partnership be quickly created anew or by re-focusing an existing compatible partnership, to lead the Gig City Initiative. This will require active and regular participation by Chattanooga's most highly placed executives and civic leaders across for profit, non-profit, institutional, entrepreneurial, and philanthropic leaders.

Once an organizing structure, staffing, and a board of directors and executive committee are in place, a series of implementation committees should be created to move efforts ahead as quickly as possible in each strategic goal area below. (See graphic as Appendix C) For example, a top level group of public and private leaders should begin meeting rapidly to determine the necessary components and best location for the creation of an innovation district. This could entail one or more scoping trips to other districts, and use of outside advisors to help guide the work. Due to work accomplished so far, all implementation working groups could come together quickly, create strategically focused implementation plans and have results to show well before the end of 2014.

While the strategic goal areas below represent the most current assessment of opportunities and priorities, they are not meant to limit the ability to respond quickly

and creatively to new situations. Few things are changing more rapidly than the subjects this Task Force is addressing. It will be important to build in structural flexibilities to create additional ad-hoc working groups or implementation committees in addition to those indicated below to react quickly to new opportunities that will most likely arise. The executive board will serve as the guiding coalition on addressing other opportunities.

Innovation Districts. Cutting edge research and early stage experience in a hand full of cities around the world indicate that creating a culture of innovation so necessary to the economy of tomorrow goes hand in hand with creating urban innovation districts. Notable case studies include Boston and Pittsburgh in the U.S. and Barcelona, Spain.

Chattanooga either currently has, or has a high degree of potential to establish all the key component of an innovation district. With regard to high speed internet it has an advantage unique in the U.S. As quickly as possible, local leaders should focus on how to turn our existing assets toward the creation of the first innovation district in a mid-sized city.

An innovation district builds a city's creative and idea based businesses by designating a location encompassing higher education institutions and public and private sector industries such as science and technology to attract entrepreneurs. The goal of innovation districts is to grow the knowledge economy through cross-disciplinary partnerships. The connection of people, ideas, and capital in innovation districts turns entrepreneurial activity into job growth and economic stability. For a listing of common key themes of innovation districts, see Appendix B.

Digital Inclusion. Existing income divides in the US are growing and being reinforced as the nation rapidly shifts to a knowledge based economy. Success in school, in the workforce, and in the ability to access all types of knowledge, services and goods will be dependent on how individuals thrive in a world of computers, the web, and new technology. Chattanooga will only be successful in this new economy if we focus effective efforts on increasing digital inclusion among all citizens and offering everyone the benefits of an increasingly computer and web based world.

Having our distinctive high bandwidth asset is only the first part of the equation. That bandwidth must be broadly available in schools and in public facilities such as parks and community centers as well as in homes of those at all income levels. This will require additional investment in equipment and in staff training in all sectors to be able to take full advantage of high bandwidth resources. People of all ages will need

programmatic supports to help them use this asset to their own benefit at work, in community gathering places, in school, and in the home.

Cities around the U.S. are exploring how to reduce the digital divide as a way of reducing the income divide but progress is limited. This is just the type of challenge – and opportunity - that Chattanooga has the ability to undertake. With an all hands on deck approach in the spirit of the much noted “Chattanooga Way” significant strides can be made in this high bandwidth city to turn what could be a reinforced digital divide into an effective way of bringing opportunity for success to everyone.

Applications Development and Testing. Chattanooga and a few other cities have had modest early success in exploring practical applications for high bandwidth services. What sets Chattanooga apart is its most important application to date – the smart grid. The city’s opportunity to learn from and practice with some initial applications has been crucial. We have learned the most important thing is how to use the bandwidth in practical applications to improve quality of life and to drive innovation of all kinds.

Employing our local high bandwidth assets to drive innovation and economic change can be approached internally and externally. An internal focus – inventing the future around us in our own schools, workplaces, and institutions- is possible because we have the hard infrastructure in place and we are building human infrastructure, in particular through entrepreneurship support, to create our own living application laboratory.

An external focus, by engaging existing and new national partners to bring applications here to test, can create an environment in which a full range of high bandwidth applications can be tested and improved here that would not be possible in other cities. Because we have local partners such as a public school system, medical centers, colleges and universities, an area business association and local government services, we offer external players access to real life systems and opportunities for application testing and experimentation. This will take a top level, coordinated approach among local leaders to reach out nationally. We can offer here a laboratory like no other for application development while also providing the kind of high quality of life attractive to those in the knowledge-based economy.

The full range of vertical markets is available for internal and external testing and development. The most prominent local opportunity areas include advanced manufacturing, medical, smart grid, education of all kinds and levels, and public services.

Entrepreneurship. Innovation and entrepreneurship are widely recognized as the drivers of the new global economy –right down to Main Street in small town USA. Drawing on our heritage of innovation and entrepreneurship of the late 19th century, Chattanooga is making important new strides in developing local entrepreneurs and attracting others to relocate here. Having pieces already in place such as higher education, business incubators and accelerators, low cost high bandwidth, angel capital, low cost of living, and high quality of life positions us for big next steps. Hoping it will all come together is not enough in an economy hungry for entrepreneurs so we will need to build on existing local efforts in a deliberate and generous way, with all sectors working together to get and stay ahead of the pack. All parts of a healthy entrepreneurship eco-system must be in place. Additional investments such as those suggested below can accelerate Chattanooga as a place for entrepreneurs:

- Working with local schools to add computer science to middle and high school curricula.
- Easily accessible public transportation within the city, connecting green spaces, the university, housing and centers of innovation.
- Adequate and reasonably priced housing in the City Center
- Incentives for developers to build at least 150,000 sq. ft. of entrepreneur friendly space
- Improving connections with higher education research centers and outside sources of capital
- Making meeting space available at low or no cost to entrepreneur groups looking to form new meet-ups.
- Developing a public lab space that all entrepreneurs can access for a reasonable price

The key to all of these is to have the entrepreneurs involved at the start. Without their involvement and buy-in these efforts will not reach their full potential.

Partnerships. Experience gained in the past several years indicates we are capable of developing national partners interested in our high bandwidth and smart grid assets. We need to be more strategic about maximizing the partners we have and developing new ones to our best advantage. Some of the most important partnerships to date include the National Science Foundation, US Ignite, the White House Office of Science and Technology Policy, Mozilla, and the Annenberg Innovation Laboratory at the University of Southern California. Each new partner gains us access to others.

We have made the most headway with national governmental or non-profit partners but have just begun to scratch the surface of a larger range of potential partners. These opportunities fall into several categories.

- Major Corporations. Partnerships with Alcatel-Lucent, Cisco, Warner Brothers, and IBM have been fruitful but can be leveraged to grow the number of corporate partners exponentially. It will take a focused and aggressive strategy to do this.
- Gig Cities. The few U.S. cities and towns with some gig bandwidth service could benefit greatly from a coordinated way to share knowledge and experiences, and from the creation of working partnerships, especially as some type of inter-city high bandwidth connection may become possible. Current partnerships exist with Kansas City, Cleveland, OH, and Burlington, VT among others.
- National Foundations. National Foundations such as the Ford Foundation are increasingly taking interest in how technology is changing and can be made to change the world. These foundations base their work in advanced initiatives and talent at the local level and we should work to be part of this level of conversations.
- Colleges and Higher Education. Our initial higher education partners and many more around the country are rapidly building their own abilities in technology, gig bandwidth, and entrepreneurship and are more aware of the value of local partnerships to help do this. Our local assets make us competitive in attracting higher education partners in a new way and we will do well to take more advantage of these types of partnerships.

Marketing and Communications. Significant accomplishments have been registered for Chattanooga thus far with regard to press coverage of its gig, smart grid assets and entrepreneurial programs and this coverage was possible because of intense efforts at the local level. This kind of momentum is difficult to maintain and requires constant updating, strategizing and investment, particularly with regard to branding. The potential benefits of continuing to push a focused and professional brand and supporting messaging are significant. This must be a coordinated effort involving all sectors of the local economy. It will reap benefits to tourism, business, higher education, to talent recruitment and retention, to corporate investment, real estate investment, etc. translating into an improved quality of life, economic development, and job creation. Chattanooga has an important 21st century multifaceted story to tell and should have a branding, marketing and communications strategy that helps build the case at home and to those around the globe.

Accomplishments and Milestones

Category 1. Chattanooga's EPB Smart Grid and Gigabit Bandwidth Service

Smart Grid. EPB is a city owned electric utility company. In planning for better service to homes and businesses in its 600 square mile service area the decision was made to do a massive upgrade to the electric distribution system. This smart grid deployment was fully complete in late 2012. The smart grid consists of fiber-based communications infrastructure connecting automated switching equipment and advanced metering systems that greatly increases reliability and quality of overall electric service delivery. In just one measure of improvement, EPB's smart grid has reduced outage durations by 60%, saving local businesses and industry an estimated \$45 to \$60 million due to increased operating efficiencies and automatic switching devices of the system. Data is now being gathered by the system will make even further advances and efficiencies possible.

EPB Fiber Optic Service – the Gigabit. Development of the Smart Grid required an advanced digital fiber optics communications system. This system also supports fiber TV, phone, and internet services for area customers. The availability of this package of communications services was launched in late 2009, offering the base customer Internet speed of 15 mbps. In September, 2010 – a year later, EPB announced to the nation that Chattanooga was the first city in the country to offer one gigabit speed to customers as part of the smart grid deployment. By this time the base customer speed had been increased from 15 to 30 mbps at no additional cost to the customer. (One gig is 200 times faster than the average US broadband speed.)

Two more speed advances followed. In September, 2012, EPB increased the base customer speed from 30 to 50 mbps, again at no cost increase. A year later in September, 2013 came another gift to the community – an increase of base customer speeds from 50 to 100 mbps at no additional cost and a drop in the cost of gigabit speed to \$70 per month from \$300 per month the previous year.

Category 2. Programmatic Initiatives in Chattanooga

Gig City <http://www.thegigcity.com/> , <http://chattanoogaigig.com/> Realizing the primary mission of EPB is electric service, not promotion of high bandwidth, civic and business leaders organized a community conversation about the smart grid and high bandwidth service and to explore opportunities to partner and promote the city's digital assets. The Gig City websites were created as part of the stakeholder work funded by Lyndhurst. While the group did not initially have a name for its efforts, the

name evolved into Gig City as part of the marketing of the first GIGTANK in 2012. The term Gig City Initiative (GCI) is used interchangeably with Gig City in this document.

- Briefings. Core stakeholders hosted a set of briefings for local community leaders and stakeholders to increase awareness of the assets and to generate ideas for how to leverage it for economic development and public benefit. Over 200 people attended these over a four month period and helped spread information and ideas to the broader community.
- Thought Leader Visits. Stakeholders rapidly reached out to high bandwidth industry thought leaders around the country and found little awareness on their part of the city's assets. Some of those visiting Chattanooga as a result of these efforts included representatives from the Institute for Local Self Reliance, Intelligent Communities Forum, CISCO, Alcatel-Lucent, US Ignite, the National Science Foundation, the Annenberg Innovation Lab, and Global Environment for Network Innovations (GENI), the U.S. Department of Education, the Mozilla Foundation, and the White House Office of Science and Technology Policy.
- Press. Gig City stakeholders led by the Chattanooga Chamber and EPB worked to attract national and international press attention to the story of Chattanooga's smart grid and gigabit service. The Wall Street Journal, The Economist, the New York Times, the Washington Post, and Financial Times, and CBS are just some of the widely recognized outlets that generated more than 150 articles and mentions with a world-wide audience of more than 500 million people. A particular highlight was a discussion of what Chattanooga has accomplished with the gig by Thomas Friedman in a column written after his visit to the city in late 2012. <http://www.thegigcity.com/blog/press/>

CO.LAB is a local private non-profit organization serving as the figurative front-door for entrepreneurs in Chattanooga.

- GIGTANK 2012, 2013. Led by CO.LAB, and assisted by Lamp Post Group and Gig City, local and national partners planned and hosted two groundbreaking gig enabled entrepreneur accelerators. The competitive accelerators are for entrepreneurs with a vision of building next generation businesses and services on fiber and taking them to market right away. The first GIGTANK was held in summer 2012 with eight teams, and the second with seven teams a year later. Team composition is international and multidisciplinary.

- Other Entrepreneurial Support. In addition to the cycle of GIGTANKs, CO.LAB provides year round offerings of entrepreneurial support, helping to build the local entrepreneurial ecosystem. It is an official LAUNCH TN accelerator, funded by the state of TN to foster start-up businesses. Over 700 companies have graduated from CO.STARTERS. 30 active high potential start-ups have emerged through CO.LAB. It organized or facilitated 119 individual entrepreneurial events during 2013.

Angel Capital Initiatives. The Chattanooga Renaissance Fund (CRF), Blank Slate Ventures, Lamp Post Group, The Jump Fund, and other angel and venture capital funds are now active in the city and gearing up to play a crucial role in providing promising ventures with the capital needed to grow and be successful. CRF began in 2010 and has invested \$2.49 million in 26 start-ups, 13 from GigTanks. These companies are now valued at \$50.5 million.

Chattanooga Area Chamber of Commerce INCubator. The Chamber Foundation operates the INCubator at the Hamilton County Business Development Center as one of the nation's largest and most successful business incubation programs in the United States. The 125,000 square foot former-manufacturing space houses about 70 early-stage companies, which participate in a three-year program of intentional business development before "graduating" into the open market. In aggregate, the current INCubator companies are a major employer, which provides jobs to 350 people.

Each year, the INCubator graduates about 20 companies that employ 100 or more people, so the program is continuously supporting the growth and development of small businesses that employ a significant and every increasing number of people in family wage jobs. The INCubator also promotes business innovation and the growth of technology-oriented companies such as current INCubator participant Variable Inc., the maker of NODE+ and recently graduated Coulometrics, a maker of cutting-edge batteries and super capacitors.

INCubator participants have access to administrative and office support. The Tennessee Small Business Development Center, which has offices in the INCubator, provides a business library, computer and video centers, and business counseling services to all area small businesses.

Hackanooga. In September 2012, Chattanooga hosted a unique partnership event with Mozilla and US Ignite, a 48 hour marathon programming weekend that challenged participant teams to create next generation applications to take advantage of the city's gigabit internet speed. Dozens of computer/internet professionals from around the US took part. Prototypes created during the event had the potential to enter the

Mozilla Ignite Challenge, with \$500,000 seed money and mentorship available to help get the apps off the ground.

Gig- Lab/Application Demonstrations. The most effective way to illustrate the value of high speed networks is to actively demonstrate new applications made possible by the network resources. The range of applications is unlimited but Chattanooga has focused on developing apps that provide broad public or economic benefit, such as for public education, increased operational efficiency, health care advances and quality of life improvements. These demonstrations help increase awareness of the city's digital assets and create a living laboratory for application developers. Demo Days have been integral parts of both GIGTANKS, Mozilla Ignite events in Chattanooga and Chicago, at Hackanooga, and at a large public festival in Chattanooga.

City of Chattanooga In addition to supporting the recent transformation of the Chattanooga Public Library, the City of Chattanooga has launched two potentially far reaching efforts to engage city government in the digital economy.

- Startup CHA is modelled after successful initiatives found in cities throughout the country, it offers local government and city infrastructure as a platform for start-ups to pilot new products and ideas. A single point of entry for entrepreneurs expedites the process and makes City Hall more business friendly, while helping the City provide the most effective and efficient services to citizens.
- Open Data and Code for America Brigade. Chattanooga's commitment to make its data available for public and entrepreneurship efforts was given a significant boost in 2013 when local and national foundation funding was made available to match city funds to create Code for America Brigade in the city. This nationally competitive fellowship pairs city government with the country's top developers and designers. The three fellows are working with city government to develop open-source Web apps for city services and other innovations.

Chattanooga Public Library – The Chattanooga Public Library is in the midst of a 21st century transformation, and receiving national acclaim for its efforts. This modern library is now a more valuable public resource, acting as a community workshop, a hub filled with the tools of the knowledge economy. The library still has books, but it also has 3-D printers, laser cutters, sewing machines, and spaces for conducting business meetings. It offers computer coding classes. It has advanced video- and audio-production software. Last year, the downtown Chattanooga public library cleared out its entire fourth floor—14,000 square feet of former storage space—and opened its floor plan for

a community collaboration space. Members of the community can also use the space to work on projects or try to launch a business.

Center Centre The Tennessee Higher Education Commission recently authorized Center Centre as a diploma-granting, post-secondary school. It is a two-year program teaching user experience design (UX). UX designers are key members of teams that deliver websites, web applications, software products, hardware control systems, improved workflows, and thoughtful workplaces. Through collaborative work on real-world projects Center Centre emphasizes developing industry ready graduates. It is a holistic program connecting education, industry, and community to bridge the skills gap between what students learn and what industry and community need.

Category 3. Partnerships and Collaborations

Intelligent Communities Competition. Chattanooga's Gig City Initiative efforts quickly came to the attention of the Intelligent Communities Forum (ICF), a think tank that studies the economic and social development of the 21st century community. The ICF hosts an annual set of prestigious international awards that recognize the world's most intelligent communities based on a set of community indicators. Chattanooga responded to the rigorous application process and in October 2010 was named one of the 21 semifinalists for the award. In January, 2011, the city was named one of seven international finalists. While not advancing past the finalist stage, getting the local infrastructure in place for competing in the process remains valuable and the international press coverage of the city in the process was considerable.

White House Office of Science and Technology Policy (OSTP)/Mozilla Foundation/US Ignite/National Science Foundation (NSF). The most complex and far-reaching partnership created to date has been with four major players in the broadband future of the US. Two are government agencies, White House OSTP and the NSF. NSF funded Chattanooga's Sim Center Enterprises in a round of financing of disaster mitigation projects an ongoing funding possibilities are being discussed. Mozilla Foundation is funded by Mozilla, a non-profit organization and creator of the Firefox web browser dedicated to the internet's openness, innovation and opportunity. US Ignite is a non-profit public-private partnership created in 2011 and designed to make the US the world leader in applications and services for high speed software designed networks. The development of the five way partnership began in late 2010 and continues today.

Chattanooga played an integral role in Mozilla Ignite, an NSF funded challenge to identify new talent to public sector gigabit application development. Three

Chattanooga based developer teams went on to successfully compete in Mozilla Ignite and received funding to work on their applications. One team, Engage 3D (live 3D streaming from the TN Aquarium), received the maximum award of \$50K and demonstrated their application at an international gathering in Chicago in June 2013. Additionally, four of the non-Chattanooga Mozilla Ignite teams demonstrated their applications as part of GIGTANK's 2013 Demo Day in August and these teams are in ongoing conversations about testing their applications in real-life pilot projects in Chattanooga.

Mozilla Gigabit Community Fund. In early 2014 Mozilla launched this new fund with a day-long event in Chattanooga attended by high level officials of the National Science Foundation, U.S. Ignite, and the U.S. Department of Education and GENI. The Fund will disburse a minimum of \$300,000 split equally between Chattanooga and Kansas City for grants to encourage and support minimum viable pilots that demonstrate how gigabit technologies can make a difference in people's lives. The initial focus will be on project aimed at education and workforce development.

Alcatel-Lucent/Cisco/IBM. Alcatel-Lucent (EPB's primary smart grid and fiber vendor), Cisco and IBM have all contributed financial and other resources to Chattanooga's efforts to define the future of high bandwidth cities. They contributed to GIGTANK 2012 prize money, and Cisco donated a \$150K TelePresence to assist with live video-conferencing and other live internet demonstrations between two locations.

Annenberg Innovation Laboratory. Through EPB's leadership, Chattanooga has an ongoing relationship with the University of Southern California's Annenberg Innovation Laboratory. This partnership led to the first high speed musical performance demonstration in the world with T. Bone Burnett in California playing on a virtual stage with Music City Roots performers on an outdoor stage in Chattanooga in October 2012.

Key Common Themes of Innovation Districts

Community Catalyst. Innovation districts are largely developed by the commitment and vision of one key public official who secures the buy-in, investment, and cooperation from other sectors. Mayors have commonly played this role. There must be a convening entity to help promote the district.

Finance and Investment. How district initiatives and projects are financed depends on the funding available in each location and on the focus of the district. Some districts target specific industries such as biomedical or financial, and leverage grants from those industries.

Entrepreneurs. Innovation districts around the world focus on serving the unique needs of community entrepreneurs and link them to opportunity, capital, ideas and other factors important to recruiting and retaining them to the district.

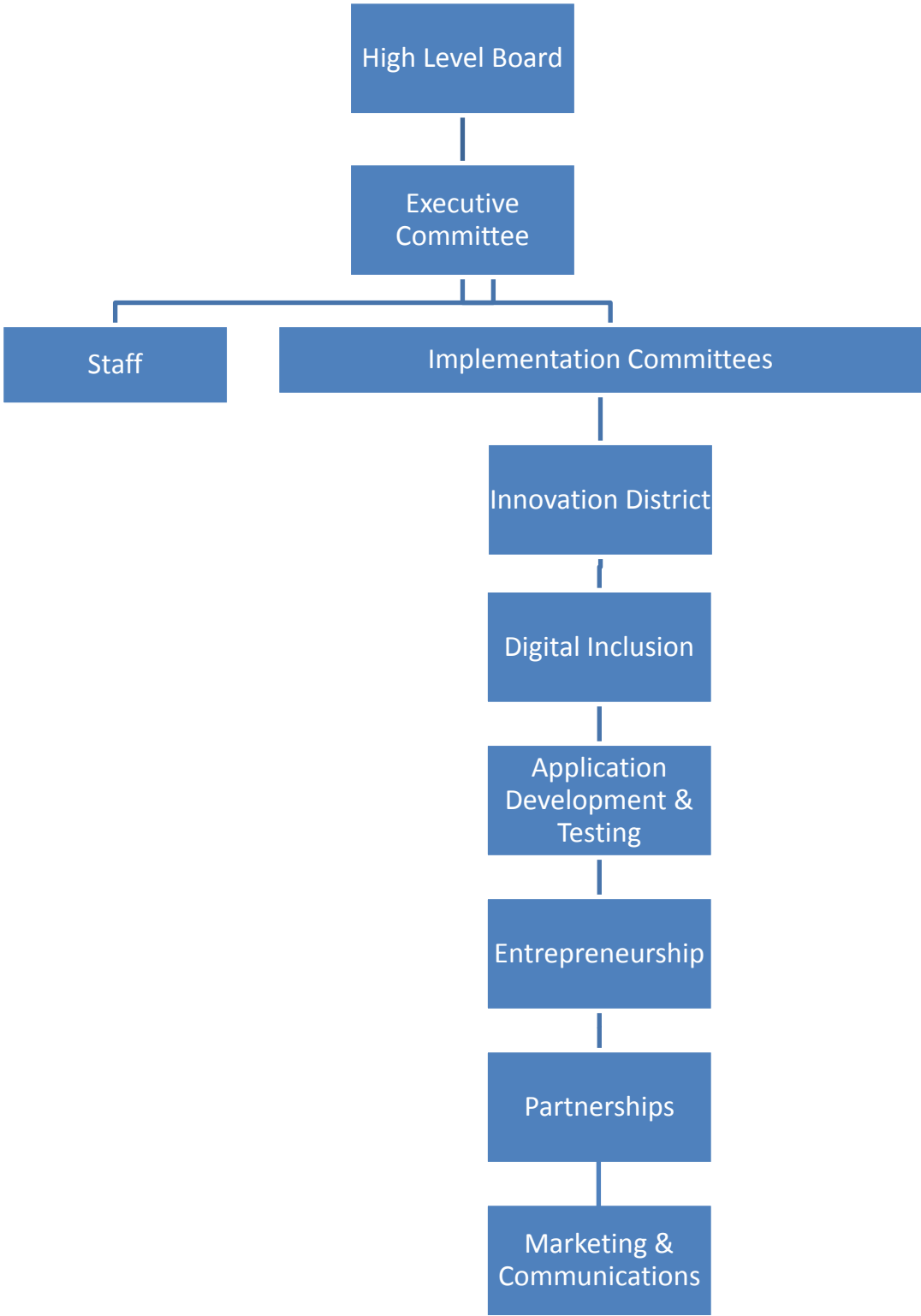
Universities. The presence of at least one college or university is critical to the success of any innovation district. Universities anchor the districts in some cases. Others have different types of university involvement. Higher education brings educated, talented students with great ideas as well as faculty talents.

Connector. Every district has a strong connection to a non-profit that manages and/or connects incubator programs with investment opportunities. Through this agency each district partners with a philanthropic institution. The networking and support it provides distinguishes this district from other parts of the city.

Infrastructure. Innovation districts provide a unique amount of infrastructure to tenants, such as public transit, high speed internet, and multi-modal transportation options.

Housing. Ensuring affordable housing options for young entrepreneurs is essential to the success of an innovation district. Each district offers unique housing options, such as co-housing and live-work spaces to attract entrepreneurs.

Open Space. All types of open spaces are critical components of innovation districts. They create the kind of quality of life essential to attracting and retaining talent, as well as to spur creativity.





City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	FULL IRONMAN & 70.3 IRONMAN Chattanooga		
Primary Results Area:	Growing Economy	Offer Number:	2/27/15
Agency Name:	Chattanooga Sports Committee	Date Submitted:	(resubmitted)
Contact Name:	Tim Morgan	Contact Number:	423-424-4415
Contact Email Address:	tim@chattanoogacvb.com		
Primary Collaborating City Dept:	CPD, CFD, Public Works, Transportation, CYFD		
Amount Requested from City General Fund:	\$150,000	Total Offer Cost:	\$565,000

<input checked="" type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE / PROGRAM NOT FUNDED BY THE CITY	<input checked="" type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
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SECTION 2 - DETAILS

Narrative:

COLLABORATION: Chattanooga is **NOW** associated with a global brand that will stimulate our economy and promote healthy living over the next 4 years...IRONMAN Chattanooga and 70.3 IRONMAN Chattanooga! Chattanooga won these major events through a **collaborative community effort!** The landing of these prestigious events was a direct result of local government leadership, non-profit organizations and grass-roots, passionate triathlon enthusiasts working together over 5 months to best position Chattanooga as the premier host destination. In 2015, Chattanooga will be one of 7 cities **globally** to host an IRONMAN race and 70.3 in the same calendar year. The CVB is investing in IRONMAN Chattanooga, however, this event could not be possible without a direct investment from the City of Chattanooga. The Chattanooga Sports Committee (CSC) has already connected with Greta Hayes (Youth & Family Development) to connect IRONMAN with at-risk youth within the city for their inclusive active participation (sponsored by IRONMAN) in both IRONKID Run's during each IRONMAN event. IRONMAN, with the direction of CSC, has been planning these events through a collaborative approach with additional departments within City Government, CPD, CFD, Public Works and Transportation. Non City of Chattanooga entities like Hamilton County, the State of Tennessee, McKee Foods, UNUM, Benwood Foundation and Lyndhurst Foundation, also support Chattanooga hosting these prestigious events.

ECONOMIC IMPACT: IRONMAN Chattanooga is **driving economic impact!** After the event **SOLD-OUT** in 3 minutes, our hotels **SOLD-OUT**. What does this mean? This means that during race week 12,000 athletes, spectators and volunteers (with an average household income of \$174,000) will be **GROWING OUR ECONOMY** by spending **NEW** money at our hotels, attractions, restaurants, grocery stores, gas stations and retail businesses keeping people employed while maximizing tax collections as revenue streams for the city. This estimated **economic impact of \$7,560,000 (FULL IRONMAN) and \$3,037,500 (70.3 IRONMAN)** per year doesn't account for the benefits we are experiencing from passionate athletes traveling to Chattanooga prior to the event to practice on the IRONMAN Chattanooga courses.

2014 IRONMAN Survey Results: Average length of stay: 4.8 nights || Average travel party per athlete: 4.1 || Overall athlete satisfaction of the race: 97% || Best satisfaction rate ever amongst ALL IRONMAN events! ||

2014 UTC Economic Impact Results: The CSC projected \$8 million, direct spending came in exceeding \$10 million. UTC's independent study estimates the true economic impact to exceed \$13 million.

<http://www.utc.edu/health-human-performance/tourismcenter/economic-data.php>

Prior to the 2014 event, the CSC conducted two Chattanooga business forums to educate the Chattanooga business community on race day logistics and how to position their business to capture revenue associated with the travel attendees visiting our community. There were roughly 40 businesses in attendance at each event.

SECTION 3 - BUDGET REQUEST



City of Chattanooga

Agency Offer Worksheet (A1)

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
	\$	\$	\$	0%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Exceed \$8 million of economic impact to the local economy

Description of Output Measured: Occupancy tax collections up 17% over same event dates in 2013, showing larger input of revenue through the event into the economy.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Tim Morgan, CSC

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
		\$8 million	\$10 million	\$12 million

Measurement 2

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name: **Building a Stronger Community Through the Arts**

Primary Results Area: **Growing Economy** Offer Number: _____

Agency Name: **ArtsBuild** Date Submitted: **1/12/15**

Contact Name: **Dan Bowers** Contact Number: **423-756-2787**

Contact Email Address: dan@artsbuild.com

Primary Collaborating City Dept: Economic & Community Development, Multicultural Affairs

Amount Requested from City General Fund: **\$300,000** Total Offer Cost: **\$2,227,987**

<input checked="" type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
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SECTION 2 - DETAILS

Narrative:

Summary – *Brief summary narrative describing offered service or initiative.*

ArtsBuild’s mission is to build a stronger community through the arts. We do this through Partnering: collaborating to reach creative solutions; Advocating: articulating the role of the arts in building lives and communities; Connecting: providing arts opportunities for all; Educating: cultivating creativity to enhance academic and personal growth; Advancing: strengthening the economic environment; and Supporting: generating resources to support arts and cultural experiences.

ArtsBuild’s programs include providing valuable general operating support to our 13 cultural partner organizations, supporting academic achievement through integration of arts in education, and ensuring that everyone in Chattanooga, regardless of economic ability, has access to arts and cultural programming. We also strive to make Chattanooga a vibrant place to live, work, and visit through nurturing our arts community. Each year, ArtsBuild and its cultural partners reach more than 800,000 people through our collective programs. Additionally, more than 17,000 students, ages 5-18, participate in arts education programs sponsored by ArtsBuild annually. With the City of Chattanooga’s partnership, we continue to serve as the City’s official arts agency (as designated by ordinance 9365 in May 1990).

Needs Addressed – *Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.*

Imagine Chattanooga 20/20

Imagine Chattanooga 20/20 is Chattanooga’s citizen-driven, long-range cultural plan. From the plan’s inception to its current implementation, ArtsBuild has served as its official coordinator and facilitator. The theme of the plan is inclusiveness, and it encompasses four primary needs which have been embraced by ArtsBuild and are driving our work: Arts Education, Access to the Arts, A Vibrant Downtown, and Economic Development.

As the City’s designated arts agency, ArtsBuild takes on many programs that are typically found within a City department in other communities. An example of this function is ArtsBuild’s Community Cultural Connection grants initiative that funds arts programs for underserved populations in the city. During the last round of



City of Chattanooga

Agency Offer Worksheet (A1)

grants, 21 of 22 funded programs took place within Chattanooga city limits. To-date, this grant program has served more than 4,770 Chattanooga residents. ArtsBuild is asking for additional FY16 funding in this offer; \$25,000 of this additional funding will be used for CCC grants.

Another example of how ArtsBuild takes on a function of a City department is *Pops on the River*, Chattanooga's only Independence Day celebration which draws a crowd of more than 30,000 residents. Without the additional \$50,000 in funding from the City, this popular community event would not be possible.

Arts Education:

In addition to ArtsBuild's *Imagine!* Initiative and the Kennedy Center for the Performing Arts' Partners in Education program (covered in a separate FY16 Offer), ArtsBuild is actively working toward the long-term goal of providing comprehensive visual arts education to all kindergarten through fifth grade students in our public schools. The state of Tennessee has an unfunded mandate requiring a visual arts teacher in each public elementary school. Currently, only 13 out of 43 local elementary schools have a visual arts instructor, and most of these are paid for by the school's parent-teacher organization. While it is not realistic that ArtsBuild raise the necessary funding to provide art teachers in the schools each year, we are, in partnership with local foundations, organizing a grassroots advocacy effort to raise awareness and support. The ultimate goal is to have HCDE meet the state mandate on an annual basis. Studies show that having arts in schools engages students and motivates them to learn. Additionally, students who have had an arts-rich education volunteer more often and exhibit greater community involvement and civic engagement.

Access to the Arts:

The second cultural plan goal is to assure that our City's rich diversity is celebrated by the inclusion of all audiences and art forms and that the arts are available to everyone. In 2012, ArtsBuild created a new grant initiative, Community Cultural Connections (CCC). The goals of this grant program are: to provide arts and cultural experiences to diverse audiences; broaden the types of arts and cultural offerings supported by the community, including established and emerging arts organizations; use arts and culture to strengthen community unity; and demonstrate the positive economic impact of arts and culture. To-date, 44 grants have been awarded (42 within the City limits) for a total of \$120,000. These include Highland Park Neighborhood Association, East Lake Neighborhood Association, Greenwood Resident Council, Senior Arts Council, Northside Neighborhood House, and Signal Centers. These grants will ensure that underserved residents have access to arts programs and will help create stronger neighborhoods through community support.

A Vibrant Downtown:

The third cultural plan goal is to use arts and culture to continue the renaissance of downtown Chattanooga. The arts have played a critical role in revitalizing our downtown into a destination for both residents and tourists. ArtsBuild continues its strong relationships with major local foundations, the City of Chattanooga, Chattanooga Convention and Visitors Bureau, and other nonprofit organizations to ensure this vibrancy continues. The *Chattanooga Times Free Press* has donated a 17,000 square-foot building to ArtsBuild in support of our efforts to ensure that "the arts are for all" in Chattanooga. ArtsBuild will use the third floor of the building for its office space, along with one of its cultural partner organizations. The two most easily-accessed floors will be used for community-centered programs. The main floor will be rented by a local, privately-owned arts school which also provides arts outreach programs. The use of the remaining floor is undetermined at this point. ArtsBuild board, staff, and volunteers continue to evaluate the best opportunity for it to provide the maximum benefit to Chattanooga. This "cultural hub" will create an innovative environment that serves as a catalyst for growth in an underutilized part of town and will connect communities in inspired ways.



City of Chattanooga

Agency Offer Worksheet (A1)

Economic Development:

The fourth cultural plan goal is to use arts and culture as a tool in attracting new businesses, creative professionals, retirees, tourists, and convention business. In September 2014 ArtsBuild launched an e-magazine, EGG.gallery, that serves as a platform for stories about the arts and artists, culture and culture makers, in Chattanooga. These stories, strategically designed to be shared, are being targeted to a select group of 150 regional and national media placers to create a buzz about the incredible arts and culture community in our city. Through this campaign, ArtsBuild is spotlighting how the arts have helped transform Chattanooga by using personal stories of individuals whose lives have been influenced or transformed because of their experiences in Chattanooga's arts community. Since its launch, EGG has been viewed by more than 6,900 people across the country. ArtsBuild is partnering with a local communications firm to identify and market these stories to nationally-recognized publications—spotlighting the “Chattanooga Experience”—which is also a goal of the Chattanooga Forward Task Force.

ArtsBuild currently partners with 47 local companies to strengthen their investment in our organization, therefore increasing the investment in Chattanooga's arts and cultural economy. Corporate support accounts for 25% of ArtsBuild's annual contributed income. A few of ArtsBuild's corporate partners include Unum, BlueCross BlueShield of Tennessee, Volkswagen, First Tennessee Bank, SunTrust Bank, CapitalMark Bank & Trust, Regions Bank, and Kenco Group.

ArtsBuild, in partnership with the Lyndhurst and Benwood Foundations, is working with ArtSpace, a nationally-recognized nonprofit organization which creates affordable live-work housing for artists across the country. ArtSpace visited Chattanooga in September 2013 for the first phase of its feasibility study. Representatives met with hundreds of community members, artists, and business leaders during this initial visit. In the follow-up report published by ArtSpace, Chattanooga was deemed as a very favorable location for a possible project. The next phase of the project, an in-depth Arts Market Survey was conducted January – May, 2014. The survey was completed by 700 individuals and businesses. The survey findings supported the interest and need for up to 75 affordable live/work spaces for local artists. Currently, ArtSpace is identifying potential properties and developing financing strategies. ArtsBuild will continue to lead this project through each phase.

Creative Placemaking is an evolving field of practice that intentionally leverages the power of the arts, culture and creativity to serve a community's interest while driving a broader agenda for change, growth and transformation in a way that also builds character and quality of place. A study by the National Endowment for the Arts states, “Creative Placemaking fosters economic development by: recirculating residents' incomes locally at a higher rate; re-using vacant and underutilized land, buildings, and infrastructure; creating jobs in construction, local businesses, and cultural activity; expanding entrepreneurial ranks of artists and designers; training the next generation of cultural workers; and attracting and retaining non-arts-related businesses and skills.” The ArtSpace project is a perfect example of creative placemaking.

The arts are a proven economic driver, both nationally and at a local level. Revenue generated to local Chattanooga government from nonprofit arts and cultural organizations and their audiences total \$4.5 million annually. The total economic impact of nonprofit arts and cultural organizations and their audiences in the greater Chattanooga area is \$4.5 million annually. The nonprofit arts and cultural sector also accounts for more than 3,880 full-time equivalent jobs in Chattanooga. (*Arts & Economic Prosperity IV Report, 2010*).

Cultural Partners

ArtsBuild provides significant annual operating support to its 13 cultural partners: The Association for Visual Arts, Ballet Tennessee, Bessie Smith Cultural Center, Chattanooga Ballet, Chattanooga Boys Choir, Chattanooga



City of Chattanooga

Agency Offer Worksheet (A1)

Girls Choir, Chattanooga History Center, Chattanooga Symphony and Opera, Chattanooga Theatre Centre, Creative Discovery Museum, Hunter Museum of American Art, Shaking Ray Levi Society, and the Southern Lit Alliance. Cumulatively, these organizations serve hundreds of thousands of residents and tourists each year, contributing to the \$106 million annual economic impact of nonprofit arts and cultural organizations in the greater Chattanooga area. ArtsBuild is committed to providing these funds to strengthen these organizations which represent the backbone of Chattanooga's arts and cultural community.

Goals and Objectives – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)

- Increase resources invested in the arts
 - Objectives: Achieve Community Campaign fundraising goal
 - Complete next phase of Artspace to determine if housing project is feasible
- Increase awareness of the value of the arts and the role that ArtsBuild plays in strengthening the community
 - Objectives: Strengthen existing leadership initiatives
 - Increase visibility of EGG.gallery to regional and national media, resulting in more earned media about Chattanooga as a creative community.
- Assure access to arts for everyone
 - Continue Community Cultural Connections grants

Actions – How will you achieve the goals, including:

Clear summary of activities: (What are you doing?)

ArtsBuild's programs include providing valuable general operating support to our 13 cultural partner organizations, supporting academic achievement through integration of arts in education, and ensuring that everyone in Chattanooga, regardless of economic ability, has access to arts and cultural programming. We also strive to make Chattanooga a vibrant place to live, work, and visit through cultivating our arts community. Each year, ArtsBuild and its cultural partners reach more than 830,000 people through our collective programs. Additionally, more than 17,000 students, ages 5-18, participate in arts education programs sponsored by ArtsBuild annually. With the City of Chattanooga's partnership, we continue to serve as the City's official arts agency.

Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)

All activities occur during our fiscal year which runs July 1 through June 30.

- *Imagine!* Initiative occurs during the HCDE school year.
- Community Cultural Connections grant programs take place throughout the year, with a majority of the activities happening during the spring and summer months.
- EGG.gallery will launch a new issue approximately every four months.
- Cultural Partner funding: the allocations process for ArtsBuild's 13 cultural partners takes place in February-May each year.
- The annual Community Fundraising Campaign takes place year-round.

Key personnel/project leaders/consultants: (Who is doing what?)

ArtsBuild President Dan Bowers oversees all programs and initiatives. Rodney Van Valkenburg, Director of



City of Chattanooga

Agency Offer Worksheet (A1)

Grants and Initiatives, is responsible for all arts education programs, leadership groups, and cultural partner allocations. Julie Jackson, Director of Development and Communications, is responsible for the Community Campaign and all marketing and special events.

Citizen engagement - How are you involving citizens?

As our mission is *to build a stronger **community** through the arts*, we strive to engage Chattanooga citizens in many facets of our initiatives. We reach a diverse group of residents through our leadership programs, education initiatives, Community Campaign, and Community Cultural Connections program. We have held public meetings to inform and receive feedback from citizens about our Artspace affordable housing initiative and will continue to do so throughout the project.

ArtsBuild (then Allied Arts) engaged hundreds of Chattanooga citizens in the development of *Imagine Chattanooga 20/20*, our community's long-range cultural plan. From its inception, ArtsBuild involved public visioning and community engagement processes that ensured everyone had the opportunity to express their values, priorities, and ideas.

Environmental sustainability:

N/A

Cite applicable research/best practices used in this offer:

The Arts & Economic Prosperity research methodology, conducted in partnership with Americans for the Arts, enables ArtsBuild to measure the impact of the nonprofit arts and culture industry on four key areas of our local economy:

1. The number of full-time equivalent (FTE) jobs supported within our community
2. The amount of household income (i.e., wages and salaries) paid to residents
3. The amount of revenue generated for local (city and county) government
4. The amount of revenue generated for our state government

Cultural Tourism

Seventy-eight percent of all American leisure travelers (118 million adults) participate in cultural and/or heritage activities while traveling, contributing more than \$192 billion annually to the U.S. economy.

Source: Mandala Research, Cultural Heritage Tourism News, Winter 2010.

Cultural/Heritage travelers, compared to non-cultural/heritage travelers, take more trips (five per year compared to four per year) and spend more money on each trip (\$994 average compared to \$611 average).

Source: Mandala Research, Cultural Heritage Tourism News, Winter 2010.



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
ArtsBuild	\$ 443,685	\$ 1,784,302	\$ 300,000	13%	6
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

***Amounts MUST agree with collaborating Department totals for this offer**

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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***Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361**

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Community Campaign (Private/Corporate Contributions)	\$816,000
Tennessee Arts Commission	\$91,400
County Districts	\$20,000
Major Foundations	\$200,000
Endowment to Operating & Cultural Partners	\$641,870
Other (ABC Grants, Holmberg Leadership, etc.)	\$48,717



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increased resources invested in the arts

Description of Output Measured: Amount of funding secured through contributed income in community campaign

Measurement Frequency: Daily ___ Weekly_x__ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Dan Bowers

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$859,011	\$787,635	\$816,000	\$816,000	\$840,000

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Increase awareness of the value of the arts and the role that ArtsBuild plays in strengthening the community

Description of Output Measured: Number of articles/earned media placed in regional and national publications as a result of EGG.gallery stories. ArtsBuild has identified 150 editors and bloggers across the region and nationally who place articles for print and online media. We are strategically communicating with these individuals to raise their awareness of EGG and to monitor the placement of articles from the website.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x__ Annually___

Staff Responsible for Collection & Analyzing data: Julie Jackson

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	5	5	10

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Assure access to arts for everyone

Description of Output Measured: 95% rate their projects as successful; 90% rate their project as having strengthening their organization; 90% rate their project as having strengthening their community. CCC grant recipients completed a post-program survey consisting of 30 questions. These questions included: 1) how did the project strengthen your community; 2) how did the project strengthen your group or organization; 3) List the three outcomes that you hoped to accomplish through this project; 4) Describe one or two project successes; 5) Describe one or two project challenges; the survey also included many questions about demographics and populations served. (Full survey results are available, if needed).

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Rodney Van Valkenburg

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
97% success	87% success	92% success	95% success	92% success
81% strengthened community	86% strengthened community	85% strengthened community	88% strengthened community	85% strengthened community
93% strengthened	95% strengthened	90% strengthened	90% strengthened	90% strengthened



City of Chattanooga

Agency Offer Worksheet (A1)

organization	organization	organization	organization	organization
<i>Note: At least 3 measures should be provided</i>				



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Workforce Development Initiative	Offer Number:
Primary Results Area:	Growing Economy	Date Submitted: January 12, 2015
Agency Name:	Hope for the Inner City	423-698-3178
Contact Name:	Quentin Lawrence	Contact Number: x115
Contact Email Address:	qlawrence@hope4theinnercity.org	
Primary Collaborating City Dept:	The Office of Multicultural Affairs	
Amount Requested from City General Fund:	\$ 201,160.00	Total Offer Cost: \$201,160.00

<input checked="" type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
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SECTION 2 – DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.
*Hope for the Inner City’s workforce development initiative is a comprehensive approach to stimulating economic growth in disadvantaged communities by providing jobs skills training (Jobs for Life and Faith & Finances) and job development services (**external employment** through job referral/placement, **self-employment** through Launch Chattanooga’s Business Entrepreneurship Academy, and **internal employment** through microenterprise incubation) to residents of these communities and other interested citizens.*
- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.
Traditionally being deemed “at risk”, many of the citizens living in economically disadvantaged communities and/or who have debilitating factors at play (i.e. criminal history, substance abuse, lack of HS diploma/education, etc.) often lack practical jobs skills, support networks and realistic opportunities to gain access to jobs that pay a livable wage. This perpetuates a continuous cycle of poverty that handicaps the entire community and thwarts the best efforts of both our local government and business entities to maximize economic growth. Through our economic development department’s programmatic functions and activities, as well as our strategic partnerships with local government, social service agencies, businesses, churches and other charitable nonprofits, Hope for the Inner City’s workforce development initiative seeks to play its part in growing the local economy by providing all citizens, and especially those considered “at risk”, with relevant opportunities to become contributors to this vast economic growth effort. By empowering these citizens with training that is connected with various employment opportunities, these individuals will be equipped to secure and sustain employment that will potentially support their families’ needs, generate revenue to invest in existing and start-up neighborhood businesses, and create additional job opportunities for others in the community.



City of Chattanooga

Agency Offer Worksheet (A1)

Goals and Objectives – What will this initiative achieve? (Note: Be sure this section lines up with section 4 measurement data) The initiative has been divided into two tracks: job training and job development. The job training track will seek to (1) provide job training opportunities connected to employment opportunities and (2) increase the pool of qualified employees. The job development track will seek to (1) increase awareness of existing employment opportunities, (2) increase employment, (3) increase job growth, and (4) increase new city business licenses, (5) Increase income of all participants, (6) Increase # of participants still employed after 1 year, (7) Increase # of participants earning above minimum wage, and (8) Increase total gross income of all participants.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)

I. Job Training Track:

A. Jobs for Life, a nationally and internationally recognized job soft skills training program and curriculum, will be administered by certified contracted instructors to aid participants with resources and strategies to overcome employment roadblocks, identify potential career paths, set realistic employment and life goals, establish a vocational plan, write a quality resume and practice interviewing techniques. Although employment is solely contingent upon an individual's own presentation and merit before an employer, participation in the Jobs for Life program will significantly increase one's ability to secure and sustain employment during and upon graduation from the program through exposure to quality training, a strong support network and growing partnerships with businesses, community agencies and their leadership.

1. A support network of volunteer champions (mentors) will encourage, guide and assist participants with addressing pressing needs pertaining to obtaining employment and with meeting requirements for graduation from the class.

2. Business and community leaders will be invited to speak to participants about current employment practices, job opportunities and additional training for specific lines of work.

3. Worksite visits will be scheduled with local employers and relevant community agencies for participants to observe and explore various work settings and allow these employers and agencies to inform participants about the realities of employment within their given environments.

4. Graduates of the program will become part of our Jobs for Life alumni association and will be strongly encouraged to participate as instructors, champions and ambassadors of the program.

B. Faith and Finances, a national recognized financial management training program and curriculum will be administered by certified contracted instructors to aid Jobs for



City of Chattanooga

Agency Offer Worksheet (A1)

Life participants with acquiring proven methods and techniques for effectively managing their financial resources before and after obtaining employment. In addition, partners from various financial institutions will be invited to supplement material presented with their own curriculum and workshops, as well as discuss with participants the benefits of building relationships with financial institutions for further economic stability and growth beyond obtaining employment.

II. Job Development Track:

A. Job referral and placement services will be provided through a full-time Business Relations Leader (job developer) who will be tasked with the following:

- 1. Introduces and educates area businesses and community agencies to the benefits of hiring Jobs for Life graduates.*
- 2. Identifies local businesses that will list jobs openings for Jobs for Life students and organize local job listings for students.*
- 3. Assists with the selection and scheduling of guest presentations from local business/government representatives*
- 4. Interviews and directs qualified Jobs for Life participants and graduates to identified job placement opportunities*
- 5. Recruit businesses and community agencies to become involved in Jobs for Life through employment opportunities for participants/graduates, volunteering and financial support*
- 6. Visit and participate in local business networking organizations (e.g., Chamber of Commerce)*
- 7. Establish a working relationship with local Workforce Development agencies and career centers*
- 8. Follow up with businesses that hire graduates to determine their satisfaction with graduates and survey their on-going staffing needs and concerns*
- 9. Report progress toward job placement goals*
- 10. Troubleshoot issues between Jobs for Life participants/graduates and partnering employers*

B. Launch Chattanooga's Business Entrepreneurship Academy, a local business startup and entrepreneurship training program, will be hosted and facilitated by Launch Chattanooga at Hope for the Inner City in an effort to encourage citizens to create job opportunities and needed services for themselves and their neighbors. Participants will be sponsored to go through the 10 week class cycle and directed to other government, business and community resources for further strategic planning and startup funding. The business relations leader will be responsible for collecting data regarding the class in an effort to maximize the effectiveness of the partnership and expand capacity as necessary.



City of Chattanooga

Agency Offer Worksheet (A1)

C. Microenterprise Incubation will be undertaken by Hope for the Inner City in an effort to create employment for citizens of targeted communities by providing needed and desired goods and services in both the immediate community and the community at large. Through the project management, research and planning efforts of a contracted business incubation specialist, two new businesses will be developed and launched by year end 2016. For fiscal year 2016, all efforts will be geared towards conducting a feasibility study, developing at least two business plans and creating an umbrella company for initial incubation efforts. The business relations leader will also have oversight of these efforts as a function of job development.

III. Strategic Partnerships:

In order to actualize our efforts we will partner with the following local churches, businesses and agencies to help increase our capacity for service:

A. Jobs for Life:

- 1. Site locations - Father to the Fatherless, Salvation Army of Chattanooga and Chattanooga Rooms in the Inn*
- 2. Instructors/Mentors/Meals – Rock Island Baptist Church, Miracle Baptist Church, Love Fellowship Baptist Church, Brainerd Baptist Church, Pilgrim Congregational Church, Community Fellowship Church, New City Fellowship Church and My Brother's Keeper*
- 3. Guest Speakers/Potential Employment providers – Tennessee Career Center, Launch Chattanooga, Steam Logistics, Coyote Logistics, Lippy Logistics, Brock's Bricks, and Manpower*
- 4. Legal Services – Speek, Webb, Turner & Newkirk*
- 5. Supplemental employment training – The Urban League, First Things First, StepUp*
- 6. Educational Support – Educational Opportunities Center and Chattanooga State (GED)*
- 6. Curriculum and Support Services – Jobs for Life (National Headquarters)*

B. Financial Literacy

- 1. Faith and Finances Curriculum and Facilitators– The Chalmers Center and Covenant College*
- 2. Supplemental Financial Literacy curriculum and facilitators – Suntrust Bank and BB&T Bank*

C. Business Entrepreneurship Academy Curriculum and Support Services– Launch Chattanooga and SCORE

D. Microbusiness Incubation strategy, business plan and support services – Launch Chattanooga and SCORE



City of Chattanooga

Agency Offer Worksheet (A1)

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

- I. *Jobs for Life* –

- A. *Four classes during four 8 week cycles (16 classes), with graduation on the last day of each cycle:*

- 1. *February 2, 2015 – March 27, 2015*

- 2. *April 27, 2015 – June 19, 2015*

- 3. *July 20, 2015 – September 11, 2015*

- 4. *October 12, 2015 – December 4, 2015*

- B. *Breakfast of Champions* - February 7, 2015 and July 18, 2015

- II. *Launch Business Entrepreneurship Academy – Four 10 week classes beginning*

- February 16, 2015. Launch Pitch Nights TBD*

- III. *Hope 3E Conference (Education, Employment, Empowerment): (Tentatively)*
February 20, 2015

- **Key personnel/project leaders/consultants: (Who is doing what?)**

- 1. *Director of Economic Development (Full-time) – Plans, implements and oversees all programmatic initiatives of the Economic Development Department. Strategically aids the executive director in aligning Hope for the Inner City's budget, functions and activities with the overall mission of economic development.*

- 2. *Jobs for Life Site Coordinator (Full-time) – Responsible for coordinating all functions and activities of the Job for Life sites (4 in total), as well as collection and analysis of data (i.e. student recruiting, curriculum administration, site preparation, volunteer and personnel management, metric analysis).*

- 3. *Jobs for Life Facilitators (Contractors) – Facilitates presentation of Jobs for Life Curriculum and aids participants with understanding and implementing the material, while aiding them with completing all required tasks prior to graduation.*

- 4. *Champion Coordinator (Volunteer) – Provides training and support for volunteer mentors in best practices to effectively aid participants in utilizing the material, actively seek job placement and complete required assignments for graduation.*

- 5. *Business Relations Leader (Full-time) – Oversees all job development initiatives and is responsible for tracking job development metrics and building relationships between Hope for the Inner City, the business community and all workforce related government and community agencies. This position will actively pursue, advise and manage*



City of Chattanooga

Agency Offer Worksheet (A1)

employment opportunity efforts with existing employers, entrepreneurial opportunities through Launch Business Entrepreneurship Academy and microenterprise incubation.

6. Faith and Finances Facilitators (Contractor) – Facilitates presentation of Faith and Finances Curriculum and aids participants with understanding and implementing material, while aiding them with completing all required tasks prior to graduation.

7. Business Incubation Specialist (Contractor) – Project manage all aspects of the business incubation process from birth to launch. This includes, but is not limited to conducting a feasibility study, researching project sustainability, developing business plans, developing umbrella company's business structure and securing funds for startup costs and operations.

8. Administrative Assistant (Part-time) – Clerical support for all functions of the Economic Development Department to include data collection, entry and analysis. Secretarial functions (i.e. answering phones, taking notes, returning messages, managing the department calendar, etc.) will be assigned as needed.

- **Citizen engagement** - How are you involving citizens?

Any citizens of Chattanooga, regardless of community affiliation, will be welcomed to participate in any of the programs offered. Citizens are further encouraged to invest sweat equity (volunteerism), in-kind gifts and financial contributions. Additionally, citizens in the targeted communities will be surveyed to determine which job opportunities and/or businesses are most needed within the community.

- **Environmental sustainability:**

N/A

- **Cite applicable research/best practices used in this offer:**

Our research is based on the economic development efforts of four successful organizations in four different cities that, in whole or in part, offer similar services for economic development through comprehensive workforce development initiatives. (1) H.I.S. Bridge Builders provides job training through Jobs for Life, practical skills training, job placement services and business incubation through their for profit subsidiary, The Good Works Company, in the Bonton community of south Dallas (<http://hisbridgebuilders.org/>). (2) Homeboy Industries in Los Angeles, CA offers job placement, financial literacy and business incubation services to former gang members to help them transition into becoming contributors to their families and communities (<http://www.homeboyindustries.org/>). (3) Advance Memphis in Memphis, TN also provides Jobs for Life as well as staffing services for the clients. In 2013, 138 of their graduates went to work. 52 of these found permanent jobs and earned a combined \$421,682. Those grads working through their employment services earned \$885,000, for a total of \$1.3 million in one of the poorest zip codes in the US (<http://advancememphis.org/>). (4) Jobs for Life, based out of Raleigh, NC, is a national and international job softs skills program that has been successfully implemented in 275



City of Chattanooga

Agency Offer Worksheet (A1)

cities in 40 states and 9 countries. 4500 individuals are served annually through the program (<http://www.jobsforlife.org/>)



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 3 - BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Hope for the Inner City / Economic Development Department	\$ 159,420.00	\$ 41,740.00	\$ 201,160.00	100%	3
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

***Amounts MUST agree with collaborating Department totals for this offer**

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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***Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361**

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Private Contribution	\$ 3,000.00
	\$
	\$
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: *Growing Economy*

Primary Desired Outcome: *Provide job training opportunities connected to employment opportunities*

Description of Output Measured: *Jobs for Life Participant Enrollment*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x_ Annually___

Staff Responsible for Collection & Analyzing data: *Helen Buckley*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
132	120	126	126	132

Measurement 2

Results Area: *Growing Economy*

Primary Desired Outcome: *Increase the pool of qualified employees*

Description of Output Measured: *Jobs For Life Participant Graduation Rate*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x_ Annually___

Staff Responsible for Collection & Analyzing data: *Helen Buckley*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	50%	50%	55%

Measurement 3

Results Area: *Growing Economy*

Primary Desired Outcome: *Increase awareness of existing employment opportunities*

Description of Output Measured: *Rate of Jobs for Life Participants Submitting on average 5+ Job Applications Per Week*

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: *Helen Buckley*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	50%

Measurement 4

Results Area: *Growing Economy*

Primary Desired Outcome: *Increase employment*

Description of Output Measured: *Jobs for Life Participant Employment Rate*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x_ Annually___

Staff Responsible for Collection & Analyzing data: *Helen Buckley*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	50%	50%	60%



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 5

Results Area: Growing Economy

Primary Desired Outcome: *Increase job growth*

Description of Output Measured: *# of New Jobs Created Through Micro Enterprise Incubation and Launch BEA*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly__ Annually_x_

Staff Responsible for Collection & Analyzing data: Helen Buckley

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	20

Measurement 6

Results Area: Growing Economy

Primary Desired Outcome: *Increase new city business licenses*

Description of Output Measured: *# of Incubated Microenterprises and Participants in Launch BEA with a New City Business License*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly__ Annually_x_

Staff Responsible for Collection & Analyzing data: Helen Buckley

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	10

Measurement 7

Results Area: Growing Economy

Primary Desired Outcome: *Increase income of all participants*

Description of Output Measured: *% of all participants who increased their income*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly__ Annually_x_

Staff Responsible for Collection & Analyzing data: Helen Buckley

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	50%

Measurement 8

Results Area: Growing Economy

Primary Desired Outcome: *Increase # of participants still employed after 1 year*

Description of Output Measured: *% of participants still employed after 1 year*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly__ Annually_x_

Staff Responsible for Collection & Analyzing data: Helen Buckley

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	40%



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 9

Results Area: Growing Economy

Primary Desired Outcome: *Increase # of participants earning above minimum wage*

Description of Output Measured: *% of participants earning above minimum wage*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly__ Annually_x_

Staff Responsible for Collection & Analyzing data: *Helen Buckley*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	40%

Measurement 10

Results Area: Growing Economy

Primary Desired Outcome: *Increase total gross income of all participants*

Description of Output Measured: *Total gross income of all participants*

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly__ Annually_x_

Staff Responsible for Collection & Analyzing data: *Helen Buckley*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	\$797,940

Note: *At least 3 measures should be provided*



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Economic & Community Development Administration**

Primary Results Area: **GROWING ECONOMY** Priority Ranking: **Completed by Administrator**

Lead Department: **Economic and Community Development** Collaboration:

<input checked="" type="checkbox"/>	YES		No
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Administrator: **Donna Williams** Date Submitted: **Jan 15, 2015**

Amount Requested from City General Fund: **\$632,723** Total Offer Cost: **\$632,723**

<input checked="" type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS (ACTIVITIES OF RPA, LDO AND COMMUNITY DEVELOPMENT ARE MANDATED BY LAW)

SECTION 2 - OFFER DETAILS

Summary – Brief summary narrative describing offered service or initiative.

This offer is just to clarify the separation of ECD administrative staff from the Neighborhood Services & Development budget and to provide a record of the separation.

In our previous budgets the administrative staff of ECD was listed under Neighborhood Services because the former administrator, deputy administrator and administrative support staff served just two divisions – Community Development and Neighborhood Services. In fact, those two divisions represented the totality of the department as it existed then.

From this point forward, we’ve made an accurate representation of the composition of the administrative staff since it serves the entire department, not just the Neighborhood Services and Community Development divisions.

With the Berke administration’s creation of the department of Economic & Community Development, this team has responsibilities associated with effectively managing programs, projects and personnel toward desired outcomes and strategically managing toward a high degree of fiscal accountability for the **(1) Neighborhood Services (2) Community Development (3) Land Development Office (LDO) (4) Economic Development (5) Outdoor Chattanooga (6) Public Art (7) Public Space Development and (8) Regional Planning Agency** divisions.

The various divisions of ECD collaborate on a daily basis with Transportation, Public Works, General Services, Youth & Family Development and IT in addition to a variety of outside agencies such as the Chattanooga Housing Authority, CNE, Homeless Coalition, various foundations, etc.

By applying an integrated, department-wide approach to assess the optimal utilization of resources across the eight areas above, ECD Admin leadership has implemented the following changes, just to name a few:



City of Chattanooga

Department Offer Worksheet

1. All code inspectors and supervisors have been removed from the Neighborhood Services division and added to the Land Development Office in order to (1) provide higher and more efficient levels of service to citizens by cross-training each inspector to enable him/her to inspect for zoning, property maintenance and sign compliance. (2) This decreases the number of visits to any particular site, while also allowing the inspector to inspect for three categories rather than one on a single site visit.
2. Realign the daily work and deliverables of several staff members across the department so that each is responsible for outcomes that line up with the Mayor's five priority areas. For example, assigning two full-time staff from the Code Enforcement section of LDO to an ECD/CPD collaboration that is reducing criminal activity by addressing blight via focused code enforcement in areas of the city that have been determined by the CPD to be "hot spots".
3. Through attrition, realignment of headcount associated with legacy positions with responsibilities that were less critical or made redundant or obsolete by technology and improved systems, while also increasing the level of service provided to citizens. For example, reducing the number of Neighborhood Relations Specialists (NRS) from three to two, by focusing the work of the remaining two NRS's on deliverables in the areas of Crime & Safety and Capacity Building for neighborhood leaders.
4. Working with IT, address an 8 year-old problem that has existed with LDO's permitting software system, Accela. The system was purchased several years ago, but never implemented properly due to the absence of a qualified staff member to be responsible for the implementation and ongoing upkeep and upgrading of the system, lack of training of existing staff, improper technical set-up, etc. Correcting this longstanding issue will drastically increase the level of service provided to developers, contractors, subcontractors and others by allowing them to obtain levels of plan review, permitting, licensing, online etc. The need for them to actually show up at the LDO would be nominal when the system is fully functioning.

EDC Admin staff includes:

1. Administrator, Donna C. Williams
2. Deputy Administrator, Tony Sammons
3. Executive Assistant, Dana Womble
4. Civic Engagement Coordinator, Tyler Yount
5. Fiscal Analyst, TBD
6. Communications/PR Coordinator, Marissa Bell

The Needs and Outcomes of the department's administration are embedded in our other offers.



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD	\$ 553,262	\$	\$553,262	87%	
ECD	\$	\$ 79,461	\$ 79,461	13%	
	\$	\$	\$	0%	
Total	\$ 553,262	\$ 79,461	\$ 632,723	100%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have Capital Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$

Section 4 - Performance Management

Measurement 1

Results Area: GROWING ECONOMY

Primary Desired Outcome: Develop an FY 16 FY 17 ECD Plan with key outcomes per division to focus resources and determine and or confirm appropriate outcomes to be measured during that time period

Description of Output Measured:

1. Monthly department-wide meetings
2. Develop top three priorities per division
3. PowerPoint presentations, per division, suitable for delivery to Mayor, Council and public

Measurement Frequency: Daily ___ Weekly___ **Monthly X** Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Administrator and Deputy with assistance from Communications Coordinator



City of Chattanooga

Department Offer Worksheet

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	1

Measurement 2

Results Area: HIGH-PERFORMING GOVERNMENT

Primary Desired Outcome: Improve operational excellence by 10%

Description of Output Measured: Development Tracking Report

1. Accuracy of information submitted to HR, Finance and Purchasing
2. Timeliness of information submitted to HR, Finance, Purchasing, City Attorney and Goldberg/Carmody
3. Ability to maintain or reduce department-wide headcount without sacrificing service to citizens or decreasing overall staff morale

Measurement Frequency: Daily ___ Weekly ___ Monthly **X** Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: Administrator and Deputy with assistance from division heads

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unknown	Unknown	Unknown	5%	10%

Measurement 3

Results Area: HIGH-PERFORMING GOVERNMENT

Primary Desired Outcome: Manage divisions to reach their outcomes as stated in their individual offers

Description of Output Measured: Development Tracking Report

Various

Measurement Frequency: Daily ___ Weekly ___ Monthly **X** Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: Deputy Administrator with assistance from Executive Assistance and Fiscal Analyst

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Various	Various	Various	Various	Various



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **ECD - Economic Development - Business Development Fund**

Primary Results Area: **Growing Economy** Priority Ranking:

Lead Department: **ECD** Collaboration: Yes No

Administrator: **Donna Williams** Date Submitted: **March 2, 2015**

Amount Requested from City General Fund: **\$100,000** Total Offer Cost: **\$100,000**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Business Development Fund

Many of Chattanooga's commercial corridors have an overabundance of unoccupied commercial space. At the same time, there is a need to grow and support Chattanooga's attractiveness as a place to relocate and expand back office and other tertiary sector jobs.

The business development fund is a partnership between the City Economic Development office and the Industrial Development Board and provides an innovative way to promote corporate relocation and investment inside the City of Chattanooga. Modeled on various programs from across the country, this fund provides per job cash grant incentives to corporations looking to occupy space in Chattanooga. This program, and partnership with assistance from numerous local groups including the Enterprise Center, River City company, and the Chattanooga Area Chamber of Commerce and the Tennessee Department of Economic and Community Development, provides a way to attract a large corporate relocations to the City of Chattanooga

The business development fund will be used to attract businesses that will move significant numbers of jobs to the city of Chattanooga and will accomplish several key initiatives that are priorities for the city of Chattanooga economic development growth including the reduction of unemployment and creation of jobs, recruitment of new target industries and sectors, and reduction of the commercial vacancy rate in the city Chattanooga office space. This tool will be particularly attractive to tertiary sector employers looking to maximize the cost efficiencies that Chattanooga can provide by taking advantage of our lower cost of labor, more affordable commercial office space, and our access to numerous industry clusters and resulting labor shed. This fund will also provide a middle ground tool to attract a business that would not necessarily find typical economic development tools of high-value due to the nature of their occupancy and lease rather than ownership arrangements. Lastly, this fund will allow the Economic Development office to target specific high growth cluster sectors that will provide the future growth for job creation for decades to come in the Chattanooga economy.

This fund is a direct example of a recommendation from the River City company study conducted by Robert Charles Lesser & Company and should provide significant impetus and momentum to address the 25% vacancy rate inside the City downtown core. By partnering with Chattanooga realtors and the aforementioned various economic development partners, we are aggressively marketing this opportunity and hope to secure a 200 to 300 person employment announcement within the next 12 to 18 months.



City of Chattanooga

Department Offer Worksheet

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

These funds are currently being marketed through various collaborative efforts. Due to the nature of business recruitment, there is no prescribed timeline for a business's selection of Chattanooga, however there are several milestones in relation to this funding that are worth noting. These include the integration into the Chattanooga Area of Chamber of Commerce's economic development recruitment strategies, as well as awareness efforts targeted towards the Tennessee Department of Economic Development's office recruitment staff, River City company's downtown office marketing staff, and efforts to market to the Greater Chattanooga Association of Realtors.
- **Key personnel/project leaders/consultants: (Who is doing what?)**

Economic Development office staff including the Deputy Administrator and the Economic Development specialist who will be coordinating the marketing and administration of the incentive. The Deputy Administrator has been and will continue to be responsible for working with various economic development partners to market the funding, as well as the IDB to ensure the funding is available when needed. The Deputy Administrator will also work to negotiate on behalf of the Mayor the final terms of any incentive offer and coordinate with the City Attorney's office to ensure any resulting agreements provide the required return on investment.
- **Citizen engagement** - How are you involving citizens?

Through the placement of jobs to citizens of the City of Chattanooga, this offer will directly involve numerous local citizen networks for outreach and hiring efforts.
- **Environmental sustainability:**

This offer reuses existing office space and therefore reduces the environmental footprint involved with new construction. Also, this offer supports clean, innovation economy jobs and promotes cleaner industry and economic development in Chattanooga.
- **Cite applicable research/best practices used in this offer:**

Council approves UBS incentives <http://www.tennessean.com/apps/pbcs.dll/article?AID=2013309170140>

River City Company commissioned study touting the needs for office tenant based incentives in Chattanooga identical to the Business Development Fund

<http://www.rivercitycompany.com/new/pdf/River%20City%20Company%20Downtown%20Chattanooga%20Study%20Report%20Only%20January%202014.pdf>

<http://www.tennessean.com/story/money/real-estate/2014/11/11/bridgestone-headquarters-nashville-announcement/18865039/>

U.S. Cluster Mapping Project is used by governments, economic developers, and businesses to understand and shape the competitive landscape for a wide range of industries. These data are being put in the hands of local officials, who are using the information to make strategic investments, recruit new companies, and lay the groundwork for new industries. Across the country, our cluster mapping tool gives us the ability to reinvent and modernize economic development strategies "all driven by open data."

U.S. Secretary of Commerce Penny Pritzker. To learn more about cluster mapping and our use to attract and recruit businesses to Chattanooga, click here.

<http://www.clustermapping.us/>



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Economic & Community Dev.	\$	\$ 100,000	\$ 100,000	100%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$ 100,000	\$ 100,000	100%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increase in number of corporate headquarters

Description of Output Measured: Number of corporate headquarters

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually X___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Reduced vacancy and increased absorption rates

Description of Output Measured: Vacancy rate

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Reduced vacancy and increased absorption rates

Description of Output Measured: Absorption rate

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined



City of Chattanooga

Department Offer Worksheet

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: Cluster specific job growth

Description of Output Measured: Target sector site visits

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_ X_ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 5

Results Area: Growing Economy

Primary Desired Outcome: Increase in per acre property valuation

Description of Output Measured: Per acre property valuation in Downtown Business district

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually X___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined



City of Chattanooga

SECTION 1 - OFFER SUMMARY

Offer Name: **ECD - Economic Development** **Renewing Chattanooga**

Primary Results Area: **Growing Economy** Priority Ranking:

Lead Department: **ECD** Collaboration: YES NO

Administrator: **Donna Williams** Date Submitted: **January 15, 2015**

Amount Requested from City General Fund: **\$633,408** Total Offer Cost: **\$633,408**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Economic Development office

In order to create jobs and enhance City of Chattanooga involvement in local economic development efforts, this offer supports the Economic Development office within the Economic and Community Development department. This office works with all city departments as well as numerous local and state agency partners in order to intentionally create a local economic environment that supports our strong manufacturing base, fosters technology startup and innovation, and works to strengthen and attract businesses. This office will consist of the Deputy Administrator, Economic Development, an Economic Development Specialist, and a Land Development Specialist. The main goals within this offer include efforts aimed at growing and supporting the local economy, creating jobs, recruiting and retaining businesses, supporting small businesses, cultivating a workforce necessary for the jobs of tomorrow, and ensuring we have available land to support industrial and commercial development.

Innovative and efficient government

The Economic Development office has established a new system of coordinating economic development activities of the City of Chattanooga, including coordination with the economic development staff at the Chattanooga chamber, as well as facilitating in the coordination with the State of Tennessee Department of Economic and Community Development, and various other agencies in the economic development field in the Chattanooga area. The Economic Development office has served in extensive roles of collaboration to recruit and expand business opportunities inside the City of Chattanooga and served in a vital role for major economic development projects in the past year, as well as a centralizing coordination entity for multiple real estate and commercial development projects.

The Economic Development office has created a more efficient and innovative government by creating and serving as the central point of contact on the behalf of the Mayor of Chattanooga for City of Chattanooga economic development projects. This has included working on behalf of the Mayor to negotiate various economic development agreements which have led to the creation of thousands of new jobs in the city. This role in the process of negotiating economic development agreements has led to an increase in efficiencies for the City of Chattanooga through implementation of a new economic development fee, an improved claw back structure for economic development incentives, better deployment of city resources and infrastructure incentives, and all-around better coordination of City departments in resources allocated to specific economic development projects.

In order to accomplish much of this improved efficiency and coordination of economic development projects, the Economic Development office is implementing a sophisticated economic development CRM system specifically designed to allow the Economic Development office to store, track and monitor information related to every economic development project the city has historically been a party to, as well as projects it takes part in going forward on behalf of the taxpayers of the City of Chattanooga. This represents a first ever effort for the City of Chattanooga to create a centralized database specific for



City of Chattanooga

economic development projects and clients to be tracked at the City of Chattanooga level and will allow for improved understanding of the various benefits and investment features of each economic development project the City takes part in.

The Economic Development office has also served in collaboration with the City Attorney's office as the as the coordinating point for economic development agreements and MOU's once in place and has overseen capital budget items related to those agreements, including the VW expansion, the Coca-Cola Bottling Company expansion, and the Harriett Tubman site demolition and preparation. The Economic Development office serves as the central coordinating point for these economic development projects and has worked collaboratively with the City Public Works Department, the City Transportation Department and City General Services. The Economic Development office is also actively working with the City Treasurer's office to better structure economic development agreements to alleviate fees encumbered by the city, as well as to streamline the business permitting process and provide more resources to new and existing businesses within the City of Chattanooga.

Supporting Small Business

Other efforts undertaken by Economic Development office have included efforts to support small business growth, including its growing small business initiative which was established and launched in 2014 and has already led to the creation of 53 jobs through 4 grants. This program has proven to be an attractive tool for small businesses and has encouraged job growth at a relatively low cost to the City of Chattanooga. This small business incentive will continue to be administered in conjunction with the Industrial Development Board of the City of Chattanooga, and has benefited from the recent establishment of a committee to oversee its deployment which includes representatives from the Chattanooga Area Chamber of Commerce, the Office of Multicultural Affairs, and the City Attorney's office, as well as other City Staff.

In addition to the growing small business incentive, the Economic Development office, in collaboration with the Office of Multicultural Affairs, will also launch the business façade program for the city of Chattanooga. This program will create a business façade grant in key commercial nodes within the City of Chattanooga in order to promote investment in areas of the city that have otherwise seen underinvestment. By encouraging businesses to locate in commercial corridors that have experienced neglect, and by providing incentive to improve a business's façade and offset rent rates, reduce per square-foot leases rates, or reduce purchase price, this incentive will provide another tool for small businesses to continue their growth and expansion. By partnering with the Hamilton County Business Development Center and the Chattanooga Chamber of Commerce and, we will use this tool as a way to locate businesses into new leases and commercial spaces in key commercial corridors throughout the city that are in need of investment. This incentive will also ameliorate blight and increase comparable adjacent rates improving property values and increasing revenues, making an even greater return for taxpayers and providing even more efficient use of dollars. This grant will also work to offset the permitting costs and streamline those functions for businesses willing to partner with the City and its efforts to improve the economy and create jobs by locating businesses in areas in these need of investment.

The Economic Development office will also coordinate efforts to support small business owners and entrepreneurs through the contracted management of a micro-enterprise loan fund. The Economic Development office has also worked with LaunchTN and the Transportation department of the City of Chattanooga through the Reverse Pitch program, becoming the first major City in the State to participate in this innovative entrepreneurial accelerator program, encouraging small business growth by identifying city problems that can be solved through creative startups.

Creating a World-class Workforce

The Economic Development office is coordinating with numerous workforce development partners within the greater Chattanooga area to help large industrial projects find appropriate labor resources to fill their growth needs. The Economic Development office has also made a priority of facilitating job growth and workforce development opportunities within underserved populations within the city of Chattanooga as well, working with the Urban League and the Office and Multicultural Affairs to facilitate the Harriet Tubman and the upcoming VW job placement efforts.

The Economic Development office is also directly supporting the innovation district and has made a top priority of working to create innovation jobs and workforce technology initiatives to fill the gap of coming labor shortages to support the job needs of next-generation technology and start up growth within the City of Chattanooga. In collaboration with the Enterprise Center and River City Company, the Economic Development office is strategically directing incentives and resources to reimburse



City of Chattanooga

companies for training costs associated with locating inside the innovation district and the central business district of the City of Chattanooga. By providing a centralizing resource for these efforts, and through backbone support for proven and effective programs that create the needed technology workforce, for the first time ever, the Economic Development office of the City of Chattanooga is providing groundbreaking leadership to coordinate local efforts to provide workforce technology support to ensure that businesses choosing to relocate or grow in Chattanooga have the appropriate workforce.

Land Development Initiative

The Economic Development office will launch a land development initiative (LDI), in order to build off of the momentum and experience garnered from the recent acquisition and ongoing redevelopment of the former Harriet Tubman site and bring enhanced focus on key initiatives to maximize job creation and enhance our city's economic competitiveness. This initiative will support ongoing efforts to create available industrial sites such as the ongoing work in collaboration with Hamilton County Engineer's Office, the Hamilton County Real Property Office, and the Chattanooga Area Chamber of Commerce to prepare the release property at Enterprise South Industrial Park, and will create new tools to develop and support long-term economic growth through strategic promotion of Brownfield redevelopment, project financing, and the promotion of economic inclusion. This will address the need for industrial land inside the city of Chattanooga, as well as create opportunities for more jobs, and a workforce of tomorrow.

Brownfield Redevelopment

The LDI will be dedicated to the redevelopment of abandoned, idled, or underutilized industrial and commercial sites – also known as brown fields. These sites, like the city owned former Harriett Tubman homes, or the former US Pipe Site, represent some of the best opportunities for future job creation and land reuse in the city. In order to accomplish this, the LDI will form public- private partnerships to leverage private capital and experience and will create public-private partnerships on projects, using local, state and federal funds to leverage private investments and make lasting impacts throughout Chattanooga.

The land development initiative will:

- acquire and oversee improvements to real and personal property;
- work with the new land bank authority to own, lease, sell, and construct improvements to real property
- coordinate the issuance of bonds and financing for City of Chattanooga Industrial Development Board facilities and other permanent improvements;
- coordinate and provide staffing to facilitate the creation and implementation of TIF districts and financing arrangements;
- receive federal and state grants and loans and other public funds;
- oversee various EPA grant programs, including assessment, cleanup, and RLF activities;

The LDI will facilitate the creation of an inventory of sites in our new economic development CRM in need of development, as well as an effective means of ultimately reintegrating those sites back into useful purpose within the context of a growing urban city. The ED office has partnered with Bright Bridge on this effort already and has recently submitted EPA Brownfield assessment and cleanup applications and plans to create a database of potential sites that can be returned to productive use, creating jobs and tax revenue.

Project Financing

The LDI will work to provide and facilitate financing options tailored to the distinct needs of economic development projects with the potential to create a significant number of jobs. The LDI will specialize in finding solutions to complex development financing challenges through the use of innovative financing, incentives and other tools. These tools will be combined with other state and local programs to move a project forward and spur private economic activity in blighted and depressed areas of the community, generating increased tax revenue and significant return on investment.

Economic Inclusion

Economic Inclusion will be an important aspect in all that the LDI does. The LDI will be diligent in the Economic Development office's efforts to insure equal opportunities for increased participation in all of our projects for Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Small Business Enterprises (SBEs). The economic development office, through its LDI, will also partner with Office of Multicultural Affairs, Urban League, and the Chamber's African American Business Development Program to continue and to seize momentum from recent efforts to promote workforce inclusion like the efforts at the demolition project at the Harriett Tubman site. Through coordination with the Industrial Development Board, the Economic Development office will also work to leverage public incentives and financing to ensure local and MBE contracts goals are being met.



City of Chattanooga

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
The significant milestones throughout the year related to this offer are the continued deployment of workforce development efforts, the administration of the small business incentive program, the implementation of the land development efforts, and the ongoing efforts to continue collaborative efforts to coordinate the City's interest in Economic Development. Key dates within these various areas include conclusion of the Harriett Tubman demolition and remediation project of 2015 and the ongoing efforts to market the site, the staffing and implementation of land development initiative including the staffing of a land development specialist in summer of 2015, the addition of an economic development specialist in spring of 2015. Other key initiatives will be establishing a cost/benefits assessment tool in summer of 2015, the launch of a new marketing website associated with the former Harriet Tubman site in spring/summer 2015, the launch of the business facade grant program in summer/fall of 2015, participation in Reverse Pitch in Summer of 2015, and various economic development projects as they move through the stages of the jobs creation pipeline.
- **Key personnel/project leaders/consultants: (Who is doing what?)**
ED office including the Deputy Administrator, the Economic specialists who will be coordinating the marketing and administration of the office. The Deputy Administrator has been and will continue to be responsible for working with various economic development partners to market the funding, as well as the IDB to ensure the funding is available when needed. The Deputy Administrator will also work to negotiate on behalf of the Mayor the final terms of any incentive offer and coordinate with the City Attorney's office to ensure any resulting agreements provide adequate rr
- **Citizen engagement** - How are you involving citizens?
Through the primary goal of jobs creation and placement to citizens of the City of Chattanooga, this offer will directly involve numerous local citizen networks for outreach and hiring efforts. This offer is also coordinating citizen interaction as they move through the process of interacting with the City to make investments and grow their business, as well as providing a means for citizens to leverage resources to ensure their growth within the community. Citizens are also involved through various committees and boards that are directly involved with the administration of various programs including the small business incentive and the facade grant programs. The Economic Development office is also working to grow our LGBT business community through our foundational support of the OUTLOOK group,
- **Environmental sustainability:**
This offer reuses existing office space and therefore reduces the environmental footprint involved with new construction. Also, this offer supports clean, innovation economy jobs and promotes cleaner industry and economic development in Chattanooga. Through renewed efforts to identify, asses and cleanup brownfield sites and return to commercial and clean industrial use, this offer will greatly enhance the environmental health of many Chattanooga neighborhoods most in need of sustainable environmental practices and attention. Also, by focusing City resources and attention on existing sites and leveraging existing resources and infrastructure, this offer will lessen the impact on the environment that new greenfield construction often entails. Also, through the LDI, the Economic Development office will be actively working with the City of Chattanooga Sustainability Office to ensure that projects are promoting sustainable outcomes and just environmental remediation for otherwise neglected neighborhoods and communities.
- **Cite applicable research/best practices used in this offer:**
The Port of Greater Cincinnati Development Authority is an economic development agency that initiates projects to improve property value and promote job creation throughout Hamilton County. The Port Authority has broad development-related powers and expertise that allow it to take on complex projects that catalyze private investment, with operational focus on transportation, community revitalization, public finance and real estate development. For more information, please visit.
<http://www.cincinnatiport.org/>



City of Chattanooga

To learn more about a similar workforce development program, please visit:

http://www.workforcedevelopmentsf.org/trainingprograms/index.php?option=com_content&view=article&id=92&Itemid=85

See attached materials from President Obama's recent initiative's from State of the Union address

This research project from the International Economic Development Council offers a comprehensive, "menu" of economic development metrics that EDOs can choose from based on their mission, functions and resources along with a guidebook on EDO performance measurement.

<http://www.iedconline.org/documents/members-only/edrp-report-making-it-count-metrics-for-high-performing-edos/>

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Economic & Community Dev.	\$ 289,408	\$ 344,000	\$ 633,408	100%	3
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 289,408	\$ 344,000	\$ 633,408	100%	3

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have Capital Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Local Area Unemployment Rate

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
9.9	8.0	7.0	7	5.25

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Increase in business starts

Description of Output Measured: New city business licenses

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
1828	1584	1750	1368	1500

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Increase in capital investment

Description of Output Measured: Capital investment

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$85,690,000	\$21,700,000	\$100,000,000	1,000,000,000	500,000,000

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: More higher wage jobs

Description of Output Measured: Total private average hourly earnings

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
20.59	20.72	N/A	N/A	N/A



Measurement 5

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Number of jobs attracted

Measurement Frequency: Daily ___ Weekly___ Monthly X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 6

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment and new businesses

Description of Output Measured: Number of site visits hosted

Measurement Frequency: Daily ___ Weekly___ Monthly X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 7

Results Area: Growing Economy

Primary Desired Outcome: Create a sustainable innovation economy

Description of Output Measured: Innovation jobs created

Measurement Frequency: Daily ___ Weekly___ Monthly X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined



City of Chattanooga

Measurement 8

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Number of potential repurposed brownfield sites identified

Measurement Frequency: Daily ___ Weekly ___ Monthly X ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 9

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Active prospects in the pipeline

Measurement Frequency: Daily ___ Weekly ___ Monthly X ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 10

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Number of available industrial/commercial sites

Measurement Frequency: Daily ___ Weekly ___ Monthly X ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined



City of Chattanooga

Measurement 11

Results Area: Growing Economy

Primary Desired Outcome: More efficient government

Description of Output Measured: Economic Development fees projected

Measurement Frequency: Daily ___ Weekly___ Monthly__ Quarterly X_ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 12

Results Area: Growing Economy

Primary Desired Outcome: Create a sustainable innovation economy

Description of Output Measured: Number of local technology jobs

Measurement Frequency: Daily ___ Weekly___ Monthly X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 13

Results Area: Growing Economy

Primary Desired Outcome: Increase in early stage capital available

Description of Output Measured: Amount of venture capital \$ invested

Measurement Frequency: Daily ___ Weekly___ Monthly X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined



Measurement 14

Results Area: Growing Economy

Primary Desired Outcome: More efficient government

Description of Output Measured: Diversity of financing methods used

Measurement Frequency: Daily ___ Weekly___ Monthly X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 15

Results Area: Growing Economy

Primary Desired Outcome: A more sustainable local economy

Description of Output Measured: Percent of green jobs in the economy

Measurement Frequency: Daily ___ Weekly___ Monthly X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 16

Results Area: Growing Economy

Primary Desired Outcome: Create a next generation economy workforce

Description of Output Measured: Number of qualified automotive sector workers

Measurement Frequency: Daily ___ Weekly___ Monthly X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 17

Results Area: Growing Economy

Primary Desired Outcome: A more efficient and effective government



City of Chattanooga

Description of Output Measured: Business climate assessment surveys

Measurement Frequency: Daily ___ Weekly ___ Monthly X ___ Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **ECD - Economic Development - Land Development Initiative**

Primary Results Area: **Growing Economy** Priority Ranking:

Lead Department: **ECD** Collaboration: Yes No

Administrator: **Donna Williams** Date Submitted: **January 15, 2015**

Amount Requested from City General Fund: **\$200,000** Total Offer Cost: **\$200,000**

<input checked="" type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

In Fiscal year 2015, the goal of the Economic Development office is to achieve significant progress within the City of Chattanooga, advancing the City's role in economic development with a goal toward redefining our region's future.

In order to do so, this offer creates the Land Development Initiative (LDI), building off of the momentum and experience garnered from the recent acquisition and ongoing redevelopment of the former Harriet Tubman site and bringing enhanced focus on key initiatives to maximize job creation and enhance our city's economic competitiveness. This initiative will create new tools to develop and support long-term economic growth through strategic promotion of Brownfield redevelopment, project financing, and the promotion of economic inclusion. This will address the need for industrial land inside the city of Chattanooga as well as create opportunities for a more sustainable economy and workforce of tomorrow.

Brownfield Redevelopment

The LDI will be dedicated to the redevelopment of abandoned, idled, or underutilized industrial and commercial sites — also known as brown fields. These sites, like the city owned former Harriett Tubman homes, or the former US Pipe Site, represent some of the best opportunities for future economic development and reuse in the city. In order to accomplish this, the LDI will form public- private partnerships to leverage private capital and experience and will create public-private partnerships on projects, using local, state and federal funds to leverage private investments and make lasting impacts throughout Chattanooga.

The land development initiative will:

- acquire and oversee improvements to real and personal property;
- own, lease, sell, and construct improvements to real property;
- coordinate the issuance of bonds and financing for City of Chattanooga Industrial Development Board facilities and other permanent improvements;
- coordinate and provide staffing to facilitate the creation and implementation of TIF districts and financing arrangements;
- receive federal and state grants and loans and other public funds;
- oversee various EPA grant programs, including assessment, cleanup, and RLF activities;

The LDI will facilitate the creation of an inventory of sites in need of development, as well as an effective means of ultimately reintegrating those sites back into useful purpose within the context of a growing urban city.

Project Financing

The LDI will work to provide financing options tailored to the distinct needs of economic development projects. The LDI will specialize in finding solutions to complex development financing challenges through the use of innovative financing, incentives and other tools. These tools will be combined with other state and local programs to move a project forward and spur private economic activity in blighted and depressed areas of the community.



City of Chattanooga

Department Offer Worksheet

Economic Inclusion

Economic Inclusion will be an important aspect in all that the LDI does. The LDI will be diligent in our efforts to insure equal opportunities for increased participation in all of our projects for Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Small Business Enterprises (SBEs).

- Partner with Office of Multicultural Affairs to seize momentum from recent efforts to promote workforce inclusion for demolition project at the Harriett Tubman site.
- Leverage public incentives and financing to ensure local and MBE contracts goals are being met.
- Ongoing collaboration with the City of Chattanooga Sustainability Office to ensure that projects are promoting sustainable outcomes and just environmental remediation for otherwise neglected neighborhoods and communities.

Beginning in July of 2015, the LDI will commence the process of staff implementation and build out will commence. This will be accomplished in a timely manner to facilitate the timeline needed for federal and local funding needs related to various land development grants opportunities.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
Initiative will commence July 1, 2015.
- **Key personnel/project leaders/consultants: (Who is doing what?)**
ED staff, and land development specialist
- **Citizen engagement** - How are you involving citizens?
Our leadership and staff will actively engage the community. The LDI will meet with stakeholders, community leaders, and speaks to many groups and organizations to educate and advocate for strong economic development initiatives. LDI staff will work with partner agencies and entities to coordinate public meetings related to Brownfield development public, finance issues, connectivity, and community revitalization.
- **Environmental sustainability:**
Through the remediation of blighted brown fields properties and creative reuse of built environment, the LDI will significantly lower the footprint of current industrial development patterns.
- **Cite applicable research/best practices used in this offer:**
<http://www.cincinnatiport.org/>



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Economic & Community Dev.	\$ 95,000	\$ 105,000	\$ 200,000	100%	1
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 95,000	\$ 105,000	\$ 200,000	100%	1

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Local Area Unemployment Rate

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
9.9	8.0	7.0	7	5.25

Measurement 2 New Businesses

Results Area: Growing Economy

Primary Desired Outcome: Increase in new businesses created

Description of Output Measured: New city business licenses

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
1828	1584	1750	1368	1500

Measurement 3 Capital Investment

Results Area: Growing Economy

Primary Desired Outcome: Increase in capital investment

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$85,690,000	\$21,700,000	\$100,000,000	1,000,000,000	500,000,000

Measurement 4 Average Wage

Results Area: Growing Economy

Primary Desired Outcome: More higher wage jobs

Description of Output Measured: Total private average hourly earnings

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
20.59	20.72	N/A	N/A	2.7



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Economic Development - Growing Small Business**

Primary Results Area: **Growing Economy** Priority Ranking:

Lead Department: **ECD** Collaboration: Yes No

Administrator: **Donna Williams** Date Submitted: **January 15, 2015**

Amount Requested from City General Fund: **\$300,000** Total Offer Cost: **\$300,000**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

The **Growing Small Business Incentive** is a partnership between the Economic Development office and the Industrial Development Board. This collaborative offer creates small business jobs by providing an incentive for businesses with 100 or fewer employees to create five or more jobs within the prior 12 months. This innovative program has proven to be very popular amongst growing small businesses within the city of Chattanooga and supports a need within the local economy to grow and support small businesses that otherwise have fallen in a gap.

Unlike larger industrial companies or businesses, small businesses account for roughly half of all employment in our community. However these businesses often times do not qualify for the tools that we use within traditional economic development to support our growing economy. Through the small business incentive, we are able to provide encouragement for small businesses to hire additional employees that they otherwise might not be able to afford, and provide support for additional pro-forma growth, all the while encouraging them to expand within the city of Chattanooga.

This innovative program also supports job growth up-and-down the income spectrum by valuing jobs in urban core and neighborhoods, as well as jobs within the tertiary or professional sector. This program has even drawn attention from companies outside of the city of Chattanooga looking to relocate. By establishing a committee to oversee the administration of this program, the ECD department has partnered with the Chattanooga Area Chamber of Commerce and has worked to distribute information through the Tennessee Small Business Development Center and other similar agencies and partners. As Mayor Berke often discusses, businesses that grow exponentially are likely to become the larger employers of tomorrow. By supporting businesses that grow by five or more employees within a 12 month period, this incentive program is creating job growth in a relatively efficient means and producing a valuable return on investment for the citizens of Chattanooga.

The business façade program also contained as part of this offer creates a business façade grant in key commercial nodes within the city of Chattanooga. By encouraging businesses to locate in commercial corridors that have experienced neglect, and by providing incentive to offset rent rates, reduce purchase price, or to reduce per square-foot leases rates, this incentive will provide another tool for small businesses to continue their growth and expansion. By partnering with the Hamilton County Business Development Center and the Chattanooga Chamber of Commerce and, we hope to use this tool as a way to locate businesses into new leases and commercial spaces in key commercial corridors throughout the city that are in need of investment. This incentive will also ameliorate blight and increase comparable adjacent lease rates, improving property values and increasing revenues, creating an even greater return for taxpayers and providing even more efficient use of dollars by leveraging them more significantly. This grant will also work to offset the permitting



City of Chattanooga

Department Offer Worksheet

costs and streamline those functions for businesses willing to partner with the City and its efforts to improve the economy and create jobs by locating businesses in selected target areas.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
Legislation establishing the small business incentive program was passed successfully in September of 2014. A committee has been established to meet monthly or as needed in order to meet the monthly meeting date requirements of the IDB. The first batch of grants has been processed and the program is ongoing based upon funding availability.

The business facade program will follow a similar timeline as the small business incentive program. There will be some coordination required between the City Treasurer office and Land Development office to facilitate the expedited permitting processes which will require some initial coordination, but the facade grant launch is expected in fall of 2015.
- **Key personnel/project leaders/consultants: (Who is doing what?)**
ED office staff including the Deputy Administrator, and the Economic Development Specialist and the committee members.
- **Citizen engagement** - How are you involving citizens?
Through the placement of jobs to citizens of the City of Chattanooga, this offer will directly involve numerous local citizen networks for outreach and hiring efforts. There is also significant citizen involvement through the extensive collaboration with other agencies and groups, as well as the committees established to provide review and oversight of the grant criteria and distribution. Lastly, all of these programs are conducted through the IDB which is a volunteer citizen board that oversees the funds on behalf of the City of Chattanooga.
- **Environmental sustainability:**
This offer reuses existing office space and therefore reduces the environmental footprint involved with new construction. Also, this offer supports clean, innovation economy jobs and promotes cleaner industry and economic development in Chattanooga.
- **Cite applicable research/best practices used in this offer:**

Gresham, Oregon garage-to-storefront, business license incentives

<http://www.katu.com/communities/gresham/gresham-extends-garage-to-storefront-business-license-incentives-450616-198281541.html>

Nashville Small Business Incentive program

<http://www.nashville.gov/Mayors-Office/Priorities/Economic-Development/Application-for-Incentives.aspx>

Minneapolis Great Streets Façade Improvement Matching Grants

http://www.ci.minneapolis.mn.us/cped/ba/cped_great_streets_home



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Business Façade Grant Program	\$	\$ 150,000	\$ 150,000	50%	
Growing Small Business Incentive	\$	\$ 150,000	\$ 150,000	50%	
	\$	\$	\$	0%	
Total	\$	\$ 300,000	\$ 300,000	100%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Number of small business incentive jobs created

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: More efficient and innovative government

Description of Output Measured: Average incentive per job created

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Increase in higher wage jobs

Description of Output Measured: Average wage per incentive recipient employee

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: Increase in property value

Description of Output Measured: Number of facade grants deployed

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined



City of Chattanooga

Department Offer Worksheet

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SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 5

Results Area: Growing Economy

Primary Desired Outcome: Increase in per square foot rent of comparable adjacent property in selected commercial nodes

Description of Output Measured: per square foot rent rates in selected commercial nodes

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 6

Results Area: Growing Economy

Primary Desired Outcome: Reduction in vacancy rates

Description of Output Measured: vacancy rates in selected commercial nodes

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

Measurement 7

Results Area: Growing Economy

Primary Desired Outcome: Increase in DBE businesses

Description of Output Measured: Number of DBE incentive recipients

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	N/A*	N/A*	N/A*

Appropriate data set being determined

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City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Economic Development - Technology Workforce Development**

Primary Results Area: **Growing Economy** Priority Ranking:

Lead Department: **ECD** Collaboration: Yes No

Administrator: **Donna Williams** Date Submitted: **January 15, 2015**

Amount Requested from City General Fund: **\$200,000** Total Offer Cost: **\$200,000**

MANDATED

PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

Ensuring Chattanooga residents have the skills and training they need to work in our City's growing number of tech jobs should be a cornerstone of our economic strategies and critical to making sure economic growth reaches every neighborhood of our City. In order to accomplish this, this offer will support the Technology Workforce Development program which will bring City residents, technology companies and our workforce training partners together to train and re-skill our residents to embrace the future for Chattanooga. This offer will strengthen public-private partnerships and invest in workforce training for our residents so that they can get the good tech jobs so many of our companies are and will be creating in Chattanooga.

The Economic Development Division of the Department of Economic and Community Development is collaborating with the Enterprise Center and Chattanooga-based employers and community-based organizations, to create the Technology Workforce Development program to raise the technical skill of Chattanooga workers.

The Technology Workforce Development program is based on highly successful program models, which include building career pathways and training for in-demand skills in the rapidly changing technology industry. The program's target group will be local workers seeking jobs in the technology sector.

- **Clear summary of activities:** (What are you doing?)

The Technology Workforce Development program will help recruit participants, provide internships and create work experience. The program will offer training in high growth IT occupations that are currently in demand, including Networking, Tech Support, Programming, and Multimedia, in order to prepare Chattanooga residents for entry into dynamic careers in the Information Technology Industry. The Technology Workforce Development program will also provide vocational skills training, work experience opportunities, and offer job placement assistance and career advancement to training participants and other individuals working in the IT field.

This initiative will help in the retention and attraction of business to Chattanooga's growing local economy. Ideally, this initiative will ultimately be housed in the City's new innovation district and will serve as a pipeline and lure for businesses in need of tech talent and trained workers. If the initial effort proves successful, the Economic Development division will partner with corporate supporters and others to pursue an H1-B Ready to Work Partnership Grants to scale the program. Numerous generic office needs such as postage, supplies, printing costs, etc.

- **Timeline of activities and/or significant milestones throughout the year:** (When are you doing it?)



City of Chattanooga

Department Offer Worksheet

In spring of 2015, the workforce technology training is scheduled to begin collaboration with local partners and agencies to provide a proven model based curricular training to equip Chattanoogaans with the skills needed to be viable workforce for the technology and innovation economy.

- **Key personnel/project leaders/consultants: (Who is doing what?)**

Potential partners include enterprise Center, Lamppost Partners, others TBD

- **Citizen engagement** - How are you involving citizens?

This offer will train and equip hundreds of Chattanoogaans to enter the workforce of the City's future and is therefore engaging numerous networks of job training organizations and other citizen outreach organizations to facilitate hiring and job placement.

- **Environmental sustainability:**

By promoting office infill and the training of a new workforce for new clean industries and skills in the tertiary economy, this offer directly supports sustainability and reuse of both existing spaces and the promotion of a clean, 21st century economy.

- **Cite applicable research/best practices used in this offer:**

- http://www.workforcedevelopmentsf.org/trainingprograms/index.php?option=com_content&view=article&id=92&Itemid=85



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
	\$	\$ 200,000	\$ 200,000	100%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$ 200,000	\$ 200,000	100%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increase in employment

Description of Output Measured: Local Area Unemployment Rate

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
9.9	8.0	7.0	7	5.25

Measurement 2 New Businesses

Results Area: Growing Economy

Primary Desired Outcome: Increase in new businesses created

Description of Output Measured: New city business licenses

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
1828	1584	1750	1368	1500

Measurement 3 Capital Investment

Results Area: Growing Economy

Primary Desired Outcome: Increase in capital investment

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$85,690,000	\$21,700,000	\$100,000,000	1,000,000,000	500,000,000

Measurement 4 Average Wage

Results Area: Growing Economy

Primary Desired Outcome: More higher wage jobs

Description of Output Measured: Total private average hourly earnings

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Deputy Administrator of Economic Development

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
20.59	20.72	N/A	N/A	2.7



City of Chattanooga

Department Offer Worksheet



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **ECD - Outdoor Chattanooga**

Primary Results Area: **Growing Economy** Priority Ranking:

Lead Department: **Economic and Community Development** Collaboration:

	YES	X	No
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Administrator: **Donna Williams** Date Submitted: **January 15, 2015**

Amount Requested from City General Fund: **\$452,783** Total Offer Cost: **\$452,783**

<input checked="" type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS



City of Chattanooga

Department Offer Worksheet

Narrative:

Summary – Brief summary narrative describing offered service or initiative.

Outdoor Chattanooga is at the center of the Chattanooga region's outdoor lifestyle.¹ The department serves as the central resource to local and visitor populations for information about outdoor recreation resources, including public lands and private businesses. It also serves as the City of Chattanooga facilitator for large and small competitive, outdoor events that impact the local economy by an estimated \$15 million (Chattanooga Convention and Visitors Bureau).

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

The Outdoor Chattanooga center serves as a gateway for residents and visitors to access programs, activities and information about regional outdoor amenities and tourism destinations. Between 2013 and 2014, yearly, recorded visitation to the center for scheduled programming increased by 26%.² This does not include daily phone calls generated by the Outdoor Chattanooga Website for general outdoor information and walk-in visitation by tourists and customers of the City's Bike Chattanooga Bicycle Transit System, which has it's busiest station located in front of the Outdoor Chattanooga facility.³

Three of Outdoor Chattanooga's five full time staff focus on programs, in partnership with area government and nonprofit agencies, which are specifically designed to provide access to the outdoors at low or no cost to the entire community.⁴

The department also serves as the City of Chattanooga facilitator for logistics and planning for 12 large and small outdoor, community events, which conservatively generate \$2.5 million in daily spending in the community.⁵

With an increased demand for Outdoor Chattanooga's participation as an event facilitator, as well as a steady increase in visitation, the department is beyond capacity to respond to public demand without an additional staff, new programming equipment and investment in the Outdoor Chattanooga center in Coolidge Park.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*
 - 1) Increase the department's capacity to serve more visitors in the Coolidge Park facility and drive them to regional outdoor businesses and resources. Visitor participation in entertainment and recreation accounts for 10.7% of the \$16.7 billion that travelers spend each year in Tennessee⁶ and outdoor recreation contributed \$646 billion to the American economy in 2012.⁷
 - 2) Reduce barriers in the community to participation in outdoor recreation by appropriately directing staff resources and increasing capacity to offer free and low cost programming.⁸
 - 3) Increase departmental capacity to support large, community outdoor events.



City of Chattanooga

Department Offer Worksheet

○ **Actions** – How will you achieve the goals, including:

Clear summary of activities: (What are you doing?)

- Free workshops, youth and family oriented programming and events, experiential education classes, tourism development and public meeting facilitation.
- Fee-based, guided, outdoor adventures, skill specific outdoor recreation training, family targeted, water based recreation programs.
- Waterfront infrastructure and development for Ironman, Chattanooga, traffic and logistic oversight for USA Cycling Professional Road and Time Trial National Championships, logistic, staff and equipment support for swimming events, rowing regattas, recycling plan for downtown events.
- Community outreach and public relations through the OutdoorChattanooga.com Website, e-newsletter, social media, media relations, public speaking and seminars.
- Direct customer service for Bike Chattanooga bicycle transit system, tourism services for outdoor recreation via phone, email and direct visits, including referrals to local outfitters and outdoor recreation facilitators.

Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)

July-Aug. – High visitation to outdoor center. Summer program season ends mid-August, when school goes back into session.

Sept.-Oct. – Fall Event Season, programming focuses indoors

Nov.-Dec. – End of event season, planning for next year begins, most staff vacations

Jan.-Mar.- Spring event and summer programs planning. Winter programs begin, e.g. Winter Workshops, Interscholastic Climbing League. Summer program/event calendar is locked in by April 1

Apr.-May – Spring event facilitation, summer program staff training, visitor center gets busy

June – High visitation begins. Busiest program month of the year.

Outdoor Event	Participants	Outdoor Chattanooga Role
Chickamauga Chase (Apr.)	2,500	Facility for packet pickup day before event
U.S. Pro Cycling Championships (May)	5,000	Year round event planning and event facilitation
U.S. Masters Open Water Swim (May)	300	Event planning and logistics support
River Rat Race Open Water Swim (June)	125	On water logistics support
Chattanooga Waterfront Triathlon (June)	1,100	Waterfront infrastructure and logistics setup
2.4 Mile Open Water Swim (Aug.)	160	Event planning and facilitation
Ironman Chattanooga (Sept.)	2,500	Swim start planning, infrastructure and support
Skyhoundz World Disc Dog Championships (Sept.)	400	Venue facilitation, logistics and community outreach
Chattanooga Head Race (Oct.)	4,000	Waterfront infrastructure and logistics setup
Swim the Suck (Oct.)	200	Event planning, facilitation and on water support
Chattajack 31 (Oct.)	250	Facility for packet pickup day before event
Head of the Hooch Rowing Regatta (Nov.)	9,000	Waterfront infrastructure and logistics setup
Total Participation	25,535	



City of Chattanooga

Department Offer Worksheet

Key personnel/project leaders/consultants: (Who is doing what?)

Philip Grymes, E.D., community event facilitation, meetings, departmental financial oversight, visitor services

Terri Chapin, Recreation Programs Coordinator, all free and fee based recreation programming, visitor services

Zach Bopp, Recreation Programs Specialist, facilitator for recreation programming, program planning, direct bookkeeping, visitor services

James Eubank, Recreation Specialist, direct facilitation of recreation programming, program planning, program data recording, visitor services

Ruth Thompson, Events and Marketing Coordinator, Website, e-newsletter, event and program promotion, social media, community and public relations, media relations, reports and presentations, visitor services,

Administrative Support Assistant, Vacant position, direct bookkeeping, visitor services, website, public event calendar, public face / receptionist

Citizen engagement - How are you involving citizens?

Outdoorchattanooga.com Website, electronic newsletter (3,000 subscribers), social media, visitors center, free and fee-programming, events and activities

Environmental sustainability:

As the community leader for Chattanooga's outdoor recreation lifestyle, environmental sustainability is essential to Outdoor Chattanooga's mission. The Outdoor Chattanooga visitor center is a LEED Gold facility and a gold level bicycle friendly business (League of American Bicyclists), staff is Leave No Trace certified trainers and bicycle education leaders in the community. The staff uses bicycles for transportation whenever possible and the department has recycled all office and event waste since its founding in 2003.

Cite applicable research/best practices used in this offer:

1. Outdoor Chattanooga Action Plan, 2003
2. Outdoor Chattanooga Event Participation Log
(<https://docs.google.com/spreadsheet/ccc?key=0AsppAe4DAU-AdEdEeHRUTndSR3VDbzZwXzJDNUViMkE#gid=6>)
3. City of Chattanooga Dept. of Transportation
4. Chattanooga Forward Sports and Outdoors Committee Report, 2014
5. Based on the Chattanooga Convention and Visitors Bureau standard of \$100 of spending per visitor, per day
6. TN Dept. of Tourist Development, "Economic Impact of Travel on TN Counties," 2013, p. 12
(http://tnvacation.com/industry/sites/default/files/Economic%20Impact%20Report_Travel%20on%20Tennessee%20Counties_2013%20.pdf)
7. Outdoor Industry Association, "The Outdoor Recreation Economy," 2012, p. 2
(http://outdoorindustry.org/images/researchfiles/OIA_OutdoorRecEconomyReport2012.pdf?167)



City of Chattanooga

Department Offer Worksheet

8. Chattanooga Tourism Reports, University of TN, Chattanooga, 2013, Demographics of Adventure Residents (<http://www.utc.edu/health-human-performance/pdfs/demographicsheetsresidents.pdf>)



City of Chattanooga

Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD/Outdoor Chattanooga	\$ 384,593	\$ 68,190	\$ 452,783	100%	6
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 384,593	\$ 68,190	\$ 452,783	100%	6

***Amounts MUST agree with collaborating Department totals for this offer**

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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***If yes, please complete Capital Budget Request Form**

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Friends of Outdoor Chattanooga	\$ 65,000 in kind
Department Revenues	\$ 35,000
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Visitation to Outdoor Chattanooga Visitors Center

Primary Desired Outcome: Increase

Description of Output Measured: Program, meeting and event participation

Measurement Frequency: Daily ___ Weekly___ Monthly__X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: James Eubank/Terri Chapin/Philip Grymes

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
5,326	7,110	10,000	8,000	10,000

Measurement 2

Results Area: Website Visitors

Primary Desired Outcome: Increase

Description of Output Measured: Web and e-newsletter analytics

Measurement Frequency: Daily ___ Weekly___ Monthly__X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Ruth Thompson

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
140,659	93,917	100,000	100,000	100,000

Measurement 3

Results Area: Event Participation

Primary Desired Outcome: Increase

Description of Output Measured: Participation Numbers

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly__X_ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
26,248	22,369	25,000	25,000	28,000

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5



City of Chattanooga

Department Offer Worksheet

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **ECD - Land Development Office**

Primary Results Area: **Growing Economy** Priority Ranking:

Lead Department: **Economic and Community Development** Collaboration: YES No

Administrator: **Donna Williams** Date Submitted: **January 15, 2015**

Amount Requested from City General Fund: **\$4,481,702** Total Offer Cost: **\$4,481,702**

MANDATED PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.
The Land Development Office is the core inspection service for the City of Chattanooga. The main mission is to protect the health, safety, and welfare of the citizens of Chattanooga. Services are delivered in the most economical, efficient, and fair manner to all citizens.
- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.
- The land Development Office is divided into several sections each with its own particular assignment:
 - **Development Services:**
Ensures safe structures and developments
 - **Land Use Development Services:**
Enforces floodplain, zoning and signage compliance
 - **Permitting:**
Issues permits and subcontractors’ licenses, collects fees and maintains records
 - **Water Quality:**
Enforces safe water and sewage system standards, compliance with Storm Water Regulations and MS4 permits, and erosion control
 - **Property Maintenance & Housing Code Enforcement:**
Ensures safe housing and reduces blight related to housing, litter, overgrowth, dumping and inoperable vehicles



City of Chattanooga

Department Offer Worksheet

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*
 - The goal of the Land Development Office is to provide efficient and effective customer service, ensure safe structures and developments, and reduce blight.
More specifically—
 - **Development & Land Use Development Services**
Provide efficient and effective services related to construction and development activities.
Ensure safe housing, commercial and industrial structures and well planned developments.
Enforce zoning and sign ordinances to promote better overall design, use and attractiveness.
Water Quality
Improve water supply cleanliness and reduce health risks associated with dysfunctional sewage systems.
Property Maintenance & Housing Code Enforcement:
Help create safer, more livable, stable neighborhoods **by** reducing overall blight, encouraging landlords to keep rental properties in good repair through code enforcement actions, initiating inspections in the most blighted neighborhoods, proactively inspecting abandoned structures to be sure they remain secured to limit fire and crime risks, and demolishing severely dilapidated structures.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
 - **Development Services**
Review construction/development related documents from architects, engineers, home owners and contractors for compliance with current building codes and require corrective changes when needed .
Building Inspections-- Division of Development Services
Perform building inspections within 24 hours of the request.
Inspect for construction compliance and provide corrective instructions to ensure safe structures.
 - **Land Use Development Services**
Investigate 311 complaints related to zoning and take action to correct violations.
Review and approve or deny construction documents for zoning and floodplain condition compliance.
Review and approve or deny signage requests.
 - **Permitting**
Issue permits and receive payments courteously.
 - **Water Quality**
Review drawings for compliance with Storm Water Regulations.
Inspect all sewer extensions, road construction, subdivision construction and other infrastructure improvements.



City of Chattanooga

Department Offer Worksheet

Review construction drawings for compliance prior to issuance of Land Disturbance Permits.
Inspect construction sites to determine if work is progressing according to minimum standards and erosion control mechanisms are working properly.

Property maintenance & Housing

Address code violations through inspections, notices, and court action when necessary.

Condemn structures unfit for occupancy and have dangerous structures demolished.

Require landlords to make repairs to bring rental properties into compliance.

Inspect all back—tax properties for viability, to be sure they are secured and notify GS of code violations including the need to board.

Perform monthly inspections of all abandoned structures in the crime hot zones to be sure they continue to be secured in order to reduce fire hazards and crime opportunities.

Respond to 311 initiated complaints and address observed violations.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
Each of the activities described above continue throughout the year.
- **Key personnel/project leaders/consultants: (Who is doing what?)**
 - **Development Services:** Dallas Rucker, Asst. Dir., and Chief Building Official
 - **Land Use Services:** Gary Robkin and Randy Ridge
 - **Permitting:** Marilyn McBryar, Office Supervisor
 - **Water Quality:** Mark Heinzer, Site Development Manager
 - **Property Maintenance & Housing:** Donna Casteel, Chief Codes Enforcement Manager
- **Citizen engagement** - How are you involving citizens?
 - Builders and developers receive services and support and 311 citizen complaints are satisfied.
- **Environmental sustainability:**
Our team ensures safe new and existing structures, well-planned new communities and commercial areas and supports cleaner water and reduced fire hazards.
- **Cite applicable research/best practices used in this offer:**
Best practices have been developed through years of experience and adoption of effective practices used by other cities.



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD/Land Development Office	\$ 3,604,537	\$ 877,165	\$ 4,481,702	100%	58
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 3,604,537	\$ 877,165	\$ 4,481,702	100%	58

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Permit Fees & Licenses	\$ 2,800,000
Contribution from CDBG	\$ 50,000
Systems and Data Base Specialist <input type="checkbox"/> Salary & Fringes paid out of Tech Fund	\$ 83,581
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Ensure Safe Buildings and Building Practices

Description of Output Measured: Number of Construction Inspections Performed

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Hilbert

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
22607	24621	24000	25000	25500

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Support Construction Activities

Description of Output Measured: Number of Building Permits Issued

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Hilbert

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
2182	1925	2200	2200	2400

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Support Construction & Development Activities

Description of Output Measured: Total Number of Permits Issued

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Hilbert

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
8935	9787	10000	9600	10000

Measurement 4

Results Area: High Performing Government

Primary Desired Outcome: Provide Efficient and Effective Customer Service

Description of Output Measured: Percentage of Positive Customer Service Surveys

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Hilbert

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A*	N/A*	75%	75%	90%

Did not use Customer Service Surveys



City of Chattanooga

Department Offer Worksheet

Measurement 5

Results Area: Stronger Neighborhoods

Primary Desired Outcome: More Attractive, Improved Neighborhoods

Description of Output Measured: Number of Blighted Properties Brought into Compliance

Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Donna Casteel

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
6315	6778	7488	7510	8237

Measurement 6

Results Area: Safer Streets & Stronger Neighborhoods

Primary Desired Outcome: Safer, More Attractive Neighborhoods

Description of Output Measured: Number of Dangerous Structures Demolished

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Donna Casteel

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
42	79	82	85	120

Measurement 7

Results Area: Safer Streets

Primary Desired Outcome: Reduce Fire and Crime risks related to abandoned structures

Description of Output Measured: Number of Abandoned Houses Systematically Inspected

Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Donna Casteel

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
0*	0*	240	240	1020

❑ Did not perform Abandoned House Systematic Inspections.



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Civic Facilities**

Primary Results Area: **Growing Economy** Priority Ranking: **1**

Lead Department: **General Services** Collaboration:

	YES	X	No
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Administrator: **Cary Bohannon** Date Submitted: **1/15/2015**

Amount Requested from City General Fund: **\$1,506,195** Total Offer Cost: **\$1,506,195**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

Civic Facilities Department is responsible to provide assembly venues that enable the promotion and engagement of the community with educational and entertainment events, to provide a positive atmosphere with an economic impact of over 5 to 9 million dollars to the local economy, while maintaining the facilities according to city guidelines. The facilities do local, community, regional, and national and some international events and add to the appeal for our city and are the main buildings of the performing arts in the area, so keeping them available, operable, and economically feasible is imperative.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

We continue to address the in decay of both building by replacing and retro fitting them with newer technology and systems. Using technology instead of man power has allowed us to reduce staffing somewhat and provide a minimal level of customer service. Continued shopping of the venues on the open market is keeping potential promoters away until management is stable. Still though building a rap pore with promoters is helping to bring them in on the short term and helping to increase our presence in the community. Continuing the work with the concession vendor has yielded gains every year and has the potential to push that revenue upward. This year will push hip for sponsorships which I'm sure he is already getting is some form. We will be looking for a grant or sponsorship for the silent movies series this year and looking for ways to build it. We did 1/2 to 1/3 houses this year.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

We are looking to continue to build on this year's successes. The silent movies and the classic country concerts have do well and improving them will be a priority. Continuing to upgrade internal systems and equipment will help save time, and monies down the road. Making contacts and bringing in more activity is always a goal. Finding new markets that will continually feed us events, is something we need to sustain the level of activity.



City of Chattanooga

Department Offer Worksheet

Goals

- Provide safe and secure venues with quality programs and productions for all Chattanooga n's to enjoy.
- Identify and maintain opportunities for education, arts and cultural programs by actively seeking and sustaining sponsorships, partnerships and grants.
- Cultivate new partnerships with public and private educational institutions and organizations.
- Maintain the integrity and historic preservation of the City of Chattanooga civic facilities.

Objectives

- To Improve on the number of events at our facilities utilizing newly opened Community Theater and better communications
- To Reduce the energy consumption through better management and repair of systems utilizing new technologies and market concepts
- To repair and replace broken and under maintained equipment in facilities and venues
- To act as a creditable resource to the community for the enhancement of the quality of life in the Chattanooga area.
- Restructuring of permanent staff and better utilize part time and temp staffing
- Increasing concession revenue and enhance quality of product and Brand name sponsorships

○ **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)

We continue to serve the public interest by maintaining a space suitable for shows and public activity. Daily maintaining, communicating and calling promoters for events that appeal to the public. We also continue to improve service and integrity by following the city guide lines and codes. We have provided jobs to some 160+ individuals for almost \$400,000.00 in payroll.

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

Most activity is in the 2nd and 4th quarters of the year. Continuing to push for events in the 1st and 3rd quarter is an added benefit to help us meet our goals and objectives. Last year we added a theater camp for children which will be an annual event. Work well and people were pleased with Shrek the musical. The Silent Movies and Military service bands at the start of school also helped.

- **Key personnel/project leaders/consultants: (Who is doing what?)**

Director Stone continues to make contact with outside promoters and engage them in to coming to the facility. This year was spent talking with local nonprofits and connecting with members to the Fox in Atlanta for a possible series of silent films featuring the organ at the Tivoli via the local music club. A former promoter is now back and talking with us about the possibility of a Classic County series for the Community Theater. TAPA Inc. is back doing a larger number of shows. We are developing a relationship with Shane Marrow of Jazzanooga doing a children's workshop in Memorial Auditorium and jazz concerts in Tivoli and community.



City of Chattanooga

Department Offer Worksheet

- **Citizen engagement** - How are you involving citizens?

We seek continual feedback via facebook and twitter. We have also raised the budget on advertising to get the word out more readily to the public. We have also offered the Military Service bands at no charge, by involving community groups, getting them engaged and seeking donations to absorb the small cost.

- **Environmental sustainability:**

With the Tivoli HVAC demise in May the new system should reduce our power consumption and eliminate the issue of leaking CFC into the atmosphere. Memorial has a new green roof which is helping to cut cost. We have changed a number of lamps to the energy efficiency by compact florescent and LED technology as we have funds available. We will continue to do so until all are change. We have reduced the power bill each year by doing these things in the last 2 years.

- **Cite applicable research/best practices used in this offer:**

As a member of the "Americans for the Arts", "League of Historic Theaters" and IVAM, "International Venue and Arena Managers" we continually look to see what our industry is doing and trends in the industry. We also pull from Facility Managers group to see building trends and how best to bring buildings renovation wise up to current standards.



City of Chattanooga

Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Civic Facilities	\$648,742	\$857,453	\$1,506,195	100%	11

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Total Show Revenues	\$ 831,675



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Gross Revenue

Primary Desired Outcome: Higher the better:

Description of Output Measured: Represents \$\$ into the City to offset cost of operation.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually XX_

Staff Responsible for Collection & Analyzing data: Mark Stone – Director Civic Facilities

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
832,466.96	924,000.00	1,000,000.00	836,000.00	1,000,000.00

Measurement 2

Results Area: Concessions Revenue

Primary Desired Outcome: Higher the better

Description of Output Measured: Represents \$\$ into the City to offset cost of operation. The American for the Arts.org tell us that we should be collecting an amount of \$13.14 per person (national average). We are under that collecting a \$2 to \$9 per head depending on the show. We need to improve our methods and offerings and are working to do so because revenues are on the increase.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually XX_

Staff Responsible for Collection & Analyzing data: Mark Stone – Director Civic Facilities

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
54,840.00	58,000.00	65,000.00	64,000.00	72,000.00

Measurement 3

Results Area: Number of Events Days (utilization)

Primary Desired Outcome: Higher the Better

Description of Output Measured: Represents utilization of venues measured in days with 345 being the maximum for any one venue. Total 995 possible days rentable with 3 venues together and because of overlap with Community and Memorial. Ideal world be around 50%

A breakdown of venues results currently is the following:

Tivoli @ 51.4% Auditorium @ 36.0% and Community @ 12.5%

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_XX

Staff Responsible for Collection & Analyzing data: Mark Stone – Director Civic Facilities

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
279	335	350	340	360

Critical to our mission is our impact on" what" we bring in, not just "how much" While Our goal will always be to bring in enough revenue to cover the cost of operations, Serving the needs of the public as both a meeting space and performance space, as well as and educational space is critical to our community. Having these facilities as places to foster young rising groups and individuals, helps our community grow and



City of Chattanooga

Department Offer Worksheet

become more innovative, and therefore appealing to outside markets.

With the church moving out in 2nd quarter of this year our Diversity and religious numbers dropped but we are looking for possible renters and in their place, we are looking to add a film festival series that was required to move from the Choo Choo because of renovations. We are cheaper and they are looking to stay.

	Total Events Days	Local	Educational	Diversity	Religious
FY 2013	278	189 67.7%	46 16.5%	32 11.5%	39 14.0%
FY 2014	336	233 69.3%	51 15.2%	68 20.2%	63 18.8%
FY 2015 (To date)	301 (to date)	199 66.1%	49 16.3%	33 11.0%	24 8%

Notes:

Local - any local event that is produced locally, Does not include co promotions of TAPA

Educational – any school related activity, Children’s programs, graduations, and student productions

Diversity - is any event that is specific to a given ethic group 2 groups stand out - African-American and some Spanish/Latin as well

Religious – any event that is church related – not holiday concerts.

Note: At least 3 measures should be provided



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Bridges to Success**

Primary Results Area: **Growing Economy** Priority Ranking: **1**

Lead Department: **Office of Multicultural Affairs** Collaboration: YES NO

Administrator: **James McKissic** Date Submitted: **1/14/15**

Amount Requested from City General Fund: **\$42,672** Total Offer Cost: **\$42,672**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

What is the service/program? The Office of Multicultural Affairs and Chattanooga State Community College are proposing the Bridges to Success (Immigrant Integration) program. The program has three elements: 1. Improve immigrants’ access to effective and innovative English language learning programs; 2. Support immigrants on the path to citizenship and foster civic engagement; and 3. Support immigrants’ career development and entrepreneurship through training and education. The program is a partnership between Chattanooga State Community College and the City Office of Multicultural Affairs, and is based on the past ten months of partnership between the OMA and CSCC. Bridges to Success will work closely with the OMA partners Bridge Refugee Services and Neema Resettlement Services. Both of these organizations have partnered with OMA and CSCC throughout the past ten months and have expressed often the need for a coordinated effort in assisting with immigrant integration into US society.

How will it be provided? Improve immigrants’ access to effective and innovative English language learning programs. The program will host bi-weekly community English language classes for immigrants at the St. Andrews Center. The program will also host weekly training for immigrants who are seeking to attain the GED or High School Equivalency Diploma. Support immigrants on the path to citizenship and foster civic engagement. The program will offer monthly community based education sessions on achieving US citizenship and various topics related to civic engagement. Support immigrants’ career and entrepreneurship development through training and education. The program will work with community partners to provide monthly education sessions, business development/entrepreneurism and job search assistance to immigrants. The program will engage contract ESL instructors and multi-lingual GED/High School Equivalency teachers. The main base of operations will be the St. Andrews Center, but the Civic Engagement, Citizenship and Workforce/Entrepreneur Development sessions will be held throughout the City, taking full advantage of the City’s network of Youth and Family Development Centers. Bridges to Success will take referrals from Bridge Refugee Services and Neema Resettlement services, resettlement agencies that sponsor many area immigrants, as well as from the Career Center, Chattanooga Housing Authority, and the Food Stamps Education and Training Program. Bridges to Success will reach many limited English proficiency adults through informational meetings at local schools, providing parents with bilingual and simplified English informational flyers



City of Chattanooga

Department Offer Worksheet

about classes. Bridges to Success will participate in local community and cultural events.

What innovation & sustainability practice does this leverage? Bridges to Success is innovative in that it addresses an immediate Chattanooga need. The instruction will provide ESL and civic engagement services to people who need it the most for job and/or educational advancement. With CSCC as a lead partner, the program will make great use of technology in providing instruction to participants.

What difference does this offer make and how will we know? We will know the success of the program by measuring the desired outcomes: increase in employment, increase in awareness of existing employment opportunities, and an increase in new businesses created.

Inputs	Outputs	Service Quality/Efficiency	Outcomes
ESL and GED Instructors	Number of students completing ESL Classes with certificates	Increase in satisfaction with services and engagement	100 students complete ESL Classes with certificates
Civic Engagement, Citizenship and Entrepreneurial Education Partners	Number of students attaining the GED		75 students move from level one to level two
St. Andrews, City YFD Facilities	Number of students pursuing citizenship		50 students move from level two to level three 25 students pursue citizenship

Needs Addressed – The idea for Bridges to Success came about at a meeting hosted by Bridge Refugee Services. The participants were lamenting the struggles that immigrants and refugees residing in Chattanooga encounter. One of the stories recounted featured an elderly woman from Burundi who was living in housing provided by the Chattanooga Housing Authority. She was brutally raped, and it took three days for anyone to realize what happened because of language and cultural barriers. Another service provider told a story of how the women in her program, never leave the house because they are so unaccustomed to American society and terrified because they cannot navigate their new country using English. Another gentleman spoke of how he was only able to get jobs for his clients at the chicken plant because the immigrant and refugee men are so limited with their employment options to their limited English proficiency. Stories like these, and the thousands of untold ones, bolster the case for community based ESL, civics and entrepreneur education for Chattanooga’s newest residents. Not only does the participating immigrant benefit, but their children, and coming generations benefit as well from their educational attainment.

- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)

100 Students complete ESL Classes with Certificates. CSCC has a proven track record of providing an effective



City of Chattanooga

Department Offer Worksheet

program to improve students' literacy and language skills. The program's performance history for ESL, shows students exceeding state targets for educational level gains in all ESL levels for 2009-10, 2010-11, and 2011-12, except for 2009-10 when CSCC met 99.7% of target for ESL Level 5, and 2010-11, when CSAE met 99% of target for ESL Level 5.

100 Students complete ESL classes; 75 make progress toward the GED. English literacy and GED completion are stepping stones to employment success. The immigrant community in the area has a significant need for English Language, Civic Engagement and Entrepreneurial services. The 2009 -2011 American Community Survey 3- year estimates show that 16,662 residents of Hamilton County are foreign born, and 10,483 of those foreign born are not U.S. citizens. In addition, ACS estimates show that 9,949 individuals in Hamilton County who speak a language other than English, report that they "speak English less than very well." These estimates indicate that significant numbers of people in the area who could potentially benefit from Bridges to Success.

20 Students make progress toward participating in higher education. Bridges to Success will operate on a 4-week system that identifies the fourth week of each term as "Post-Testing Week". During this week, teachers test students who have met the 60 -hour participation requirement. The BEST Plus and BEST Literacy tests are used to pre-test students entering the programs. Students who achieve ESL-5 or ESL-6 on Best Literacy may be tested on TABE E to obtain a skills diagnostic to plan instruction since students must achieve a fourth grade level on TABE Reading and Language and an student proficiency level (SPL) of 7 or above on BEST Plus to exit from the basic program and to enter the GED program.

○ **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)
Offering ESL and immigrant integration programming for 100 adult students.
- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
Classes will be held each quarter for 25 students.
- **Key personnel/project leaders/consultants: (Who is doing what?)**
Chattanooga State ESOL/Adult Education will facilitate the program.
- **Citizen engagement** - How are you involving citizens?

According to the Small Business Administration, immigrants are 30 percent more likely to start a business in the United States than non-immigrants, and 18 percent of all small business owners in the United States are immigrants. According to the Fiscal Policy Institute, small businesses owned by immigrants employed an estimated 4.7 million people in 2007, and according to the latest estimates, these small businesses generated more than \$776 billion annually. Efforts, such as Bridges to Success, which promote the access of immigrants to family-sustaining employment and opportunities for economic and social mobility can only benefit Chattanooga.

- **Environmental sustainability:**
The program materials are paper based, however much of the instruction is moving to computer based learning.
- **Cite applicable research/best practices used in this offer:**

Immigrants are currently 13% of the U.S. population but constitute 16% percent of the civilian labor force, working in all areas of the economy. By empowering Chattanooga's immigrant population with education and civic engagement, we



City of Chattanooga

Department Offer Worksheet

lessen their dependence on social services, funding and emergency resources provided by the City and supportive organizations. Immigrants are twice as likely as native born residents to start businesses. Access to labor markets and opportunities for economic advancement remain among the strongest tools for immigrant integration and a source of benefit to Chattanooga's economy. Yet too many immigrants are employed in lower wage and often dangerous jobs and others are unable to work at a level that reflects their home country education and skills. Bridges to Success will help one of Chattanooga's most vulnerable, and often invisible, populations prosper.

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
OMA	\$ 0	\$42,672	\$42,672	100%	0
Total	\$0	\$42,672	\$42,672	100%	0

***Amounts MUST agree with collaborating Department totals for this offer**

Does this have Capital Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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***If yes, please complete Capital Budget Request Form**

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
TBR (Tennessee Board of Regents)	\$40,000
CSCC Gladys Pineda Loher salary, benefits, time	\$55,000

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1 100 students enroll and complete the program with certificates

Results Area: Growing Economy

Primary Desired Outcome: 100 students enroll in program

Description of Output Measured: Student Enrollment

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly X Annually X

Staff Responsible for Collection & Analyzing data: Chattanooga State ESOL/OMA Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	100	100	100

Measurement 2 75 Students move up an ESOL level

Results Area: Growing Economy



City of Chattanooga

Department Offer Worksheet

Primary Desired Outcome: 75 students progress a level in ESOL

Description of Output Measured: Student progress

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually X

Staff Responsible for Collection & Analyzing data: Chattanooga State Adult Education/OMA

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	75	75	75

Measurement 3 25 students pursue citizenship

Results Area: Growing Economy

Primary Desired Outcome: Citizenship attainment

Description of Output Measured: 25 participants pursue citizenship

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually X

Staff Responsible for Collection & Analyzing data: Chattanooga State Adult Education/OMA

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	25	20	25



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	Community Navigator	Priority Ranking:	2
Primary Results Area:	Growing Economy: Diversity is Valued	Collaboration:	<input type="checkbox"/> YES <input type="checkbox"/> NO
Lead Department:	Office of Multicultural Affairs	Date Submitted:	1/10/15
Administrator:	James McKissic	Total Offer Cost:	\$23,000
Amount Requested from City General Fund:	\$16,750		

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

The Office of Multicultural Affairs is proposing to contract with a local immigrant serving nonprofit to train and contract a Community Navigator who will provide outreach, education and document preparation for immigrants who are ready to pursue US citizenship. The Office will provide accreditation training and certification from the Board of Immigration Appeals (BIA) for the individual contracted as Navigator. This project is directly linked to Chattanooga’s growing economy by increasing job growth, increasing employment, helping people access higher wage jobs and increasing the pool of qualified employees. The project also leads to fewer incidences of workplace harassment and wage disparity – a documented employee is an empowered employee. The program costs will be offset by charging a modest \$25 fee for document assistance.
- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

For the past two years there has been no accredited BIA organization or representative in Hamilton County/Chattanooga. As a result, many immigrants who are ready to pursue citizenship have to wait for sporadic citizenship clinics or work with lawyers (often at exorbitant fees) to complete immigration documents. Many people looking for assistance in document completion are subject to fraud. There is often no one that people can turn to for basic education and information related to the pursuit of citizenship, and very little incentive for those who have the information to share facts about how to reduce or waive document filing fees.

A representative is "accredited" when the Board of Immigration Appeals (BIA) gives permission to a specially qualified non-lawyer to represent immigrants on behalf of a recognized organization. The BIA will accredit non-lawyers only when they work for a recognized organization and will never accredit a non-lawyer who tries to practice immigration law on his or her own.



City of Chattanooga

Department Offer Worksheet

There are two kinds of accreditation: "partial" and "full." A partially accredited representative may represent aliens before DHS only. A fully accredited representative may represent aliens before both the Department of Homeland Security (DHS) and the Executive Office for Review (EOIR) (the immigration courts and the BIA).

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*
 - Engage a local immigrant serving nonprofit organization to manage the Navigator project in partnership with the City of Chattanooga Office of Multicultural Affairs.
 - In partnership with the nonprofit organization pursue Full Recognition from the BIA.
 - Provide BIA Representative Accreditation for one former undocumented immigrant and contract him/her as a Navigator for the project.
 - Offer 10 education sessions (10 large group and 5 fair/festival) to at least 1000 people about the process for filing immigration documents with the assistance of the Navigator. Include in this a focus on “dreamers.” Dreamers can apply for Deferred Action for Childhood Arrivals (DACA). The Navigator will assist eligible immigrant youth and community members in applying for Deferred Action.
 - Assist 250 immigrants in filing for fee waivers/reduction and completing immigration documents.
- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)

This program will engage and train an individual as a Navigator. The Navigator will complete community outreach to at least 1000 people in Chattanooga and assist 250 of them in filing citizenship or deferred action documents, helping to assure that participants are living and working in Chattanooga legally.
 - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

July 2015 – August 2015. Complete the RFP Process to engage a local immigrant serving nonprofit organization to work with OMA on the Navigator Project.
September 2015 – December 2015. Complete the BIA Recognition Application for the organization and identify navigator candidates. Select the candidate and send him/her for BIA Accreditation training.
January 2016 – June 2016. Kick Off Program. Hold monthly orientation sessions throughout Chattanooga to educate at least 1000 people about the program and identify candidates for document assistance.
 - **Key personnel/project leaders/consultants: (Who is doing what?)**

Director of Office of Multicultural - Affairs Outcome Oversight/Project Monitoring
Organization Executive Director – Outcome Reporting/Supervise Navigator
Community Navigator – Community Outreach/Education, Document Preparation
Bureau of Immigration Affairs – Recognizes Organization and Accredits Navigator



City of Chattanooga

Department Offer Worksheet

- **Citizen engagement** - How are you involving citizens?
 The program will contract with a citizen serving/immigrant serving organization to hire a former undocumented immigrant as a navigator. The entire success of the program rests on citizen outreach and engagement.
- **Environmental sustainability:**
 We will use online forms and reduce paperwork as much as possible; however, some documents related to immigration status must be submitted in hard copy.
- **Cite applicable research/best practices used in this offer:**
 This project is based on ones facilitated by the National Partnership for New Americans, the PICO Network and World Relief. In 2014 Chattanooga joined Cities for Citizenship and the Director of the Office of Multicultural Affairs attended the National Immigrant integration Conference in Los Angeles. Chattanooga was recognized as a mid-sized City that is going above and beyond in immigrant integration – offering City funded ESOL courses in partnership with Chattanooga State, providing Spanish language classes to police, fire and other City employees, hosting citizenship clinics in partnership with the Tennessee Immigrant and Refugee Rights Coalition, providing workshops for service providers in working with Latino youth and West African families, offering community meetings to engage immigrants and Chattanooga Police, and strengthening partnerships with local organizations such as La Paz and Bridge Refugee Services.

The one best practice of immigrant integration that Chattanooga has not implemented is assisting in easing the process for helping immigrants complete paperwork. Helping immigrants to naturalize is an investment that pays off. For the relatively low cost of promoting naturalization, local communities grow the local economy, increase tax revenue, and relieve local assistance programs. The result is stronger communities with members who have made a permanent commitment to stay and who are able to participate more fully in our democracy, through their new right to vote, improved economic condition, and other protections or perceived protections. (Citizenship: A Wise Investment for Cities, Cities for Citizenship http://www.citiesforcitizenship.org/Cities_for_Citizenship.pdf).

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
OMA	\$0	\$16,750	\$16,750	73%	0
Total	\$0	\$16,750	\$16,750	73%	0

***Amounts MUST agree with collaborating Department totals for this offer**



City of Chattanooga

Department Offer Worksheet

Does this have Capital Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Fees: 250 persons assisted by \$25 each	\$6,250

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1 Engage a local immigrant serving nonprofit organization to manage the Navigator project in partnership with the City of Chattanooga Office of Multicultural Affairs.

Results Area: Growing Economy

Primary Desired Outcome: Engage a local immigrant serving organization to head the Navigator program

Description of Output Measured: RFP is completed, Organization is selected and contracted

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually X

Staff Responsible for Collection & Analyzing data: OMA Director and Performance Management

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	1	1	1

Measurement 2 In partnership with the nonprofit organization pursue Full Recognition from the BIA.

Results Area: Growing Economy

Primary Desired Outcome: Growing Economy

Description of Output Measured: Work with the contracted organization to secure recognition

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually X

Staff Responsible for Collection & Analyzing data: OMA Director and Performance Management

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	1	1	1

Measurement 3 Assist 250 immigrants in filing for fee waivers/reduction and completing immigration documents.

Results Area: Growing Economy

Primary Desired Outcome: Assist 250 persons in completing documents

Description of Output Measured: 250 completed documents

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___



City of Chattanooga

Department Offer Worksheet

Staff Responsible for Collection & Analyzing data: OMA Director and Performance Management

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	250	250	350

Measurement 4 Offer 10 education sessions (10 large group and 5 fair/festival) to at least 1000 people about the process for filing immigration documents with the assistance of the Navigator.

Results Area: Growing Economy

Primary Desired Outcome: 10 education/outreach sessions

Description of Output Measured: 10 education/outreach sessions

Measurement Frequency: Daily ___ Weekly ___ Monthly X Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: OMA Director and Performance Management

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	10/1000	10/1000	12/1200



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Operations & Special Programming**

Primary Results Area: **Growing Economy** Priority Ranking: **1**

Lead Department: **Office of Multicultural Affairs** Collaboration: YES NO

Administrator: **James McKissic** Date Submitted: **1/15/15**

Amount Requested from City General Fund: **\$295,641** Total Offer Cost: **\$295,641**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

The Office of Multicultural Affairs works to accomplish three goals for the City of Chattanooga:

- Provide the resources and information local, small, minority, and women-owned businesses need to compete for business opportunities with the City of Chattanooga. Track quarterly progress toward diverse business engagement.
 - Work to promote goodwill among City of Chattanooga employees. Open up employment and promotion opportunities within the City to under-represented groups. Review EEOC employment numbers annually.
 - Be a presence in the community, promoting diversity and inclusion on behalf of the City of Chattanooga.
- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Minorities own 15.1% of all U.S. businesses, or more than 3 million firms, and 99% of these firms are small businesses. Minority-owned businesses account for \$591 billion in revenues. Many local minority businesses have felt excluded from the information and resources needed to do business with the City. One workshop participant in FY 2014 explained how grateful she was for OMA because in the past “doing business with the City seemed like a secret society.” An effort to link more DBEs to City opportunities promotes job growth, bolsters our local economy and allows more people to engage in



City of Chattanooga

Department Offer Worksheet

Chattanooga's entrepreneurial renaissance.

- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)

The Office of Multicultural offers programming to promote the Office goals:

Local, Small, Women and Minority Owned Business Engagement: OMA offers quarterly workshops on Doing Business with the City. FY2015 workshops have included: Bonding and Insurance, Introduction to Government Contracting, SBA 8A Certification, WBENC Certification, Start Up Week, the Governor's Office Certification and numerous presentations to business service providers such as Launch Alumni, Urban League CoStarters and Chamber Business Incubator Clients. OMA also worked with the City Attorney's Office and the City Purchasing Department to revise and strengthen to City's procurement policies related to diversity businesses; since the implementation of the new policies, the Office has tracked progress toward the City's goal. DBE engagement has increased from roughly 2% to 14.3% since the inception of the City's Supplier Diversity efforts. OMA worked with the Urban League and the Chamber to establish a small business support network to support the DBE efforts of the City. This network includes: Urban League, Chamber, Launch, Brightbridge, Women's Business Center, Tennessee Small Business Development Center, and UTC School of Business.

Recruitment, Retention and Promotion of diverse employees: Early on, OMA staff learned that there was no City HR funding dedicated to diversity recruitment. As a response the Office began a concerted effort to promote City employment at area job fairs and share opportunities via social media. The Office also reached out to a network of historically black and Hispanic serving colleges and universities to begin sharing employment opportunities with career centers. OMA established the City Internship in FY014, because internships are proven diversity employment tools. In FY2015 the internship has grown to host 19 interns, and three additional developmentally disabled interns. Other employee initiatives managed by OMA include the City Employee Diversity Council, a precursor to City Employee Resource Groups which will be established in FY2016, City Employee Spanish Classes, Fire and Police Spanish Classes, and Disability Lunch and Learn Sessions for department heads, HR employees and persons who have hiring influence. The OMA Director has engaged the network of Chattanooga's Diversity Executives, from TVA and BCBST, to EPB, to learn best practices and implement them in City Government. OMA also supports this goal by training employees on Workplace Harassment (400 City employees trained in FY 2014, all employees trained in Title



City of Chattanooga

Department Offer Worksheet

VI in FY2015) and supporting the City's Compliance Officer in establishing a Title VI training program and responding to internal and external complaints of discrimination.

Be a presence in the community, promoting diversity and inclusion on behalf of the City of Chattanooga:

OMA has taken a community service approach to promoting diversity and inclusion in the City by offering opportunities for diverse groups of people to come together and work on a common goal. A large part of OMA's effort in FY2015 has focused on immigrant integration. Recent projects have included the MLK Day of Service and the Carver Park Cleanup. In FY FY2016 it is the Office's plan to continue to work with the City's Civic Engagement Director to offer quarterly opportunities. In FY 2016, the Office will continue to support the Fair Housing efforts of the Department of Economic and Community Development. OMA has established a Fair Housing Testing Program and kicked it off in October 2014. The OMA Advisory Committee members are often deployed to get information into the community and to serve as ambassadors for the Office at various events and activities throughout the City related to inclusion.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
Training, Outreach, Building Connections between City Government and Diverse Communities
 - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
All training is offered on a quarterly basis. Outreach and engagement activities are offered throughout the calendar year.
 - **Key personnel/project leaders/consultants: (Who is doing what?)**
OMA Director – James McKissic
OMA Community Outreach Specialist – Deborah Maddox
OMA Intern – Ashley Vargas
OMA Fair Housing Testing Coordinator – Alexis Willis
 - **Citizen engagement** - How are you involving citizens?

Citizens are involved in all OMA activities. The workshops that the Office plans are informed by the evaluation and feedback garnered from the DBE community. The OMA Advisory Committee and Diversity Councils are voices in the community for the Office, but also serve as a conduit for learning the needs and expectations of Chattanooga's diverse citizens.

- **Environmental sustainability:**

OMA works to be environmentally sustainable. We have implemented recycling at all of our



City of Chattanooga

Department Offer Worksheet

workshops and trainings, work to reduce waste, and share as much information digitally as possible.

- **Cite applicable research/best practices used in this offer:**

When the City engages in pro-diversity and inclusion practices, employees--regardless of race, gender or ethnicity--feel valued. Employee opinion surveys link employee self-worth in the workplace to higher levels of job satisfaction. High levels of job satisfaction turn into greater productivity, and greater productivity becomes improved customer service and an improvement in citizen satisfaction with City services. OMA programs also promote greater attachment to the workplace which facilitates higher levels of retention and advancement. The City's Supplier Diversity program headed by OMA meets five best practices. The program secures buy-in from top management, sets measurable goals, partners with organizations that cater to small and diverse businesses, has started a supplier database, and promotes our successes among Chattanooga's Diverse Business Communities.

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
OMA Operations	\$257,191	\$38,450	\$295,641	100%	2
Total	\$257,191	\$38,450	\$295,641	100%	2

***Amounts MUST agree with collaborating Department totals for this offer**

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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***If yes, please complete Capital Budget Request Form**

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Community Navigator Fees	\$ 6,250
Coca Cola: Fair Housing Donation	\$ 500



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1 Increase DBE Engagement from 14.3 to 17% by June 30 2017

Results Area: Growing Economy

Primary Desired Outcome: Increase in DBE Engagement

Description of Output Measured: The percentage of DBEs doing business with the City of Chattanooga

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: McKissic, Purchasing

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
1%	7.3%	14.3%	14.3%	15%

Measurement 2 Increase DBEs funding engagement to 14% by June 30, 2017

Results Area: Document and Track City dollars going to DBEs as a result of business engagement

Primary Desired Outcome: 14% of purchasing dollars go to DBEs

Description of Output Measured: Dollars going to DBEs

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: McKissic, Purchasing

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
?	?	10%	10%	14%

Measurement 3 Increase departmental DBE engagement to 14% by June 30, 2017

Results Area: track DBE Engagement by City Department

Primary Desired Outcome: Departments are doing 14% of their purchasing with DBEs

Description of Output Measured: 14% of Department engagement goes to DBEs

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: McKissic, Purchasing

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
?	?	10%	10%	14%



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Cultural Enrichment through Silent Film Series at Tivoli Theatre		
Primary Results Area:	Growing Economy: Wide Range of Cultural and Recreational Activities	Offer Number:	1
Agency Name:	City of Chattanooga Civic Facilities	Date Submitted:	1/12/15
Contact Name:	Mark Stone/James McKissic	Contact Number:	423-757-5321/423-643-6701
Contact Email Address:	Stone_mark@chattanooga.gov		
Primary Collaborating City Dept:	Office of Multicultural Affairs		
Amount Requested from City General Fund:	\$10,000	Total Offer Cost:	\$10,000

<input type="checkbox"/> CURRENT SERVICE / PROGRAM FUNDED BY CITY	<input type="checkbox"/> CURRENT SERVICE/PROGRAM NOT FUNDED BY THE CITY	<input checked="" type="checkbox"/> NEW SERVICE / PROGRAM	<input type="checkbox"/> OTHER
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SECTION 2 - DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

The City of Chattanooga’s Tivoli Theatre is home to the historic “Mighty Wurlitzer” Organ which has served to educate the community about music, organ craftsmanship, and classic film through various silent film events. The City of Chattanooga Civic Facilities in partnership with the Mayor’s Office of Multicultural Affairs seeks to coordinate a sponsored Tivoli Silent Film Series of 4-6 films per year that can broaden the use of the “Mighty Wurlitzer” Organ as well as provide excellent cultural and educational opportunities for free so a diverse range of residents and their families can experience the film series and interact in civic and cultural dialogue. The Tivoli Silent Film Series initiative will serve to enhance a “growing local economy supported by diverse businesses to ensure the health and well-being of the city and to provide a high quality of life for our residents.”

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

A number of community organizations have staged silent film events, but there are always operational costs that are difficult for these groups to meet. The City of Chattanooga Civic Facilities in partnership with the Mayor’s Office of Multicultural Affairs seeks to incorporate a sustainable model for continuing silent film exhibitions while also bringing the shared cultural resources of a partnership between Civic Facilities and the Office of Multicultural Affairs to deepening the educational opportunity of holding such events by holding panel discussions and audience question-and-answer sessions following the film screenings.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*



City of Chattanooga

Agency Offer Worksheet (A1)

1. Organize 4-6 public silent film events per year with the direction of a film selection committee and event committee.
2. Coordinate accompanying panel discussions or audience question-and-answer sessions to follow the 4-6 film screenings per year.
3. Increase participation from a broad and diverse range of community residents in the film screenings.
4. Strengthen partnerships with local cultural and educational organizations who already support silent film screenings and build new partnerships with local schools, Youth and Family Development Centers, and other community organizations to participate and benefit from the Tivoli Silent Film Series.

○ **Actions** – How will you achieve the goals, including:

- **Clear summary of activities:** (What are you doing?)
There are currently silent film events taking place, scattered throughout the year and organized by separate entities. This initiative seeks to centralize the silent films into the Tivoli Silent Film Series and enhance these events and partnerships with a new educational component.
- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
In centralizing the management of silent films through this initiative, a film selection committee and event committee will coordinate a year-long calendar of 4-6 events and collaborate on marketing and promoting the Tivoli Silent Film Series to the community and to partnering organizations.
- **Key personnel/project leaders/consultants: (Who is doing what?)**
Mark Stone, Civic Facilities Director
James McKissic, Director, Mayor's Office of Multicultural Affairs
- **Citizen engagement** - How are you involving citizens?
Developing a Film Selection Committee and Events Committee which will engage partners already involved in staging silent film events as well as other key stakeholders in Chattanooga's arts and cultural community.
- **Environmental sustainability:**
While the Tivoli Theatre is a historic building and this lends to significant an environmental footprint in terms of lighting, HVAC, and insulation and weatherproofing, the Administrative staff is committed to conserving resources as much as possible and initiatives such as recycling to reduce waste.
- **Cite applicable research/best practices used in this offer:**
The Fox Theatre in Atlanta, Georgia offers a sponsored Summer Film Series which has been a very popular cultural and educational opportunity that not only reaches local citizens but attracts out of town visitors as well.

SECTION 3 - BUDGET REQUEST



City of Chattanooga

Agency Offer Worksheet (A1)

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
	\$ 0	\$ 10,000	\$ 10,000	100%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 0	\$ 10000	\$ 10000	100%	

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
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**Please Contact City of Chattanooga Budget Department for Capital Budget Request Form 423-643-7361*

Financial Offsets: (Please list any Revenue i.e. Golf course revenue, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Concessions	\$ TBD
	\$
	\$
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Organize 4-6 public silent film events per year with the direction of a film selection committee and event committee.

Description of Output Measured: Events scheduled

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Mark Stone, Civic Facilities

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	4-6 events		

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Coordinate accompanying panel discussions or audience question-and-answer sessions to follow the 4-6 film screenings per year.

Description of Output Measured: Educational components scheduled

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Mark Stone, Civic Facilities

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	4-6 educational components		

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Increase participation from a broad and diverse range of community residents in the film screenings.

Description of Output Measured: Increased attendance

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Mark Stone, Civic Facilities

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	6,000 attendees for year		



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: Strengthen partnerships with local cultural and educational organizations who already support silent film screenings and build new partnerships with local schools, Youth and Family Development Centers, and other community organizations to participate and benefit from the Tivoli Silent Film Series.

Description of Output Measured: Increased participation of partner schools and community organizations

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Mark Stone, Civic Facilities

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	10-12 new partners		

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Central Business District Maintenance**

Primary Results Area: **Growing Economy** Priority Ranking: **7**

Lead Department: **Public Works** Collaboration: YES NO

Administrator: **Lee Norris** Date Submitted: **1/8/2015**

Amount Requested from City General Fund: **\$431,621** Total Offer Cost: **\$456,621**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary**
 - The Central Business District (CBD) maintenance operations currently provide litter container and garbage collection, street and sidewalk sweeping throughout downtown, along the North Shore, and adjacent streets and public spaces to ensure the areas remain clean, safe, and attractive for residents and visitors. This area has grown and continues to grow, increasing the presence of residential properties and businesses, and now encompasses a 4.25 square mile area defined by Manufacturer’s Road, Bell Avenue, and Frazier Avenue on the north, Central Avenue on the east, Interstate 24 on the south, and the Tennessee River on the west. This urban core area has a vast diversity of uses including service businesses, manufacturing, old and new residential areas, the UTC campus, the Bluff View arts district, the Northshore, Main Street, the Entertainment District, Southside, amateur and professional sports venues, a host of special events, and the riverfront parks. This area has experienced a surge in the last three to five years, requiring additional resources to perform routine maintenance of the existing and expanding infrastructure.
 - Collaboration exists with partners in the downtown area including various City departments such as transportation for improved sidewalks and streets maintenance; water quality for enforcement of problems related to dumpsters and grease traps as well as a solid program to educate business owners about surface run-off from pressure washing; parks in the planning of Riverpark special events; and non-profit and community groups such as River City Company, Downtown Business Partnership, the Aquarium, various residential groups, and other community members and business owners in recognition and reporting of problems in the CBD.
 - Along with routine maintenance throughout the downtown footprint, there are more high-profile events being hosted on the riverfront and throughout downtown than ever before. Events such as the Ironman, Head of the Hooch, US Pro Cycle Road Race, and festivals such as MainX24, Riverbend, Wine Over Water, Nightfall, Southern Brewers Festival, 3 Sisters Festival,



City of Chattanooga

Department Offer Worksheet

Riverfront Nights all consume significant resources, not only on event day, but weeks leading up to each of the events to ensure the entire area is prepared to present Chattanooga as a clean, safe, and attractive City to host such events.

- To meet the increased demand for services the Department of Public Works created a new crew a several years ago to focuses solely on the maintenance of sidewalks, streets, and public spaces just in the CBD. Last year, this section was restructured to service an expanded area, but there are still tasks that go undone in order to service to over 300 litter containers, collect garbage at over 250 businesses, municipal facilities, condominiums, and multiple family dwellings six nights each week averaging 2,400 pounds each day. The crew is also tasked with leaf removal, weed control, mowing, mulching tree wells, collecting brush, and ensuring the sidewalks and streets are generally cleaned daily. These tasks are performed mostly after normal business hours from 3:00 P.M. until 7:00 A.M. for minimal impact on pedestrians and daily business. This offer will support existing downtown services and enhance services downtown.
- In order to increase the footprint of the CBD maintenance program and expand the existing street maintenance program to include a comprehensive tree maintenance program and recycle collection program, this offer will support existing services and increase service by:
 - Adding a three-person tree crew to work only in the CBD to establish a strategic maintenance program. Through comprehensive maintenance planning, this crew will be able to; raise the tree canopies and maintain an attractive tree canopy resulting in optimally lighted sidewalks to improve public safety; remove deadwood which will remove potential threats to the safety of pedestrians; use herbicides to control weeds in tree-wells and sidewalks; and mulch tree wells to enhance the appearance of the CBD and reduce tripping hazards. All of these actions are an investment in the popular and attractive downtown environment. The services are necessary to maintain the maturing tree canopy and decrease complaints about tree limbs, sidewalk issues from raised roots, and systematic replacement of trees in poor health or damaged.
 - Adding a crew worker 1 to collect recycling throughout downtown at businesses, dwellings, and municipal facilities.
 - This improved efficiency will be demonstrated through a proactive hazard and problem recognition program which will increase services, reduce complaints, and result in cost avoidance.

○ **Needs Addressed**

- Chattanooga has been recognized internationally as an attractive destination for athletes, artists, outdoor enthusiasts, conventioners, and assorted visitors and local residents. The focused attention on the downtown, Southside, Entertainment District, and North Shore requires a lot of work in the areas collectively known as the Central Business District where streets are cleaned and remain attractive by ensuring that litter, leaves, and garbage are picked up daily, trees and tree-wells are maintained, and weeds are controlled.



City of Chattanooga

Department Offer Worksheet

- The “Take Root” tree planting initiative has planted over 1,500 trees in the CBD in recent years, and additional streetscape plantings have increased the total number of trees in the CBD to approximately 6,000. These trees grow larger each year and the maintenance needs for planting, pruning, mulching, weed control, and removal of dead trees and tree limbs has increased proportionately. In recent years, tree work in the CBD has been mostly reactive and rarely proactively scheduled due to limited resources.
- This offer also includes \$25,000 to add 25 litter containers in a capital request to install in areas that are now underserved with increases in pedestrian and bicycle traffic in the growing areas around Main Street, the Entertainment District, and the Southside.

○ **Goals and Objectives**

- **Goal 1. Ensure the attractiveness of the CBD**
 - Objective 1) Pick up trash and litter five days per week from 300 garbage cans.
 - Objective 2) Spray herbicide and perform weed control on over 6,000 tree wells twice a year.
 - Objective 3) Replace approximately 100 dead or dying trees each year when seasonally appropriate.
- **Goal 2. Ensure the health and safety of visitors to the CBD.**
 - Objective 1) Perform garbage collection and change litter receptacle bags in the CBD six nights a week.
 - Objective 2) Add recycle collection as an alternative to businesses in the CBD, six nights a week.
 - Objective 3) Develop a proactive maintenance rotation to prune 2,000 trees per year to set the architecture of young trees, remove threatening dead branches, and prune back branches impeding into traffic lanes, bike lanes, and pedestrian traffic on sidewalks.

○ **Actions**

- **Clear summary of activities:**
 - Collecting trash and litter from 300 litter receptacles.
 - Collecting garbage and recycling materials at 250 businesses.
 - Applying herbicides to tree wells to control weeds.
 - Planting trees and pruning 6,000 trees.
 - Cleaning and clearing sidewalks.
 - Collecting leaves.



City of Chattanooga

Department Offer Worksheet

- Purchase and installation of an additional 25 sidewalk litter containers.
- Identifying needed repairs.
- **Timeline of activities and/or significant milestones throughout the year:**
 - Trash and litter pickup: Six nights per week.
 - Garbage and litter pickup: Six nights per week.
 - Herbicide Spraying: At least twice per year plus spot sprays as needed.
 - Planting trees: Typically 100 trees as replacements in November and December.
 - Pruning trees: Prune 2,000 trees each year throughout the year. This assumes a three year rotational pruning cycle.
 - Cleaning and clearing sidewalks: times each week.
 - Mulching tree-wells and planting beds: Annually and as needed.
 - Picking up leaves: Daily during four months every year from October through December.
- **Key personnel/project leaders/consultants:**
 - Terry McCullough, Crew Supervisor 2, provides on-site supervision
 - Jerry Mauldin, General Supervisor, provides direction and administrative support
 - Gene Hyde, City Forester, provides oversight and technical expertise
- **Citizen engagement**
 - Indirectly through the 311 call system
 - The nine-member Chattanooga Tree Advisory Commission represents the citizens of Chattanooga and provides regular input into the Urban Forestry Program.
 - Special event organizers and participants
 - Downtown Business Partnership
 - Homeowners associations
 - Park Steward Volunteers
 - Pedestrians
- **Environmental sustainability:**
 - Recycling will be introduced in the CBD for businesses and residents to take advantage of the same collection programs the City operates in other areas.
 - The professional care of the trees will allow them to provide an array of ecological services including rainwater interception which will reduce runoff and benefit water quality, the sequestration of carbon dioxide and other air pollutants which cause smog, shading the CBD which will help cool the area thereby reducing the demand for



City of Chattanooga

Department Offer Worksheet

electricity and producing energy savings.

- Increased litter collection, sidewalk, and street sweeping reduces surface water pollution by improving water quality.
 - Identifying and reporting problems with level sidewalks, other walking surfaces, and roadway hazards increases the safety of citizens, bicyclists, and motorists by repairing problems promptly.
- **Cite applicable research/best practices used in this offer:**
- The US Forest Service has researched, in partnership with the Davey Resource Group, to develop a tool – called i-Tree – which provides the dollar value of the ecological services of trees. The City of Chattanooga conducted a study of street trees using this system in 2008 and it was determined that the total annual value of the ecological services provided by our City's street trees is greater than seven million dollars. The average tree provides over \$37 worth of benefits annually and there are over 6,000 trees in the CBD accounting for nearly \$250,000 in ecological services.



City of Chattanooga

Department Offer Worksheet



Comparison of increased tree canopy on Broad Street from 1938 to 2013



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Works	\$421,352	\$10,320	\$431,672	100%	9
Total	\$421,352	\$10,320	\$431,672	100%	9

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ 25,000
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Clean streets and sidewalks

Description of Output Measured: Tons of litter, road debris, and garbage collected in the CBD.

Measurement Frequency: Daily X Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gene Hyde

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
1,290	1,527	1,400	1,362	1,550

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: More trees planted in the Central Business District

Description of Output Measured: Number of trees planted

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually X

Staff Responsible for Collection & Analyzing data: Gene Hyde

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
137	133	100	150	100

Measurement 3

Results Area: Growing Economy

Primary Desired Outcome: Trees and tree-wells are maintained well

Description of Output Measured: Number of trees maintained (pruned, mulched, tree wells cleaned)

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gene Hyde

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NA	NA	2,000	2,000	2,000

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: Begin collecting recyclables in the CBD.

Description of Output Measured: Tons of recyclables collected in the CBD

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Jason Silvers

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NM	NM	NM	NM	100



City of Chattanooga

Department Offer Worksheet

Measurement 4

Results Area: Growing Economy

Primary Desired Outcome: Reduce complaints from the central business district by 25% to 311 by identifying and abating or repairing problems.

Description of Output Measured: Number of calls to 311 related to maintenance of the CBD.

Measurement Frequency: Daily ___ Weekly ___ Monthly X Quarterly ___ Annually ___

Staff Responsible for Collection & Analyzing data: Jason Silvers

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Tennessee Riverpark**

Primary Results Area: **Growing Economy** Priority Ranking: **1**

Lead Department: **Public Works** Collaboration: YES No

Administrator: **Lee Norris** Date Submitted: **1/12/2015**

Amount Requested from City General Fund: **\$1,540,428** Total Offer Cost: **\$3,471,856**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

○ **Summary**

- The Division of Parks Maintenance in the Department of Public Works maintains the parks and green spaces bordering the Tennessee River in downtown Chattanooga. These areas, collectively known as the Tennessee Riverparks, provide great leisure opportunities to City residents and visitors. The parks are also a hub for tourism hosting Chattanooga’s Ironman, Southern Brewers Festival, Head of the Hooch, Wine Over Water, Pops on the River, a number of athletic events, and the Riverbend Music Festival. These events have significant economic impact in the region. The following events from the Chattanooga Sports Committee have associated Estimated Economic Impacts of over \$20.6 million.

Event	2014	2015
70.3 Ironman	N/A	\$4 Million
Waterfront Triathlon	\$112,500	\$167,000
Ironman Chattanooga	\$12 Million	\$12 Million
Chattanooga Head Race	\$143,000	\$150,000
Head of the Hooch	\$4.3 Million	\$4.3 Million

- These public spaces attract large events whose organizers utilize the scenic surroundings as an attraction for outdoor activities. This offer funds the maintenance and daily operations for the Riverpark system. Costs for operating the Riverpark system are split equally between the City and Hamilton County.
- The Parks division collaborates with a number of agencies and organizations to support tourism and usage of the waterfront area. Some of these include the Chattanooga Convention and Visitors Bureau, the Chattanooga Sports Committee, the Waterfront Steering Committee, Outdoor Chattanooga, Special Events Committee, Police Department, Fire & Emergency Services, the Transportation Department and homeowner associations.

○ **Needs Addressed**

- Riverfront maintenance and daily operations include routine, highly manicured grounds maintenance,



City of Chattanooga

Department Offer Worksheet

litter collection, facility maintenance, landscaping, carousel operations, and security to over 50 acres encompassing Coolidge Park, Renaissance Park, Walnut Street Bridge, Bluff View including Hunter Museum area, Holmberg Bridge, the Aquarium Plaza, including stream features and The Passage, Ross's Landing, Chattanooga Green, Chattanooga Pier, the marina and docks. During the fiscal year 2016, the new Riverpark extension from Ross's Landing to St. Elmo will open and require the same manicured maintenance programs. All parks and facilities on the waterfront are maintained to the highest level of service in accordance with National Recreation and Parks Association standards.

- Building maintenance mechanics, which are newly created positions to manage the buildings and electrical and mechanical infrastructures. This focused effort will help manage energy sustainability and efficiency practices in the Riverpark system.

○ **Goals and Objectives**

- Maintain all public areas, facilities, and green spaces to the highest service level.
- Support special events through preparation, event planning, grounds maintenance, and clean up.
- Program capital improvements for maintenance of the facilities.
- Ensure safety and security of the Parks system.

○ **Actions**

- The addition of nearly four miles of Riverwalk from Ross's Landing to St. Elmo Ave has prompted a reorganization of physical and human resources. A new maintenance work unit will be developed to maintain all public waterfront areas on the south side of the Tennessee River, including not only the upcoming Riverwalk addition between Ross's Landing and St. Elmo Avenue, but also the Chattanooga Green, Ross's Landing, Aquarium Plaza, First Street Sculpture Garden, and Bluff View Arts District.
- Two new cost centers titled North Waterfront and South Waterfront, respective to the assigned areas, have been developed through a needs analysis to better manage human resources. The reorganization includes development of a skilled grounds maintenance unit for mowing to maximize human resources while minimizing downtime of specialized maintenance equipment. These changes better align staffing needs with the overall parks operations.
- Reassignments through the reorganization will align skilled staff with specialized needs in areas of electrical, horticulture, mowing, and hardscape maintenance. The plans and staffing levels closely align with sections managed by Hamilton County and have been reviewed by Hamilton County parks department officials.

○ **Clear summary of activities**

- Provide custodial and facility maintenance to buildings and facilities including Coolidge Park Carousel, Walker Pavilion, Renaissance Pavilion, Aquarium Plaza restrooms, Riverpark Restrooms, the Funicular, and Outdoor Chattanooga.
- Operate and maintain the interactive fountain systems at Coolidge Park, Aquarium Plaza, and The Passage. Operate the water cannons of Ross's Landing.
- Maintain the waterfront docks at Bluff View District, Ross's Landing hard edge, Chattanooga Pier, Olgiati Bridge, and the marina.
- Provide turf maintenance, management, and herbicide application to Ross's Landing, First Street Sculpture Garden, Coolidge Park, Renaissance Park, and parts of the Riverwalk.



City of Chattanooga

Department Offer Worksheet

- Provide landscape and hardscape maintenance to grounds of Coolidge Park, Renaissance Park, Walnut Street Bridge, Bluff Views including Hunter Museum area, Holmberg Bridge, The Passage, the Aquarium Plaza, including the three lifted arches, Ross's Landing, Chattanooga Green, Chattanooga Pier, the marina and docks, and the new extension of the Riverwalk from Ross's Landing to St. Elmo.
- Inspect, repair, and correct facilities and grounds for safety concerns.
- Maintain bridges including the Walnut Street Bridge, Renaissance Bridges, and Holmberg Glass Bridge structures.
- Operate and manage the Coolidge Park Carousel as a revenue generating attraction.
- Rangers patrol the Riverparks and Riverwalk daily for 16 hours each day enforcing park rules and document any citations, incidents, accidents, or maintenance needs; perform pre and post-event inspections following rentals and special events to ensure all facilities and grounds were used and appropriate to authorize return of deposits; monitor and assist with operate the carousel; and provide customer service to park users and out-of-town visitors by giving information on local attractions and activities including providing directions to other destinations.
- **Timeline of activities and/or significant milestones throughout the year:**
 - Grounds maintenance, custodial staff, landscaping staff, and facility maintenance staff work every day of the year in multiple shifts, thus allowing for a presence in the parks from 7:00 AM to 7:30 PM. Park Rangers provide a presence in parks until 11:00 PM daily, seven days each week. Each day staff performs operational functions and maintenance to the grounds and facilities. Landscaping functions are determined by the time of year and current weather conditions. Rangers perform patrol and customer service functions each and every day of the year.
- **Key personnel/project leaders/consultants:**
 - The Parks Maintenance Director oversees all Riverpark operations and capital improvements.
 - Two General Supervisors oversee landscaping, grounds maintenance, building maintenance and custodial functions. Contractors provide specialized maintenance and repairs to facilities and assets.
 - A Ranger Supervisor oversees Ranger operations and the carousel operation.
 - Administrative staff provides support through purchasing, safety inspections, reservations, financial collections, documentation, payroll and personnel support, and equipment maintenance.
- **Citizen engagement**
 - The Parks Division receives feedback from and provides information to park guests through face-to-face interactions daily, through 311 regularly, and with special event organizers before, during, and after special events.
- **Environmental sustainability**
 - Green spaces provide pervious areas for groundwater filtration.
 - The "DOgood" program is a self-monitoring and maintenance program where park visitors properly and responsibly abate pet waste that would otherwise pollute surface waters from runoff contamination.
 - Trees and plants provide ecological value at approximately \$37 per tree annually.
 - Buffering in the park system to the Tennessee River adds pervious filtration for groundwater.
- **Cite applicable research/best practices used in this offer**
 - Best management practices are followed and staff is trained in playground maintenance standards, horticulture, turf maintenance, fertilization, herbicides, and facility and mechanical maintenance.
 - The Water Quality Division of Public Works provides training to maintenance staff on appropriate activities to protect natural buffers and sensitive areas.



City of Chattanooga

Department Offer Worksheet



City of Chattanooga

Department Offer Worksheet

SECTION 3 OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Works	\$1,957,300	\$1,514,556	\$3,471,856	100%	42
Total	\$1,957,300	\$1,514,556	\$3,471,856	100%	42

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have Capital Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	0
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**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
Matching funds from agreement with Hamilton County	\$1,735,928
Permit and rental fees	\$55,000.00
Carousel ridership fees	\$90,000.00
Dock lease agreement fees	\$50,500.00



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: A Growing Economy

Primary Desired Outcome: Ensure Riverparks are maintained to the highest standard

Description of Output Measured: Percentage of users who rate the condition of Riverparks features as very good.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: David Johnson

FY2013 <input type="checkbox"/> Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No Data	No Data	85%	85%	85%

Measurement 2

Results Area: A Growing Economy

Primary Desired Outcome: Increase Carousel ridership and revenue by 20% from last fiscal year.

Description of Output Measured: Number of Carousel riders

Measurement Frequency: Daily X Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: David Johnson

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
83,729	90,135	85,000	82,600	\$88,000

Measurement 3

Results Area: A Growing Economy

Primary Desired Outcome: Increase facility rental revenue by 10% from last fiscal year.

Description of Output Measured: Special event and facility rental fees.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Kim McNamara

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$52,754	\$50,395	\$55,000	\$55,400	\$60,000

Measurement 4

Results Area: A Growing Economy

Primary Desired Outcome: Increase visitation to Riverparks during special events.

Description of Output Measured: Number of people attending special events at the Riverparks

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Kim McNamara

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	N/A	42,868	60,000



City of Chattanooga

Department Offer Worksheet



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **CDOT – Transportation Administration**

Primary Results Area: **Growing Economy** Priority Ranking: **4**

Lead Department: **CDOT** Collaboration: YES NO

Administrator: **Bailey** Date Submitted: **1.12.2015**
Revised 3.2.2015

Amount Requested from City General Fund: **\$420,385** Total Offer Cost: **\$420,385**

MANDATED

PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

The Transportation Department – CDOT - aims to make efficient and safe transportation for all commuters – cyclists, pedestrians, transit users, and motorists while enhancing multi-use public spaces for all people.

The economic and community development of all cities starts – and is sustainable – through the establishment of infrastructure. Namely, the core of a city’s economy is its street grid. And not only for the maximum economic benefit of citizens and businesses, but also for the prudent and responsibility fiscal stewardship of the investment of tax payers, our streets must maximize function. Multi-modality of our streets – the safe accommodation of all people in all kinds of movement and activity in our street system maximizes the return on the investment in our streets and minimizes the cost per capita to build and maintain that system. Multi-modal transportation – the goal of Complete Streets – contributes to comprehensive sustainability by stewarding fiscal prudence, fostering good health, conserving energy, and providing safe connections of people to their jobs, their homes, the schools, and to each other.

CDOT Administration’s primary responsibilities include external coordination and communication of this vision, strategy and policy development for the department so that they are focused in delivering on this vision. Additionally, the Administration monitors department budget, identifies and prioritizes goals and initiatives, collaborates with other entities, including city departments and outside agencies, and oversees departmental organization and efficiency, including budget, enrichment, and research.

The Administration maintains primary communication with external agencies such as CARTA, TDOT, TPO, Airport, various non-profit entities and foundations, and Trust for Public Land.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

The city’s street system must be considered comprehensively – both as a safe and efficient functional network of street infrastructure, - but also a public space network that nurtures and is the backdrop for strong neighborhoods, and economic and community development. The Administration coordinates the myriad aspects of Transportation, from



City of Chattanooga

Department Offer Worksheet

the street markings, signs, and signals, to the long-range planning and design of our infrastructure to assure sustainability for future generations.

- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)
This offer will pursue goals of lowering traffic fatalities, increasing facilities for bicycling, as well as increasing mode share
- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
Public engagement campaign to strengthen our bike facilities projects and Complete Streets initiatives – spring 2015 through Summer 2015
Oversee completion of projects in design and construction through both divisions
Monitor budget
Monitor existing and new initiatives for performance and identify innovations for the department
Shepherd the maturity of some of our key, new initiatives, such as NTMP 3.0, Act Now, ATMS
Communicate and coordinate closely with TDOT so local needs are addressed in the development of state route projects
 - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
Monthly – coordination meeting with TDOT region 2
Quarterly – Environment Advisory Committee for TDOT Nashville
Biweekly – coordination with various foundations and independent agencies who work hand in hand in development of strong public spaces
Monthly – neighborhood engagement either through targeted outreach or accepting invitations to appear at neighborhood meetings
May 15 – finalization of Complete Streets guidelines
 - **Key personnel/project leaders/consultants: (Who is doing what?)**
Blythe Bailey, Rebecca Levally
 - **Citizen engagement** - How are you involving citizens?
Myself or leadership staff address neighborhood groups on average at least once a month.
 - **Environmental sustainability:**
Our department thrives on the notion that reducing energy for transportation goes hand in hand with public health, strong economy, and happy people.
 - **Cite applicable research/best practices used in this offer:**
We will become affiliate members of NACTO, joining progressive mid-sized cities in North America, such as Austin, Burlington, Boulder, Indianapolis, Memphis, Louisville, and Madison

SECTION 3 – OFFER BUDGET REQUEST



City of Chattanooga

Department Offer Worksheet

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Transportation	\$342,212	\$78,173	\$420,385	100%	2
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$342,212	\$78,173	\$420,385	100%	2

***Amounts MUST agree with collaborating Department totals for this offer**

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ General
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***If yes, please complete Capital Budget Request Form**

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
	\$
	\$
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Safer Streets

Primary Desired Outcome: Streets in Good Repair and Designed for the Safety of All

Description of Output Measured: Quantity of Traffic Fatalities

In collaboration with CPD, our staff updates data on traffic accidents no less than quarterly. Because of the unpredictability of this measure, our projection constitutes current year to date data plus an assumption that the remaining months will equal the previous year's totals.

Measurement Frequency: Daily ___ Weekly___ Monthly_X_ Quarterly___ Annually_X_

Staff Responsible for Collection & Analyzing data: *Bailey, Levally, Van Winkle, Taylor, CPD Collaboration*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
	31	N/A	23 (projected)	25

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase environmentally sustainable practices in neighborhoods and Increase positive relationships between neighbors

Description of Output Measured: % of travel trips by ped

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X_

Staff Responsible for Collection & Analyzing data: *Bailey, Levally, Kuyrkendall, Van Winkle, TPO Staff Collaboration*

FY2011 Actual	FY2012 Actual	FY2013 Target	Target	
1.7%	2.2%	1.8%	3%	

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase environmentally sustainable practices in neighborhoods

Description of Output Measured: % of travel trips by bike

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X_

Staff Responsible for Collection & Analyzing data: *Bailey, Levally, Kuyrkendall, Van Winkle, TPO Staff Collaboration*

FY2011 Actual	FY2012 Actual	FY2013 Target	Target	
.1%	.3%	.1%	1%	

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase environmentally sustainable practices in neighborhoods

Description of Output Measured: Miles of Bike Facilities

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X_

Staff Responsible for Collection & Analyzing data: *Kuyrkendall, Taylor*

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
70	74	104	96	216



City of Chattanooga

Department Offer Worksheet



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Design and Engineering**

Primary Results Area: **Growing Economy** Priority Ranking: **2**

Lead Department: **Transportation** Collaboration: YES NO

Administrator: **Bailey** Date Submitted: **1.13.2015 Revised 3.2.2015**

Amount Requested from City General Fund: **\$3,820,571** Total Offer Cost: **\$3,820,571**

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.

Multi-modal transportation – the goal of Complete Streets – contributes to comprehensive sustainability by stewarding fiscal prudence, fostering good health, conserving energy, and providing safe connections of people to their jobs, their homes, the schools, and to each other.

The economic and community development of all cities starts – and is sustainable – through the establishment of infrastructure. Namely, the core of a city’s economy is its street grid. And not only for the maximum economic benefit of citizens and businesses, but also for the prudent and responsibility fiscal stewardship of the investment of tax payers, **our streets must maximize function.**

Multi-modality of our streets – the safe accommodation of all people in all kinds of movement and activity in our street system - maximizes the return on the investment in our streets and minimizes the cost per capita to build and maintain that system.

And it’s not just about bike lanes.

The Design Engineering (DE) division maintains responsibility for the department and the city for planning through project implementation of all of our major capital improvement projects related to Transportation. At a current, cumulative value of over \$90 million for projects in all phases of development, fiscal prudence is one of our most essential responsibilities. Also, the division works with developers in review of private projects to establish access, parking, sidewalk infrastructure, new streets (for subdivisions and other developments), and form-based elements of site plans. Because of the strongly important aspect of public space on our street systems, DE also supports ECD in the scoping and pre-concept work associated with public space projects.



City of Chattanooga

Department Offer Worksheet

Using construction contract value alone, DE's staff has direct involvement with the design and implementation of just over \$12 million per staff-person in public infrastructure projects. Private development has an even greater financial impact on our street system. In enforcement of city code and subdivision requirements, the design and development review wing of DE oversees the design and construction of new streets, sidewalks, access, and/or multi-modal facilities built as part of private developments. Considering another \$425 million in building permits issued by LDO in Calendar Year '14, which excludes additional construction and public space value of our Temporary Use and/or other right of way programs, our DE staff maintains an incredibly high level of fiscal responsibility for our city's transportation network.

As such, DE has led the department in the establishment of a new paradigm for transportation projects as not only about safety and efficiency of movement but also the quality and economic benefits to communities and neighborhoods of streets that are good public places. Our streets should fundamentally serve to build the communities and neighborhoods that are the essence of our great city.

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

DE coordinates development and planning efforts with TPO that are eligible for Transportation Improvement Program dollars

DE maintains our 5 year city capital plan that includes TIP as well as local projects.

As the primary division in the department responsible for capital improvement, DE works closely with the city's Strategic Capital Planner and other entities in the city, such as the foundations, the Trust for Public Land, River City Company, and neighborhood groups and council representatives on potential future projects for improvement to neighborhoods and communities in the city.

DE manages contracts for design and engineering consulting teams, oversees development of bid and contract document packages, and administers construction through City Wide crews as well as private contractors.

DE maintains requests for service on paving and sidewalks, as well as administers the regular citywide improvement plans for each.

In our project implementation – from planning through construction administration, DE's core value is that our streets are the primary building blocks of our city, our neighborhoods, and our communities. Our projects are not thought of as being built through communities – but rather our communities are thought of as being built through our projects.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*



City of Chattanooga

Department Offer Worksheet

Maximization of potential leverage dollars in federal funding available for TIP projects
Efficient project management so that when projects are funded they proceed towards completion
Increased length of city sidewalk
Timely management of funding for resurfacing of city streets

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
 - Development review – efficiency, flexibility, strong adherence to safety and complete streets principles
 - Sidewalk and Paving service requests – timely responses, clear communication
 - Management of transportation capital improvement projects, including for rail, pathway/riverwalk, streets, and pedestrian/bicycling infrastructure improvements
 - Development of scoping and concepts for public space projects, parking, and other infrastructure improvements on behalf of the city
 - Continued advancement in city policy and code, such as implementation of Complete Streets, Art in Streets policy, NTMP Enhanced, and other programs and initiatives
 - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
 - See Tom’s Planner for estimate of future project milestones.
 - **Key personnel/project leaders/consultants: (Who is doing what?)**
 - Bert Kuyrkendall – City Transportation Engineer – Director of Division
 - Brent Derrick – Engineering Manager – maintains overall schedule and manages project management staff for project implementation of our design and engineering projects
 - Brandon Sutton – Design Manager – manages design production, concept development, and review of private development for the department
 - Eddie Tate – Senior Engineer – responsible for sound engineering of roadway cross sections, innovations in paving and repair, and oversight of construction programs
 - Eric Asboe – Administrative Assistant – handles ongoing council management, including drafting of resolutions and ordinances, communication and website maintenance/development, and public space aspects of our transportation system
 - Others – Kari Lawman – contracts technician; John Gibson – Construction Inspector; Bill Cannon, Tony Madewell, Vacant project management, and Vacant Engineering Designer
 - **Citizen engagement** - How are you involving citizens?
 - Periodic public updates to large groups or stakeholders
 - Public meetings are included in various stages of all of our capital projects
 - Periodic attendance at neighborhood meetings as requested.
 - **Environmental sustainability:**
 - DE supports the department by ensuring that Chattanoogans have viable access to all forms of transportation, including those which require the least amount of energy consumption
 - **Cite applicable research/best practices used in this offer:**
 - NACTO Urban Street Design Guideline
 - ITE Context Sensitive Design Guide



City of Chattanooga

Department Offer Worksheet

NACTO Urban Bikeway Design Guide



City of Chattanooga

Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (ncluding Benefits)	Operations	Request	% of offer	FTEs required
Transportation	\$1,039,027	\$40,038	\$1,079,065	28%	13
Transportation - Paving	\$	\$0	\$2,741,506	72%	0
	\$	\$	\$	0%	
Total	\$1,039,027	\$40,038	\$3,817,097	100%	13

***Amounts MUST agree with collaborating Department totals for this offer**

Does this have Capital Budget Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ 99,300,084**
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**Value provided indicates total Capital Project value of all active capital projects as proposed in FY'16 Five Year Plan.

***If yes, please complete Capital Budget Request Form**

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Etc.)

Name	Amount
TIP Federal Funding	\$varies year to year – avg \$30M/4 year cycle
Foundation Grants	\$ varies based on project
	\$
	\$
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing Economy

Primary Desired Outcome: Increase Economic Investment

Description of Output Measured: Ratio TIP funding/4yr cycle – New Project Dollars/4 yr cycle: Total Project Dollars/4y TIP cycle

This metric represents the most macro-level of project planning and implementation of the project management metrics. On each four year cycle the TPO completes a new TIP (Transportation Improvement Plan) with new dollars associated with fiscally constrained projects. The availability of those dollars is finite, so projects that lag in schedule and require that funding be carried over are not only behind in their planning schedule but prevent other new projects from being able to be constrained fiscally, thereby lowering the amount of funding for new improvements. The ratio of new projects dollars that are fiscally constrained to total dollars fiscally constrained reflects the effectiveness of project delivery on projects planned, as the higher the number the more funding that is available for new projects in future TIP's.

The schedules for projects are projected on a yearly basis to capture this data more frequently than the four year cycle.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually X

Staff Responsible for Collection & Analyzing data: Kuyrkendall, Derrick, Lawman, TPO Staff assistance

FY2013 Actual	FY2014-2017 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Data not available	38%	N/A	N/A	75%

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Increase Economic Investment

Description of Output Measured: Ratio - (TIP project dollars per year):(Obligated per year)

This metric represents the effectiveness at project management prioritizing TIP projects that are programmed year to year by the TPO. Because projects carry over this metric will never be 100%, but higher is better as it indicates that we are either working to reprioritize the TIP or are working to utilize our city match funding to release 80% of the federal match.

Measurement Frequency: Weekly ___ Monthly ___ Bi-Annually X Annually X 4-Yr Cycle X

Staff Responsible for Collection & Analyzing data: Kuyrkendall, Derrick, Lawman, TPO Staff assistance

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Data not available	15%	80%	72%	80%



City of Chattanooga

Department Offer Worksheet

Measurement 3

Results Area: High Performing Government

Primary Desired Outcome: Implement process improvements

Description of Output Measured: Milestones Met –

Ratio of projects meeting major milestones.

This measurement is a ratio of the sum of days ahead and behind schedule, divided by the total duration of all of our active capital projects. If a project manager beats a deadline by, say 10 days, then the score will be >100; if he/she misses the deadline by 10 days, his/her score will be <100. Projects are weighted based on total duration. A 300 day project counts three times as much as a 100 day project.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: Kuyrkendall, Derrick, Lawman, Asboe, Cannon, Madewell, Tate, Vacant Civil Engineer

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	80%	72%	85%

Measurement 4a

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase miles of sidewalks

Description of Output Measured: Pedestrian Activity and Safety

Miles of Sidewalk – like miles of newly-paved roadway – is an inherently imperfect metric. We liken it to # hits for a baseball player; it's an absolute measurement that is much more a reflection of activity than rate of success. As a metric for simply quantity (ie, activity over success rate), we nevertheless track it as a base measurement of our work. Through our pedestrian gap closure plan (see measurement 4b), we will identify more refined metrics aimed at rate of success in addition to (or rather than) activity; but until then – and even after – we will track basic length of sidewalk infrastructure as a core function of our department.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X_

Staff Responsible for Collection & Analyzing data: Kuyrkendall, Derrick, Madewell, Lawman, Interns

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
488	492	496	498	506

Measurement 4b

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Lower the cost benefit, defined as determined by Gap Closure Plan

Description of Output Measured: Sidewalk Gap Index

The sidewalk gap analysis will identify a Sidewalk Gap Index rating which provide the framework for prioritizing and quantifying needed new sidewalks. To be completed summer 2015, the plan will identify indexes for sidewalk gaps related to pedestrians served, gauge of surrounding sidewalk network, and proximity to important destinations (schools, transit stops, etc). The analysis will provide the data necessary to determine costs of needed projects and also to grade the relative value of \$'s spent on projects.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X_

Staff Responsible for Collection & Analyzing data: Kuyrkendall, Derrick, Madewell, Lawman, Interns

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NA	NA	NA	Gap Closure Plan Complete	Metric TBD



City of Chattanooga

Department Offer Worksheet

Measurement 5a

Results Area: Safer Streets

Primary Desired Outcome: Streets in Good Repair and Designed for All

Description of Output Measured: Lane Miles of Re-Paved Streets

Lane Miles of Streets Paved— like miles of newly-built sidewalks – is an inherently imperfect metric. We liken it to # hits for a baseball player; it’s an absolute measurement that is much more a reflection of activity than rate of success., and certainly much more a function of yearly funding as anything else. As a metric for simply quantity (ie, activity over success rate) , we nevertheless track it as a base measurement of our work. In the development of the FY’16 paving capital improvement plan, we will develop more refined metrics aimed at rate of success in addition to (or rather than) than just activity; but until then – and even after – we will track basic length of paving lane miles as a base representation of the activity of our work.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually_X_

Staff Responsible for Collection & Analyzing data: Kuyrkendall, Derrick, Tate, Gibson, Lawman, Interns

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
30.1	17.6	17.8	17.8	18.6

Measurement 5b

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Lower the cost benefit, defined as determined by Resurfacing Program Index

Description of Output Measured: Resurfacing Program Index

The upcoming paving season will identify a Resurfacing Program Index rating which will provide the framework for prioritizing and quantifying needed the most valuable resurfacing projects. Our new program will identify indexes for repaving priorities on the basis of potential for increased safety through striping, number of properties served by given street, sections functional classification, and presence of complementary projects (such as utility work or development projects) The analysis will provide the data necessary to determine costs of needed projects and also to grade the relative value of \$’s spent on projects.

Measurement Frequency: Daily ___ Weekly ___ Monthly ___ Quarterly ___ Annually_X_

Staff Responsible for Collection & Analyzing data: Kuyrkendall, Derrick, Madewell, Lawman, Interns

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NA	NA	NA	Resurfacing program identifies metric	Metric TBD



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	YFD Recreation Complexes						
Primary Results Area:	Growing Economy	Priority Ranking:	7				
Lead Department:	Youth and Family Development	Collaboration:	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>YES</td> <td><input type="checkbox"/></td> <td>NO</td> </tr> </table>	<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO
<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO				
Administrator:	Lurone Jennings	Date Submitted:	2/27/15				
Amount Requested from City General Fund:	\$ 1,707,452	Total Offer Cost:	\$ 1,707,452				

<input type="checkbox"/>	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

Summary – Brief summary narrative describing offered service or initiative

Providing ball fields and tennis courts in communities where citizens of all ages live provides opportunities for youth, adults and seniors to participate in sports leagues, recreation programs and tournaments within walking distance from their homes. These facilities also provide opportunities for citizens to volunteer as coaches, mentors and caring adults attending games to support the youth who live in their communities which helps build **Growing Economy**. These facilities were built with the intent of serving the local community first for recreational play and then being able to utilize the same facilities by bringing in local, state, regional and even national tournaments to help with economic impact dollars for local businesses. The tournament portion is viewed as an additional benefit for the entire community. Frost Stadium and Warner Park also serve as the home for our local university, UTC which YFD has a strong partnership with.

Through numerous recreational and leisure activities at these facilities YFD provides opportunities for citizens of all ages to participate or observe in leagues, games and tournaments in championship level venues. YFD recreation uses these venues and the sports played there as incentives to engage youth to help develop character, social skills, promote education while learning the sport of their choice. All of these YFD programs help create **Growing Economy**.

Economic impact in dollars that Champions Club Tennis and Summit and Warner Park/Frost Stadium Complexes reported for FY13 total was \$10,668,420 FY14 7,800,015 and projected FY15 13,892,230. These numbers are conservative and are generated by using the Greater Chattanooga Sports Committee economic impact formula. Tournaments bring both direct and indirect economic activity for Chattanooga; hotel/lodging, restaurants, groceries, parking, gate fees, fuel, retail purchasing, sporting goods and cultural activities. In addition, to bringing direct tourism dollars, serving as gateway experiences to promote Chattanooga and build long term tourism revenues. Families use sports tournaments as anchor experiences for longer vacations. Tourism officials even coined a name for it: the “playcation”. Other economic considerations include the potential for the increased notoriety resulting from the tournaments to draw new businesses and residents to Chattanooga as the perceived quality of life is enhanced.

The Champion Club Tennis Complex

CCT Complex features 26 hard courts, a two stories, 6,000 square foot clubhouse with lockers, restrooms, showers and a pro-shop. The facility is ADA accessible inside and outside. Courts are available for a small fee and can be reserved daily. Champions Club primary business is to host events that have an economic impact on the City of Chattanooga.



City of Chattanooga

Department Offer Worksheet

Champions formed strategic partnerships over the years with key local partners to host large tournaments successfully; Baylor School, GPS, McCallie, UTC, Manker Patten and The Racquet Club of Hixson. Collectively, we offer eighty-nine outdoor and twenty-eight indoor tennis courts to entertain our tennis visitors who spend so generously in our beautiful Chattanooga. We also have outstanding relationships with TTA (Tennessee Tennis Association), STA (Southern Tennis Association), USTA (United States Tennis Association) and the Greater Chattanooga Sports and Events Committee have been essential to assuring that the quality of events is second to none. The World Deaf Championships was hosted for ten days Champions Club in July 2014. We also, entertained the Tennessee State Championships for Junior Team Tennis in July 2014. This event brought 487 junior players from all corners of the state. This event was awarded "Tournament of the Year" from the State Office.

Requested Amount: \$365,452.00

Summit and Warner Park Softball Complexes

Summit and Warner Park Softball Complexes are state of the art playing facilities and with all of the extra on-site amenities have single handedly returned Chattanooga to it's national softball tournament destination, These venues are used for local and regional select competitions, and locations for local recreational leagues and family leisure. Complexes are also used for group and corporate meetings and retreats, private parties and special events, fund-raising tournaments, and school practices.

Summit Softball Complex consists of 30 acres which include 8 collegiate level softball fields. Spring and Fall leagues consists of 100 teams and Collegedale's youth and adult leagues consists of 85 teams. Both facilities hosted 75 local, state and national events.

Warner Park/Frost Stadium Softball Complex consists of 25 acres. This includes 6 collegiate level softball fields. One of these fields is Frost Stadium, which holds up to 3,000 people, has state of art sound system, turf halo extending from 1" to 3" base, locker rooms, hitting cages, press box and suites. Frost Stadium is the home stadium for the University of Tennessee at Chattanooga Mocs softball team.

Fields at Warner Park are also used for youth baseball, softball, youth and adult flag football, youth football (tackle), soccer, kickball, and rugby leagues.

YFD Centers and other Community Ball Fields: Summit and Warner Park staff are also responsible for maintaining 29 ball fields located at 12 of our community YFD Centers and one park. There are no economic impact dollars generated from these facilities since most are 1-2 fields located at local YFD centers. These fields are used for center and community programming including churches, local non profits and clubs. Ball fields are located at the following facilities are; Avondale, Carver, East Chattanooga, East Lake, Eastdale, John A. Patten, Montague Park, North Chattanooga, South Chattanooga, Tyner, Washington Hills, Westside, and Frances Wyatt.

Recreation Sports

Number of participants: 12,505

Reviving Baseball in Inner Cities (RBI): Reviving Baseball in Inner Cities (RBI) is a Major League Baseball youth outreach program designed to:

- Increase participation and interest in baseball and softball among underserved youth within the inner city
- Encourage academic participation and achievement
- Increase number of talented athletes prepared to play in college and minor leagues
- Promote greater inclusion of minorities into the mainstream of the game
- Teach the value of teamwork



City of Chattanooga

Department Offer Worksheet

Chattanooga's RBI "5 Star" program provides inner-city youth with the opportunities to Play, Learn and Grow. We use the power of teams to Coach, Teach and Inspire youth to recognize their potential and challenge them mentally and physically. Achieving their goals, players will embody the attributes of resilient young adults who are confident, competent, caring, physically and mentally healthy and positive role models. Chattanooga RBI 5 STAR Program uses the power of "play" as a tool to emphasize academics, life skills and community responsibilities. Off the field players will participate in programs that teach and address family and community issues. YFD hosted the 2014 Southeastern Regional Tournament and because of the exceptional job staff and volunteers did Major League Baseball asked Chattanooga to host the event the next three years.

- **RBI Baseball**

3 & 4 yr olds- 9 Teams (135 Players)

5 & 6 yr olds- 8 Teams (120 Players)

7 & 8 yr olds- 11 Teams (165 Players)

9 & 10- 9 Teams (135 Players)

11 & 12- 6 Teams (90 Players)

13-15- 4 Teams (60 Players)

16-18- 4 Teams (60 Players)

Total RBI Baseball: 51 Teams- 765 Players

- **RBI Softball**

5 & 6- 11 Teams (143 Players)

7 & 8- 16 Teams (208 Players)

9 & 10- 15 Teams (188 Players)

11 & 12- 6 Teams (71 Players)

13 & 14- 8 Teams (96 Players)

15-18- 4 Teams (51 Players)

Total RBI Softball: 60 Teams (757 Players)

***Number of underserved youth participating in RBI Baseball & Softball at Warner Park & Summit facilities is 1,522.**

Adult Softball:

- **Spring League 50 Teams- 800 players;**
- **Fall League 41 Teams- 615 Players**
- **Volkswagen Fall League 9 Teams- 145 Players**
- **Totals- 100 Teams- 1,560 Players**

Requested Amount: \$1,342,000.00

Needs Addressed – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.\

- **Growing Economy**

Host Tennis and Softball Tournaments and Events that attract visitors to Chattanooga to create a local economic impact

- **Safer Streets**

Host Tennis and Softball Tournaments and Events to citizens of Chattanooga to provide healthy and positive opportunities through sport

- **Smarter Students, Stronger Families**

Introduce the wonderful game of Tennis and Softball to citizens of Chattanooga to provide a life-long avenue of physical, mental and spiritual health.

- **Benefits**

Revenue generated by local, state and national tournaments, self-supporting programs and increase tourism.



City of Chattanooga

Department Offer Worksheet

- **Community Benefits**
Team Sports connect families, support youth leagues, and enhance ethnic and culture understanding, harmony and tolerance.
- **Individual Benefits**
Create balance between work and play, increase self-esteem and self-reliance, sense of social belonging, and enhance an individual's health and happiness.
- **Economic Benefits**
Revenue generated by local, state and national tournaments, self-supporting programs and increase tourism.
- **Community Benefits**
Team Sports connect families, support youth leagues, and enhance ethnic and culture understanding, harmony and tolerance.
- **Individual Benefits**
Create balance between work and play, increase self-esteem and self-reliance, sense of social belonging, and enhance an individual's health and happiness.

Goals and Objectives – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*

- **Economic Impact:** Adult and youth tournaments generate a considerable amount of direct and indirect economic activity for the City (hotel/lodging, restaurants, purchase gas, tournament admissions, entertainment, sporting goods and retail purchasing). In addition, tournaments serve as gateway experiences for many first time visitors, inspiring large numbers to make plans for subsequent trips and vacations to Chattanooga.
- **Provide Opportunities for Adults to Volunteer or Support Youth in their Communities:** Providing well maintained softball and baseball fields at our YFD Centers provides opportunities for caring adults to volunteer as coaches, mentors and attend games to show their support. Youth and adults are more likely to participate or volunteer in organized leagues if facilities are in walking distance to their homes.

Actions – How will you achieve the goals, including. Clear summary of activities: (What are you doing?)

- Use of other local facilities to host events
- Volunteer support to host events
- Expertise to attract bids

Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)

- Starting July 1st to June 2; promoting, bidding and implementing tournaments and programs

Key personnel/project leaders/consultants: (Who is doing what?)

- Tennis Professional and Recreation Division Manager

Citizen engagement - How are you involving citizens?

- Adult and Youth Advisory Boards

Environmental sustainability:

- Recycling bins located throughout each complexes and employee educational workshops

Cite applicable research/best practices used in this offer: In addition to bringing direct tourism dollars, serving as gateway experiences to promote Chattanooga and build long term tourism revenues. Families use sports tournaments as anchor experiences for longer vacations. These multiple room stays ensure that one of the biggest areas of direct spending is for accommodations. Tourism officials even coined a name for it: the "playcation". Our strong relationships with ASA, NSA and BSC is because of the state of art fields and the high level of quality we provide by maintaining fields during their tournaments. ASA, NSA and BSC have won bids to bring National Tournaments to Chattanooga because we have built relationships with teams across the USA. Teams know when they come to Chattanooga they are going to play on some of the best fields and our staff will provide the quality of service their players and their families deserve.



City of Chattanooga

Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

Summary: (Please complete based on Dept. Operating Detail and Dept. Personnel Detail Forms)

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth and Family Development	\$ 1,103,964	\$ 603,488	\$ 1,707,452	100%	21
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 1,103,964	\$ 603,488	\$ 1,707,452	100%	21

**Amounts MUST agree with collaborating Department totals for this offer*

Does this have <u>Capital</u> Budget Impact?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes	If Yes, Amount	\$
--	--	------------------------------	----------------	----

**If yes, please complete Capital Budget Request Form*

Financial Offsets: (Please list any Revenue i.e. fees, Grants, Private/Corporate Contributions, Ect.)

Name	Account
Property Rental	\$ 200.00
Ballfield Income	\$ 58,665.00
Champions Club	\$ 34,150.50
Concessions Fee	\$ 64,938.73



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Growing economy

Primary Desired Outcome: 3% increase in revenues

Description of Output Measured: by increasing number of tournaments and rentals

Measurement Frequency: Daily ___ Weekly___ Monthly_X Quarterly_X Annually___

Staff Responsible for Collection & Analyzing data: Tennis Professional and Recreation Division Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
11,717,000	11,928,400	12,267,000	12,267,000	12,267,000

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: 3% increase in revenues

Description of Output Measured: Increase in number of local, state and national tournaments and events

Measurement Frequency: Daily ___ Weekly___ Monthly_X Quarterly_X Annually___

Staff Responsible for Collection & Analyzing data: Tennis Professional and Recreation Division Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Approx 70	Approx 75	Approx 75	Approx 75	Approx 78

Measurement 3

Results Area: Youth and Adult Leagues and Lessons Attendance

Primary Desired Outcome: 5 % increase in leagues and participants

Description of Output Measured: Number of adult and youth leagues and tournaments and participants

Measurement Frequency: Daily ___ Weekly___ Monthly_X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Tennis Professional and Recreation Division Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
		10,000	10,000	10,000



City of Chattanooga

Department Offer Worksheet

Measurement 4

Results Area: Growing Economy/RECREATION SPORTS = Safer Streets

Primary Desired Outcome: 1) Continue to provide opportunities for citizens of all ages to participate in organized Sports programs in safe and well maintain facilities were they can Learn, Play and Grow. 2) Use Sports as a “tool” to Teach and Inspire participants to become **Growing Economy** by requiring them to participate in literacy initiatives and life skill classes offered at YFD Centers and agencies/organizations that provide youth services that have a strong focus in creating **Growing Economy**.

Description of Output Measured: Research shows that Sports has the power to combat everything from racism to low self-esteem to the high school drop-out rate. This gives us the ability to require participants to attend Literacy and Life Skill classes. In 2015 all Youth Sports Programs will have an education component and all participants will be required to attend. A contact (Players Expectations and Penalties) will be created that will list the educational requirements and penalties if not followed. Both participant and parent/guardian will be required to sign before participant can enter the program.

Measurement Frequency: Daily ___ Weekly___ Monthly **X** Quarterly **X** Annually___

Staff Responsible for Collection & Analyzing data: YFD Sports Coordinator, YFD Center staff (full and part-time), coaches, parent and teen volunteers.

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided