

## **Growing Economy**

A growing local economy ensures the health and well-being of any city. To provide a high quality of life for our residents, Chattanoogaans need access to economic opportunity. This means ensuring residents have the job training they need and employers have the support from local government to expand and thrive in our city.

Chattanooga's small businesses are the backbone of our local economy. The City must work to provide opportunities for entrepreneurs who wish to design and manufacture products in Chattanooga. Tailored pathways should incent and foster business development in various sectors, including but not limited to manufacturing, technology, and retail. Efforts should grow the number of minority, veteran and women-owned businesses in Chattanooga.

Recruiting large and small businesses from a variety of sectors enhances economic growth in our region. The City and its partners should develop and expand targeted initiatives to pool resources from multiple sources and drive business recruitment efforts. These efforts must also capitalize on Chattanooga's unique sense of place to recruit businesses that highlight economic strengths – outdoor activity, sustainability, technology, and advanced manufacturing. Due to the increasing shortage of industrial land, initiatives should fill vacated brownfield sites and maximize vacant retail and office space.

Cities are the natural hub for economic growth, research, and business creation. The global resurgence of high tech manufacturing has the capability to create high-quality jobs and will drive the need for more software developers, analytics specialists, and engineers. Chattanooga must utilize its unique assets – an urban university, relatively low cost of living, and strong public private partnerships to provide a space where entrepreneurs and existing businesses can collaborate to design innovative products and build stronger companies.

**Total funded: \$23,504,020.00**

**Total requested: \$34,730,130.00**

**Total number of offers funded: 26**

**The following are Funded Offers for the Growing Economy Result Area:**



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Air Quality Services</b>
Lead Agency:	<b>Chattanooga-Hamilton County Air Pollution Control Bureau</b>
Collaborating City	
Department(s):	<b>None</b>
Contact Name:	<b>Bob Colby, Director</b>
Primary Results Area:	<b>Stronger Neighborhoods</b>
Offer Cost (Funding Request):	<b>\$270,820</b>

### RESULTS AREAS

- Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
- Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
- Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
- Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
- High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
- Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

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. 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 workplan with specific goals and objectives based on EPA national and regional priorities. This offer will leverage additional funding of approximately \$1,155,000.

#### Identify Which Desired Outcomes This Offer Impacts:

1. Implement and enforce air pollution control regulations for 377 permitted emitting facilities to improve community health.
2. Operate an ambient air monitoring system with 10 monitors and a pollen monitor to determine whether healthful levels are maintained.
3. Respond to all citizen complaints (305 in previous year) in expeditious manner to make communities safer and healthier.



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### BUDGET REQUEST

#### Summary: Air Quality Services

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Air Quality Services	\$ 1,092,752	\$ 333,641	\$ 1,426,393	14.5

Capital Budget Impact?      Yes    X No      \$Amount

#### Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
US EPA	\$ 497,595
Permit and Emission Fees	469,430
Hamilton County	188,548

### PERFORMANCE DATA

#### Measurement 1:

Complete inspection at 100% of facilities annually to determine compliance and initiate enforcement action against facilities found to be out of compliance.

*Historical Comparison Data?* At least 90% of facilities have been inspected annually in previous years.

#### Measurement 2:

Collect good, valid data which meets the 75% capture and quality assurance requirements of 40 Code of Federal Regulations, Part 58. Collect good, valid data which meets the 75% capture and quality assurance requirements of 40 Code of Federal Regulations, Part 58.

*Historical Comparison Data?* Has been met every year

#### Measurement 3

Respond to all complaints within 1 hour of receipt during normal business hours and within 2 hours after normal business hours.

*Historical Comparison Data?* Has not been historically tracked.

#### Return on Investment:

*How do citizens benefit?* Having healthful air to breathe; better quality of life; economic development

*Does this activity leverage other financial resources?* Yes

*How does this activity decrease costs over time for the City?* Supports economic growth opportunities

*How can this program become sustainable without City funding?* It cannot under current federal law



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## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Preparing People with Mental Illness for Workforce</b>
Lead Agency:	<b>AIM Center, Inc.</b>
Collaborating City Department(s):	<b>Human Resources</b>
Contact Name:	<b>Rodney Battles</b>
Primary Results Area:	<b>A Growing Economy</b>
Offer Cost (Funding Request):	<b>\$60,000</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

#### **What is the program?**

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.

#### **What is the service?**

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





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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).

### **How will the service be provided?**

While helping AIM members with their employment goals is the responsibility of every staff, the Employment Support Unit (ESU) 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 ESU are a priority service and focus on customized employment, evidence based practices, and continued implementation of the Tennessee Creating 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 Clubhouses 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."

### **What innovation & sustainability practice does this leverage?**

What cannot be easily dismissed is the effect this unemployment has on the parents and other family members of adults with mental illness. Often, employable family members will stay home or work part time in order to provide constant care. For FY 15, AIM Center will begin compiling employment data from the family of AIM members. This will be done in two ways: (1) At intake, the accompanying family member will be asked their employment status. If unemployed due to caregiving responsibilities, that individual will be asked to participate in our pilot study to determine the impact AIM Center's services have on the family unit; and (2) AIM will institute a quarterly "friends and Family Luncheon," also to identify participants to self-report employment updates. This data will provide a baseline for future outcome measurement and community impact.

### **What difference does this offer make and how will we know?**

Demand for AIM Center services by uncompensated care recipients has doubled during the past year. In addition, the Affordable Care Act does not guarantee coverage especially for those individuals not working due to psychiatric disability. There will still be thousands of uninsured individuals in Chattanooga. This offer seeks to make a community impact by focusing on individuals who, up until now, have not been prepared for



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employment. The City will know the investment made in AIM Center's employment services is working by the number of individuals who receive training, complete their education, and go back to work.

### Identify Which Desired Outcomes This Offer Impacts:

1. Increase Awareness of Existing Employment Opportunities
2. Increase Employment

## BUDGET REQUEST

**Summary:** (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Preparing People with Mental Illness for Workforce	\$1,479,499	\$1,980,026	\$60,000	3

**Capital Budget Impact?**      **Yes**     **No**      **\$Amount**

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Creating Jobs Initiative	\$121,326
Department of Human Services, Division of Rehabilitation Services	10,000
United Way of Greater Chattanooga	112,400
AmeriCorps	16,900

## PERFORMANCE DATA

### Measurement 1:

100 people with mental illness enroll and/or complete formal education or training programs such as GED or college courses during the fiscal year.

### Historical Comparison Data?

Results 7/1/2013 through 1/31/14: 72 members enrolled and/or completed formal education and/or training programs (120% of projected 60 members).

Results 7/1/2012 through 6/30/2013: 108 members enrolled and/or completed formal education and/or training programs (180% of projected 60 members).

### Measurement 2:

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





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### Historical Comparison Data?

Results 7/1/2013 through 1/31/2014: 81 members increased job readiness knowledge, 267 members completed work adjustment training (62% of projected 560).

Results 7/1/2012 through 6/30/2013: 201 members increased job readiness knowledge, 352 members completed work adjustment training (176% of projected 200).

### Measurement 3:

Persons with mental illness attain employment through the Employment Services Department during the fiscal year.

### Historical Comparison Data?

Results 7/1/2013 through 1/31/2014:  
42 members attained employment (84%).

Results 7/1/2012 through 6/30/2013:  
51 members attained employment (102% of projected 50)

### Return on Investment:

#### *How do citizens benefit?*

AIM Center's state-of-the-art program strengthens the capacity of Chattanooga to better service the needs of those suffering from mental illness by addressing life altering issues as homelessness, substance abuse, premature death with the average life expectancy at age 53, incarceration, education set-backs, and lack of vocational skills.

#### *Does this activity leverage other financial resources?*

AIM brings \$948k into the community to provide services for TennCare recipients through managed care contracts and another \$458k from the State for housing services. AIM receives encounter fees from TennCare managed care contractors for TennCare recipients but there is no reimbursement for our members/clients who are Medicare or uninsured. This uninsured, poverty-stricken disabled population is the citizens 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.

#### *How does this activity decrease costs over time for the City?*

The City of Chattanooga will benefit from AIM's increased capacity to serve persons with psychiatric disorders because AIM programs translate 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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*How can this program become sustainable without City funding?*

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.



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## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Building a Stronger Community through the Arts</b>
Lead Agency:	<b>ArtsBuild</b>
Collaborating City Department(s):	<b>Economic &amp; Community Development, Multicultural Affairs</b>
Contact Name:	<b>Dan Bowers</b>
Primary Results Area:	<b>Growing Economy</b>
Offer Cost (Funding Request):	<b>\$300,000</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

#### 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 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.

In addition to providing funding, ArtsBuild equips each cultural partner organization with strategic fundraising and sustainability training. One-on-one consultation with a certified fundraising professional consultant is available to each organization as well as the opportunity for customized problem-solving for organization-specific challenges. ArtsBuild is committed to providing these services to strengthen these organizations which represent the backbone of Chattanooga's arts and cultural community.



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### 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 strategies which have been embraced by ArtsBuild and are driving our work: Arts Education, Diversity, A Vibrant Downtown, and Economic Development.

### 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 FY15 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 15 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.

### Diversity:

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. 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. Last year, 23 organizations throughout our community (22 within the City limits) were awarded \$60,000 in CCC grant funding. In January 2014, an additional 22 community organizations were awarded a total of \$60,000 in the second round of CCC funding. These included Highland Park Neighborhood Association, East Lake Neighborhood Association, Greenwood Resident Council, Senior Arts Council, and Signal Centers. These grants will not only help grow the economy, they will ensure that underserved neighborhoods are better served and will help create smarter students and stronger families 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, 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 one floor of the building for its office space, along with one of its cultural partner organizations. Another 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 its for 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.





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### 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. ArtsBuild is currently partnering with a local foundation to develop a public relations campaign to strategically tell the story of Chattanooga's arts and cultural community to local, regional, and national audiences. Through this campaign, ArtsBuild plans to spotlight 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.

ArtsBuild, in partnership with the Lyndhurst and Benwood Foundations, is also working with ArtSpace, a nationally-recognized nonprofit organization which creates affordable live-work space 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, will begin in March 2014. ArtsBuild will continue to lead this project through each phase.

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### **ArtsBuild Offer: Building a Stronger Community through the Arts**

#### **Economic & Community Development**

- The arts as a whole and ArtsBuild in particular are an economic engine for Chattanooga. The *Arts and Economic Prosperity* study in 2010 revealed that the NONPROFIT arts and cultural industry and their audiences have a \$106 million annual impact on our community.
- The annual revenue generated to local government by the NONPROFIT arts community and their audiences totals \$4.4 million.
- Each year ArtsBuild invests approximately \$900K in 13 of Chattanooga's premier arts organizations including the Hunter Museum, the Chattanooga Symphony, the Creative Discovery Museum and the Chattanooga Theatre Centre – all invaluable to Chattanooga's local economy and regional/national reputation.
- Each of these 13 Cultural Partners provides outreach to Chattanooga neighborhoods, thanks to the funding they receive from ArtsBuild.
- ArtsBuild has an extremely strong working relationship with Public Art Chattanooga. Perhaps the best example is our collaboration which resulted in the creation of *Main Terrain Park*.
- ArtsBuild produces *Pops on the River*, Chattanooga's official Independence Day Celebration. ArtsBuild secures \$20K - \$30K in sponsorships to supplement the \$50K the City provides to stage this celebration attended by more than 30,000 citizens.

#### **Multicultural Affairs**

- One of ArtsBuild's historic mantras is *The Arts are for All*. This mantra is best manifested in our *Community Cultural Connection* grant program.
- In response to *Imagine Chattanooga 20/20*, ArtsBuild implemented this program which makes arts and culture more accessible to underserved populations including geographic, ethnic, age and individuals with disabilities. . We do this through grants making art available to people in inner city neighborhoods, churches and social service organizations.





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- This grant project lines up perfectly with OMA's goal for "...equality of rights for the diverse cultural populations of Chattanooga." We have had two \$60K rounds of grants over the past year-and-a-half, totaling \$120K and providing funds to more than 40 organizations.

### **Others Partners in the Community**

- ArtsBuild's funded Cultural Partners  
ArtsBuild provides between 10%-15% of the annual budgets for 13 of Chattanooga's premier arts organizations.
- Benwood and Lyndhurst Foundations  
Each year these two foundations invest heavily in ArtsBuild initiatives. Most recently these initiatives are ones derived from *Imagine Chattanooga 20/20*.
- Chattanooga Convention and Visitors Bureau  
A common goal we share is telling the story of Chattanooga to regional and national audiences. A current initiative funded by Lyndhurst is partnering with the CVB's public relations firm to place stories regionally and nationally.
- Chattanooga Chamber of Commerce  
THRIVE, the three-state, 16 county planning initiative, acknowledged the vital role of the arts by making ArtsBuild's President one of 30 members of the THRIVE Coordinating Committee.

ArtsBuild cannot financially fulfill our mission on our own. Our annual community campaign, endowment, national, state, and foundation funding generates 86% of our budget. We believe that City funding is a necessary and appropriate use of our taxpayers' dollars.

ArtsBuild is the officially designated arts agency for the City of Chattanooga (Resolution, May, 1990). In this role we are uniquely able to leverage state and national support on behalf of the city for community projects involving the arts. Currently there is not a department within the Chattanooga City government that addresses the arts in any comprehensive fashion; ArtsBuild is the City's investment in the arts.

ArtsBuild's mission is to "Build a stronger community through the Arts." ArtsBuild is a vital community partner in strengthening our city through enhanced quality of life which leads to economic impact by making our community a great place to live, work and play.

Without the City's investment, many of ArtsBuild's programs would inevitably have to be eliminated. This could result in lower funding for our Cultural Partner organizations (many of whom use our funding for their education and outreach programs); or we would have to choose between greatly reducing or eliminating our educational programs or our diversity in the arts programs.

Without City funding, ArtsBuild would not be able to provide many of the programs that allow us to fulfill our mission. These programs are essential to the role that we, as an organization, provide to the citizens of Chattanooga.

### **Community Cultural Grants**

This new grant program was developed by the *Imagine Chattanooga 20/20* Diversity Work Group in 2012. The mission of this task force is "to recognize and celebrate a community of diverse cultures and access to arts experiences for all."



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The Community Cultural Connections grant program was the first initiative resulting from the Diversity Work Group. CCC grants are designed to strengthen Chattanooga’s underserved populations through arts and cultural programming. Organizations are primarily non-traditional arts groups and include faith-based, neighborhood associations, and social services. Through the CCC grants arts opportunities are available to ethnic communities, seniors, and persons with disabilities throughout Chattanooga.

In our first round of grants, 83% of the beneficiaries were of low-income. In our two rounds of grants, projects took place or are taking place within 15 different areas of Chattanooga: Alton Park, Belvoir, Downtown, East Lake, Eastside, Glenwood, Germantown, Greenwood, Highland Park, Hixson, Mid-Town (Eastgate), North Chattanooga, Southside , Orchard Knob, and Westside.

**Identify Which Desired Outcomes This Offer Impacts:**

1. Increase employment
2. Increase in new businesses created
3. More higher wage jobs

### BUDGET REQUEST

**Summary: (Please complete based on information contained in Attachment F)**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
<b>Building a Stronger Community through the Arts</b>	\$0 (salaries and benefits covered by endowment)	\$2,481,935	<b>\$300,000</b>	6

Capital Budget Impact? Yes  No  \$Amount

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Contributed Income (community campaign)	\$860,000 (projected)
Tennessee Arts Commission	\$98,065 (projected)
Endowment Revenue (used for operating)	\$388,000

### PERFORMANCE DATA

**Measurement 1:**

Chattanooga’s major cultural institutions continue to thrive and add to the \$106 million annual economic impact of nonprofit arts and culture organizations and their audiences in the Greater Chattanooga area. (*The Arts & Economic Prosperity* report is produced every five years by Americans for the Arts. This study was completed in 2010.)

- The economic impact of NONPROFIT arts and culture organizations and their audiences in the greater Chattanooga is \$106 million annually.
- The number of full-time equivalent jobs supported by NONPROFIT arts and culture organizations and their audiences is 3,880.



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- Total household income paid to residents through the impact of nonprofit arts organizations and their audiences is \$87 million annually.
- Revenue generated to local government by NONPROFIT arts and culture organizations and their audiences is \$4.5 million.
- Total attendance to NONPROFIT arts and culture events is 2.2 million annually.

### Measurement 2:

Chattanooga is branded as an arts and cultural destination; this branding and awareness leads to economic growth, job creation, and worker retention.

- "Concentrations of cultural enterprises and creative workers in a geographic area provide a competitive edge, likely by elevating the quality of life, improving a community's ability to attract economic activity, and creating a climate in which innovation can flourish."

"Concentration of culture-sector firms and highly skilled workers, along with related facilities and business, enables partnerships and cooperative projects to develop."

*(How the Arts and Culture Sector Catalyzes Economic Vitality, 2011)*

### Measurement 3:

Arts and cultural activities are made accessible to underserved populations in Chattanooga.

- 85% of funded grant projects are completed on schedule and within budget
- 75% of the grantees have assessment tools in place and implemented
- 90% of the participants, through self-assessments, rate project as of value to the community served
- With a part-time, foundation-funded programs assistant in place, organizations are able to track the metrics of their CCC-funded projects for assessment.

### Return on Investment:

**How do citizens benefit?** Chattanooga residents benefit from the 3,880 full-time equivalent jobs supported and the \$87 million in household income paid through nonprofit arts and culture organizations and their audiences each year.

**Does this activity leverage other financial resources?** ArtsBuild matches the City's investment 6-to-1 with donations from individuals and corporations, grants from local foundations and the Tennessee Arts Commission, as well as proceeds from our own endowment.

**How does this activity decrease costs over time for the City?** The *Arts & Economic Prosperity* report (attached) reveals that nonprofit arts and cultural institutions and their audiences in Chattanooga generate \$4.5 million in annual local tax revenue. This revenue flowing into local government, in effect, decreases costs for the City. The City's investment in ArtsBuild and our subsequent underwriting of Chattanooga's major cultural institutions has a substantial, very real, return on investment.

**How can this program become sustainable without City funding?** Over time, City funding will become less of a percentage of our overall budget by ArtsBuild increasing and leveraging other funding sources.



CITY OF CHATTANOOGA

FY 2015 Agency Funding Financial Form

ATTACHMENT F				Does not include Endowment Earnings, Gifts-in-Kind			
	Actual FY 2011	Actual FY 2012	Actual FY 2013	CASH Budget FY 2014	Project CASH FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES:</b>							
Contributions							
Individuals/Private	\$ 601,178	\$ 657,251	\$ 544,131	\$ 632,000	\$ 632,000	\$ -	0.0%
Corporate/Organizations	\$ 293,955	\$ 225,866	\$ 294,887	\$ 228,000	\$ 228,000	\$ -	0.0%
<b>Fees/Grants from Governmental Agencies</b>							
Federal - N.E.A.	\$ 40,000	\$ 250,000					
State- Tennessee Arts Commission	\$ 187,435	\$ 88,910	\$ 90,935	\$ 93,035	\$ 98,065	\$ 5,030	5.4%
Hamilton County Government	\$ 150,000	\$ 0	\$ 80				
County Districts		\$ 2,500	\$ 552,500	\$ 30,000	\$ 30,000	\$ -	
City of Chattanooga	\$ 201,200	\$ 176,472	\$ 226,472	\$ 275,000	\$ 359,500	\$ 84,500	30.7%
Public Art Chattanooga			\$ 4,000				
Foundations (including grants)	\$ 235,850	\$ 480,750	\$ 231,750	\$ 307,250	\$ 298,500	\$ (8,750)	-2.8%
Holmberg Institute Tuition	\$ 6,200			\$ 9,000	\$ 9,000	\$ -	0.0%
Hamilton County Fair Income	\$ 104,657	\$ 137,600	\$ 125,264	\$ 135,000	\$ 135,000	\$ -	0.0%
Endowment to Operating & Cultural Partners	\$ 834,540	\$ 782,840	\$ 632,409	\$ 665,895	\$ 641,870	\$ (24,025)	-3.6%
Other Revenues	\$ 110,850	\$ 31,178	\$ 43,155	\$ 57,000	\$ 50,000	\$ (7,000)	-12.3%
<b>TOTAL REVENUES</b>	\$ 2,765,865	\$ 2,833,367	\$ 2,245,503	\$ 2,432,180	\$ 2,481,935	\$ 49,755	2.0%
<b>OPERATIONS EXPENSE:</b>							
<b>Personnel Expenses</b>							
Salaries	\$ 325,165	\$ 329,496	\$ 321,324	\$ 339,792	\$ 339,792	\$ -	0.0%
Pavroll Taxes, etc.	\$ 25,755	\$ 25,824	\$ 25,283	\$ 26,804	\$ 26,804	\$ -	0.0%
Pension/Retirement	\$ 19,423	\$ 20,466	\$ 16,146	\$ 18,288	\$ 18,288	\$ -	0.0%
Employee Health, Life and Dental benefits	\$ 24,141	\$ 26,969	\$ 35,578	\$ 41,609	\$ 44,940	\$ 3,331	8.0%
<b>Total Personnel Expenses</b>	\$ 370,343	\$ 375,795	\$ 398,332	\$ 426,493	\$ 429,824	\$ 3,331	0.8%
<b>Fund-Raising-Development Expenses</b>							
Total Fund-Raising-Development Expenses	\$ 52,135	\$ 54,990	\$ 96,490	\$ 75,000	\$ 75,000	\$ -	0.0%
<b>Administration</b>							
Board/Committee Events	2,546.04	1,657.37	1,990	\$ 2,000	\$ 2,000	\$ -	0.0%
Conferences/Training	1,689.80	311.25	3,165	\$ 3,200	\$ 3,200	\$ -	0.0%
Dues, Subscr. Fees, Pubs.	3,725.00	2,870.25	4,229	\$ 4,000	\$ 4,000	\$ -	0.0%
Audit /Professional Fees	14,095.26	13,167.18	13,906	\$ 19,400	\$ 19,400	\$ -	0.0%
Insurance	5,529.20	5,436.60	5,267	\$ 5,640	\$ 10,000	\$ 4,360	77.3%
Maintenance & Repairs	8,076.46	6,672.69	6,223	\$ 6,600	\$ 8,200	\$ 1,600	24.2%
Maintenance-Computer	4,942	2,146.05	3,131	\$ 2,500	\$ 2,800	\$ 300	12.0%
Copier/Printer Expense	added 2013 --	added 2013 --	2,340	\$ 2,600	\$ 2,600	\$ -	0.0%
Building Security	761.13	803.01	850	\$ 900	\$ 3,500	\$ 2,600	288.9%
Utilities-Electric and Gas	5,170.27	4,890.81	4,173	\$ 4,500	\$ 7,000	\$ 2,500	55.6%
Office/Data Supplies/Printing	7,144.38	5,111.71	9,418	\$ 7,500	\$ 8,500	\$ 1,000	13.3%
Postage	927.46	641.83	269	\$ 1,800	\$ 2,000	\$ 200	11.1%
Rent- Office	35,997.43	36,950.70	35,133	\$ 36,300	\$ (36,300)	\$ -	-100.0%
Other Rent/Leases	added 2013 --	added 2013 --	3,965	\$ 4,696	\$ 4,750	\$ 54	1.1%
Telephone/ISD/Communications	5,863.33	3,735.50	3,465	\$ 3,950	\$ 5,600	\$ 1,650	41.8%
Local Travel/Entertainment	2,467.54	1,378.61	2,080	\$ 2,300	\$ 2,300	\$ -	0.0%
Board Discretionary Fund		9,405.00					
Supplies-Kitchen and Bathroom	468.17	824.40	981	\$ 1,000	\$ 1,000	\$ -	0.0%
Wbrshp / Miscellaneous	4,412.61	740.35	1,090	\$ 2,550	\$ 2,500	\$ (50)	-2.0%
<b>New Location:</b>							
Net Occupancy - Dover Building E, 11th Street					\$ 38,693		
<b>Total Administrative Expenses</b>	\$ 103,216	\$ 96,468.31	\$ 101,685	\$ 111,436	\$ 128,043	\$ 16,607	14.9%
<b>PROGRAMS AND PROJECTS:</b>							
Cultural Partner Allocations	\$ 1,457,768	\$ 1,020,438	\$ 970,896	\$ 875,000	\$ 846,000	\$ -	
Other Rent/Leases	\$ 239,541	\$ 224,450	\$ 221,383	\$ 235,998	\$ 249,587	\$ 13,589	5.8%
Art Education	\$ 175,495	\$ 84,402	\$ 79,302	\$ 78,000	\$ 139,500	\$ 61,500	77.7%
Project Grants- Includes HC Fair	\$ 134,224	\$ 227,262	\$ 185,851	\$ 160,503	\$ 215,000	\$ 54,497	34.0%
<b>Other Designated Grants:</b>							
SPARK			\$ 108,768				
Main Terrain		\$ 232,350	\$ 244,710				
Dover Building Facade				\$ 80,000			
ARTSPACE				\$ 63,750			
MARKETING CHATTANOOGA/ARTS COMMUNITY				\$ 62,500			
TECHNICAL ASSISTANCE TO PARTNERS				\$ 35,000			
COMMUNITY CULTURAL CONNECTIONS				\$ 67,500			
POPS ON THE RIVER				\$ 70,000			
SPECIAL INITIATIVES					\$ 275,000		
CULTURAL PLAN	\$ 67,527						
CAPACITY BUILDING- WOLFBROWN	\$ 50,217						
Other	\$ 128,074	\$ 26,970	\$ 76,920	\$ 31,000	\$ 124,000	\$ 93,000	73.9%
<b>Total Program, Project &amp; Designated Grants</b>	\$ 2,252,846	\$ 1,815,872	\$ 1,887,831	\$ 1,759,251	\$ 1,849,087	\$ 89,836	5.1%
<b>Other Expenses: Depreciation, G.I.K. etc</b>	\$ 46,563	\$ 26,086	\$ 56,212	\$ 60,000	\$ 60,000	\$ -	0.0%
<b>TOTAL EXPENSE: TOTAL OPERATION</b>	\$ 2,825,103	\$ 2,369,202	\$ 2,540,549	\$ 2,432,180	\$ 2,481,954	\$ 49,774	2.0%
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ (59,238)	\$ 464,165	\$ (295,046)	\$ -	\$ (19)	\$ -	N/A

Notes: Total Fiscal Year Endowment Earnings \$2,236,232.00 (\$69,169) \$1,539,149



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>CARTA Enterprise South Expansion of Transit Service</b>
Lead Agency:	<b>Chattanooga Area Regional Transportation Authority (CARTA)</b>
Collaborating City Department(s):	<b>Department of Transportation</b>
Contact Name:	<b>Lisa Maragnano</b>
Primary Results Area:	<b>Growing Economy</b>
Offer Cost (Funding Request):	<b>\$300,000</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

#### **Expanded Bus Service to Enterprise South Industrial Park**

For FY 2015, CARTA is requesting \$300,000 to match a Congestion Mitigation and Air Quality (CMAQ) grant for expansion of service to the Enterprise South Industrial Park for a period of 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 may be necessary for CARTA 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's proposal for the CMAQ grant will be coordinated with the Chattanooga Department of Transportation (CDOT), the Air Pollution and Control Bureau, and the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization.



# City of Chattanooga

## FY15 Offers

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Because the CMAQ application became available during the first week of February, CARTA is still in the process of completing the grant application. The grant application is due March 14. Accordingly, most of the information in this offer is preliminary. Before the Leadership Team makes its final ranking offers, this application will be finalized.

Since 2008, Enterprise South Industrial Park has become an employment hub for Chattanooga, and CARTA believes that service to this area will provide alternate transportation options to existing workers and possibly create job opportunities for those who are currently unemployed. As part of the service analysis and also due to the CMAQ competitive proposal process, CARTA has partnered with the Chattanooga Chamber of Commerce to receive zip code data of employees from the businesses that are located at Enterprise South. To date, CARTA has received information from nine employers: ADM; Gestamp; Chattanooga Seating; WWL Vehicle Service; Wingard Quality Supply, LLC; ThyssenKrupp Automotive Systems of America, LLC; American Tire Distributors; and Volkswagen Group of America; Amazon.com, Inc. CARTA anticipates that other employers will provide information as well. CARTA will analyze this information and determine where it makes sense to provide a park and ride location with express service to Enterprise South. The determined park and ride locations will be central locations that employees can access near their homes. The express route will offer the convenience of an automobile by making no stops between the park and ride sites and the industrial park.

The CMAQ grant program is intended for eligible counties who are designated as federal air quality nonattainment or maintenance areas. Currently, Hamilton County is designated as 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. Because new or expanded transit service is a priority for TDOT's CMAQ funding, CARTA believes it can develop a reasonable proposal for TDOT and receive funding that will improve the air quality Chattanooga and improve access to transit and employment for the citizens of Chattanooga.

### Identify Which Desired Outcomes This Offer Impacts:

1. Increase access to job opportunities – **A Growing Economy**
2. Increase awareness of existing job opportunities-**A Growing Economy**
- 3.



# City of Chattanooga

## FY15 Offers

### BUDGET REQUEST

**Summary: (Please complete based on information contained in Attachment F)**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
CARTA Enterprise South Expansion of Transit Service	\$195,000	\$105,000	\$300,000	

**Capital Budget Impact?**    Yes    No

**Financial Offsets:** *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Federal/State	Local
Congestion Mitigation and Air Quality Funds (80% federal/state, 20% local)	\$1,200,000	\$300,000

### PERFORMANCE DATA

**Measurement 1:**

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

*Historical Comparison Data? Not Available at this time*

**Measurement 2:**

Increase ridership

*Historical Comparison Data? Not available as this is a new service*

**Measurement 3:**

*Historical Comparison Data?*

**Return on Investment:**

*How do citizens benefit?* Providing expanded transit service to Enterprise South Industrial Park will allow existing employees of the businesses located there to have alternate ways to commute to work each day as well as expand employment opportunities for those who are unemployed and don't have access to an automobile. In addition, traffic congestion in this area would decrease as fewer people are driving single occupancy vehicles into work, and air quality would increase from this reduction in traffic.





# City of Chattanooga

## FY15 Offers

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*Does this activity leverage other financial resources?* This activity will leverage approximately \$1,200,000 of federal/state Congestion Mitigation and Air Quality funds for a period of three years.

*How does this activity decrease costs over time for the City?* N/A

*How can this program become sustainable without City funding?* Due to the nature of CARTA's operations, it is unlikely that the agency can be fully sustainable without City funding. This is particularly true for this project, as CMAQ funding is only available for three years for new or expanded transit service. The agency can actively work toward reducing the amount of city assistance by (1.) obtaining a dedicated source of funding, (2.) offering a variety of advertising options to increase advertising revenue, (3.) increasing passenger fare revenue by increasing ridership, and (4.) actively pursuing additional sources of operating revenue.

April 4, 2014

Ms. Destiny Richardson  
Assistant to Deputy  
Chief Operating Officer  
City of Chattanooga  
Chattanooga City Hall  
101 East 11th Street  
Chattanooga, TN 37402

**VIA HAND DELIVERY**

In re: Request for Additional Information

Dear Ms. Richardson,

In response to your request for additional information, enclosed please find 10 (ten) copies of a document titled, *Request for Additional Information*.

Feel free to contact me with any questions.

Regards,



Mike Shuford  
Executive Director

Enclosures: 10 copies of the Request for Additional Information document

April 4, 2014

Mr. Jeffery Cannon  
Mr. Brent Goldberg  
Mayor's Office  
City of Chattanooga  
101 East 11th Street  
Chattanooga, TN 37402

Gentlemen,

Thank you for meeting with Bob Doak and me the other day to discuss the Chattanooga Convention Center. I know the meeting was very productive for me and I hope that we were able to shed some light on the operations of the Convention Center to you.

Enclosed you will find 10 copies of the revised application from the Carter Street Corporation for funding from the City of Chattanooga. On a separate sheet, you will find the answers to the specific questions requested by Ms. Richardson.

Once again, thank you for your time and support of the Chattanooga Convention Center. I would hope to speak to the group if they have any questions or need additional information.

Sincerely,



Mike Shuford  
Executive Director

Enclosures: 10 copies of the Request for Additional Information document



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name: **Chattanooga Convention Center**

Lead Agency: **Carter Street Corporation**

Collaborating City Department(s): \_\_\_\_\_

Contact Name: **Mike Shuford**

Primary Results Area: **Growing Economy**

Offer Cost (Funding Request): **\$297,332.00**

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

#### Description:

**What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage?**

The Chattanooga Convention Center exists to bring net new dollars into Chattanooga. This is accomplished by hosting conventions where out-of-town delegates spend money in Chattanooga hotels, restaurants, attractions and other visitor-related companies. These are groups that would not be meeting here without the existence of the facility. The Convention Center is a **certified** Tennessee Green Hospitality facility and we work with the Chattanooga Food bank with leftover food donations.

**What difference does this offer make and how will we know? Make a compelling case for your offer.**

The Chattanooga Convention Center is unique when compared to other agencies. To achieve our primary mission, which is to be an economic engine for the city, we have to offer incentives and discounts to conventions to lure them to Chattanooga. We do this to compete with other cities in the country for this very lucrative business. We do not contract with local events outside an 18 month window so that the facility remains available to bring in the out of town business even though the local events bring in far more revenue



# City of Chattanooga

## FY15 Offers

to the facility. We use the funding that we get from Chattanooga and Hamilton County to supplement our general budget which is in excess of \$5,000,000.00. Without these funds, the facility would be forced to cut staffing, maintenance or raise rates which would result in a decrease in overall revenue for the facility. We also take care of all of our capital needs with these funds. It has now been 12 years since the facility expanded and we are starting to experience more and more issues that come with an aging facility. The Chattanooga Convention Center prides itself on maintaining a first-class building that is competitive with other cities that we bid against for the convention business. We are good stewards of the monies that we receive and we operate the facility with good business models.

### Identify Which Desired Outcomes This Offer Impacts:

1. Increase employment in Chattanooga hotels, restaurants, attractions and other visitor-related companies.
2. Increase room and sales tax collections.

## BUDGET REQUEST

### Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Carter Street Corporation	\$2,072,700	\$2,044,035	\$297,332.00	80

**Capital Budget Impact?**      **Yes**      **No**      **\$Amount**

### Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Net Revenue Generated by Facility	\$3,162,070.00
Hamilton County through CVB	\$300,000.00
Marriott Hotel Lease	\$360,000.00

## PERFORMANCE DATA

### Measurement 1:

Generate 200,000 hotel room nights with events utilizing the facility. This generates approximately \$800,000 in room tax collections.



# City of Chattanooga

## FY15 Offers

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### ***Measurement 2:***

Host in excess of 300,000 delegate days every year. This generates an estimated \$600,000 in sales tax collections to the city of Chattanooga (1.125%). Last year we hosted 329,868 delegate days.

### ***Measurement 3:***

Host in excess of 475 local events per year.

### ***Return on Investment:***

#### ***How do citizens benefit?***

The citizens benefit with the creation of jobs due to visitor spending. We also host approximately 475 local events and expos which are attended by local citizens.

#### ***Does this activity leverage other financial resources?***

The CVB is a support entity.

#### ***How does this activity decrease costs over time for the City?***

The money that flows into our coffers will not decrease over time. However, the more successful we are at attracting conventions the more money that flows directly into the city's coffers. Last year the city conservatively collected over \$1,500,000.00 in sales and room tax due to conventions that we were hosting.

#### ***How can this program become sustainable without City funding?***

The operating deficit of the Chattanooga Convention Center will increase as more conventions utilize the facility. However, the sales tax and room tax collected by the city will **far** exceed that deficit.

**REQUEST FOR ADDITIONAL INFORMATION  
CHATTANOOGA CONVENTION CENTER  
APRIL 4, 2014**

**No application form was submitted.**

My apologies for omitting the application form from the original document we submitted.

**Could the Visitors Bureau fund this?**

The Convention & Visitors Bureau already provides funding of \$500,000 to the Convention Center and our conventions that utilize the facility.

**Can't follow the impact of the additional money. Please give more detail on this.**

The money is incorporated into our general budget and is not allocated towards any specific program. Schedule F outlines our line-item budget.

**What would happen if costs were cut by the grant amount?**

The convention business is incredibly competitive. We need to offer incentives to clients so they will book here in Chattanooga. If we don't offer incentives, we don't get the business. The Convention Center is a first-class facility and we need to do everything we can to ensure that it stays that way. If we maintain the shine on our facility, then people will continue to book here and return with their business. This money will help us continue to provide a world-class facility and be desirable to meetings, conventions and groups.

**The measurables are unclear. Please give more details.**

We judge our success based on generating economic impact for Chattanooga through increasing convention delegate days and people utilizing Chattanooga's restaurants, hotels, attractions, shopping venues and any other visitor-related business. This increases tax collections that flow directly into the city.

**It is unclear how the \$297,332.00 is going to be used. Please give a detailed explanation.**

The money is incorporated into our general budget and is not allocated towards any specific program. Schedule F outlines our line-item budget.



**Attachment F: Budget Format**      Agency Name: **Carter Street Corporation**

**CITY OF CHATTANOOGA**

**FY 2015 Agency Funding Financial Form**

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES</b>							
Contributions							
Individuals/Private						\$ -	N/A
Corporate/Organizations/Churches						\$ -	N/A
Fees/Grants from Governmental Agencies							
Federal						\$ -	N/A
State						\$ -	N/A
CVB	224,580	311,927	300,000	300,000	300,000	\$ -	0.0%
City of Chattanooga	135,000	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 UW's/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	3,456,400	3,294,040	3,193,200	3,126,570	3,162,070	\$ 35,500	1.1%
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	392,460	401,260	416,100	360,000	360,000	\$ -	0.0%
Other Revenues (Please list separately any major item)						\$ -	N/A
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
<b>TOTAL REVENUES</b>	<b>4,208,440</b>	<b>4,207,227</b>	<b>4,109,300</b>	<b>3,986,570</b>	<b>4,022,070</b>	<b>\$ 35,500</b>	<b>0.9%</b>
<b>OPERATIONS</b>							
Personnel Expenses							

<b>Attachment F: Budget Format</b>		<b>Agency Name:</b>		<b>Carter Street Corporation</b>				
		1,456,000	1,442,000	\$ 1,403,000	\$ 1,441,600	\$ 1,552,300	\$ 110,700	7.7%
Salaries						\$	\$	N/A
Fringe Benefits								
Employee Health		254,000	280,000	\$ 280,700	\$ 275,000	\$ 275,000	\$	0.0%
Pension/Retirement		105,000	122,000	\$ 100,800	\$ 115,000	\$ 117,000	\$ 2,000	1.7%
Payroll Taxes, etc.		113,000	102,000	\$ 102,100	\$ 110,000	\$ 118,000	\$ 8,000	7.3%
Other (unemployment, life insurance, etc)		3,000	9,000	\$ 10,700	\$ 10,900	\$ 10,400	\$ (500)	-4.6%
<b>Total Personnel Expenses</b>		<b>1,931,000</b>	<b>1,955,000</b>	<b>\$ 1,897,300</b>	<b>\$ 1,952,500</b>	<b>\$ 2,072,700</b>	<b>\$ 120,200</b>	<b>6.2%</b>
<b>OPERATING EXPENSES</b>								
<b>Administration</b>								
Professional Fee & Contract service		60,000	52,400	\$ 50,000	\$ 62,150	\$ 64,150	\$ 2,000	3.2%
Utilities		885,000	894,000	\$ 928,600	\$ 918,000	\$ 938,000	\$ 20,000	2.2%
Other-Security		262,000	270,000	\$ 278,000	\$ 300,000	\$ 300,000	\$	0.0%
Rent								N/A
Travel/Transportation		7,000	10,000	\$ 10,400	\$ 15,000	\$ 12,000	\$ (3,000)	-20.0%
Insurance (not employee health)		134,000	124,000	\$ 135,000	\$ 150,000	\$ 150,000	\$	0.0%
Materials & Supplies		84,000	75,000	\$ 99,000	\$ 119,500	\$ 116,500	\$ (3,000)	-2.5%
Telephone, Fax, ISP		10,000	10,000	\$ 9,000	\$ 9,000	\$ 9,000	\$	0.0%
Postage and Shipping		3,700	4,000	\$ 3,000	\$ 3,000	\$ 3,000	\$	0.0%
Maint/Equipment/Bldg. Improvements		355,000	392,000	\$ 390,000	\$ 352,000	\$ 400,000	\$ 48,000	13.6%
Equipment Rental and Maintenance (including contracts)								N/A
Outside Printing, Art Work, etc.		18,000	30,000	\$ 30,000	\$ 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)		4,800	4,000	\$ 4,000	\$ 3,885	\$ 3,885	\$	0.0%
Awards and Grants								N/A
Fund Raising/Self-Support Activities								N/A
Miscellaneous		8,000	8,000	\$ 8,000	\$ 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
<b>Operating Expenses Total</b>		<b>1,831,500</b>	<b>1,873,400</b>	<b>\$ 1,945,000</b>	<b>\$ 1,980,035</b>	<b>\$ 2,044,035</b>	<b>\$ 64,000</b>	<b>3.2%</b>
<b>TOTAL OPERATIONS</b>		<b>3,762,500</b>	<b>3,828,400</b>	<b>\$ 3,842,300</b>	<b>\$ 3,932,535</b>	<b>\$ 4,116,735</b>	<b>\$ 184,200</b>	<b>4.7%</b>
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>		<b>445,940</b>	<b>378,827</b>	<b>\$ 267,000</b>	<b>\$ 54,035</b>	<b>\$ (94,665)</b>	<b>\$ (148,700)</b>	<b>-275.2%</b>



Chattanooga  
Convention &  
Visitors Bureau

April 4, 2014

Ms. Destiny Richardson  
Assistant to Deputy  
Chief Operating Officer  
City of Chattanooga  
Chattanooga City Hall  
101 East 11th Street  
Chattanooga, TN 37402

**VIA HAND DELIVERY**

In re: Budgeting For Outcomes

Dear Ms. Richardson,

In response to your request for additional information on IRONMAN Chattanooga, enclosed please find 10 (ten) copies of a document titled, *Response to Request for Additional Information*.

Feel free to contact me with any questions.

Regards,

Robert B. Doak  
President & CEO

**Enclosures: 10 copies of the Response to Request for Additional Information documents**

736 Market Street  
18<sup>th</sup> Floor  
Chattanooga, TN 37402  
423.756.8687 - tel.  
800.322.3344  
423.265.1630 - fax  
[chattanoogafun.com](http://chattanoogafun.com)



# City of Chattanooga

## FY15 Offers

**PLEASE SEE RESPONSE TO REQUEST FOR ADDITIONAL INFORMATION**

### OFFER SUMMARY

Offer Name: **2014 IRONMAN Chattanooga**

Lead Agency: **Chattanooga Sports Committee (Greater Chattanooga Sports & Events Committee)**

Collaborating City Department(s): **Police, Fire, Public Works, Transportation, ECD, Youth & Family Development**

Contact Name: **Tim Morgan**

Primary Results Area: **Growing Economy**

Offer Cost (Funding Request): **\$100,000**

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Chattanooga, Tennessee has been selected to host the eleventh race in the 2014 U.S. IRONMAN Series. Chattanooga is one (1) of eleven (11) states to host a FULL IRONMAN event globally. This prestigious, sold-out event is the first IRONMAN held in Tennessee. IRONMAN Chattanooga will be the first qualifying event for 50 age group slots to the 2015 IRONMAN World Championship in Kailua-Kona, Hawaii. A FULL IRONMAN is a 2.4 mile swim, 112 mile bike & 26.2 mile run all in 17 hour time-frame. It will have an economic & social impact on the Chattanooga community.

**Identify Which Desired Outcomes This Offer Impacts:**

1. **Growing & supporting local businesses**
- 2.
- 3.



# City of Chattanooga

## FY15 Offers

**PLEASE SEE RESPONSE TO REQUEST FOR ADDITIONAL INFORMATION**

### BUDGET REQUEST

**Summary:**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
IRONMAN Chattanooga	N/A	\$100,000	\$100,000	

**Capital Budget Impact?**      **Yes**    **X No**      **\$Amount**

**Financial Offsets:** *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount

### PERFORMANCE DATA

**Measurement 1:**

**Estimated economic impact of \$8,040,000 per year**

*Historical Comparison Data?*

**Measurement 2:**

**Estimated 12,000 visitors throughout the duration of the event, staying in Chattanooga on average 3.5 nights**

*Historical Comparison Data?*

**Measurement 3:**

**Over 13,000 hotel room nights consumed in Louisville, KY with IRONMAN Louisville**

*Historical Comparison Data?*

**Return on Investment:**

*How do citizens benefit?* **Local businesses will increase revenues during the event to have an economic impact. IRONMAN produces a Health & Wellness Expo FREE to General Public and the IRONMAN Foundation will support local churches or any civic groups that are willing to donate their time and volunteer during the event to have a social impact.**

*Does this activity leverage other financial resources?* **County government & foundations are support entities**

*How does this activity decrease costs over time for the City?* **N/A**

*How can this program become sustainable without City funding?* **N/A**





**PLEASE SEE RESPONSE TO REQUEST FOR ADDITIONAL INFORMATION**

Attachment F: Budget Format

Agency Name:

Greater Chattanooga Sports & Events Committee

**CITY OF CHATTANOOGA**

**FY 2015 Agency Funding Financial Form**

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES</b>							
Contributions							
Individuals/Private						\$ -	N/A
Corporate/Organizations/Churches						\$ -	N/A
Fees/Grants from Governmental Agencies						\$ -	N/A
Federal						\$ -	N/A
State						\$ -	N/A
Hamilton County						\$ -	N/A
City of Chattanooga					\$ 100,000	\$ 100,000	N/A
Other Cities (Please list)						\$ -	N/A
United Way						\$ -	N/A
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						\$ -	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						\$ -	N/A
Fee for Services						\$ -	N/A
Other Program Income						\$ -	N/A
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous						\$ -	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
<b>TOTAL REVENUES</b>	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	N/A
<b>OPERATIONS</b>							
Personnel Expenses							
Salaries						\$ -	N/A



RESPONSE TO REQUEST FOR ADDITIONAL INFORMATION

APRIL 3, 2014

# IRONMAN<sup>®</sup>

## CHATTANOOGA

SEPTEMBER 28TH, 2014



COLLABORATION • ECONOMIC IMPACT • HEALTHY LIVING

PHOTO CREDIT: LARRY ROSA/ENDURAPIX.COM



PHOTO CREDIT: LARRY ROSA/ENDURAPIX.COM

## Collaboration

Chattanooga is **NOW** associated with a global brand that will stimulate our economy and promote healthy living over the next 5 years...IRONMAN Chattanooga!

Chattanooga won this major event through a **collaborative community effort!** The landing of this prestigious event 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. The iconic IRONMAN® Series of events is the largest participation-sports platform in the world. Since the inception of the IRONMAN® brand in 1978, thousands of athletes have proved that **ANYTHING IS POSSIBLE** by crossing finish lines at the world's most challenging endurance races. Chattanooga became a part of this global sensation by demonstrating anything is possible when working as a collaborative team to defeat the competition consisting of Asheville, NC; Augusta, GA; Hilton Head, SC; & Myrtle Beach, SC. On September 28, 2014, Chattanooga will be one of 11 U.S. cities to host an IRONMAN race in the 2014 U.S. IRONMAN Series. The CVB is investing in IRONMAN Chattanooga, however, this event could not be possible without a direct investment from the City of Chattanooga.

## Did you know?



The IRONMAN Foundation will provide donation opportunities to local groups such as community churches, schools, and non-profits that organize groups to volunteer their time on race day.





PHOTO CREDIT: CHRISTIAN REED

## 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** 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. We are also seeing growth in participation in annual events like the WaterFront Triathlon and the upcoming USMS Open Water Swimming Championships.

**Chattanooga will benefit throughout the entire year directly because of this one-day competition.**

## Did you know?



PHOTO CREDIT: LARRY ROSA/ENDURAPIX.COM

Hotel occupancy and sales tax collections for the City of Chattanooga are projected to exceed \$190,000 per year during the week of the event.



PHOTO CREDIT: BUFFALO TRIATHLON CLUB

## Healthy Living

IRONMAN Chattanooga **represents healthy living for a stronger community!** This signature win represents our high quality of life standards in Chattanooga. Youth & adults alike are invited to participate in the **FREE** 3-Day Health & Wellness Expo open to all Chattanooga residents. On September 27th, while residents are being educated on tactics & strategies of healthy living, our youth can participate in the IRONKIDS program that is a part of IRONMAN Chattanooga. Young athletes between the ages of 3 and 15 are invited to participate in this race held on the Saturday prior to Sunday's competition. IRONKIDS inspires youth through sport and competition to lead active, positive and healthy lifestyles. IRONKIDS participate in age-appropriate distances with an emphasis on safety, fitness and fun.

We will collaborate with the Chattanooga Youth & Family Development Department to maximize at-risk youth inclusion and participation.

## Did you know?



This full IRONMAN will be the **first** ever IRONMAN held in Tennessee and will be the **first** qualifying event for the 2015 World Championship in Hawaii.

RUN 26.2 MILES

[www.IRONMAN.com](http://www.IRONMAN.com)

**IRONMAN**  
CHATTANOOGA



# Overview of BFO Questions

## **Please explain the 5 year commitment.**

We have a signed contract that states the IRONMAN Chattanooga Triathlon event will be held for a minimum of five years from 2014-2018. It is anticipated that this event will be here for years to come.

## **Please explain the job growth impact in more detail:**

Eight million dollars. That's the estimated amount of direct spending from more than 12,000 participants, staff and family members. The Return On Investment (ROI) Model is on the next page. Historically, September is a slow time for tourism in Chattanooga. IRONMAN will ensure a positive economic impact not just for the weekend, but throughout the year as athletes visit the city to train on the courses. This event will cause businesses to retain seasonal employees longer and increase hours for their regular employees. In addition, the IRONMAN Race Director relocated and is now a Chattanooga resident.

## **What if the city weren't the source of support?**

This event would not be feasible without the investment from the City.

## **How does this add/subtract from CVB support?**

The CVB will invest approximately \$200,000 in the first year of IRONMAN and we will continue to be the largest investor for years 2 through 5.

## **It is not clear how performance will be measured and what the \$100,000 is for?**

This investment will help pay for the host city's expenses. Please see Budget & ROI on the next page.

## **How does IRONMAN "support" local churches? Supplier Diversity goals?**

The IRONMAN Foundation will provide donation opportunities to local groups such as community churches, schools, and non-profits that organize groups to volunteer their time on race day. Both IRONMAN and the CVB share the same goal of providing equal opportunities for minority-owned businesses. The purchasing procedures for IRONMAN Chattanooga will be no different than our normal policy of striving for equality.

## **Community outreach is beyond downtown? Any goals related to diversity and inclusion?**

IRONMAN Chattanooga will have a financial and social impact on all Chattanoogaans. The CVB and IRONMAN will collaborate with the Chattanooga Youth & Family Development Department to maximize at-risk youth inclusion and participation. Our youth are encouraged to participate in the IRONKIDS program that will inspire them to lead active, healthy and positive lifestyles. The community is also invited to participate in the 3-day Health & Wellness Expo that is free and open to the public.

# Summary

In closing, we want to emphasize that hosting the prestigious IRONMAN event furthers the Chattanooga brand as an outdoor adventure destination. Decades of preserving our mountains and river have prepared us to leverage these natural resources to attract world-class events of this caliber. This high-power quality event has proved to leave an incredible social and economic impact on the host city, not only for the weekend, but throughout the entire year.

The fall season is filled with numerous outdoor events and we couldn't have asked for a better set of bookends - launching with IRONMAN in September and closing with Head of the Hooch in November. IRONMAN has elevated Chattanooga to an elite status which will enable us to book additional events of this stature in the future. Thank you.

## Budget and Return On Investment

### Sources of Funds

City of Chattanooga	100,000
Hamilton County	145,000
Sponsorships	75,000
Benwood Foundation	25,000
Lyndhurst Foundation	10,000
	<hr/>
Total	<u><u>355,000</u></u>

### Uses of Funds

IRONMAN Fee	170,000
Hotel Rooms for Staff	50,000
Volunteer Dinner	30,000
Access Infrastructure	25,000
Insurance	25,000
Volunteer Meals	15,000
Signage & Printing	15,000
Traffic Control	10,000
Bus/Parking	10,000
Miscellaneous	5,000
	<hr/>
Total Estimated Expenses	<u><u>355,000</u></u>
Profit (Loss)	<u><u>ZERO</u></u>

### Estimated Return on Investment

Economic Impact (CVB Formula)	Chattanooga	Hamilton County
\$ 7,560,000		
Sales Tax Collections (1.125%)	85,050	
Hotel Tax Collections (4%)	105,000	105,000
	<hr/>	<hr/>
Total Tax Income	190,050	105,000
Less: Investment	(100,000)	(145,000)
	<hr/>	<hr/>
Net Income (ESTIMATED)	<u><u>90,050</u></u>	<u><u>(40,000)</u></u>





# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Developing Moccasin Bend for Public Access/Education and Tourism</b>
Lead Agency:	<b>FRIENDS OF MOCCASIN BEND NATIONAL PARK (FOMB)</b> <b>Mayor's Office and City Council, Economic &amp; Community Development, Regional Planning Agency (Community Design Group &amp; Transportation), Parks and Recreation (in the past), Outdoor Chattanooga, Greenway Task Force, Public Works (including Wastewater Treatment Plant), Youth &amp; Family Development</b>
Collaborating City Department(s):	<b>Family Development</b>
Contact Name:	<b>Shelley B. Andrews, Executive Director</b>
Primary Results Area:	<b>Growing Economy</b>
Offer Cost (Funding Request):	<b>\$50,000</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

**This is a long-term investment in Chattanooga's *tourism development and improved quality of life* for residents. Chattanooga is unique nationally, with a large National Park at its heart (Moccasin Bend is featured on *Chattanooga.gov's* home page, as well as on the City seal).**

**Building a new National Park takes time and money. The National Park Service (NPS) cannot do it alone. It is to the benefit of the City that FOMB act as the catalyst and often the prompter to move the project forward. FOMB is in a good position to help the federal and local governments interface and partner in development of the Park.**

**Good examples of FOMB effectiveness in making a difference:**

- In 2013, when the Wastewater Treatment Plant needed to install a new security fence between NPS and City land, FOMB was able to speak with Plant Superintendent Alice Canella about the fence's design. A more "historic look" was important to the Park, but effectiveness was important to the City. FOMB suggested fence designs that were ultimately used, satisfying the Park as far as aesthetics were concerned, meeting the City's security demands, and actually costing the City less than the original design.



# City of Chattanooga

## FY15 Offers

- FOMB has been deeply involved as a partner in development of a comprehensive North Shore Neighborhood Plan. The North Shore is the "Gateway" to the City's National Park. The recent Jones & Jones planning study incorporates ideas for future RiverWalk extension, transportation, park and greenway connectivity, and Gateway corridor design. The design for Manufacturers Park was shared with TDOT, which agreed to incorporate the future park's engineering infrastructure into the current US 27 project at the new Manufacturers Road interchange.
- FOMB has worked hard to be a "good neighbor" to the manufacturers and businesses in the Gateway area. Bringing them together with NPS and Community Design Group leadership, FOMB has hosted gatherings of these property owners to update them on Park and Gateway planning, and to hear their concerns and questions.
- 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.

**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.**

### Identify Which Desired Outcomes This Offer Impacts:

1. Growing and Supporting Local Businesses
2. Business Recruitment and Retention
3. Create an Environment for Innovation

Although all 3 of these Desired Outcomes will be impacted by FOMB's work, it may be impossible to quantitatively evaluate our success. Building a new National Park is a PROCESS, and most of FOMB's work involves keeping the process moving, facilitating necessary communication and actions, and helping to create the right environment for progress. FOMB's success may be best measured by our level of involvement and visibility in City, County and community activities. As the community partner of the National Park Service, FOMB brings appropriate parties to the table so that the project continues its momentum.

## BUDGET REQUEST

### Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Developing Moccasin Bend	*NA	*NA	\$50,000	*NA

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

**Capital Budget Impact?**      **Yes**    **xNo**      **\$Amount**

### Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Private Donations	\$85,000





# City of Chattanooga

## FY15 Offers

### PERFORMANCE DATA

**Measurement 1:**

Growing the number of community-focused programs/participants (ranger-led tours, school/community groups, public meetings, etc.). Moccasin Bend "stories" include prehistoric and more recent historic eras, that include ancient Native American culture through Cherokee history and the Forced Removal (Trail of Tears). Training for teachers and professional educators, including Title I Schools, is offered by the NPS, with FOMB support. See attachment for 2013-2014 visitor and program data.

**Measurement 2:**

Progress made on Park development (land acquisition, public access, program development, etc.)

**Measurement 3:**

Leveraging other financial resources for use toward development of the new park lands on Moccasin Bend

**Return on Investment:**

*How do citizens benefit?*

750 acres of open space are being developed by the NPS on Moccasin Bend. FOMB facilitates and funds projects that increase visitor access, education and tourism. Already two trails are open and the NPS hosts regular public educational and recreational opportunities on the Bend. FOMB is essential in securing funding for new and continuing projects and for facilitating discussions between local, state and federal government agencies and elected officials. These attributes attract new businesses and individuals.

*Does this activity leverage other financial resources?*

Absolutely! Through FOMB, funds from the Lyndhurst Foundation were used to develop the new Federal Road Trail which opened in October 2013. Several local foundations have funded property acquisition for protection, through the efforts of FOMB. A growing number of private individuals and corporations support FOMB with annual financial giving. Many supporters made special contributions to the Federal Road Project in 2013. FOMB will continue to cultivate and leverage other financial resources in the coming year. The NPS is not allowed to do the fundraising work that FOMB does through its Partnership Agreement.

*How does this activity decrease costs over time for the City?*

Rather than initially decreasing costs for the City, the development of Moccasin Bend will eventually lead to the offset of costs 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



# City of Chattanooga

## FY15 Offers

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agencies/organizations, and individuals that help make Chattanooga a better place to live and work.

*How can this program become sustainable without City funding?*

This is the front end of developing the Moccasin Bend National Archeological District for public use and enjoyment. There are many costs affiliated with Park development. Once the basic infrastructure of the Park is developed, FOMB will not require the same funding it does presently. The NPS is responsible for management of the Park and FOMB is its private, community partner that will oversee special fundraising needs and projects. There is a stronger need for City support during the earlier phases of this process than there will be in the future.

## Moccasin Bend Visitation/Program Statistics 2013-2014

### 2013 Statistics

Bike rides (w/Outdoor Chattanooga) - 2 rides for 47 visitors  
Kayak & canoe tours (w/Outdoor Chattanooga) - 2 tours for 24 visitors  
Ranger-led walking tours & other special programs (1 program with the TN Aquarium) - 8 programs for 209 visitors  
Lecture series – 3 lectures with combined attendance of approximately 450  
Federal Road dedication - 89 participants, including the Principal Chief and other representatives from the Cherokee Nation in Oklahoma  
Formal Federal Road walking tours during dedication weekend - 5 programs for 190 visitors

### 2014 Statistics/Projections

**Completed** ranger-led walking tours - 5 hikes for 210 visitors  
Kayak & canoe tours (w/Outdoor Chattanooga) - 5 tours **planned** for a potential of 60 visitors  
Bike rides (w/Outdoor Chattanooga) - 2 bike rides **planned** for an unknown number of visitors (Outdoor Chattanooga provides up to 12 loaner bikes)  
Lecture series – 3 lectures **planned** with combined anticipated attendance of 450-600  
Upcoming ranger-led walking tours- 2 tours/month October through December anticipated

\*\*\*\*\*

An archeology workshop at GPS was provided for 17 teachers and professional educators from 5 different counties in Georgia and Tennessee.

The proposed workshop this year will focus on the Trail of Tears in this region and will have 25 spaces for Title I teachers and 10 spaces for NPS staff or staff from area state parks and museums that interpret the Trail of Tears.

### Volunteer Projects 2013-2014

Work projects: 225 hours, 53 volunteers (high school and college students from local schools and UTC)



**Attachment F: Budget Format**

Agency Name: FRIENDS OF MOCCASIN BEND NATIONAL PARK

**CITY OF CHATTANOOGA**

**FY 2015 Agency Funding Financial Form**

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES</b>							
<b>Beginning Cash and Receivables</b>							
Private Cash Gifts	56,717.00	46,400.00	68,266.00	90,000.00	\$ 85,000	\$ (5,000)	-5.6%
Cash Gifts-Land-Foundations						\$ -	N/A
Private Pledged Income	950.00					\$ -	N/A
Pledged Foundation Income	100,000.00					\$ -	N/A
Interest Income	52.00	70.00	46.00	46.00	18	(28)	-60.9%
Support from City of Chattanooga	25,150.00	27,650.00	30,000.00	30,000.00	50,000	20,000	66.7%
<b>TOTAL REVENUES</b>	\$ 182,869	\$ 74,120	\$ 98,312	\$ 120,046.00	\$ 135,018	\$ 14,972	12.5%
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	60,000.00	60,000.00	60,000.00	60,000.00	60,000	\$ -	0.0%
Payroll Taxes, etc.	4,590.00	4,590.00	4,600.00	4,600.00	4,600	\$ -	0.0%
Other (unemployment, life insurance, etc)						\$ -	N/A
<b>Total Personnel Expenses</b>	\$ 64,590	\$ 64,590	\$ 64,600	\$ 64,600	\$ 64,600	\$ -	0.0%
<b>OPERATING EXPENSES</b>							
<b>Administration</b>							
Property Tax Expense	2,525.00	2,243.00	1,522.00	1,826.00	3,400	\$ 1,574	86.2%
Professional/Contract Fees	375.00	1,175.00	750.00	1,000.00	3,000	\$ 2,000	200.0%
Accounting Fees	3,900.00	3,900.00	4,125.00	5,000.00	5,000	\$ -	0.0%
Office Supplies	116.00	298.00	1,059.00	2,000.00	3,000	\$ 1,000	50.0%
Telephone/Web Hosting	650.00	556.00	1,095.00	2,000.00	4,000	\$ 2,000	100.0%
Postage/Shipping	416.00	887.00	800.00	1,500.00	2,000	\$ 500	33.3%
Insurance	1,723.00	1,646.00	749.00	1,700.00	2,000	\$ 300	17.6%
Printing		0.00	0.00	0.00	1,500	\$ 1,500	N/A
Dues, Subsc.Fees,Mbrships	350.00	295.00	372.00	350.00	350	\$ -	0.0%
Local Travel,meals,Entertainme	209.00	130.00	45.00	200.00	200	\$ -	0.0%
Rent/Parking	1,020.00	1,020.00	1,990.00	1,800.00	1,350	\$ (450)	-25.0%
Annual Campaign	1,090.00	1,896.00	2,089.00	3,000.00	5,000	\$ 2,000	66.7%
Promotional/Marketing	85.00	30.00	0.00	0.00	1,000	\$ 1,000	N/A



<b>Attachment F: Budget Format</b>		Agency Name:		FRIENDS OF MOCCASIN BEND NATIONAL PARK		FRIENDS OF MOCCASIN BEND NATIONAL PARK					
Newsletter		2,224.00	881.00	0.00	2,500.00	\$	2,500	\$	-		0.0%
Events		0.00	0.00	0.00	3,000.00	\$	2,000	\$	(1,000)		-33.3%
Lecture Series		11,830.00	10,982.00	15,000.00	15,000.00	\$	15,000	\$	-		0.0%
Board Expense		32.00	0.00	48.00	300.00	\$	600	\$	300		100.0%
Travel/Training		690.00	542.00	0.00	2,000.00	\$	2,000	\$	-		0.0%
Association Meetings		702.00	0.00	0.00	1,000.00	\$	3,000	\$	2,000		200.0%
Concept Planning		890.00	2,046.00	50.00	500.00	\$	500	\$	-		0.0%
Projects		139.00	0.00	3,568.00	10,000.00	\$	10,000	\$	-		0.0%
Other Expenses (Please list separately any major item)					\$	270	\$	1,018	\$	748	277.0%
NPS Partnership		1,606.00	529.00	354.00	500.00	\$	2,000	\$	1,500		300.0%
<b>Operating Expenses Total</b>		\$ 30,572	\$ 29,056	\$ 33,616	\$ 55,446	\$	70,418	\$	14,972		27.0%
<b>TOTAL OPERATIONS</b>		\$ 95,162	\$ 93,646	\$ 98,216	\$ 120,046	\$	135,018	\$	14,972		12.5%
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>		\$ 87,707	\$ (19,526)	\$ 96	\$ -	\$	-	\$	-		N/A



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

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

Lead Agency: **Orange Grove Center, Inc**

Collaborating City Department(s): **Multicultural Affairs**

Contact Name: **Kyle Hauth, Executive Director**

Primary Results Area: **Growing Economy**

Offer Cost (Funding Request): **\$98,472**

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

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 12 classroom environments where 124 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 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.





# City of Chattanooga

## FY15 Offers

The requested \$98,472 will be used to hire 2 teachers and 4 assistants.

2 Teachers equals \$97,476/year

4 Assistants equals \$100,152/year

Total Labor cost equals \$197,628/year

We are requesting the City fund 49.83% of the cost due to citizen participation, or \$98,472.

### Identify Which Desired Outcomes This Offer Impacts:

1. Increase employment - Help citizens with disabilities acquire skills needed to become employed
2. Higher wage jobs - City businesses and industries will fill needed jobs and increase productivity with the Chattanooga community
3. Increase awareness of existing employment opportunities - Citizens with disabilities will work toward becoming fully participating members of their community, build on career planning, and engage in work that makes sense to them
4. Create a workforce development strategy as part of the comprehensive ACT program which links training of local workers with direct employment opportunities and social services.

### BUDGET REQUEST

#### Summary: (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Employment for Citizens with Disabilities	98,472	0	98,472	6

Capital Budget Impact? Yes  XX No  \$Amount

#### Financial Offsets: (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Department of Intellectual and Developmental Disabilities	1,254,599
Department of Behavioral Health and Developmental Dis.	146,422
United Way	98,701
USDA Lunch Grant	88,096
Private Pay Fees	61,254
Grant Income	13,257

### PERFORMANCE DATA

#### Measurement 1:

This measurement produces a real and quantitative outcome that individuals with severe disabilities will explore their community. All 124 adults in ACT have an annual planning meeting to address their future growth and ways to accomplish increased independence. These meetings have been utilized to discuss increasing community exploration with the individuals and their families. These meetings and the resulting planning indicate a strong likelihood that 40 is an attainable number based on new initiatives from State and local interests. We prefer not to lower the expectation because of our commitment to this population and all the people we serve. The expectation is that each quarter 40 individuals will volunteer or explore in their community. In the course of partnership with the City, we have never failed to meet the objectives to serve this population and we vow to meet that 40 exploration and volunteer experiences will happen each





# City of Chattanooga

## FY15 Offers

quarter. Staff supports and transportation services will be provided. Business partnerships and community events will be accessed.

*Historical Comparison Data:* 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 11 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 offer these services to at least 40 individuals each quarter during the first year of funding.

### **Measurement 2:**

This measurement produces a real and quantitative outcome that individuals with severe disabilities will perform paid work. Each quarter 25 individuals will be given a variety of opportunities to perform paid work that is consistent with their interests. This work will be on Orange Grove's campus or in the community and will be tailored to provide individualized training to each person's specific needs and skill level. This outcome has been developed because we have listened to citizens with disabilities and their families. The interest and aptitude is present for more paid work opportunities for individuals with the most severe disabilities. Staff will provide the necessary prompts and supports to complete the paid work.

*Historical Comparison Data:* 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 10 individuals each quarter in paid work in our ACT program and needs to grow this number to provide work to more of the 124 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.

### **Return on Investment:**

*How do citizens benefit?* 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.

*Does this activity leverage other financial resources?* Orange Grove Center is the largest agency supporting people with developmental disabilities in the State of Tennessee and in our region. Many families reside in Chattanooga because of the services Orange Grove Center provides. Orange Grove is also a top employer in Chattanooga, employing more than 800 full-time employees. The ACT program also leverages 1,401,021 State dollars.

*How does this activity decrease costs over time for the City?* 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.

*How can this program become sustainable without City funding?* The City has been providing ongoing funding for this program. Some success has been shown with individuals with the most severe disabilities gaining independence in the community and in employment opportunities. It is that



# City of Chattanooga

## FY15 Offers

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success that we are trying to build upon. Unfortunately, given the nature of these individuals' disabilities, there will be an ongoing need to support these citizens.



Attachment F: Budget Format

Agency Name: Orange Grove Center, Inc.  
 Program Name: Adult Comprehensive Training

CITY OF CHATTANOOGA  
 FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES</b>							
Contributions							
Individuals/Private	\$ 62,831	\$ 60,141	\$ 61,135	\$ 42,075	\$ 42,916	\$ 841	2.0%
Corporate/Organizations/Churches							
Fees/Grants from Governmental Agencies							
Federal	\$ 37,748	\$ 51,602	\$ 88,096	\$ 87,106	\$ 88,848	\$ 1,742	2.0%
State	\$ 1,932,740	\$ 1,275,602	\$ 1,401,021	\$ 1,447,424	\$ 1,490,847	\$ 43,423	3.0%
Hamilton County	\$ 48,384						
City of Chattanooga		\$ 36,487	\$ 30,000		\$ 98,472	\$ 98,472	N/A
Other Cities (Please list)							
United Way							
Foundations (Including grants)							
Gross Proceeds Special Events							
Other UWs/Federations							
CFC/Designations received thru UWGC							
UWGC Program Allocation	\$ 74,429	\$ 57,210	\$ 98,701	\$ 102,797	\$ 106,909	\$ 4,112	4.0%
UWGC Special Funding							
Membership Dues	\$ 7,785	\$ 10,875	\$ 11,836	\$ 13,611	\$ 14,972	\$ 1,361	10.0%
Program Income	\$ 44,125	\$ 37,580	\$ 61,254	\$ 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	\$ 23,201	\$ 50,808	\$ 29,025	\$ 126,474	\$ 129,003	\$ 2,529	2.0%
Other Revenues (Please list separately any major item)							
Transfers in from other internal budgets							
Income from Previous Year							
<b>TOTAL REVENUES</b>	\$ 2,231,243	\$ 1,580,306	\$ 1,781,067	\$ 1,870,382	\$ 2,023,881	\$ 153,499	8.2%
<b>OPERATIONS</b>							
Personnel Expenses							







# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Advancing Great Places</b>
Lead Agency:	<b>Chattanooga-Hamilton County Regional Planning Agency</b>
Collaborating City Department(s):	<b>Economic and Community Development; Transportation Department</b>
Contact Name:	<b>John Bridger, Executive Director</b>
Primary Results Area:	<b>Growing Economy</b>
	<b>City of Chattanooga</b>
	<b>\$2,281,557</b>
	<b>Hamilton County</b>
Offer Cost (Funding Request):	<b>\$678,289</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

#### 1) WHAT IS THE SERVICE/PROGRAM?

The Chattanooga-Hamilton County Regional Planning Agency (RPA) is a jointly-funded agency of the City of Chattanooga and Hamilton County. RPA is positioned under the Economic & Community Development Department, providing the framework by which RPA coordinates its work with the City. RPA's core services include community/land use planning, transportation planning and zoning/subdivision review.

- ❖ **Community Planning** includes the Comprehensive Plan (a requirement of planning commissions by the Tennessee Code Annotated), community plans, special research studies (such as the recent Chattanooga Housing Study), and urban design plans/studies.
- ❖ **Transportation Planning** includes staffing the federally-mandated Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (TPO).
  - Work products include development of the Regional Transportation Plan, the Transportation Improvement Program, Air Quality Conformity, and special transportation studies (such as the Freight Movement Study) to fulfill federal requirements.
  - The TPO provides access to federal funds for transportation projects and \$1,044,700 in federal funds for planning.
  - Besides the staff of the RPA, the TPO is composed of a 29-member Executive Board and a Technical Coordinating committee. Includes all of Hamilton and Catoosa Counties and the northern portion of Dade and Walker counties.



# City of Chattanooga

## FY15 Offers

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- ❖ **Zoning and Subdivision** 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 and Operations** 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. This category also includes time spent on staff training, staff performance reviews, personnel management, and attending community/public/stakeholder meetings.

The 30-member RPA staff is comprised of planners from a variety of backgrounds including community planning, transportation, urban design, landscape architecture, 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; reviewing subdivision plats; and providing information to the public and private sectors and elected officials.

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 2015 is the fourth year of this five year agreement.

### FY 2014 ACCOMPLISHMENTS TO DATE

#### Community/Transportation Planning

- ❖ Completed the TPO 2040 Regional Transportation Plan which programmed \$63 billion in transportation improvements over the next 20 years. After an intensive public outreach effort involving over 900 points of input, the plan shifted priority funding from building road capacity to maintaining our existing network and investing more in transit, biking and pedestrian facilities.
- ❖ Completed Chattanooga Housing Study to document how local/national market and demographic changes are impacting the current and future housing needs for the City. The study's recommendations were featured in this year's CityShare speaker series, and are now being reviewed by the Mayor's City-Forward Housing Committee for implementation.

#### Zoning/Subdivision Review

- ❖ Initiated Zoning Preapplication Process to provide forum for rezoning applicants to meet with staff and thoroughly discuss a development proposal prior to submitting an application for a rezoning or special permit. This has provided an opportunity for staff to inform applicants about current plan policies and to identify site plan improvements before an application is submitted helping ensure a time-efficient process.
- ❖ Reviewed 893 proposed new lots through the subdivision process and 120 zoning cases in the City
- ❖ Streamlined Planned Unit Development review process as identified by staff and supported by the development community and City Council to require only one site plan approval (instead of two) from City Council.

#### Policy Implementation

- ❖ Kicked off the GreenTrips program to provide incentives and educational resources for walking, biking, carpooling, transit, and telecommuting. Funded 80% by a federal grant.
- ❖ Completed the TPO's 2014-2017 Transportation Improvement Program which enables the City of Chattanooga over the next four years to receive \$24,643,981 in federal funds for increased roadway capacity, roadway maintenance, bicycle/pedestrian/greenway improvements, CARTA transit capital projects, and traffic signs/signals/ITS improvements.

#### Awards/Acknowledgements

- ❖ Submitted application to the American Planning Association resulting in the Walnut Street Bridge being dedicated as one of America's Great Places.
- ❖ RPA and the City of Chattanooga were awarded the "Outstanding Plan for 2013" from the Tennessee Chapter of the American Planning Association for the Moccasin-Bend Stringer's Ridge Gateway Plan.
- ❖ Successfully completed two-day TPO Certification Review with the state and Federal agencies. RPA received ten Commendations for its work in transportation planning.



# City of Chattanooga

## FY15 Offers

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### 2) HOW WILL IT BE PROVIDED?

With the completion of the 2040 Regional Transportation Plan, RPA is now turning its focus to updating the Comprehensive Plan as part of an overall initiative called the Planning Framework. The Planning Framework is based on three core pillars. The Regional Transportation Plan (RTP) and the Comprehensive Plan comprise the first pillar of the Planning Framework, establishing the regional vision, principles, performance metrics and general policies by which we achieve our place and mobility goals. The second pillar, "Places Plan", defines desired development forms (much like community plans) and a more direct consideration of how infrastructure needs and mobility are shaped by development patterns. The third pillar, "Codes Update", is focused on aligning zoning and subdivision codes to promote those desired places identified by the Places Plan.

During the current calendar year through the end of the 2015 Fiscal Year, RPA will be focused on the following activities:

#### Community Planning

- 1) Comprehensive Plan Update (complete by late summer/early fall 2014) – The current Comprehensive Plan was adopted in 2006. While providing a good overall structure, the plan needs to be updated to achieve the following:
  - ❖ Introduce the elements that define great places
  - ❖ Align policies/principles with the recently adopted 2040 Regional Transportation Plan
  - ❖ Make the connection between development patterns, mobility options and costs of service
  - ❖ Provide performance standards to measure progress on key goals
  - ❖ Provide the vision, principles and policy foundation for the Places Plan and Zoning Code Update
- 2) Places Plan (complete by end of 2015) – Once the Comprehensive Plan is updated, RPA will commence work on a Places Plan that will 1) consolidate the more than 20 community plans to align with the Comp Plan/2040 RTP and 2) define policy for the appropriate form of development and supporting mobility options.
- 3) Phase I Code Update (complete by Spring/Summer 2015) – develop a model urban form based code for the Chattanooga core urban areas (downtown, North Shore, M.L. King, Southside). Currently, there are limited zoning tools for urban mixed use development. Form based code is a new development code tool that numerous cities across the country are turning to in order to promote desired development forms. Once the model code has been developed, it will be used to inform the zoning code update and considered for other urban centers throughout the region. RPA will be partnering with the LDO division within Economic & Community Development (ECD) and the Transportation Department in developing this new tool.

#### Transportation Planning

The transportation planning activities for the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (TPO) are contained in the Unified Planning Work Program (UPWP). This federally-required document is reviewed by state and Federal partners and approved by the TPO Executive Board. This robust document lists the planning tasks, funding sources, the schedule of activities and responsible parties for each. Activities for FY 2015 include:

- ❖ Begin data collection process for the next Regional Transportation Plan
- ❖ Finalize update to the required Intelligent Transportation System (ITS) Plan
- ❖ Develop FY 2015 Unified Planning Work Program
- ❖ Develop FHWA/FTA recommended Continuity of Operations Plan
- ❖ Amend the 2040 RTP and Air Quality Conformity Determination Report/Modeling for roadway projects within and around Enterprise South Industrial Park
- ❖ Development of specific targets (i.e. specified % reduction in VMT by X date) for the TPO's Performance Measures Framework as guided by the Tennessee Department of Transportation
- ❖ Update to the TPO's Participation Plan to ensure adequate and effective citizen engagement in the transportation planning process
- ❖ Completion of the Multimodal Transportation Center Study and results of collaborative process on planned project(s) and anticipated transit priorities (partnering with CARTA which is leading the process)
- ❖ Assistance with TIGER Federal Grant Application
- ❖ Implement FHWA's Invest Tool to determine impact of planning and project implementation from the perspective of livability and environmental sustainability
- ❖ Completion of Green Trips demonstration project and potential development of Open Chattanooga Multimodal Program



# City of Chattanooga

## FY15 Offers

- ❖ Development of a TPO Multimodal Committee dedicated to assisting local governments in multimodal project planning, design, and implementation
- ❖ Assistance to the National Park Service Trail of Tears Route Planning/Implementation

### 3) WHAT INNOVATION AND SUSTAINABILITY PRACTICE DOES THIS LEVERAGE?

RPA's FY2014-15 work program will advance the following innovations:

- ❖ Integration of transportation and development policies: the Comprehensive Plan will be updated to align with the recently adopted Regional Transportation Plan, establishing a vision, set of principles and policies that connect land use development patterns with regional mobility priorities. Historical or conventional planning tends to deal with transportation and land use separately.
- ❖ Incorporation of performance metrics: the recently adopted Regional Transportation Plan establishes performance standards to measure how our region is improving mobility. The Comprehensive Plan update will include performance standards to gauge progress on key plan goals/objectives. Conventional planning practice does not incorporate performance standards and tends to rely on general timelines for execution of broad objectives which leaves out any means to measure progress.
- ❖ Implementation of new urban code: the urban code project will create a new model that promotes urban mixed use development within Chattanooga's urban core. Built on the model of form-based code, this new code will focus on urban form (buildings close to the street, emphasis on pedestrian environment, multi-story mixed use buildings) through clear standards that are graphically illustrated and administered by staff. This contrasts with the conventional practice of zoning that discourages urban form (minimum setbacks from the street, suburban parking standards, separation of land uses). The code is also a change from the conventional practice of urban design guidelines which use a set of guidelines that must be interpreted, limiting staff approvals and relying on an appointed committee to interpret application of guidelines on a case by case basis, creating less predictability for applicants and less consistency in the quality of urban development.
- ❖ Consolidation of community plans into a Places Plan framework: the Places Plan framework will consolidate the more than 20 community plans into a smaller number of larger district plans that are aligned with the vision, principles and policies framed by the Comprehensive and Regional Transportation plans. The current set of community plans are not directly aligned with the Comprehensive and Regional Transportation plans. In addition, there are too many to keep up to date and they propose capital projects that are not constrained by local fiscal realities. The Places Plan framework will be a significant step forward from conventional practice by aligning the community plan policies with our regional vision/policy, taking account of fiscal realities in capital improvement recommendations, and establishing a base of plans that can be kept up to date.

### 4) WHAT DIFFERENCE DOES THIS OFFER MAKE AND HOW WILL WE KNOW?

This work will provide greater clarity about Chattanooga's vision for place and mobility that is supported by a set of policies and tools that provide public decision-makers with better information to make more informed decisions when reviewing development proposals or funding infrastructure investment. This work will equip residents with the knowledge about best practices in development form and mobility, so they can more effectively advocate for the quality of their places. The work will broaden awareness in the development sector about the community's priorities, increase knowledge about best practices in development and mobility, and establish clear standards for development, so they can incorporate these ideas into their development plans. The ultimate result is better choices by public officials and improved development outcomes that are aligned with our City and region's vision for place.

### Identify Which Desired Outcomes This Offer Impacts:

1. Increase Employment/New Businesses Created – RPA will work with community leaders to develop a relevant and coherent community vision around place and mobility that is supported by the policies and tools that guide decision-making and sets appropriate minimum development standards so that Chattanooga can continue to attract new development that is consistent with its overall vision for place. Without a coherent vision and supporting set of policies/tools, Chattanooga risks losing its unique sense of place which would jeopardize business recruitment and retention efforts.





# City of Chattanooga

## FY15 Offers

### BUDGET REQUEST

**Summary:**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Transportation Planning Organization	\$426,864		\$426,864	5.92
Zoning & Subdivision	\$688,215		\$688,215	9.48
Administration & Operations	\$474,100	\$754,964	\$1,229,064	6.15
Community Planning	\$705,703		\$705,703	9.45

Capital Budget Impact?    Yes   X    No    \$Amount

**Financial Offsets:** *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
Hamilton County contribution	\$678,289
Zoning and Subdivision Fees	\$ 90,000
TDOT Planning (PL) funds: FY 2014 contract amount <sup>1</sup>	\$652,388
GDOT Planning (PL) funds: FY 2014 contract amount <sup>1,2</sup>	\$202,576
TDOT Multimodal/FTA funds: Current contract amount <sup>1</sup>	\$189,736
Congestion Mitigation and Air Quality Improvement Grant: Green Trips <sup>1</sup>	\$399,424
Benwood Foundation grant: Multimodal Transportation Center Study	\$ 25,000

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

### PERFORMANCE DATA

**Measurement 1:**

90% of City covered by community land use plans or policies less than seven years old.

*Historical Comparison Data? Currently, 90% of the City is covered by community land use plans; however, of those plans, 80% are older than seven years. During the next fiscal year, RPA anticipates completing the Comprehensive Plan update and to have started work on the Places Plans (which will replace the outdated community plans). Given that this work will not start until the second half of the fiscal year, there may not be significant change in this measure year to year. However, once the Places Plans have been adopted (by end of FY 2015), all of the City should be covered by plans less than seven years old.*

**Measurement 2:**

80% of RPA Client Survey respondents will note that RPA services "meets" or "exceeds" expectations.

*Historical Comparison Data? Based on a client survey that was conducted in 2012, 89% of respondents indicated that RPA meets or exceeds their expectations for services (note that this is a composite score that excludes respondents indicating "Don't Know"). Respondents were asked to rate their experience with a range of RPA services (for example: community plans, public meetings, responsiveness to information requests, zoning case review, customer friendliness). On a go forward basis, RPA will conduct this survey annually to monitor performance.*





# City of Chattanooga

## FY15 Offers

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### **Return on Investment:**

#### *How do citizens benefit?*

Citizens will benefit from this offer by having a clearly defined regional vision, principles and policies, supported by a places plan framework that informs and guides decision-makers when making choices about new development and investment in infrastructure. These choices by elected officials and developers ultimately impact the quality and economy of the places where Chattanooga's citizens live and work. The citizens will also benefit from having a new model urban code that creates more opportunity for urban mixed use development in Chattanooga's urban core.

#### *Does this activity leverage other financial resources?*

Regional transportation planning activities of the Chattanooga-Hamilton County/North Georgia Transportation Planning Organization are funded in part by a 20% local match. That match leverages 80% Federal funding for the activities. As a joint agency, the RPA's activities are also funded by Hamilton County.

#### *How does this activity decrease costs over time for the City?*

By having a clear regional vision, principles and policy framework that connects development with mobility choices, the City will be in a position to make better choices about where to invest resources in transportation and where to promote new development that can leverage the City's existing infrastructure. Without planning, there is no clear strategy or decision-making framework for new development or public infrastructure investment, increasing the likelihood of making choices that waste resources, miss opportunities to leverage existing infrastructure, or negatively impact the City's desirability as a place to live or work.

#### *How can this program become sustainable without City funding?*

As mentioned above, the funding for the TPO requires a 20% local match. For the current year, zoning and subdivision fees are expected to bring in \$90,000. However, without City funding, the core services offered by RPA – development and maintenance of a regional and community policy framework, administration of the zoning regulations and zoning map, administration of the Transportation Planning Organization – would not be possible.



# City of Chattanooga

## FY15 Offers

### OFFERSUMMARY

Offer Name:	<b>Zoning Code Update Phase I: Form Based Code Model</b>	
Offer Number:	<b>#2</b>	Department Offer Rank:
Lead Department:	<b>Regional Planning Agency</b>	Collaboration: <b>YES (ECD, Transp. Dept)</b>
Administrator:	<b>John Bridger, Executive Director</b>	
Offer Cost:	<b>\$275,000</b>	PrimaryResult <b>GROWING ECONOMY</b>

### RESULTS AREA

1. **Safer Streets** –Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** –Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** –Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:***(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

**1) What is the service/program? How will it be provided?**

Chattanooga has limited tools to promote higher quality urban development. The current zoning ordinance provides few options for building urban mixed use development, usually requiring added zoning conditions or variances to build urban mixed-use projects.

The current Northshore C-7 district, one of the City’s current urban development tools, has had mixed results (not all approved projects have same quality of urban form) due to the nature of the design review process which relies on interpretation of guidelines by staff and a committee. The Northshore guidelines is also more process intensive for the customer in that staff has more limited discretion on what staff can approve, adding more time and less certainty for customers regarding project approvals.



# City of Chattanooga

## FY15 Offers

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### The Solution...

- ❖ Create new model urban district: establish a model form-based code district and appropriate staffing to promote consistent high-quality urban development in the downtown area and surrounding districts (see attached map). In contrast to design guidelines (North Shore C-7 model), form-based code provides clear standards for urban development and most approvals are provided by staff (as opposed to a committee).

Form-based codes have been applied in a number of cities throughout the U.S. including Cincinnati, OH, Nashville, TN and Montgomery, AL. This code will serve as a model that can be adapted for applications in other urban centers throughout Chattanooga.

The Regional Planning Agency (RPA) will collaborate with the Land Development office and the Transportation Department to hire a consultant to develop the new code tool and prepare City staff for administration of the code. The consultant team will also advise the City staff on modifications to the current development review process to accommodate the form-based code review. Finally, the consultant team will train the staff on the appropriate techniques/methodology to develop the code in other appropriate areas of the City.

Given that this is a new code model for Chattanooga and the desire to develop this district within a one-year timeframe, a consultant will provide the expertise to expedite the code writing process and to train staff on administration of the code.

LDO currently has a Historic Preservation Planner that administers the Northshore Guidelines and four other neighborhood districts. The new form-based code model will require at least one additional position (the position mentioned above) given the added coverage of downtown, MLK and Southside districts combined with greater focus on staff review and approvals (versus committee review).

The estimated costs for this work will include \$200,000 for a consulting firm and \$75,000 annually (base salary + benefits) for the planner to administer the code in the downtown area.

### **2) What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know?**

Implementation of new urban code: the form-based code district will create a new model that promotes urban mixed use development within Chattanooga's urban core. This new code will focus on urban form (buildings close to the street, emphasis on pedestrian environment, multi-story mixed use buildings) through clear standards that are graphically illustrated and administered by staff. This contrasts with the conventional practice of zoning that discourages urban form (minimum setbacks from the street, suburban parking standards, separation of land uses).

The code is also a change from the conventional practice of urban design guidelines which use a set of guidelines that must be interpreted, limiting staff approvals and relying on an appointed committee to interpret application of guidelines on a case by case basis, creating less predictability for applicants and less consistency in the quality of urban development.

Acknowledging these challenges and responding with a thoughtful solution will demonstrate the City's



# City of Chattanooga

## FY15 Offers

commitment to the highest possible level of customer service and engagement.

### Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts::

1. Streamlined permitting process, **Growing Economy**
2. Focus on providing high-quality customer service, **High-performing Government**
3. Constituent-centric operations, **High-performing Government**
4. One-stop center, **High-performing Government**
5. Employee performing at an efficient & high level, **High-performing Government**
6. Efficient and effective delivery of services w/o increasing tax load, **High-performing Government**

### BUDGET REQUEST

#### Summary:

Department	Personnel Cost (including Benefits)	Operations	Total Request	% of offer	FTEs required
RPA		\$200,000	\$200,000		
ECD/LDO	\$75,000		\$75,000	27%	1
<b>TOTAL</b>	<b>\$75,000</b>	<b>\$200,000</b>	<b>\$275,000</b>	0%	

Capital Budget Impact? No

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

Name	Amount
Benwood and Lyndhurst Foundations expressed interest	No specific amount requested or discussed at this time

### PERFORMANCE DATA

#### Measurement 1: #% of reviewed proposals that comply with 90% of the code requirements without a variance

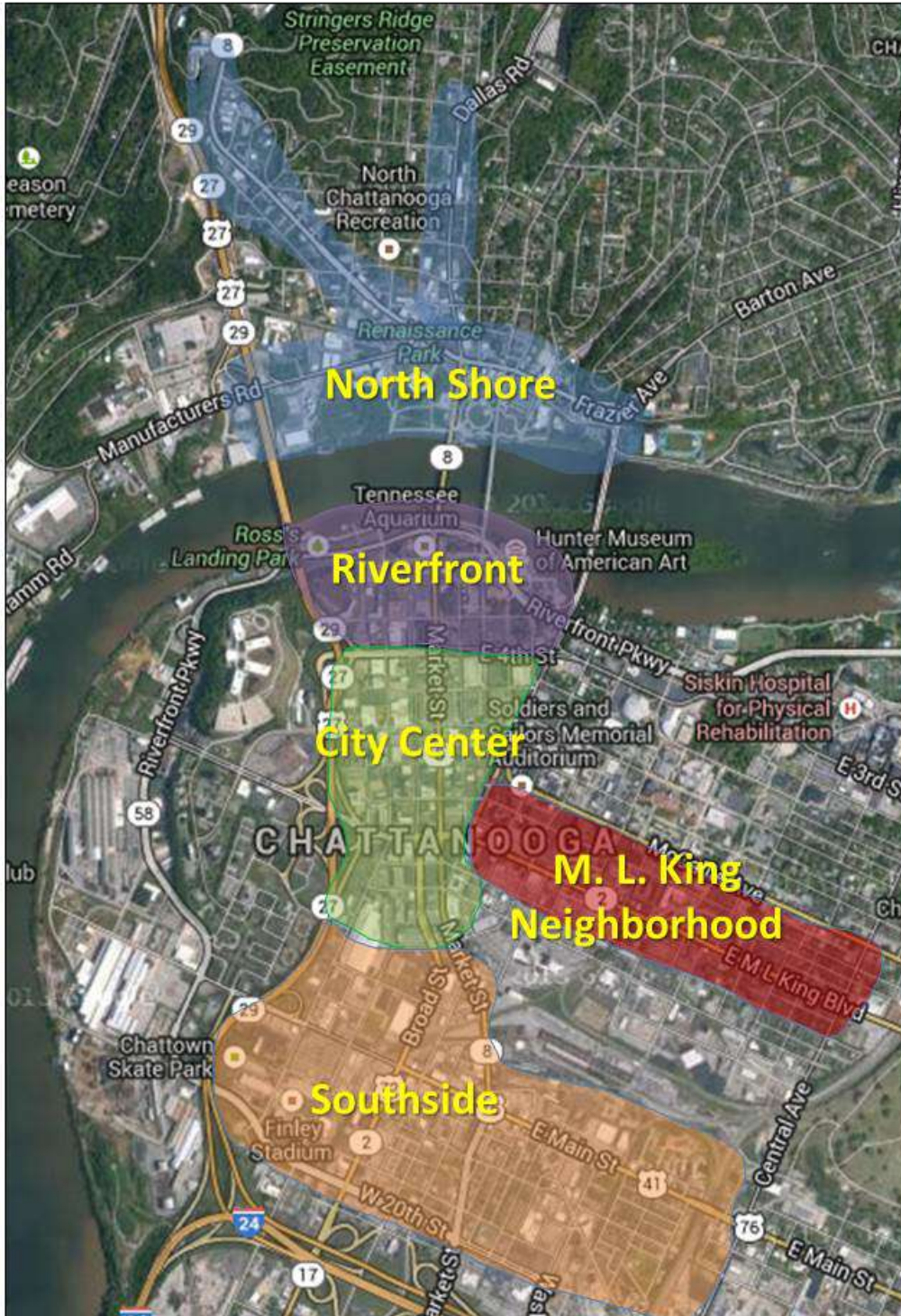
FY2012	FY2013	FY2014	FY2015 Target
		Establish baseline	Improve by 10%

#### Measurement 2: Average time to process permits

FY2012	FY2013	FY2014	FY2015 Target
		Establish baseline	Improve by 10%



The map illustrates the area to initially be included in a form-based code. This area is made up of five distinct districts.







# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name: **Signal Centers Adult Services**

Lead Agency: **Signal Centers**

Collaborating City Department(s): **Department of Youth and Development, Office of Multicultural Affairs, Mayor's Council on Disability**

Contact Name: **Donna McConnico**

Primary Results Area: **Growing Economy**

Offer Cost (Funding Request): **\$40,000**

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

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
- Self-exploration & recreation engagement
- Social skills enhancement
- Life skills enrichment
- Caregiver work & respite

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 the more likely to





# City of Chattanooga

## FY15 Offers

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

One of our recent focuses has been serving veterans through our VISTA volunteer who is specifically working with veterans. We provide employment services to veterans as needed.

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.

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 who are seeking competitive employment outside of the agency and within the community that they are living. Other local agencies require a specific diagnosis for enrollment. And 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. He also works closely with the participant and employer once a placement is made by providing job coaching and follow along services. Once an individual





# City of Chattanooga

## FY15 Offers

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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.

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. 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).

The 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" in day to day activities allows individuals to experience a diverse set of offerings.

The Adult Day Program provides family/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 qualify for residential care and their caregivers would otherwise be free to work if their loved one were in residential care, 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 \$5000 year per individual in comparison to private or semi private nursing home care. 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 \$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.





# City of Chattanooga

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For our program, each participant, their family, and in some cases their physician are consulted to obtain current recommendations and develop individualized care plans. Persons who participate in the therapeutic aspects of the program, offered daily, often find that they are not only able to maintain their level of functioning but have also in some instances noted improvement. Day Services stimulate both the physical and mental functioning of participants, assisting them to achieve their maximum level of independence.

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, division of Recreation, and the Chattanooga Mayor's Council on Disability. We also recently formed a collaboration with the Office of Multicultural Affairs.

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; and the Chattanooga Regional Manufacturers Association which reports 220 business members.

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.

An additional inter-agency partnership is the Signal Centers Assistive Technology Services, which provides assistive technology that modifies items in the home and workplace for individuals with disabilities to gain and maintain self-sufficiency.

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### Identify Which Desired Outcomes This Offer Impacts:

Workforce Development: Increased employment-readiness, awareness of existing employment opportunities, and increased employment

## BUDGET REQUEST

Agency Name



# City of Chattanooga

## FY15 Offers

**Summary: (Please complete based on information contained in Attachment F)**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Signal Centers Adult Services	\$174,687	\$151,636	\$40,000	4.5

**Capital Budget Impact?**      **Yes**    **xNo**      **\$Amount**

**Financial Offsets:** *(Please list other revenues associated with the specific program for which funding is requested)*

Program Attendees	\$31,640
Various donors both individual and organizations	\$10,000
SSBG Title XX	\$148,150
United Way of Greater Chattanooga	\$96,533

### PERFORMANCE DATA

**Measurement 1:**

Program participants will obtain employment

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

*Participants enrolled in Employment Services will secure employment and maintain this employment for 90 days*

*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 6 months of enrollment*

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

*Historical Comparison Data?*

- *Signal Centers assisted in the job placement of 24 individuals in 2011; 32 in 2012 and 20 in 2013.*
- *In 2009, Signal Centers collaborated with Southeast Tennessee Career Center in the placement of 700 youth in 10 Counties.*
- *Signal Centers has a history in providing Employment Services and collaborating with local agencies having provided job placement and transition services to Chattanooga City Schools in the past and currently, Hamilton County Schools through the Transitional Opportunities Program and Services (TOPS), Tennessee's Family First Program from 1999-2006 and Chattanooga Housing Authority from 2002-2004.*
- *According to the Bureau of Labor statistics, nationally, the employment-population ratio for persons*





# City of Chattanooga

## FY15 Offers

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. Across all age groups, persons with a disability were much less likely to be employed than those with no disability. At all levels of education, persons with a disability were much less likely to be employed than were their counterparts with no disability (Bureau of Labor Statistics, Persons with a Disability: Labor Force Statistics, December 2013).

### Measurement 2:

Program participants will retain employment

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

*Program participants will be satisfied with their employment*

*Conduct quarterly surveys with employers who have hired Signal Centers Program participants for a period of 1 year to determine the effectiveness of job coaching*

*Utilize resources such as Signal Centers' Assistive Technology Center; 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 those of area businesses' disability-related training needs*

*Historical Comparison Data?*

- Society For Human Resource Management in collaboration with Cornell University found that organizations that have implemented policies and practices such as disability-focused employee networks, encouraging flexible work arrangements and having a return-to-work/disability management policy related to retention and advancement of employees with disabilities to be very effective. (SHRM Survey Findings: Employing People with Disabilities – Practices and Policies Related and Advancement for Employees with Disabilities. In Collaboration with and commissioned by Cornell University ILR Employment and Disability Institute ©SHRM 2012)*

### Measurement 3:

Advance the employment of individuals with disabilities by educating the community about disabilities

*Assist with planning and participate in the activities of Go!Fest*

*Attendance at monthly meetings and contribution of expertise to the Office of Multicultural Affairs*





# City of Chattanooga

## FY15 Offers

*and the Mayor's Council on Disabilities to establish government-wide goals for employment of individuals with disabilities*

*Collaborate with other nonprofit agencies with relevant interests in furthering the advancement of individuals by coordinating a more efficient and economical service delivery*

### *Historical Comparison Data?*

- *Signal Centers has been a collaborator and staff has served in the program planning and execution of Go!Fest since its inception in 2006. In 2013, through Signal Centers efforts, the engagement and participation of nonprofits in Go!Fest increased*
- *Signal Centers' staff have served on the Mayor's Council on Disabilities since 2006*

### **Measurement 4:**

Participants will maintain an active participation in Day Services lessening the impact on family caregiver's employment.

*Conduct annual surveys with caregivers to determine if Day Program services are meeting their employment & respite needs*

### *Historical Comparison Data?*

- *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]*
- *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]*





# City of Chattanooga

## FY15 Offers

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### Return on Investment:

#### *How do citizens benefit?*

- Recipients of Program, once employed become taxpayers, contributing to the economy of the city.
- They purchase goods and services as any other member of the community. Community Involvement allows program participants to contribute in ways in which they are not monetarily rewarded, but are accepted as members of the Community.
- Prevention of premature institutionalization or homelessness thus reducing the burden of healthcare costs and the use of City's resources. Signal Centers Program equips the participants and their families with knowledge of resources that will prepare them for the events of advance aging or declining health.
- Quality of life is enhanced for all citizens. As citizens age, especially individuals with disabilities, home and community are environments where they feel safe. It is important that the Community supports their independence and interests. This becomes an investment for the City of Chattanooga in its efforts to present an image to the nation as one of the best cities to retire

#### *Does this activity leverage other financial resources?*

Yes, other funding that supports this program includes United Way, private donations, client fees, local and governmental grants from ArtsBuild, Social Services Block Grant (SSBG), Tennessee Vocational Rehabilitation Services, Tennessee Technology Access Program, Signal Centers Assistive Technology Services as well as income derived from the sale of art created by our program participants.

#### *How does this activity decrease costs over time for the City?*

Through varied funding sources and the collaboration of partners that complement our



# City of Chattanooga

## FY15 Offers

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services with in-kind and goods and services, the City's investment in the program should minimize. Conversely, economic factors may effect funding as it has in previous years rendering unpredictability.

***How can this program become sustainable without City funding?***

Signal Centers strives to create opportunities that will demonstrate a return on our investment in the citizens with disabilities by enhancing their lives through independence, work and community involvement. Signal Centers also increases its sustainability by generating ideas for potential social enterprises, grant opportunities and fundraising.



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**President & CEO**  
Warren E. Logan, Jr.  
*Urban League of Greater Chattanooga*



Urban League of  
Greater Chattanooga, Inc.

*Empowering Communities.  
Changing Lives.*

February 19, 2014

Randy Burns  
Management Analyst  
City Council Office  
1000 Lindsay Street  
Chattanooga, TN 37402

Dear Mr. Burns:

Enclosed please find the Urban League of Greater Chattanooga's 2015 request for City of Chattanooga community agency funding to support the **Chattanooga Alliance for Diverse Business Enterprise**, 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 (fiscal agent), this Alliance includes the City of Chattanooga Office of Multicultural Affairs, City of Chattanooga Department of Economic & Community Development, Chattanooga Chamber Foundation's African American Business Development Program, LAUNCH Chattanooga, and the BrightBridge Women's Business Center.

**Name and Address of Nonprofit Organization:**

Urban League of Greater Chattanooga  
730 MLK Blvd.  
Chattanooga, TN 37403

**Contact Person:**

Warren E. Logan, Jr.  
423-756-1762  
welogan@ulchatt.net

**Organization's Mission:** The mission of the Urban League of Greater Chattanooga is to help make Chattanooga a place where African Americans and other disadvantaged persons are able to secure economic self-reliance, parity, power, and civil rights.

**Result Area:** Growing Economy

**Amount of Request:** \$150,000

Thank you for your funding consideration.

Sincerely,

Warren E. Logan, Jr.  
President and CEO

**BOARD MEMBERS**

Lydia Sindos Adams  
*Community Volunteer*

Diana Bullock  
*EPB of Chattanooga*

Dr. James Catanzaro  
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Jim Weigert  
*Comcast Communications*

Machelle D. Williams  
*Volkswagen Group of America*

Jimmy Winton  
*UPS*





## City of Chattanooga FY 2015 Funding Request Executive Summary

The Urban League of Greater Chattanooga (ULGC) is an affiliate of the National Urban League, the nation's oldest and largest community-based movement devoted to empowering African Americans and other underserved individuals to enter the economic and social mainstream. It is our mission to help make Chattanooga a place where African Americans and other disadvantaged persons are able to secure economic self-reliance, parity, power, and civil rights—where people from all walks of life can live happy, healthy and successful lives. Impacting more than 9,000 individuals annually, our core empowerment areas—education, health and wellness, entrepreneurship, workforce development, and financial stability—help us achieve our mission. Over the past few years we have seen the number of people who access our services grow immensely, especially within our Entrepreneurship Center and workforce development programs. The ULGC has also documented that our client base continues to be more racially and socio-economically diverse, in keeping with population trends locally and nationwide.

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 is requesting \$150,000 from the City of Chattanooga to support program services in FY 2015. Other partners includes the City of Chattanooga Office of Multicultural Affairs, City of Chattanooga Department of Economic & Community Development, Chattanooga Chamber Foundation's African American Business Development Program, LAUNCH Chattanooga, and the BrightBridge Women's Business Center. 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, training and mentorship, assistance with contracts and bid opportunities, loan structuring and packaging assistance, and linkages to other entrepreneurial resources in the city and state. The Alliance will provide 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/corporate contracts.

The Chattanooga Alliance for Diverse Business Enterprise will have a direct, measurable impact on economic growth, quality of life, and job opportunities in the city. Alliance activities will impact more than 900 individuals during fiscal year 2014-15, which includes at least 40 new jobs; 22 new businesses; 5 business expansions; one business acquisition; more than 100 individuals participating in business training classes, business plan development, business counseling, and loan structuring/packaging support; 500 referrals of potential customers to DBE firms; 300 DBEs as tradeshow exhibitors and workshop participants, participants in the INCubator, or attendees of Chamber hosted training or networking events; and acquisition of at least \$750,000 in contracts for African American firms. 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 at least 14% of City contracts to DBEs.

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. It also addresses an identified need in the Chattanooga community. While the city has experienced a surge of business growth over the last few years, minority, women, and veteran owned firms are underrepresented. As identified in the City's request for offers, increasing the number of minority-owned firms is a major priority for the community. The Alliance has worked collaboratively to assess the needs of DBEs in the community and has looked at similar successful DBE ecosystem models that draw together a network of organizations working to improve business growth opportunities for DBEs. The Alliance has found that while there are multiple resources available to businesses in Chattanooga, the pathways and connections among these resources within this ecosystem 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. 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.

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 to enhance and expand business development services available to DBEs. 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 combines direct entrepreneurial skills development from business mentors with targeted referrals to ensure the assistance that entrepreneurs receive is specific to their skill level and needs. Services are comprehensive, from the initial business idea through launch and sustainability, and enhance and expand opportunities for DBEs to thrive in Chattanooga. The Entrepreneurship Center compliments the business development services available from the other partners in the DBE Ecosystem.

**Financial and Audit Assurances:** By submitting this application and signing below, the Urban League assures that it will provide a detailed accounting of how and for what purpose municipal funds were spent, prior to the close of the City of Chattanooga's fiscal budget year and at the close of each succeeding fiscal budget year until all municipal funds have been spent. The Urban League will also provide required reports detailing accomplishments and measurable impact of the program. The Urban League will provide the City of Chattanooga with copies of annual audits or reviews for each year that it spends funds appropriated by the City of Chattanooga.



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Warren E. Logan, Jr., President & CEO

2/19/14

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Date

<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>	Urban League of Greater Chattanooga					
<b>CITY OF CHATTANOOGA</b>							
<b>FY 2015 Agency Funding Financial Form</b>							
<b>Account Category</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Request FY 2015</b>	<b>Incr (Decr) Request vs. FY 14 Budget</b>	<b>% Change Request vs FY 14 Budget</b>
<b>REVENUES</b>							
Contributions							
Individuals/Private	\$ 2,852	\$ 35,342	\$ 65,000	\$ 10,000	\$ 65,000	\$ 55,000	550.0%
Corporate/Organizations/Churches	\$ 16,760	\$ 35,500	\$ 15,000	\$ -	\$ 20,000	\$ 20,000	N/A
Fees/Grants from Governmental Agencies							
Federal	\$ -	\$ 57,200	\$ 57,200	\$ 60,000	\$ 59,000	\$ (1,000)	-1.7%
State	\$ 407,476	\$ 549,850	\$ 547,800	\$ 392,500	\$ 437,279	\$ 44,779	11.4%
Hamilton County	\$ 45,833	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
City of Chattanooga*	\$ 42,200	\$ 90,000	\$ 90,000	\$ 100,000	\$ 150,000	\$ 50,000	50.0%
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
United Way							
Foundations (including grants)	\$ 164,605	\$ 125,225	\$ 145,000	\$ 247,500	\$ 150,000	\$ (97,500)	-39.4%
Gross Proceeds Special Events	\$ 69,860	\$ 60,780	\$ 65,000	\$ 140,000	\$ 146,321	\$ 6,321	4.5%
Other UWs/Federations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
CFC/Designations received thru UWGC						\$ -	N/A
UWGC Program Allocation	\$ 8,497	\$ 2,661	\$ 15,000	\$ -	\$ -	\$ -	N/A
UWGC Special Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Membership Dues	\$ 9,551	\$ 13,726	\$ 11,000	\$ 31,000	\$ 50,000	\$ 19,000	61.3%
Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Governmental Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Private Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Fee for Services	\$ 162,131	\$ 113,782	\$ 100,000	\$ -	\$ 50,000	\$ 50,000	N/A
Other Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales to Public	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Investment Income	\$ -	\$ 89	\$ -	\$ -	\$ -	\$ -	N/A
Miscellaneous	\$ 1,621	\$ 98	\$ -	\$ -	\$ -	\$ -	N/A
Other Revenues (Please list separately any major item)	\$ 91,086	\$ 145,659	\$ 139,000	\$ 165,000	\$ 150,000	\$ (15,000)	-9.1%
Transfers in from other internal budgets	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Income from Previous Year	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
<b>TOTAL REVENUES</b>	<b>\$ 1,022,472</b>	<b>\$ 1,279,912</b>	<b>\$ 1,300,000</b>	<b>\$ 1,196,000</b>	<b>\$ 1,327,600</b>	<b>\$ 131,600</b>	<b>11.0%</b>
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	\$ 380,581	\$ 572,883	\$ 500,000	\$ 427,100	\$ 482,478	\$ 55,378	13.0%
Fringe Benefits						\$ -	N/A



<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>	Urban League of Greater Chattanooga						
Employee Health	\$ 66,111	\$ 56,666	\$ 68,100	\$ 71,287	\$ 55,000	\$ (16,287)	-22.8%	
Pension/Retirement	\$ -	\$ 33,000	\$ 33,000	\$ 5,000	\$ 5,000	\$ -	0.0%	
Payroll Taxes, etc.	\$ 28,729	\$ 43,898	\$ 81,000	\$ 40,134	\$ 40,000	\$ (134)	-0.3%	
Other (unemployment, life insurance, etc)	\$ 24,881	\$ 38,645	\$ 33,000	\$ 38,385	\$ 22,000	\$ (16,385)	-42.7%	
<b>Total Personnel Expenses</b>	\$ 500,302	\$ 745,092	\$ 715,100	\$ 581,906	\$ 604,478	\$ 22,572	3.9%	
<b>OPERATING EXPENSES</b>								
<b>Administration</b>								
Professional Fee & Contract service	\$ 246,900	\$ 156,919	\$ 210,500	\$ 275,040	\$ 338,273	\$ 63,233	23.0%	
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Travel/Transportation	\$ 42,588	\$ 42,268	\$ 55,000	\$ 50,622	\$ 50,000	\$ (622)	-1.2%	
Insurance (not employee health)	\$ 4,569	\$ 10,033	\$ 15,600	\$ 8,503	\$ 9,136	\$ 633	7.4%	
Materials & Supplies	\$ 38,252	\$ 62,024	\$ 72,800	\$ 53,151	\$ 57,110	\$ 3,959	7.4%	
Telephone, Fax, ISP	\$ 11,743	\$ 7,581	\$ 8,000	\$ 12,300	\$ 10,000	\$ (2,300)	-18.7%	
Postage and Shipping	\$ 3,374	\$ 5,839	\$ 4,500	\$ 10,286	\$ 5,000	\$ (5,286)	-51.4%	
Occupancy/Building/Utilities	\$ 51,001	\$ 67,137	\$ 60,000	\$ 25,000	\$ 60,000	\$ 35,000	140.0%	
Equipment Rental and Maintenance (including contracts)	\$ 8,888	\$ 4,981	\$ 9,000	\$ 6,500	\$ 6,984	\$ 484	7.4%	
Outside Printing, Art Work, etc.	\$ 178	\$ 9,617	\$ 3,000	\$ 9,000	\$ 3,000	\$ (6,000)	-66.7%	
Conferences, Conventions, etc.	\$ 5,540	\$ 17,588	\$ 7,500	\$ 10,000	\$ 10,000	\$ -	0.0%	
Special Assistance to Individuals	\$ 113	\$ 10,120	\$ 11,000	\$ 4,160	\$ 4,470	\$ 310	7.5%	
National Dues/Support Payments	\$ 13,655	\$ 11,800	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%	
Organization Dues (other than above)	\$ 3,497	\$ -	\$ -	\$ 2,000	\$ -	\$ (2,000)	-100.0%	
Awards and Grants (incl. City Sub-Awards)*	\$ 64	\$ 34,298	\$ 35,000	\$ 3,917	\$ 103,042	\$ 99,126	2531.0%	
Fund Raising/Self-Support Activities	\$ 23,872	\$ 16,849	\$ 35,000	\$ 15,000	\$ 18,809	\$ 3,809	25.4%	
Miscellaneous	\$ -	\$ 4,429	\$ 3,000	\$ 6,550	\$ -	\$ (6,550)	-100.0%	
Equipment Purchases (incl. capital expenses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Depreciation	\$ 11,661	\$ 24,698	\$ 25,000	\$ 24,698	\$ 24,698	\$ -	0.0%	
Other Expenses (Please list separately any major item)	\$ 45,045	\$ 34,049	\$ -	\$ 54,725	\$ -	\$ (54,725)	-100.0%	
					\$ -	\$ -	N/A	
<b>Operating Expenses Total</b>	\$ 510,940	\$ 520,230	\$ 564,900	\$ 581,451	\$ 710,522	\$ 129,071	22.2%	
<b>TOTAL OPERATIONS</b>	\$ 1,011,242	\$ 1,265,322	\$ 1,280,000	\$ 1,163,357	\$ 1,315,000	\$ 151,643	13.0%	
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ 11,230	\$ 14,590	\$ 20,000	\$ 32,643	\$ 12,600	\$ (20,043)	-61.4%	

**\*NOTE:** The City of Chattanooga request of \$150,000 includes funding for two of our Alliance partners: Chamber Foundation African American Business Development Program (\$25,000) and LAUNCH Chattanooga (\$40,000). The Urban League's actual direct funding from the City to support operation of the program is \$85,000.

**Urban League of Greater Chattanooga  
Charter**

# State of Tennessee



Original

## Department of State

### CERTIFICATE

...undersigned, as Secretary of State of the State of Tennessee, hereby certifies that the attached document was received for filing on behalf of THE CHATTANOOGA AREA URBAN LEAGUE, INCORPORATED,  
(Name of Corporation)  
 was duly executed in accordance with the Tennessee General Corporation Act, was found to conform to law and was filed by the undersigned, as Secretary of State, on the date noted on the document.

THEREFORE, the undersigned, as Secretary of State, and by virtue of the authority vested in him by law, hereby issues this certificate and attaches hereto the document which was duly filed on December Twenty-third, 1980.



*Lentry Crowell*  
 Secretary of State K T



THE CORPORATE CHARTER OF THE CHATTANOOGA AREA URBAN LEAGUE

The principal office of the corporation shall be located at 800 Moss Street, Chattanooga, Tennessee, 37411, in the City of Chattanooga, Hamilton County, Tennessee.

The Chattanooga Area Urban League, Incorporated, is a nonprofit Corporation, organized for the benefit of the community, to promote social welfare through the betterment of the community as a whole, under the auspices of Section 501(c)(4) of the Internal Revenue Code of 1954 and/or subsequent editions.

The Corporation is organized and empowered for the following purposes:

- A. To carry on a program of social services among minorities in the Greater Chattanooga Area.
- B. To work in coordination and cooperation with existing agencies and organizations to improve the economic welfare of blacks and other disadvantaged minorities and to encourage the development of other agencies and services when necessary.
- C. To make studies of economic conditions among blacks and disadvantaged groups and to carry on a program of public education among white and black persons regarding the problems of said groups.
- D. To enhance understanding by all and to develop and maintain harmonious race relationships.
- E. To develop, promote, encourage, assist, and engage in any and all kinds of work to improve the economic conditions among blacks and other disadvantaged minorities in the Chattanooga area.

THIS IS A NON-PROFIT ORGANIZATION

FILED  
SECRETARY OF STATE

1980 DEC 23 PM 2:32 00188 00906

CORPORATE POWERS

To the end of promoting the above purposes and not inconsistent with proposal set forth, this Corporation is to have all the general corporate powers set out in the Tennessee Corporate Act in Section T.C.A. 48-402, subject to the limitations of the Internal Revenue Code and the nonprofit status of the Corporation.

This Corporation is to have members.

If at any time the Corporation is to be dissolved, after first providing for the payment of the Corporate debts, any remaining property of the Corporation is to be transferred exclusively to tax exempt foundations and/or social or charitable organizations qualified under Section 501 C of the Internal Revenue Code of 1954, consistent with the nonprofit status of the Corporation and its purpose of promoting social welfare.

For these purposes, this Charter is presented by the incorporators who are signed below, on this 22<sup>nd</sup> day of October, 1980.

Curtis Carter Jr  
Yvonne W. Smith  
Gene B. Doll

# State of Tennessee



## Department of State

### CERTIFICATE

*The undersigned, as Secretary of State of the State of Tennessee, hereby certifies that the attached document was received for filing on behalf of* THE CHATTANOOGA AREA URBAN LEAGUE *(Name of Corporation)* *was duly executed in accordance with the Tennessee General Corporation Act, was found to conform to law and was filed by the undersigned, as Secretary of State, on the date noted on the document.*

*THEREFORE, the undersigned, as Secretary of State, and by virtue of the authority vested in him by law, hereby issues this certificate and attaches hereto the document which was duly filed on* August Eleventh *, 19* 81 *.*

*Gentry Cowell*  
Secretary of State *mk*



The Chattanooga Area Urban League .. has on the 14th day of July, 1981, by its Directors, duly adopted and approved the following Amendments to its Corporate Charter:

1. In paragraph two of the Charter, where it now reads, "Section 501 (c) (4) of the Internal Revenue Code of 1954", the Charter is hereby Amended to read, "Section 501 (c) (3) of the Internal Revenue Code of 1954, and/or subsequent editions".
2. Adding to the listing of purposes, the following:
  - F. Said Corporation is organized exclusively for charitable and educational purposes, including such purposes as the making of distributions to organizations that qualify as exempt organizations under Section 501 (c) (3) of the Internal Revenue Code of 1954, or the corresponding provisions of any future United States Internal Revenue law.
3. Adding to the paragraph entitled "Corporate Powers", the following language:
 

Notwithstanding any other provisions of these articles, this Corporation will not carry on any other activities not permitted to be carried on by a Corporation exempt from Federal Income Tax under Section 501 (c) (3) of the Internal Revenue Code of 1954, or the corresponding provisions of any future United States Internal Revenue Code, or: A Corporation, contributions to which are deductible under 170 (b) (2) of the Internal Revenue Code of 1954, or any other corresponding provisions of any future United States Internal Revenue Code.
4. By deleting the last paragraph of the Charter dealing with dissolution, in its entirety, and inserting the following:
 

In the event of dissolution of the Corporation, the residual assets of the Corporation will be turned over to one or more organizations which themselves are exempted organizations described under Section 501 (c) (3) and 170 (c) (2) of the Internal Revenue Code of 1954, or corresponding sections of any prior or future law or to the Federal, State, or local government for exclusively public purposes.



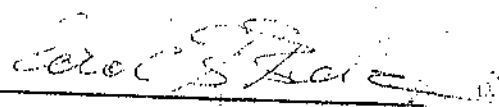
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SECRETARY OF STATE

BOOK 2779 PAGE 725

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Page 2  
Charter Amendment, Continued 00226 00710

This Amendment is certified and submitted subject to my authority as Secretary of the Chattanooga Area Urban League, this 14th day of July, 1981.



CAROL B. BERZ



Department of the Treasury  
Internal Revenue Service

P.O. Box 2508  
Cincinnati OH 45201

In reply refer to: 0248164840  
Apr. 02, 2012 LTR 4168C E0  
58-1436933 000000 00

00021445  
BODC: TE

THE URBAN LEAGUE OF GREATER  
CHATTANOOGA INC  
PO BOX 11106  
CHATTANOOGA TN 37401-2106

039815

Employer Identification Number: 58-1436933  
Person to Contact: Mrs. Dudley  
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Mar. 22, 2012, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(03) of the Internal Revenue Code in a determination letter issued in AUGUST 1981.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website [www.irs.gov/eo](http://www.irs.gov/eo) for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0248164840  
Apr. 02, 2012 LTR 4168C E0  
58-1436933 000000 00  
00021446

THE URBAN LEAGUE OF GREATER  
CHATTANOOGA INC  
PO BOX 11106  
CHATTANOOGA TN 37401-2106

If you have any questions, please call us at the telephone number  
shown in the heading of this letter.

Sincerely yours,



S. A. Martin, Operations Manager  
Accounts Management Operations



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**A COMMUNITY FOR ALL**

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# **2013 URBAN LEAGUE ANNUAL REPORT**



Urban League of  
Greater Chattanooga, Inc.



# MISSION

**A COMMUNITY FOR ALL** The mission of the Urban League is to enable African-Americans and other disadvantaged persons to secure economic self-reliance, parity, power and civil rights.

Founded in 1910, the National Urban League is the nation's oldest and largest community-based movement devoted to empowering underserved individuals to enter the economic and social mainstream.

The organization spearheads non-profit, non-partisan, community-based initiatives through affiliates across 100 U.S. cities – initiatives that have generated an impact of more than \$10 billion for the U.S. economy and that directly help more than two million people annually.

For more than 30 years, the Urban League of Greater Chattanooga has been implementing this mission of empowerment on a local level. Through initiatives and programs focused on education, health and wellness, workforce development and economic empowerment, the Urban League of Greater Chattanooga helps more than 9,000 individuals and families each year find acceptance, dignity and belonging in our community.



**A MESSAGE FROM  
THE PRESIDENT  
& BOARD CHAIR**

Our organization started in 1910 with the idea that we needed to live as a people in a country where we celebrated diversity as more of an asset than a liability. We still believe that. And as we at the Urban League of Greater Chattanooga go about our work, we're driving that message forward – celebrating the benefits, value and importance of inclusion by design for every person in our community.

But our work is far from complete. In the past year alone, we served more than 9,000 individuals and families, linking uninsured citizens with medical services, providing after-school tutoring to local students, connecting unemployed individuals with job opportunities, supporting entrepreneurs as they launch new businesses, and striving every step of the way to continue building a community enriched by diversity in every sense.

We know we're not on this journey alone. Many people in our community share our vision and our commitment, and the collective energy and spirit of our partners, supporters and volunteers gives us even greater hope. We appreciate all who have made our work possible – and whose time and investment play a vital role in helping us build a community for all.



**Warren E. Logan, Jr.**

President and CEO  
Urban League of Greater Chattanooga



**Charlesetta Woodard-Thompson**

Board Chair



# A COMMUNITY OF OPPORTUNITY

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Now, more than ever before, people are choosing the greater Chattanooga area as their destination of enjoying the quality of life that makes our community a place we are proud to call home.

As our city grows, so does the commitment of the Urban League of Greater Chattanooga as we work to ensure everyone has the opportunity to participate, contribute and enjoy all our city has to offer – regardless of background, culture, race, age, gender or economic privilege.

We've made great strides over the past decades. And we know our initiatives have helped make a measurable impact in every sector of our community – from increasing home ownership to expanding the number of people in jobs in previously under-represented industries, to improving access to health, wellness and educational opportunities for children and adults.

But we know we still have work to do. And that we have the opportunity to be even more intentional as we collectively work to build a Chattanooga that truly reflects its diversity – from civic leadership to education, business leadership to entrepreneurship, education to health and wellness.

Because an open, collaborative and diverse community is a rich community.

**A COMMUNITY OF OPPORTUNITY. A COMMUNITY FOR ALL.**

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# BRIGHTER FUTURES FOR ALL

Ensuring all students have access to the educational opportunities critical to college access, career opportunities, long-term financial success and asset building is one of the most important investments we can make. Beyond an investment in a brighter future for every student we help, it's also an investment in a brighter economic and social future for all.

“When we teach boys and girls at a young age to begin to understand that we are more alike than we are different, then we have a change in the quality of life for everyone. Sometimes there are needs in our urban settings that we may not have in our suburban settings but that we may have in our rural settings to make sure that we level the playing field for all children. Because when we talk about resources, just think about our most precious resource. It's not jewels, it's not gold or minerals, it's humans. It's children. When we invest in their lives we can change the world.”



**Marthel Young**  
*Principal  
Rivermont Elementary School*





# 2012-2013 Educational Initiatives & Programs

## Digital Connectors

Through Digital Connectors, area high school students volunteer their time to help adults in our community learn the skills they need to live and work in an increasingly digital society. Through job shadowing opportunities, students also have the opportunity to learn first-hand how digital literacy translates into valuable workplace skills.

900

community service hours were shared by students helping teach digital literacy to adults through our Digital Connectors program.

## Infinite Scholars Scholarship Fair

The annual Infinite Scholars Scholarship Fair brings together high school seniors and juniors with recruiters and admissions officers from over 30 national colleges and universities. More than 600 students and parents participated in the fair, and over \$1 million dollars in scholarship funding was offered to Hamilton County students. Over 200 participating students were accepted to college.

## National Achievers Society

The National Urban League's top academic honors society, the National Achievers Society, promotes and rewards academic excellence and scholarship among students of color in grades 9-12. Students must maintain a 3.0 GPA and demonstrate excellent behavior. Each year, society members participate in a variety of learning opportunities, from college preparation workshops to special classes at the Hunter Museum of American Art, as well as a college tour.

## STEM Academy

A focus on robotics, aviation and technology makes our STEM (Science, Technology, Engineering and Math) Academy one of our most popular – and successful – after-school programs. Interactive projects provide students with hands-on exposure to key STEM skills, exposure to STEM-related careers, and insight into the courses they need in high school and college to enter these professions. (The program has documented a 32% post-program increase in student interest in STEM-related careers). STEM Academy locations include Chattanooga School for the Arts & Sciences, Tyner Middle Academy, and the Urban League of Greater Chattanooga.

200

middle school students participated in our STEM Academy and education programs supported by community partnerships.

## Afterschool Program

The Urban League's Afterschool Program provides additional academic support in reading and math for students in grades K-5. The program has helped improve test scores and facilitate gains in reading and mathematics for students at each of the participating schools, including East Lake, Calvin Donaldson, Clifton Hills, Orchard Knob and Rivermont Elementary Schools.

325

K-5 students received additional academic support in reading and math through the Afterschool Program.



# ECONOMIC EMPOWERMENT FOR ALL

When we create pathways toward economic empowerment for underserved individuals in our community, we're strengthening the pathway toward greater economic success for our entire community. We provide access to information, education, resources and tools designed to help promote independence, engagement and ownership in our economic future – from homeownership to entrepreneurship.

“Chattanooga has a rich history of starting businesses, of investment, and growth. We need to make sure that includes everyone in our community. We've got to make sure more and more of our citizens have access to jobs and opportunities, whether they're starting their own business or not. This is part of what the future of our city is based on. It's what we all believe in – that equality of opportunity is a fundamental right in our country. Our city is at its best when everyone is at the table, when we're utilizing everyone's strengths, and where people know that they have a place here. That builds quality of life; that builds opportunity, and that's when we all share responsibility for building our community – and that's what will continue to make Chattanooga the great city that people expect and love.”



Mayor Andy Berke  
*City of Chattanooga*



# 2012-2013 Economic Empowerment Initiatives & Programs

## The Entrepreneurship Center

A resource for new and existing minority and women-owned businesses, the Entrepreneurship Center offers assistance and guidance to increase business skills, take advantage of new opportunities, expand operations, increase revenue and create jobs. Since its inception, more than 50 new entrepreneurs have completed business development training, technical assistance workshops, one-on-one coaching and training. The Entrepreneurship Center also offers a 9-week SpringBoard class to help entrepreneurs develop, launch and maintain a successful new business.

**50** new entrepreneurs completed business development training, technical assistance workshops and one-on-one coaching through our Entrepreneurship Center.

## Homeownership Counseling

Through our THDA and HUD Certified Homeownership Counseling Service, we help potential homebuyers prepare for homeownership. The service helps homebuyers increase creditworthiness and understand the financial risks and benefits of homeownership.

**60** future homeowners completed homeownership counseling.

## Volunteer Income Tax Assistance (VITA)

A partnership between the Urban League and the IRS, the Volunteer Income Tax Assistance (VITA) network helps citizens prepare their taxes at no cost to them. Serving East Tennessee from Hamilton County to Milligan College in Carter County, the VITA network results in millions of dollars in tax refunds each year – money that is re-invested into the local economy.

**6,800** people received tax preparation assistance through our Volunteer Income Tax Assistance program – resulting in over \$8.8 million in tax refunds.

## Young Professionals Association (Auxiliary Program)

The Urban League of Greater Chattanooga Young Professionals Association was formed to encourage the next generation of leaders to connect with one another and explore issues that impact Chattanooga and its residents. Serving professionals ages 21-40, the organization gives young people an opportunity to make a positive impact on our community and to work together using their diverse talents.





# EMPLOYMENT FOR ALL

A talented workforce is vital to our city's ability to compete in an increasingly global marketplace. Making sure all members of our community are equipped with the skills necessary to become part of that workforce – and helping local businesses ensure their organizations reflect the diversity of our community – are critical to Chattanooga's competitive edge.

Chattanooga's businesses and our city are in competition with cities all over the United States and abroad to attract a talented workforce and to attract investment. In addition, the United States is rapidly becoming a majority minority nation. For a business to appeal to the widest range of clients and customers and to stay relevant and fresh, it needs to reflect these trends. If a minority client sees no diversity in an enterprise, are they going to be comfortable? If we have people on our teams who represent diverse perspectives, we're going to do a better job and we're going to reach a broader group of clients. It's important for local businesses, as corporate citizens, to help foster diversity because it helps build the community we all strive for – one in which all people are engaged, have good jobs and a good quality of life.



Dana Perry

*President & Managing Shareholder  
Chambliss, Bahner & Stophel, P.C.*





# 2012–2013 Workforce Development Initiatives & Programs

## Contract Compliance

Through our contract compliance initiative, we work with local governments to help ensure equal job opportunities for women and minority employees. Our work includes monitoring construction job sites as well as documenting women and minority hiring patterns for Hamilton County Government.

## Career Center

Our Career Center provides job seekers with job counseling, job information sessions, training, coaching, and an annual Job Fair featuring over 30 employers. The Center also helps job seekers improve their employability through skill-building and education, from computer and Internet training to career workshops focused on resume writing, interview tips and workplace conflict resolution.



**\$8.5**

million in wages have been earned by Career Center clients placed in companies throughout our community.

**730**

people visited our Career Center for skills training and job counseling resources. 341 people (47% of participants) found gainful, unsubsidized employment through our Career Center programs.



# QUALITY OF LIFE FOR ALL

A healthy, active community is a community with a strong quality of life. By providing underserved people in our community with education, opportunity and access to critical health and wellness resources, we're helping improve the quality of life for all.

“So many of our minority populations and members of our diverse community have special healthcare needs. Those needs are great, but the resources are limited. All of us in our community need to work together to make sure we're using our full force to help. Every member of our community deserves the best in care, the best in treatment, and it's our responsibility to see that we do our part. A healthier community makes for a better community – and a better quality of life for all.”



**Bill Gracey**

*President & CEO*

*BlueCross BlueShield of Tennessee*





# 2012-2013 Health & Wellness Initiatives & Programs

## Community Health Navigator

Linking the uninsured with local low or no-cost health and prescription services is filling an essential need in our community. Most program participants report a household income of \$5,000 or less. In addition, at least 70% of participants report diagnoses of at least one chronic disease, yet almost 65% do not have a primary care doctor and 82% were uninsured at the time of their first visit.

**732**

people in need received support through our Community Health Navigator program.



## FIT for Life

Through our Families-In-Training (FIT) for Life program, we're helping promote good health and address the rising obesity epidemic in our community and across the U.S. Designed to encourage young people to maintain a healthy weight through physical activity and a healthy diet, FIT for Life engages local students and families in adopting healthier, more active lifestyles.

**827**

children & adults took strides towards a healthier lifestyle through our FIT for Life program.



## EXECUTIVE COMMITTEE

### **Charlesetta Woodard-Thompson**

Board Chair

### **Leonard Fant**

Past Board Chair

### **Ronald Loving**

Vice Chair

Retired, TVA Executive

### **Dr. Daniel Challener**

Treasurer and Secretary

Public Education Foundation

### **Dr. Roger Brown**

Chancellor Emeritus

University of TN at Chattanooga

### **Dorothy Grisham**

Allstate Insurance

### **Warren E. Logan, Jr.**

Urban League of Greater Chattanooga



## BOARD MEMBERS

### **Lydia Sindos Adams**

Community Volunteer

### **Diana Bullock**

EPB

### **Dr. James L. Catanzaro**

Chattanooga State Community College

### **Judge Curtis Collier**

United States District Court

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AT&T Tennessee

### **James Miller**

First Tennessee Bank

### **Aaron Mills**

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### **Kathy Owen**

Unum

### **Dana B. Perry**

Chambliss, Bahner & Stophel, P.C.

### **Herb Pettit**

SunTrust Bank

### **Laurie Shipley**

Community Volunteer

### **Robert Siskin**

Robert Siskin & Associates

### **Albert Waterhouse**

Waterhouse Public Relations

### **Aaron D. Webb, Esq.**

Life Care Centers of America, Inc.

### **Jim Weigert**

Comcast Communications

### **Machelle D. Williams**

Volkswagen Group of America

### **Dr. Linda Wiley**

Tennessee Valley Authority

### **Jimmy Winton**

UPS







**Urban League of  
Greater Chattanooga, Inc.**

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**730 M.L. King Blvd  
Chattanooga, TN 37403  
423-756-1762  
[www.ulchatt.net](http://www.ulchatt.net)**



**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.  
INDEPENDENT AUDITORS' REPORT  
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
JUNE 30, 2012**

**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.  
INDEPENDENT AUDITORS' REPORT  
AND FINANCIAL STATEMENTS**

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## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Urban League of Greater Chattanooga, Inc.  
Chattanooga, Tennessee

We have audited the accompanying statement of financial position of *Urban League of Greater Chattanooga, Inc. (a not-for-profit organization)*, as of June 30, 2012, and the related statements of activities, functional expenses, and cash flows for the year then ended. These financial statements are the responsibility of *Urban League of Greater Chattanooga, Inc.*'s management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial statements contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and the significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of *Urban League of Greater Chattanooga, Inc.* as of June 30, 2012, and the changes in its net assets and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated November 12, 2012, on our consideration of *Urban League of Greater Chattanooga, Inc.*'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.



Hoskins & Company  
November 12, 2012



**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**JUNE 30, 2012**

**Assets**

Current assets

Cash	\$ 171,541
Accounts receivable (Note 2)	84,399
Other current assets	4,695
Total current assets	260,635

Noncurrent assets

Property and equipment, net of accumulated depreciation (Note 3)	71,229
Total noncurrent assets	71,229

<b>Total assets</b>	<b>\$ 331,864</b>
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**Liabilities and net assets**

Current liabilities

Accounts payable	\$ 34,085
Accrued expenses	5,894
Accrued salaries and wages	49,874
Accrued payroll liabilities	3,488
Compensated absences (Note 4)	31,951
Current portion of note payable	8,447
Total current liabilities	133,739

Noncurrent liabilities

Note payable (Note 5)	10,790
Retirement benefits payable	33,000
Total noncurrent liabilities	43,790

Net assets

Unrestricted	(47,523)
Temporarily restricted (Note 6)	201,858
Total net assets	154,335

<b>Total liabilities and net assets</b>	<b>\$ 331,864</b>
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The accompanying notes are an integral part of these financial statements.

**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED JUNE 30, 2012**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
<b>Revenues and support</b>				
Donations and contributions	\$ 36,342	\$ -	\$ -	\$ 36,342
Equal Opportunity Day	60,780	-	-	60,780
United Way	2,661	-	-	2,661
Fees and services	203,782	-	-	203,782
Corporate grants	35,500	-	-	35,500
County and city grants	103,018	4,182	-	107,200
Federal and state grants	524,148	25,703	-	549,851
Foundation grants	31,275	93,950	-	125,225
National Urban League	44,977	78,023	-	123,000
In-kind donations	35,482	-	-	35,482
Other income	89	-	-	89
Net assets released from restriction	162,167	(162,167)	-	-
Total revenues and support	<u>1,240,221</u>	<u>39,691</u>	<u>-</u>	<u>1,279,912</u>
<b>Expenses</b>				
Program services	833,252	-	-	833,252
General & administrative	415,221	-	-	415,221
Fundraising	16,849	-	-	16,849
Total expenses	<u>1,265,322</u>	<u>-</u>	<u>-</u>	<u>1,265,322</u>
Increase (decrease) in net assets	(25,101)	39,691	-	14,590
Net assets at beginning of fiscal year	(22,422)	162,167	-	139,745
Net assets at end of fiscal year	<u>\$ (47,523)</u>	<u>\$ 201,858</u>	<u>\$ -</u>	<u>\$ 154,335</u>

The accompanying notes are an integral part of these financial statements.

**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED JUNE 30, 2012**

**Cash flows from operating activities**

Increase in net assets	\$ 14,590
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities:	
Depreciation	24,698
Decrease in accounts receivable	29,786
Decrease in pledges receivable	61,500
Increase in other assets	(536)
Increase in accounts payable	6,916
Decrease in accrued expenses	(573)
Decrease in accrued salaries and wages	(559)
Increase in accrued payroll liabilities	2,059
Increase in compensated absences	10,633
Increase in deferred retirement compensation	33,000
Net cash provided by operating activities	<u>181,514</u>

**Cash flows from investing activities**

Purchase of fixed assets	<u>(51,389)</u>
Net cash used in investing activities	<u>(51,389)</u>

**Cash flows from financing activities**

Payments on note payable	<u>(7,703)</u>
Net cash used in financing activities	<u>(7,703)</u>

Net increase in cash equivalents	122,422
Cash and cash equivalents, beginning of fiscal year	<u>49,119</u>
<b>Cash and cash equivalents, end of fiscal year</b>	<u><u>\$ 171,541</u></u>

Interest Paid	<u><u>\$ 2,165</u></u>
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The accompanying notes are an integral part of these financial statements.

**THE URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**FOR THE YEAR ENDED JUNE 30, 2012**

	Equal Opportunity Day	Young Professional Association	Economic Empowerment	Health Initiatives	Youth and Education	Workforce Development	Total Program Services	General and Administrative	Fund Raising	Total Expenses
Salaries	\$ -	\$ -	\$ 25,683	\$ 138,498	\$ 213,723	\$ 36,340	\$ 414,244	\$ 158,639	\$ -	\$ 572,883
Contract services	640	200	19,430	11,796	27,145	100	59,311	14,984	1,160	75,455
Employee insurance	-	-	3,416	25,517	8,642	10,545	48,120	8,546	-	56,666
Rent	-	-	3,380	600	20,650	1,125	25,755	28,950	-	54,705
Professional fees	1,725	-	7,092	4,407	4,510	880	18,614	15,767	14,468	48,849
FICA	-	-	1,476	9,073	7,169	2,207	19,925	16,773	-	36,698
Travel-program	-	-	2,572	1,283	28,272	-	32,127	1,095	-	33,222
Deferred compensation	-	-	-	-	-	-	-	33,000	-	33,000
Grants	-	-	32,638	-	-	-	32,638	-	-	32,638
Purchases	1,129	1,417	6,625	10,757	4,199	111	24,238	4,477	-	28,715
Donated services	-	-	25,582	-	-	-	25,582	-	-	25,582
Depreciation	-	-	-	-	-	-	-	24,698	-	24,698
Accounting services	-	-	-	3,900	1,445	-	5,345	17,316	-	22,661
Educational curriculum	-	-	875	537	16,709	-	18,121	-	-	18,121
Conferences	11,850	1,339	30	15	1,461	19	14,714	2,874	-	17,588
Compensated leave	-	-	606	6,405	3,280	1,414	11,705	3,100	-	14,805
Other expenses	39	-	2,423	-	7,870	1,350	11,682	(930)	-	10,752
Payments to affiliates	-	-	-	-	-	-	-	11,800	-	11,800
Staff bonuses	-	-	-	-	8,893	-	8,893	1,531	-	10,424
Auto allowances	-	-	-	-	-	-	-	10,396	-	10,396
Individual assistance	-	-	2,500	7,620	-	-	10,120	-	-	10,120
Donated facilities	-	-	9,900	-	-	-	9,900	-	-	9,900
Printing expenses	860	-	725	-	5,979	-	7,564	2,053	-	9,617
Travel - admin	27	-	2,938	399	1,931	119	5,414	9,046	-	9,046
Office expenses	-	-	-	-	-	-	-	3,013	-	3,013
TN-SUI	-	-	-	-	-	-	-	7,200	-	7,200
Training materials	-	-	-	-	6,761	-	6,761	-	-	6,761
Postage & shipping	-	38	15	34	4,667	-	4,754	1,085	44	5,883
Managed network fees	-	-	-	-	1,195	-	1,195	3,898	-	5,093
Equipment rental	-	-	1,089	524	-	-	1,613	3,368	15	4,996
Telephone	-	-	482	1,189	930	212	2,813	2,045	-	4,858
Subscriptions	-	350	81	-	280	69	780	3,767	-	4,547
Workers compensation Insurance	-	-	-	-	-	-	-	3,934	-	3,934
Internet service	-	-	104	328	629	151	1,212	2,096	-	3,308
Commercial-general	-	-	-	-	-	-	-	3,260	-	3,260
Employee life insurance	-	-	1,603	468	344	132	2,547	473	-	3,020
Mobile phone	-	-	-	964	-	-	964	1,759	-	2,723
Contracts expenses	-	-	2,500	-	-	-	2,500	-	-	2,500
Merchant service fees	-	-	-	-	-	-	-	2,381	-	2,381
Property Insurance	-	-	-	-	-	-	-	2,351	-	2,351
Interest-general	-	-	-	-	-	-	-	2,165	-	2,165
Bank charges	-	-	-	-	-	-	-	2,159	-	2,159
Advertising	-	-	540	-	-	325	865	767	399	2,031
Awards	-	-	1,650	10	-	-	1,660	-	-	1,660
Utilities	-	-	490	-	-	-	490	850	-	1,340
Storage facilities	-	-	-	-	-	-	-	1,192	-	1,192
Miscellaneous	16,270	3,344	156,865	223,933	377,691	55,149	833,252	415,221	16,849	1,265,322
			420	133	483	50	1,086	3,343	763	5,192
			223,933	377,691	55,149	833,252	415,221	16,849	1,265,322	

The accompanying notes are an integral part of these financial statements.



**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2012**

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**NOTE 1--- NATURE OF ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The Urban League of Greater Chattanooga (“ULGC”) is a not-for-profit corporation that was organized in the State of Tennessee on December 23, 1980, to provide social services in the areas of training, employment, education services, and contract compliance for the inner-city area of Chattanooga, Tennessee. ULGC is affiliated with the National Urban League of 120 Wall Street, New York, N.Y. 10005. ULGC’s support and revenue comes primarily from governmental and private grants, an annual fundraiser, membership fees, and individual donor contributions. ULGC is recognized under Section 501 (c) (3) of the Internal Revenue Code and is exempt from federal and state income taxes.

Basis of Presentation

The financial statements of the ULGC have been prepared on the accrual basis of accounting and accordingly, reflect all significant receivables, payables and other liabilities. The financial statement presentation follows the recommendations of the Financial Accounting Standard Board’s Accounting Standard Codification (FASB ASC 958), Financial Statements of Not-for-Profit Organizations. Under FASB ASC 958, the ULGC is reporting information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

Financial position and activities are classified based on the existence or absence of donor restrictions as follows:

Unrestricted Net Assets — Net assets that are not temporarily or permanently restricted by explicit donor stipulations or by law.

Temporarily Restricted Net Assets — Net assets of gifts of cash and other assets, accepted by board actions, that are received with donor stipulations that limit the use of the donated assets, or designate the assets as support for future periods.

Permanently Restricted Net Assets — Net assets, accepted by board actions, subject to donor stipulations that require the asset be invested in perpetuity.

Public Support and Revenue

Membership fees, individual donations, and the net proceeds from the annual fundraiser are generally available for unrestricted use in the related campaign year unless specifically restricted by the donor. Unconditional promises to give are recorded as received in writing. Unconditional promises to give due in the next year are reflected as current promises to give and are recorded at their net realizable value. Unconditional promises to give due in subsequent years are reflected as long-term promises to give and are recorded at the present value of their net realizable value, using interest rates estimated to be applicable to the years in which the promises are received to discount the amounts.

**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2012**

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Grants and other contributions of cash and other assets are reported as temporarily restricted support if they are received with donor stipulations that limit the use of the donated assets. Donor-restricted contributions whose restrictions are met in the same reporting period are reported as unrestricted support.

Contributions of donated noncash assets are recorded at their fair values in the period received. Contributions of donated services that create or enhance nonfinancial assets or that require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation, are recorded at their fair value in the period received.

Use of Estimates

The financial statements are prepared in conformity with generally accepted accounting principles. Management is required to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying disclosures. Actual results could differ from those estimates. Among other things, estimates are used in accounting for depreciation and impairment of property and equipment, donated goods and services, compensated absences, and cost allocation plans.

Cash and Cash Equivalents

All highly liquid investments with original maturities of three months or less are considered cash equivalents. The account balance primarily consists of the checking account in a commercial bank.

Accounts Receivable

ULGC records accounts receivable and pledges receivable at their estimated net realizable value and consist primarily of Fee-Based Revenues earned and billed to clients but not yet paid. An allowance for doubtful accounts is recorded based upon management's estimate of uncollectible accounts determined by analysis of specific balances and a general reserve based upon aging of outstanding balances. Past due balances are charged against the allowance when they are determined to be uncollectible.

Property and Equipment

Property, equipment and leasehold improvements are stated at cost and depreciated using the straight-line method over the estimated useful life of the asset acquired. Expenditures for repairs and maintenance are charged to expense as incurred and additions and improvements that significantly extend the lives of assets with a value of \$500 or more are capitalized. ULGC has adopted the following estimated useful lives for the following classes of assets:

Computers	2-5 years
Software	2-3 years
Furniture, equipment and leasehold improvements	5-10 years

Advertising Costs

ULGC incurred and recorded advertising expense during the fiscal year 2012 to announce program activities available and to make the public aware of the annual Equal Opportunity Day event. None of the expense is considered direct-response advertising costs.



**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2012**

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Donated Goods and Services

ULGC's policy is to record a donated good or service as a contribution at its estimated fair market value at the date of receipt.

**NOTE 2---ACCOUNTS RECEIVABLE**

Accounts receivable as of June 30, 2012, consists of:

Accounts receivable	\$84,399
Less: allowance for doubtful accounts	<u>-</u>
Total	<u>\$84,399</u>

Doubtful debts of \$3,200 were written off in the year ended June 30, 2012.

**NOTE 3---PROPERTY AND EQUIPMENT**

Property and equipment as of June 30, 2012 consist of:

Equipment	\$ 131,319
Furniture and Fixtures	99,827
Leasehold Improvements	<u>22,927</u>
	254,073
Less: accumulated depreciation	<u>(182,844)</u>
Property and Equipment, net	<u>\$ 71,229</u>

Depreciation expense charged to operations during the fiscal year amount to \$24,698.

**NOTE 4---COMPENSATED ABSENCES**

Compensated absences consist of vacation leave time which is accrued monthly for full-time employees that qualify in accordance with established procedures but has not yet been taken at the end of the reporting period. The estimated liabilities for vacation leave time amounts to \$31,951, for the year ended June 30, 2012.

**NOTE 5---LONG-TERM DEBT**

ULGC has entered into a \$39,337 promissory note agreement with a financial institution. The note bears interest at 8.77% per annum and principal and interest payments are due monthly through October 2014. Interest incurred and paid on the note in 2012 was \$2,165. A total of \$19,237 was outstanding on the promissory note at June 30, 2012.

**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2012**

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A schedule of principal maturities of long-term debt at June 30, 2012 is as follows:

Year Ending June 30	
2013	\$ 8,447
2014	9,219
2015	1,571
Thereafter	<u>-</u>
Total	<u>\$ 19,237</u>

**NOTE 6---TEMPORARILY RESTRICTED NET ASSETS**

Temporarily restricted net assets were available for the following purposes at June 30, 2012:

Youth Education	\$ 158,073
Health Initiatives	25,703
Workforce Development	4,182
Economic Empowerment	<u>13,900</u>
Total	<u>\$ 201,858</u>

Temporarily restricted net assets were released during the fiscal year ended June 30, 2012, for the following purposes:

Youth & Education	\$ 107,117
Health Initiatives	20,300
Economic Empowerment	<u>34,750</u>
Total	<u>\$ 162,167</u>

**NOTE 7---FUNCTIONAL ALLOCATION OF EXPENSES**

The costs of providing the various programs and activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**NOTE 8---CONCENTRATION OF REVENUE**

Historically, ULGC has relied primarily on governmental and grant funds for a substantial portion of its total revenue and support. The loss of these funds and the inability to renew existing contracts could materially and adversely affect the ULGC operating results.



**URBAN LEAGUE OF GREATER CHATTANOOGA, INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED JUNE 30, 2012**

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**NOTE 9---DONATED SERVICES**

Donated services of \$25,582 and donated facilities of \$9,900 were recognized during 2012. These donations were in connection with the VITA IRS Tax Preparation Program and meet the criteria for recognition under Financial Accounting Standard Board's Accounting Standard Codification (FASB ASC) 958, Financial Statements of Not-for-Profit Organizations. ULGC also receives a significant amount of donated services from unpaid volunteers who assists in fundraising and special projects. No amounts have been recognized in the statement of activities for such services since the FASB ASC 958 criteria were not met.

**NOTE 10---LEASES**

ULGC entered into an informal month to month lease agreement with Olivet Baptist Church for floor space at the Kingdom Center (730 East M.L. King Blvd) to be used as an office and training facility. Under the terms of the lease, annual rent for fiscal year 2012 is \$54,000 payable in monthly installments of \$4,500; and is due on the fifteenth day of each month. ULGC has the right to terminate the lease agreement at any time with ninety days (90) written notice to the Church. Rent expense as of June 30, 2012 was \$54,705.

**NOTE 11---SUBSEQUENT EVENTS**

There were no subsequent events requiring disclosures as of November 12, 2012, the date management evaluated such events. November 12, 2012 is the date the financial statements were available to be issued.

**REPORT ON INTERNAL CONTROL OVER FINANCIAL  
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON  
AN AUDIT OF FINANCIAL STATEMENTS PERFORMED  
IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Board of Directors of  
Urban League of Greater Chattanooga, Inc.  
Chattanooga, Tennessee

We have audited the financial statements of Urban League of Greater Chattanooga, Inc. as of and for the year ended June 30, 2012, and have issued our report thereon dated November 12, 2012. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered Urban League of Greater Chattanooga, Inc.'s internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Urban League of Greater Chattanooga, Inc.'s internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of Urban League of Greater Chattanooga, Inc.'s internal control over financial reporting.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

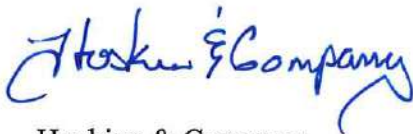
Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

## Compliance and Other Matters

As part of obtaining reasonable assurance about whether Urban League of Greater Chattanooga, Inc.'s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

We noted certain matters that we reported to management of Urban League of Greater Chattanooga, Inc. in a separate letter dated November 12, 2012.

This report is intended solely for the information and use of management, the board of directors, others within the entity, State of Tennessee Comptroller of the Treasury Department of Audit, State of Tennessee Department of Finance and Administration, Tennessee Department of Education, Tennessee Department of Health and federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

A handwritten signature in blue ink that reads "Hoskins & Company". The signature is stylized and cursive.

Hoskins & Company  
November 12, 2012

**URBAN LEAGUE OF GREATER CHATTANOOGA  
BOARD OF DIRECTORS  
July 2013-June 2014**

**EXECUTIVE COMMITTEE**

**Woodard-Thompson, Charlesetta**

***Board Chair***

Executive Vice President  
Erlanger Health System  
975 E. 3<sup>rd</sup> St., Chattanooga, TN 37403  
(423) 778-5674 (o) (423) 778-7683 (f)  
(secretary: Janet Wood)  
Charlesetta.woodard-thompson@erlanger.org  
Joined Board: 2007

**Fant, Leonard**

***Past Board Chairman***

5261 Boynton Drive  
Ringgold, GA 30736  
(423) 991-4227 (o) (423) 866-7261 (f)  
lbfant@bellsouth.net  
Joined Board: 2001

**Loving, Ronald (Ron), Vice Chair**

Retired, TVA Executive  
3177 Forest Shadows Drive  
Chattanooga, TN 37421  
(423) 544-2864 (c)  
Ronaloving@netzero.net  
Joined Board: 2003

**Challener, Daniel Dr., Treasurer/Secretary**

President/CEO  
Public Education Foundation  
100 East 10<sup>th</sup> St., Suite 500  
Chattanooga, TN 37402  
(423) 265-9403 (423) 265-9832 (f)  
(secretary: Joanie Martin (423) 668-2433)  
Dan@PEFChattanooga.org  
Joined Board: 2001

**Brown, Roger Dr.**

Chancellor  
University of TN at Chattanooga  
615 McCallie Ave.  
Chattanooga, TN 37403  
(423) 425-4141 (o) (423) 756-5559 (f)  
(secretary: Barbara Verhine)  
Roger-brown@utc.edu  
Joined Board: 2007

**Grisham, Dorothy**

Exclusive Agent  
AllState Insurance  
6150 Shallowford Road  
Chattanooga, TN 37421  
(423) 899-6161(o) (423) 855-0441 (f)  
(secretary: Denise White)  
DLeeGrisham@allstate.com  
Joined Board: 2006

**Warren E. Logan, Jr.**

President & CEO  
Urban League of Greater Chattanooga  
730 ML King Blvd.  
Chattanooga, TN 37403  
(423) 756-1762 (o) (423) 756-7255 (f)  
(423) 488-9673 (c)  
(secretary: Keesha Marshall)  
welogan@ulchatt.net



**URBAN LEAGUE OF GREATER CHATTANOOGA  
BOARD OF DIRECTORS  
July 2013-June 2014**

**BOARD MEMBERS AT LARGE**

**Adams, Lydia Sindos**  
Community Volunteer  
690 Gentry Road  
Chattanooga, TN 37421  
(423) 892-0031 (h)  
adamssan1@comcast.net  
Joined Board: 2007

**Bullock, Diana**  
VP Economic Development and  
Government Relations  
EPB of Chattanooga  
10 W. MLK Blvd  
Chattanooga, TN 37402  
bullockdl@epb.net  
Phone: 423-648-1285  
(secretary: Brenda Morgan)  
Joined Board: 2012

**Catanzaro, Dr. James L.**  
President  
Chattanooga State Community College  
4501 Amnicola Highway  
Chattanooga, TN 37406  
(423) 697-4455 (o) (423) 697-4796 (f)  
(secretary: Lisa Phillips)  
Catanzaro@chattanoogastate.edu  
Joined Board: 2011

**Collier, Judge Curtis**  
Chief U.S. Federal District Judge  
United States District Court  
900 Georgia Avenue, Room 317  
Chattanooga, TN 37402  
(423) 752-5287(o) (423) 752-5246 (f)  
(secretary: Sheila Hendrix)  
Sheila\_Hendrix@TNED.uscourts.gov  
Joined Board: 2000

**Lewis, MaryStewart**  
Regional Manager  
AT&T Tennessee  
Two Union Square, Suite 1202  
Chattanooga, TN 37402  
(423) 267-9634 (o) (423) 265-6752 (f)  
(secretary: Amy Mosier)  
M10573@att.com  
Joined Board: 2009

**Miller, James**  
Vice President  
First Tennessee Bank  
5526 Brainerd Road  
Chattanooga, TN 37411  
(423) 954-2520 (423) 954-2525 (f)  
jamiller@ftb.com  
Joined Board: 2009

**Mills, Aaron**  
Blue Cross Blue Shield of TN  
1 Cameron Hill Circle  
Building 2 Floor 5 or 2.5  
Chattanooga, TN 37402  
(423) 535-3848(o) (423) 535-5919 (f)  
Aaron\_mills@bcbst.com  
Joined Board: 2010

**Owen, Kathy**  
Sr. VP & CIO  
Unum  
1 Fountain Square  
Chattanooga, TN 37402  
(423) 294-4395 (o) (423) 294-3204 (f)  
(secretary: Vivian Marty)  
KOWen@unum.com  
Joined Board: 2010

**Perry, Dana B.**  
President and Managing Shareholder  
Chambliss Bahner & Stophel, P.C.  
605 Chestnut Street, S-1700  
Two Union Square  
Chattanooga, TN 37450  
(423) 757-0228 (o) (423) 508-1288 (f)  
(secretary: Cindy Richie)  
dperry@cbslawfirm.com  
Joined Board: 2010

**Pettit, Herb**  
SunTrust Bank  
6121 Shallowford Road, Suite 103  
Chattanooga, Tennessee 37421  
Tel: 423.757.3628 Fax: 423.757.3105  
herb.pettit@suntrust.com  
Joined Board: May 2012

**URBAN LEAGUE OF GREATER CHATTANOOGA**  
**BOARD OF DIRECTORS**  
**July 2013-June 2014**

**Shipley, Laurie**

Retirement Specialist  
Barnett and Company  
1300 Broad Street, Suite 303  
Chattanooga, TN 37402  
(423) 756-0125 x 1003 - Office  
(423) 756-0127 - Fax  
Laurie@barnettandcompany.com  
Joined Board: 2011

**Siskin, Robert**

36 S. Crest Road  
Chattanooga, TN 37404-4005  
(423) 267-4345 (o) (423) 267-4346 (f)  
Par4Siskin@bellsouth.net  
Joined Board: 2005

**Waterhouse, Albert**

President & Owner  
Waterhouse Public Relations  
735 Broad Street, Suite 1004  
Chattanooga, TN 37402  
(423) 643-4977 (o) (423) 648-2929 (f)  
(secretary: Annette Gilley)  
amw@waterhousepr.com  
Joined Board: 2007

**Webb, Aaron D.**

Life Care Centers of America, Inc  
3001 Keith Street NW  
Cleveland, TN 37312  
(423)473-5508 (O)  
(secretary: Anna Rutledge)  
Joined Board: 2011

**Weigert, Jim**

Vice President & General Manager  
Comcast Communications  
P. O. Box 182249  
Chattanooga, TN 37422  
(423) 296-2119 (o) (423)892-5893 (f)  
Jim\_Weigert@cable.comcast.com  
(secretary: Danielle Minor)  
Joined Board: 2011

**Williams, Machele D.**

General Manager  
Organizational Development  
Volkswagen Group of America  
2200 Ferdinand Porsche Drive  
Herndon, VA 20171  
(703) 364-7227 (o) (703) 939-1531 (c)  
machele.williams@vw.com  
Joined Board: October 2009

**Wiley, Dr. Linda**

Senior Program Manager, Diversity & Inclusion  
Tennessee Valley Authority  
1101 Market Street  
Chattanooga, TN 37402  
Office: (423) 751-3418  
Mobile: (678) 522-5226  
Fax: (423) 751-9702  
lgwiley@tva.gov  
Joined Board: April 2013

**Winton, Jimmy**

General Manager  
UPS  
4300 Founders Way  
Chattanooga, TN 37416  
(615) 477-2209 (c)  
JWinton@UPS.com  
Joined Board: 2004



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Chattanooga Alliance for Diverse Business Enterprise</b>
Lead Agency:	<b>Urban League of Greater Chattanooga</b>
Collaborating City Department(s):	<b>Office of Multicultural Affairs (Lead); Dept. of Economic &amp; Community Dev.</b>
Contact Name:	<b>Warren E. Logan, Jr.</b>
Primary Results Area:	<b>Growing Economy</b>
Offer Cost (Funding Request):	<b>\$150,000</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

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, City of Chattanooga Department of Economic & Community Development, Chattanooga Chamber Foundation’s African American Business Development Program, LAUNCH Chattanooga, and the BrightBridge Women’s Business Center. 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 entrepreneurial resources in the city and state. The Alliance will provide 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.

**Need for the Program Services:** Chattanooga has recently 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



# City of Chattanooga

## FY15 Offers

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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 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. The Chamber Foundation has identified a number of barriers to growth that affect many African American business ventures—both established business owners and potential entrepreneurs. These include 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. Currently, just 2% of City contracts are awarded to DBEs. This goal can only be accomplished 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 Urban League and its Alliance partners are in a strategic position 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.

**Service/Program Details – How Will It Be Provided?** 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 is committed to supporting a range of services that address unique needs at specific points on the business enterprise 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.





# City of Chattanooga

## FY15 Offers

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**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.
- **Start-Up Support:** The Urban League offers a quarterly Co Starters business development course (developed by Co Lab and modeled on the nationally recognized SpringBoard curriculum). This 8-week course introduces the key components of starting, maintaining, and expanding a small business. The Urban League also has an Entrepreneurship Computer Lab, which includes 12 laptops that are 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.
- **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, and special topics for women in business. 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, and the EMJ Corporation.
- **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 75 small business owners have completed our eight week business training and over 175 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 to enhance business development services available to DBEs.



# City of Chattanooga

## FY15 Offers

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**City of Chattanooga:** The Office of Multicultural Affairs (OMA) is the lead 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 Alliance will work with the Department of Economic & Community Development to cross-promote services and align DBE business development strategies with community development goals for the city.

**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 high-poverty neighborhoods. 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 small business micro loans.

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 (new for 2014). 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 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 over the past 3 years, 52 businesses have been started, creating 84 jobs and increasing economic activity in the city: 34 of these businesses are African American-owned, 32 female-owned, and 4 are student-owned. In FY 2015, LAUNCH will continue to expand its program, offering classes in 4 underserved neighborhoods in the city.

**Chamber Foundation African American Business Development:** Because the Chamber Foundation is our area's leading economic development organization and works in close cooperation with the Chattanooga Area Chamber of Commerce, the region's largest and most influential business association, the African American Business Development program is uniquely positioned to deliver a number of important services:

- Providing African American businesspeople with a platform for building peer-to-peer relationships with other businesspeople, including the Chamber's 1,800 member companies both through events with a multi-cultural focus like Diversify and through the more than 200 other networking events the Chamber offers each year;



# City of Chattanooga

## FY15 Offers

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- Promoting contracting opportunities by the City of Chattanooga and our established network of 20 public and private sector purchasing officials by distributing RFPs to African American businesses;
- Identifying and recruiting African American businesses to establish operations in Chattanooga;
- Promoting and making referrals to existing business resources, including the Chamber's INCubator at the Hamilton County Business Development Center and programs by partner organizations (City's OMA, Urban League, BrightBridge Women's Business Center, LAUNCH, UTC Veterans Entrepreneurship Program, CO.LAB, and the Tennessee Small Business Development Center);
- Provide the support of a professional staff that works full-time to assist businesses and entrepreneurs through networking, mentoring, and marketing opportunities.

Since 2012, the Chamber has assisted African American firms in securing more than \$360,000 in revenue, including two recent City of Chattanooga contracts. However, according to James McKissic, most of the City's contracts to DBEs were awarded to women-owned firms. In conversations with purchasing officials seeking diverse business participation at other governmental agencies and major firms, the same holds true. To measure the development, growth, recruitment and number of contracts awarded to and business connections made with DBEs, the Chamber Foundation and its partner agencies in this application will work with the City's Office of Multicultural Affairs to develop a DBE directory and updated research that establishes a baseline for these businesses.

**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 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. These other agencies include 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.

**Innovation & Sustainability Practice:** 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.



# City of Chattanooga

## FY15 Offers

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 CoStarters curriculum, which is modeled on SpringBoard, a nationally recognized business development curriculum. 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 Chamber AADP works within its network of minority businesses to help move mature companies toward certifications so they can compete for contracts on a city, state, federal, and private/corporate level. 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.

**What Difference Does the Offer Make?** As described in detail above and within our outcomes, the Chattanooga Alliance for Diverse Business Enterprise will have a measurable impact on economic growth, quality of life, and job opportunities in our community. Alliance activities will directly impact more than 900 individuals during fiscal year 2014-15, which includes at least 40 new jobs; 22 new businesses; 5 business expansions; one business acquisition; more than 100 individuals participating in business training classes, business plan development, business counseling, and loan structuring/packaging support; 500 referrals of potential customers to DBE firms; 300 DBEs as tradeshow exhibitors and workshop participants, participants in the INCubator, or attendees of Chamber hosted training or networking events; and acquisition of at least \$750,000 in contracts for African American firms. 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 at least 14% of city contracts to DBEs.

### Identify Which Desired Outcomes This Offer Impacts:

1. Increase in employment
2. Increase in new businesses created
3. More higher wage jobs

## BUDGET REQUEST

**Summary: (Please complete based on information contained in Attachment F)**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Chattanooga Alliance for Diverse Business Enterprise*	\$94,350	\$121,900	\$150,000	1.75

**\*NOTE:** The total program cost is \$216,250 and the Urban League is requesting \$150,000 from the City to support the program. Within this \$150,000 request, \$25,000 is budgeted for the Chamber Foundation’s African American Business Development Program and \$40,000 is budgeted for LAUNCH Chattanooga. Please see attached project budget for breakout of revenues and expenses.





# City of Chattanooga

## FY15 Offers

**Capital Budget Impact?** No

**Financial Offsets:** *(Please list other revenues associated with the specific program for which funding is requested)*

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

### PERFORMANCE DATA

**Measurement 1: Create at least 40 jobs through new business development and business expansion efforts in fiscal year 2014-15.**

- 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 15 new jobs.

**Historical Comparison Data?** The Urban League has established a successful track record of working with businesses: over 75 small business owners have completed our eight week business training and over 175 individuals have participated in our business resource and training workshops. In addition, the Urban League serves over 700 individuals through its employment center each year, with nearly half of these individuals (341) being placed in jobs last fiscal year. Over the last three years, LAUNCH has supported the start-up of 52 businesses, creating 84 jobs and increasing economic activity in the city: 34 of these businesses are African American-owned; 32 female-owned; and 4 of these businesses are student-owned.

**Measurement 2: Assist with the launch of at least 22 new minority, women, or veteran owned businesses in fiscal year 2014-15.**

- Sub-Outcome 2.1: The Urban League will help support the launch of at least 10 new minority, woman, or veteran owned businesses.
- Sub-Outcome 2.2: LAUNCH Chattanooga will help support the launch of at least 12 new minority, woman, or veteran owned businesses.

**Historical Comparison Data?** The Urban League has served more than 75 small business owners who have completed business training classes and over 175 individuals have participated in business resource and training workshops. The Urban League continues to provide support to these businesses as they reach new milestones. As detailed in Measurement 1, LAUNCH has assisted with the start-up of 52 businesses: 34 are African American-owned, 32 are female-owned, and 4 are student-owned. 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. On average, these types of services have resulted in an increase of household income of 17%, and have helped 50% of participants to get off of public assistance.

**Measurement 3: The Urban League will assist with the expansion of at least 5 minority, women, or veteran owned businesses in fiscal year 2014-15.**

**Historical Comparison Data?** The Urban League is currently partnering with several minority and women owned firms on relocation and expansion efforts in the M.L. King district, which has been targeted for revitalization by the city and other private funding partners. The Urban League is also working with its Alliance partners to build a database of minority- and women-owned businesses in Chattanooga and across the state, which will serve as an important tool for marketing the services of the Alliance partners and addressing the training and expansion needs of existing DBEs.



# City of Chattanooga

## FY15 Offers

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**Measurement 4: The Urban League will assist at least one minority or woman owned firm with acquisition of a successful majority-owned firm in fiscal year 2014-15.**

**Historical Comparison Data?** The Urban League is currently working on identification of potential firms that may become available for acquisition and minority or female entrepreneurs who have an interest in acquiring a business with demonstrated success.

**Measurement 5: The Urban League will serve over 100 individuals through training classes, business plan development, business counseling, and loan structuring/packaging support during fiscal year 2014-15.**

**Historical Comparison Data?** The Urban League has served more than 100 individuals in this capacity annually over the last two years and has helped DBEs apply for over \$415,000 in loan funds over the last year.

**Measurement 6: The Chamber's African American Business Development program will refer 500 potential customers to African American businesses. This will support these companies in building a larger and more inclusive customer base.**

**Historical Comparison Data?** The African American Business Development program was established in July 2012 with the hiring of a full-time director who organized an advisory board, collected data about African American companies, identified the particular challenges these businesses face, and established partnerships and programs to help address these challenges. During the first full year of operation, the program referred 200 potential customers to African American Businesses. Now that the program is fully established and has programs and partnerships in place, we will continue to build our database of African American companies and dramatically increase referrals to 500.

**Measurement 7: The Chamber's African American Business Development program will substantially engage 300 DBEs as tradeshow exhibitors and workshop participants, participants in the INCubator, or attendees of Chamber hosted training or networking events.**

**Historical Comparison Data?** Last year, the Chamber Foundation substantially engaged 205 African American companies, including 6 INCubator participants; 59 exhibitors at Diversify and the Volkswagen Supplier event; and 140 participants in the Chamber led construction seminar, Uranium Processing Facility purchasing event, etc. Next year, we will grow the Diversify event and host a number of additional contracting events to reach our goal of engaging 300 DBEs.

**Measurement 8: The Chamber's African American Business Development program will assist DBEs in winning \$750,000 in contracts with a stretch goal of assisting them in earning \$1 million in contracts.**

**Historical Comparison Data?** Last year, the Chamber Foundation assisted African American companies in winning \$360,000 in new contracts. Now that the program is more fully established, we are raising the bar with the goal of assisting DBEs in winning \$750,000 in contracts with a stretch goal of \$1 million. In addition to distributing all City of Chattanooga bid requests to the Chamber Foundation's database of African American companies and other DBEs, the African American Business Development program has established partnerships with 20 purchasing agents representing companies with a large local presence and a commitment to minority contracting. We will utilize this group for identifying and promoting other contracting opportunities to DBEs.

### **Return on Investment:**

**How do citizens benefit?** The Chattanooga Alliance for Diverse Business Enterprise will offer a significant return on investment for the City of Chattanooga by supporting at least 22 new businesses (a majority within the downtown footprint in low-income communities), 40 new jobs, 5 business expansions, one business



# City of Chattanooga

## FY15 Offers

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acquisition, business training and counseling opportunities, linkages between customers and DBEs, and loan structuring and 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 strategies to assist in the launch and growth of African American firms, the Chamber's African American Business Development Program serves as a catalyst in the creation of more and better employment opportunities, greater prosperity among Chattanooga's businesses and organic tax growth for the City's Budget. Through its programs in 2015, 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.

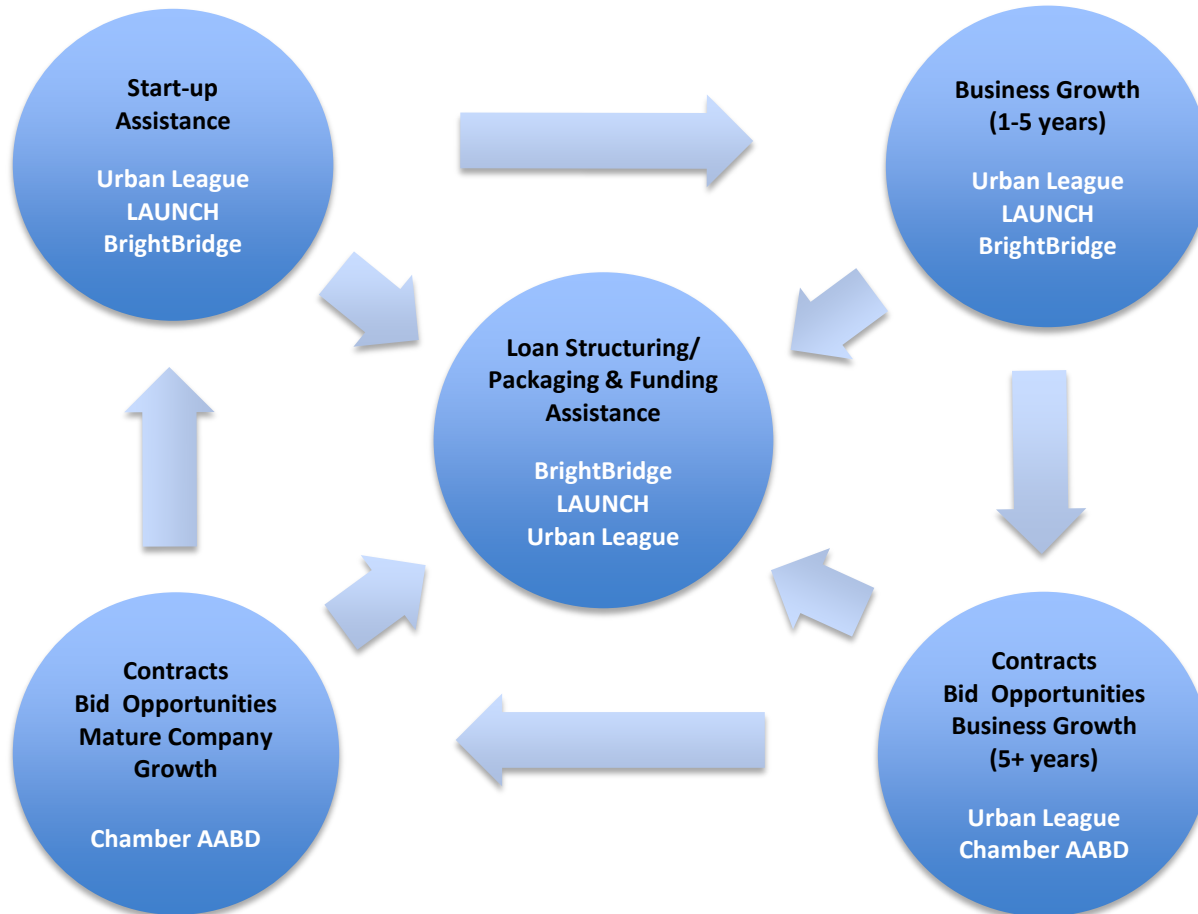
***Does this activity leverage other financial resources?*** Each Alliance partner has already established a strong track record and will leverage financial support from other funding sources to support the initiative. The Urban League will leverage support from Foundations (\$50,000); Corporations (\$20,000); and Membership Dues (\$5,000) to support the full operation of the program. In addition to the \$25,000 requested from the City as a member of the Alliance, the Chamber has submitted a request for \$75,000 from Hamilton County Government to support the Chamber Foundation's African American Business Development Program. Also, private dollars from the Chamber Foundation to support this program will leverage an additional \$66,500. The Urban League has included \$40,000 in the City request to support LAUNCH's programming. LAUNCH recognizes the need to build a sustainable and diversified funding platform to ensure continuation of its efforts. In fiscal year 2014-15, LAUNCH will leverage corporate gifts (15% of revenues); foundation grants; and individual donations to fund the remaining costs to fully operate its programming. LAUNCH has been successful with attracting funds from the Maclellan Foundation, Lyndhurst Foundation, Benwood Foundation, Johnson Foundation, and others. The BrightBridge Women's Business Center is funded by SBA and BrightBridge and, therefore, is not receiving City funding as a part of this request. However, the WBC will leverage its own resources, staffing, and access to loans and financial capital to support the initiative.

***How does this activity decrease costs over time for the City?*** By strengthening and recruiting African American businesses and other DBEs, the City will benefit from increased jobs financed by private firms, an increased tax base through business investments in local communities, and the redevelopment of commercial space in underserved communities that support these businesses. In addition, as income grows through business ownership, more individuals will be able to come off public assistance and contribute to a more stable economy. The cohesive ecosystem model will support referrals and collaboration, allowing the partners to streamline support and operate more efficiently (which will multiply the impact of services available to DBEs). The Alliance is working closely with OMA on strategic goals set by the City to increase procurement of contracts by DBE firms. By supporting the efforts of OMA and the Department of Economic & Community Development, the Alliance will help to reduce staffing resources and costs targeted toward similar strategies.

***How can this program become sustainable without City funding?*** During this first year, funding for the program will provide a pathway for diverse businesses to navigate effectively and efficiently. The result will be increased capacity and ability to be awarded construction, supplier and professional services contracts. Some services provided by partner agencies are fee-based, including business courses, loan origination, and service fees, Chamber memberships, etc. As these businesses grow, so will their ability to pay for advanced courses, training opportunities and other fee-based services. In addition, the agencies in this application continue to seek funding from private sources that also support their efforts.

# 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

Chattanooga Chamber Foundation's African American Business Development Program

BrightBridge Women's Business Center

### **Other Resources:**

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

**Attachment B: Comparative Financial Information**

**Agency Name: Urban League of Greater Chattanooga**

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

<b>Dollars provided to your organization in FY 2014 by the following entities:</b>	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	12%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)	4%	
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)	84% (other grants and donors)	
	Above percentages should total 100%	
<b>Percent of Services rendered to residents of:</b>	Estimate, if you do not now track this data.	
Chattanooga	75%	49.83%
Unincorporated Hamilton County	5%	30.22%
Hamilton County Government's (General funds)	20%	
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%	

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

### Attachment C: Program Beneficiary Statistics

**Agency Name:** Urban League of Greater Chattanooga  
**Program:** Chattanooga Alliance for Diverse Business Enterprise

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
<b>1. Unduplicated Count of Program Beneficiaries TOTAL</b>	<b>120</b>	<b>124</b>	<b>950</b>
a) Total Continuing From Previous Fiscal Year	0	24	25
b) Total New for the Year	120	100	925
c) Total Terminated During the Year	0	0	0
<b>2. Age Group TOTAL</b>	<b>120</b>	<b>124</b>	<b>950</b>
a) Infants – Under 5	0	0	0
b) Between 5 and 12	0	0	0
c) Between 13 and 17	10	10	15
d) Between 18 and 29	13	13	60
e) Between 30 and 64	87	90	355
f) 65 and over	10	11	20
g) Not Known	0	0	500
<b>3. Sex TOTAL</b>	<b>120</b>	<b>124</b>	<b>950</b>
a) Male	61	64	225
b) Female	59	60	225
c) Not Known			500
<b>4. Ethnic Background TOTAL</b>	<b>120</b>	<b>124</b>	<b>950</b>
a) White	20	18	25
b) Black	105	94	407
c) Hispanic	5	5	10
d) Asian	4	4	4
e) Other – Ethnic Minority	3	3	4
f) Not Known	0	0	500
<b>5. % Income Level TOTAL</b>	<b>120</b>	<b>124</b>	<b>950</b>
a) Below 9,999	0	0	0
b) 10,000 –19,999	0	0	0
c) 20,000 – 29,999	0	0	0
d) 30,000 and Over	0	0	0
e) Not Known	120	124	950
<b>6. Location of Residence TOTAL</b>	<b>120</b>	<b>124</b>	<b>950</b>
a) Chattanooga	106	110	935
b) Outside of Chattanooga	14	14	15
c) Not Known	0	0	0

*\*Note: These projections represent the combined program beneficiaries and impact of the Alliance partners to be funded as a part of this initiative: Urban League, LAUNCH Chattanooga, and Chamber Foundation African American Business Development Program.*

**Attachment D: Schedule of Positions, Salaries & Wages**

**Agency Name: Urban League of Greater Chattanooga**

**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	Number of Years Employed	Current – FY 2014			Projected – FY 2015		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
President and CEO	Logan, W	FT	19	52	110000	110000	52	110000	110000
Executive Assistant	Marshall, K	FT	4.25	52	40000	40000	52	40000	40000
Youth and Education Program Coordinator	Edwards, M	FT	2.5	44	55000	55000	44	55000	55000
Program Specialist	Lee, P	FT	15	44	32000	32000	44	32000	32000

Note: List all employees in order of responsibility.



**Attachment E: Major Sources of Funding for the Past Five Years**

**Agency Name: Urban League of Greater Chattanooga**

**Attachment E: Major Sources of Funding for the Past Five Years**

Program/Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Projected)
Youth and Education	TN Dept of Education	115000	159802	325000	292500	307500	307500
Health and Quality of Life	TN Dept of Health	122800	195000	280651	267488	0	0
Workforce Development	Hamilton County Government	50000	50000	50000	50000	50000	50000
Youth and Education	Comcast Foundation	15000	10000	20000	20000	15000	0
Youth and Education	Community Foundation of Greater Chattanooga	15000	20000	16425	20000	0	0
Youth and Education	UNUM Foundation	50000	50000	50000	0	0	0
Youth and Education	Lyndhurst Foundation	13000	13000	20000	0	0	0
Health and Quality of Life	Walmart Foundation	0	0	25000	0	25000	25000
Entrepreneur Center	City of Chattanooga	0	0	50000	50000	50000	
Entrepreneur Center	TVA	0	0	0	10000	10000	10000
VITA	Dept of US Treasury				55200	59000	59000
Subtotal, Major Funding Sources		380800	497802	837076	765188	516500	451500
Total, All Revenue Sources		971794	1022474	1279912	1066419	1196000	1267600

<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>	Urban League of Greater Chattanooga					
<b>CITY OF CHATTANOOGA</b>							
<b>FY 2015 Agency Funding Financial Form</b>							
<b>Account Category</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Request FY 2015</b>	<b>Incr (Decr) Request vs. FY 14 Budget</b>	<b>% Change Request vs FY 14 Budget</b>
<b>REVENUES</b>							
Contributions							
Individuals/Private	\$ 2,852	\$ 35,342	\$ 65,000	\$ 10,000	\$ 65,000	\$ 55,000	550.0%
Corporate/Organizations/Churches	\$ 16,760	\$ 35,500	\$ 15,000	\$ -	\$ 20,000	\$ 20,000	N/A
Fees/Grants from Governmental Agencies							
Federal	\$ -	\$ 57,200	\$ 57,200	\$ 60,000	\$ 59,000	\$ (1,000)	-1.7%
State	\$ 407,476	\$ 549,850	\$ 547,800	\$ 392,500	\$ 437,279	\$ 44,779	11.4%
Hamilton County	\$ 45,833	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
City of Chattanooga*	\$ 42,200	\$ 90,000	\$ 90,000	\$ 100,000	\$ 150,000	\$ 50,000	50.0%
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
United Way							
Foundations (including grants)	\$ 164,605	\$ 125,225	\$ 145,000	\$ 247,500	\$ 150,000	\$ (97,500)	-39.4%
Gross Proceeds Special Events	\$ 69,860	\$ 60,780	\$ 65,000	\$ 140,000	\$ 146,321	\$ 6,321	4.5%
Other UWs/Federations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
CFC/Designations received thru UWGC						\$ -	N/A
UWGC Program Allocation	\$ 8,497	\$ 2,661	\$ 15,000	\$ -	\$ -	\$ -	N/A
UWGC Special Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Membership Dues	\$ 9,551	\$ 13,726	\$ 11,000	\$ 31,000	\$ 50,000	\$ 19,000	61.3%
Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Governmental Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Private Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Fee for Services	\$ 162,131	\$ 113,782	\$ 100,000	\$ -	\$ 50,000	\$ 50,000	N/A
Other Program Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Sales to Public	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Investment Income	\$ -	\$ 89	\$ -	\$ -	\$ -	\$ -	N/A
Miscellaneous	\$ 1,621	\$ 98	\$ -	\$ -	\$ -	\$ -	N/A
Other Revenues (Please list separately any major item)	\$ 91,086	\$ 145,659	\$ 139,000	\$ 165,000	\$ 150,000	\$ (15,000)	-9.1%
Transfers in from other internal budgets	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
Income from Previous Year	\$ -	\$ -	\$ -	\$ -		\$ -	N/A
<b>TOTAL REVENUES</b>	<b>\$ 1,022,472</b>	<b>\$ 1,279,912</b>	<b>\$ 1,300,000</b>	<b>\$ 1,196,000</b>	<b>\$ 1,327,600</b>	<b>\$ 131,600</b>	<b>11.0%</b>
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	\$ 380,581	\$ 572,883	\$ 500,000	\$ 427,100	\$ 482,478	\$ 55,378	13.0%
Fringe Benefits						\$ -	N/A

<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>	Urban League of Greater Chattanooga						
Employee Health	\$ 66,111	\$ 56,666	\$ 68,100	\$ 71,287	\$ 55,000	\$ (16,287)	-22.8%	
Pension/Retirement	\$ -	\$ 33,000	\$ 33,000	\$ 5,000	\$ 5,000	\$ -	0.0%	
Payroll Taxes, etc.	\$ 28,729	\$ 43,898	\$ 81,000	\$ 40,134	\$ 40,000	\$ (134)	-0.3%	
Other (unemployment, life insurance, etc)	\$ 24,881	\$ 38,645	\$ 33,000	\$ 38,385	\$ 22,000	\$ (16,385)	-42.7%	
<b>Total Personnel Expenses</b>	\$ 500,302	\$ 745,092	\$ 715,100	\$ 581,906	\$ 604,478	\$ 22,572	3.9%	
<b>OPERATING EXPENSES</b>								
<b>Administration</b>								
Professional Fee & Contract service	\$ 246,900	\$ 156,919	\$ 210,500	\$ 275,040	\$ 338,273	\$ 63,233	23.0%	
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Travel/Transportation	\$ 42,588	\$ 42,268	\$ 55,000	\$ 50,622	\$ 50,000	\$ (622)	-1.2%	
Insurance (not employee health)	\$ 4,569	\$ 10,033	\$ 15,600	\$ 8,503	\$ 9,136	\$ 633	7.4%	
Materials & Supplies	\$ 38,252	\$ 62,024	\$ 72,800	\$ 53,151	\$ 57,110	\$ 3,959	7.4%	
Telephone, Fax, ISP	\$ 11,743	\$ 7,581	\$ 8,000	\$ 12,300	\$ 10,000	\$ (2,300)	-18.7%	
Postage and Shipping	\$ 3,374	\$ 5,839	\$ 4,500	\$ 10,286	\$ 5,000	\$ (5,286)	-51.4%	
Occupancy/Building/Utilities	\$ 51,001	\$ 67,137	\$ 60,000	\$ 25,000	\$ 60,000	\$ 35,000	140.0%	
Equipment Rental and Maintenance (including contracts)	\$ 8,888	\$ 4,981	\$ 9,000	\$ 6,500	\$ 6,984	\$ 484	7.4%	
Outside Printing, Art Work, etc.	\$ 178	\$ 9,617	\$ 3,000	\$ 9,000	\$ 3,000	\$ (6,000)	-66.7%	
Conferences, Conventions, etc.	\$ 5,540	\$ 17,588	\$ 7,500	\$ 10,000	\$ 10,000	\$ -	0.0%	
Special Assistance to Individuals	\$ 113	\$ 10,120	\$ 11,000	\$ 4,160	\$ 4,470	\$ 310	7.5%	
National Dues/Support Payments	\$ 13,655	\$ 11,800	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%	
Organization Dues (other than above)	\$ 3,497	\$ -	\$ -	\$ 2,000	\$ -	\$ (2,000)	-100.0%	
Awards and Grants (incl. City Sub-Awards)*	\$ 64	\$ 34,298	\$ 35,000	\$ 3,917	\$ 103,042	\$ 99,126	2531.0%	
Fund Raising/Self-Support Activities	\$ 23,872	\$ 16,849	\$ 35,000	\$ 15,000	\$ 18,809	\$ 3,809	25.4%	
Miscellaneous	\$ -	\$ 4,429	\$ 3,000	\$ 6,550	\$ -	\$ (6,550)	-100.0%	
Equipment Purchases (incl. capital expenses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Depreciation	\$ 11,661	\$ 24,698	\$ 25,000	\$ 24,698	\$ 24,698	\$ -	0.0%	
Other Expenses (Please list separately any major item)	\$ 45,045	\$ 34,049	\$ -	\$ 54,725	\$ -	\$ (54,725)	-100.0%	
					\$ -	\$ -	N/A	
<b>Operating Expenses Total</b>	\$ 510,940	\$ 520,230	\$ 564,900	\$ 581,451	\$ 710,522	\$ 129,071	22.2%	
<b>TOTAL OPERATIONS</b>	\$ 1,011,242	\$ 1,265,322	\$ 1,280,000	\$ 1,163,357	\$ 1,315,000	\$ 151,643	13.0%	
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ 11,230	\$ 14,590	\$ 20,000	\$ 32,643	\$ 12,600	\$ (20,043)	-61.4%	

**\*NOTE:** The City of Chattanooga request of \$150,000 includes funding for two of our Alliance partners: Chamber Foundation African American Business Development Program (\$25,000) and LAUNCH Chattanooga (\$40,000). The Urban League's actual direct funding from the City to support operation of the program is \$85,000.

**URBAN LEAGUE OF GREATER CHATTANOOGA INC  
CHATTANOOGA ALLIANCE FOR DIVERSE BUSINESS ENTERPRISE  
2014-2015**

Projected Funds

Total Project Funds	\$	225,000.00
Revenue Sources:		
City of Chattanooga	\$	150,000.00
Funding Source - Foundations	\$	50,000.00
Funding Source - Corporations	\$	20,000.00
Funding Source - Membership Dues	\$	5,000.00

Projected Expenditures

Salaries and Wages	\$	79,500.00
Program Director <sup>1</sup>		45000.00
Program Assistant		22500.00
Program Interns (2)		12000.00
Benefits and Taxes (22%)		14850.00
Sub Award Grants <sup>5</sup>	\$	65,000.00
Professional Fees	\$	20,000.00
External Consultants and / or Professionals		20000.00
Telephone		1500.00
Supplies	\$	6,250.00
Co Starter Curriculum <sup>2</sup>		1575.00
Office Supplies		2750.00
Other Non Personnel Expense		1925.00
Specific Assistance to Participants <sup>3</sup>		3050.00
Occupancy <sup>4</sup>		3600.00
Leasehold Improvements		0.00
Office Furniture		0.00
Copier		0.00
Indirect (15% Approved Rate)		<u>22500.00</u>
Total Program Cost	\$	216,250.00
Change in Net Assets (Net)		8750.00

**ASSUMPTIONS:**

- 1) Program Director (FTE) at 40 hours per wk
- 2) Co Starter Curriculum includes a total of 45 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 \$40,000 allocation to Launch and \$25,000 allocation to Chattanooga Chamber of Commerce





# City of Chattanooga

## FY15 Offers

### OFFERSUMMARY

Offer Name:	<b>YFD Complexes</b>	Department	
Offer Number:	<b>Offer Two (2)</b>	Offer Rank:	<b>3</b>
Lead Department:	<b>Youth and Family Development</b>	Collaboration:	<b>Y ___ N_X ___</b>
Administrator:	<b>Lurone Jennings</b>		
Offer Cost:	<b>1,663,282</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The Economic Impact in dollars that Champions Club Tennis and Summit and Warner Park/Frost Stadium Complexes reported for FY13 total was \$11,717,000 (Champions; \$1,450,000 & Summit and Warner Park/Frost Stadium \$11, 717,00). Resulting in 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.

Providing ball fields and tennis courts in communities where our citizens live provides the opportunities for; youth to participated in sports leagues in walking distance to their homes and provide opportunities for citizens to volunteer as coaches, mentors and caring adults attending games to support the youth who live in their communities.



# City of Chattanooga

## FY15 Offers

**The Champion Club Tennis Complex** features 26 hard courts, a two story, 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.

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. 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.

**Summit and Warner Park Softball Complexes** are the state of the art playing facilities and extra amenities has returned Chattanooga as a national softball tournament destination, venues 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.

**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, 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. 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.

### Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts

#### Champions' Club

**Growing Economy** – Host Tennis Events that attract visitors to Chattanooga to create a local economic impact

**Safer Streets** – Host Tennis Events to citizens of Chattanooga to provide healthy and positive opportunities through sport

**Smarter Students, Stronger Families** – Introduce the wonderful game of tennis to citizens of Chattanooga to provide a life-long avenue of physical, mental and spiritual health.



# City of Chattanooga

## FY15 Offers

### Ball Fields

**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.

1. **Economic Benefits;** Revenue generated by local, state and national tournaments, self-supporting programs and increase tourism.
2. **Community Benefits;** Team Sports connect families, support youth leagues, and enhance ethnic and culture understanding, harmony and tolerance.
3. **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.

### BUDGET REQUEST

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Youth and Family Development	1,086,338	576,944	1,663,282	100%	21
				0%	
Total	1,0868 6,338	576,944	1,663,282	100%	21

**\*Amounts MUST agree with co l ollaborating Department totals for this offer**

**Capital Budget Impact?** X Yes      No \$8,282,400 Amount

**\*Please prepare and attach Ca p apital Budget Request Form**

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

Name	Amount
Champion's Club Collections/Revenues	Approximately \$44,000.00



# City of Chattanooga

## FY15 Offers

Summit Ball fields Collections or Revenues	Approximately \$49,000.00
Warner Park and Frost Ball fields Collections/Revenues	Approximately \$60,500.00
Greater Chattanooga Sports Committee	Per Event As Needed
Local Tennis Facilities ( Baylor School etc )	Per Event As Needed
Local Foundations ( Hamico )	Per Event As Needed
Tennis Associations ( USTA, STA, TTA, CTA )	Per Event As Needed

### PERFORMANCE DATA

#### Measurement 1: Economic impact in dollars

FY2012	FY2013	FY2014	FY2015 Target
8846300	11717000	11928400	12267000

#### Measurement 2: Number of local, state and national events.

FY2012	FY2013	FY2014	FY2015 Target
Approx 75	Approx 70	Approx 75	Approx 75

#### Measurement 3: Youth and Adult Leagues and Lessons Attendance (New Measurement)

FY2012	FY2013	FY2014	FY2015 Target
			10000

### Champions' Club

#### *How do citizens benefit?*

- 1) Economic impact of out of town visitors spending locally
- 2) Opportunity to participate in professionally organized tennis events year round
- 3) Opportunity for families to learn a wonderful life-long sport. Citizens are offered the opportunity to
  - A) Learn to play tennis
  - B) Learn to officiate tennis
  - C) Learn to teach tennis

#### ***Does this activity leverage other financial resources? STRATEGIC PARTNERSHIPS HAVE BEEN FORMED FOR :***

- 1) Use of other local facilities to host events (i.e. use of indoor tennis courts )





# City of Chattanooga

## FY15 Offers

- 2) Volunteer support to host events ( Chattanooga Tennis Association )
- 3) Expertise to attract bids ( Greater Chattanooga Sports Committee )
- 4) Foundation support ( Hamico Foundation, Chattanooga Foundation )
- 5) Tennis expertise ( Grants from the United States Tennis Association )
- 6) Tennis expertise ( Grants from the Southern Tennis Association )
- 7) Tennis expertise ( Grants from the Tennessee Tennis Association )

***How does this decrease costs over time? OVER TIME ENHANCING PARTNERSHIPS AND RELATIONSHIPS WILL DECREASE COSTS***

### **Ball Fields**

#### **Return on Investment:**

***How do citizens benefit?*** 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.

#### ***Does this activity leverage other financial resources?***

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".

***How does this decrease costs over time?***Over time enhancing partnerships and relationships will decrease costs and increase in the number of state and national tournaments hosted in Chattanooga.

#### **Return on Investment:**

#### **How do citizens benefit?**

**1). 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.

**2). 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.

***Does this activity leverage other financial resources?*** In addition to bringing direct tourism



# City of Chattanooga

## FY15 Offers

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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.

**How does this decrease costs over time?** Over time enhancing partnerships and relationships will decrease costs and increase in the number of state and national tournaments hosted in Chattanooga.



## OFFER SUMMARY

Offer Name:	<b>Civic Facilities</b>	Department	
Offer Number:	<b>3</b>	Offer Rank:	<b>1</b>
Lead		Collaboration	
Department:	<b>General Services</b>		: <b>Y ___ N__X__</b>
Administrator:	<b>Cary Bohannon</b>		
Offer Cost:	<b>\$1,652,433</b>	Primary Results Area:	<b>Growing Economy</b>

## RESULTS AREA

- **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
- **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
- **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
- **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
- **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
- **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

## DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Civic Facilities falls under 2 categories in the Mayoral plan. Both High Performing Government through "Sound Operations", "Resource Management", and "Outstanding Customer Service" and Growing Economy as "A place to live" Civic Facilities has undergone a restructuring in this last year of its policies and procedures and staffing. We enter the new year leaner than in the past 10 years. Cutting one management level and one crew level staffing will increase the efficiency of personnel already in place. Moving the current custodial personnel to a city wide department will also help the bottom line and allow for more overlap and better resource management. Operations required an additional adjustment with the change in personnel to adding system to maintenance contracts. Currently the 90 plus year old building require a good bit of daily care however focus this year has been to repair system, we already have in place in order to keep the building functional. Moving forward into next year we look to improve efficiency in lighting and HVAC by replacing with more energy efficient equipment and furnishings. LED lighting and Variable Frequency Controlled motors will better serve the facility needs long term. While some can be done on a per need basis the department administration has a plan to proceed from a capital budget side.

From a Growing Economy perspective, Civic Facilities has served as the hub of the Performing Arts in Chattanooga for 90 + Years. It is a venue for local and occasional outside entertainment. Bound by restrictions of the city and limited funding, we serve the local population by having school shows to enrich the areas educational base, fund raising benefits for area non-profits, home to the Chattanooga Symphony (our major client) and a home for almost all area Graduations. Simple goals for this year included repair lighting



and plumbing to accommodate occupancy, A determination on actual days of usage, an Improved website for better communication to the public, and restructuring to meet with new city administration.

Here is some initial economic data for FY14 Q1-3.

We generate nearly \$5-9 million in local economic impact and \$900,000+ in projected city revenues.

- We provide 100+ jobs to outside contractors and over \$400,000 in work for local businesses including security, stagehands, etc.
- We estimate \$200,000+ sales tax revenues generated for the full year.
- Our \$1.6 million operating budget maintains not one but three historic venues, one of which was once nearly lost to decay and disrepair as a privately-owned building
- With \$800,000 in city revenues, these three venues provide more revenue than any other city entity, including the Coolidge Park Carousel, Champions Club, Swimming Pools, Recreation Centers, Ball fields, Skateboard Park, etc.
- We serve over 200,000 patrons a year with the finest in entertainment and cultural events such as full-scale Broadway and theatrical productions, music concerts, comedy shows, as well as community events.
- We provide low-cost opportunities for over 30,000 students from Hamilton County Schools and surrounding counties to experience education through the arts at our three venues

## ECONOMIC IMPACT DATA

### ATTENDANCE

- General Audiences 200,000 average per year
- School Show Audiences Over 30,000 students average per year

### REVENUES (Year-to-Date)

- Rents \$127,950.00
- Ticket Sales \$1,249,455.75
- Preservation Fee \$88,278.50
- Box Office Fee \$12,840.00
- Credit Card Fees \$88,300 (projected annual)
- Merchandise \$10,040.66

### JOBS, LOCAL BUSINESS CONTRACTS, & GOVERNMENT REVENUE

**100 + jobs** provided at the three venues by outside contractors and local businesses including: Concessionaires, Security, and I.A.T.S.E. stagehands

**\$400,000 per year in work contracted with local businesses**

- Concessions \$36,260.04
- Axis Security contract \$65,446.05
- I.A.T.S.E. stagehands contract \$93,075.67

### ANNUAL OPERATING BUDGET

**\$1.6 million** to operate not one but three venues: Tivoli Theatre, Soldiers and Sailors Memorial Auditorium, and Robert Kirk Walker Community Theatre

### ANNUAL REVENUE TO THE CITY OF CHATTANOOGA

**\$900,000+** in annual revenue and these three venues bring in more revenue than any other city entity, examples: Champion's Club (\$47,900), Ball fields (\$144,000), Skateboard Park (\$26,300), Coolidge Park Carousel (\$84,800), Swimming Pools (\$101,100), and Recreation Centers (\$73,000).

**Estimated Sales Tax on Ticket Sales Alone: \$115,574.66**





## **LOCAL ECONOMIC IMPACT TO THE GREATER CHATTANOOGA AREA**

**\$3.9 million** estimated economic impact, using the UTC's industry standard multiplier

### ***Residual Economic Impact includes***

- *Preservation and electronic ticketing fees*
- *Concessions Sales (only 30% of sales go to City)*
- *Merchandise (only 10% to 25% go to the city)*
- *Parking*
- *Downtown Dining*
- *Hotel Occupancy*
- *Sales tax*

### **Broadway Tour Launches**

**\$1 million** estimated economic impact, using the industry standard multiplier for both Beauty & The Beast and The West Side Story

Recently including Beauty & the Beast and The West Side Story) bring in their own concentrated local economic impact as cast and crew locate to the city for two-three weeks to build, rehearse, and launch their national tours from here.

## **TOTAL ECONOMIC IMPACT \$5-9 million this year**

### ***Civic Facilities Mission***

*To maintain and operate city owned assembly buildings providing for entertainment and educational services to this community, adding value to the overall atmosphere and economic development of the city and region.*

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.

### **Goals & Objectives:**

#### **Goals**

- *Provide safe and secure venues with quality programs and productions for all Chattanooga'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.*



	Total Events Days	Local	Educational	Diversity	Religious
FY 2013	278	189 67.7%	46 16.5%	32 11.5%	39 14.0%
FY 2014 (projected)	322	232 72%	50 15.5%	68 21.1%	63 19.6%

**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.

**Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Currently we are asking for the complete offer to be funded, as well as Capital request to enable a more profitable future. Saving from HVAC and electrical upgrades will show in year +2 and impact the budget significantly.

**BUDGET REQUEST**

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Civic Facilities	721,360.66	864,868	1,652,433	100%	13

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

**Capital Budget Impact?      Yes      No      \$Amount**

*\*Please prepare and attach Capital Budget Request Form*

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

Name	Amount
Total Show revenue	\$950,000.00
Concessions Revenue	\$50,000.00

**PERFORMANCE DATA**

**Measure for Bench Marking:**

Our bench marking is based on Number of shows, attendance and overall revenue. Per city code, we are not allowed to risk taxpayer dollars, so programs have not been our focus. Our focus is to invite promoters and local renters to do events. Good customer service and workable venues are keys to our success. Program grants are often not an option to government facilities unless they are Historical Preservation or Energy Conservation based. We currently are looking at both of these areas and have started the conversation with the Foxx Theater in Atlanta. They are however waiting to see what the city will do with the venues be for committing to any arrangements with us.



	Low	(previous) High:	2012-13	Goal:
<b>Income:</b>	\$ 696,880.00	\$ 1,300.000	929,201.92	1,000,000.00 or better
<b>Number of usage days:</b>	256	280	278	320 or better
<b>Ticket sales:</b>	2,006,266.40	3,441,067.13	2,459,013.41	3.200,000.00 or better
<b>Attendance:</b>	84,709	142,355	191,933	200,000 or better
<b>Rent</b>	198.682.00	283,378	305,399.00	280,000.00 or better
<b>Preservation fee</b>	74,053.00	152,500.00	157,028.00	100,000.00 or better
<b>Concessions</b>	36,880.00	97,900	56,791.28	65,000.00 or better

**Measurement 1: Gross Revenues**

Gross Revenues are on an upward trend. Gross revenue shows less dependence on the city for monies, it shows a level of success that affects the overall economic impact to the city and jobs.

FY2012	FY2013	FY2014	FY2015 Target
764,535.96	832,466.96	924,000.00	1,000,000.00

**Measurement 2: Concessions** We are working currently with concessions to add new inventory / offerings for multi day events to give patron a choice in food. We have started allowing food and drink inside the facility to increase sales. To date Alcohol sale are up sharply to almost double. Concessions sales have remained the same.

FY2012	FY2013	FY2014	FY2015 Target
36,880.00	54,840.00	65,000.00	72,000.00

**Measurement 3: Days usage**

More days of usage translates to more potential revenue via rents concession and ticket sales. We are advertising in trade magazines and working with promoters to expand our visibility. The new website is helping considerably.

FY2012	FY2013	FY2014	FY2015 Target
264	279	322	350

**Return on Investment:**

**How do citizens benefit?** It gives the general population somewhere to meet or produce an event. It enhances the city by providing a verity of events and adding diversity, It provides jobs. It makes it a well-rounded and inviting community to live in.

**Does this activity leverage other financial resources?** Currently no, but we intend to develop both sponsorships and grant funding for events in the future. In the short term we, will be looking into programing



for the exhibit hall for children's and historical displays/programs. This can enhance the city's appeal and educational value. Long term we look to develop more substantial relationship with area industry like Coca cola, Alcohol vendors, caterers for sponsorship and branding opportunities.

**How does this decrease costs over time?** By generating more self-staining revenue and pulling the burden off the city to provide this service. Upgrading technology will create a worthwhile asset to the community and make for a more efficient the ongoing cost will be realized within +2 years. Increasing the number of event helps by adding more income to the bottom line.

**Could Civic Facilities be outsourced?** History shows when the Tivoli Theatre was privately-owned, this historic treasure was nearly lost to decay, it was then that the City of Chattanooga stepped in and purchased the property through public-private partnership and state funding. Since then, the Tivoli Theatre, Soldiers and Sailors Memorial Auditorium, and most recently, the newly renovated and reopened Robert Kirk Walker Community Theatre are protected under the National Register of Historic Places and have received a number of renovations and upgrades through public-private funding. Under the City of Chattanooga's management, the year prior to the recent economic recession showed that the City of Chattanooga's Civic Facilities saw their best year ever measured by rentals, revenues, and attendance. During the recession, however, Chattanooga, like other mid-level theater markets across the country, did see a decline in business. Since 2012, Civic Facilities has been building back from the recession with a steady increase in rentals and unique revenue-building opportunities for our city such as an increasing number of national Broadway tour builds and launches and Eric Church's sold-out live music video taping at the Tivoli Theatre in fall 2012. The City of Chattanooga also offers discounts to non-profit organizations, increasing access to the city's historic venues for a diverse array of educational opportunities, special events, and fundraisers.

**Diversity?** Civic Facilities are rental facilities available to any individual, group, or promoter who pays the rental fees as outlined by City Council, and signs a contract/rental agreement for use of the facilities. For over 90 years, Civic Facilities has served as the hub of the Performing Arts in Chattanooga. Civic Facilities serves over 200,000 patrons annually with the finest in entertainment and cultural events such as full-scale Broadway and theatrical productions, music concerts, comedy shows, as well as community events. Civic Facilities provides low-cost opportunities for over 30,000 students from Hamilton County and surrounding counties to experience education through the arts at the city's three venues. . For many of these students, this is their first time visiting a fine performance venue like the Tivoli Theatre to experience symphony music or a science stage show.

**Economic impact - Source for Multiplier Effect?** According to data from UT—Chattanooga, local spending affects the local economy—"For each \$1.00 spent on a project or event, \$2.75 is generated." (The article detailing the multiplier effect resulting from the work of Chattanooga Neighborhood Enterprise (CNE), researchers at the University of Tennessee at Chattanooga used a multiplier of 1.65. Based on other community and regional economic impact studies that have applied multipliers from as small as 1.35 to as large as 4.0, as well as similar economic studies in the Chattanooga area that have used the 1.65 multiplier, according to Federal Reserve Bank of Atlanta Economist, Mark Rogers, the multiplier is considered reasonable for a metropolitan economy the size of Chattanooga.

—as reported by Voice Magazine for Women - June 2010 ([www.voicemagazineforwomen.com](http://www.voicemagazineforwomen.com))  
Tivoli Theatre to experience symphony music or a science stage show.





# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name: **Economic Development - Business Development Fund**

Offer Number: **16**      Department: \_\_\_\_\_  
 Offer Rank: \_\_\_\_\_

Lead Department: **Economic Community Development**      Collaboration: **Y\_X\_\_ N\_\_**

Administrator: **Donna Williams**

Offer Cost: **\$1,000,000**      Primary Results Area: **Growing Economy**

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:**

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.

**Business Development Fund**

In order to incent hiring and relocation to Chattanooga this offer creates the Chattanooga Business Development Fund to provide cash grants to companies moving to Chattanooga. These grants may be provided for significant corporate headquarters or technology firm relocation. This fund will allow the City to support middle and larger market companies looking to expand or relocate in the City of Chattanooga. This offer will also significantly increase the amount of property tax generated in underutilized commercial districts.



# City of Chattanooga

## FY15 Offers

**Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Increase in employment
2. Increase in new business created
3. Increase the sense of safety in the City
4. Increase awareness of existing employment opportunities
5. Reduce the number of blighted properties in the City

### BUDGET REQUEST

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

Economic Development Initiative	Personnel	Operations	Total	Percent of offer	FTE
Business Development Fund		\$ 1,000,000.00	\$ 1,000,000.00	100	
<b>Total:</b>		\$ 1,000,000.00	\$ 1,000,000.00	100%	0

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

Capital Budget Impact? Yes     No    \$Amount

*\*Please prepare and attach Capital Budget Request Form*

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

Name	Amount

### PERFORMANCE DATA

**Measurement 1:            Unemployment rate**

FY2012	FY2013	FY2014	FY2015 Target
9.4	9.9%	8.0	7.0

**Measurement 2:            New Businesses**

FY2012	FY2013	FY2014	FY2015 Target
TBD	1631	1631	1750

**Measurement 5:            Number of Open Existing Jobs**

FY2012	FY2013	FY2014	FY2015 Target
TBD	3824	3824	4500

Many of these measurements are not currently being tracked at the City of Chattanooga level. Establishing a baseline for comparison, as well as new tracking methodologies for these data sets, will need to take place.



# City of Chattanooga

## FY15 Offers

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### **Return on Investment:**

*How do citizens benefit?* The citizens of Chattanooga will directly benefit from greater access to employment, higher wage jobs, improved access to resources to facilitate business growth and expansion, and an overall improved economy.

*Does this activity leverage other financial resources?* Through various agency relationships and other partnerships, this offer at its core leverages outside resources. Through the deployment of capital, the City will leverage resources that otherwise have been unavailable. In some cases this leverage ratio will be very pronounced. Also, through the use of strategic contract service partnerships, this offer will leverage partner resources to carry out functions in a more cost effective manner.

*How does this decrease costs over time?* The City should experience enhanced tax revenue, which should offset much of the cost of this offer over the long term. This offer should also help employ more Chattanoogaans, reducing the need for City services and support. Also, by facilitating business growth and expansion, this offer should help to improve neglected commercial corridors, reduce the need for public maintenance and associated costs due to higher instances of crime and nuisance.



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Outdoor Chattanooga Core Operations</b>	Department	
Offer Number:	<b>#5</b>	Offer Rank:	<b>8 of 12</b>
Lead Department:	<b>Economic and Community Development</b>	Collaboration:	<b>YES</b>
Administrator:	<b>Donna Williams</b>		
Offer Cost:	<b>\$521,838</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Outdoor Chattanooga is widely recognized as the center of the Chattanooga region's outdoor lifestyle. In a strategic and consistent manner, it communicates activities that promote and protect the recreational resources that are vital to the city and the region.

However, prior to Mayor Berke's inclusion of it within the department of Economic & Community Development, it was less known for the substantial impact it makes on the local economy. Its powerful brand recognition, network of both amateur and professional outdoor enthusiasts, combined with effective community and City partnerships, have been instrumental in helping to attract world-class events to Chattanooga.

Often working behind the scenes, the staff at Outdoor Chattanooga are embedded in the implementation of economic engines such as the Head of the Hooch, U.S. Pro Cycling Championships, Chattanooga Head Race, Chattanooga Waterfront Triathlon, Swim the Suck 10Mile, Open Water Masters National Championships, 3State/3Mountain Challenge, 7 Bridges Marathon, Chattajack 31, World Canine Disc Dog Championships, Children's Hospital Dragon Boat Festival and Ironman Chattanooga.

Outdoor Chattanooga is located in Coolidge Park, the destination for thousands of locals and visitors alike – whether engaged in active or passive recreation. There's no wonder that the well-designed and welcoming building serves as an attractive resource for a large number of people looking to start or widen their outdoor experiences.





# City of Chattanooga

## FY15 Offers

1) **Programs** – Various programs provide a gateway for residents and visitors to access the outdoors through free or low-cost, guided experiences. Programs are designed specifically to reduce barriers for participation, promote the region’s outdoor amenities and drive participants to other outdoor venues and businesses, as well as generate operating revenue for the department.

Collaborative programs include: Bike Chattanooga Bicycle Transit System, Driver Education Bicycle Program and Safe Routes to Schools (Dept. of Transportation), Adaptive Cycling, Paddling, Climbing (YFD – Therapeutic Recreation), canoeing, kayaking, climbing, hiking (YFD – Centers) and large public event logistics (Dept. of Public Works).

-FY 12/13, revenue for the division was \$40,000 and since Jan. 1, 2014 the division has served 485 program customers.

2) **Outdoor Visitors Center/Advocacy** – The Outdoor Chattanooga Visitors Center serves as the only brick and mortar resource for residents and visitors to access information about regional outdoor amenities and tourism destinations. The center also serves as the customer service hub for the City’s Bike Chattanooga Bicycle Transit System.

-FY 12/13, walk in visitor count was 3,360 (not including dedicated program customers).

3) **OutdoorChattanooga.com/Communications** - 180,000 unique visitors per year access 160 Web pages of content and a full calendar of the division’s programs, as well as community outdoor events. An electronic newsletter and social media enhance community presence, enabling targeted communications to thousands at very low cost to the customer.

4) **Community Event/Small Business Facilitation** – Outdoor Chattanooga is a vital connection for event planners, entrepreneurs, conservationists and community leaders to access the outdoor community. The department serves as the City liaison for large and small community events (see listing above) that generate, conservatively, \$6 million in tourism revenue, according to the Chattanooga Sports and Events Committee.

-FY 12/13, Outdoor Chattanooga co-hosted/facilitated 15 of these community events.

**Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Access to open space, **Stronger Neighborhoods**
2. Efficient and effective delivery of services, **High Performing Government**
3. Resources utilized in an effective manner w/o increasing tax load, **High Performing Government**
4. Strong recreational opportunities, **Stronger Neighborhoods**
5. Strong multimodal transportation, **Stronger Neighborhoods**

**BUDGET REQUEST**

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Programs	\$448,119	\$73,719	\$521,838	100%	7
Visitors Center/Website					
Events					
<b>Total</b>	<b>\$448,119</b>	<b>\$73,719</b>	<b>\$521,838</b>	<b>100%</b>	<b>7</b>

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

Capital Budget Impact? NO



# City of Chattanooga

## FY15 Offers

*\*Please prepare and attach Capital Budget Request Form*

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

Name	Amount
Friends of Outdoor Chattanooga (Program/Office Equip.)	\$75,000
Program Revenues	\$40,000

### PERFORMANCE DATA

#### Measurement 1: Department Program/Event Participation

FY2012	FY2013	FY2014	FY2015 Target
6956	5,326	485 (YTD)	10,000

#### Measurement 2: Website Unique Visitors

FY2012	FY2013	FY2014	FY2015 Target
112, 730	140, 659	15,841 (YTD)	200,000

#### Measurement 3: Community Program/Event Participation

FY2012	FY2013	FY2014	FY2015 Target
18,407	26,248	No large events to date	30,000

#### Return on Investment:

*How do citizens benefit?* By driving the outdoor lifestyle that defines our region through communications and activities, Outdoor Chattanooga promotes inclusion, health and wellness, and economic opportunity.

*Does this activity leverage other financial resources?* Through a strategic partnership with the Friends of Outdoor Chattanooga (501c3), Outdoor Chattanooga has successfully secured over \$2 million in federal funds and \$700,000 in additional private funding to purchase equipment, and implement programs and infrastructure from 2007 to the present. This has allowed the department to increase community participation and program revenues without increased cost to the City.

This entire division currently serves tens of thousands of citizens and visitors with an annual budget of just \$397,436, either directly or through leveraged partnerships and resources.

*How does this decrease costs over time?* By focusing resources on the Outdoor Chattanooga Visitors Center facility, the department will be able to implement new technologies, e.g. online program reservations, provide better customer service to the community and leverage volunteer labor to decrease staff costs as well as attrition in program participation.



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Public Art Chattanooga - Core</b>	Department	
Offer Number:	<b>#4</b>	Offer Rank:	<b>10 of 12</b>
Lead			
Department:	<b>Economic &amp; Community Development</b>	Collaboration:	<b>NO</b>
Administrator:	<b>Donna C. Williams</b>		
Offer Cost:	<b>\$284,945</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

**This offer will address funding the administration, outreach and strategic planning needed for Public Art Chattanooga to continue growing the local economy.**

Through community visioning and planning, Chattanooga has transformed a once dormant urban core into a thriving residential, business and tourist city center. We are now one of the nation's most livable mid-sized cities, with world-class attractions, a rich cultural scene, and an award-winning waterfront. In 2012, *Travel Industry of America* showed that Hamilton County is now the fourth largest in the state with an \$893.3 million impact of tourist spending in our hotels, attractions and restaurants. Recent revitalization efforts on the Southside and Glass Street have taken severely neglected areas and given them new life through reinvestment. They are now becoming thriving neighborhoods that embrace innovation and diversity, attract new businesses, families, and entrepreneurs and offer a variety of housing and recreation options. **Public art has played a critical role in each of these revitalization efforts. Strategically integrating public art into our city has contributed to its distinct sense of place, its livability and its economic health.**<sup>1</sup>

<sup>1</sup> *American Planning Association Briefing Papers: How Cities Use Parks for Economic Development* "a community's arts and culture assets are an important element of economic & workforce development and positive quality of life"

*Knight Foundation: Soul of the City Initiative:* "the aesthetics of a place--its art, parks, welcomeness--are a high driver of people being attached to their community"



# City of Chattanooga

## FY15 Offers

### BACKGROUND:

Established as a Division of the City of Chattanooga in 2006, Public Art Chattanooga (PAC) has been committed to creating a vibrant, livable and safe city by connecting people and place through public art. Currently, PAC is managed by only two part-time staff and overseen by a 15-member committee of community volunteers appointed by the Mayor. PAC manages a first-rate permanent public art collection of **146 works of art valued at over \$13 million dollars, for which only 2% were purchased with city funds. Ongoing maintenance and care is required for these incredible assets.**

In addition, PAC programs many temporary rotating exhibitions throughout the city that **add value and interest to Chattanooga's core and its neighborhoods** including: Brainerd, Belvoir, East Chattanooga, Jefferson Heights, Hixson, MLKing, North Shore and St . Elmo. Different from any other cultural asset in our city, public art is free and accessible to everyone 24 hours a day, 7 days a week. In an article written by Mayor Andy Berke, he says that " public art and creative activities improve the quality of life in our neighborhoods. Chattanooga's reputation as an artist-friendly community also draws tourism and boosts our local economy."<sup>2</sup> Many sites for public art are in public parks. There are 46 works of public art placed throughout 14 of the city of Chattanooga's 84 public parks. 14 of these have 46 works of public art placed in them. **Market values for sites near these enhanced parks has increased, underscoring findings that parks add 15 percent to the value of a dwelling located within 500 feet of parks.<sup>3</sup> In addition, public art signals that care has been spent on a space which reduces feelings of danger and a real reduction of crime , violence and negative behavior.<sup>4</sup>**

### PROGRAM OVERVIEW:

**Our programs address all 6 of the Mayor's results areas. Project highlights include:**

**21st Century Waterfront:** A 1.2 million dollar investment in 3 public art projects created new community spaces, new visual icons for our city and added value to our parks, all of which have a economic impact as destinations for residents and tourists. Not including daily visitation, the estimated audience for these art works with special events like Riverbend, Three Sisters, Head of the Hooch, Ironman and Southern Brewers Festival is 688,000.<sup>5</sup> Daily traffic counts in this district are estimated at 14,000.<sup>6</sup>

**Results area:** Growing Economy, Safer Streets, Stronger Neighborhoods, Innovation

**Biennial Exhibition:** Since 2005, every two years, this national juried exhibition places art work along First Street, Renaissance Park, and other public spaces. This program has been used as a model for other cities. Through traffic counts at key intersections where public art is located, daily estimated audience is 35,000.<sup>7</sup>

**Results area:** Growing Economy, Safer Streets, Stronger Neighborhoods.

**The Main Terrain:** Once a blighted tract of city property, this innovative and award-winning <sup>8</sup>park combines iconic public art, neighborhood green space, physical activity, a pedestrian connector, and functions as a storm water management site that infiltrates approximately 285,000 gallons per month.

**Results area:** Growing Economy, Safer Streets, Stronger Neighborhoods, High Performing Government, Smarter Students/Stronger Families, Innovation.

**Art on Main:** Integrating public art in revitalizing Main Street was an innovative and critical tool in transforming this blighted area into a vital neighborhood. Streets feel safer, cars slow down, new businesses are emerging and thriving, sidewalks are more attractive and pedestrian friendly. Daily traffic counts alone for this district are 14,000. Public art is a signature for this distinct neighborhood that attracts new business and talent.

**Results area:** Growing Economy, Safer Streets, Stronger Neighborhoods.

<sup>2</sup> *Writing the Next Chapter for Local Arts*, by Mayor Andy Berke, Chattanooga Pulse, August 22, 2013

<sup>3</sup> Based on over 30 studies conducted by Trust for Public Land

<sup>4</sup> *Public Art: A Vehicle for Crime Reduction* | Partners for Liveable Cities, December 2010

<sup>5</sup> Public Art Chattanooga Audience Estimate report 2014

<sup>6</sup> Public Art Chattanooga Audience Estimate report : TDOT Annual Average Daily Traffic (AADT) 2012

<sup>7</sup> Public Art Chattanooga Audience Estimate report: TDOT Annual Daily Traffic (AADT) 2012

<sup>8</sup> *2013 Tennessee Parks and Recreation 4 Star State Award* (highest state award best new facility) *2013 Award of Merit in the category of Natural Resource Conservation-Sustainable Design*, presented by the Tennessee Chapter of the American Society of Landscape Architects.





# City of Chattanooga

## FY15 Offers

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**Art in the Neighborhoods:** PAC works with neighborhood associations in and helps them place art in their communities. We have worked with 8 diverse communities that range from St Elmo to Brainerd Hills to Hixson. Citizens have a deep sense of community pride and investment in these projects since they are involved in the entire process. In the last two years, volunteers have committed over 500 hours of their time to these projects. Art in the Neighborhoods converts and beautifies land, connects people, and creates neighborhood identity and community gateways.

**Results Area:** Growing Economy, Safer Streets, Stronger Neighborhoods, Smarter Students/Stronger Families.

**Glass Street:** PAC has administered 3 projects in this neighborhood. RiseUp community Ladder project involved over 244 citizens and transformed a blighted parcel through a massive art installation of citizen-donated ladders ; as part of streetscaping improvements, 5 artist designed benches installed along sidewalks provide interest and a place to sit; 3 artist designed bus shelter wraps (coming in 2014) add neighborhood identity and color to residents' daily commute. Over 30 volunteers assisted with art selection and project planning.

**Results area:** Growing Economy, Safer Streets, Stronger Neighborhoods.

### Chattanooga's Public Art Program is a Model:

In 2003 a city-wide community visioning and strategic plan for public art was conducted. The plan allowed us to create a program which is regarded as a successful model throughout the region. A wide variety of delegations of planners, arts professionals and leaders from other cities have visited Chattanooga and met with our public art staff and committee to learn how we have integrated public art into the revitalization efforts of our community. Delegations include: Atlanta, GA; Lexington, KY; Johnson City, TN; Kingsport, TN, Woodstock, GA; and Owensboro, KY. **Funding this offer would allow us to conduct a new strategic plan and would enable us to build for future success, provide a mechanism for citizen involvement and help define clear and measurable goals.**

### Leveraging Private Support & Partnerships:

Due to small city investment and a staff of only 2 part-time employees, PAC has relied on building strong partnerships with neighborhoods, organizations and raising funds from the private sector in order to implement projects. Since its inception in 2006, PAC has raised over 2.6 million dollars from local foundations, over \$680,000 from other sources, and \$250,000 from federal funds. **In the last two years, PAC has leveraged over \$670,000 in non-city funds. We currently have 1.5 million dollars in grants committed towards future public art projects at South Chickamauga Greenway and the Tennessee Riverwalk Extension.** Some partners include: **Funding Partners :** The Benwood Foundation, The Lyndhurst Foundation, Hamilton County, Arts Build, National Endowment for the Arts & Neighborhood Associations; **8 Neighborhood Associations;** **12 Partners representing the business and non-profit sectors;** **Public Art Committee:** This group of 13 citizens appointed by the Mayor act as a board and volunteer their time and expertise to set policy, select artwork, and work with staff. Over the last 2 years, this dedicated group committed over 120 hours of their time and expertise to public art.

### What Funding this Offer Will Do:

While we have been successful in leveraging private funds for the public art program, resources are limited and not guaranteed. A larger financial commitment from the City would:

- Align Chattanooga's public art program with **national standards** for staffing and administration<sup>9</sup>;
- Enable the City's public art program to have the **staff capacity to serve** the Chattanooga community and respond to the many requests we receive for public art projects;
- Ensure **continued care** for Chattanooga's first-rate permanent collection (maintenance and conservation)
- Engage the public and gather demographic data through **community planning** (the last public art plan was in 2003);
- Engage and **educate** the public about public art through updated website, outreach efforts and marketing;
- Continue to position Chattanooga as an **innovator and leader in place making**;
- Continue to enhance , **add market value and safety** of our neighborhoods and public spaces that attract new businesses and talent.

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<sup>9</sup> Americans for the Arts study in 2009 cited municipal public art programs of mid-sized cities have an average staff of 2+ public art professionals with the use of consultants, and an average annual budget of \$330K.



# City of Chattanooga

## FY15 Offers

### Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

1. Increase employment and higher wage jobs. This offer will advance Chattanooga's signature sense of place and quality of life that grows the economy by attracting new workforce and talent, tourists, conventions and those who chose to live, work and play here, **Growing Economy**
2. Increase new businesses created. This offer will support the advancement of Chattanooga's "intangibles" and quality of life by attracting new businesses that choose to locate here, such as Volkswagen who cited the "intangibles" as one of the many reasons they chose Chattanooga to locate their business, **Growing Economy**
3. Increase a sense of safety and trust. This offer will diminish blight, add lighting, landscaping, create activity and "eyes and feet on the streets", **Stronger Neighborhoods**
4. Create more connected neighborhoods. This offer will create neighborhood gateways, neighborhood identity and increased market value. Foster community pride by involving the neighborhoods in the process, **Stronger Neighborhoods**
5. Increase citizen satisfaction. This offer will increase capacity to engage citizens in the planning process. Improve capacity of staff being able to respond to public art project requests from citizens and partners. Create a mechanism for collecting data and citizen engagement, **High-performing Government**

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Art Chattanooga	\$162,195	\$122,750	\$284,945	0%	2
				0%	
<b>Total</b>	<b>\$162,195</b>	<b>\$122,750</b>	<b>\$284,945</b>	<b>0%</b>	<b>2</b>

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

**Capital Budget Impact? Yes \$100,000 Amount**

*\*Please prepare and attach Capital Budget Request Form*

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

Name	Amount
Lyndhurst Foundation (for a strategic plan)	20,000
Benwood Foundation (for a strategic plan)	15,000



# City of Chattanooga

## FY15 Offers

### PERFORMANCE DATA

#### Measurement 1: Citizen Participation (measured by # of volunteers through programs and planning)

FY2012	FY2013	FY2014	FY2015 Target
91	360	600	1000

#### Measurement 2: Local Economic Impact: dollars spent on local vendors

FY2012	FY2013	FY2014	FY2015 Target
\$115,700	\$124,460	\$125,000	\$130,000

#### Measurement 3: Number of Placemaking Initiatives

FY2012	FY2013	FY2014	FY2015 Target
9	10	12	14

#### Return on Investment:

- It will ensure continued maintenance and marketing of Chattanooga's first-rate permanent collection, a city asset valued at over 13 million dollars
- A community-wide plan will allow the program to be strategic and equitable so that all neighborhoods can benefit from the positive impact of public art including, added market value, reduction of blight and increased safety.

#### *How do citizens benefit?*

- Public art is a vehicle that attracts businesses, tourists and talent, which drives local economy.
- The market values of property near parks with public art increases.
- Investment in improving neighborhoods results in safer public spaces and community pride and identity.
- Quality of life is improved for all by enhancing the spaces in which we live work and play.

#### Does this activity leverage other financial resources? Yes.

- Since its inception in 2006, PAC has raised over 2.6 million dollars from local foundations, over \$680,000 from other sources, \$600,000 in city funds, and \$250,000 from federal funds.
- In the last two years, PAC has leveraged over \$670,000 in non-city funds.
- We have 1.5 million dollars in grants committed towards public art projects to be implemented at South Chickamauga Greenway and the Tennessee Riverwalk Extension.
- We have been approached to implement public art projects for Center City and MLK districts and anticipate private support for those projects.

#### *How does this decrease costs over time?*

- As market values increase due to added value and enhancement with public art, tax base revenue will increase.
- Partnerships leveraged will enable us to share resources, which will lower costs incurred by the City.
- Improving blighted areas will prevent vandalism, negative behaviors and costs associated with managing those behaviors



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Renewing Chattanooga - Economic Development Division for the City of Chattanooga</b>		
	Department	Offer Rank:	
Offer Number:	<b>3</b>		
Lead			
Department:	<b>Economic Community Development</b>	Collaboration:	<b>Y_X__ N__</b>
Administrator:	<b>Donna Williams</b>		
Offer Cost:	<b>\$358,236</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** While the City of Chattanooga has experienced growth over the last several years, the economic growth of the City has not been as robust as it could be relative to peer mid-sized cities, or as accessible to all Chattanoogaans. In order to improve the economy and enhance City involvement, this offer creates the Economic Development division within the Economic and Community Development department. This division will work with all city departments as well numerous local and state agency partners and will intentionally create a local economic environment that supports our strong manufacturing base, fosters technology startup and innovation, and works to strengthen and attract businesses.

To accomplish improved economic development, we will create and staff an Economic Development division. This division will consist of the Deputy Administrator, Economic Development, an Economic Development Specialist, as well as an administrative support position. The main goals within this offer include our efforts aimed at growing and supporting the local economy, creating jobs, recruiting and retaining businesses, and fostering a local environment of innovation. To achieve these goals, the Economic Development efforts will focus on several key initiatives:





# City of Chattanooga

## FY15 Offers

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### Creating an Economic Development Division for Chattanooga

In order to better and more completely create economic development opportunities for the City of Chattanooga, the Economic Development Division will work to identify areas that need to be addressed in order to create jobs, attract the relocation of businesses, and generally improve the environment and attractiveness of Chattanooga as a destination for economic growth. The Deputy Administrator and the Economic Development Specialist will work closely with the Administrator of Economic and Community Development, the Mayor's office, the City Attorney, and all City departments to coordinate the use of incentives and other City services that are used to attract and retain businesses and jobs. This Economic Development Division will also continue to strengthen the City's partnership with the Chattanooga Area Chamber of Commerce, the State of Tennessee Department of Economic and Community Development and various other economic development partners through weekly meetings and reports.

The Deputy Administrator and the Economic Development Specialist will aggressively oversee the promotion of Chattanooga as a destination for increased economic development opportunities, and will aggressively pursue opportunities to grow Chattanooga's workforce through the enhanced recruitment of companies interested in Chattanooga. To accomplish this, the entire Economic Development staff will coordinate with the new Economic Promotion Manager (featured in a separate offer) for the City of Chattanooga to effectively coordinate recruitment efforts involving the Mayor, and facilitate visits and interactions with site consultants and companies interested in Chattanooga. We will also support the ongoing work being done through local partner agencies and groups in order to enhance the promotion of Chattanooga as a potential hub for tech and startup activity.

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### Creating a World-class Workforce

-In order to create a globally competitive workforce tailored to the specific needs of corporate partners, we will support their efforts through dedicated staff time and assistance to facilitate specific training programs such as the potential rededication of the Volkswagen academy, as well as other advanced manufacturing training programs and facilities.

-Many local businesses and firms are in need of employees with technology skills. At the same time, far too many of our citizens are left out of the digital age due to lack of knowledge and training. In order to address both issues, we will support and oversee the creation of the Chattanooga Tech Initiative consortium (featured in a separate offer) to deploy a citywide program that provides valuable and needed technology training and education needed for a more modern, competitive workforce.



# City of Chattanooga

## FY15 Offers

### Capital for Innovation

To demonstrate our commitment to innovation and to provide desperately needed startup capital, we will work to create and oversee the management of an early stage capital mechanism (featured in a separate offer) through a partnership with a local venture capital management firm.

Lastly, since Economic Development is a new division within the department, there are several administrative startup costs that are included as part of this offer. These include:

- Technology needs that will allow the Economic Development Division to effectively perform the functions of the role needed to interact in a professional manner with potential businesses and partners.
- Staffing to facilitate the work to make Chattanooga an economic development hub and to undertake and manage various Economic Development Division initiatives.
- Numerous generic office needs such as postage, supplies, printing costs, etc.

### **Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Increase in employment
2. More higher wage jobs
3. Increase in new business created
4. Increase in economic equity
5. Increase the sense of safety in the City
6. Increase awareness of existing employment opportunities
7. Increase citizen satisfaction with services
8. Reduce the number of blighted properties in the City
9. More kids computer coding

## BUDGET REQUEST

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

Economic Development Initiative	Personnel	Operations	Total	Percent of offer	FTE
Admin	\$ 258,236.00	\$ 100,000.00	\$ 358,236.00	100%	3

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

**Capital Budget Impact?** Yes     No    \$Amount

*\*Please prepare and attach Capital Budget Request Form*

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

Name	Amount



# City of Chattanooga

## FY15 Offers

### PERFORMANCE DATA

#### Measurement 1: Unemployment rate

FY2012	FY2013	FY2014	FY2015 Target
9.4	9.9%	8.0	7.0

#### Measurement 2: New Businesses

FY2012	FY2013	FY2014	FY2015 Target
TBD	1631	1631	1750

#### Measurement 3: Capital Investment

FY2012	FY2013	FY2014	FY2015 Target
\$10,000,000	\$85,690,000	\$21,700,000	\$100,000,000

#### Measurement 4: Increase in average per capita income of five lowest city zip codes

FY2012	FY2013	FY2014	FY2015 Target
TBD	\$13,395	13,395	15,000

#### Measurement 5: Number of Open Existing Jobs

FY2012	FY2013	FY2014	FY2015 Target
TBD	3824	3824	4500

Many of these measurements are not currently being tracked at the City of Chattanooga level. Establishing a baseline for comparison, as well as new tracking methodologies for these data sets, will need to take place.

#### Return on Investment:

*How do citizens benefit?* The citizens of Chattanooga will directly benefit from greater access to employment, higher wage jobs, improved access to resources to facilitate business growth and expansion, and an overall improved economy.

*Does this activity leverage other financial resources?* Through various agency relationships and other partnerships, this offer at its core leverages outside resources. Through the deployment of capital, the City will leverage resources that otherwise have been unavailable. In some cases this leverage ratio will be very pronounced. Also, through the use of strategic contract service partnerships, this offer will leverage partner resources to carry out functions in a more cost effective manner.

*How does this decrease costs over time?* The City should experience enhanced tax revenue, which should offset much of the cost of this offer over the long term. This offer should also help employ more



# City of Chattanooga

## FY15 Offers

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Chattanoogans, reducing the need for City services and support. Also, by facilitating business growth and expansion, this offer should help to improve neglected commercial corridors, reduce the need for public maintenance and associated costs due to higher instances of crime and nuisance.





# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name: Economic Development – Chattanooga Tech Initiative

Offer Number: 17 Department: \_\_\_\_\_ Offer Rank: \_\_\_\_\_

Lead Department: Economic Community Development Collaboration: Y\_X N

Administrator: Donna Williams

Offer Cost: \$400,000 Primary Results Area: Growing Economy

### RESULTS AREA

1. Safer Streets – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. Growing Economy – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. Stronger Neighborhoods – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. Smarter Students, Stronger Families – Parents and first teachers, community support, and community health.
5. High Performing Government – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. Innovation Fund – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:**

Ensuring Chattanooga’s 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 create the Chattanooga Tech Initiative which will bring City residents, technology companies and our workforce training partners together to train and reskill 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 will partner with a consortium, including Chattanooga-based employers and community- based organizations, to create the Chattanooga Tech Initiative to raise the technical skill of Chattanooga workers.

The Chattanooga Tech Initiative will be based on a highly successful program model, which includes building career pathways and training for in-demand skills in the rapidly changing technology industry. The initiative’s target group will be local workers seeking jobs in the technology sector, at least 50 percent of whom will have been unemployed for longer than six months. The project intends to train and place workers in this category into positions paying the local average standard wage of IT professionals.



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The Chattanooga Tech Initiative will help recruit participants, provide internships and create work experience. The initiative 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's residents for entry into dynamic careers in the Information Technology Industry. The Chattanooga Tech Initiative 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.

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

1. Increase in employment
2. More higher wage jobs
3. Increase in economic equity
4. Increase awareness of existing employment opportunities
5. Increase citizen satisfaction with services

### BUDGET REQUEST

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

Economic Development Initiative	Personnel	Operations	Total	Percent of offer	FTE
Admin	\$ 0	\$ 200,000.00	\$ 200,000.00	%	0

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

Capital Budget Impact? Yes  No  \$Amount

\*Please prepare and attach Capital Budget Request Form

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

Name	Amount
Corporate Support	200,000
H1-B Ready to Work Partnership Grants	3,000,000 (FY16)



# City of Chattanooga

## FY15 Offers

### PERFORMANCE DATA

Measurement 1: Unemployment rate

FY2012	FY2013	FY2014	FY2015 Target
9.4	9.9%	8.0	7.0

Measurement 2: Increase in average per capita income of five lowest city zip codes

FY2012	FY2013	FY2014	FY2015 Target
TBD	\$13,395	13,395	15,000

Measurement 3: Number of Open Existing Jobs

FY2012	FY2013	FY2014	FY2015 Target
TBD	3824	3824	4500

Many of these measurements are not currently being tracked at the City of Chattanooga level. Establishing a baseline for comparison, as well as new tracking methodologies for these data sets, will need to take place.

#### Return on Investment:

How do citizens benefit? The citizens of Chattanooga will directly benefit from greater access to employment, higher wage jobs, improved access to resources to facilitate business growth and expansion, and an overall improved economy.

Does this activity leverage other financial resources? Through various agency relationships and other partnerships, this offer at its core leverages outside resources. Also, through the use of strategic contract service partnerships, this offer will leverage partner resources to carry out functions in a more cost effective manner.

How does this decrease costs over time? With more employable citizens, the City should experience enhanced tax revenue through the recruitment of further corporate investment, which should offset much of the cost of this offer over the long term. This offer should also help employ more Chattanoogaans, reducing the need for City services and support. Also, by facilitating business growth and expansion, this offer should help to improve neglected commercial corridors, reduce the need for public maintenance and associated costs due to higher instances of crime and nuisance.



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Land Development Office – Core Operations and Consolidation</b>		
Offer Number:	<b>1</b>	Department	Offer Rank: <b>2 of 12</b>
Lead			
Department:	<b>Economic &amp; Community Development</b>	Collaboration:	<b>YES</b>
Administrator:	Donna C. Williams		
Offer Cost:	<b>\$4,705,377</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

**This offer is for the funding of core operations of the Land Development Office (LDO) and the consolidation of (1) the Land Development Office (2) Codes Enforcement section of Neighborhood Services and (3) refuse inspectors from Public Works Department.**

The Land Development Office (LDO) is the permitting and inspection division of the Department of Economic and Community Development for all construction within the City of Chattanooga and is a revenue generating operation.

The purpose of the LDO is to ensure that any construction in the City is performed in accordance with the adopted codes; protect the health, safety and welfare of the citizens; provide for safe, sustainable, and high-quality built environment; protect/increase the property value and thus increase property tax collections, and subsequently provide for stronger neighborhoods.





# City of Chattanooga

## FY15 Offers

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By combining these various sections, we can provide more efficient and effective government, have all inspectors for the City in one department and have those inspectors cross-trained. The inspectors would be able to perform various types of inspections for signage, blight control, litter control, refuse control and education, zoning inspections and violations, resolution of 311 complaints, resolution of dilapidated housing, demolition of residential and non-residential buildings, and inoperable vehicle removal.

This will help eliminate the occurrence of multiple inspectors visiting a single site at various times, thereby making for a more efficient use of City funds, increase professional development and reduce the time it takes to address an issue and close a file.

**Property Maintenance and Housing Code Enforcement** ensures safe housing; eliminates blight related to housing, litter, overgrowth and inoperable vehicles; supports property values and the property tax base; prevents declining neighborhoods and reduces crime and fire hazards.

### **Enforcement & Compliance Activities:**

- **Perform Inspections:** Cases are initiated by citizen complaints through 311 (4265 cases during FY2013) and by our Certified Property Maintenance & Housing Inspectors who observe code violations (5369 cases during FY2013). Inspectors use laptop computers and CityView software in their City cars to record inspection information, including photographs, and to receive new citizen complaints promptly in the field. Interior housing inspections are typically performed at the request of tenants who may be living in dangerous or unfit housing. Our division can require property owners to bring their rental properties into compliance. Last fiscal year our inspectors performed 23,614 inspections and brought 6315 properties with violations into compliance. (Some complaints reported to 311 do not have violations.)
- **Legal Actions:** Compliance is sought by notifying property owners of violations and taking legal action, when necessary, through environmental court, chancery court and demolition hearings. Our inspectors present their cases with the assistance of the City Attorney's Office.
- **Abatements/Demolitions:** When a property owner is deceased, unable or unwilling to comply or cannot be located, abatement of overgrowth, litter, inoperable vehicles (on private property and parked on a street) are abated by the City. Open structures are boarded to prevent danger to children and attracting illegal activity. Condemned houses and other structures that have reached a certain level of deterioration may be demolished. (Sub-contractors perform abatements and demolitions, but work is checked and documented by staff before payment is approved.) Liens are placed against the properties for the costs. CDBG is providing \$75,000 for FY2014 demolitions.



# City of Chattanooga

## FY15 Offers

**Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Focus on providing high-quality customer service, **High-Performing Government**
2. Reduce the number of blighted properties in the city, **Stronger Neighborhoods**
3. Properties Abated by the city, **Stronger Neighborhoods**
4. Demolish/secure abandoned properties, **Safer Streets**
5. Efficient and effective delivery of services, **High-Performing Government**
6. One-stop center, **High-Performing Government**
7. Constituent-centric operations, **High-Performing Government**

### BUDGET REQUEST

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD/LDO	\$3,945,989	\$759,388	\$4,705,377	100%	61
<b>Total</b>	<b>\$ 3,945,989</b>	<b>\$ 759,388</b>		<b>100%</b>	<b>61</b>

**\$4,705,377** \*Amounts **MUST** agree with collaborating Department totals for this offer

Capital Budget Impact? **NO**

*\*Please complete and attach Capital Budget Request Form*

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

Name	Amount
Income from Permits and Licenses Issuance	\$3,000,000 (average for FY12 & 13)
CDBG Funding for Demolitions	\$75,000

### PERFORMANCE DATA



# City of Chattanooga

## FY15 Offers

**Measurement 1: Number of Complaints Addressed** (100% of complaints are addressed when received)

FY2012	FY2013	FY2014	FY2015 Target
8378	9637	11078	12740

**Measurement 2: Number of Properties Brought into Compliance**

FY2012	FY2013	FY2014	FY2015 Target
4387	6315	7976	9173

**Measurement 3: Properties Abated by the City (Overgrowth, Litter, Boarding)**

FY2012	FY2013	FY2014	FY2015 Target
351	435	712	1020

**Measurement 4: Structures Demolished by City**

FY2012	FY2013	FY2014	FY2015 Target
43	42	82	82

**Measurement 5: Number of Construction Inspections Performed**

FY2012	FY2013	FY2014	FY2015 Target
22,801	22,607	24,000 (estimated)	24,000

**Measurement 6: Number of Building Permits Issued**

FY2012	FY2013	FY2014	FY2015 Target
2,259	2,182	2,000 (estimated)	2,200

**Measurement 7: Total Number of Permits Issued**

FY2012	FY2013	FY2014	FY2015 Target
9,029	8,935	9,500 (estimated)	10,000

**Measurement 8: Time to Review Applications for Building Permits\***

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	3 weeks (estimated average)	2 weeks

\*LDO is redesigning its development process. Part of the redesign will include collaboration with IT to develop a way to track various steps in the new process. Of course, the time it takes to deliver various permits will be tracked in order to get decrease the time it takes to produce the permit without sacrificing quality or public safety.

**Return on Investment:**

*How do citizens benefit?*

Most of the inspection operations, other than those required by the Chattanooga Police Department, are performed in three different divisions of two different departments. By consolidating all of the inspection operations into one division of one department, inspectors can be cross trained to multi-task.



# City of Chattanooga

## FY15 Offers

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The inspectors will be able to spend more time in their districts, thus they can get to know the people of district better.

*Does this activity leverage other financial resources?* **Yes, CDBG funds.**

*How does this decrease costs over time?*

If this offer is accepted we can decrease overtime and the number of inspectors required.





## OFFERSUMMARY

Offer Name: **Bridges to Success (Immigrant Integration)**

Lead Agency: **Office of Multicultural Affairs**

Collaborating City Department(s): **OMA, Chattanooga State Community College, St. Andrews Center**

Contact Name: **James McKissic and Gladys Pineda-Loher**

Primary Results Area: **A Growing Economy**

Offer Cost (Funding Request): **\$42,672**

## RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

## DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

**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 along with local facilitators of CoStarters (business startup education). 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.

Civic Engagement Sessions include:

- Individual Empowerment, Self-Confidence and Accountability
- Degrees of Neighborliness: what is expected, intrusive etc.
- Relationship-Building and Trust
- Voting and Mock Election
- Communication in Society and at Work
- The Role of the Entrepreneur
- Innovation, Change, Market Competition
- Insurance and Regulation; Compliance and Complaints
- Taxation and the Delivery of Civic Services

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 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 attain the GED
St. Andrews, City YFD Facilities	Number of students attaining citizenship		25 students gain citizenship
ESL, GED and CoStarters Curriculum	Number of students completing CoStarters		50 students complete CoStarters

**Make a compelling case for your offer.** 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.



**Identify Which Desired Outcomes This Offer Impacts:**

1. Increase employment
2. Increase awareness of existing employment opportunities
3. Increase in new businesses created



## BUDGET REQUEST

**Summary:** (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Bridges to Success	\$30,822	\$11,850	\$42,672	0

**Capital Budget Impact?**      YesXNo      \$Amount

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
TBR (Tennessee Board of Regents)	\$40,000
CSCC Gladys Pineda Lohersalary, benefits, time	\$55,000
Commissioner Tim Boyd	\$12,000

## PERFORMANCE DATA

**Measurement 1:**

**100 Students complete ESL Classes with Certificates.** CSCC has a proven track record of providing an effective 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.

**Measurement 2:**

**100 Students complete ESL classes; 75 attain 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.

**Measurement 3:**

**75 Students attain the GED.** 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.

**Return on Investment:**

**How do citizens benefit?** 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.

**Does this activity leverage other financial resources?** Yes, in partnership with OMA, CSCC will provide a staff person





to manage the day to day operation of the program, facilitate evaluation, and report outcomes to the City. The project is also aligned with the Cultural Ambassadors and International Achievers program which has received \$12,000 in support from Commissioner Tim Boyd.

**How does this activity decrease costs over time for the City?** 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 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.

**How can this program become sustainable without City funding?** After a year of documented success, the Bridges to Success program will be ripe for funding from local foundations which support education and immigrant services.



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Tennessee Riverpark Downtown</b>	Department	
Offer Number:	<b>3</b>	Offer Rank:	<b>1</b>
Lead			
Department:	<b>Public Works</b>	Collaboration:	<b>Y</b> ___ <b>N</b> <u>x</u> ___
Administrator:	<b>Lee Norris</b>		
Offer Cost:	<b>\$2,751,278</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

- Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

This offer funds the maintenance and daily operations for more than 50 acres of land and riverfront property, including: Coolidge Park, Holmberg Bridge, Renaissance Park, the waterfront docks at Bluff View District, Pier 1, areas near Olgiati Bridge, the Chattanooga Carousel, Aquarium Plaza, Ross’s Landing, Walnut Street Bridge, and the 21<sup>st</sup> Century Waterfront downtown.

Riverfront maintenance and daily operations include: routine grounds maintenance, litter collection, landscaping, carousel operations, and security.

The parks receiving funding from this offer are iconic to the downtown area and the maintenance of the parks provides quality space for regular programming of major community events. The parks are highly manicured in accordance with National Recreation and Parks Association standards for maintenance of play areas, trails, and greenspaces. The parks listed in this offer receive equivalent matching funding from the County through an agreement for shared maintenance costs of the Riverfront and Riverwalk.

Well-maintained river parks enhance economic development by attracting residents and visitors to Chattanooga’s waterfront for special events, dining and entertainment. They support the idea of Chattanooga as a community focused on quality of life and drive new business as an attractive move for new employers and their employees. Major events hosted at the sites include concerts, regattas, holiday events, and road races drawing hundreds of thousands of people each year. Most media portrayals of Chattanooga include the river parks and nearby attractions as they are the focus of revitalization in downtown.

A reduction in funding of the Riverfront would result in a loss of matching funds from Hamilton County, increase litter in the areas where high pedestrian traffic exists, decrease customer service, and immediately



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Transportation – Design and Engineering</b>		
	<b>2</b>		
Offer Number:	<b>(Results from Offers 6 and 7 have been combined into this offer)</b>	Department Offer Rank:	<b>1-CORE</b>
Lead Department:	<b>Transportation Department</b>	Collaboration:	<b>Y _____ N _____</b>
Administrator:	<b>Blythe Bailey</b>		
Offer Cost:	<b>\$1,484,119</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

The TDE Division’s primary function is to apply long-range vision and financially-sustainable planning, design, engineering, and construction to the stewardship of our city’s transportation infrastructure. The Division does this through implementation of projects as well as programming for safe multi-functionality of the infrastructure. Our division believes that if our sole, and only, focus is on the implementation of infrastructure, then we easily become similar to a parks department that prefers empty parks, and an ECD department that wants low turnout at neighborhood meetings. The success of our work – in building and stewarding the physical infrastructure of our transportation network – is directly related to – and mutually dependent on – the most robust possible use by the most possible Chattanoogaans. For this reason, our offer is positioned within the Growing Economy results area, but our work is also critical to the strength of communities and neighborhoods as well as the safety of our streets.

Good streets are essentially the living rooms of strong neighborhoods. Further, when neighborhood streets are heavily used by people, they tend to be safer places to be – both from a traffic and a crime standpoint. And places where are families are more likely to let their kids play and walk to school. The work of stewarding our transportation network must touch each of the city’s priority areas.

The Division concentrates on projects that yield the most benefit to neighborhoods and communities, and the widest range of users, long-range life cycle cost analysis, and leveraging of economic growth and private investment. Our division includes:

City Transportation Engineer



# City of Chattanooga

## FY15 Offers

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Transportation Designer  
Engineering Manager  
Senior Engineer  
Civil Engineer (4)  
Contracts Manager  
Engineering Technician (Draftsman)  
Field Construction Supervision  
Program Development Coordinator (Temp/Part-Time)

Existing functions include:

**Planning** – both design planning and capital planning – as well as collaboration with RPA and TPO,

**Development Review** on behalf of the department – Private developers build a significant chunk of our city; this process has a significant effect on the quality and sustainability of our city.

**Policy** - Create, draft, and implement, both for city infrastructure as well as privately built infrastructure.

**Project implementation** through **project management**, design, engineering, consultant management, construction document preparation, and construction oversight.

**Programming** of events for public engagement – including Neighborhood Traffic Management 2.0, Public meetings for implementation plans, and other projects (Central Avenue, etc).

Oversight of Bike Chattanooga contract with Alta Bicycles – and other programs that encourage robust use of our transportation network.

General oversight of day to day maintenance of multi-modal transportation network. This work includes analysis for long-term cost and repair as well as day to day customer service (SRs) for sidewalks, paving condition, and other requests.

Additional descriptions, particularly for those functions which are new or being completed in a different way with the new department and division, are below.

Additional positions included in this Budget Offer include:

Administrator

Planning Analyst (New Position Proposed)

Executive Assistant (New Position Proposed)

Administrative Assistant (New Position Proposed)

The department, as stewards of the multi-modal transportation network, also have a commitment to the programs and innovations that help program and support all travel modes. Through the DE division we maintain a strong sense of the benefits to people of good public spaces.

### Planning and Design

We complement the skillsets of some of the staffpersons of the Community Design Group and Regional Planning Agency. Historically, the RPA produces visionary and effective long-range plans, but because of the emphasis on implementation – and particularly – day to day maintenance and operations of public works, those plans had difficulty bridging the gap between long-range vision and principle and reality. The new Transportation Department fills this gap. We provide circulation implementation plans, GIS and other data analysis (for evaluation of paving needs, sidewalk needs, and other transportation facility gap needs), and also complete designs for integrated public space, private development, and circulation. For example, our design function is set up to provide concept designs which are comprehensive which assure that our public spaces are lined by active edge buildings, our transportation networks are complete streets networks, our parks are not isolated but integral to the houses and buildings around them, and that the circulation for our city is functional and safe. Do complete this function most effectively for the city, we are proposing to add some capacity, particularly the Planning Analyst, who will be savvy with data and GIS but also understand planning and design





# City of Chattanooga

## FY15 Offers

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processes and be able to contribute to our analysis for strategy of implementation, further effective a good bridge between long-range vision and near term construction

### Development Review –

The LDO plans review process historically tends to focus mostly on providing feedback as it relates to construction-oriented, code compliance issues. Our department recognizes that good transportation and access has as much to do with construction code details (curb cut locations, sight distance compliance, and parking quantity) as it does the overall quality of the built environment, enhancement of neighborhood connectivity, and building form. As such, because the context and feel of a neighborhood affects the quality and viability of safe, multiple choices of transportation, we deliberately shifted our department's development review responsibilities from Traffic Engineering to the new Design Engineering division. This shift has been successful, as we have improved customer satisfaction, facilitated a more context-sensitive review mentality, and identified synergies between private investment, public infrastructure, and policy development. This offer supports this continued change in function and also, with the request for a new Planning Analyst, adds a function, embedded in Design Engineering, which will be focused on the "GIS"-level design decisions, interactions with comprehensive planning processes of our neighbors in Community Design Group/RPA, and serve as our primary development reviewer for private development, freeing up our current Transportation Designer for comprehensive access and public space design.

Note there are collaborations between the functions and roles of those described in this offer and the Park Development Offer under ECD and the Form-Based Code Offer under RPA. There are also potential synergies between some of these positions that, if needed, some of these functions could be shared and these positions phased in over time as long as the cross-departmental duties were shared by whichever new individual candidates are funded.

We think the distinction of scale between Traffic Engineering review and Transportation Design review is similar to the proposed organization described therein. As with buildings, so to with streets, there is an on-the ground day-to-day operational aspect that is pivotally important as it relates to building code and life safety. But there is also a more comprehensive aspect that is equally as important as it relates to the right building (or the right kind of street) for the right place at the right time. For this purpose, our Design Engineering Division maintains the primary responsibility for development review as described here. This division will staff the implementation and development as it pertains to Transportation for any upcoming zoning/land development code reform (ie form-based code).

### Administrative Assistant –

The former Administrative Assistant to the Traffic Engineer was assigned to the new Administrator upon the creation of the new department. Since that time, this individual has been maintaining assistant responsibilities for the department as a whole as well as the Traffic Engineering division and the new Design/Engineering Division. Many of our high level staff people and supervisors are working long hours due to a perceived under-supply of administrative support assistance. We think the completion and full function of this new division relies on additional clerical and support help, and this offer includes our request for new support positions. Responsibilities include maintaining and tracking customer service requests, scheduling, filing, creation of draft council resolutions and ordinances, and research and communication.

### Programming –

During the last half of FY'14, the department employed a temporary, part-time staff person to develop a programming



# City of Chattanooga

## FY15 Offers

and communication function for our department. Not only did she serve as the primary liaison for the city for the ongoing relationship with our bicycle transit vendor (Alta Bikes), but she also has been productive and successful as it relates to programming support, helping the division with letters of support for grant applications, organizing and publicizing public meetings. We identify tasks on an as-needed basis, and this individual maintains a relatively flexible schedule; as with contracted services similar in relationship to TPL and ECD, for example. We propose to continue this form of relationship (\$40,000 budgeted for contracted services as described here) non-profit organization, Active Living Transportation Network, for functions such as, but not necessarily limited to:

May 7 Walk to School Day

General – Letters of Support and other advocacy for Complete Streets, Public Engagement, Livable Streets, as it relates to our own work, grant applications, and/or generally spreading the word of how active transportation

Bike Share liaison – trouble shooting with ongoing volatility in the international market of bike share (the pending sale of PBSC, developer of information systems which support the program), stewarding new local management of our system, and pushing forward with major sponsorships that the program relies on for financial sustainability.

Communication with outside agencies and other organizations as well as support for future grant applications.

Development of additional innovative transportation solutions such as electric vehicle car share

Outreach with neighborhoods and Educational support for multi-modal transportation options within our Safety Education programs

### Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:

1. More and better connected neighborhoods through increase in multi-modal facilities and usage.
2. Increased feet of sidewalks where they make the most impact based on need of neighborhoods, proximity and walkability of surroundings and other factors.
3. Increased feet of bike lanes also in the areas that make the most impact.

## BUDGET REQUEST

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Transportation Department	\$1,325,438	\$158,681	\$1,484,119	100%	17
Total	\$	\$	\$1,484,119	100%	17

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

Capital Budget Impact?  Yes       No      \$Amount

**\*Please prepare and attach Capital Budget Request Form**

Note – All Capital Projects are Administered out of this offer; and our performance metrics are tied to performance related to Project Management as described herein.

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

Name	Amount
TIP Federal Funding	Varies year to year – see attachments. Generally \$30-\$40M per 4 yr cycle
Other capital projects' associated grants – see Offer 3 TE as well as Capital Project requests	Varies
Grant Offsets for Programs	(Pending BCBS Grant that depends on city support – for Bike Chattanooga)



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PERFORMANCE DATA			
<b>Measurement 1: Ratio of Fiscally Constrained TIP projects obligated per year to Fiscally Constrained Projects planned/programmed to be obligated in that year.</b>			
FY2012	FY2013	FY2014	FY2015 Target
Data Not Available	Data Not Available	60%	80%
<b>Measurement 2: Percentage of Fiscally Constrained TIP Federal Funding – Ratio of New:New + Previously Committed funds in each per 4-year cycle</b>			
FY2008-11	FY2011-14	FY2014-17	FY2017-20 Target
Data Not Available	Data Not Available	$\$5.1M/(\$5.1M+\$31.8M) = 14\%$	80%
<b>Measurement 3: Milestone Deadlines Met</b>			
FY2012	FY2013	FY2014	FY2015 Target
Data Not Available	Data Not Available	Data Not Available	80%
<b>Measurement 4: Complete Streets Use – Mode Share</b>			
FY2009-11	FY2012	FY2014	FY2015 Target
Public transportation 1.9% Bike - .3% Walk – 2.9%	Public Transportation 1.8% Bike - .9% Walk – 3.5%	Targets: Public Transportation 1.8% Bike – 1.1% Walk 3.7%	Targets: Public Transportation 2% Bike – 1.3% Walk 3.9%
<b>Performance Data – additional commentary –</b>			
<u>Measurement 1 and 2:</u>			
<p>The TIP (Transportation Improvement Plan) fiscally constrains projects each year for four years on a four year cycle. The TPO (Transportation Planning Organization) is our multi-jurisdictional body that undergoes these planning tasks on a four year cycle and soon will have the currently in progress 2014-2017 TIP list finally approved. The list of City of Chattanooga Projects within the draft 2014-17 TIP are included as a supplement to this document and are referenced here to illustrate our performance metric framework.</p>			
<p>TIP Explanation – Note that at the completion of each cycle, partly due to some projects continuing from year to year and partly due to projects lagging behind due to various internal reasons, we carry over projects from TIP cycle to cycle. See the distinction on the attachment between (Previously) Committed Projects and New Projects. The Committed Projects are those that were identified and approved to be fiscally constrained in a previous 4-year cycle. It is reasonable that some of these monies would need to be carried over because the life of the project spans more than 4 years or does not align perfectly with the 4-year cycle. However, some</p>			



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of this funding is being carried over simply based on what we believe to be a reflection of performance and/or choice, or otherwise for some reason that could have been controlled to result in more leveraged federal funding for the local community. (3<sup>rd</sup> and 4<sup>th</sup> Street and Central Avenue are two good examples of projects that lagged and did not capitalize on their federal grant potential due to choices made outside the realm of their normal life cycle of project development.)

The performance of this division hinges on our ability to efficiently and prudently move projects along in obligation of funds. This performance is critical for two reasons. One, these projects represent millions of dollars in leveraged outside funds that add value to our city. Two, those projects that are not obligated (for reasons that go beyond simple scheduling and time frame of the life of these projects) within the time frames programmed are carried over to the next TIP cycle and take up financial space that decreases our leverage potential to access more of these federal match funds. Measurement 1 represents our yearly performance at project management and outside-sourced funding leverage. Measurement 2 represents performance on a similar basis but on a four-year cycle. The reason for the distinction is that so many of our projects are multi-year that we need a metric that illustrates that multi-year performance.

### Measurement 1 – Illustration:

The TIP referenced above includes \$6,972,061 programmed to be available to be obligated for FY14. Our yearly performance metric proposed here for the leveraging of these funds is 60%, or \$4,183,237. Going forward we will be shooting for a percentage much closer to 100%, but we feel like this is a reasonable metric given that this fiscal year is mostly 50% complete. At the completion of FY14 we will measure our performance on this basis.

### Measurement 2 – Illustration:

For TIP '14-'17, we do not have readily available access to our past 4-year cycle ('11-'14). If we did, we would see that some of the monies that are carried over into "Previously Committed Projects" actually were carried over because of the life cycle and time required for normal milestones to be reached. In future years, we will be able to distinguish between those funds planned to be carried over and those funds carried over due to poor performance in management of our TIP projects. For now, our illustrative baseline is taken on based on the assumption that all of the Committed Project funds could have been obligated during the '11-'14 cycle.

That being said, the baseline for the '14-'17 TIP is 14% (or,  $\$5.1M/(\$5.1M+\$31.8M)$ ). We will monitor this based on expected milestones and schedules and shoot for much closer to 100% New:Total project value total.

### Measurement 3 – Process

Our project management process is new, coincident with our new staff and new division. With the commencement of each capital project, our Engineering Manager will work with the project manager and determine milestone dates for each of the following benchmarks:

1. Local Area Project Agreement – documentation with TDOT that obligates funding and officially





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## FY15 Offers

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establishes the project as being implemented. (If not a TIP project, we will have a comparable milestone that is internal to our function.)

2. PE-NEPA
3. ROW and Utility Work
4. Design – 50%
5. Bid Tabulations and Contractor Selection
6. Complete Construction

At the beginning of each project, and revisited throughout as needed – especially for projects that span more than 6 months, our management staff will track performance on the basis of milestone dates successfully met.

### Measurement 4 – Programming

Complete Streets will define the way that we build our infrastructure, but full success of a complete streets program relies on more than just the design and building of facilities – it relies on public awareness of options and alternatives for how to move around. Through the work of all of our divisions – as well as the help of partners, such as CARTA, RPA, advocacy organizations for active transportation such as TPL, Lookout Mountain Conservancy, and others, we will promote the safe and full functionality of our transportation network. And as with other aspects of our work, we touch all of the priority areas of the city; but fundamentally our work is about dollars and cents. A city where people walk for transportation is a city whose streets and sidewalks are less expensive to build and maintain over time. And a city that has a lower transportation impact can have a higher ratio of development to infrastructure cost because we are closer together and more easily connected. Other departments of Transportation have the stated goal to increase multi-mode share of their transportation network; and they recognize as do we, that this requires communication, programs, as well as good infrastructure .

### **Return on Investment:**

*How do citizens benefit?* We get tremendous value out of tax payer resources, as our capital expenditures are used to leverage at an average rate of 4:1 federal grant funding.

*Does this activity leverage other financial resources?* Yes

*How does this decrease costs over time?* Our department believes that through following in the footsteps of strong, citizen-led engagement administered through both land use and neighborhood planning efforts of the Regional Planning Agency as well as the long range plans of the Transportation Planning Organization, that we will build our city's infrastructure in a comprehensive and long-term financially sustainable way. Planned growth, accommodations of multiple choices for transportation modes, and lower impact development are lower cost and can yield more economic growth for less investment in infrastructure. Considering the cost of infrastructure – both in planning and building but also in maintaining, we think that employing smart long-range decision-making to our transportation planning is a fundamentally amazing value decision that our



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community makes and very much factors into lower costs for citizens over the life of our city.



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and ultimately degrade the appearance of the highly manicured grounds and hardscape areas.

**Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Increase in new businesses created
2. Increase citizen satisfaction with services
3. Maintaining and preserving municipal green spaces

### BUDGET REQUEST

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
TN Riverpark Downtown	1,151,734	868,812	1,987,186	73%	25
Carousel Operations	61,421	77,775	139,196	5%	2
TN Riverpark Security	247,257	2,575	249,832	9%	6
Coolidge Park		43,717	43,717	2%	0
Outdoor Pavilion		1,758	1,758	0%	0
Renaissance Park		11,500	11,500	0%	0
Ross' Landing		157,999	157,999	5%	0
Walker Pavilion		1,000	1,000	0%	0
Walnut St Bridge		12,202	12,202	0%	0
Waterfront Management		113,527	113,527	4%	0
Total	\$1,460,412	\$1,290,866	\$2,717,918	100%	33

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

**Capital Budget Impact?** X Yes No \$1,892,233.00

*\*Please complete and attach Capital Budget Request Form*

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

Name	Amount
Matching funds (one-half) from Hamilton County	\$1,315,765.70
Special event and facility rental fees	\$55,000.00
Carousel ridership fees	\$85,000.00
Dock Lease Agreements	\$68,000.00



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## FY15 Offers

### PERFORMANCE DATA

**Measurement 1:** Percentage of users who rate the condition of parks and attractions as very good. (Survey conducted by RPA and Trust for Public Land)

FY2012	FY2013	FY2014	FY2015 Target
			85%

**Measurement 2:** Number of Carousel riders.

FY2012	FY2013	FY2014	FY2015 Target
	83,729		85,000

**Measurement 3:** Special event and facility rental fees.

FY2012	FY2013	FY2014	FY2015 Target
	\$52,754.15		\$55,000.00

#### Return on Investment:

The City's contribution is partially matched by Hamilton County, which means \$2.6 million in City funding leverages an additional \$ 1.3 million from the County.

#### *How do citizens benefit?*

High-quality parks are known to increase property values and encourage citizens and visitors participate in outdoor recreational activities. By participating in outdoor activities residents will be more active which can improve quality of life for users. Parks also improve housing and business development around them and promote neighborhood revitalization when properly maintained. Conversely, parks that are not maintained well can contribute to blight in neighborhoods and may reduce surrounding property values.

Users have lower long-term healthcare costs because of healthy habits like exercise and stress reduction.

Parks create public places for people to meet and socialize; they improve family and social relationships.

Businesses are attracted to the area because of high-quality parks, greenways and trails. Parks are key to making a city a desirable place to live which in turn encourages businesses to locate in the city; these employees are often highly-skilled and are influenced more by quality of life factors than income. Examples include Volkswagen and Alstom.

Special events and activities in parks attract tourists who spend money in the local economy.

Continued development of parks, greenways, and trails meets the needs of residents. In a report prepared by the Regional Planning Agency in 2013, the parks and recreation facilities most important to households are the riverwalk and greenways.



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## **FY15 Offers**

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*Does this activity leverage other financial resources?*

Because of the regional economic impacts of the river parks, operations and maintenance costs are shared between the City of Chattanooga and Hamilton County. Hamilton County splits the total cost of operations with the City.

*How does this decrease costs over time?*

Preventative and planned maintenance programs reduce cost by systematically repairing and maintaining facilities and buildings before failures.



**Prioritizing Offers:**

Result teams were formed for each of the five result areas. Result team responsibilities included reviewing and ranking the offers for funding and providing feedback on how to improve offers. Each result team included a member of the leadership team, a budget analyst, two City department administrators or deputy administrators, and a volunteer community member knowledgeable in the result area.

The result teams reviewed all offers and ranked them twice. After the first ranking, the result teams provided feedback to departments and agencies on how to improve their offers. The second ranking was submitted to the leadership team for review, followed by input from the Mayor. The ranking process is subject to change based on the recommendations of all the reviewers until the final budget has been compiled.

The rankings are listed in priority order, with offers likely to achieve the most results at the top of the list and the offers likely to achieve the fewest results at the bottom of the list. The amount of money available for each result area is allocated to the offers beginning at the top of the ranked list until the money runs out. A line is drawn and everything above the line is recommended for funding. Everything below the line is recommended not to be funded. If something below the line needs to be funded, an offer that is currently above the line needs to be adjusted or moved below the line. This process allows decision-makers at each level to see the impact of budget decisions.

**The following are Offers for the Growing Economy Result Area that did not receive funding:**



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Economic Development – Promoting and Marketing Chattanooga</b>		
Offer Number:	<b>13</b>	Department	
Lead		Offer Rank:	
Department:	<b>Economic Community Development</b>	Collaboration:	<b>Y_X__ N____</b>
Administrator:	<b>Donna Williams</b>		
Offer Cost:	<b>\$550,000</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:**

There is a need to grow and support our local economy, increasing capital investment and creating jobs. In order to do so, the City of Chattanooga needs to take a more proactive stance promoting the benefits of the City to a wider regional and national audience. This offer creates a full scale Economic Development Promotion initiative and staff position. Working in conjunction with the leadership of the Economic Development Division and the Mayor's Office, this initiative will create a broad reaching program able to tell Chattanooga's compelling story as a potential site for business expansion and relocation. This offer also helps the City attract entrepreneurs, manufacturing companies, and technology firms. This offer will also better cultivate relationships with those decision makers likely to move corporate locations or even headquarters to the City.

The Economic Development Promotion Initiative will focus efforts on the following key areas:

Supporting Business

Since the majority of jobs come from small businesses, the Economic Development Division will aggressively promote our new initiatives aimed at supporting and incentivizing small business expansion and investment. These promotion efforts will center on efforts to spread the word around our new business facade grant and small business incentive grant programs. The Economic Development Promotions efforts will also work to spread awareness of the new Business Development Fund that will be used to strategically attract large scale back office relocations into underutilized existing commercial corridors.



# City of Chattanooga

## FY15 Offers

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### Manufacturing Promotion and Marketing

Chattanooga has strong history of manufacturing. However, Chattanooga needs more manufacturing firms and jobs. To accomplish both, we will create a targeted marketing initiative to promote Chattanooga's attractiveness to manufacturers. This will coincide with the Mayor's Manufacturing summit to take place in the fall of 2014.

### Increasing Local Investment through the Promotion of Early Stage Capital

To demonstrate our commitment to innovation and to provide desperately needed startup capital, we will aggressively promote and market our work to create an early stage capital funding mechanism in partnership with local venture capital professionals. We will strategically target potential early stage investment publications and conferences to help facilitate increased awareness of Chattanooga's startup and technology economy.

### Promoting Innovation

In order to encourage business relocation and innovation, we will partner with our partners at the enterprise center to promote that City's impressive gigabit internet bandwidth. We will also position Chattanooga as a regional innovation hub through the promotion of an innovation district.

### Training Academy Promotion

In order to promote our work to create a globally competitive workforce tailored to the specific needs of corporate partners, we will actively market and promote our efforts to support advanced and light manufacturing efforts, such as continued and enhanced support of the VW training facility and potential development of a high tech vocational training facility.

### Attracting Talent

Far too many recent college graduates do not stay in or relocate to Chattanooga. To address this, we will actively work to position Chattanooga as a destination for matriculating college graduates and STEM professionals. Chattanooga also needs an infusion of startup talent and entrepreneurs. Therefore, we will support the ongoing work being done through local partner agencies and groups in order to enhance the marketing of Chattanooga as a potential hub for tech and startup activity and launch a marketing initiative, Grow Chattanooga.

### Citywide Business Toolbox

In order to reinforce the City's commitment to growing local business, and to provide a more customer friendly experience for potential businesses, we will create and promote a city wide online business resource toolbox. This toolbox will equip citizens with better awareness of existing resource and tools they can leverage to help grow our local economy.

### Enhancing Startup.Cha

In order to provide a resource to test innovative ideas and platforms we will enhance the promotion of startup.cha, which uses the City of Chattanooga as a potetnail testing ghrounds for goods or services offered by local emerging or sratup firms.

### Economic Dashboard

In order to provide transparent accountability metrics and an overview of current market conditions, we will create and promote an online economic indicators dashboard.

Lastly, since Economic Development Promotion manager position is a new position within a new division in the department, there are several administrative startup costs that are includes as part of this offer. These include:

- Technology needs that will allow the Economic Development promotion efforts to effectively perform the functions of the role needed to communicate with potential businesses and partners.
- Staffing to facilitate the effective marketing of Chattanooga as an Economic Development hub and the various initiatives being undertaken.
- Numerous generic office needs such as postage, supplies, printing costs, etc.



# City of Chattanooga

## FY15 Offers

**Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Increase in employment
2. More higher wage jobs
3. Increase in new business created
4. Increase in economic equity
5. Increase awareness of existing employment opportunities
6. Increase citizen satisfaction with services

### BUDGET REQUEST

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

Promoting ED Chattanooga Initiative	Personnel	Operations	Total	Percentage	FTE
Admin	\$80,000.00	\$ 30,000.00	\$110,000.00	20%	1
Innovation District Promotion		\$ 100,000.00	\$100,000.00	18%	
Business Toolbox		\$ 25,000.00	\$25,000.00	5%	
ED Dashboard		\$ 15,000.00	\$15,000.00	3%	
Chattanooga Tech Initiative Promotion		\$ 25,000.00	\$25,000.00	5%	
Corporate Training Promotion		\$ 50,000.00	\$50,000.00	9%	
Advanced/Light Manufacturing marketing		\$ 100,000.00	\$100,000.00	18%	
Early Stage Capital promotion		\$ 100,000.00	\$100,000.00	18%	
Small Business Support and Business Development Fund promotion		\$ 25,000.00	\$25,000.00	5%	
	\$80,000.00	\$ 470,000.00	\$550,000.00	100%	1

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

Capital Budget Impact? Yes     No    \$Amount

*\*Please prepare and attach Capital Budget Request Form*

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

Name	Amount
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# City of Chattanooga

## FY15 Offers

### PERFORMANCE DATA

#### Measurement 1: Unemployment rate

FY2012	FY2013	FY2014	FY2015 Target
9.4	9.9%	8.0	7.0

#### Measurement 2: New Businesses

FY2012	FY2013	FY2014	FY2015 Target
TBD	1631	1631	1750

#### Measurement 3: Capital Investment

FY2012	FY2013	FY2014	FY2015 Target
\$10,000,000	\$85,690,000	\$21,700,000	\$100,000,000

#### Measurement 5: Number of Open Existing Jobs

FY2012	FY2013	FY2014	FY2015 Target
TBD	3824	3824	4500

Many of these measurements are not currently being tracked at the City of Chattanooga level. Establishing a baseline for comparison, as well as new tracking methodologies for these data sets, will need to take place.

#### Return on Investment:

*How do citizens benefit?* The citizens of Chattanooga will directly benefit from greater awareness of access to employment, higher wage jobs, improved access to resources to facilitate business growth and expansion, and an overall improved economy. Local businesses should also benefit from a heightened national awareness of the many dynamic enterprises already in the City.

*Does this activity leverage other financial resources?* Through various agency relationships and other partnerships, this offer at its core leverages outside resources. Also, through the use of strategic contract service partnerships, this offer will leverage partner resources to carry out functions in a more cost effective manner.

*How does this decrease costs over time?* The City should experience enhanced tax revenue, which should offset much of the cost of this offer over the long term. This offer should also help employ more Chattanoogaans, reducing the need for City services and support. Also, by facilitating business growth and expansion, this offer should help to improve neglected commercial corridors, and reduce the need for public maintenance and associated costs due to higher instances of crime and nuisance.





## OFFER SUMMARY

Offer Name: **Mountainside Pre-K 3 and Pre-K 4 Academy**

Lead Agency: **Alton Park Dvelopment Corporation**

Collaborating City Department(s): \_\_\_\_\_

Contact Name: **Dr. Elenora Woods**

**Smarter Students Stronger Families**

Primary Results Area: **Families**

Offer Cost (Funding Request): **100,000**

## RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

## DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

This Academy will serve Pre-K 3 and Pre-K 4 students. Target Group are students that live below poverty in the Chattanooga Hamilton County Area. Students will be taught by certified teachers/instructors with a core curriculum approved by the Tennessee Board of Education. Students will engage in STEM Program designed to equip students for the 21st Century. Parents will be required to attend classes (parenting and reading class) to insure the student's success. The Lexus Reading Program will be implemented t our facility to allow tracking of student's reading success. The difference will be seen in reading score improvements that will be determined every month by testing with the Lexus Reading Program. Children will engage in Healthy Life Style Activities and Nutritional programs designed to end obesity in Children. Gardening Classes will be a part of the children curriculum and parents will be required to participate in the Community Garden program to educate them as well about healthier food choices and lifestyle choices. Children will also engage in activities designed to teach them better communication skills and behavior modification classes designed to teach problem resolution.

All children will be evaluated for Attention deficit disorder, and mental disorders early to prevent undiagnosed mental condition by professionals in the mental health. Early intervention can be employed for better educational experiences and outcomes. The goal is to improve the educational outcome for all students with low socioeconomic backgrounds.



**Identify Which Desired Outcomes This Offer Impacts:**

1. Higher Reading Scores
2. Improved behavior
3. Healthier Children

**BUDGET REQUEST**

**Summary:** (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
PreK 3 and PreK -4 Academy	75,000	125,000	200,000	

**Capital Budget Impact?**      **Yes**      **No**      **\$Amount**

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
APDC Rental Program	12,000 annually

**PERFORMANCE DATA**

**Measurement 1:**

*Historical Comparison Data?*

**Measurement 2:**

*Historical Comparison Data?*

**Measurement 3:**

*Historical Comparison Data?*

**Return on Investment:**



*How do citizens benefit?* Improved scores in Reading Math and Science, Improved overall health and behavior

*Does this activity leverage other financial resources?* yes

*How does this activity decrease costs over time for the City?* less juvenile delinquents, court cost and cost associated with gang violence (Cost of incarceration, hospital bill, Wrongful deaths etc.0

*How can this program become sustainable without City funding?* Academy will be self perpetual once students are in place (50 Students \$100 /weekly) = 20,000 monthly \$240,000 annually

**Alton Park Development Corporation**  
**Statement of Activities (Cash Basis)**  
**For FYE 2013 and 2014 (Budgeted)**  
**(Unaudited)**

	2013	2014
	<i>Budgeted</i>	
<b>Revenue</b>		
Contribution Revenue	\$ 4,396	\$ 4,748
Total Revenue		
<b>Expenses</b>		
Salaries, Other Compensation, Employee Benefits	\$ -	\$ -
Professional Fees and Payments to Independent Contractors	\$ -	\$ -
Occupancy, Rent, Utilities, and Maintenance	\$ 58	\$ 61
Printing, Publications, Postage and Shipping	\$ 90	\$ 95
Other Expense	\$ 2,920	\$ 3,066
Total Expenses	<u>\$ 3,069</u>	<u>\$ 3,222</u>
<b>Excess or (Deficit)</b>	<b>\$ 1,328</b>	<b>\$ 1,526</b>
<b>Fund Balance as of June 30 2012</b>	<b>\$ 18,012</b>	<b>\$ 19,340</b>
<b>Fund Balance as of June 30 2013</b>	<b><u>\$ 19,340</u></b>	<b><u>\$ 20,866</u></b>

### Attachment C: Program Beneficiary Statistics

Agency Name: APDC Program: Growing Economy Workforce Development

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
<b>1. Unduplicated Count of Program Beneficiaries TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>
a) Total Continuing From Previous Fiscal Year	0	0	0
b) Total New for the Year	0	0	0
c) Total Terminated During the Year	0	0	2
<b>2. Age Group TOTAL</b>			
a) Infants – Under 5	0	0	0
b) Between 5 and 12	0	0	0
c) Between 13 and 17	0	0	0
d) Between 18 and 29	0	0	50
e) Between 30 and 64	0	0	20
f) 65 and over	0	0	5
g) Not Known	0	0	0
<b>3. Sex TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>
a) Male	0	0	45
b) Female	0	0	35
c) Not Known	0	0	0
<b>4. Ethnic Background TOTAL</b>	<b>0</b>	<b>0</b>	<b>75</b>
a) White	0	0	5
b) Black	0	0	55
c) Hispanic	0	0	10
d) Asian	0	0	1
e) Other – Ethnic Minority	0	0	4
f) Not Known	0	0	0
<b>5. % Income Level TOTAL</b>	<b>0</b>	<b>0</b>	<b>100</b>
a) Below 9,999	0	0	80
b) 10,000 –19,999	0	0	20
c) 20,000 – 29,999	0	0	0
d) 30,000 and Over	0	0	0
e) Not Known	0	0	0
<b>6. Location of Residence TOTAL</b>	<b>0</b>	<b>0</b>	<b>100</b>
a) Chattanooga	0	0	99
b) Outside of Chattanooga	0	0	1
c) Not Known	0	0	0



**Attachment B: Comparative Financial Information**

**Agency Name: Alton Park DEvelopment Corporation**

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

<b>Dollars provided to your organization in FY 2014 by the following entities:</b>	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	0	49.83%
Unincorporated Hamilton County	0	30.22%
Hamilton County Government's (General funds)	0	
Collegedale	0	2.46%
East Ridge	0	6.24%
Lakesite	0	0.54%
Lookout Mountain	0	0.54%
Red Bank	0	3.46%
Ridgeside	0	0.12%
Signal Mountain	0	2.25%
Soddy-Daisy	0	3.78%
Walden	0	0.56%
Other (Outside Hamilton County)	100	
	Above percentages should total 100%	
<b>Percent of Services rendered to residents of:</b>	Estimate, if you do not now track this data.	
Chattanooga	99.9%	49.83%
Unincorporated Hamilton County	0	30.22%
Hamilton County Government's (General funds)	0	
Collegedale	0	2.46%
East Ridge	0	6.24%
Lakesite	0	0.54%
Lookout Mountain	0	0.54%
Red Bank	0	3.46%
Ridgeside	0	0.12%
Signal Mountain	0	2.25%
Soddy-Daisy	0	3.78%
Walden	0	0.56%
Other (Outside Hamilton County)	.1	
	Above percentages should total 100%	

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



## Alton Park Development Corporation Cover Letter

701 Hooker Road  
Chattanooga, TN 37410  
(423) 385-8196

# #1. Alton Park Development Corporation Cover Letter

## Name and Address of Organization:

Alton Park Development Corporation  
701 Hooker Road, Chattanooga, TN 37410  
(423) 385-8196 or (423) 313-3888

## Knowledgeable Contact Person:

Dr. Elenora Woods  
6425 Bonny Oaks Drive  
Chattanooga, TN. 37416  
(423) 313-3888 or (423) 653-1565

## Agency Mission:

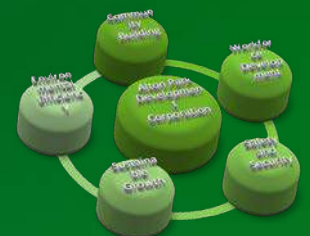
To improve the quality of life for residents in the communities we serve in the area of housing, education and economic development

## Result Area For Funding:

A Growing Economy

## Amount of Money Requested:

\$120,000



# #2 Alton Park Development Corporation Executive Summary

I. The Amount of Proposed Usage requested is \$147,150

II. The Description of Proposed Program (s)

- A. Construction
- B. Dental Assistance
- C. Auto-body Repair

# #2 Alton Park Development Corporation

## A. Program One Construction:

Blue Print, Carpentry, Roofing, Masonry, Painting, Dry Wall ,Ceramic Tiles, Flooring and Framing

Tools and Uniforms per Student \$1500

20 students = (\$30,000) per class

\$60,000 for two classes annually

Instruction: \$20,000 x 2 =40,000 Annually

2 Dilapidated Homes

3 Restorable Homes Donated to APDC to rent or sale to section 8 , low or moderate income

Starting Salary \$15+/hr = \$ 28,800+ Annually



# Alton Park Development Corporation

## Housing and Economic Development

- Blight and high unemployment rates in Alton Park has plagued this community for decades. Hope Six Project began the process of turning this community around. However, there are many problems left to resolve: 1.) Rehab or demolition of dilapidated homes, 2.) Development of Curbside Appeal along the major Corridor with more uniformed Storefronts 3.) Implementation of APDC Vocational Training Program to decrease unemployment rates . This will stimulate the economy simultaneously through the rental or sale of rehabilitated homes using the students in training and our partnering developers and contractors.
- When the economic status of an individual is improved through education and training, crime rates will simultaneously drop because these individuals can be gainfully employed with their new skills. Improving the housing stock will attract families to Alton Park and improve the tax base for our City an attract more retail and restaurant business to the neighborhood
- Attachments /References Provided: 1.)2010 Master Land Use Plan Alton Park/Piney Wood Neighborhood 2.) APDC Pro forma 5 year Projection 3.) Chattanooga Disparity Report 4.) APDC Operation 2014 – Immediate Impact Plan 5.) Snap Shot of Overall Program

# #2 Alton Park Development

## Corporation Executive Summary

### B.Program Two / Dental Assistance:

(Tools ,Books and Uniforms per Student \$3100)

20 students \$62,000

Includes 4 Certifications – Radiology, Dental Sealants, Nitrous Oxide and Coronal Polishing

\*Board Exams and Licensing Fees included

Instruction: \$15,000 Gift in Kind per class

Starting Salary \$ 18/hour= \$34,560 annually

# #2 Alton Park Development Corporation

## Executive Summary

- I George Calhoun, Chief Executive Officer, of the Aton Park Development Corporation, will provide a detailed accounting of how and for what purpose municipal funds were spent by the non-profit organization prior to the close of the City of Chattanooga fiscal budget year and at the close of each succeeding fiscal budget year and at the close of each succeeding fiscal budget year until all municipal funds have been spent by the non-profit organization ; along with the list of the accomplishments scheduled by the use of the municipal funding

# #2 Alton Park Development Corporation Executive Summary

- I George Calhoun, Chief Executive Officer of the Alton Park Development Corporation, will provide the City of Chattanooga with copies of annual audits or reviews (satisfactory to the council's fiscal advisor) of the Alton Park Development Corporation for each year that it spends funds appropriated to it by the City of Chattanooga



# #8. Alton Park Development Corporation Board of Directors

Board Chair-George Calhoun, BA, Realtor: (423) 645-1140 3 years served as Board Member and 10 years served as Board Chair

Vice Chair – Gerald Benton, BS, Accountant: (423) 13 years served on Board

Secretary- Megan Greene, Office Mgt: (423) 305-9305 ,1 ½ served on Board

Treasurer - Carlton Johnson, BS, Accountant: (704)320-1984, 1 year served as Master Financial Planner and Treasurer

Education Chair – Jacqueline Cothran, PhD: (423) 903-2910, 1 year served

Education Co-Chair- Daryl Black, PhD (423) 1 month

Research – Ken Cilton, PhD (423) 255-9570, served 1 year

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## Executive Director:

Elenora Woods BA, D.D.S.,PFA (423) 313-3888

10 years served as Advisor/Consultant,

1 ½ years served as Executive Director





# Alton Park Development Corporation

## Site Development



Aerial View of Alton Park  
Community Development  
Site

Front Ground View of  
Alton Park Community  
Development Site



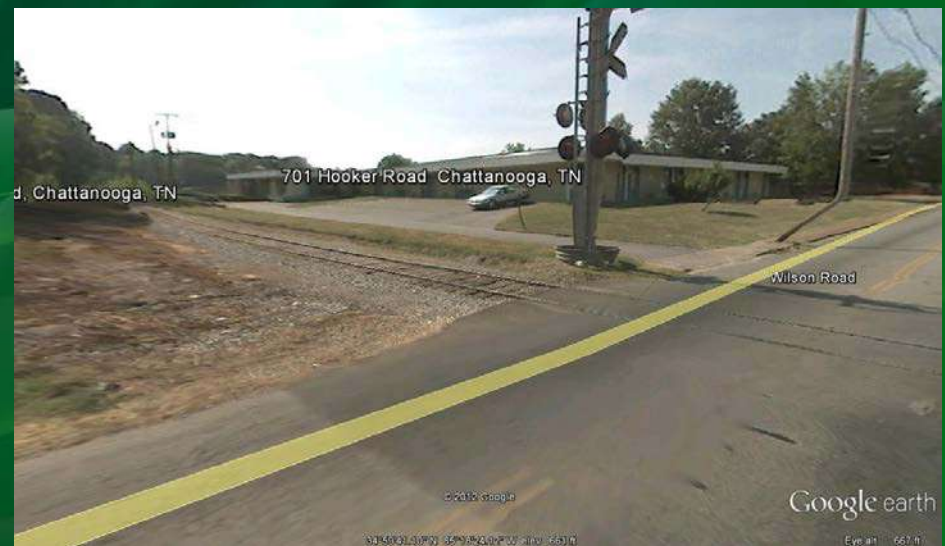
# Alton Park Development Corporation

## Site Development



Panoramic View  
*facing northwest*

Panoramic View  
*facing southeast*





## OFFER SUMMARY

Offer Name:	<b>GROWING ECONOMY/WORKFORCE DEVELOPMENT</b>
Lead Agency:	<b>Alton Park Development Corporation</b>
Collaborating City Department(s):	<b>YOUTH AND FAMILY DEVELOPMENT, HOUSING AND ECONOMIC DEVELOPMENT</b>
Contact Name:	<b>Dr. Elenora Woods</b>
Primary Results Area:	<b>A Growing Economy</b>
Offer Cost (Funding Request):	<b>\$175,000</b>

## RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

## DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

**I. The Service Program is Workforce Development and Vocational Training in Construction, Dental Assistance, and Auto-body Repair. Target Group: Poor Black or other Poor Minority Male or Female Ages 18-35, especially those with prior convictions or other barriers making it difficult for them to enter the workforce.**

**II. How will it be Provided: This service will be provided through daily classroom instruction, and on the job hands on training. Experienced and Certified Instructors in the prospective courses will provide the training. Dilapidated homes throughout the community will be renovated at rented for low income renters or sold to low income residents that meet financing requirements. Dentists will have highly trained assistants and Students may be able to become an entrepreneurial in the area of construction and auto body repair. Chattanooga Contractor Association, Robinson Construction, Dillard Construction, Schropshire Auto body Repair, E.W. Professional Career Training Center will provide the Vocational Training**

**III. The innovation and sustainability practice that is leveraged is: At Risk youth and young adults ages 18-35 will be given an opportunity to get training that otherwise would not be afforded to them due to financial, educational, and other barriers that prevent them from attending a traditional college or University. This program will be an asset and leveraged by graduates acquiring skills that will afford the opportunity to become employable. Job growth in the areas of Construction, Dental Assistance, and Auto-body Repair is positive. Students will benefit by gaining employment during training and after training.**

**IV. The difference that this offer makes is that currently there are no vocational training programs available for at risk poor minorities in this City. The barriers are too difficult to overcome at traditional schools**





(economically, academically, and socially). Our Training Program will integrate job skills with hands on training rehabilitation Tutoring programs with assessment test throughout the training program to assess the students progress. Our Training Site will work with neighboring programs at Southside Recreation Center to institute a Literacy Program to assess our students in the Vocational Training Programs. The Chattanooga Contractors Association as well as Dillard Construction and Robinson Construction, E.W. Professional Career Training Center will help students to find employment and thus improving their economic conditions by moving them from 0 income to livable wages. See Supportive Document: Description Exhibit I. The City will know that the program is successful when unemployed at risk adults in our program receive training, certifications and jobs. There will also be evidence of improved housing conditions. Research shows that a community is weakened at it foundation when there is lack of economic development, poor education or lack of education, poverty and high crime rates. This program will help to eradicate the problems and improve the quality of life for its citizens, stimulate the economy, and improve the housing stock in depressed neighborhoods (Alton Park, East Lake, Eastdale etc.).

V. Statistically, African Americans are more likely to end up in prison than any other race or gender. This is a problem that has to be dealt with from an educational approach as well as a parenting approach. These staggering statistics can only be improved with programs like ours that will offer training with strong Black men and women from their communities mentoring them and partnering with agencies like First Things First to provide parenting classes to our students. Trust is very important in communities where forgotten dreams, fragmented families and lost of hope exists. Integrating mentorship is a crucial element to the success of this entire program, because it will provide examples to young men and women on how to behave and communicate more affectively. Integrating a literacy program for adults and their children will also help to improve literacy rates. We will partner with Youth and Family Development Center to provide the Alexian Reading Program at our Center to compliment our Vocational Training and Pre K-3 and Pre K-4 Academy. By providing a literacy program at our facility we can help to prevent illiteracy in children starting early and also give the parents an opportunity to also engage with their children and get educated as well in reading.

Finally, the Alton Park Development Corporation has a proven track record of workforce development with it' summer youth camp workforce and development program. It encompassed job readiness skills, mock interviews and employment temporary services. This program was provided to our youth in the summer of 2013. Alton Park Development Corporation was able to solicit and obtain part time and full time summer employment for more that 150 children ages 16-18 in the summer of 2013 by developing partnerships with employers throughout the City. We were also able to train children ages 12-15 job readiness skills, interview skills and communication skills. That training will equip them to be better employees for the labor force. As a result of our Vocational Training Program, neighborhoods will be safer with improvements in the economic conditions of residents a decrease in unemployment rates, less drug trafficking, less depression, healthier people, less community blight, less poverty, hunger and homelessness. Education is an essential ingredient to creating a healthier and safer neighborhood.



**Identify Which Desired Outcomes This Offer Impacts:**

1. Vocational Education which will yield a quicker return on the City investment with decrease in unemployment rates and tax payer burden for housing and medical needs. Employment with Livable Wages provided by employers
2. Less Blight, Rehabilitated Houses and Low Income Rental and Home Owners Created from Vocational Trainees, and increase in City and County property Taxes
3. Less Crimes Safer Streets, Less Cost for Police Budget, Hospital Cost, Decrease overall from tax burden

**BUDGET REQUEST**

**Summary:** (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
GROWING ECONOMY	40,000	\$135,000	\$175,000	

Capital Budget Impact?      Yes    XNo      \$Amount

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
CONTRACTORS ASSOCIATION / GIFT IN KIND (GIK)	\$30,000
E.W. PROFESSIONAL CAREER TRAINING CENTER / GIK	\$27,000
AUTO BODY REPAIR / GIFT IN KIND	\$15,000

**PERFORMANCE DATA**

**Measurement 1:**

Disparity in Education (See Exhibit 2)  
*Historical Comparison Data?*

**Measurement 2:**

Disparity in Employment and Economics Exhibit 2  
*Historical Comparison Data?*

**Measurement 3:**

Disparity in Crimes  
*Historical Comparison Data?*





**Return on Investment:**

*How do citizens benefit?* Job training, vocational skills, improvement in economic condition (livable wages)

*Does this activity leverage other financial resources?* yes

*How does this activity decrease costs over time for the City?* lower the cost of providing shelter in prison, less police needed, more taxes generated from rehabilitation of dilapidated homes

*How can this program become sustainable without City funding?* Students are expected to give a portion of their salary back to seed into the program from staffing services provided. Once the pilot program is successful we expect to get students and other investors from the community to seed money back into the program, fundraisers are also crucial.



## **Accountant's Transmittal Report**

### *Compilation for Alton Park Development Company*

I have prepared the accompanying Statement of Activities as of Alton Park Development Company as of fiscal year 2013 and budgeted 2014 and Statement of Position for fiscal year 2013 and 2014 then ended. This presentation is limited to preparing in the form of financial statements information that is the representation of management.

I have not audited, reviewed or compiled, under professional standards prescribed for such services, the accompanying financial statements and accordingly do not express an opinion or any other form of assurance on them. I am not licensed by this state, as a certified public accountant, public accountant or accounting firm, to provide those types of services.

**Carlton Johnson, MFP**  
**Master Financial Professional**  
**Luz Fraterno, LLC**

**Statistical Dashboard**  
**Alton Park Development Corporation**

**City of Chattanooga**

$\Delta$ 1yr -3yr	$\Delta$ 3yr -5yr
1.20%	-0.72%
2.08%	-0.80%
2.23%	-0.10%
2.99%	0.38%
4.03%	-0.03%
1.68%	-6.02%
3.27%	-5.30%
-1.18%	-3.47%
-3.03%	1.55%
-0.59%	-0.56%
0.67%	-1.29%
9.29%	-1.62%
1.83%	-0.90%
0.24%	-3.21%
-0.80%	-0.40%
-1.62%	-0.33%
0.17%	-0.99%
1.20%	-0.72%
2.74%	0.36%
-0.95%	-1.24%
-3.94%	-6.23%
-6.28%	0.35%
0.18%	-5.00%
-0.36%	-1.05%
-3.34%	-2.35%
0.87%	0.61%
-15.09%	-2.58%
18.16%	-4.54%
0.37%	-4.36%
0.32%	-1.07%
-1.93%	-3.13%
2.50%	0.16%
12.27%	1.72%
7.53%	-0.70%
-9.50%	-2.59%
-2.40%	-5.08%
-2.86%	-4.02%
0.00%	-2.33%
-4.76%	-5.00%
110.00%	-11.90%
-5.00%	-6.14%
-24.00%	10.53%
8.53%	-8.14%
-7.42%	-9.98%
0.00%	0.00%
-23.31%	-15.50%
-2.31%	2.88%
16.58%	4.80%
-2.44%	-20.23%

-7.42%	-9.98%
-6.43%	-12.83%
-21.08%	-2.14%
-1.19%	-1.58%
-20.12%	-0.94%
17.76%	-2.55%
-0.15%	-1.14%
2.41%	5.50%
-3.16%	-7.07%
-0.09%	-1.30%
8.92%	2.12%
2.25%	-0.27%
-1.06%	-3.05%
-3.01%	-0.92%
2.11%	-3.15%
0.37%	0.74%
0.62%	-1.73%
0.00%	0.00%
0.00%	0.00%
-0.11%	-1.24%
4.23%	2.28%
-0.06%	0.00%
-2.99%	0.00%
-0.03%	0.00%
8.03%	0.00%
0.61%	0.00%
-3.17%	0.00%
-2.91%	0.00%
-4.77%	0.00%
-0.10%	-0.98%
-2.10%	-1.40%
12.43%	1.11%
16.19%	0.96%
6.45%	1.37%
-5.20%	0.39%
16.83%	2.08%
43.36%	17.67%
-0.04%	-0.98%
0.14%	-0.96%
0.14%	-0.99%
1.96%	-1.18%
-2.27%	-0.72%
0.66%	2.75%
-4.63%	-1.47%
-4.63%	-1.47%
-13.77%	-8.16%
2.37%	2.84%
-3.81%	-0.79%
0.66%	2.75%
-28.90%	-16.79%
16.38%	9.11%

-4.63%	-1.47%
-2.97%	-5.20%
-5.83%	1.32%
0.00%	-1.50%
0.00%	11.72%
0.00%	-5.08%
0.00%	-3.70%
0.00%	-40.58%
0.00%	-4.08%
0.00%	8.32%
0.05%	-0.98%
0.05%	-0.89%
0.10%	-2.73%
-2.36%	-0.26%
-4.10%	-2.12%
-2.84%	5.55%
-3.28%	1.91%
-8.09%	-1.82%
4.30%	-12.60%
-1.79%	-16.61%
258.82%	9.84%
#DIV/0!	0.68%
-0.04%	-0.98%
-4.06%	-0.36%
10.71%	-23.48%
-18.62%	65.31%
108.74%	-11.26%
1.73%	4.66%
2.85%	0.01%
0.00%	8.16%
-15.67%	27.39%
0.72%	1.93%
59.42%	-5.64%
-30.89%	-9.40%
-0.35%	-0.05%
6.01%	-1.21%
57.65%	-0.37%
-0.25%	-1.79%
9.75%	11.10%
1196.77%	-14.18%
-21.32%	30.54%
-7.90%	36.91%
12.66%	-3.93%
177.17%	-19.89%
152.28%	-4.35%
-5.46%	-7.80%
44.72%	-0.82%
-27.01%	39.81%
-30.21%	-9.75%
-27.08%	-0.64%

**City of Chattanooga**

$\Delta$ 1yr -3yr	$\Delta$ 3yr -5yr
-0.02%	-1.06%
1.62%	-0.10%



1.53%	-0.12%
1.02%	1.61%
5.73%	-13.75%
124.86%	12.50%
-2.69%	-2.67%
1.53%	-0.12%
0.00%	0.00%
0.00%	-1.11%
0.36%	-0.46%
0.35%	-0.48%
1.20%	1.18%
-0.48%	-1.36%
-5.33%	1.21%
2.44%	0.24%
-1.48%	0.42%
1.07%	1.45%
1.21%	0.28%
1.28%	12.86%
-18.34%	12.23%
12.33%	-0.64%
-19.51%	8.53%
3.11%	-3.20%
-1.74%	0.44%
1.02%	1.61%
2.32%	1.60%
1.72%	1.81%
4.50%	2.72%
-1.18%	-2.42%
-6.48%	2.05%
1.02%	1.61%
-24.54%	17.29%
13.43%	8.75%
-4.36%	3.61%
-2.35%	2.89%
-7.11%	0.96%
8.00%	-2.64%
0.70%	-0.76%
2.87%	6.44%
9.43%	-2.53%
-0.94%	1.66%
13.80%	-4.02%
-9.84%	2.12%
1.37%	2.72%
1.02%	1.61%
1.96%	1.00%
-4.10%	1.54%
0.46%	9.47%
30.09%	2.72%
1.20%	-0.72%
-14.05%	-8.33%
-1.50%	-4.94%
5.29%	-3.83%
0.24%	-1.20%
6.09%	-0.37%

2.59%	2.40%
0.19%	2.90%
-2.65%	0.52%
37.52%	4.23%
10.39%	6.90%
1.15%	3.55%
1.83%	2.70%
3.40%	0.60%
1.39%	2.49%
-2.91%	-2.56%
1.37%	-2.11%
2.29%	-0.21%
-0.36%	-2.78%
-9.56%	-4.57%
-4.96%	-4.47%
-10.77%	0.84%
14.89%	-15.81%
-6.63%	-13.56%
2.08%	-0.80%
-4.76%	-8.94%
6.08%	-3.15%
0.25%	-5.65%
-4.38%	-3.28%
2.54%	-2.49%
5.95%	1.54%
-2.85%	4.24%
-0.36%	-0.15%
37.36%	1.89%
17.03%	6.01%
2.94%	3.13%
1.31%	2.42%
1.92%	2.69%
-0.59%	-0.56%
3.78%	4.85%
1.64%	4.38%
2.53%	1.05%
1.52%	-0.10%
-1.09%	-0.60%
-0.06%	0.00%
-0.78%	0.00%
-0.12%	0.00%
-3.06%	0.00%
4.40%	0.00%
-0.03%	0.00%
-1.37%	0.00%
0.61%	0.00%
1.63%	0.00%
1.22%	0.00%
0.05%	0.00%
0.47%	0.00%
-8.22%	0.00%
7.57%	0.00%
5.09%	0.00%
1.58%	0.00%
0.24%	0.00%
5.27%	0.00%
8.38%	0.00%
-2.53%	0.00%

-2.30%	0.00%
0.25%	0.00%
-8.35%	0.00%
-3.32%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%
0.00%	0.00%

**City of Chattanooga**

$\Delta$ 1yr -3yr	$\Delta$ 3yr -5yr
-0.37%	-0.60%
-0.05%	-0.15%
-2.48%	-3.68%
0.00%	0.00%
8.11%	-2.50%
-0.37%	-0.60%
-0.28%	-0.37%
-0.62%	-1.02%
0.34%	-0.21%
-0.61%	-0.82%
0.59%	-0.51%
0.78%	-0.81%
-2.60%	-2.63%
0.28%	0.27%
-1.81%	-2.05%
-0.37%	-0.60%
-13.61%	-15.53%
-1.32%	-0.70%
0.42%	0.12%
0.68%	0.29%
1.02%	0.40%
0.54%	0.20%
0.64%	0.63%
1.83%	0.94%
1.04%	0.91%
-0.37%	-0.60%
-4.05%	-9.81%
-4.78%	4.32%

-1.72%	-1.40%
-0.57%	-0.36%
-0.98%	0.41%
0.20%	0.42%
0.25%	-0.18%
1.11%	-1.14%
1.23%	-3.52%
0.00%	0.00%
-0.37%	-0.60%
-3.48%	-7.68%
-1.19%	-0.44%
-0.18%	-0.19%
-0.26%	-0.37%
-0.05%	-0.59%
0.08%	-2.21%
-0.05%	-0.15%
1.16%	1.03%
-2.26%	-2.37%
-0.74%	-0.37%
-1.19%	-1.61%
-0.05%	-0.15%
-7.89%	-10.02%
10.60%	13.11%
5.90%	6.03%
5.28%	3.84%
4.59%	3.90%
7.36%	6.08%
-0.05%	-0.15%
-2.45%	-1.48%
-1.09%	-1.11%
0.27%	0.42%
2.32%	1.03%
-0.05%	-0.15%
0.72%	0.39%
2.97%	3.03%
-2.25%	-1.96%
4.41%	4.56%
1.13%	-0.01%
-0.84%	-3.43%
-12.68%	-6.48%
-1.43%	-2.00%
2.57%	-0.72%
-0.05%	-0.15%
-1.89%	-3.96%
-5.82%	-9.27%
-7.03%	23.82%
-0.05%	-0.15%
-0.02%	0.00%
-0.96%	-2.85%
-1.27%	-7.99%
1.16%	1.03%

-0.94%	-2.95%
-3.58%	-1.94%
-1.91%	-1.49%
-0.17%	-2.42%
3.10%	-0.47%
5.64%	5.53%
7.61%	13.81%
6.76%	11.31%
3.40%	3.73%
1.16%	1.03%
2.32%	1.69%
-1.14%	-0.33%
2.32%	1.69%
-4.88%	8.97%
-3.57%	1.50%
-3.82%	0.34%
-4.22%	-0.79%
-1.69%	-0.39%
2.90%	1.49%
10.73%	4.92%
3.57%	1.36%
-1.14%	-0.33%
-0.68%	1.90%
-1.97%	0.40%
-2.11%	0.25%
-1.80%	-0.75%
-0.55%	-0.48%
0.68%	-0.22%
2.39%	1.74%
0.33%	1.41%
1.52%	1.72%
4.05%	2.43%
4.19%	2.43%
4.15%	1.64%
-9.93%	-8.45%
-1.05%	-0.23%
0.43%	0.89%
-0.60%	-0.57%
-2.25%	-0.99%
-3.16%	-1.37%
-2.59%	-1.06%
-2.13%	-1.43%
-2.85%	-1.07%
-7.97%	-8.13%
-2.32%	-2.48%
-8.66%	3.21%
-0.07%	-1.77%
-2.61%	1.45%
-4.60%	-1.53%
-2.33%	-2.38%
-0.88%	-3.81%
-0.35%	-5.19%
0.80%	-0.80%
-1.16%	-0.53%



-0.16%	2.48%
-0.13%	0.04%
-0.66%	-0.58%
-1.66%	-1.83%
-1.66%	-2.17%
-3.85%	-4.82%
-3.45%	-3.27%

## **Social Diversity**

### **HOUSEHOLDS BY TYPE**

- Total households
- Family households (families)
  - With own children under 18 years
    - Married-couple family
    - With own children under 18 years
  - Male householder, no wife present, family
  - With own children under 18 years
  - Female householder, no husband present, family
  - With own children under 18 years
- Nonfamily households
  - Householder living alone
  - 65 years and over
- Households with one or more people under 18 years
- Households with one or more people 65 years and over
- Average household size
- Average family size

### **RELATIONSHIP**

- Population in households
  - Householder
    - Spouse
    - Child
  - Other relatives
  - Nonrelatives
- Unmarried partner

### **MARITAL STATUS**

- Males 15 years and over
  - Never married
  - Now married, except separated
    - Separated
    - Widowed
    - Divorced
- Females 15 years and over
  - Never married
  - Now married, except separated
    - Separated
    - Widowed
    - Divorced

### **FERTILITY**

- Number of women 15 to 50 years old who had a birth in the past 12 months
  - Unmarried women (widowed, divorced, and never married)
    - Per 1,000 unmarried women
    - Per 1,000 women 15 to 50 years old
    - Per 1,000 women 15 to 19 years old
    - Per 1,000 women 20 to 34 years old
    - Per 1,000 women 35 to 50 years old

### **GRANDPARENTS**

- Number of grandparents living with own grandchildren under 18 years
  - Responsible for grandchildren
  - Years responsible for grandchildren
    - Less than 1 year
    - 1 or 2 years
    - 3 or 4 years
    - 5 or more years

Number of grandparents responsible for own grandchildren under 18 years

Who are female

Who are married

**SCHOOL ENROLLMENT**

Population 3 years and over enrolled in school

Nursery school, preschool

Kindergarten

Elementary school (grades 1-8)

High school (grades 9-12)

College or graduate school

**EDUCATIONAL ATTAINMENT**

Population 25 years and over

Less than 9th grade

9th to 12th grade, no diploma

High school graduate (includes equivalency)

Some college, no degree

Associate's degree

Bachelor's degree

Graduate or professional degree

Percent high school graduate or higher

Percent bachelor's degree or higher

**VETERAN STATUS**

Civilian population 18 years and over

Civilian veterans

**DISABILITY STATUS OF THE CIVILIAN NONINSTITUTIONALIZED POPULATION**

Total Civilian Noninstitutionalized Population

With a disability

Under 18 years

With a disability

18 to 64 years

With a disability

65 years and over

With a disability

**RESIDENCE 1 YEAR AGO**

Population 1 year and over

Same house

Different house in the U.S.

Same county

Different county

Same state

Different state

Abroad

**PLACE OF BIRTH**

Total population

Native

Born in United States

State of residence

Different state

Born in Puerto Rico, U.S. Island areas, or born abroad to American parent(s)

Foreign born

**U.S. CITIZENSHIP STATUS**

Foreign-born population

Naturalized U.S. citizen

Not a U.S. citizen

**YEAR OF ENTRY**

Population born outside the United States

Native

Entered 2000 or later

Entered before 2000

Foreign born  
Entered 2000 or later  
Entered before 2000

**WORLD REGION OF BIRTH OF FOREIGN BORN**

Foreign-born population, excluding population born at sea

Europe

Asia

Africa

Oceania

Latin America

Northern America

**LANGUAGE SPOKEN AT HOME**

Population 5 years and over

English only

Language other than English

Speak English less than "very well"

Spanish

Speak English less than "very well"

Other Indo-European languages

Speak English less than "very well"

Asian and Pacific Islander languages

Speak English less than "very well"

Other languages

Speak English less than "very well"

**ANCESTRY**

Total population

American

Arab

Czech

Danish

Dutch

English

French (except Basque)

French Canadian

German

Greek

Hungarian

Irish

Italian

Lithuanian

Norwegian

Polish

Portuguese

Russian

Scotch-Irish

Scottish

Slovak

Subsaharan African

Swedish

Swiss

Ukrainian

Welsh

West Indian (excluding Hispanic origin groups)

**Economic Diversity**

**EMPLOYMENT STATUS**

Population 16 years and over

In labor force

Civilian labor force  
Employed  
Unemployed  
Armed Forces  
Not in labor force  
Civilian labor force  
Percent Unemployed  
Females 16 years and over  
In labor force  
Civilian labor force  
Employed

Own children under 6 years  
All parents in family in labor force  
Own children 6 to 17 years  
All parents in family in labor force

**COMMUTING TO WORK**

Workers 16 years and over  
Car, truck, or van -- drove alone  
Car, truck, or van -- carpooled  
Public transportation (excluding taxicab)  
Walked  
Other means  
Worked at home  
Mean travel time to work (minutes)

**OCCUPATION**

Civilian employed population 16 years and over  
Management, business, science, and arts occupations  
Service occupations  
Sales and office occupations  
Natural resources, construction, and maintenance occupations  
Production, transportation, and material moving occupations

**INDUSTRY**

Civilian employed population 16 years and over  
Agriculture, forestry, fishing and hunting, and mining  
Construction  
Manufacturing  
Wholesale trade  
Retail trade  
Transportation and warehousing, and utilities  
Information  
Finance and insurance, and real estate and rental and leasing  
Professional, scientific, and management, and administrative and waste management services  
Educational services, and health care and social assistance  
Arts, entertainment, and recreation, and accommodation and food services  
Other services, except public administration  
Public administration

**CLASS OF WORKER**

Civilian employed population 16 years and over  
Private wage and salary workers  
Government workers  
Self-employed in own not incorporated business workers  
Unpaid family workers

**INCOME AND BENEFITS (IN 2011 INFLATION-ADJUSTED DOLLARS)**

Total households  
Less than \$10,000  
\$10,000 to \$14,999  
\$15,000 to \$24,999  
\$25,000 to \$34,999  
\$35,000 to \$49,999



\$50,000 to \$74,999  
\$75,000 to \$99,999  
\$100,000 to \$149,999  
\$150,000 to \$199,999  
\$200,000 or more  
Median household income (dollars)  
Mean household income (dollars)  
    With earnings  
    Mean earnings (dollars)  
    With Social Security  
Mean Social Security income (dollars)  
    With retirement income  
    Mean retirement income (dollars)  
    With Supplemental Security Income  
Mean Supplemental Security Income (dollars)  
    With cash public assistance income  
Mean cash public assistance income (dollars)  
With Food Stamp/SNAP benefits in the past 12 months  
    Families  
    Less than \$10,000  
    \$10,000 to \$14,999  
    \$15,000 to \$24,999  
    \$25,000 to \$34,999  
    \$35,000 to \$49,999  
    \$50,000 to \$74,999  
    \$75,000 to \$99,999  
    \$100,000 to \$149,999  
    \$150,000 to \$199,999  
    \$200,000 or more  
    Median family income (dollars)  
    Mean family income (dollars)  
    Per capita income (dollars)  
    Nonfamily households  
    Median nonfamily income (dollars)  
    Mean nonfamily income (dollars)  
    Median earnings for workers (dollars)  
Median earnings for male full-time, year-round workers (dollars)  
Median earnings for female full-time, year-round workers (dollars)

**HEALTH INSURANCE COVERAGE**

Civilian noninstitutionalized population  
    With health insurance coverage  
        With private health insurance  
        With public coverage  
    No health insurance coverage  
Civilian noninstitutionalized population under 18 years  
    No health insurance coverage  
Civilian noninstitutionalized population 18 to 64 years  
    In labor force:  
        Employed:  
            With health insurance coverage  
                With private health insurance  
                With public coverage  
            No health insurance coverage  
        Unemployed:  
            With health insurance coverage  
                With private health insurance  
                With public coverage  
            No health insurance coverage  
    Not in labor force:

With health insurance coverage  
With private health insurance  
With public coverage  
No health insurance coverage

**PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL**

All families  
With related children under 18 years  
With related children under 5 years only  
Married couple families  
With related children under 18 years  
With related children under 5 years only  
Families with female householder, no husband present  
With related children under 18 years  
With related children under 5 years only  
All people  
Under 18 years  
Related children under 18 years  
Related children under 5 years  
Related children 5 to 17 years  
18 years and over  
18 to 64 years  
65 years and over  
People in families  
Unrelated individuals 15 years and over

**Housing Diversity**

**HOUSING OCCUPANCY**

Total housing units  
Occupied housing units  
Vacant housing units  
Homeowner vacancy rate  
Rental vacancy rate

**UNITS IN STRUCTURE**

Total housing units  
1-unit, detached  
1-unit, attached  
2 units  
3 or 4 units  
5 to 9 units  
10 to 19 units  
20 or more units  
Mobile home  
Boat, RV, van, etc.

**YEAR STRUCTURE BUILT**

Total housing units  
Built 2005 or later  
Built 2000 to 2004  
Built 1990 to 1999  
Built 1980 to 1989  
Built 1970 to 1979  
Built 1960 to 1969  
Built 1950 to 1959  
Built 1940 to 1949  
Built 1939 or earlier

**ROOMS**

Total housing units  
1 room  
2 rooms

3 rooms  
4 rooms  
5 rooms  
6 rooms  
7 rooms  
8 rooms

9 rooms or more  
Median rooms

**BEDROOMS**

Total housing units  
No bedroom  
1 bedroom  
2 bedrooms  
3 bedrooms  
4 bedrooms  
5 or more bedrooms

**HOUSING TENURE**

Occupied housing units  
Owner-occupied  
Renter-occupied

Average household size of owner-occupied unit

Average household size of renter-occupied unit

**YEAR HOUSEHOLDER MOVED INTO UNIT**

Occupied housing units  
Moved in 2005 or later  
Moved in 2000 to 2004  
Moved in 1990 to 1999  
Moved in 1980 to 1989  
Moved in 1970 to 1979  
Moved in 1969 or earlier

**VEHICLES AVAILABLE**

Occupied housing units  
No vehicles available  
1 vehicle available  
2 vehicles available  
3 or more vehicles available

**HOUSE HEATING FUEL**

Occupied housing units  
Utility gas  
Bottled, tank, or LP gas  
Electricity  
Fuel oil, kerosene, etc.  
Coal or coke  
Wood  
Solar energy  
Other fuel  
No fuel used

**SELECTED CHARACTERISTICS**

Occupied housing units  
Lacking complete plumbing facilities  
Lacking complete kitchen facilities  
No telephone service available

**OCCUPANTS PER ROOM**

Occupied housing units  
1.00 or less  
1.01 to 1.50  
1.51 or more

**VALUE**

Owner-occupied units

Less than \$50,000  
\$50,000 to \$99,999  
\$100,000 to \$149,999  
\$150,000 to \$199,999  
\$200,000 to \$299,999  
\$300,000 to \$499,999  
\$500,000 to \$999,999  
\$1,000,000 or more

Median (dollars)

**MORTGAGE STATUS**

Owner-occupied units  
Housing units with a mortgage  
Housing units without a mortgage

**SELECTED MONTHLY OWNER COSTS (SMOC)**

Housing units with a mortgage

Less than \$300  
\$300 to \$499  
\$500 to \$699  
\$700 to \$999  
\$1,000 to \$1,499  
\$1,500 to \$1,999  
\$2,000 or more

Median (dollars)

Housing units without a mortgage

Less than \$100  
\$100 to \$199  
\$200 to \$299  
\$300 to \$399  
\$400 or more

Median (dollars)

**SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME (SMOCAPI)**

Housing units with a mortgage (excluding units where SMOCAPI cannot be computed)

Less than 20.0 percent  
20.0 to 24.9 percent  
25.0 to 29.9 percent  
30.0 to 34.9 percent  
35.0 percent or more

Not computed

Housing unit without a mortgage (excluding units where SMOCAPI cannot be computed)

Less than 10.0 percent  
10.0 to 14.9 percent  
15.0 to 19.9 percent  
20.0 to 24.9 percent  
25.0 to 29.9 percent  
30.0 to 34.9 percent  
35.0 percent or more

Not computed

Not computed

Not computed

**GROSS RENT**

Occupied units paying rent

Less than \$200  
\$200 to \$299  
\$300 to \$499  
\$500 to \$749  
\$750 to \$999  
\$1,000 to \$1,499  
\$1,500 or more

Median (dollars)

No rent paid

**GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)**

Occupied units paying rent (excluding units where GRAPI cannot be computed)

Less than 15.0 percent

15.0 to 19.9 percent

20.0 to 24.9 percent

25.0 to 29.9 percent

30.0 to 34.9 percent

35.0 percent or more

Not computed



Hamilton Co		Tennessee State		National	
Δ 1yr -3yr	Δ 3yr -5yr	Δ 1yr -3yr	Δ 3yr -5yr	Δ 1yr -3yr	Δ 3yr -5yr
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
1.42%	-0.44%	1.44%	-0.02%	0.45%	0.10%
-0.69%	1.27%	3.08%	1.53%	1.53%	1.47%
3.20%	0.82%	1.63%	0.75%	1.12%	0.86%
1.31%	0.67%	3.04%	2.30%	2.74%	2.61%
1.25%	-7.25%	0.06%	-0.98%	-1.52%	-1.82%
-2.59%	-0.98%	7.46%	1.02%	-1.81%	-1.43%
-4.48%	-2.71%	1.20%	-2.52%	-1.28%	-2.06%
-5.14%	3.53%	2.02%	-0.24%	-0.63%	-0.74%
-0.43%	-0.10%	-3.53%	-0.34%	-1.04%	-0.65%
-0.74%	-1.24%	-3.69%	-0.44%	-1.26%	-0.50%
6.55%	-2.18%	-2.66%	-0.29%	-1.41%	-0.94%
0.03%	0.70%	3.19%	0.96%	1.39%	1.15%
2.23%	-3.00%	-1.91%	-2.15%	-1.71%	-1.82%
-1.61%	-1.22%	-0.40%	-0.79%	-0.76%	-0.76%
-2.24%	-0.98%	-1.60%	-0.65%	-1.23%	-0.62%
-0.84%	-1.22%	-0.75%	-0.92%	-0.78%	-0.87%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
3.28%	0.99%	1.56%	0.79%	1.13%	0.85%
-3.34%	-2.88%	-1.40%	-1.59%	-1.57%	-1.24%
-8.57%	-7.87%	-5.69%	-6.04%	-4.43%	-5.29%
-2.82%	1.91%	-2.68%	-3.16%	-2.73%	-3.96%
-4.08%	-5.99%	1.86%	-1.73%	-0.60%	-2.09%
-1.56%	-1.15%	-1.00%	-1.02%	-0.98%	-1.03%
-5.05%	-3.08%	-3.88%	-2.46%	-2.56%	-2.69%
1.40%	0.84%	1.58%	0.55%	0.65%	0.56%
-8.63%	3.27%	5.07%	-5.82%	-2.83%	-3.61%
25.64%	-11.06%	-5.62%	-2.96%	-1.65%	-1.40%
-8.16%	-3.04%	-4.23%	-3.00%	-3.05%	-2.73%
-0.54%	-1.34%	-0.96%	-1.04%	-0.87%	-0.97%
-0.02%	-4.03%	-3.02%	-2.78%	-2.62%	-2.76%
3.42%	0.49%	1.03%	0.26%	0.63%	0.40%
14.69%	-0.38%	-0.32%	-4.68%	-2.37%	-2.69%
13.58%	-2.53%	-0.96%	0.15%	-0.37%	0.23%
-20.88%	-1.48%	-3.99%	-2.61%	-2.49%	-2.65%
-5.08%	-3.56%	12.50%	-1.71%	2.76%	1.61%
-16.43%	-0.43%	22.04%	-3.96%	2.02%	-1.11%
-12.20%	2.78%	25.64%	-2.04%	5.71%	0.00%
-6.67%	-1.79%	12.73%	-1.61%	1.85%	1.82%
62.50%	-17.95%	33.33%	-2.78%	8.33%	3.85%
-5.45%	-6.73%	9.18%	0.93%	4.21%	3.03%
-25.00%	27.78%	26.09%	-6.90%	0.00%	0.00%
20.95%	-10.88%	1.54%	-4.80%	-1.38%	-4.28%
5.05%	-15.75%	5.53%	-2.10%	0.75%	-2.38%
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
-27.79%	-25.62%	22.00%	-3.74%	4.30%	-1.06%
60.79%	-2.02%	13.68%	0.30%	4.00%	-3.82%
9.06%	-31.86%	2.39%	-10.31%	1.15%	-2.88%
8.20%	-11.94%	-4.31%	1.13%	-3.35%	-1.99%

5.05%	-15.75%	5.53%	-2.10%	0.75%	-2.38%
-1.52%	-17.91%	5.06%	-3.37%	0.89%	-2.45%
-2.77%	-9.15%	3.13%	-0.93%	0.82%	-2.21%
-3.21%	-2.93%	-0.61%	-1.00%	-0.83%	-0.93%
-22.46%	-1.33%	-2.49%	0.08%	-0.67%	-0.27%
0.56%	3.28%	6.87%	3.37%	-0.54%	-0.91%
0.46%	-2.81%	-1.59%	-0.77%	-0.18%	-0.40%
1.78%	2.67%	2.32%	0.61%	0.50%	0.85%
-6.53%	-7.65%	-2.32%	-3.85%	-2.78%	-3.13%
-1.44%	-1.39%	-0.96%	-1.11%	-1.03%	-1.13%
6.47%	-5.04%	2.12%	2.88%	1.16%	-0.51%
5.29%	-0.23%	2.98%	1.23%	1.10%	0.98%
-3.10%	-2.83%	-1.24%	-1.31%	-0.96%	-0.39%
-9.41%	-0.56%	-1.68%	-1.96%	-0.71%	-2.67%
10.07%	-5.76%	0.18%	-2.07%	-2.46%	-1.79%
1.72%	2.48%	-2.90%	-1.58%	-1.77%	-1.13%
1.75%	-2.29%	-2.15%	-2.42%	-2.40%	-1.53%
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
-1.35%	-1.43%	-1.05%	-1.15%	-1.10%	-1.13%
4.99%	5.57%	1.82%	1.29%	1.58%	1.92%
-1.18%	0.00%	-0.77%	0.00%	-0.81%	0.00%
-6.32%	0.00%	-1.99%	0.00%	-1.85%	0.00%
-0.78%	0.00%	0.20%	0.00%	0.17%	0.00%
15.03%	0.00%	-3.42%	0.00%	-0.14%	0.00%
-1.15%	0.00%	-0.76%	0.00%	-0.88%	0.00%
-10.35%	0.00%	-2.54%	0.00%	-2.25%	0.00%
-1.91%	0.00%	-2.51%	0.00%	-2.25%	0.00%
-3.61%	0.00%	-0.82%	0.00%	-1.66%	0.00%
-1.30%	-1.25%	-0.83%	-0.94%	-0.79%	-0.89%
-3.54%	-1.76%	-0.77%	-1.28%	-0.90%	-1.03%
11.66%	1.20%	-0.88%	0.90%	-0.07%	-0.27%
13.56%	4.29%	1.51%	-0.34%	0.52%	-1.51%
8.00%	-5.08%	-4.77%	3.03%	-1.05%	1.87%
-5.67%	-8.23%	-7.13%	0.56%	-0.76%	1.16%
17.89%	-3.26%	-2.04%	5.74%	-1.46%	2.85%
43.10%	11.04%	-11.61%	0.80%	-3.14%	3.06%
-1.15%	-1.21%	-0.75%	-0.91%	-0.76%	-0.85%
-0.90%	-1.17%	-0.57%	-0.80%	-0.71%	-0.73%
-0.88%	-1.18%	-0.55%	-0.78%	-0.69%	-0.70%
-0.48%	-1.29%	-0.98%	-0.57%	-1.07%	-0.92%
-1.52%	-1.00%	0.27%	-1.17%	0.14%	-0.21%
-3.33%	0.12%	-3.34%	-2.61%	-1.68%	-2.51%
-5.76%	-2.00%	-4.27%	-3.17%	-1.09%	-1.68%
-5.76%	-2.00%	-4.27%	-3.17%	-1.09%	-1.68%
-8.27%	-7.51%	-6.45%	-8.77%	-2.92%	-2.62%
-4.21%	1.25%	-3.11%	-0.31%	0.40%	-0.94%
-5.44%	-1.72%	-4.14%	-3.09%	-1.15%	-1.76%
-3.33%	0.12%	-3.34%	-2.61%	-1.68%	-2.51%
-9.13%	-6.54%	-2.40%	-16.03%	-9.57%	-10.54%
-1.28%	2.28%	-3.61%	1.34%	1.04%	-0.03%

-5.76%	-2.00%	-4.27%	-3.17%	-1.09%	-1.68%
-9.03%	-3.61%	-5.11%	-6.31%	-5.29%	-7.41%
-3.02%	-0.73%	-3.47%	-0.23%	1.24%	1.30%
0.00%	-2.03%	-4.27%	-3.17%	-1.09%	-1.68%
0.00%	7.54%	-11.25%	-1.93%	-1.10%	0.18%
0.00%	-7.30%	-2.47%	-3.78%	-1.84%	-2.83%
0.00%	4.33%	-11.73%	-10.23%	-4.46%	-4.37%
0.00%	-40.58%	-6.72%	-13.25%	-1.22%	1.07%
0.00%	-3.37%	-1.35%	-1.72%	-0.52%	-1.44%
0.00%	14.35%	-14.24%	-4.64%	1.96%	1.75%
-1.10%	-1.20%	-0.90%	-0.95%	-0.84%	-0.91%
-0.77%	-0.98%	-0.53%	-0.81%	-0.60%	-0.59%
-5.54%	-4.27%	-5.88%	-2.97%	-1.76%	-2.18%
-2.86%	-1.96%	-2.75%	-0.35%	-0.30%	-1.10%
-10.67%	-1.33%	-6.82%	-3.06%	-1.65%	-2.13%
-1.92%	4.84%	-1.10%	1.34%	0.55%	-0.44%
-12.35%	-2.46%	-10.81%	-0.27%	-1.68%	-1.28%
-14.33%	-9.43%	-15.99%	-0.02%	-0.86%	-1.32%
6.21%	-14.75%	0.72%	-2.44%	-1.39%	-2.59%
-1.59%	-15.40%	2.26%	-1.86%	-2.10%	-2.49%
224.37%	0.91%	2.43%	-10.07%	-4.78%	-5.19%
#DIV/0!	-22.69%	-5.93%	-12.73%	-4.85%	-6.01%
-1.15%	-1.21%	-0.75%	-0.91%	-0.76%	-0.85%
-2.27%	5.63%	-5.32%	-1.28%	-13.54%	-4.62%
16.08%	-23.18%	3.48%	-8.99%	-5.17%	-5.54%
1.15%	84.09%	22.89%	-5.79%	2.33%	1.71%
383.19%	-20.70%	-3.55%	-2.47%	4.37%	1.93%
29.98%	1.81%	7.00%	-0.69%	5.57%	2.61%
-0.02%	0.78%	0.50%	0.69%	2.54%	2.17%
1.92%	3.94%	-3.65%	2.39%	3.44%	2.75%
-23.51%	25.00%	-2.37%	-0.43%	3.77%	2.03%
-3.20%	0.63%	0.33%	-0.51%	2.36%	1.44%
11.90%	-15.71%	2.99%	-1.02%	2.43%	0.56%
-46.67%	-6.89%	4.93%	6.24%	4.92%	1.82%
-3.35%	0.15%	-0.50%	-0.21%	1.93%	0.96%
6.35%	-5.00%	-4.42%	-3.15%	0.25%	0.36%
46.47%	-2.81%	22.89%	-8.37%	3.98%	2.44%
13.38%	-8.10%	2.26%	1.37%	2.11%	1.47%
29.15%	8.67%	5.41%	2.44%	2.25%	0.82%
948.39%	-6.46%	-7.41%	-8.58%	3.02%	0.09%
34.21%	26.71%	0.64%	-0.98%	1.08%	1.09%
-8.35%	28.53%	7.05%	25.89%	5.23%	54.23%
-1.66%	-6.73%	7.29%	-0.25%	2.76%	2.59%
235.62%	-20.41%	-0.61%	8.71%	4.68%	2.82%
276.46%	-4.29%	-3.71%	-15.12%	-2.19%	-1.25%
8.57%	-4.04%	3.07%	-0.28%	3.16%	2.02%
10.28%	8.98%	-7.26%	9.97%	5.20%	1.97%
-31.79%	24.52%	-15.79%	12.51%	-0.52%	0.51%
-37.42%	-8.20%	2.33%	-3.66%	4.21%	2.24%
#DIV/0!	#DIV/0!	-11.38%	10.47%	-3.03%	-1.76%

Hamilton Co		Tennessee State		National	
Δ 1yr -3yr	Δ 3yr -5yr	Δ 1yr -3yr	Δ 3yr -5yr	Δ 1yr -3yr	Δ 3yr -5yr
-1.10%	-1.18%	-0.99%	-1.06%	-0.96%	-1.04%
0.63%	0.27%	-0.29%	0.06%	-0.10%	-0.55%

0.49%	0.24%	-0.30%	0.05%	-0.17%	-0.56%
0.83%	1.83%	-0.59%	1.81%	-0.18%	1.20%
-2.12%	-12.63%	2.19%	-14.49%	-0.03%	-16.00%
3916.67%	23.65%	1.39%	1.62%	10.69%	1.02%
-4.05%	-3.78%	-2.10%	-2.87%	-2.50%	-1.92%
0.49%	0.24%	-0.30%	0.05%	-0.17%	-0.56%
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
-1.04%	-1.33%	-1.00%	-1.08%	-0.90%	-1.01%
-0.61%	0.05%	-0.86%	-0.40%	-0.13%	-0.88%
-0.63%	0.03%	-0.87%	-0.41%	-0.16%	-0.88%
1.61%	1.42%	-0.87%	1.00%	0.10%	0.60%
-2.03%	-0.65%	2.00%	-0.58%	0.16%	-0.24%
-1.33%	3.31%	0.81%	-0.97%	0.07%	-1.01%
0.69%	-1.09%	-0.51%	-0.27%	0.12%	-0.26%
-2.87%	0.50%	-0.18%	-0.16%	1.04%	-0.29%
0.65%	1.65%	-0.84%	1.65%	-0.14%	1.02%
0.59%	0.49%	-1.24%	1.23%	-0.21%	0.68%
-5.70%	14.27%	2.66%	4.80%	1.39%	4.44%
-14.89%	11.00%	-13.45%	-1.28%	-1.31%	0.74%
13.72%	-1.46%	-4.05%	3.03%	-0.02%	1.57%
-9.77%	10.83%	6.50%	5.54%	-1.55%	2.19%
26.41%	-5.00%	2.19%	1.83%	-0.54%	-1.21%
-2.29%	0.00%	-0.41%	-0.41%	-0.78%	0.40%
0.83%	1.83%	-0.59%	1.81%	-0.18%	1.20%
-0.50%	2.48%	-0.41%	-0.15%	-0.27%	0.40%
3.08%	0.41%	-0.98%	-0.11%	-1.94%	-1.79%
7.80%	3.81%	1.11%	1.88%	1.18%	2.17%
2.00%	-2.38%	3.66%	5.18%	1.18%	4.94%
-10.74%	0.98%	-5.81%	6.18%	-1.05%	3.25%
0.83%	1.83%	-0.59%	1.81%	-0.18%	1.20%
-45.81%	11.21%	-2.83%	5.64%	-2.39%	0.54%
8.51%	7.56%	7.10%	7.23%	4.04%	8.23%
-8.07%	1.62%	-3.95%	8.14%	-0.17%	4.38%
-5.52%	3.72%	2.36%	4.04%	2.18%	4.50%
-8.77%	2.44%	-2.67%	0.31%	-0.55%	0.56%
6.09%	-1.92%	-0.88%	3.75%	-0.24%	2.87%
18.42%	-1.92%	4.33%	2.46%	3.63%	6.49%
4.34%	6.66%	1.34%	3.44%	1.85%	3.54%
8.49%	-1.78%	1.54%	-0.53%	-1.15%	0.24%
-3.80%	2.35%	0.08%	-1.34%	-0.69%	-1.39%
22.96%	-2.56%	-3.74%	-0.47%	-1.92%	-1.37%
-5.64%	4.40%	-1.94%	0.99%	-0.99%	-0.37%
6.32%	2.39%	-0.64%	-1.09%	-0.63%	-1.24%
0.83%	1.83%	-0.59%	1.81%	-0.18%	1.20%
2.02%	1.19%	-0.90%	1.87%	-0.42%	1.29%
-5.89%	0.83%	1.35%	0.10%	0.48%	0.07%
1.28%	13.43%	-0.90%	4.39%	1.36%	2.50%
7.37%	-12.91%	-10.05%	13.69%	-5.96%	15.44%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
-15.97%	-11.85%	-4.21%	-2.96%	-5.27%	-4.15%
5.21%	-2.98%	-0.51%	-3.36%	-3.09%	-3.46%
-3.14%	-3.17%	-4.29%	-3.56%	-3.67%	-3.47%
-5.71%	0.51%	-2.04%	-1.63%	-0.14%	-1.58%
8.29%	-0.34%	0.97%	-0.02%	0.19%	-0.56%

8.04%	1.85%	3.79%	1.92%	1.40%	0.34%
1.35%	3.53%	1.92%	1.06%	2.42%	2.54%
-1.74%	3.21%	-1.43%	3.33%	2.34%	2.56%
31.44%	3.99%	1.58%	4.04%	2.02%	2.69%
8.80%	6.54%	3.94%	6.44%	0.94%	4.08%
5.12%	4.37%	2.32%	3.11%	1.94%	2.48%
2.99%	2.96%	0.97%	2.63%	1.56%	2.32%
3.63%	1.44%	1.24%	1.23%	0.99%	0.75%
1.53%	1.95%	0.64%	2.09%	1.02%	2.01%
-0.95%	-2.48%	-2.07%	-2.69%	-1.95%	-1.97%
1.91%	-1.28%	-0.77%	-2.38%	-0.65%	-1.95%
6.85%	-0.14%	-1.55%	-1.49%	-0.78%	-0.11%
2.93%	-4.13%	-1.60%	0.07%	-1.21%	-0.97%
-6.02%	-6.82%	-8.65%	-7.76%	-11.47%	-8.05%
-2.05%	-5.02%	-4.51%	-3.35%	-1.44%	-2.07%
-19.86%	4.13%	-9.82%	-7.55%	-3.07%	-8.08%
2.57%	-15.66%	0.31%	-6.64%	1.58%	-3.39%
-10.46%	-13.55%	-5.53%	-10.98%	-9.98%	-12.58%
1.42%	-0.44%	1.44%	-0.02%	0.45%	0.10%
3.52%	-11.84%	-0.61%	-5.47%	-5.08%	-6.25%
0.56%	-4.91%	2.50%	-3.54%	-3.20%	-5.13%
-6.12%	-3.60%	-3.27%	-4.07%	-4.06%	-3.92%
-13.60%	-3.33%	0.14%	-2.25%	-0.58%	-2.33%
0.61%	-3.91%	2.16%	-0.78%	0.05%	-0.98%
12.05%	-0.02%	4.03%	1.30%	1.38%	0.45%
-4.34%	6.75%	2.34%	1.43%	2.78%	2.53%
0.54%	3.24%	0.36%	3.74%	2.53%	2.67%
28.84%	1.12%	0.64%	3.44%	2.27%	2.82%
15.87%	6.15%	5.78%	6.23%	1.10%	4.13%
5.26%	4.01%	1.18%	2.73%	2.08%	2.48%
2.16%	2.75%	0.47%	2.85%	1.37%	2.34%
3.21%	3.43%	0.68%	3.06%	1.68%	2.79%
-0.43%	-0.10%	-3.53%	-0.34%	-1.04%	-0.65%
7.33%	4.73%	0.90%	2.35%	1.96%	2.10%
5.15%	4.14%	-0.41%	1.64%	1.35%	1.97%
4.04%	1.08%	1.07%	1.02%	0.95%	1.48%
2.50%	-0.77%	0.50%	0.43%	0.46%	0.72%
1.23%	-1.90%	-1.21%	-0.74%	0.18%	-0.10%
-1.18%	0.00%	-0.77%	0.00%	-0.81%	0.00%
-1.26%	0.00%	-0.42%	0.00%	-0.92%	0.00%
0.09%	0.00%	1.25%	0.00%	0.79%	0.00%
-4.84%	0.00%	-2.86%	0.00%	-3.84%	0.00%
-0.67%	0.00%	-2.81%	0.00%	-0.20%	0.00%
-0.78%	0.00%	0.20%	0.00%	0.17%	0.00%
-10.86%	0.00%	-1.33%	0.00%	7.46%	0.00%
-1.15%	0.00%	-0.76%	0.00%	-0.88%	0.00%
-0.16%	0.00%	-0.40%	0.00%	-0.14%	0.00%
0.14%	0.00%	-0.68%	0.00%	-0.16%	0.00%
-0.95%	0.00%	-0.20%	0.00%	0.10%	0.00%
-0.10%	0.00%	0.17%	0.00%	0.44%	0.00%
-11.88%	0.00%	-2.69%	0.00%	-2.91%	0.00%
6.59%	0.00%	-2.96%	0.00%	-1.35%	0.00%
-2.53%	0.00%	1.98%	0.00%	-0.01%	0.00%
-2.62%	0.00%	2.89%	0.00%	-1.99%	0.00%
0.51%	0.00%	4.90%	0.00%	1.82%	0.00%
-7.13%	0.00%	0.00%	0.00%	-8.12%	0.00%
-2.43%	0.00%	1.03%	0.00%	2.32%	0.00%
-4.36%	0.00%	-1.79%	0.00%	-3.32%	0.00%





9.75%	-4.68%	-3.98%	-3.41%	-1.72%	-1.40%
-3.49%	4.04%	-1.42%	0.27%	-0.57%	-0.36%
-2.53%	-3.23%	-0.46%	1.07%	-0.98%	0.41%
3.45%	3.36%	1.89%	-0.46%	0.20%	0.42%
10.35%	0.90%	1.26%	0.17%	0.25%	-0.18%
-8.92%	1.79%	-0.27%	-2.75%	1.11%	-1.14%
-3.98%	-5.86%	-1.10%	-4.85%	1.23%	-3.52%
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
-0.45%	-0.60%	-0.47%	-0.74%	-0.37%	-0.60%
-13.67%	-24.49%	-6.85%	-8.40%	-3.48%	-7.68%
1.92%	2.13%	-4.24%	-1.78%	-1.19%	-0.44%
-1.23%	0.79%	-0.59%	-0.40%	-0.18%	-0.19%
1.00%	-0.94%	1.05%	-0.46%	-0.26%	-0.37%
-1.68%	-0.76%	-1.54%	-0.72%	-0.05%	-0.59%
-2.40%	0.02%	-4.10%	-2.52%	0.08%	-2.21%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
2.12%	0.17%	1.23%	0.99%	1.16%	1.03%
-1.71%	-1.25%	-3.30%	-2.53%	-2.26%	-2.37%
-1.57%	0.00%	-0.39%	-0.39%	-0.74%	-0.37%
-1.69%	-2.59%	-0.41%	-1.65%	-1.19%	-1.61%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
-7.59%	-8.86%	-7.64%	-9.22%	-7.89%	-10.02%
3.46%	11.29%	10.14%	12.76%	10.60%	13.11%
15.16%	6.36%	5.44%	5.26%	5.90%	6.03%
8.36%	4.93%	5.19%	4.37%	5.28%	3.84%
10.50%	2.01%	4.55%	3.88%	4.59%	3.90%
9.37%	5.03%	6.10%	5.89%	7.36%	6.08%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
-7.69%	-3.21%	-6.21%	-1.72%	-2.45%	-1.48%
-2.36%	-2.67%	-1.95%	-1.44%	-1.09%	-1.11%
5.14%	2.12%	0.79%	0.32%	0.27%	0.42%
2.12%	0.26%	2.39%	1.49%	2.32%	1.03%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
-2.15%	1.81%	1.29%	2.05%	0.72%	0.39%
0.22%	11.62%	3.09%	5.61%	2.97%	3.03%
1.84%	-1.86%	-1.28%	-1.96%	-2.25%	-1.96%
157.69%	19.13%	30.79%	14.20%	4.41%	4.56%
#DIV/0!	#DIV/0!	22.46%	19.48%	1.13%	-0.01%
0.47%	-14.25%	-7.09%	-1.92%	-0.84%	-3.43%
-75.38%	-40.63%	-56.38%	-10.30%	-12.68%	-6.48%
-16.28%	-1.39%	-19.49%	7.25%	-1.43%	-2.00%
39.39%	7.39%	-8.32%	1.33%	2.57%	-0.72%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
-37.95%	73.82%	-4.52%	17.60%	-1.89%	-3.96%
-25.34%	-4.44%	-9.04%	4.12%	-5.82%	-9.27%
9.66%	26.05%	-9.40%	28.42%	-7.03%	23.82%
0.76%	-0.32%	-0.26%	-0.13%	-0.05%	-0.15%
0.25%	-0.02%	-0.34%	-0.01%	-0.02%	0.00%
61.00%	-10.83%	2.54%	-4.03%	-0.96%	-2.85%
0.00%	-26.95%	10.62%	-14.24%	-1.27%	-7.99%
2.12%	0.17%	1.23%	0.99%	1.16%	1.03%

3.96%	-3.70%	1.80%	-1.03%	-0.94%	-2.95%
7.59%	3.45%	0.12%	3.92%	-3.58%	-1.94%
3.60%	1.42%	2.15%	2.33%	-1.91%	-1.49%
-0.52%	-1.42%	0.62%	-0.42%	-0.17%	-2.42%
-0.10%	-2.81%	1.36%	-2.20%	3.10%	-0.47%
-5.54%	1.01%	3.15%	-0.02%	5.64%	5.53%
14.07%	1.64%	0.25%	3.56%	7.61%	13.81%
-7.31%	2.04%	-6.55%	2.42%	6.76%	11.31%
-1.68%	-0.85%	0.22%	-1.01%	3.40%	3.73%
2.12%	0.17%	1.23%	0.99%	1.16%	1.03%
3.47%	1.46%	2.88%	1.35%	2.32%	1.69%
-0.28%	-2.20%	-1.46%	0.37%	-1.14%	-0.33%
3.47%	1.46%	2.88%	1.35%	2.32%	1.69%
#DIV/0!	247.06%	-9.77%	3.40%	-4.88%	8.97%
-16.77%	-21.37%	1.24%	1.64%	-3.57%	1.50%
-10.18%	7.08%	-5.52%	6.99%	-3.82%	0.34%
11.04%	-3.09%	0.11%	-0.45%	-4.22%	-0.79%
-0.26%	1.69%	2.04%	0.31%	-1.69%	-0.39%
6.01%	1.98%	6.37%	1.40%	2.90%	1.49%
10.82%	8.63%	12.35%	3.40%	10.73%	4.92%
-0.98%	0.99%	1.79%	0.25%	3.57%	1.36%
-0.28%	-2.20%	-1.46%	0.37%	-1.14%	-0.33%
-59.10%	8.54%	0.40%	5.29%	-0.68%	1.90%
-17.81%	8.85%	-1.12%	8.49%	-1.97%	0.40%
-5.79%	-1.39%	0.51%	3.74%	-2.11%	0.25%
3.52%	3.14%	-3.71%	-0.31%	-1.80%	-0.75%
4.92%	-7.12%	-1.34%	-3.85%	-0.55%	-0.48%
2.39%	-2.33%	0.00%	-1.73%	0.68%	-0.22%
3.86%	1.67%	2.87%	1.41%	2.39%	1.74%
4.28%	1.62%	1.46%	3.14%	0.33%	1.41%
1.87%	-1.20%	4.09%	1.88%	1.52%	1.72%
16.39%	3.97%	2.36%	0.37%	4.05%	2.43%
-2.56%	4.06%	5.75%	1.70%	4.19%	2.43%
1.70%	1.99%	3.58%	-1.10%	4.15%	1.64%
-40.66%	-39.51%	4.06%	-9.65%	-9.93%	-8.45%
0.06%	-2.03%	-1.46%	0.42%	-1.05%	-0.23%
0.06%	2.81%	2.19%	3.74%	0.43%	0.89%
-3.67%	-2.93%	-1.30%	-0.62%	-0.60%	-0.57%
-3.78%	-4.07%	-6.74%	-4.01%	-2.25%	-0.99%
30.51%	-0.85%	-4.44%	-1.27%	-3.16%	-1.37%
-4.84%	-10.60%	-4.34%	-2.43%	-2.59%	-1.06%
20.92%	-6.56%	-8.67%	-3.96%	-2.13%	-1.43%
-4.77%	-16.69%	-5.02%	-3.35%	-2.85%	-1.07%
-23.56%	-18.02%	-1.92%	-3.83%	-7.97%	-8.13%
-2.85%	-0.96%	-3.40%	-2.51%	-2.32%	-2.48%
-2.94%	-4.97%	-5.98%	3.92%	-8.66%	3.21%
24.08%	0.19%	-2.30%	-4.08%	-0.07%	-1.77%
-9.62%	17.45%	-1.99%	5.31%	-2.61%	1.45%
-5.83%	-0.09%	-4.99%	-1.29%	-4.60%	-1.53%
-6.47%	-5.34%	-0.82%	-4.55%	-2.33%	-2.38%
20.92%	-5.11%	-4.27%	-7.02%	-0.88%	-3.81%
-8.02%	-12.19%	-5.71%	-11.47%	-0.35%	-5.19%
0.56%	-2.39%	0.28%	-1.39%	0.80%	-0.80%
16.61%	-5.07%	-2.29%	-2.68%	-1.16%	-0.53%

25.75%	7.16%	0.72%	6.60%	-0.16%	2.48%
7.66%	6.54%	3.05%	1.38%	-0.13%	0.04%
7.36%	2.02%	-5.16%	1.89%	-0.66%	-0.58%
-14.37%	-2.89%	-5.29%	-3.72%	-1.66%	-1.83%
-17.13%	1.96%	-5.42%	-6.12%	-1.66%	-2.17%
-5.15%	-4.46%	-4.32%	-5.64%	-3.85%	-4.82%
2.91%	-10.94%	-3.45%	-4.50%	-3.45%	-3.27%

Variance: City of Chattanooga vs.



## Revenue Assumptions

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Days of Operation Daycare	5.0
Hours/Day	9.0
Average Revenue/Patron	\$ 26.0
Average Patrons Fer Day	50.0
Average Revenue Per Night	1,300.0
Weekly Revenue	6,500.0
Monthly Revenue	28,166.7

Revenue assumptions based upon the Industry average daycare rate OJT Revenues are not Included

- We conservatively assume additional revenue from renting space for events or planning event and Temporary Staffing and
- Other revenue opportunities such as subletting space, media leasing etc. have been excluded

## Expense Assumptions

**COGS**

35%

**Labor**

Position	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total Hours	Rate	Amount
<b>OJT</b>									
Director	8am-5pm 9	8am-5pm 9	8am-5pm 9	8am-5pm 9			36		\$ -
Instructor x1	8am-5pm 9	8am-5pm 9	8am-5pm 9	8am-5pm 9			36		\$ -
<b>Daycare</b>									
Director	8am-6pm 10	8am-6pm 10	8am-6pm 10	8am-6pm 10	8am-6pm 10				540
Instructor	8am-6pm 10	8am-6pm 10	8am-6pm 10	8am-6pm 10	8am-6pm 10				360
Weekly Labor Cost									900
Monthly Labor Cost									3,600
Annual Labor Cost									\$ 43,200

- Marketing expenses include radio, internet and print advertising









# CHATTANOOGA DISPARITIES

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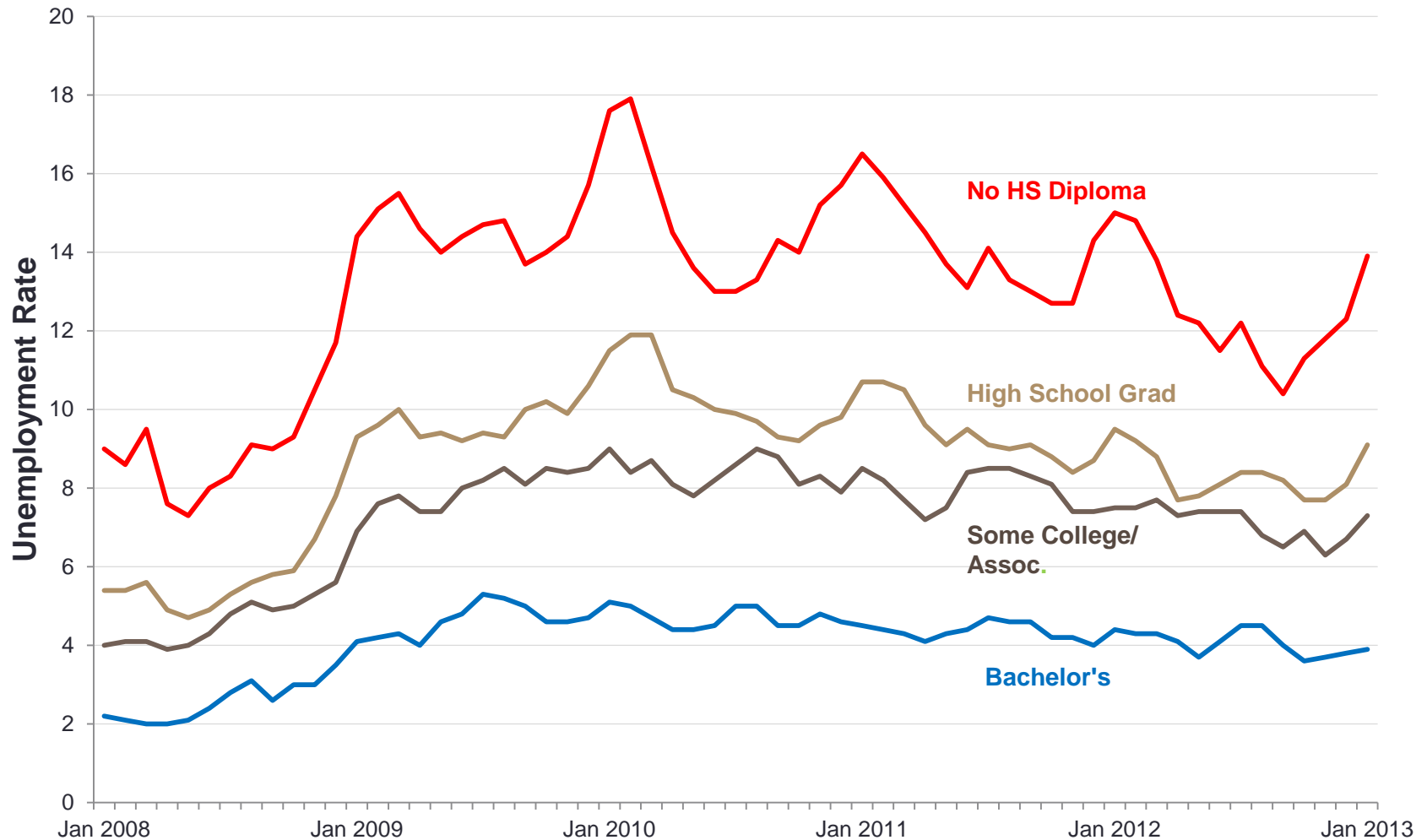
Ken Chilton, Ph.D.

The Ochs Center

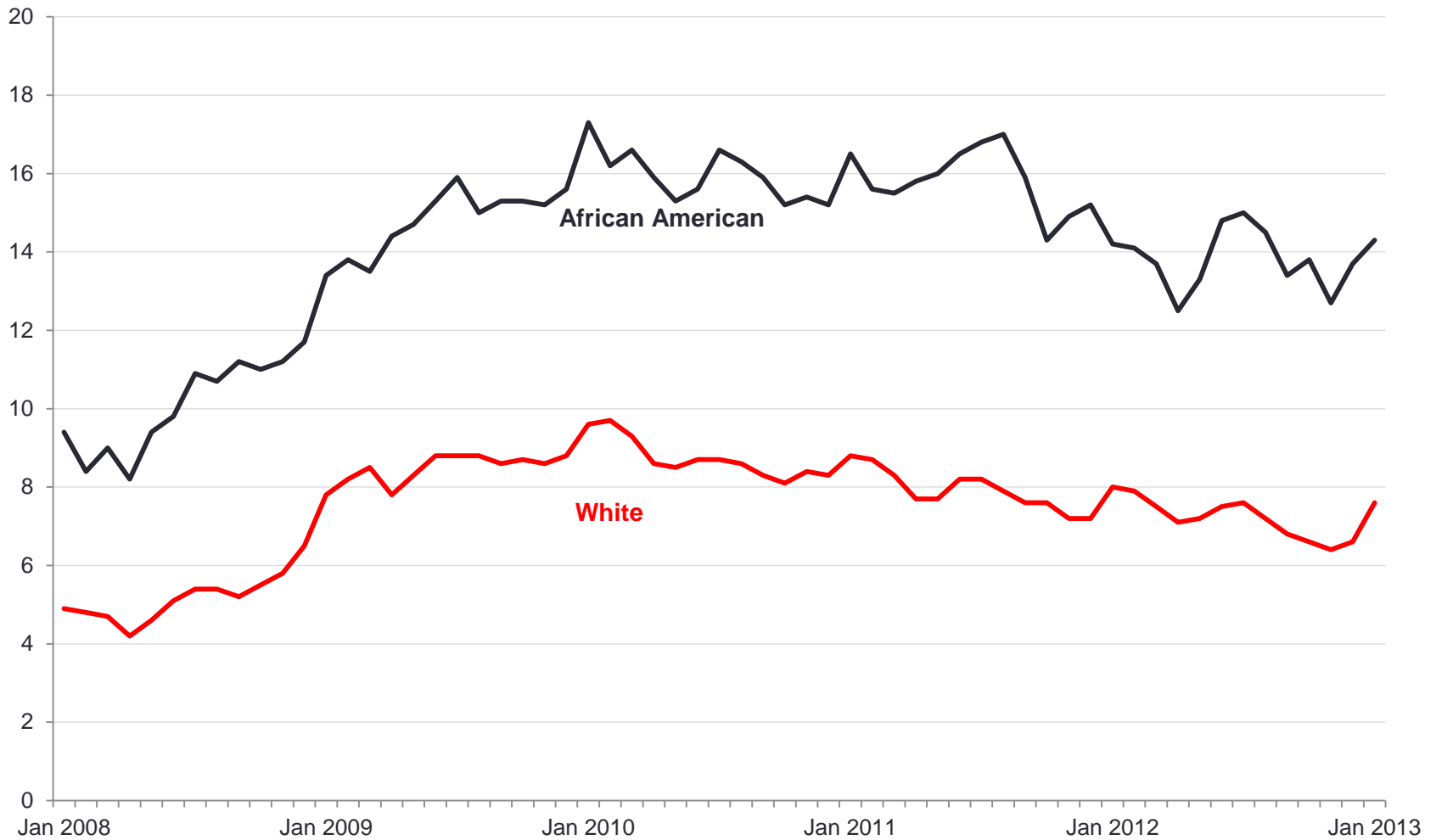
# Overview

- Socioeconomic Disparities
- Health Disparities
- Education Disparities
- Concentrated Disadvantage

# Post-Recession Unemployment Rates by Educational Attainment



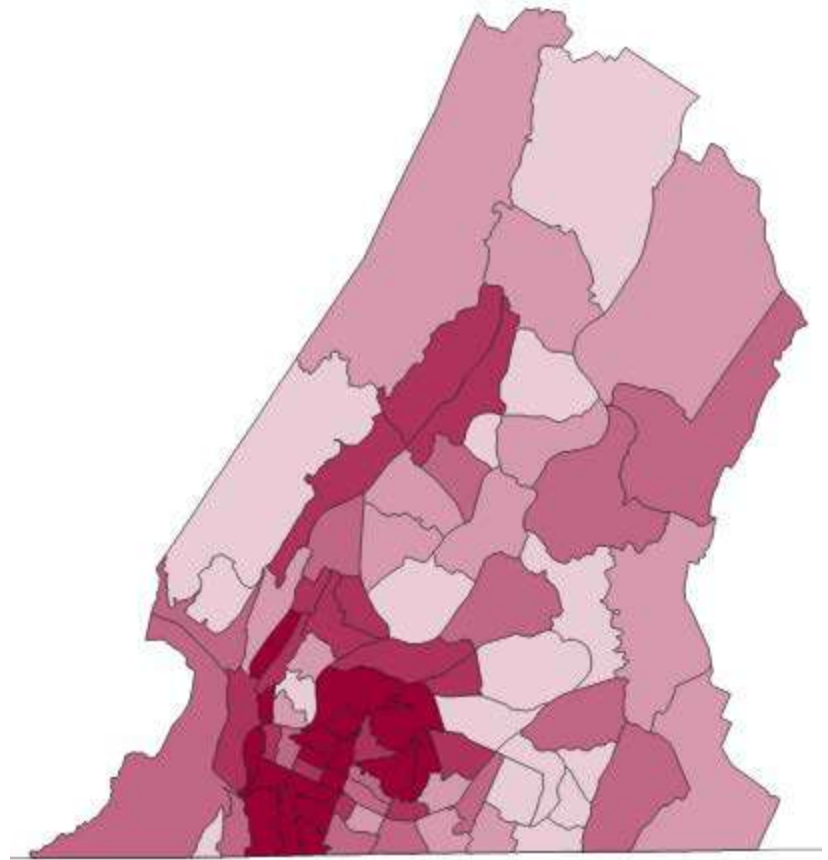
# Post-Recession Unemployment Rates by Race: 2008-2013





# Jobs & Poverty

- White unemployment went from 2.7% in 2000 to 7.0% in 2010
- African American unemployment went from 6.9% in 2000 to 16.2% in 2010
- SNAP



# Socioeconomic Conditions by Race: Hamilton County

Variable	African American	Hispanic	White
Unemployment	16.2%	11.2%	7.0%
Median HH Income	\$26,787	\$28,519	\$51,548
Food stamps	30.1%	24.4%	7.2%
Household Income <\$25,000	46.7%	43.2%	22.7%
>\$100,000	5.5%	8.3%	19.5%
Poverty Rate: Children <5	55.9%	57.8	16.5%
Per Capita Income 1999	\$13,569	\$13,191	\$23,875
Per Capita Income 2010	\$15,785	\$12,520	\$30,110
Inflation Impact	<b>-\$1,799</b>	<b>-\$4,574*</b>	<b>-\$840</b>

# Human Capital

Human Capital by Southeastern Cities						
City	White		HS/Coll	Black		HS/Coll
	College*	<HS**	Ratio	College	<HS	Ratio
Chattanooga	31.2	13.8	0.44	<b>10.9</b>	<b>23.3</b>	<b>2.14</b>
Memphis	38.7	11.6	0.30	12.2	21.8	1.79
Knoxville	31.6	14.9	0.47	12.5	19.3	1.54
Birmingham	39	11.9	0.31	13.8	19.3	1.40
Jackson, MS	50.1	8.7	0.17	18.4	21	1.14
Little Rock	48.9	6.1	0.12	19.1	16	0.84
Montgomery	41.9	8.4	0.20	19.8	20.7	1.05
Atlanta	73.4	3.8	0.05	20.6	21.3	1.03
Huntsville	43.8	9.9	0.23	21.5	20.9	0.97
Charlotte	49.3	8.1	0.16	23	15.1	0.66
Raleigh	56.2	5.5	0.10	28.7	12.5	0.44
Durham, NC	60.5	6.6	0.11	29.9	15.8	0.53

Source: American Community Survey, 5-year Estimates, 2006-2010.

\*Percentage of the population 25 and older who completed a college degree or higher.

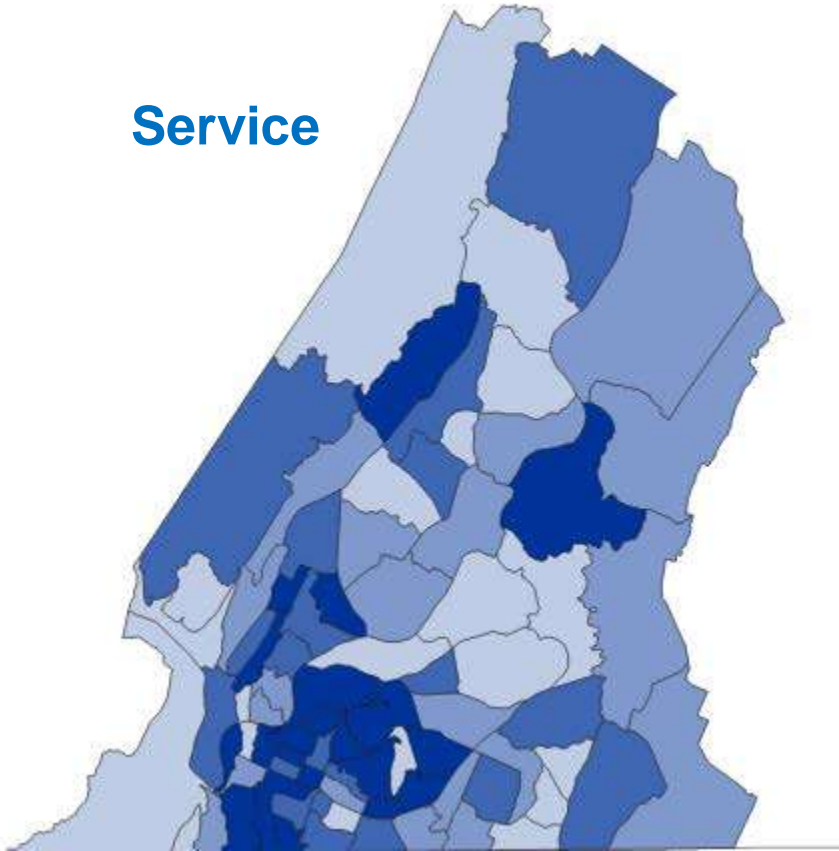
\*\* Percentage of the population 25 and older who had not completed high school equivalency.

# Middle Class Emergence

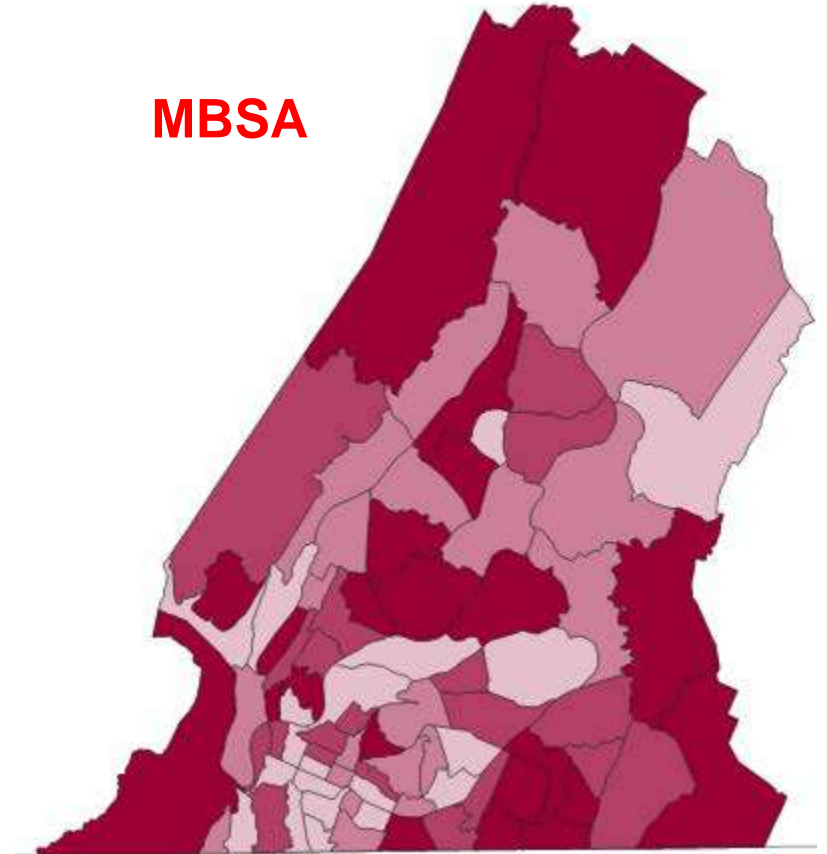
City	Median Household Income		Percent Households with Median Income \$35,000-99,999	
	Black	White	Black	White
Charlotte, NC	\$39,170	\$64,868	46.0	45.8
Raleigh, NC	\$38,254	\$63,269	46.7	46.8
Durham, NC	\$35,367	\$61,865	41.3	46.7
Montgomery, AL	\$32,489	\$60,232	39.5	49.2
Little Rock, AR	\$32,143	\$57,609	39.5	44.9
Jackson, MS	\$30,331	\$52,006	38.5	41.4
Memphis, TN	\$29,444	\$50,632	37.1	44.9
Birmingham, AL	\$28,172	\$43,625	35.9	44.1
Huntsville, AL	\$27,835	\$57,984	33.8	43.5
Knoxville, TN	\$27,477	\$50,767	26.6	42.3
Atlanta, GA	\$27,303	\$80,266	32.7	38.9
Chattanooga, TN	<b>\$24,862</b>	<b>\$45,337</b>	31.2	45.1

# Employment by Occupation

**Service**



**MBSA**



# Education Apartheid

Elementary	Black	Hispanic	White	Economic Disadvantage
Calvin Donaldson	<b>91.3%</b>	4.9%	3.8%	92.5%
Orchard Knob	<b>94.1%</b>	2.2%	2.7%	>95%
Hardy	<b>96.7%</b>	0.8%	1.9%	>95%
Brown Academy	<b>82.9%</b>	1.1%	15.4%	81.3%
Woodmore	<b>93.9%</b>	0.8%	5.3%	92.4%
Daisy	1.1%	1.1%	<b>96.8%</b>	64.5%
Nolan	0.6%	1.3%	<b>95.8%</b>	12.4%
McConnell	1.4%	0.7%	<b>97.5%</b>	40.2%
Lookout Valley	4.9%	1.9%	<b>91.3%</b>	64.7%
Snowhill	5.2%	2.0%	<b>91.4%</b>	40.7
Thrasher	0.4%	1.8%	<b>95.2%</b>	9.8%

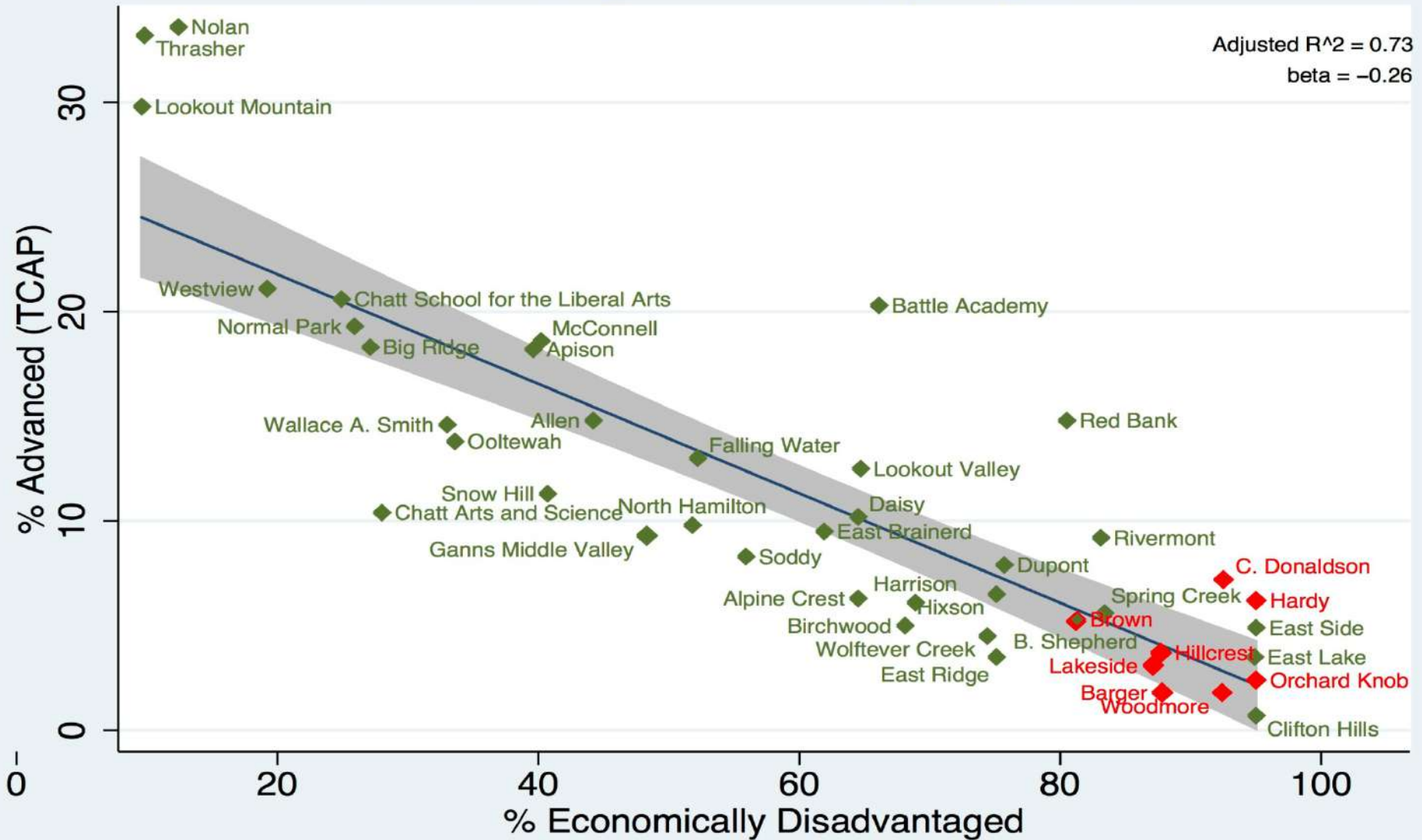


# Geographic Destiny

	3 <sup>rd</sup> Grade		4 <sup>th</sup> Grade		5 <sup>th</sup> Grade	
Elementary	Read	Math	Read	Math	Read	Math
Calvin Donaldson	27.5	48.3	24.1	27.6	35.9	48.8
Orchard Knob	12.3	27.4	16.9	21.1	16.4	11.9
Hardy	11.9	36.4	18.9	24.4	36.1	59.9
Brown Academy	17.6	44.1	29.9	22.4	38.9	43.6
Woodmore	9.5	30.2	23.2	19.6	23.9	23.9
Daisy	39.2	60.8	38.6	70.5	39.8	53.4
Nolan	81.5	89.2	84.3	78.7	86.3	83.1
McConnell	52.7	76.3	69.1	72.3	79.6	86.7
Lookout Valley	55.1	59.2	48.8	32.6	69.5	72.9
Snowhill	48.0	64.0	53.4	64.8	72.4	72.4
Thrasher	73.7	82.1	90.2	86.3	90.8	92.9

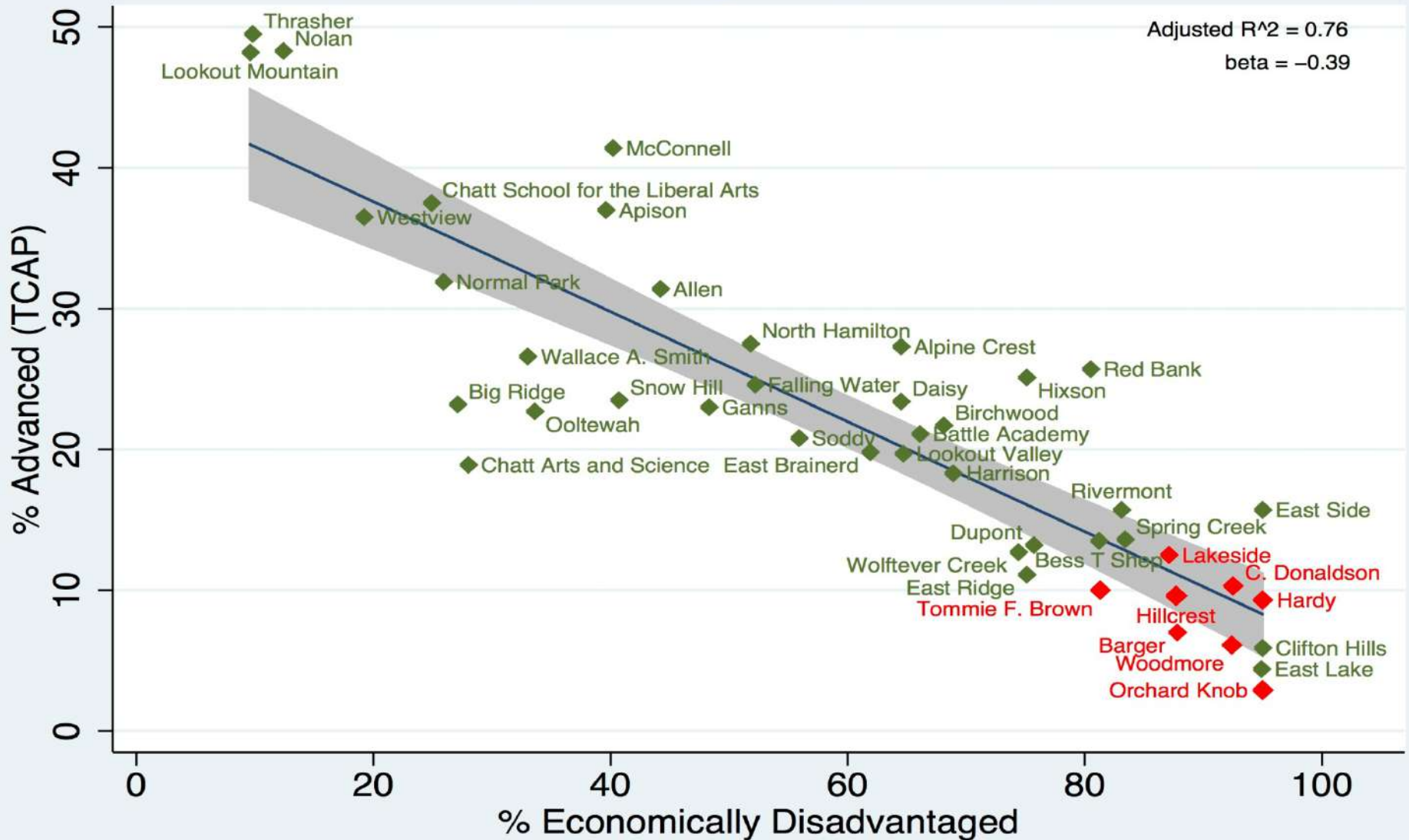
# TCAP Performance

## Elementary School Language Arts



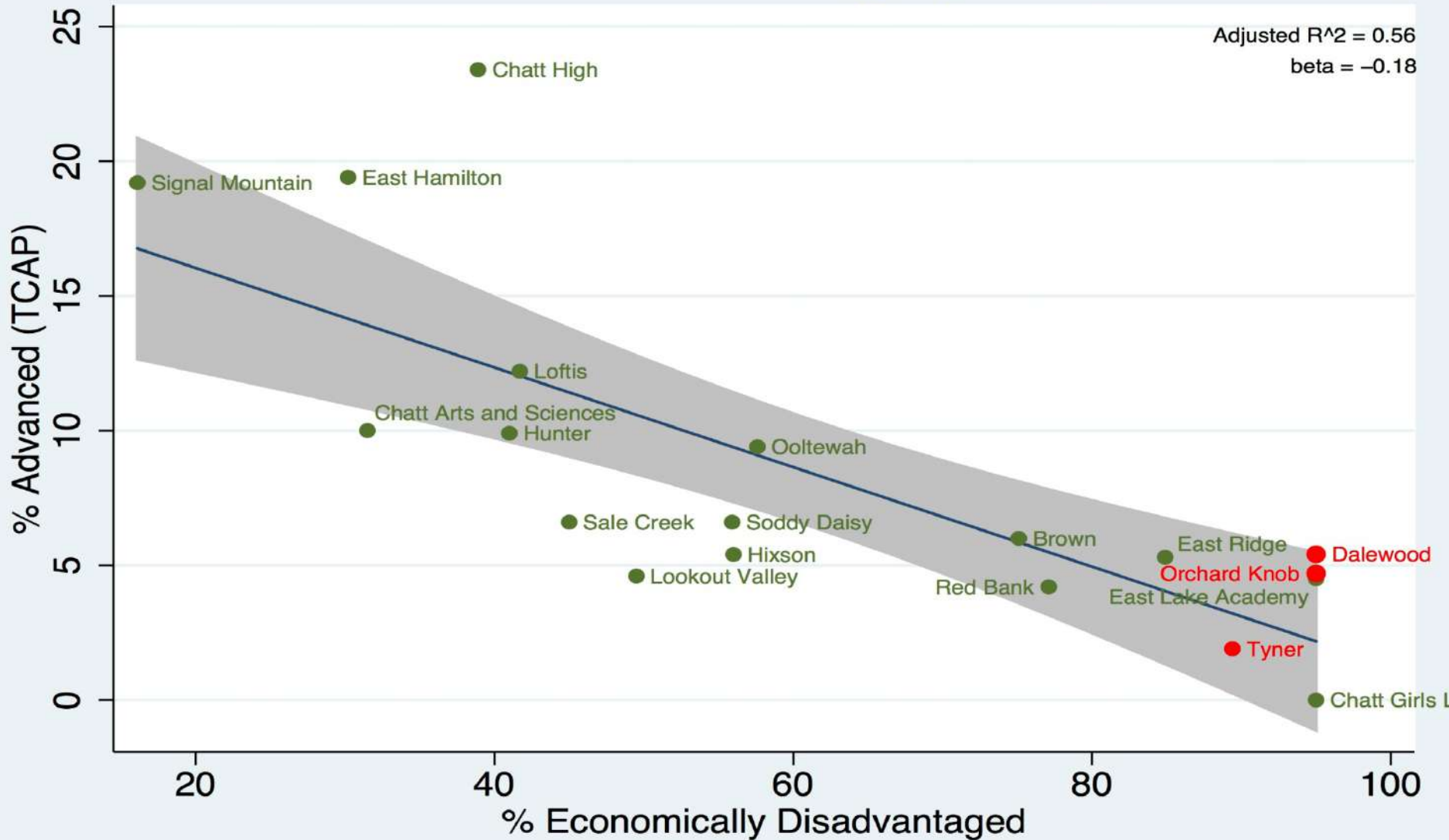
# TCAP Performance

## Elementary School Math



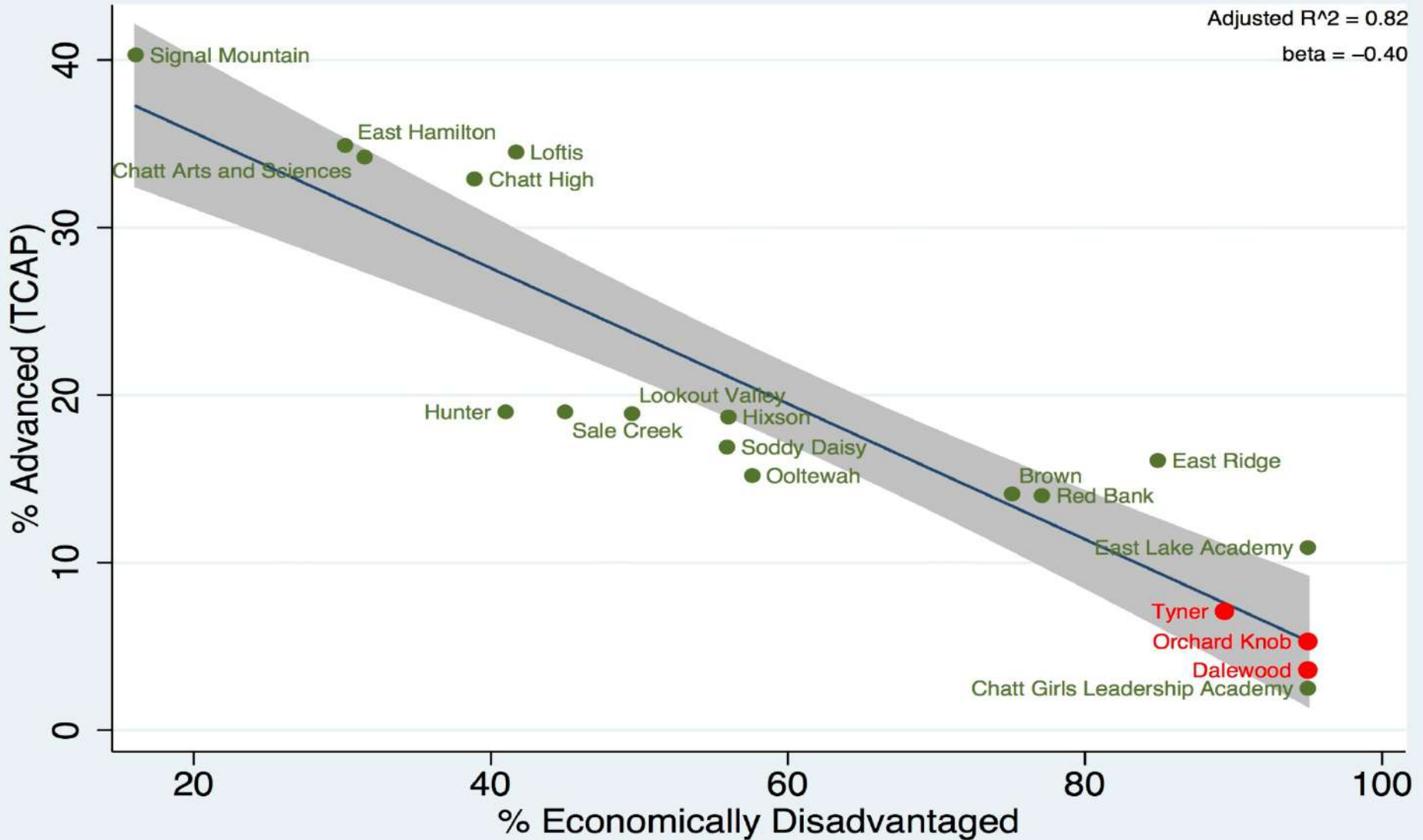
# TCAP Performance

## Middle School Language Arts



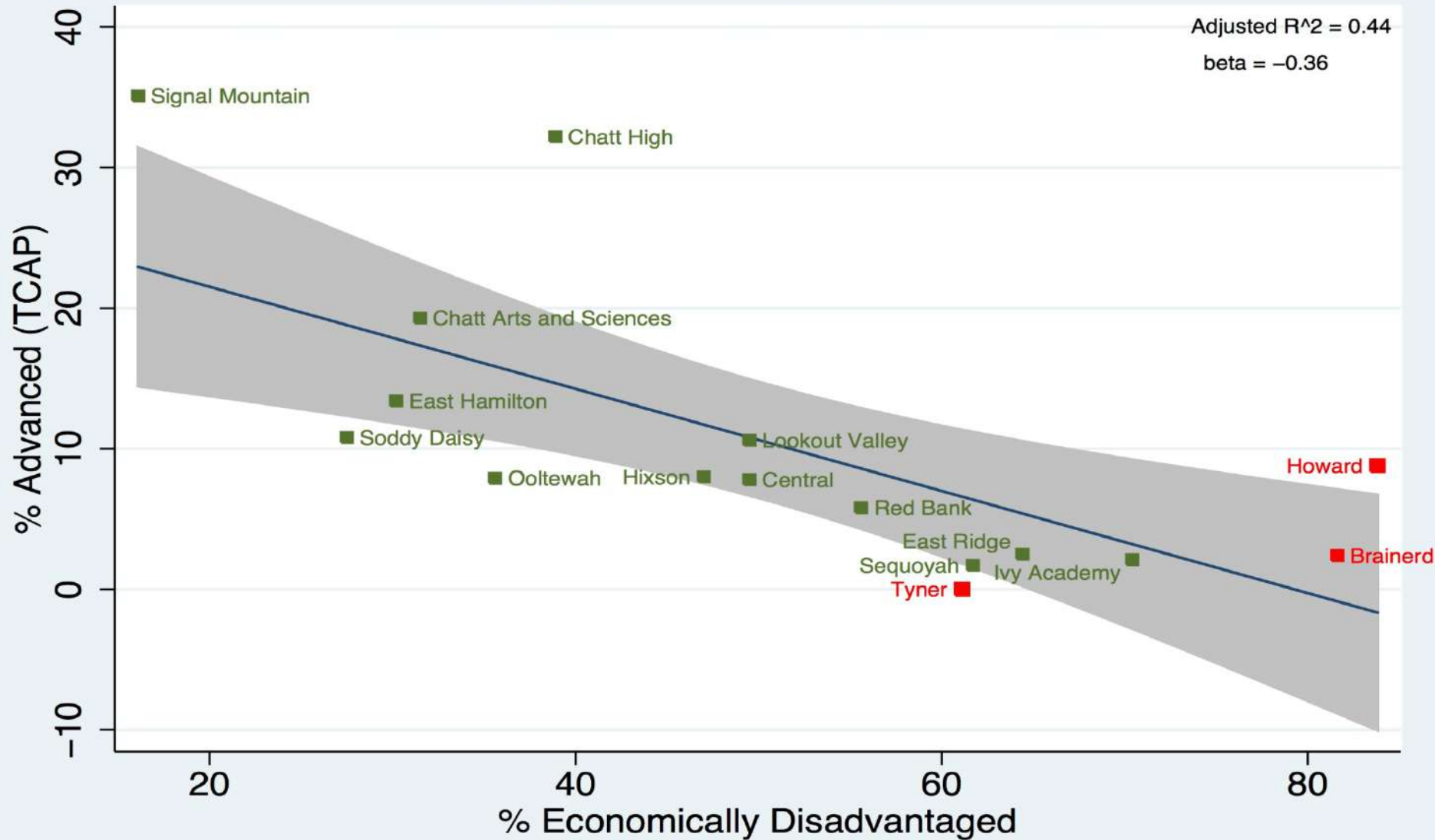
# TCAP Performance

## Middle School Math



# TCAP Performance

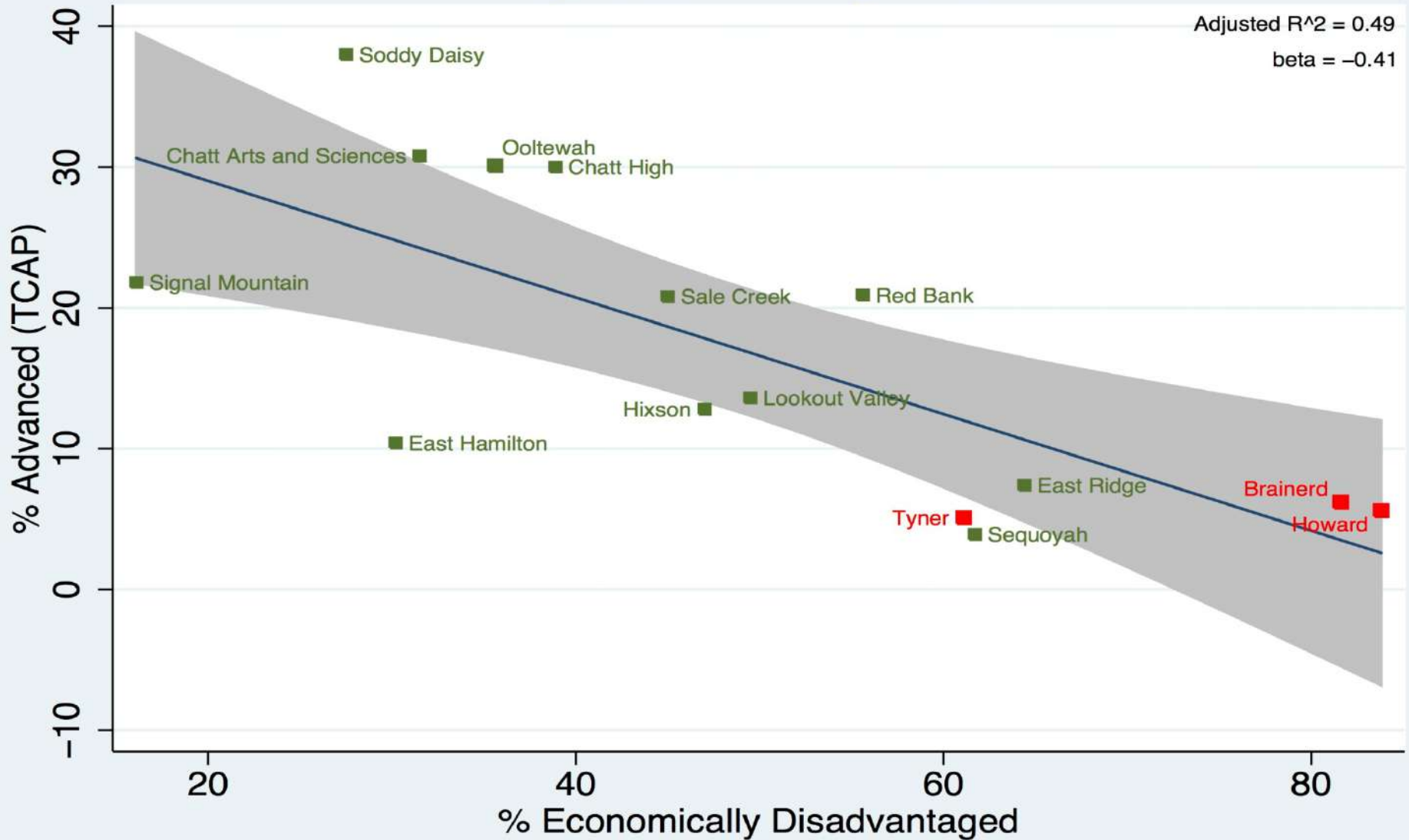
## High School English II





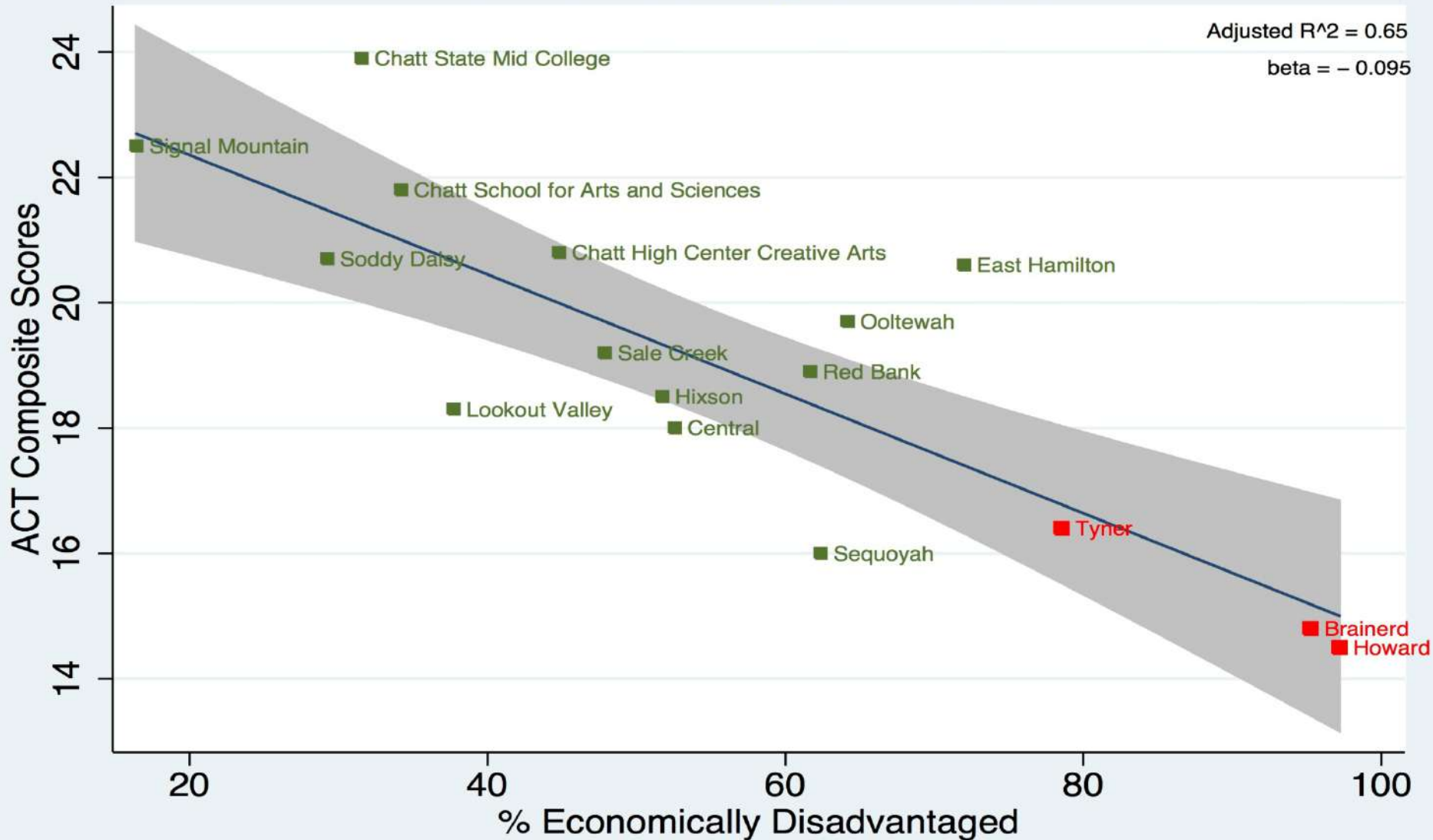
# TCAP Performance

## High School Algebra I



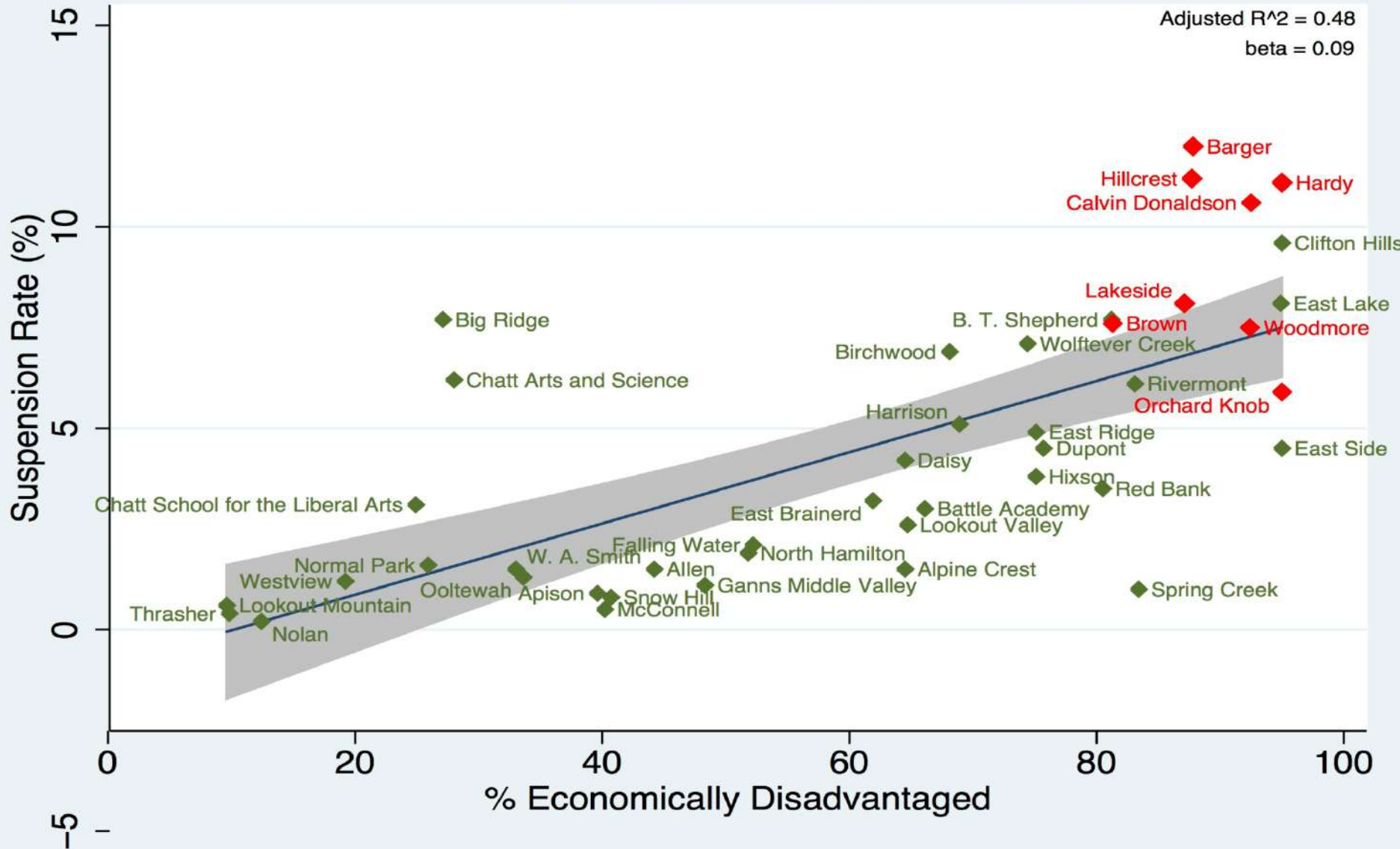
# ACT Performance

## Hamilton County ACT Scores



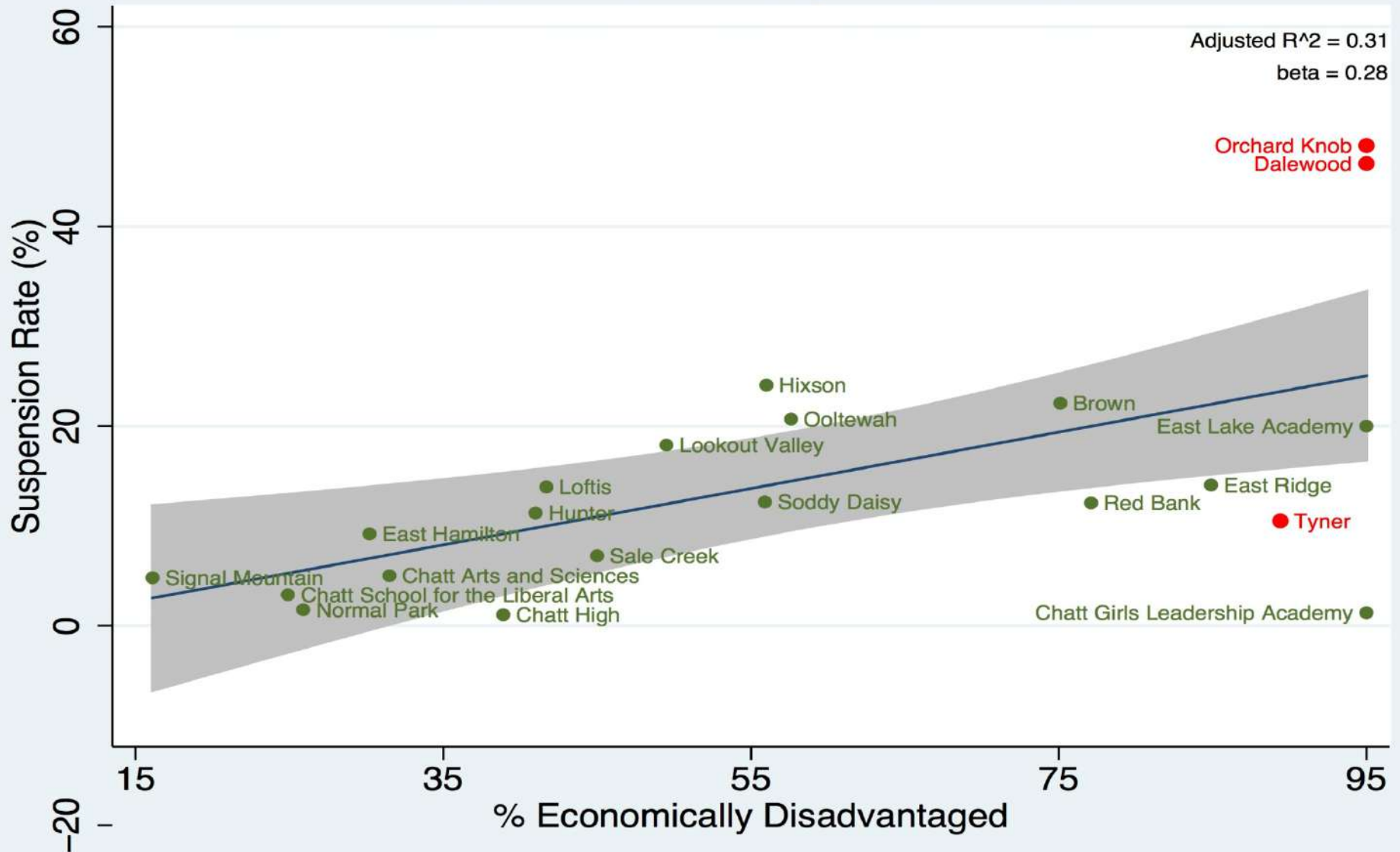
# Discipline

## Elementary School Suspension Rate

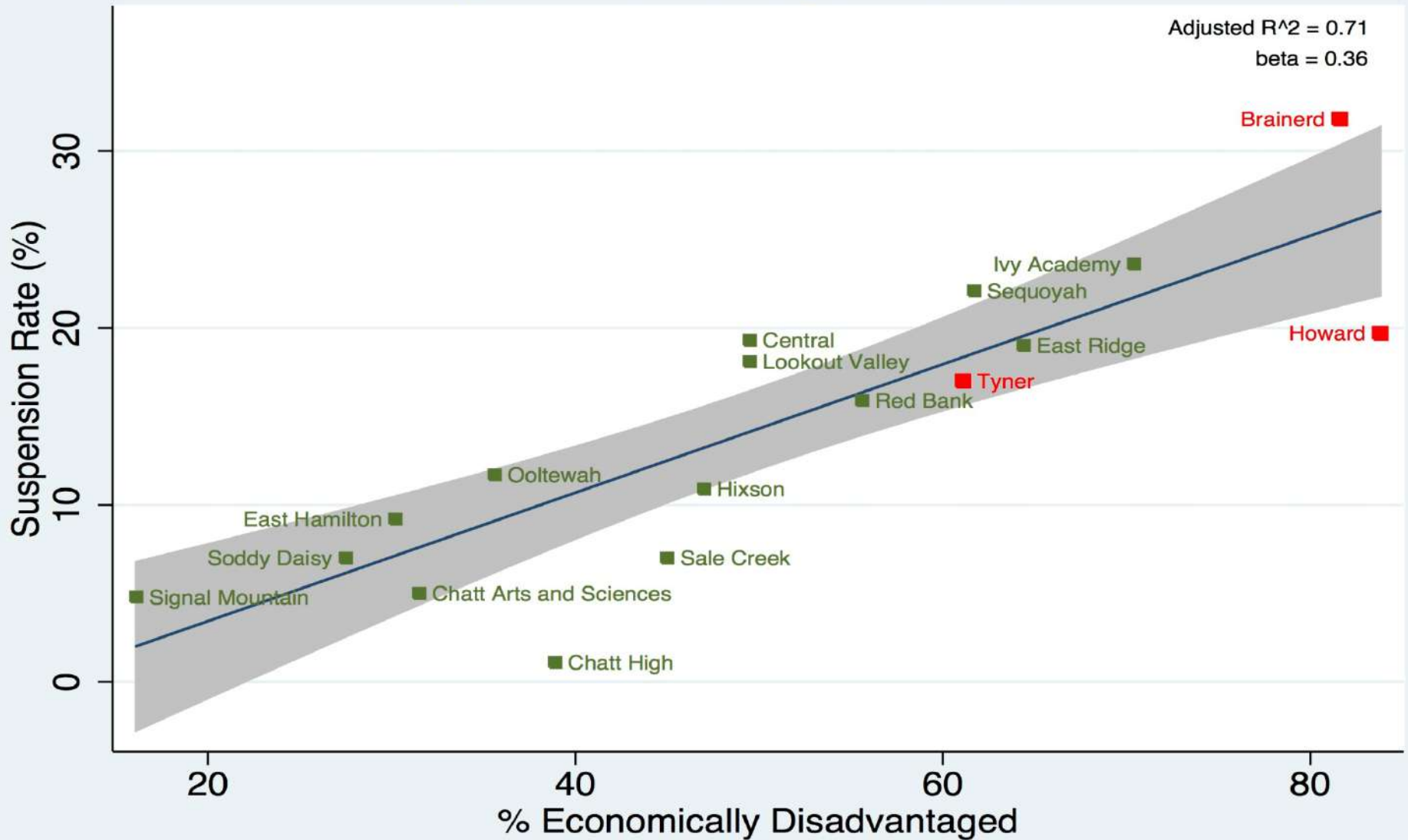


# Discipline

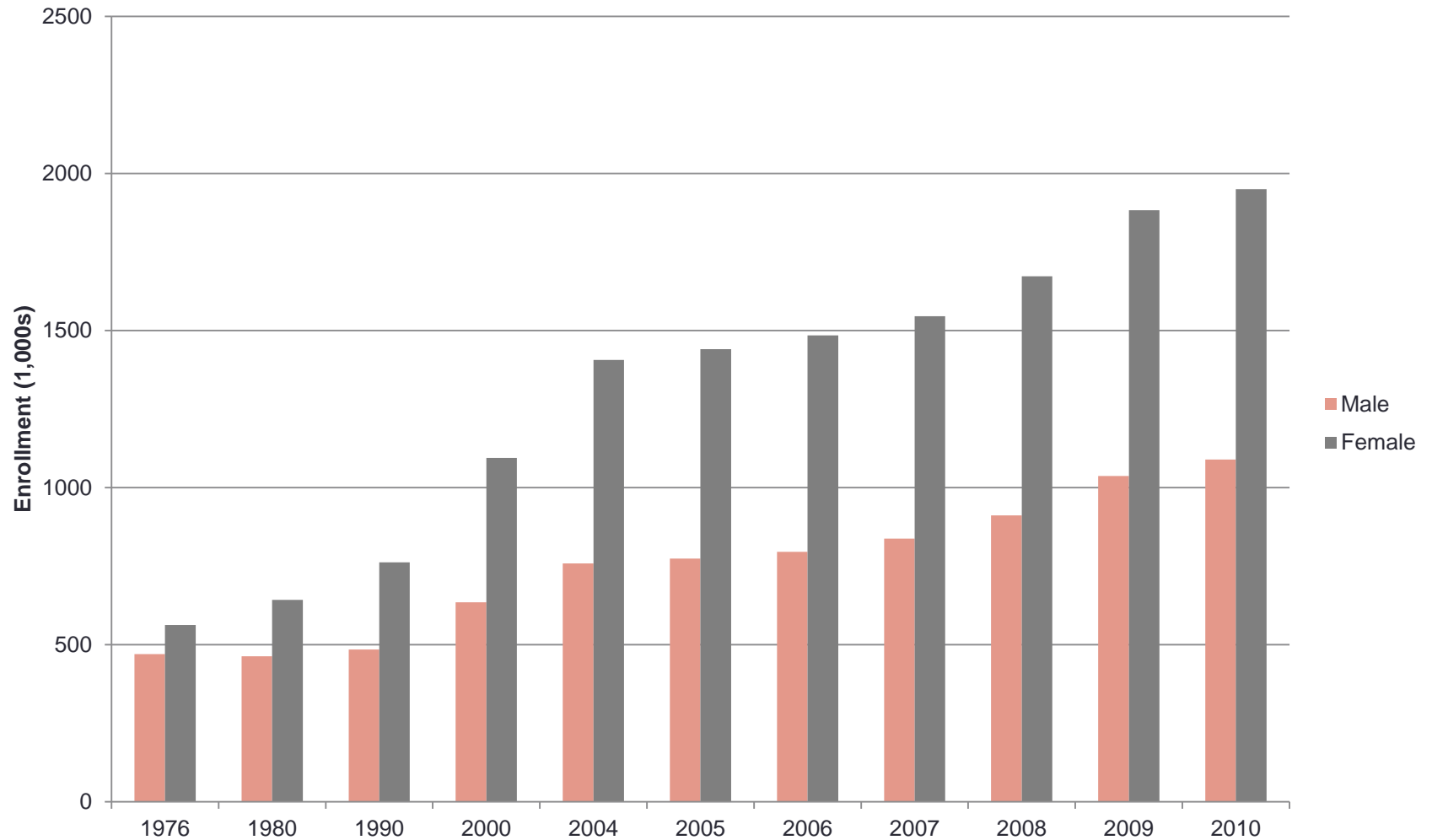
## Middle School Suspension Rate



# High School Suspension Rate



# Higher Education Enrollment by Gender

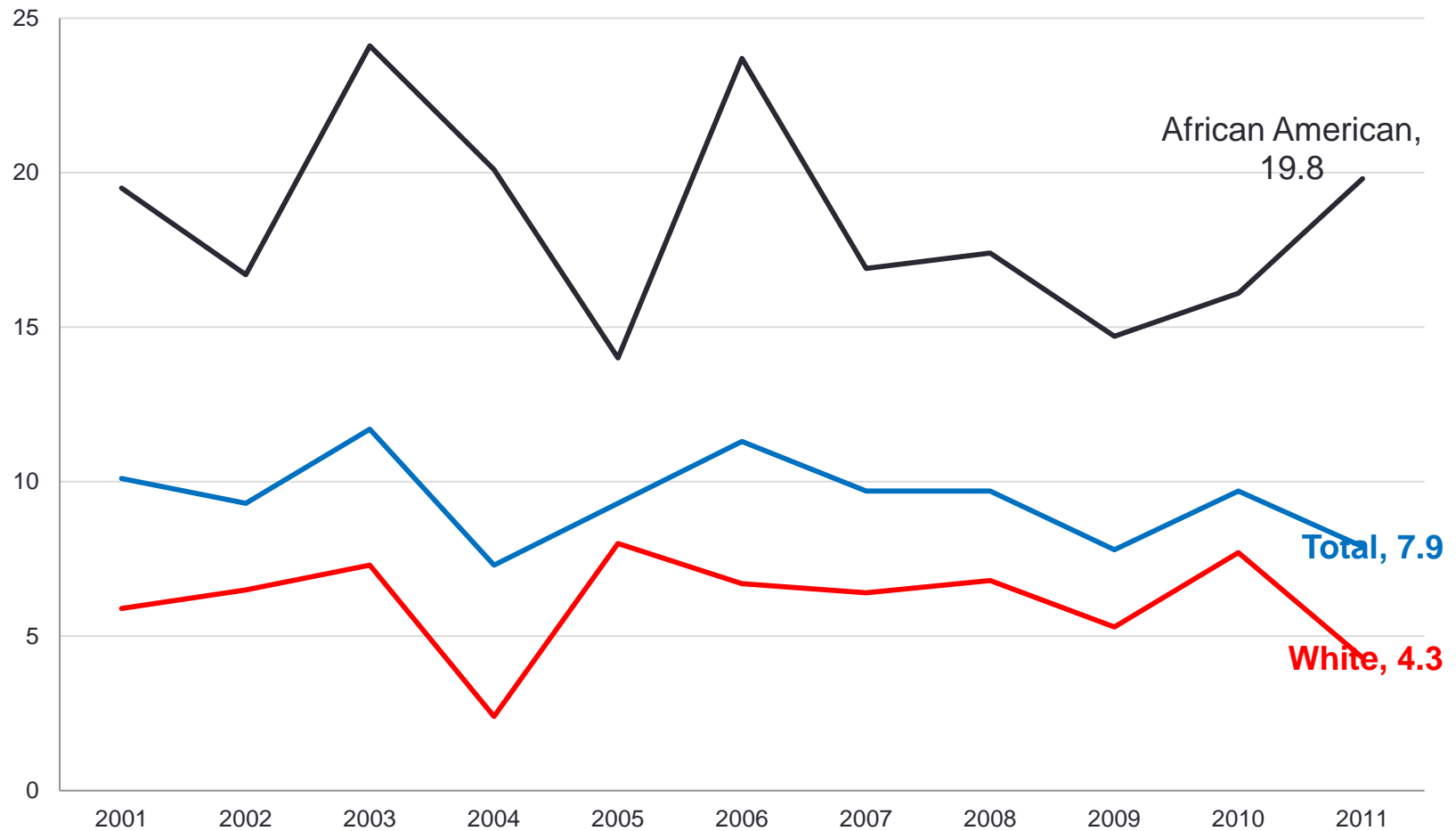




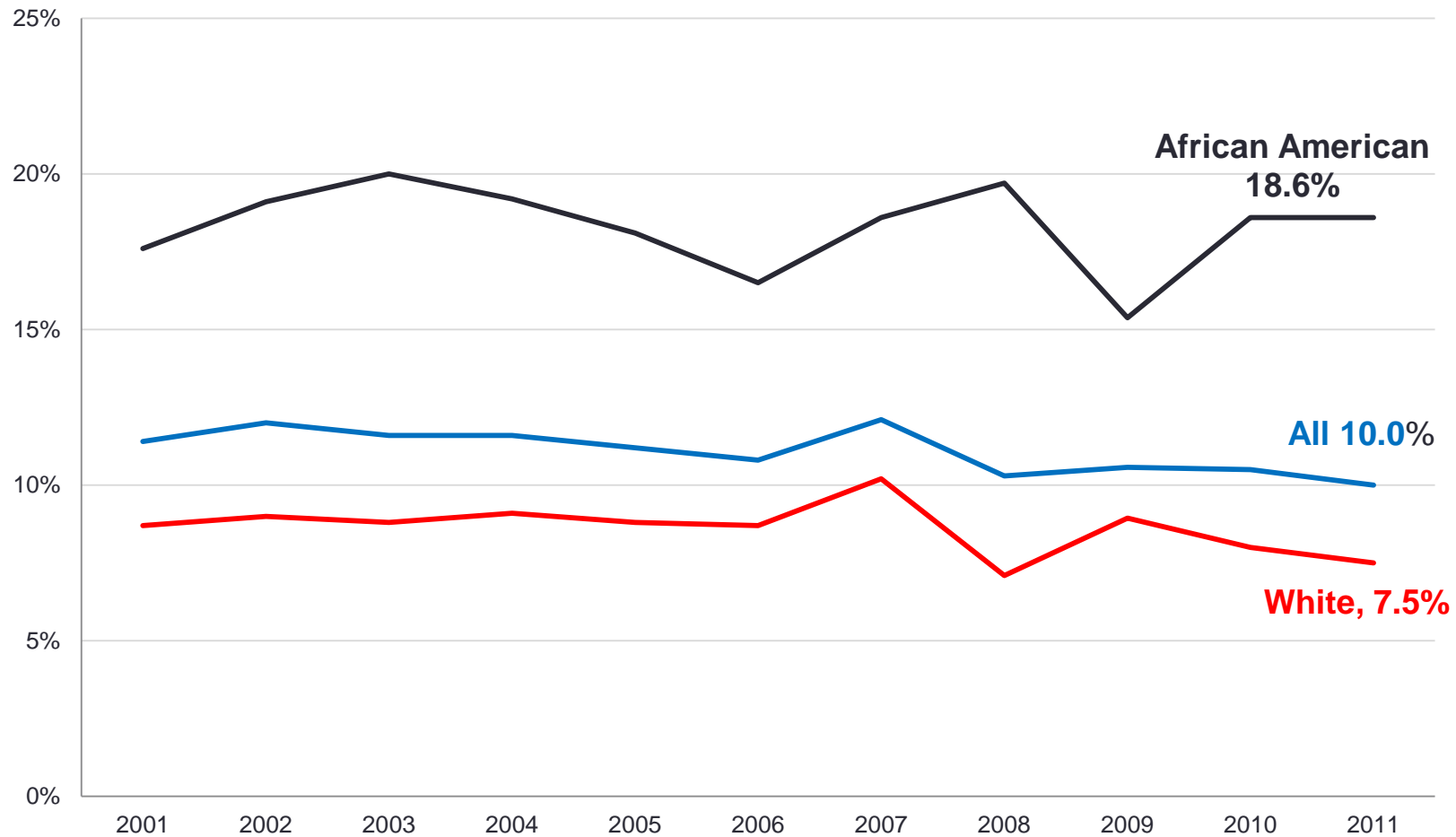
# Health Disparities

- Disproportionate rates of obesity, diabetes, prostate cancer and other diseases
- Higher rates of mortality for most diseases
- Shorter life spans
- Homicide rate per 100,000 was 27.8 for African Americans compared to 4.5 for whites (US, 1980-2008)
- Bad outcomes linked to lack of access, less preventative care and lifestyles

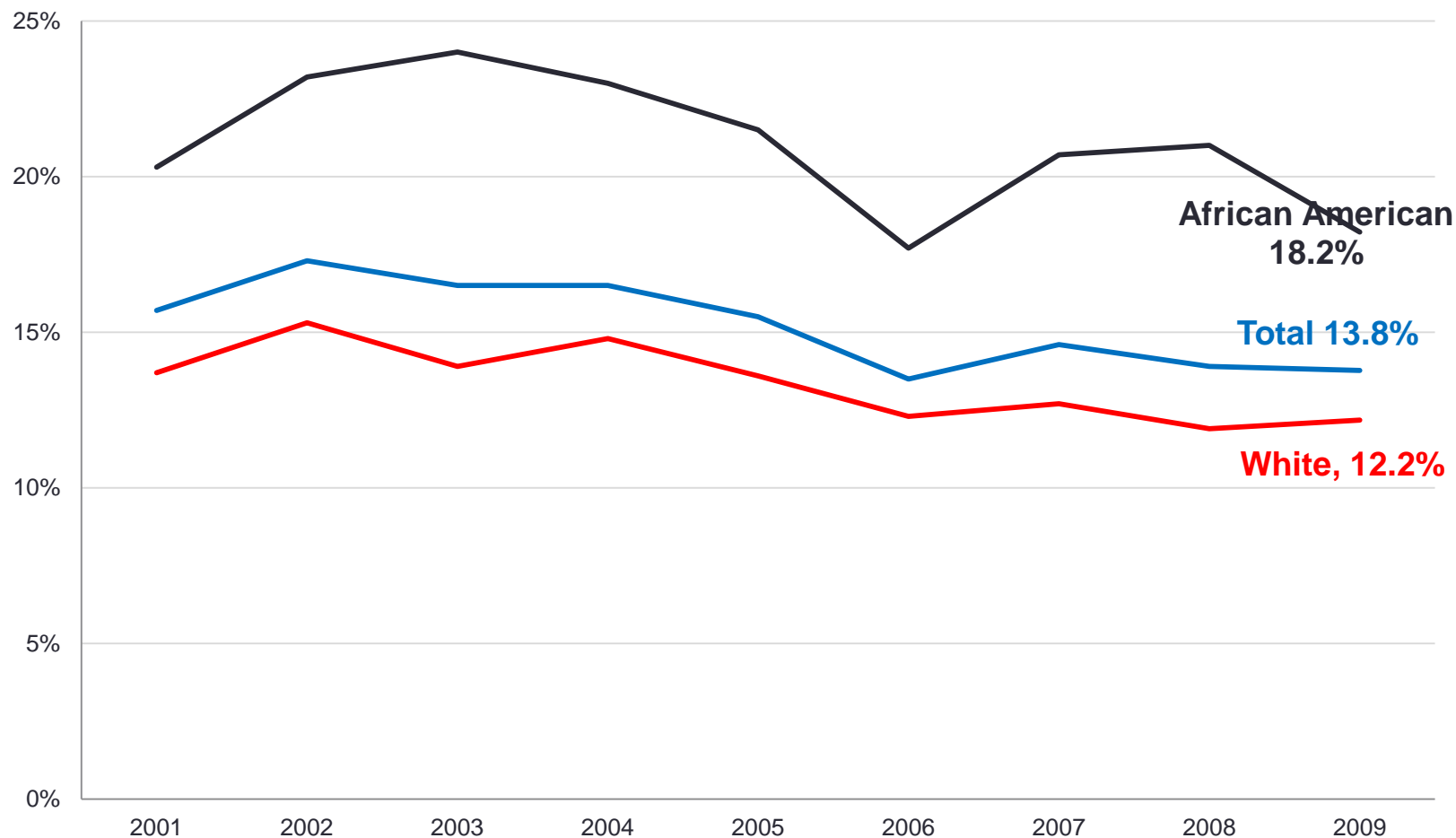
# Infant Mortality in Hamilton Co.



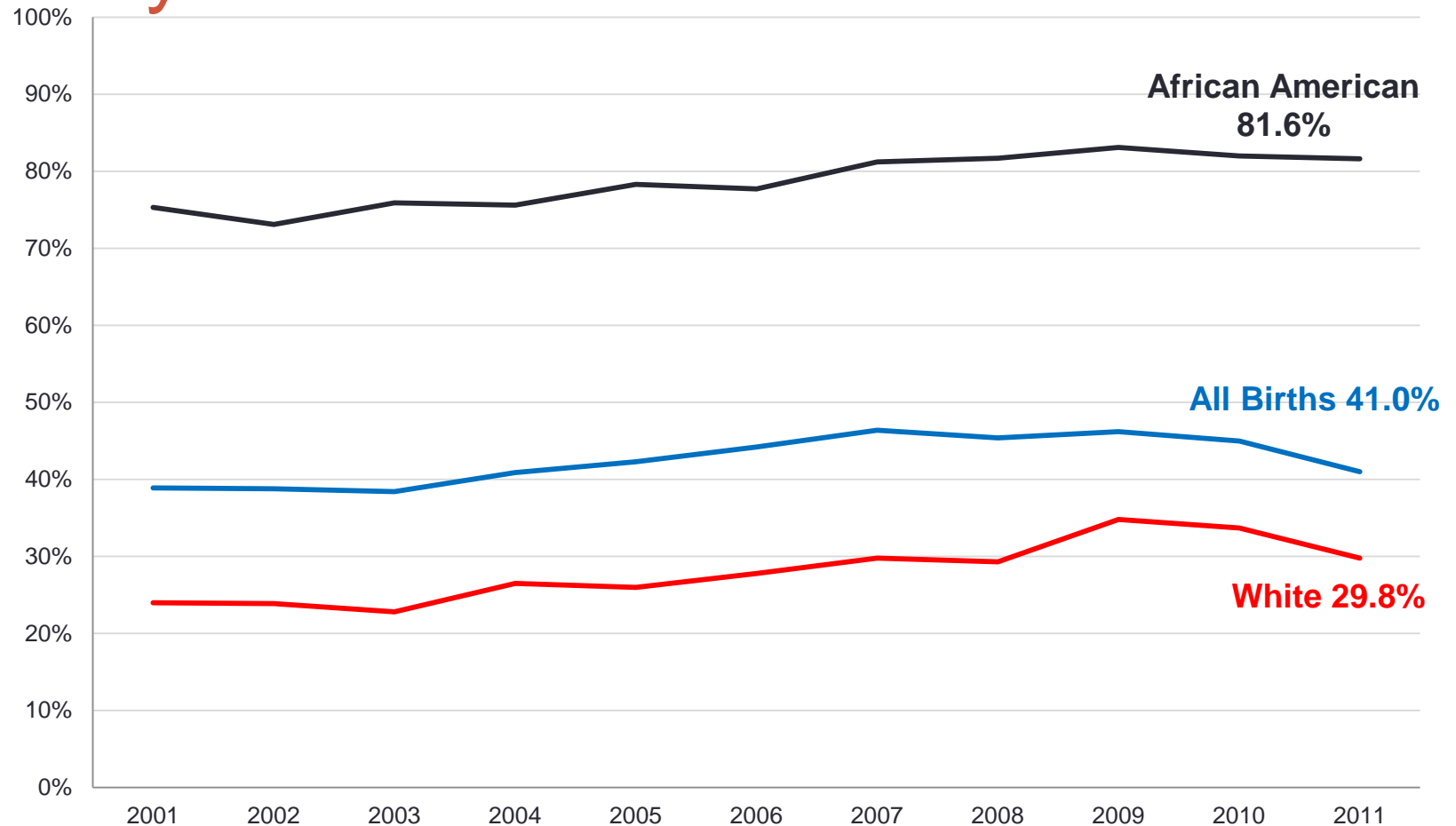
# Low Birthweight in Hamilton Co.



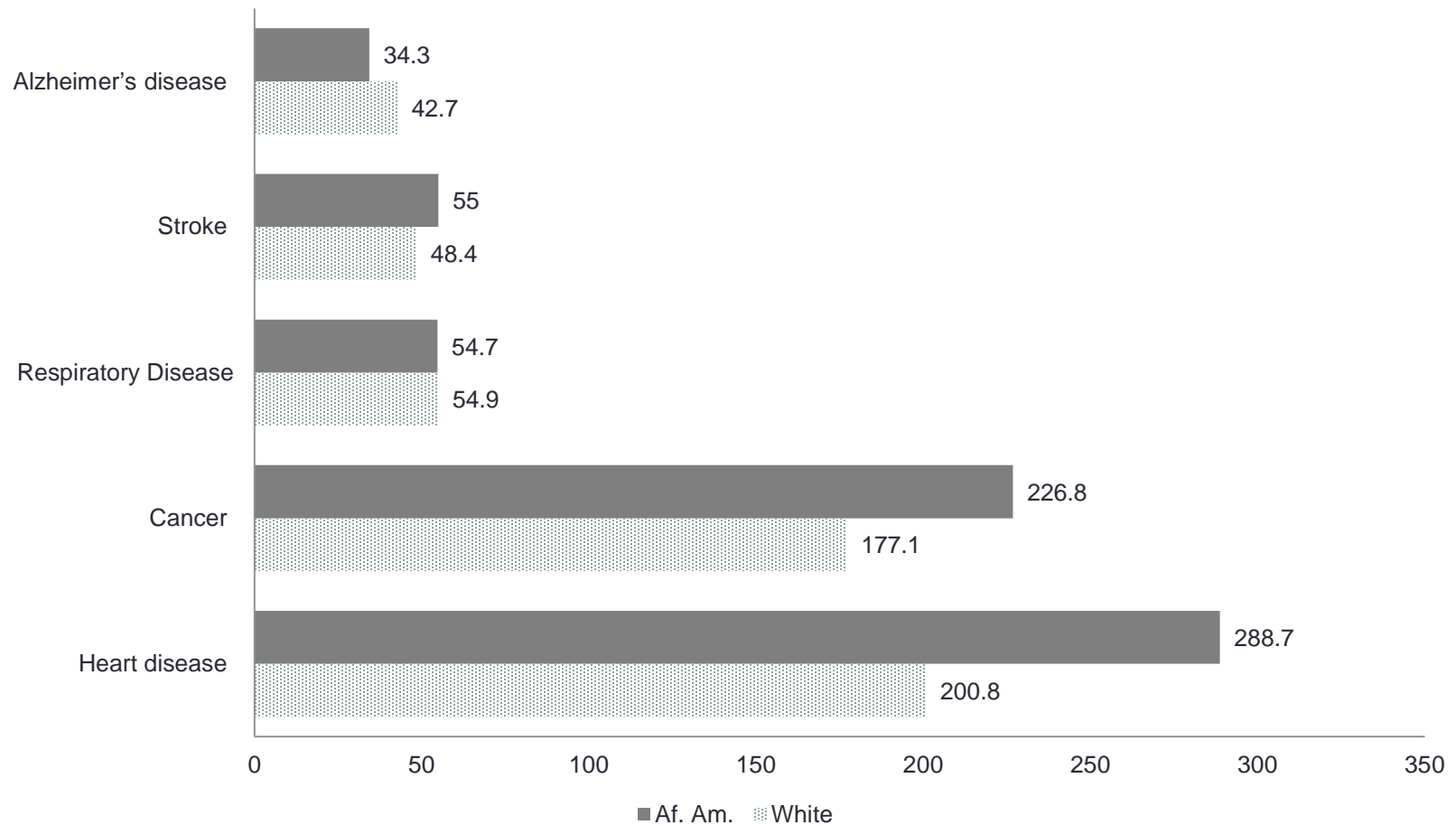
# Preterm Births by Race in Hamilton Co.



# Percentage of Single Mothers in Hamilton County



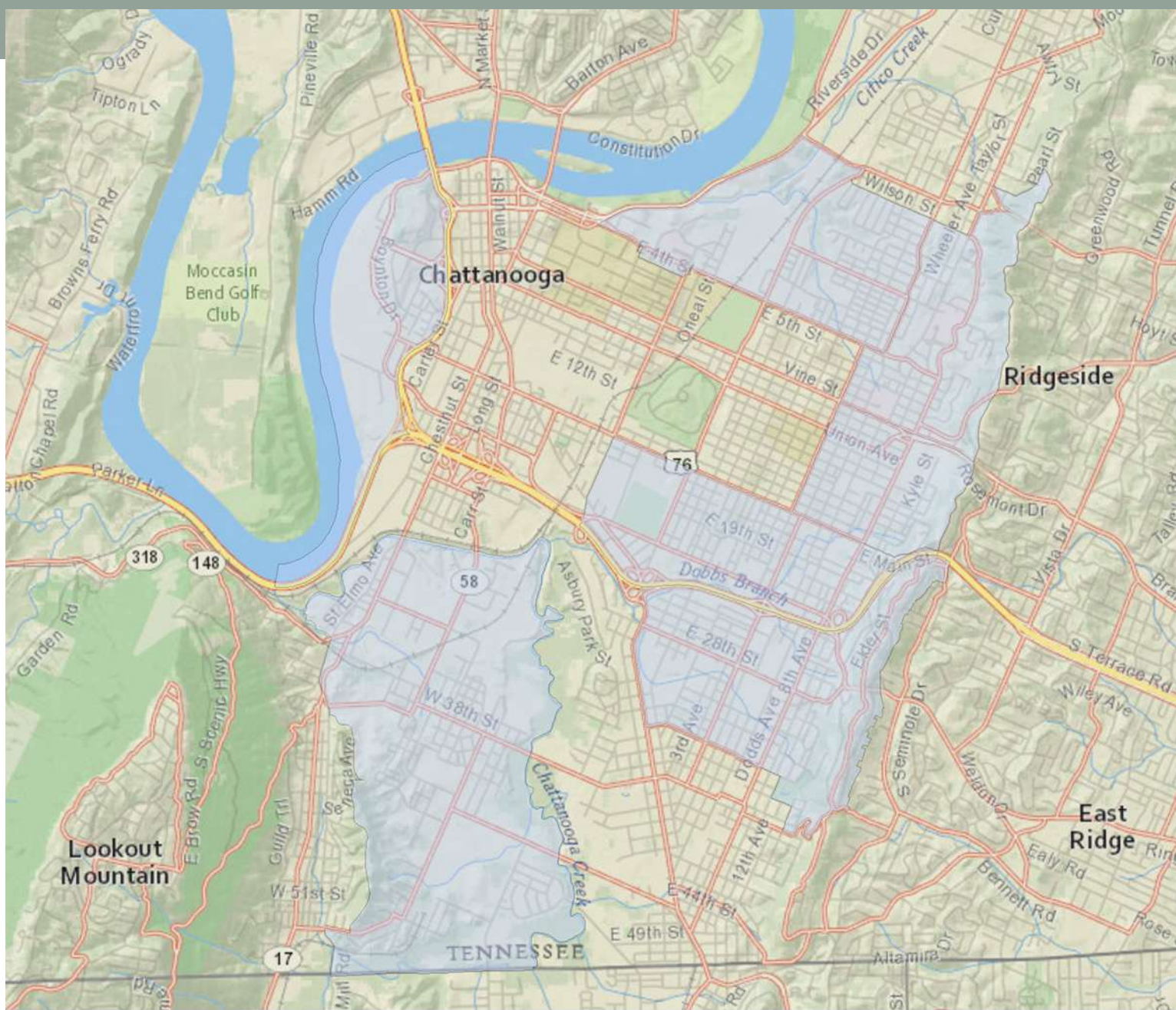
# Leading Cause of Deaths by Race





# Implications

- Mismatch between 21 Century skills and areas of need
- Chattanooga's rising tide has *not* lifted all boats
- Entrenched social, economic, education and health disparities
- De facto exclusionary zoning
- Focus on African American males
- “Wicked problems” that require holistic, innovative solutions



Concentrated Disadvantage

<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>							
<b>CITY OF CHATTANOOGA</b>								
<b>FY 2015 Agency Funding Financial Form</b>								
<b>Account Category</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Request FY 2015</b>	<b>Incr (Decr) Request vs. FY 14 Budget</b>	<b>% Change Request vs FY 14 Budget</b>	
<b>REVENUES</b>	-							
Contributions	\$ -	\$ -	\$ -	\$ -				
Individuals/Private	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000		N/A
Corporate/Organizations/Churches	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000		N/A
Fees/Grants from Governmental Agencies	\$ -	\$ -	\$ -	\$ -	\$ -			
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Hamilton County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
City of Chattanooga	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000		N/A
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
United Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
UWGC Special Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Membership Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		N/A
Program Income	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000		N/A
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		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
<b>TOTAL REVENUES</b>	\$ -	\$ -	\$ -	\$ -	\$ 197,000	\$ 197,000		N/A
<b>OPERATIONS</b>	\$ -	\$ -						
<b>Personnel Expenses</b>	\$ -	\$ -	\$ -	\$ -				
Salaries	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000		N/A

<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>								
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Employee Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Pension/Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Payroll Taxes, etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	N/A	
Other (unemployment, life insurance, etc)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
<b>Total Personnel Expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000	N/A	
<b>OPERATING EXPENSES</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000			
<b>Administration</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Professional Fee & Contract service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	N/A	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Travel/Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Insurance (not employee health)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	N/A	
Materials & Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	N/A	
Telephone, Fax, ISP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	N/A	
Postage and Shipping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 200	N/A	
Occupancy/Building/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Equipment Rental and Maintenance (including contracts)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Outside Printing, Art Work, etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Conferences, Conventions, etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Special Assistance to Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
National Dues/Support Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Organization Dues (other than above)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Awards and Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	N/A	
Fund Raising/Self-Support Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	N/A	
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	N/A	
Equipment Purchases (incl. capital expenses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Other Expenses (Please list separately any major item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
								N/A	
<b>Operating Expenses Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,700	\$ 99,700	N/A	
<b>TOTAL OPERATIONS</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 123,700	\$ 123,700	N/A	
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73,300	\$ 73,300	N/A	







<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>	Sculpture Fields at Montague Park					
		*Fiscal Year 1/1/2014-12/31/2014					
<b>CITY OF CHATTANOOGA</b>							
<b>FY 2015 Agency Funding Financial Form</b>							
<b>Account Category</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Actual FY 2013</b>	<b>Budget FY 2014</b>	<b>Request FY 2015</b>	<b>Incr (Decr) Request vs. FY 14 Budget</b>	<b>% Change Request vs FY 14 Budget</b>
<b>REVENUES</b>	-						
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -		
Individuals/Private	\$ -	\$ 10,010	\$ 48,000	\$ 75,000	\$ 250,000	\$ 175,000	233.3%
Corporate/Organizations/Churches	\$ -	\$ 48,000	\$ 10,000	\$ 100,000	\$ 450,000	\$ 350,000	350.0%
Fees/Grants from Governmental Agencies	\$ -		\$ 16,420	\$ 5,300	\$ 425,000		
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Hamilton County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
City of Chattanooga	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
United Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
UWGC Special Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Membership Dues	\$ -	\$ -	\$ -	\$ 10,000	\$ 25,000	\$ 15,000	150.0%
Program Income	\$ -	\$ -	\$ 5,034	\$ 41,000	\$ 100,000	\$ 59,000	143.9%
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	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
<b>TOTAL REVENUES</b>	\$ -	\$ 58,010	\$ 79,454	\$ 231,300	\$ 1,250,000	\$ 599,000	259.0%
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	\$ -	\$ 14,520	\$ 13,462	\$ 17,680	\$ 35,360	\$ 17,680	100.0%

<b>Attachment F: Budget Format</b>	<b>Agency Name:</b>	<b>Sculpture Fields at Montague Park</b>						
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Employee Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Pension/Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Payroll Taxes, etc.	\$ -	\$ 2,576	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Other (unemployment, life insurance, etc)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Total Personnel Expenses</b>	\$ -	\$ 17,096	\$ 13,462	\$ 17,680	\$ 35,360	\$ 17,680	100.0%	
<b>OPERATING EXPENSES</b>								
<b>Administration</b>								
Professional Fee & Contract service	\$ -	\$ 5,228	\$ 49,697	\$ 100,000	\$ 100,000	\$ -	0.0%	
Utilities	\$ -	\$ -	\$ -	\$ 5,000	\$ 10,000	\$ 5,000	100.0%	
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Rent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Travel/Transportation	\$ -	\$ 1,930	\$ 2,059	\$ -	\$ -	\$ -	N/A	
Insurance (not employee health)	\$ -	\$ 8,024	\$ 4,607	\$ 7,500	\$ 8,500	\$ 1,000	13.3%	
Materials & Supplies	\$ -	\$ 5,850	\$ 1,649	\$ 60,100	\$ 70,500	\$ 10,400	17.3%	
Telephone, Fax, ISP	\$ -	\$ 999	\$ 467	\$ -	\$ -	\$ -	N/A	
Postage and Shipping	\$ -	\$ -	\$ 58	\$ -	\$ 200	\$ -	N/A	
Occupancy/Building/Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Equipment Rental and Maintenance (including contracts)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Outside Printing, Art Work, etc.	\$ -	\$ 664	\$ 3,573	\$ -	\$ -	\$ -	N/A	
Conferences, Conventions, etc.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Special Assistance to Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
National Dues/Support Payments	\$ -	\$ -	\$ 88	\$ -	\$ -	\$ -	N/A	
Organization Dues (other than above)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Awards and Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Fund Raising/Self-Support Activities	\$ -	\$ -	\$ 5,240	\$ 25,000	\$ 25,000	\$ -	0.0%	
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Equipment Purchases (incl. capital expenses)	\$ -	\$ 954	\$ -	\$ -	\$ -	\$ -	N/A	
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Other Expenses (Please list separately any major item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Phase I See attached	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	N/A	
<b>Operating Expenses Total</b>	\$ -	\$ 23,649	\$ 67,438	\$ 197,600	\$ 1,214,200	\$ 1,016,400	514.4%	
<b>TOTAL OPERATIONS</b>	\$ -	\$ 40,744	\$ 80,900	\$ 215,280	\$ 1,249,560	\$ 1,034,080	480.3%	
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ -	\$ 17,266	\$ (1,446)	\$ 16,020	\$ 440	\$ (435,080)	-2715.9%	



### Attachment C: Program Beneficiary Statistics

Agency Name: Sculpture Fields at Montague Park  
Program: Phase I Path Development

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
<b>1. Unduplicated Count of Program Beneficiaries TOTAL N/A</b>	<b>0</b>		
a) Total Continuing From Previous Fiscal Year			
b) Total New for the Year			
c) Total Terminated During the Year	0	0	0
<b>2. Age Group TOTAL</b>	<b>0</b>	<b>X</b>	<b>X</b>
a) Infants – Under 5			
b) Between 5 and 12			
c) Between 13 and 17			
d) Between 18 and 29			
e) Between 30 and 64			
f) 65 and over			
g) Not Known			
<b>3. Sex TOTAL</b>	<b>0</b>	<b>X</b>	<b>X</b>
a) Male			
b) Female			
c) Not Known			
<b>4. Ethnic Background TOTAL</b>	<b>0</b>	<b>X</b>	<b>X</b>
a) White			
b) Black			
c) Hispanic			
d) Asian			
e) Other – Ethnic Minority			
f) Not Known			
<b>5. % Income Level TOTAL</b>	<b>0</b>	<b>X</b>	<b>X</b>
a) Below 9,999			
b) 10,000 –19,999			
c) 20,000 – 29,999			
d) 30,000 and Over			
e) Not Known	X	X	X
<b>6. Location of Residence TOTAL</b>	<b>0</b>		
a) Chattanooga	65%	65%	65%
b) Outside of Chattanooga	35%	35%	35%
c) Not Known			



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Sculpture Fields at Montague Park Phase I</b>
Lead Agency:	<b>Sculpture Fields at Montague Park</b>
Collaborating City Department(s):	<b>Department of Multicultural Affairs – James McKissic</b>
Contact Name:	<b>Catherine Clifford</b>
Primary Results Area:	<b>Growing Economy</b>
Offer Cost (Funding Request):	<b>\$40,000.00 matching gift toward \$200,000 State Recreational Trail Program (RTP) Grant for Phase I Path Development This funding will allow Sculpture Fields to open the park.</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

Sculpture Fields at Montague Park – There are five components to the service and programming provided.

- 1.) SFMP will make available to the citizens of Chattanooga and the region a first class International Sculpture resource encompassing mid to large-scale works from artists around the world. Open dawn to dusk No Admission.
- 2.) Provide an educational resource based on the above mentioned International collection to students K-12 (guided tours have begun with area schools, docent volunteer programming for high school and college students, in discussions with area Universities to offer one of the first in the country Masters in Parks and Garden Management (Syllabus and Curriculum has already been written)
- 3.) Provide a “laboratory” for exploration into the horticultural aspects of the park for use by educational institutions as well as garden clubs throughout the region.
- 4.) Provide an inviting environment for use by the public for walking paths, exercise programs and holistic healing contributing to the health and wellness of the community.
- 5.) Provide amphitheater for entertainment and the exploration of contemporary forms of performance.

Sustainability will be insured by a multitude of partnerships with institutions locally as with the Eastside Partnership



# City of Chattanooga

## FY15 Offers

including the Tennessee Valley Railroad Museum, Engle Stadium Foundation and the Chattanooga Zoo, regionally with are institutions in Nashville (Cheekwood), Atlanta (High Museum and Georgia Tech University and nationally with relationships developed in the artworld with collectors, artists and institutions and ongoing programming.

### Identify Which Desired Outcomes This Offer Impacts:

- Sculpture Fields will help to expand and support local business by making the Eastside of Chattanooga a unique landmark destination for visiting tourists from around the world, increasing customers supporting local restaurants, shops, galleries and filling hotel rooms. This will Increase the number of jobs in the area and attract new businesses.
- Provide a market for the local art community by attracting collectors from around the world.
- Return Montague Park to the citizens of Chattanooga from its recent state as a vacant brownfield to a source of pride and natural beauty to be enjoyed by all who visit.

## BUDGET REQUEST

**Summary:** (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Phase I Development	\$0	\$0	\$40,000.00	

**Capital Budget Impact?**  Yes  No \$40,000.00 \$Amount

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
RTP Grant	\$200,000.00

## PERFORMANCE DATA

### Measurement 1:

#### Millenium Park – Chicago

Built 2004 on 24 acres of city property. Results in 10 years 1.4 Billion residential development, increased residential property values by \$100 per square foot, influx of 4 million visitors each year, bringing more job opportunities, increased tax revenue, demand for retail space, increased hotel occupancy.

*Historical Comparison Data?*

### Measurement 2:

#### Sculpture Park Comparison Research

Frederik Meijer Gardens and Sculpture Park, Grand Rapids, Michigan 132 acres – In 2010 643,067 visitors

Laumeier Sculpture Park, St. Lous, Missouri –105 acres, In 2010 approximately 300,000 visitors

Grounds for Sculpture, Hamilton, New Jersey, 35 acre Depending on weather approximately 15,000 visitors per week





# City of Chattanooga

## FY15 Offers

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Franconia Sculpture Park, Franconia, Minnesota, 20 acres, 50,000 annual visitors

The Nathan Manilow Sculpture Park, University Park, IL 300 acres, 12,000 annual visitors

Decordova Sculpture Park, Lincoln, MA 35 acres, 125,000 visitors annually

### Measurement 3:

Sculpture Fields at Montague Park is will collect visitor data at the entrance to the park. The park in not currently open but we have hosted many private tours, Informational events held in 2013 including Tennessee State Parks and Recreation Event for 400 participants November, hosted Dinner Train Ride for 80 guest, Avant Art Group 40+, Aim Center Event 40+, Several more events are scheduled for 2014, Chinese Delegation Cocktail Reception, International Business Council Dinner. Etc.

### Return on Investment:

*How do citizens benefit?* Improved quality of life, economic development and health and wellness.

*Does this activity leverage other financial resources?* Yes, \$1,000,000 Capital Campaign, Revolving Loan Grant, Public/Private Partnerships,

*How does this activity decrease costs over time for the City?* As the park develops increase tax revenue to the city from tourism dollars.

*How can this program become sustainable without City funding?* Ongoing sustainability fund, memberships and programming including events and lecture series.

**SFMP BOARD CONTACT LIST**

	A	B	C	D	E
1	Name	Business/Position	Address	Phone	Email
2	David Neuhoff, Chair	CBL	55 E. Main St, Suite 205 Chattanooga TN 37408	w 423.490.8649 m 423.667.5703	david_neuhoff@cblproperties.c
3	John Henry, Vice-Chair, Curator	Structure Group	1100 E 16th St Chattanooga TN 37408	w 423.266.9914 m 305.458.8701	john@johnhenrysculptor.com
4	Catherine Clifford, Secretary	Structure Group	400 Ashton Ridge Dr Chattanooga TN 37421	w 423.266.9914 m 423.240.6048	cclifford@johnhenrysculptor.c om
5	Kent Underwood, Treasurer	Leo Events	1601 Gulf St, Ste 500 Chattanooga TN 37402	w 423.757.0000 x205 m 901.485.6508	kunderwood@leoevents.com
6	Tom Bartoo	Method Architecture	1607 Devlan Forest Lane Signal Mountain TN 37377	w 423.757.9466 m 423.718.8663	tbaroo@method-architecture.c
7	Budd Harris Bishop	Former Director Harn Mus	P.O. Box 258 Livingston TN 38570	w 931.823.1106	bbish@twlakes.net
8	Cam Busch	Arts in Healthcare	4116 Obar Drive, Chattanooga TN 37419	423-413-3412	<a href="mailto:cambusch@comcast.net">cambusch@comcast.net</a>
9	William Chapin	Rock City	1400 Patten Rd Lookout Mountain GA 30750	w 706.820.2531 m 706.419.4041	w_h_chapin@seerockcity.com
10	Isaac Duncan III	Artist	218 Eveningside Dr Chattanooga TN 37404	w 423.698.3535 m 859.420.4292	iduncan_iii@hotmail.com
11	Pamela Henry	Structure Group	1100 E 16th St Chattanooga TN 37408	w 423.266.9914 m 305.794.8655	pamela@johnhenrysculptor.co m
12	Carolyn Kaufman	Artist	3077 Rivermont Road Chattanooga TN 37415	423-605-5587	<a href="mailto:ckaufman28@gmail.com">ckaufman28@gmail.com</a>
13	Craig Kronenberg	Architect	525 W. Main St Chattanooga TN 37402	m 423.242.5316	<a href="mailto:craig@hkarchitects.net">craig@hkarchitects.net</a>
14	William Overend	Retired Executive Coca-Co	9690 Huntcliff Trace Atlanta GA 30350	m 404.556.6999	<a href="mailto:captoverend@gmail.com">captoverend@gmail.com</a>
15	Jane Cobb Pickering	Law, Education	1214 Fleetwood Drive Lookout Mountain, GA 30750	h 706.820.2946 m 423.280.2953	<a href="mailto:icobbpickering@comcast.net">icobbpickering@comcast.net</a>

**SFMP BOARD CONTACT LIST**

	A	B	C	D	E
16	Walter Schatz	Collector, Arts Advocate	114 2nd Avenue, North Nashville, TN 37201	615-572-1422	wsms@aol.com

**SFMP BOARD CONTACT LIST**

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Audited Financial Statements – N/A

2012 Taxes were prepared by CPA Perry Sherrell of Sherrell, Dickert & Rutherford #423-875-6565 and are available upon request.



**STATE OF TENNESSEE**  
**Tre Hargett, Secretary of State**  
Division of Business Services  
William R. Snodgrass Tower  
312 Rosa L. Parks AVE, 6th FL  
Nashville, TN 37243-1102

Sculpture Fields at Montague Park  
1100 E 16TH ST  
CHATTANOOGA, TN 37408-2301

December 1, 2013

## **Annual Report Now Due For: Sculpture Fields at Montague Park**

**File Annual Reports Online at: <http://TNBear.TN.gov/AR>**

Control Number: **665780**  
Corporation Non-Profit  
Formation Locale: TENNESSEE

Due on or Before: **04/01/2014**  
Date Formed: 08/19/2011  
Fiscal Year Closing Month: 12

Dear Business Entity:

Entities registered in Tennessee must file an Annual Report with the Secretary of State. Your Annual Report is now due. It must be filed by the close of business on the due date shown above. Failure to file the Annual Report will result in the administrative dissolution/revocation of your business.

If you are no longer transacting business, you must file dissolution and termination (or withdrawal) documents along with the required fees to terminate your business with the Secretary of State's Office prior to the annual report due date listed above or you will be required to file the annual report.

You need the following information in order to file your Annual Report on-line:

Control Number (see above)  
Name and business address of principal officers, governors, directors or managers  
Credit card

For your convenience, you can file your Annual Report electronically through our website at <http://TNBear.TN.gov/AR>. If you prefer to send in a paper form, visit the same website and fill out and print your Annual Report form using the control number shown above.

If we can be of assistance, please call the Business Services Division at the number below.

Sincerely,

Tre Hargett  
Secretary of State





# TENNESSEE DEPARTMENT OF REVENUE

## Certificate of Exemption

SCULPTURE FIELDS AT MONTAGUE PARK  
1151 E 23RD  
CHATTANOOGA TN 37408  
|||

October 2, 2012

Account Type: S&U EXEMPT  
Account No.: 780337842

Under the provisions of T.C.A. Section 67-6-322, the organization named above is granted authority from the Tennessee Department of Revenue to make purchases, without payment of the Sales or Use Tax, of tangible personal property or taxable services to be used or consumed by the organization itself or to be given away.

The organization must furnish the suppliers of goods and services with a COPY of this exemption certificate. The lower portion of the certificate must be properly completed. The organization MUST retain the original certificate for copy purposes. The supplier will maintain a file copy as evidence of exemption. Later purchases do not require the submission of additional copies. Invoices must contain the name of the organization and the number given above.

This authority does not extend to purchases made by representatives of the organization when the items purchased or services rendered are paid for with personal funds. It does not extend to items purchased to be resold.

THE ORGANIZATION MUST NOTIFY THE DEPARTMENT IMMEDIATELY IF IT CEASES TO EXIST, MOVES, OR IN ANY WAY CHANGES THE ORGANIZATION FROM ITS PRESENT FORM.

EFFECTIVE DATE September 26, 2012

**Richard H. Roberts**  
COMMISSIONER OF REVENUE

TO BE COMPLETED BY THE ORGANIZATION (please print)

TO: SUPPLIER'S NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

I \_\_\_\_\_ as an authorized representative of the organization named above affirm that the purchases made under this authority will be used and consumed by the organization or will be given away. I further affirm that the organization will not use this authority to purchase items for resale.

Under penalty of perjury, I affirm this to be a true and correct statement.

PRINT NAME OF ORGANIZATION : \_\_\_\_\_

PRINT NAME OF PURCHASER: \_\_\_\_\_

SIGNATURE OF PURCHASER: \_\_\_\_\_



STATE OF TENNESSEE  
Tre Hargett, Secretary of State  
Division of Business Services  
William R. Snodgrass Tower  
312 Rosa L. Parks AVE, 6th FL  
Nashville, TN 37243-1102

Sculpture Fields at Montague Park  
1100 E. 16th Street  
CHATTANOOGA, TN 37408

August 22, 2011

### Filing Acknowledgment

Please review the filing information below and notify our office immediately of any discrepancies.

Control # :	665780	Formation Locale:	Hamilton County
Filing Type:	Corporation Non-Profit - Domestic	Date Formed:	08/19/2011
Filing Date:	08/19/2011 3:55 PM	Fiscal Year Close	12
Status:	Active	Annual Rpt Due:	04/01/2012
Duration Term:	Perpetual	Image # :	6930-1391
Public/Mutual Benefit:	Public		

#### Document Receipt

Receipt # : 528910	Filing Fee:	\$100.00
Payment-Check/MO - CFS, NASHVILLE, TN		\$100.00

#### Registered Agent Address

JOHN HENRY  
1100 E 16TH ST  
CHATTANOOGA, TN 37408

Congratulations on the successful filing of your **Charter for Sculpture Fields at Montague Park** in the State of Tennessee which is effective on the date shown above. You must also file this document in the office of the Register of Deeds in the county where the entity has its principal office if such principal office is in Tennessee.

You must file an Annual Report with this office on or before the Annual Report Due Date noted above and maintain a Registered Office and Registered Agent. Failure to do so will subject the business to Administrative Dissolution/Revocation.

  
Tre Hargett  
Secretary of State

Processed By: Jeff Cook



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**CHARTER**  
**OF**  
**SCULPTURE FIELDS AT MONTAGUE PARK**  
SECRETARY OF STATE

The undersigned, being qualified to act as an incorporator under the Tennessee Nonprofit Corporation Act (the "Act"), adopts the following charter for the purpose of forming a nonprofit corporation under the Act.

6930.1391

1. **Name.** The name of the corporation is Sculpture Fields at Montague Park.
2. **Public Benefit.** This corporation is a public benefit corporation.
3. **Registered Office and Agent.** The location of the registered office of the corporation is 1100 E. 16th Street, Chattanooga, Hamilton County, Tennessee 37408. The name of the registered agent at that office is John Henry.
4. **Incorporator.** The Incorporator is R. Tyler Hand whose address is Suite 1000, Volunteer Building, 832 Georgia Avenue, Chattanooga, Hamilton County, Tennessee 37402.
5. **Principal Office.** The address of the principal office of the corporation is 1100 E. 16th Street, Chattanooga, Hamilton County, Tennessee 37408.
6. **Not for Profit.** The corporation is not for profit.
7. **No Members.** The corporation will not have "members" as this term is defined in the Act, in that no individual other than members of the board of directors shall have any voting rights as to election of board members, amendments to this charter or the corporate bylaws, or as to any other matters as to which "members" are given voting rights under the Act. Notwithstanding the foregoing, the board of directors may elect to solicit support for the corporation's activities by selling or encouraging dues-paying memberships or sponsorships, provided that the only rights conveyed pursuant to such memberships or sponsorships are rights to such things as newsletter subscriptions, discounts on admissions to corporate programs, recognition of support, and other non-voting rights or benefits attendant to such memberships or sponsorships.
8. **Purpose.** The purposes for which this corporation is organized are the establishment and support of charitable, scientific or educational activities within the meaning of Section 501(c)(3) of the Internal Revenue Code (the "Code"), either directly or indirectly through its cooperation with public or private agencies having like purposes or objects, including, but not limited to:

To create a museum for outdoor sculpture at Montague Park in Chattanooga, Tennessee. The museum will also include an indoor exhibition hall and will promote the arts and horticulture to the general public. The park will serve as a laboratory for companion studies at the University of Tennessee at Chattanooga and possibly other institutions. It



will create an arts destination for sculpture collectors around the world which will greatly enhance Chattanooga's tourism industry and all collateral arts institutions, businesses and individual artists and galleries;

To solicit, collect, receive, accumulate, administer and disburse funds and property in such a manner as will, in the sole discretion of the board of directors, most effectively operate to further charitable, scientific, literary, or educational purposes, either directly or by contributions to any organization described in Section 501(c)(3) of the Internal Revenue Code; and

To do any or all of the things hereinabove set forth and all things usual, necessary or proper in furtherance of or incidental to said purposes.

9. **Powers.** As a means of accomplishing the purposes for which it is organized, the corporation shall have the rights and powers now or hereafter conferred upon nonprofit corporations by the laws of the State of Tennessee, including but not by way of limitation, those enumerated in Sections 48-53-102 and 48-53-103 of the Act, and limited in certain respects as follows:

The purposes for which the corporation is organized are exclusively charitable, scientific, literary, and educational within the meaning of Section 501(c)(3) of the Internal Revenue Code;

The corporation shall not be operated for the primary purpose of carrying on a trade or business for profit. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, trustees, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the corporate purposes;

Except as may be permitted from time to time under Section 501 of the Internal Revenue Code, no substantial part of the activities of the corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation; and the corporation shall not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of or in opposition to any candidate for public office; nor shall the corporation engage in any activities that are unlawful under applicable federal, state, or local laws;

The territory in which the corporation's operations are principally to be conducted is the United States of America; the corporation may conduct operations in foreign countries, subject, however, to the laws of Tennessee, or any restrictions or limitations under federal law;

The corporation is not being formed for any purpose for which there are other specific statutory provisions in the State of Tennessee concerning its formation and is not being organized for a purpose or purposes which require authorization under the laws or statutory regulations of the State of Tennessee;

If this corporation shall undertake to do any of the things hereinabove set forth in any

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state other than Tennessee, in the District of Columbia, in any territory, colony or dependency of the United States, or in any foreign country or any colony or dependency thereof, then as to such jurisdictions and to each of them, this corporation shall be deemed to have such powers insofar as such jurisdictions respectively permit such corporations within their several respective jurisdictions to execute such powers, and

Notwithstanding any other provisions of this charter, the corporation shall not carry on activities not permitted to be carried on (1) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and (2) by a corporation, contributions to which are deductible under Section 170(c)(2) of such Code, so long as they may be in effect.

10. **Director's Liability.** The business and affairs of the corporation shall be managed by its board of directors. The personal liability of directors of the corporation to the corporation for monetary damages shall be limited to the fullest extent permitted by law, and the directors of the corporation shall be immune from suit to the fullest extent permitted by law. If the Act is hereafter amended to authorize the further elimination or limitation of the liability of directors, or to expand the immunity of directors from suit, then the liability of a director of the corporation, in addition to the limitation on personal liability provided herein, shall be limited to the fullest extent permitted by the Act.

11. **Forbidden Activities.** Notwithstanding any other provision of this charter, the corporation shall not carry on any activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c)(3) of the Code.

12. **Property, Income and Earnings.** No part of the property, income or net earnings of the corporation shall inure to the benefit of any person, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered on its behalf and to make payments and distributions in furtherance of the purposes set forth in this charter.

13. **Indemnification.** Any director or officer shall be entitled to indemnification or to advancement of expenses incurred by him or her in connection with any proceeding to which he or she is a party because he or she is or was a director or officer of the corporation, arising out of his or her status as a director or officer; provided, however, that no indemnification may be made to or on behalf of any director or officer if a judgment or other final adjudication adverse to the director or officer establishes his or her liability for: (1) any breach of the duty of loyalty to the corporation; (2) acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law; or (3) any unlawful distribution under Section 48-58-304 of the Act. It is intended that these provisions provide for indemnification and advancement of expenses of the directors or officers to the fullest extent permitted by law.

14. **Amendments.** The provisions of this charter are subject to amendment as provided under the laws of the State of Tennessee; provided that no provision shall be changed, modified, or repealed in such a manner as to be inconsistent with the objects and purposes for which this corporation is formed or which would cause the corporation no longer to be described in Section 501(c)(3) of the Code.

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15. **Dissolution.** Upon the dissolution of the corporation, its assets shall be distributed in accordance with a plan of distribution adopted by the board of directors, exclusively for the purposes of the corporation, or to one or more charitable, scientific, literary or educational organizations which are not for profit and which are engaged in affairs substantially similar to those of the dissolving corporation and which would qualify under the provisions of Section 501(c)(3) of the Code, or to federal, state and local governments or agencies thereof. In no event shall the corporation's property be conveyed to any organization created or operated for profit or to any individual for less than the fair market value of such property, and all assets remaining after payment of the corporation's debts shall be conveyed or distributed to an organization created and operated for nonprofit purposes similar to those of the corporation or to federal, state or local governments or agencies thereof, as set forth above.

16. **Certificate.** The undersigned incorporator has signed this charter the 19th day of August, 2011.

  
\_\_\_\_\_  
R. Tyler Hand, Incorporator

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See Attachment F

# SCULPTURE FIELDS

at montague park

(Office address)

1100 E. 16<sup>th</sup> Street  
Chattanooga, TN 37408

(Park address)

1141 E. 23<sup>rd</sup> Street  
Chattanooga, TN 37408

Catherine Clifford, Administrator

1100 E. 16<sup>th</sup> Street  
Chattanooga, TN. 37408  
#423-266-9914 or #423-240-6048

## **Sculpture Fields at Montague Park – Request For Offer**

Phase I Infrastructure – Path Development Request for \$40,000 matching gift to apply for Recreation Trail Program (RTP) Grant with the State of Tennessee.

In 1911, the Montague family gifted a significant parcel of land to the City of Chattanooga in pristine condition. For many years, Montague Park was a place where people could convene and take in the beauty of the land. However, in 2003, state regulators closed the park after discovering methane leaks in the park from where this land had been used as a landfill. Brownfield restoration and cleanup of the park is just about complete and we are ready for Phase I development.

Now more than a hundred years later, the original vision is finally being realized through the creation of Sculpture Fields at Montague Park. Sculpture Fields is a non-profit, outdoor museum, which when completed will hold as many as seventy-five, large-scale contemporary works of sculpture on loan from artists, collectors and various institutions. Other features for the local community and visiting tourists to enjoy are: walking paths, landscaped gardens and an amphitheater. This thirty-three acre park, nestled in the Eastside of Chattanooga will become an international destination of cultural tourism.

Sculpture Fields is working closely in partnership with other eastside area destinations such as the Chattanooga Zoo, the Engle Stadium Foundation and the Tennessee Valley Railroad Museum. With the development of this park and the Eastside Partnership we hope to improve the economic growth by adding jobs to the local hotel and restaurant industry, increase the visibility of surrounding businesses and engage local services for installation of works, i.e. equipment rental and landscape services, and to improve the health and wellness of the Eastside community by including wellness programs along with diverse recreational and education offerings to the park.



**Desired Outcomes:** The development of Phase I – Infrastructure to Sculpture Fields at Montague Park.

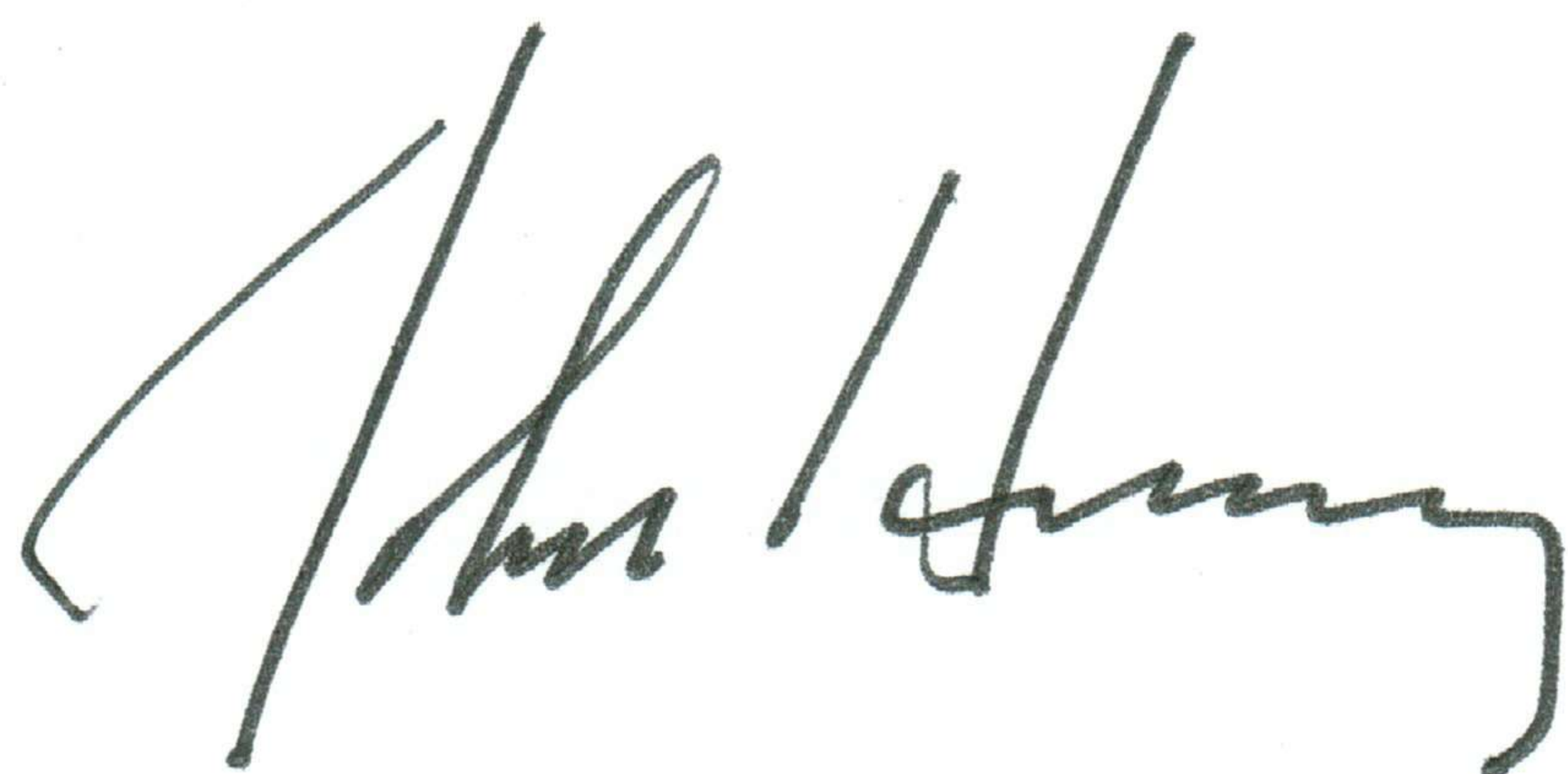
- Boon for the revitalization of the Eastside residential and business district.
- Improve the health, wellness and livability of the Eastside community.
- New landmark destination for Chattanooga, unique cultural tourism destination in the region.
- Increase the focus for Chattanooga's International cultural awareness.
- Provide unique outdoor space for holistic health.

**Budget Strategies:**

- \$40,000 matching gift from the City of Chattanooga to apply for Recreational Trails Program RTP Grant with the State of Tennessee. The grant will be for \$200,000 and requires a 20% match.
- Develop infrastructure, half mile of walking paths, public restroom and parking.

\*Please find attached supporting documents;

- Mission Statement
- Case for Support Statement
- Research of Sculpture Park Economic Impact
- Engineering plans from AD Engineering
- Inventory on hand



John Henry



**Sculpture Fields at Montague Park – Request For Offer**

(Office address)  
1100 E. 16<sup>th</sup> Street  
Chattanooga, TN 37408

(Park address)  
1141 E. 23<sup>rd</sup> Street  
Chattanooga, TN 37408

Catherine Clifford, Administrator  
1100 E. 16<sup>th</sup> Street  
Chattanooga, TN. 37408  
#423-266-9914 or #423-240-6048

Phase I Infrastructure – Path Development Request for \$40,000 matching gift to apply for Recreation Trail Program (RTP) Grant with the State of Tennessee.

**Sculpture Fields at Montague Park – Mission Statement**

Create and maintain a sculpture park in Chattanooga, Tennessee of the highest quality, international scope and of lasting value and benefit to the City and the region. To establish programming, benefiting the local, regional arts establishment as well as the education community at all levels and the citizenry at large.

Result Area – Growing Economy

**Request - \$40,000.00 matching gift toward \$200,000 State Recreational Trail Program (RTP) Grant for Phase I Path Development This funding will allow Sculpture Fields to open the park.**

## Sculpture Parks Information

### **The Nathan Manilow Sculpture Park**

Governors State University  
University Park, IL 60484-0975  
300-acre outdoor park that features 26 monumental works  
#: 708-534-4486  
sculpture@govst.edu  
Open dawn until dusk, 365 days a year

Established 30 years and filled with 27 works set on the wild prairie on the Governors State University campus.

Approximately 10-12,000 visitors a year, hard to gauge how many visitors on a daily basis obviously because no ticketing, of course many more visitors during the summer than during the winter.

### **DeCordova Sculpture Park**

51 Sandy Pond Road  
Lincoln, MA 01773  
(781)-259-8355

The DeCordova Sculpture Park, encompasses 35 acres of rolling woodlands and lawns and provides a constantly changing exhibition of large-scale, outdoor, contemporary American sculpture.

They have about 125,000 visitors each year.

## **Grounds for Sculpture**

18 Fairgrounds Road  
Hamilton, NJ 08619  
(609) 586-0616

Grounds For Sculpture is a 35-acre public sculpture park located in Hamilton, NJ.

While the sculpture park didn't have any exact numbers about visitors, they roughly estimated that they can have close to 4,000 and 5,000 visitors on a really nice day. Throughout the week they probably have about 15,000 visitors. He said it really depends on the weather, of course they have the most visitors during the summer.

## **Laumeier Sculpture Park**

12580 Rott Road  
St. Louis, MO 63127  
(314)-615-5278

Laumeier is free and open to the public year round, there are no admission charges to the Park or Museum Galleries with the exception of special events.

Laumeier Sculpture Park expands the context of contemporary sculpture beyond the traditional confines of a museum. It is Laumeier's mission to initiate a lifelong process of cultural awareness, enrich lives, and inspire creative thinking by engaging people in experiences of sculpture and nature simultaneously.

The Sculpture Park estimates that it receives approximately 300,000 visitors annually.



## **Frederik Meijer Gardens and Sculpture Park**

1000 East Beltline NE  
Grand Rapids, MI 49525  
(616) 957-1580, Toll-Free: 888-957-1580

Comprised of 132 acres of natural wetlands, woodlands, meadows and display gardens, Frederik Meijer Gardens & Sculpture Park is a year-round experience with indoor tropical, arid, carnivorous, Victorian and seasonal gardens, changing sculpture galleries with exhibitions by international artists, and outdoor acreage featuring an internationally acclaimed Sculpture Park, Children's Garden, Michigan's Farm Garden, amphitheater for summer concert events, nature trails and boardwalks.

In 2010, they had 643,067 visitors at the Frederik Meijer Gardens and Sculpture Park.

## **Franconia Sculpture Park**

29836 St. Crix Trail  
Franconia, MN 55074  
(651) 257-6668

Franconia Sculpture Park was founded in 1966 and is an innovative arts organization that provides residence and workspace to emerging and established artists. Its mission is to foster up and coming artists and to promote public education of sculpture. It's a 20-acre park with a rotating collection of over 75 contemporary sculptures. It is free and open to the public 365 days a year. This park seems to focus more on younger artists and strives to give artists a location in which to develop their skills and expand their art.

They estimate that they receive approximately 50,000 visitors each year with their busiest time being between May and October.

## **Storm King Art Center**

P.O. Box 280  
Old Pleasant Hill Road  
Mountainville, NY 10953  
(845) 534-3115, info@stormkingcenter.org

Widely known as one of the world's outstanding sculpture parks, the Storm King Art Center is located approximately one hour north of New York City, in New York's Hudson Valley. The Art Center's permanent collection of sculpture, dating from 1945 to the present, includes works by many of the twentieth century's most influential artists, integrated into a pristine, 500-acre landscape of rolling hills, fields, and woodlands.

Were not able to provide a guess about the number of visitors each year (will try to call back again)

## **Griffis Sculpture Park**

6902 Mill Valley Rd.  
East Otto, NY 14729

The 400 acre Ashford Hollow park, located eight miles outside of Ellicottville, is not only a tremendous regional attraction, but holds the distinction of being America's largest and oldest sculpture park. The park features over 250 large-scale sculptures dispersed through miles of hiking trails. Each sculpture was placed with the natural setting in mind, creating a truly unique experience between art and nature.

The open season for the park is from May 1<sup>st</sup> to October and they apparently receive around 5,000-8,000 visitors per year.



POLK STREET  
MAIN ENTRANCE

POLK ST.

# SCULPTURE FIELDS

at montague park

MONTAGUE  
PARK RUGBY  
FIELDS

LANDSCAPE BERMS (TYP)

GATHERING  
SPACES

WELCOME  
CENTER /  
GALLERY

PLANTING  
BEDS

PLANTING BEDS (TYP)

SCULPTURE LOCATIONS

GATHERING SPACES

PLANTING  
BEDS

LANDSCAPE  
BERMS

PLANTING  
BEDS

LANDSCAPE  
BERMS

GATHERING  
SPACES

NATURAL  
AMPHITHEATER

TRAIN  
PLATFORM  
ENTRANCE

CHILDREN'S  
SCULPTURE  
GARDEN

LANDSCAPE  
BERMS

LANDSCAPE  
BERMS

MAINTENANCE  
FACILITY

PLANTING  
BEDS

GATHERING  
SPACES





CHATTANOOGA SYMPHONY & OPERA



**CHATTANOOGA SYMPHONY & OPERA**

**City of Chattanooga  
FY 2015  
Non-Profit Agency Funding Application**

**Submitted By:**  
**Ms. Molly Sasse**  
Executive Director  
Chattanooga Symphony & Opera  
701 Broad Street  
Chattanooga, TN 37402  
423.267.8583 x2103  
[msasse@chattanoogasympphony.org](mailto:msasse@chattanoogasympphony.org)



CHATTANOOGA SYMPHONY & OPERA

Mr. Randy Burns  
City Council Office  
1000 Lindsey Street  
Chattanooga, TN 37402

Dear Mr. Burns,

The Chattanooga Symphony & Opera is pleased to present an application to be considered for inclusion in the City of Chattanooga's FY2015 community agency support budget. For 81 years, the Chattanooga Symphony & Opera (CSO) has been an instrumental part of our community by providing a superlative orchestra that enhances the region's quality of life and economic vitality. The CSO, conducted by Music Director Kayoko Dan, consists of top players from the Chattanooga area as well as from across the southern region. The CSO performs a full season of Masterworks, Pops, Chamber, and Volkswagen Series concerts from September through May, as well as a variety of community, education and engagement events throughout the year.

**Mission:** The mission of the Chattanooga Symphony & Opera is to inspire, engage, and enrich the greater Chattanooga community through music and music education.

**Result Area:** This is an offer to produce outcomes in the city's "Growing Economy" result area.

**Request:** The CSO requests \$25,000.00 for FY15 to continue to enhance the economic vitality and quality of life of the city of Chattanooga, contributing directly to the revenues of its civic venues and increasing the number of jobs and wages for artisans and musicians.

For more information about the CSO or its programs, please contact us at:

**Organization:**

Chattanooga Symphony & Opera  
701 Broad Street  
Chattanooga, TN 37402  
[www.chattanoogasympphony.org](http://www.chattanoogasympphony.org)  
423.267.8583

**Contact:**

Molly Sasse  
Executive Director  
[msasse@chattanoogasympphony.org](mailto:msasse@chattanoogasympphony.org)  
423.267.8583 x 2103



## Executive Summary

The CSO requests \$25,000.00 for FY15 to continue to enhance the economic vitality and quality of life of the city of Chattanooga, positively impacting and contributing in a unique way to the growing economy. Funds from the City of Chattanooga will be used to support ongoing and expanded performances at the city's Tivoli theatre (directly benefiting the revenues of the Tivoli theatre). As the city's primary and largest employer of musicians and artistic administrators, funds will also go towards increasing the number of jobs in the artistic sector and towards increasing the wages for those jobs. Funding for Chattanooga's cultural institutions, specifically for the CSO, is critical to maintain a wide range of programs that enrich the lives of citizens through education, entertainment, and economic development.

As a performing arts organization, the CSO is primarily involved in presenting high quality orchestral concerts to Chattanooga; at the close of FY 14, the CSO will have presented 32 concerts, 19 at the city owned Tivoli Theatre and Memorial Auditorium. The CSO is the Tivoli theatre's most frequent tenant, using the building for 49 days in FY14. The rental fees from these concerts and rehearsals bring over \$60,000 annually in revenue to the Tivoli theatre; in FY13, the CSO paid \$64,923.53 in rental fees (Tivoli revenues for FY13 were \$188,024; CSO rental fees account for 34% of the revenue).

In FY13, 4% of Chattanooga residents bought a ticket to a concert and 19,225 tickets were sold, contributing \$20,310 to the city's Tivoli preservation fund; to date in FY14, 16,729 tickets have already been sold contributing more than \$12,000 to the Tivoli preservation fund. The average patron spends \$29.87 over and above the cost of their ticket on restaurants, transportation, and other related items which directly benefit Chattanooga, specifically downtown, businesses.<sup>1</sup> Thousands of other residents engage with the CSO through the free annual 4<sup>th</sup> of July performance in Coolidge Park, free annual Veteran's Day concert, and in FY11-13, through 54 free performances in the community at libraries, hospitals, and other community centers. These performances positively impact the quality of life in this community.

In addition to concerts, the CSO has a strong and robust education program and annually performs for thousands of Chattanooga's school children. Professional musicians perform in 49 schools throughout the city, exposing children to classical music, professional artists, and aiding in cross-curricular connections. Additionally, 2,046 students from schools located in the city attended this season's Young People's Concerts at the Tivoli Theatre – the first exposure to live music for many students and their first experience in the publicly owned Tivoli theatre. Currently, no elementary school in Chattanooga city limits provides string instruction as part of its music curriculum; however, for 3 years, the CSO has provided a professional string teacher at Big Ridge Elementary School (District 3) and taught weekly classes. The CSO staff serves as resources for Chattanooga music teachers and regularly partners with public schools, including Center for Creative Arts (District 2) on educational activities with musicians. Numerous studies have shown that music in schools greatly increases student performance on standardized tests and student retention rates.<sup>ii</sup>





The Chattanooga Symphony & Opera is the city's only professional performing arts organization and it is the city's largest employer of musicians, employing 193 in the previous year. Musicians employed by the CSO are teachers and performers in local universities, including the University of Tennessee at Chattanooga and Chattanooga State Technical Community College, in elementary and secondary schools in the city, and in churches and community spaces in the city limits.

Under my direction, the CSO will provide a detailed accounting of any expenses using city funds prior to the close of the fiscal year, as well as a report of the activities and results produced by city funding. Additionally, the CSO will provide the City of Chattanooga with copies of its annual audit and annual financial reports.

Molly Sasse

Executive Director

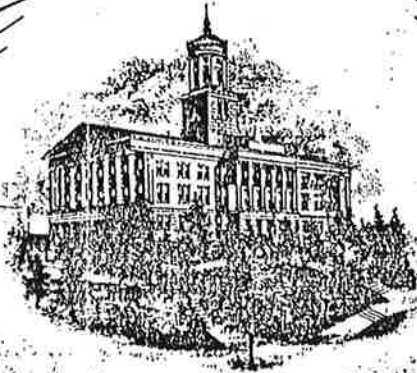
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<sup>i</sup> Arts & Economic Prosperity Index IV

<sup>ii</sup> National Association for Music Education; College Board 2010 Collegebound Seniors Profile; Arts for Academic Achievement, Ingram and Riedel 2003; The Relationship between Music and Visual Arts Formal Study and Academic Achievement on the Eighth-Grade Louisiana Educational Assessment Program (LEAP) Test, Baker 2011; Practicing a Musical Instrument in Childhood is Associated with Enhanced Verbal Ability and Nonverbal Reasoning, Forgeard, M., et al. 2008

<b>CSO Operating Statement Cash Basis</b>	<b>FY2014 Budget</b>	<b>Actual to date 1-31-2014</b>	<b>FY2014 Projection</b>
<b>REVENUE</b>			
<i>TICKET SALES</i>	\$727,000	\$573,272	\$707,000
<i>FEE ENGAGEMENTS</i>	\$109,000	\$97,672	\$110,000
<i>PROGRAM ADVERTISING</i>	\$55,000	\$44,547	\$55,000
<b>Performance and Production Income Total</b>	<b>\$891,000</b>	<b>\$715,391</b>	<b>\$872,000</b>
<i>INDIVIDUAL CONTRIBUTIONS</i>	\$430,000	\$389,653	\$430,000
<i>CORPORATE SPONSORSHIPS AND GRANTS</i>	\$137,000	\$89,238	\$113,300
<i>SPECIAL PROJECTS GROSS</i>	\$175,000	\$49,084	\$175,000
<i>COLBY FOUNDATION</i>	\$0	\$0	\$0
<i>FOUNDATIONS</i>	\$143,000	\$56,000	\$65,000
<b>Fundraising and Special Income Total</b>	<b>\$885,000</b>	<b>\$563,975</b>	<b>\$783,300</b>
<i>TENNESSEE ARTS COMMISSION</i>	\$40,200	\$40,500	\$40,500
<i>ALLIED ARTS ALLOCATION</i>	\$245,000	\$166,496	\$244,000
<b>Allied Arts and Grant Income Total</b>	<b>\$285,200</b>	<b>\$206,996</b>	<b>\$284,500</b>
<i>INTEREST AND OTHER</i>	\$2,500	\$1,783	\$2,500
<i>CSO AND ALLIED ARTS ENDOWMENTS TRANSFER</i>	\$210,000	\$178,982	\$210,000
<b>Interest and Endowment Transfer Total</b>	<b>\$212,500</b>	<b>\$180,765</b>	<b>\$212,500</b>
<b>TOTAL OPERATING REVENUES</b>	<b>\$2,273,700</b>	<b>\$1,667,127</b>	<b>\$2,152,300</b>
<b>EXPENSES</b>			
<i>PERF/PROD - Artistic Staff and Musicians</i>	\$1,152,488	\$650,122	\$1,058,724
<i>PERF/PROD - Other</i>	\$377,000	\$191,478	\$386,685
<b>Performance and Production Total</b>	<b>\$1,529,488</b>	<b>\$841,600</b>	<b>\$1,445,409</b>
<i>ADVERTISING AND WEBSITE</i>	\$169,850	\$109,212	\$169,450
<i>SEASON BROCHURES, TICKETS AND PROGRAMS</i>	\$47,000	\$28,145	\$61,250
<b>Marketing and Box Office Expenses Total</b>	<b>\$216,850</b>	<b>\$137,357</b>	<b>\$230,700</b>
<b>Development And Special Project Expenses Total</b>	<b>\$110,000</b>	<b>\$29,254</b>	<b>\$113,000</b>
<i>SALARIES AND BENEFITS</i>	\$390,751	\$280,155	\$381,310
<i>ADMINISTRATIVE - Other</i>	\$165,260	\$112,451	\$159,210
<b>Administrative Expenses Total</b>	<b>\$556,011</b>	<b>\$392,606</b>	<b>\$540,520</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,412,348</b>	<b>\$1,400,817</b>	<b>\$2,329,629</b>
<b>OPERATING REVENUES LESS OPERATING EXPENSES</b>	<b>-\$138,648</b>	<b>\$266,310</b>	<b>-\$177,329</b>
<b>CSOYO REVENUES</b>		<b>\$55,396</b>	
<b>CSOYO EXPENSES</b>		<b>\$38,665</b>	
<b>CSOYO REVENUES LESS OPERATING EXPENSES</b>		<b>\$16,731</b>	

# State of Tennessee



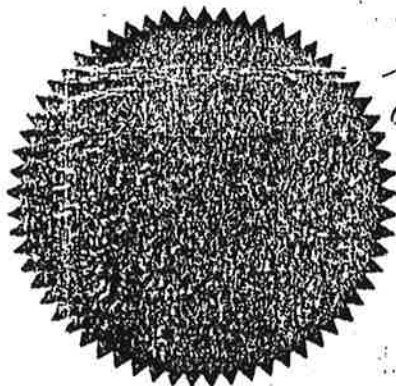
## Department of State

I, James H. Cummings, Secretary of State of the State of Tennessee, do hereby certify that the annexed Instrument with Certificate of Acknowledgment was filed in my office, and recorded, on the 13th day of December 19 51 in Corporation Record Book MISCELLANEOUS A-18 page 207

In Testimony Whereof, I have hereunto subscribed my Official Signature, and by order of the Governor, affixed the Great Seal of the State of Tennessee, at the Department, in the City of Nashville, this 13th day of

December

A.D. 19 51



*James H. Cummings*  
Secretary of State

The members may, at any time, voluntarily dissolve the corporation, by a conveyance of its assets and property to any other corporation holding a charter from the state for purposes not of individual profit, first providing for corporate debts. A violation of any of the provisions of the charter shall subject the corporation to dissolution at the instance of the state.

The charter is subject to modification and amendment, and in case said modification or amendment is not accepted, corporate business is to cease, and the assets and property, after payment of debts, are to be conveyed as aforesaid, to some other corporation holding a charter for purposes not connected with individual profit. Acquiescence in any modification, thus declared, shall be determined in a meeting of the members especially called for that purpose, and only those voting in favor of the modification shall thereafter compose the corporation.

The means, assets, income, or other property of the corporation shall not be employed, directly or indirectly, for any other purpose whatever than to accomplish the legitimate objects of its creation, and by no implication shall it engage in any kind of trading operation, nor hold any more real estate than is necessary for its legitimate purposes.

There shall be no individual liability against the members for corporate debts, but the entire corporate property shall be liable for the claims of creditors.

We, the undersigned, the incorporators above mentioned, hereby apply to the State of Tennessee for a charter of incorporation for the purposes declared in the foregoing instrument.

Witness our hands this the 12th day of December, 1951.

Bess Patton  
E. R. Pickett  
Ben Hale Golden  
Clarence Shaw, Jr.  
Shelby B. Brammer

SUBSCRIBING WITNESS:

Bertice Cook

STATE OF TENNESSEE:

COUNTY OF HAMILTON:

Personally appeared before me, a Notary Public, the within named incorporators, Shelby B. Brammer, Clarence Shaw, Bess Patton, E. R. Pickett and Ben Golden, with whom I am personally acquainted, and who acknowledged that they executed the within application for a Charter of Incorporation for the purposes therein contained and expressed.

Witness my hand and official seal at office in Chattanooga, Tennessee, this 12 day of December, 1951.

Wm. Neil Thomas, Jr.  
Notary Public

My commission expires: 7/31/52



STATE OF TENNESSEE

*Charter of Incorporation*

*Be it Known*, That F. M. Cox, Alexander Guerry, O. K. LeBron, Stella Wietzel, Laurence H. Calloway, and Harry Miller

are hereby constituted a body politic and corporate by the name and style of Chattanooga Symphony Association. The purpose of this association is to awaken, stimulate, and promote better interest in music for the advancement of culture.

The general powers of said corporation shall be, to sue and be sued by the corporate name; to have and use a common seal, which it may alter at pleasure; if no common seal, then the signature of the name of the corporation by any duly authorized officer shall be legal and binding; to purchase and hold or receive by gift, bequest or devise, in addition to the personal property owned by said corporation, real estate necessary for the transaction of the corporate business, and also to purchase or accept any real estate in payment or in part payment of any debt due to the corporation, and sell the same; to establish by-laws, and make all rules and regulations not inconsistent with the laws and Constitution deemed expedient for the management of corporate affairs, and to appoint such subordinate officers and agents in addition to a President and Secretary or Treasurer, as the business of the corporation may require, designate the name of the office and fix the compensation of the officer.

The said five or more incorporators shall, within a convenient time after the registration of this charter in the office of the Secretary of State, elect from their number a President, Secretary and Treasurer or the last two officers may be combined into one; said officers and the other incorporators to constitute the first Board of Directors. In all elections each member to be entitled to one vote, either in person or by proxy, and the result to be determined by a majority of the votes cast. Due notice of any election must be given by advertisement in a newspaper, personal notice to the members, or a day stated on the minutes of the Board six months preceding the election. The Board of Directors shall keep a record of all their proceedings, which shall be at all times subject to the inspection of any member. The Corporation may establish branches in any other county in the State.

The Board of Directors may have the power to increase the number of Directors from ~~three to ten~~, if they deem the interest of the corporation requires such increase. And the first or any subsequent Board of Directors may have the power to elect other members, who, on acceptance of membership, shall become corporators equally with the original corporators. The Board of Directors shall have the right to determine what amount of money paid into the treasury shall be a prerequisite for membership, or, if necessary, what amount shall be thus annually paid, and failure thus to pay shall, in the discretion of the Directors, justify the expulsion of said defaulting member. The term of all officers may be fixed by the by-laws, the said term not, however, to exceed three years. All officers held over until their successors are duly elected and qualified.

The general welfare of society, not individual profit, is the object for which this charter is granted, and hence the members are not stockholders in the legal sense of the term, and no dividends or profits shall be divided among the members. The members may at any time voluntarily dissolve the corporation by a conveyance of its assets and property to any other corporation holding a charter from the State for the purposes not of individual profit, first providing for corporate debts.

A violation of any of the provisions of this charter shall subject the corporation to dissolution at the instance of the State.

This charter is subject to modification or amendment; and in case said modification or amendment is not accepted, corporate business is to cease, and the assets and property, after payment of debts, are to be conveyed, as aforesaid, to some other corporation holding a charter for purposes not connected with individual profit. Acquiescence in any modification thus declared shall be determined in a meeting specially called for that purpose, and only those voting in favor of the modification shall thereafter compose the corporation.

The means, assets, income or other property of the corporation shall not be employed directly or indirectly for any other purpose whatever than to accomplish the legitimate objects of its creation, and by no implication shall it possess the power to issue notes or currency, deal in currency, notes or coin, buy or sell products, or engage in any kind of trading operation, nor hold any more real estate than is necessary for legitimate purposes.

Expulsion shall be the only remedy for the nonpayment of dues by the members, and there shall be no individual liability against the members for corporate debts, but the entire corporate property shall be liable for the claims of creditors.

We, the undersigned, apply to the State of Tennessee, by virtue of the laws of the land, for a Charter of Incorporation for the purposes and with the powers, etc., declared in the foregoing instrument.

This 12th day of October 1937

F. M. Cox

Alexander Guerry

O. K. LeBron

Stella Wietzel

Laurence H. Callaway

Harry Miller

State of Tennessee

County of Hamilton

Before me, a notary public duly appointed commissioned and qualified in and for the County and State aforesaid, personally appeared, F. M. Cox, Alexander Guerry, O. K. LeBron, Stella Wietzel, Laurence H. Callaway and Harry Miller who acknowledged that they executed the within instrument for the purposes therein contained.

In testimony whereof, I have hereunto set my hand and notarial seal at office in Chattanooga on this the 12th day of October, 1937.

SEAL Frances Kilpatrick, Notary Public

I, A. B. Broadbent, Secretary of State, do certify that this Charter, with certificate attached, the foregoing of which is a true copy



was this day recorded and certified to by me.

This 18th day of October, 1937,

A. B. Broadbent,

Secretary of State

# State of Tennessee

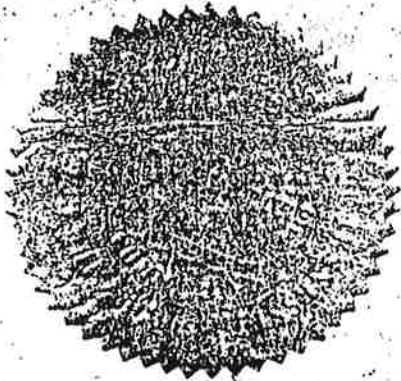


Department of State

I, Mrs. Joe C. Carr, Secretary of State  
of the State of Tennessee, hereby certify that  
the annexed is a true and correct copy of the  
Charter of Incorporation of the  
CHATTANOOGA SYMPHONY ASSOCIATION  
which is of record in this office in Charter  
Book C-13, page 34.

IN WITNESS WHEREOF, I have hereto affixed my  
signature and the Great Seal of the State, at Nash-  
ville, this 2nd day of June in the  
year of our Lord nineteen hundred 45

*Mrs. Joe C. Carr*  
Secretary of State





STATE OF TENNESSEE

CHATTANOOGA PHILHARMONIC ASSOCIATION

CHARTER OF INCORPORATION

BE IT KNOWN, that Shelby R. Brammer, Clarence Shaw, Bess Patton, E. R. Pickett and Ben Golden are hereby constituted a body politic and corporate, by the name of Chattanooga Philharmonic Association for the purpose of supporting and maintaining the Chattanooga Symphony Orchestra, the Chattanooga Civic Chorus and such other related groups as may be from time to time created by this organization.

The general powers of said corporation shall be: (1) To sue and be sued by its corporate name. (2) To have and use a common seal, which it may alter at pleasure. If no common seal, then the signature of the name of the corporation, by any duly authorized officer, shall be legal and binding. (3) To receive property, real, personal, or mixed, by purchase, gift, devise, or bequest, sell the same and apply the proceeds toward the promotion of the objects for which it is created, or hold any such property and apply the income and profits toward such objects. (4) To establish by-laws, and make all rules and regulations not inconsistent with the laws and constitution, deemed expedient for the management of corporate affairs. (5) To appoint such subordinate officers and agents, in addition to a president and secretary, or treasurer, as the business of the corporation may require. (6) To designate the name of the office, and fix the compensation of the officer. (7) To borrow money to be used in payment of property bought by it, and for erecting buildings, making improvements, and for other purposes germane to the objects of its creation, and secure the repayment of the money thus borrowed by mortgage, pledge, or deed of trust, upon such property, real, personal, or mixed, as may be owned by it; and it may, in like manner, secure by mortgage, pledge, or deed of trust, any existing indebtedness which it may have lawfully contracted.

The said incorporators shall, within a convenient time after the registration of this charter, elect from their number a president, a secretary, and treasurer, or the last two officers may be combined into one, said officers and the other incorporators to constitute the first board of directors. The corporation may increase its directors to a number not more than one hundred, by due and proper amendment to its by-laws, unless otherwise specifically provided. In all elections each member to be entitled to one vote, either in person or by proxy, and the result to be determined by a majority of the votes cast. Due notice of any election must be given by advertisement in a newspaper, personal notice to the members, or a day stated on the minutes of the board one month preceding the election. The term of officers may be fixed by the by-laws, the said term not, however, to exceed three years. All officers hold office until their successors are duly elected and qualified.

The general welfare of society, not individual profit, is the object for which this charter is granted, and the members are not stockholders in the legal sense of the term, and no dividends or profits shall be divided among the members.

The board of directors shall keep a record of all their proceedings, which shall be at all times subject to the inspection of any member. The corporation may establish branches in any other county in the state.

**Internal Revenue Service**

**District  
Director**

**Department of the Treasury  
P.O. Box 1055  
Atlanta, GA 30370**

**Chattanooga Symphony and Opera  
Association  
8 Patten Parkway  
Chattanooga, Tenn 37402**

**Person to Contact:  
Taxpayer Assistance  
Telephone Number:  
(404) 221-4516  
Refer Reply to:  
EO:7201:  
Date:**

**September 6, 1985**

**Dear Sir or Madam:**

This is in response to your request for confirmation of your exemption from Federal income tax.

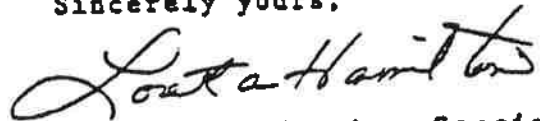
You were recognized as an organization exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code by our letter dated December, 1951. You were further determined not to be a private foundation within the meaning of section 509(a) of the Code because you are an organization described in section 509 (a) (3).

Contributions to you are deductible as provided in section 170 of the Code.

The tax exempt status recognized by our letter referred to above is currently in effect and will remain in effect until terminated, modified or revoked by the Internal Revenue Service. Any change in your purposes, character, or method of operation must be reported to us so we may consider the effect of the change on your exempt status. You must also report any change in your name and address.

Thank you for your cooperation. \_

Sincerely yours,



**Exempt Organizations Specialist**

Tre Hargett, Secretary of State  
**State of Tennessee**



Division of Charitable Solicitations and Gaming  
312 Rosa L. Parks Avenue, 8<sup>th</sup> Floor  
Nashville, Tennessee 37243-0305

Brent Culberson  
Director

615-741-2555  
Brent.Culberson@tn.gov

October 16, 2013

Molly K. Sasse, Executive Director  
Chattanooga Symphony & Opera Association  
701 Broad Street  
Chattanooga, TN 37402

RE: **APPROVAL** - Registration to Solicit Funds for Charitable Purposes  
Chattanooga Symphony & Opera Association - CO475  
Registration Expiration Date: **November 30, 2014**

Dear Molly K. Sasse:

Pursuant to Tenn. Code Ann. § 48-101-501, *et seq.*, the Division of Charitable Solicitations and Gaming has reviewed your submitted application and is pleased to announce your organization's registration to solicit contributions has been **approved**.

With this approval, your organization has new responsibilities for maintaining statutory compliance, including submission of the proper documents and required fees on an annual basis. The required filings include:

- Completed *Application to Renew Registration* form
- Completed *Summary of Financial Activities* form
- IRS determination letter granting tax-exempt status, if not previously filed
- IRS Form 990, Form 990EZ, or 990N for the most recently completed accounting year, if the organization qualifies as tax-exempt
- An audited financial statement if the organization grossed more than \$500,000 in revenue
- Any amendments to the organization's governing documents

The *Application to Renew Registration* and *Summary of Financial Activities* forms are available on our website at [www.tn.gov/sos/charity](http://www.tn.gov/sos/charity). Additionally, the "CO" number listed above will serve as your organization's identification number specific to this division and should be included on all correspondence.

Please also be advised that if the organization's application or other provided information includes false, misleading or deceptive statements, appropriate action will be taken. Pursuant to the Tennessee Charitable Solicitations Act, a civil penalty of up to five thousand dollars (\$5,000) may be assessed for any violation.

Thank you for registering your organization and please do not hesitate to contact us with any questions.

Sincerely,

A handwritten signature in black ink that reads "Brent Culberson".

Brent Culberson, Director  
Division of Charitable Solicitations and Gaming

BG:BP:CO475



# Tennessee Corporation Annual Report Form

AR Filing #: 03635217

FILED: May 9, 2013 3:45PM

DLN #: A0176-2612.001

File online at: <http://TNBear.TN.gov/AR>

Due on/Before: 09/01/2013

Reporting Year: 2013

**Annual Report Filing Fee Due:**

\$20 if no changes are made in block 3 to the registered agent/office, or  
\$40 if any changes are made in block 3 to the registered agent/office

This Annual Report has been successfully paid for and filed. Please keep this report for your records.

CC Payment Ref #: 150285977

SOS Control Number: 69944

Corporation Non-Profit - Domestic

Date Formed: 10/18/1937

Formation Locale: TENNESSEE

**(1) Name and Mailing Address:**

THE CHATTANOOGA SYMPHONY AND OPERA ASSOCIATI  
MOLLY SASSE  
STE 100  
701 BROAD ST  
CHATTANOOGA, TN 37402-1811

**(2) Principal Office Address:**

STE 100  
701 BROAD ST  
CHATTANOOGA, TN 37402-1811

**(3) Registered Agent (RA) and Registered Office (RO) Address:**

MOLLY K SASSE  
630 CHESTNUT ST  
CHATTANOOGA, TN 37402-1707

Agent Changed: No

Agent County: HAMILTON COUNTY

**(4) Name and business address (with zip code) of the President, Secretary and other principal officers.**

Title	Name	Business Address	City, State, Zip
President	Spencer McCallie	701 BROAD STREET	CHATTANOOGA, TN 37402
Treasurer	Mark Smith	701 Broad Street	Chattanooga, TN 37402
Past President	Susan E Rich	701 BROAD STREET	CHATTANOOGA, TN 37402
Secretary	Kim Gavin	701 BROAD STREET	CHATTANOOGA, TN 37402

**(5) Board of Directors names and business address (with zip code). None, or listed below.**

Name	Business Address	City, State, Zip
Ian Leavy	701 BROAD STREET	CHATTANOOGA, TN 37402
Jean Rader	701 BROAD ST	CHATTANOOGA, TN 37402-1811
Katie Wilson	701 Broad Street	Chattanooga, TN 37402
Susan E Rich	701 Broad Street	Chattanooga, TN 37402
Warren Barnett	701 Broad Street	Chattanooga, TN 37402
Gordon Bietz	701 Broad Street	Chattanooga, TN 37402
Gail Chapman	701 Broad Street	Chattanooga, TN 37402
George S Clinton	701 Broad Street	Chattanooga, TN 37402
Jo Coke	701 Broad Street	Chattanooga, TN 37402
Nick Coussoule	701 Broad Street	Chattanooga, TN 37402
Linda Friberg	701 Broad Street	Chattanooga, TN 37402
Kim Gavin	701 Broad Street	Chattanooga, TN 37042
Lee Harris	701 Broad Street	Chattanooga, TN 37402
Mai Bell Hurley	701 Broad Street	Chattanooga, TN 37402
Spencer J Mccallie	701 Broad Street	Chattanooga, TN 37402
Kevin McMahan	701 Broad Street	Chattanooga, TN 37402
Claudia Moore	701 Broad Street	Chattanooga, TN 37402
Mark Smith	701 BROAD ST	CHATTANOOGA, TN 37402-1811
Lillie Wills	701 Broad Street	Chattanooga, TN 37402
Jeffrey Wilson	701 Broad Street	Chattanooga, TN 37402





# Tennessee Corporation Annual Report Form

File online at: <http://TNBear.TN.gov/AR>

Due on/Before: 09/01/2013

Reporting Year: 2013

AR Filing #: 03635217

FILED: May 9, 2013 3:45PM

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CC Payment Ref #: 150285977

Pat Starke	701 Broad Street	Chattanooga, TN 37402
Linda Thompson	701 Broad Street	Chattanooga, TN 37402
Colleen Russell	701 Broad Street	Chattanooga, TN 37402

(6) This section applies to non-profit corporations ONLY.

A. Our records reflect that your non-profit corporation is a public benefit or a mutual benefit corporation as indicated.

If blank or incorrect, please check appropriately:  Public  Mutual

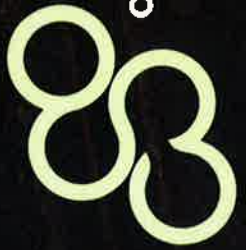
B. If a Tennessee religious corporation, please check here if blank:  Religious

(7) Signature: Electronic

(8) Date: 05/09/2013 3:45 PM

(9) Type/Print Name: Molly K Sasse

(10) Title: Executive Director



CHATTANOOGA SYMPHONY & OPERA

# THE 2012/13 ANNUAL REPORT



The CSO and Chorus performs Verdi's Requiem.  
Photo by Brad Cansler

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Chattanooga Symphony & Opera  
701 Broad Street  
Chattanooga, TN 37402  
423.267.8583  
[www.chattanoogasympphony.org](http://www.chattanoogasympphony.org)

## FROM THE BOARD CHAIR

Dear Friends,

Just before I began this letter, I chanced upon an article in the Sunday New York Times by Anthony Tommasini about the complexities, challenges, and recent reviving of a Mozart series, "this once-hopeless festival," at Lincoln Center. He began by referring to the larger context of challenges facing classical music: the bankruptcy of opera companies and symphonies and the "internal habits that keep institutions clinging to outmoded ways of presenting the art form."

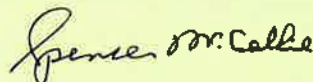
None of this was news to us, nor were the actions he advocated. The CSO hosted the first Southeast Film Music Symposium this past March. Attendance and response were good for a first effort, but expenses were higher than we had hoped. The cult movie *The Matrix* brought in a new audience and new costs for the required equipment. The composer/conductor praised our orchestra for a fine performance of his difficult music. Last summer's concert with the Indigo Girls in the Tivoli sold out. None of these new activities were profitable and may never be, but we are learning how to manage a new set of expenses and how to appeal to new audiences and how to play new music written for a symphony orchestra.

After replacing unexpected and unwanted staff losses in marketing and development in 2012, we are now staffed for success, but profit is uncertain. American symphonies make about 40% of their income from ticket sales. We are usually a few percent ahead of that. We believe that the greater community profits from the CSO, which enriches the lives of the audiences in the Tivoli and other performance venues, in our schools, churches, and hospitals and through the lessons our players teach to young musicians and which adds luster to the reputation of the city.

The hard fact remains that, like orchestras all over the country, the CSO will not be sustainable unless we can garner more support from individuals and civic-minded businesses. This past year we were not able to make up fully for the large cuts in funding from ArtsBuild, which still remains our most important funder. This coming season our operating expenses should be very close to our six year average so the main element in our future sustainability will be an increase in donations. Without that increase the CSO will be added to the growing list of lost small city orchestras.

We believe that Chattanooga needs and can support a symphony orchestra. We believe we are on the right track to finding the balance between better programs of classical favorites with modest introductions of living composers and new music. We ask for your continued and increased support so that we may continue to provide our community with this rich heritage of symphonic music.

Sincerely,



Spencer McCallie





# CSO BOARD OF DIRECTORS

## Executive Committee

Spencer McCallie - President  
Mark Smith - Treasurer  
Kim Gavin - Secretary  
Susan Rich - Past President

## Directors

Warren Barnett	Dr. Lee Harris	W. Keith Sanford
Dr. Gordon Bietz	Mai Bell Hurley	Suzanne Sims
Gail Chapman	Gordon James	Teresa Spilko
Michelle Chastain	Ian Leavy	Pat Starke
Dr. Clif Cleaveland	Eddie McCrary	Linda Thompson
George S. Clinton	Kevin McMahon	Lindsey Ann Waldrep
Jo Coke	Claudia Moore	Lillie Wills
Nick Coussoule	Jean Rader	Jeffrey Wilson
Linda Friberg	Colleen Russell	Katie S. Wilson

## Honorary Directors

Ruth S. Holmberg  
William L. Montague, Jr. (deceased)

# CSO STAFF

Kayoko Dan	Music Director & Conductor
Bob Bernhardt	Music Director Emeritus
Molly Sasse	Executive Director
David Haddock	Director of Development
Samantha Teter	Director of Marketing
Kathy Allison	Operations Manager
Tiffany Feltner	Ticket Sales and Services Manager
Steve Tonkinson	Education and Youth Orchestras Manager
Sarah Marczynski	Patron and Community Engagement Manager
Darrin Hassevoort	Director of CSO Chorus
Eric Anderson	Orchestra Personnel Manager
Janet Hale	Orchestra Librarian
Gary Wilkes	CSOYO Symphony Conductor
Sandy Morris	CSOYO Philharmonic Conductor
Nicholas Ditto	CSOYO Prelude and Etude Conductors

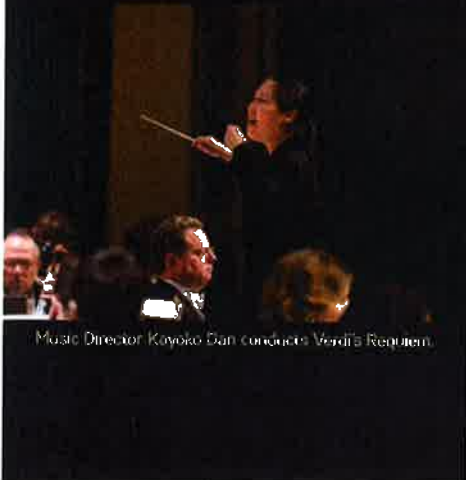
THE CSO's  
MISSION IS  
TO INSPIRE,  
ENGAGE, AND  
ENRICH THE  
CHATTANOOGA  
COMMUNITY  
THROUGH  
MUSIC AND  
MUSIC  
EDUCATION.

"Having heard two Christmas programs at the VW plant, I thoroughly recommend a night at the symphony to everyone!"

Facebook recommendation

"As a student, I love their student discount, and never miss an opportunity to go and be amazed. The CSO found another great conductor with Ms. Kayoko Dan!"

Facebook recommendation



Music Director Kayoko Dan conducts Verdi's Requiem.

## FROM THE MUSIC DIRECTOR

Dear Friends,

What a memorable season we had in 2012/13. As my second season as Music Director came to an end, I reflected on the accomplishments that this wonderful group of musicians achieved.

The first hurdle was to work with a new concertmaster on each Masterworks concert. After the retirement of our longtime concertmaster, Don Zimmer, I was excited to present nine very talented violinists who each vied for the position of CSO concertmaster. After interviews and evaluations, I am quite happy with our selection of Holly Mulcahy, who performed on the Dvorak No. 6 concert. Holly will be a great asset to the CSO and to this community.

Secondly, musicians were presented with a full weekend of music during our first ever Southeast Film Music Symposium. Performing along with a live movie is tough enough, but Don Davis' score to *The Matrix* was especially challenging for even seasoned veterans. The musicians completed a weekend of two concerts with aplomb and grace.

As guest artists go, we had a phenomenal amount of talent on stage with us last season. Alexander Schimpf sparkled on Beethoven's Piano Concerto, Qing Jiang amazed the audience with her skill on Rachmaninoff's *Rhapsody on a Theme of Paganini*, and Benjamin Kamins entertained the crowd with his performance of guest composer Michael Daugherty's *Dead Elvis*. Perhaps one of our most popular guest artists was Pablo Sainz Villegas, who played an emotionally charged *Concierto de Aranjuez* by Rodrigo.

I continue to learn more about this community and this orchestra every day. I am honored to be leading such a wonderful group of dedicated and talented musicians, and enjoy meeting and speaking with so many of you at concerts and out in the community. I hope you'll continue to support the CSO with your time, attendance and financial contributions so that we can keep this stellar organization strong and vital for years to come.

Sincerely,

Kayoko Dan  
Music Director





## CSO MUSICIANS



**VIOLIN**  
 Lisa Dempsey,  
 Associate Concertmaster

Richard Posner  
 Rafael Veysblum  
 Mark Reneau  
 Charles Dixon

**VIOLIN II**  
 Sheri Peck, Principal  
 Rachael McFarlane  
 Sarah Ringer

Lee Smith  
 Rebecca James  
 Mary Benno  
 Anne Hendrix  
 Brian Cook

**VIOLA**  
 Robert Elder, Principal  
 Tamara Hobbs  
 Gabrielle Schlaffer  
 Susan Kemp

**CELLO**  
 Eric Reed, Principal  
 Suzanne Sims  
 Annie Gamm

Daniel Holloway  
 Spencer Brewer

**DOUBLE BASS**  
 Taylor Brown, Principal  
 Dexter Bell

**FLUTE**  
 Janet Hale, Principal  
 Nora Kile  
 Norma Anderson

**OBOE & ENGLISH HORN**  
 Robert Burks, Principal  
 Teresa Spilko  
 Carey Shinbaum

**CLARINET**  
 Robert West, Principal  
 Steven Tonkinson  
 Emily Bowland

**BASSOON**  
 Eric Anderson, Principal  
 Rachael Young  
 G. Eddie McCrary

**FRENCH HORN**  
 Gordon James, Principal

Cristian Codreanu  
 Michael Wells

**TRUMPET**  
 David Hobbs, Principal  
 Brian Roberts

**TROMBONE**  
 Douglas Warner, Principal  
 Cory Mixdorf  
 Michael Carver

**TUBA**  
 Derek Fenstermacher, Principal

**TIMPANI**  
 Colin Hartnett, Principal

**PERCUSSION**  
 Monte Coulter, Principal  
 David Pedigo

**HARP**  
 Caroline Brown Hudson, Principal

**KEYBOARD**  
 Alan Nichols, Principal

## CSO CHORUS

### SOPRANO

Martanna Allen  
 Melanie Atchley  
 Nancy Berg  
 Elaine Bruns  
 Nancy Colium  
 Sarah Glenn  
 Christiane Hessing  
 Melinda Hightower  
 Trish Homer  
 April Lane  
 Rosemary Lee  
 Hope Mosley  
 Julie Roberts  
 Lucia Elena Sanchez  
 Doris Voss  
 Trish Wileman

### ALTO

Patricia Baker  
 Bonnie Bryant  
 Kristen Davis  
 Ruth Conter  
 Rita Heckrotte  
 Sandra Lewis  
 Georgia Lowrance  
 Ruth Ludwig  
 Janelle Martin  
 Lizette Williams-Marlow  
 Cecilia Potter  
 Jenni Smith  
 Sara Beth Wade  
 Mary Lynn Wilson

### TENOR

Chris Asmussen  
 Dan Bruns  
 Jason Canter  
 Brad Cline  
 Wesley Herndon  
 Randy Payne  
 Duane Pantak  
 Steve Russell  
 Bob Sauser

### BASS

Guy Beary  
 Peter Catalano  
 Mike Cooper  
 Herman DeHoog  
 Tim Gibbons  
 Tai Hurley

Ted Long  
 Bob McKenzie  
 George Mosley  
 Josh Mullins  
 Philip Newson  
 Bruce Owen  
 Bob Roza  
 John Stone  
 George Taylor  
 Robert Uthlaut  
 John Van Winkle



The CSO Chorus was joined by Lee University singers for Verdi's Requiem.

*"The entire program was excellent! The students were very engaged and informed!"*  
Bradley Central High School

*"The participatory nature of some of the pieces gave the students a chance to really engage. The performers gave the students a chance to ask questions and answer them, which made the experience very authentic."*  
Hardy Elementary School

*"The program was very well-rounded. We enjoyed the incorporation of technique, diversity of compositions as well as performance during the program."*  
Signal Mountain Christian School



Students await the start of the Young People's Concert.

## COMMUNITY AND EDUCATION

During the 2012/13 season, Chattanoogaans of all ages were inspired, engaged, and educated through CSO education and community engagement programs. The many diverse programs brought the CSO and classical music to elementary school students, healthcare patients and workers, and new audiences around the area.

### YOUNG PEOPLE'S CONCERTS

The Young People's Concerts, presented on February 5 and 6, 2013 at the Tivoli Theatre and on February 7 at the North Cleveland Church of God, were well received by teachers and students. The program, *Musical Mystery: A Symphony of Unfortunate Events*, featured *The Composer Is Dead* (music by Nathaniel Stookey and narration by Lemony Snicket), as well as music by Edvard Grieg, Charles Gounod, and Henry Mancini.

The Young People's Concerts were attended by over 6,400 students and teachers from over 37 different schools from 5 different counties in Tennessee and Georgia, as well as various home school groups. Many 3rd grade students from Hamilton County Schools were able to attend for free thanks to the Imagine! program by ArtsBuild. The 2012/13 concerts had the highest recorded attendance and for many young audience members, it was their first experience of live classical music.

### ENSEMBLES IN SCHOOLS

The CSO core musicians (CSO Wind Quintet and CSO String Quintet) performed this season for approximately 22,000 students in 61 schools. Approximately 32% were minority students and 6% were students with disabilities. These performances reinforce in-school instruction about orchestral instruments, musical concepts, and familiar musical selections. The Ensembles in the Schools program was generously supported by Hamico Foundation, Unum, and the Tucker Foundation.

### MUSIC ARTS & HEALING/OUT AND ABOUT

In addition to performing in schools, the CSO Quintets also performed frequently in community locations around the greater Chattanooga area. Recognizing music's connection to health and well-being, CSO ensembles performed to over 500 patients, family members, and health care workers in several locations. Ensembles were also found around the community performing to over 700 people in the 2012/13 season. These Out and About performances exposed the CSO to young people, senior citizens, and other audiences, further enriching the greater Chattanooga community and providing access to classical music and musicians.

This season, the CSO partnered with the Creative Discovery Museum to present PopTots, a series that uses musical performance and instruction to help young children develop cognitive and fine motor skills by providing them the opportunity to play more than 20 rhythm instruments. Principal musicians from the CSO Wind and String Quintets performed and then invited museum guests to make an instrument and perform with them.

## YOUTH ORCHESTRAS

The CSO Youth Orchestras program served 170+ talented instrumental musicians in the Chattanooga area, ages 8-18, during the 2012/13 season. There are two full orchestras and two string (training) orchestras that serve students from several counties in southeast Tennessee, northwest Georgia, southwest North Carolina, and northeast Alabama. The conductors, including Gary Wilkes (Symphony), Sandy Morris (Philharmonic) and Nichole Pitts (Prelude and Etude), are all veteran string educators in Hamilton County public schools.

The Youth Orchestras presented three formal concerts and accompanied the Chattanooga Boys Choir in their 50th "Singing Christmas Tree". The Spring Concert featured Jay Craven as clarinet soloist with the CSOYO Symphony, and Gary Wilkes was honored for his 20th season as CSOYO Music Director.

All students in the Youth Orchestra are periodically coached on their music by principal CSO musicians and advanced Youth Orchestras' musicians are also members of smaller ensembles such as the String Quartets, Woodwind Trio, and Brass Trio, which perform in the Tivoli Theatre lobby before CSO concerts. The CSOYO also participated at the Ronald McDonald Autumn Festival and the CSO PlayAlong event at the Chattanooga Market.

In August, the Youth Orchestras presented a Concerto Competition, with first place being awarded to cellist Hannah Kuhn who played the 4th movement of Elgar's Cello Concerto with the CSO in February's Young People's Concerts. The second place winner, trumpeter John Burton, performed a solo with the CSOYO Symphony Orchestra.

## STRINGS IN THE SCHOOLS

The Strings in the Schools program, in its 8th year, provided a string teacher for Alpine Crest Elementary School. David Creel, CSO Violinist, taught three 45-minute violin classes each week to 40 students, assisted by Judy Brittingham, Music Teacher at Alpine Crest. This season, the CSO created a second Strings in the School class at Big Ridge Elementary School. Priscilla Estrada taught a weekly class there to 17 students. There is much enthusiasm for strings at Alpine Crest and Big Ridge and the CSO is investigating opportunities to expand this program in the 2013/14 season.

## THANKS

A special thanks goes to the CSO Board Committee for Education and Community Engagement for providing advice, counsel, and moral support. Members this season included:

Gail Chapman, Chair  
Molly Sasse  
Linda Thompson  
Gordon James  
Leo Harris  
Pat Starke  
Joanne Trimble  
Jeffrey Wilson  
Kevin McMahon  
Nick Coussoule  
Michelle Chastain  
Eva Johnson



Above: Gary Wilkes conducts his 20th season with the CSOYO.



Left: Spanish guitarist Pablo Sanz Villegas offered a



*"The students really enjoyed seeing and hearing a live orchestral performance."*

Red Bank Elementary School

*"Great way to learn about orchestral instruments as well as musical styles!"*

Chattanooga School for the Arts and Sciences

*"The experience of a live, formal performance is priceless."*

East Ridge Elementary School



The CSO Wind Quintet performed at several schools, healthcare and community centers.

## SCHOOLS AND FACILITIES SERVED BY CSO EDUCATION AND COMMUNITY ENGAGEMENT PROGRAMS

### AREA SCHOOLS SERVED BY ENSEMBLES OR YPC CONCERTS

Allen Elementary School (Hamilton County, TN)  
Alpine Crest Elementary School (Hamilton County, TN)  
Apison Elementary School (Hamilton County, TN)  
Arnold Elementary School (Cleveland, TN)  
Battle Academy (Hamilton County, TN)  
Battlefield Elementary School (Catoosa County, GA)  
Belvoir Christian Academy (Chattanooga, TN)  
Big Ridge Elementary School (Hamilton County, TN)  
Black Fox Elementary School (Bradley County, TN)  
Blue Ridge Elementary School (Dalton, GA)  
Blue Springs Elementary School (Bradley County, TN)  
Blythe-Bower Elementary School (Cleveland, TN)  
Bradley Central High School (Bradley County, TN)  
Brown Academy (Hamilton County, TN)  
Calvin Donaldson Elementary School (Hamilton County, TN)  
Center for Creative Arts (Hamilton County, TN)  
Central High School (Hamilton County, TN)  
Charleston Elementary School (Bradley County, TN)  
Chattanooga Christian School (Chattanooga, TN)  
Chattanooga Classical Conversations (Chattanooga, TN)  
Chattanooga School for the Arts and Sciences (Hamilton County, TN)  
Chattanooga School for the Liberal Arts (Hamilton County, TN)  
Cherokee Ridge Elementary School (Walker County, GA)  
Christian Heritage School (Dalton, GA)  
Cleveland Classical Conversations (Charleston, TN)  
Clifton Hills Elementary School (Hamilton County, TN)  
Coker Elementary School (Murray County, GA)  
Dunlap SDA School (Dunlap, TN)  
East Brainerd Intermediate School (Hamilton County, TN)  
East Ridge Elementary School (Hamilton County, TN)  
East Side Elementary School (Hamilton County, TN)  
Falling Water Elementary School (Hamilton County, TN)  
Girls Leadership Academy (Chattanooga, TN)  
Girls Preparatory School (Chattanooga, TN)  
Grace Baptist Academy (Chattanooga, TN)  
Graysville Elementary School (Catoosa County, GA)  
Hardy Elementary School (Hamilton County, TN)  
Harrison Elementary School (Hamilton County, TN)  
Hixson Elementary School (Hamilton County, TN)  
Hopewell Elementary School (Bradley County, TN)  
Kid's Kastle (Catoosa County, GA)  
Lakeside Academy (Hamilton County, TN)  
Lookout Mountain Elementary School (Hamilton County, TN)  
Lookout Valley Elementary School (Hamilton County, TN)  
Mayfield Elementary School (Cleveland, TN)  
McCallie School (Chattanooga, TN)  
McConnell Elementary School (Hamilton County, TN)  
Michigan Avenue Elementary School (Bradley County, TN)  
Monteagle Elementary School (Marion County, TN)  
Montessori School (Chattanooga, TN)  
Nolan Elementary School (Hamilton County, TN)  
Normal Park Lower School (Hamilton County, TN)  
North Lee Elementary School (Bradley County, TN)  
North Whitfield Middle School (Whitfield County, GA)  
Northwest Elementary School (Murray County, GA)  
Oak Grove Elementary School (Bradley County, TN)  
Ooltewah Elementary School (Hamilton County, TN)  
Ooltewah High School (Hamilton County, TN)  
Our Lady of Perpetual Help School (Chattanooga, TN)  
Pleasant Grove Elementary School (Whitfield County, GA)  
Prospect Elementary School (Bradley County, TN)  
Red Bank Elementary School (Hamilton County, TN)  
Rhea Central Elementary School (Rhea County, TN)  
Ringgold Elementary School (Catoosa County, GA)  
Ringgold Primary School (Catoosa County, GA)  
Rivermont Elementary School (Hamilton County, TN)  
Ross Elementary School (Cleveland, TN)  
Signal Mountain Christian School (Signal Mountain, TN)  
Silverdale Baptist Academy (Chattanooga, TN)  
South Pittsburg Elementary School (Marion County, TN)  
Spring Creek Elementary School (Hamilton County, TN)  
Spring Place Elementary School (Murray County, GA)  
St. Nicholas School (Chattanooga, TN)  
St. Peter's Episcopal School (Chattanooga, TN)  
Stuart Elementary School (Cleveland, TN)  
Thrasher Elementary School (Hamilton County, TN)  
Valley View Elementary School (Bradley County, TN)  
Vannell Elementary School (Whitfield County, GA)  
Wallace Smith Elementary School (Hamilton County, TN)  
Waterville Elementary School (Bradley County, TN)  
Westside Elementary School (Whitfield County, GA)  
Westwood Elementary School (Dalton, GA)  
Whitwell Elementary School (Marion County, TN)  
Whitwell Middle School (Marion County, TN)  
Wolfcreek Elementary School (Hamilton County, TN)  
Yates Primary School (Bradley County, TN)

### AREA ORGANIZATIONS/BUSINESSES SERVED BY ENSEMBLES

Alexian Brothers Valley Residence (Alzheimer Unit)  
Boynton Overlook Apartments  
Catoosa County Public Library  
Cleveland Bradley County Public Library  
Collegedale Public Library  
Creative Discovery Museum  
Eastgate Branch Library  
Little Miss Mag Child Care Center  
Memorial Hospital  
Northgate Branch Library  
Northwest Georgia Regional Library  
RossWoods Adult Day Services  
Signal Centers  
Siskin Early Learning Center  
Siskin Hospital for Physical Rehabilitation  
St. Barnabas Senior Living Services  
St. Elmo Courts  
Standifer Place Assisted Living  
Summit View Senior Community

## 2012/13 SEASON HIGHLIGHTS

The 2012/13 season included several new events and collaborations, as well as free community concerts enjoyed by thousands.

Volkswagen of Chattanooga offered up their conference center for a brand new concert series. The CSO repeated four of its seven Masterworks concerts on the Volkswagen Series, and added a special Opera's Greatest Love Songs concert. Audiences ranged from 200 to 600 and included many new concert attendees as well as college students.

The CSO presented a special free community concert for military veterans and their families at the Veterans Day Celebration at Memorial Auditorium. The CSO is also proud to be a part of the Unity Celebration on MLK day at the Tivoli. Celebrating the sacrifice our veterans have given us and honoring the legacy of Martin Luther King, Jr. are events we look forward to each season.

The annual Pops in the Park 4th of July celebration is one of our most popular concerts in 2012. This evening in Coolidge Park has been a staple of Chattanooga's Independence Day celebration for years.

For the first time ever, the CSO created an event where community musicians could play alongside our professional musicians at the Play Along with the CSO event at the Chattanooga Market. On the Market's opening day, we had over 40 local players take part and the free concert was enjoyed by a large crowd at the Market.

The Chattanooga Symphony & Opera, with support from the Osborne Foundation, presented the first Southeast Film Music Symposium on March 1-3, 2013. Composer and CSO Board member, George S. Clinton, served as its artistic advisor. The weekend included a documentary screening, discussions and seminars with film directors and film music composers, plus orchestra rehearsals and concerts. Attendees came from across the United States, including Tennessee, Georgia, Florida, Idaho, New York, California and Arkansas, as well as an attendee from Australia, and were composers, musicians, music students, and film music lovers.

As part of our initiative to attract younger and more diverse audiences, the CSO performed to a sold-out house with folk duo, the Indigo Girls, and attracted over 300 new ticketbuyers to our live movie screening of *The Matrix*, where the CSO performed the movie's soundtrack live with the film.

Community members played side-by-side with CSO musicians in the first annual *PlayAlong with the CSO*.



*"What a wonderful experience if you have ever wondered what it would be like to play with the professionals! The CSO member next to me was a terrific ambassador for your organization—very friendly, welcoming and encouraging."*

PlayAlong participant

*"The Southeast Film Music Symposium gave me a very enlightening look into the world of film composers. It helped to show the dream-like profession as something reachable for young composers."*

Symposium attendee

BMI's Doreen Ringer Ross leads a panel discussion with film composers George S. Clinton, Peter Golub and Don Davis during the Southeast Film Music Symposium.







The Indigo Girls performed their very first symphony show with the CSO.



Pops in the Park 2012 brought thousands of people to Cecidige Park on July 3 for a free concert and fireworks.

## FROM THE EXECUTIVE DIRECTOR

Dear Friends,

The 2012/13 season was exciting but a challenge. On the heels of a surplus the previous season, we ended this year with a significant deficit, a reality for far too many arts organizations these days. The CSO knows that we must attract new audiences and find new ways to present our traditional concerts to keep audiences engaged. This year we tried new schedules, new programs, new spaces, new music, and new partnerships. We had lots of first-time attendees at the Indigo Girls, *The Matrix* with orchestra, and at our concerts at the Volkswagen Conference Center. We had the highest revenues ever for our popular *Home for the Holidays* and *Big Band Fever!* concerts. But many of our artistic or audience development successes were not financial successes. Concerts scheduled specifically to attract new audiences had significantly higher costs than our traditional classical concerts. So while we were thrilled to see so many new faces, we ended the year in the hole.

These are the real challenges before us—how does the CSO experiment with new ideas, new music, new ways of bringing in audiences when we have virtually no room for guessing wrong on revenues? How do we cover the increased cost of programs which appeal to younger audiences? How do we adjust to changes from ArtsBuild, whose own fundraising challenges have resulted in a cut of more than \$300,000 annually to the CSO, and find new revenue sources to make up these cuts?

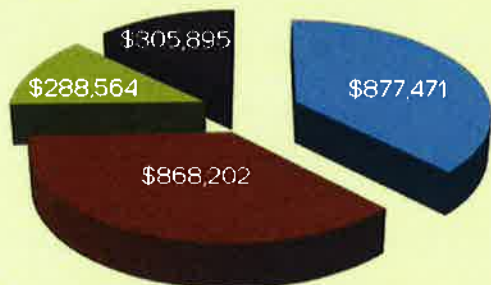
The thing that keeps us all going is the knowledge that the music we perform and the people who love it deserve our very best efforts to preserve and showcase the art form that is classical music. The younger audiences coming in after our current audiences need the same opportunities to hear great music performed by first-rate musicians. Chattanooga would be poorer without the CSO and its wonderful musicians. We hear that every day from music lovers, ticket buyers, and donors. Thanks to them, Chattanooga still has a future for the best in symphonic music and the CSO is looking ahead to a great 2013/14 season.

Sincerely,

*Molly K. Sasse*  
Molly Sasse  
Executive Director



# FINANCIALS

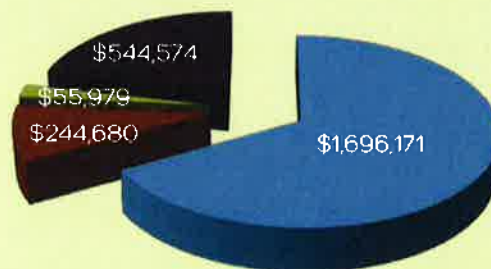


## OPERATING REVENUE

- Earned Income\* - 38%
- Fundraising, Grants, and Special Projects - 37%
- ArtsBuild Allocation - 12%
- Interest and Endowment Transfer - 13%

## OPERATING EXPENSES

- Performance and Education Programs - 67%
- Marketing and Box Office - 10%
- Development and Fundraising - 2%
- Administration - 21%



TOTAL OPERATING REVENUES:	<b>\$2,340,132</b>
TOTAL OPERATING EXPENSES:	<b>\$2,541,404</b>
OPERATING REVENUES LESS EXPENSES	<b>-\$201,272</b>



The CSO achieved the highest grossing *Home for the Holidays* concert ever held in CSO history.



Retiring concertmaster, Don Zimmer, was honored at the Opening Night concert of the 2012/13 season.

*"Many of our participants really relate to music, and it's always nice to see them come out of their shells and react to it. Live music is wonderful! Many of them will not be able to go to a public performance of any kind, and it's a special treat that the CSO brings the performance to us. I cannot say thank you enough!"*

Signal Centers

*"Supporting the CSO through our volunteer activities has been a source of enjoyment through the many years we have been active. We do not have the funds to make large donations, but volunteering helps us to do our part for a great organization."*

CSO Volunteer



Music Director Kayoko Dan conducts the first Volkswagen Series concert in September 2012.

## CSO SUPPORTERS

### **Diamond Baton, \$25,000+**

Fletcher Bright  
Mr. and Mrs. George S. Clinton  
Ruth S. Holmberg  
Mr. and Mrs. Olan Mills, II  
Paul Neely  
Susan and Steve Rich

### **Platinum Baton, \$10,000+**

Russell & Linda Friberg  
Mr. & Mrs. Charles Gavin  
Alice P. Lupton  
Ms. Sue Anne Wells

### **Gold Baton, \$5,000+**

Jack and Mary Barker  
Mrs. Jacqueline Marschak  
Don & Mary McDowell  
Pat & John Starke

### **Silver Baton, \$3,500+**

Mr. & Mrs. F. Mitchell Bell  
Susan & John Collins  
Alice E. Davenport  
Mr. and Mrs. Joseph Davenport, III

### **Bronze Baton, \$2,000+**

Anonymous (2)  
Dr. and Mrs. Andres Alisago Jr.  
Norma Anderson  
Nora S. and Bob Bernhardt  
Claire Binder  
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Dr. and Mrs. John Chung  
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William & Sara McDonald  
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### **Benefactor, \$1,000+**

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Virgil & LaFonde McGee  
Darrell and Claudia Moore  
Ted and Mary Navarre Moore  
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Mark and Jenni Smith  
Lena Dot and Bob Templeton  
Liz and Vic Thomas  
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Ms. Lindsey Waldrep  
Mr. and Mrs. Phil Whitaker  
Deborah and Wayne Wilhelm

### **Investor, \$500+**

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Mountain Audiology Inc.  
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 Reverend Joel W. Murchison  
 Ruth and Fred Obear  
 Mr. and Mrs. Keith Sanford  
 Martha & Ernest Seagle  
 Daidee Springer & Steve Hollingsworth  
 Judge and Mrs. Neil Thomas, III  
 Bob and Linda Thompson  
 Mr. & Mrs. Dan Williams, Jr.

**Sustainer, \$250+**

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 Barbara R. Blake  
 Walter & Marie-Helen Boehm  
 Travis and Pat Boles  
 Mr. Steven Bryant  
 Mr. and Mrs. Barry Cammon  
 Casandra Cansler  
 Mr. and Mrs. Dalton Carter  
 Jane & Zack Catterton  
 Ms. Jessie Clinton  
 Dr. & Mrs. Robert C. Coddington  
 Mr. Richard Cutsinger  
 John and Kristen Davis  
 Marianne W. Douglas  
 Martha and Todd Duff  
 Mr. and Mrs. Ronald Earl  
 John Feddersen  
 Rear Admiral & Mrs. Vance (Charlynnne)  
 Fry, Sr.  
 Dr. and Mrs. William Green  
 Dr. and Mrs. Michael S. Greer  
 Ms. Lyn Harris  
 Steve and Dolores Harvey  
 Ms. Rita Heckrotte & Mr. Jim Roxlo  
 Anne G. Henniss  
 Robert and Margaret Hill  
 Dr. & Mrs. Herbert L. Hooper, Jr.  
 Ronald and Susan Ingham  
 Walt & Marcia Janice

Mr. & Mrs. William F. Johnson  
 Lattimore Black Morgan & Cain  
 Mr. Harold S. Lomenick  
 Walter & Ruth Ludwig  
 Peter & Dainy Masic  
 Dr. David McCallie  
 Mimi McDonald  
 Mr. & Mrs. Sam E. Miles  
 Shirley Miller  
 Mrs. William L. Montague  
 Elizabeth Moore & A.C. Moore  
 Gladys & Ned Mynatt  
 Yuji & Alison Noma  
 Mr. David Patterson  
 Ms. Marclyn Porter  
 Helen Pregulman  
 John F. Proctor  
 Tom and Kim Quillen  
 Paula Rainbow  
 Diane and David Reed  
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 Anne and Bob Roza  
 Dr. Janice Ryberg  
 Frank and Gracie Schriener  
 Mary Lucile Sharp  
 Margaret Patten Smith  
 Dr. Harvey Solomon and Diana Long  
 Dr. and Mrs. James (Jennifer) Stanfield  
 Mr. Del Sudkamp  
 Mr. and Mrs. John Toliver  
 LeRoy Tschetter  
 Dr. Mel and Mary Ann Twiest  
 Gordon & Judy VanLoon  
 Barbara Walton  
 Mr. and Mrs. William A. White  
 Ms. Lillie M. Wills  
 Mr. & Mrs. Jeffrey Wilson  
 Mary and James Woods  
 Susan & Dick Yankee

**Friend, up to \$249**  
 Anonymous (14)  
 Dr. Mario Abril  
 Walter and Joy Adams

Mr. and Mrs. Thomas H. Adams  
 Mr. Robert Anderson  
 Mr. Ted Anthonisen  
 Mr. & Mrs. Jim Aplin  
 Ms. Jennifer Askew  
 Marie Awad  
 Mr. & Mrs. Eugene Bartoo  
 Mr. Russell Bean  
 Mr. John D. Beck  
 Ms. Marilyn Benson  
 Sally & Cliff Betts  
 Mr. and Mrs. Edward Boehm  
 Rick & Jean Botto  
 Mr. Mike Bradshaw  
 Dr. and Mrs. Walker Breland  
 Greg and Helen Breter  
 Mr. and Mrs. Dennis W. Brice  
 Mr. & Mrs. Bill Brock  
 Ms. Carol J. Bowder  
 Ms. Heather Brown  
 Ms. Katharine Bruner  
 Robert Burriss  
 Robert Caldwell  
 Mary Callandro  
 Alice Cannella  
 Mary R. Carlson  
 Mr. and Mrs. Jared Chastain  
 Allen & Betsy Chesney  
 Mr. and Mrs. E. Boyd Cobb  
 Nancy Collum  
 Mr. Robert Connelly  
 Charles D. Cook  
 Mrs. Dolores Cooley  
 Mel and Eleanor Cooper  
 Paul & Ana Cornea  
 Elizabeth Crumbliss  
 Mr. & Mrs. Lloyd Davis  
 Ralph P. Decicco  
 Sally & Art Dickerson  
 Hilary L. Doncaster  
 Ms. Georgia Eastman  
 Mr. and Mrs. Bill Ekiss  
 Dr. and Mrs. John T. Evans  
 William and Amanda Farris



Trumpeter Doc Severinsen joined the CSO Big Band for *Big Band Fever!* for two concerts in February.



CSOYO musicians performed in front of the Tivoli Theatre for the annual PARKing Day.



*"Volunteering with the CSO provides excellent opportunities to make new friends, make patrons feel welcome by answering any needs or concerns, and affords the privilege to hear wonderful selections by the orchestra - what could be better!"*

CSO volunteer

*"My husband and I have been volunteering as Concert Greeters at our beautiful Tivoli Theatre for the past seven years. We not only love supporting CSO in this way, but we enjoy greeting everyone from patrons to one-time concert attendees."*

CSO volunteer

## CSO SUPPORTERS cont.

### Friend, up to \$249 cont.

Dana and Ron Feldman  
Mr. and Mrs. Scott Ferguson  
Dennis & Jill Flaugher  
Ms. Ann Foltz  
Janice and Archie Fortune  
Jacquelyn W. Garrison  
Mr. & Mrs. Edward Gleason  
Dennis L. Graham  
Astrid & Mike Griffin  
Dr. and Mrs. James L. Gumnick  
John D. Gunn  
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Tom & Jinksie Harris  
Dr. & Mrs. Lee Harris  
Ms. Dorothy Hays  
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Ms. Molly Hopkins  
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Ms. Margaret Hubbuch  
Dean Jackson  
Valerie and Larry Jackson  
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Sarah Marczynski  
C.S. Maxie Marler, Jr.  
Mr. Robert L. McElroy  
Stephen & Linda McGann  
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Jennifer & Jay Mills  
Ida R. Minor  
Carrington Montague  
Sandy & Ron Morris  
Dr. & Mrs. Fred A. Muths  
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Kenneth Phillips  
Mr. George Piper  
Mr. William H. Price  
Ms. Katherine Prior  
Rex Rader  
Julie Ratliff  
Ms. Laura Reid  
Mr. H.A. Rippert  
Rosemary M. Robertson  
Mr. John Romano  
William A. Royer  
Ms. Colleen Russell  
Louise A. Russell  
Mr. & Mrs. Andrew J. Sanislo  
Carlton A. and Mary Sanders Scott  
Charles & Sonja Shamblin  
Mr. and Mrs. C. Wayne Shearer  
Mr. and Mrs. Gene Shiles  
Mr. Fred Shumaker  
Ms. Ellen Simak  
Mr. and Mrs. G.B. Sisson  
Mr. & Mrs. Moore J. Smith, III  
M. Skip Stevens  
Dr. John Stewart  
Mr. & Mrs. C. Kenneth Still  
Richard & Eileen Sullivan  
Dr. and Mrs. Will Sutton  
Mr. Hunter E. Swink  
Nancy & Mitchell Thiel  
Larry & Gini Thompson  
Mr. Stratton Tingle  
Megan Toms  
Ms. Diana Tritapoe  
Ms. Kathy Tugman

Mrs. Paul J. Viall, Jr.  
Mr. & Mrs. Louis Voskuil  
Personal Fitness Specialists  
Revs. Ann and Bradley Weeks  
Morris Weinberg  
Robert West  
Ms. Jenny Westbrook  
Dr. and Mrs. Colbert Whitaker  
Frederick & Carmen Williams  
Mr. & Mrs. Matt Wilson  
Ms. Merry Lee Wilson  
Ms. Carol L. Woods  
Mr. and Mrs. Larry A. Zehnder

### Companies with Matching Gifts

Unum Foundation  
Norfolk Southern Foundation  
Technology Projects  
The Coca-Cola Foundation

## CSO VOLUNTEERS

The CSO is fortunate to have a strong group of volunteers who help with everything from back office support during regular business hours to front of house support during performances. With so many moving parts required to create such a smooth running operation, these dedicated individuals are integral to the CSO's success!

Andres Alisago  
Ted Anthonisen  
Eloise Bartlett  
Emily Bartlett  
Jason Bartlett  
Catherine Bartrug  
Gary Bartrug  
Shannon Baucom  
Candace Boggild  
Susan Brandenburg  
Jody Burch  
Paul Burch  
Susan Byrd  
Sandra Carter  
Judy Constance  
Dave Constance  
Donald R. Crane  
Azusa Dance  
Hilary Doncaster  
Suzi Doss  
Georgia Eastman  
Elsie Evans

Wayne Evans  
Mary-Alice Ferris  
Rita Foster  
Mary Edna Frost  
Patricia Graham  
Jordan Hicks  
Darryl Hubbard  
Judie Job  
Anna Keating  
Susan LaGraff  
Berti LeWinter  
Emily Lilley  
Candace Long  
Philip Luckey  
Susan Mangum  
Drew Martin  
Brooke McFadden  
Ruth McMillan  
Daniel Morales  
Sandy Nelson  
Javiere Norris  
Pat O'Brien

Brittany O'Quinn  
Neil Panzier  
Dan Peterson  
Louise Pons  
Pedro Pons  
Mary Quinlan  
Beth Reardon  
Juanita Rochester  
Bill Royer  
Rhonda Slayton  
Ginny Smith  
Gail Spitler  
Cynthia Swope  
Lee Thomas  
Rosalyn Vogel  
Stan Vogel  
Dorothy Volz  
Joachim Volz  
Mary Lynn Wilson  
Mairi Wright

## THANKS

We wish to thank everyone who helped to make the 2012/13 season a great year. We ask that you continue to support the CSO this coming season with an annual contribution, purchasing season or single concert tickets, purchasing tickets to our new Uncorked! fundraiser in May 2014, and by remembering the CSO in your estate planning. Your financial consideration will ensure that Chattanooga's premier performing arts organization continues to inspire, engage and enrich both now and into the future.

**Contact the CSO at  
423.267.8583 or visit  
[www.chattanoogasymphony.org](http://www.chattanoogasymphony.org)  
to learn about the many ways you  
can give your support.**



Left: Community musicians perform alongside CSO musicians during the first ever CSO PlayAlong.



**CHATTANOOGA  
SYMPHONY  
& OPERA**

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Chattanooga, TN 37402

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**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**

**ANNUAL FINANCIAL REPORT**

**YEAR ENDED MAY 31, 2013**

**JOHNSON, MURPHEY & WRIGHT, P.C.**  
**CERTIFIED PUBLIC ACCOUNTANTS**  
**CHATTANOOGA, TENNESSEE**



## **I. INTRODUCTORY SECTION**

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**TABLE OF CONTENTS**  
**May 31, 2013**

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## II. FINANCIAL SECTION



Certified Public  
Accountants

301 N. Market  
Chattanooga, TN  
37405

Office: 423-756-1170  
Fax: 423-756-1436  
www.jmw-cpa.com

Members  
American Institute  
of Certified  
Public Accountants

Paul Johnson, III, CPA

Brian T. Wright, CPA

Karen Hutcherson, CPA

Marianne Greene, CPA

## INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of  
Chattanooga Symphony and Opera Association

We have audited the accompanying financial statements of Chattanooga Symphony and Opera Association, which comprise the Statement of Financial Position as of May 31, 2013, and the related Statements of Activities and Cash Flows for the year then ended, and the related notes to the financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Chattanooga Symphony and Opera Association as of May 31, 2013, and the changes in its net assets and its cash flows for the year ended in accordance with accounting principles generally accepted in the United States of America.

***Other Matter***

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Supplemental Information is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Chattanooga, Tennessee  
August 29, 2013

*Johnson, Murphree & Wright, P.C.*

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**STATEMENT OF FINANCIAL POSITION**  
**May 31, 2013**

**ASSETS**

Cash	\$ 30,590
Investments	1,993,659
Receivables - net	371,413
Prepaid expenses	325
Furniture, equipment, and music - net of accumulated depreciation	27,441
Other assets	<u>8,000</u>

**TOTAL ASSETS** **\$ 2,431,428**

**LIABILITIES AND NET ASSETS**

**Liabilities**

Accounts payable and accrued expenses	\$ 45,917
Line-of-credit	200,000
Deferred revenue - advance ticket sales	245,645
Deferred revenue - other	<u>42,620</u>
Total Liabilities	<u>534,182</u>

**Net Assets**

Unrestricted	
Operations	(88,314)
Board designated endowment	707,031
Youth Orchestra	115,351
Temporarily restricted net assets	
Gherkin Fund	67,785
Opera Fund	23,009
Bernhardt Fund	160,127
Endowment earnings	62,257
Permanently restricted net assets	<u>850,000</u>
Total Net Assets	<u>1,897,246</u>

**TOTAL LIABILITIES AND NET ASSETS** **\$ 2,431,428**

The accompanying notes are an integral part of the financial statements.

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**STATEMENT OF ACTIVITIES**  
**May 31, 2013**

	Unrestricted			
	Fund			Total
	Operations	Functioning as Endowment	Youth Orchestra	
<b>REVENUE AND OTHER SUPPORT</b>				
Admissions	\$ 674,362	\$ -	\$ 9,113	\$ 683,475
Concert fees	97,122	-	1,300	98,422
Allied Arts contributions	278,464	-	10,100	288,564
Individual and corporate contributions	741,853	-	-	741,853
Fund-raising and special projects	37,963	-	10,986	48,949
Youth orchestra tuition	-	-	46,955	46,955
Grants	59,700	-	-	59,700
Foundation contributions	18,000	-	-	18,000
Program advertising	48,319	-	-	48,319
Other income	5,536	-	-	5,536
Investment return designated for operations:				
CSO Allied Arts investment return	105,049	-	-	105,049
Investment return	101,856	85,454	-	187,310
Net assets released from restrictions	8,000	-	-	8,000
Total revenue and other support	<u>2,176,224</u>	<u>85,454</u>	<u>78,454</u>	<u>2,340,132</u>
<b>EXPENSES</b>				
Production	1,615,756	-	80,513	1,696,269
Marketing	220,542	-	-	220,542
Box office	24,138	-	-	24,138
Fund-raising	55,979	-	-	55,979
Administrative	544,476	-	-	544,476
Total expenses	<u>2,460,891</u>	<u>-</u>	<u>80,513</u>	<u>2,541,404</u>
Change in net assets	(284,667)	85,454	(2,059)	(201,272)
Net assets - beginning	<u>196,353</u>	<u>621,577</u>	<u>117,410</u>	<u>935,340</u>
Net assets - end	<u>\$ (88,314)</u>	<u>\$ 707,031</u>	<u>\$ 115,351</u>	<u>\$ 734,068</u>

The accompanying notes are an integral part of the financial statements.

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**STATEMENT OF ACTIVITIES (Continued)**  
**May 31, 2013**

Temporarily Restricted						
Gherkin	Opera	Bernhardt	Endowment Earnings	Total	Permanently Restricted	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 683,475
-	-	-	-	-	-	98,422
-	-	-	-	-	-	288,564
-	-	18,000	-	18,000	-	759,853
-	-	-	-	-	-	48,949
-	-	-	-	-	-	46,955
-	-	-	-	-	-	59,700
-	-	-	-	-	-	18,000
-	-	-	-	-	-	48,319
-	-	-	-	-	-	5,536
-	-	-	-	-	-	105,049
-	-	-	62,257	62,257	-	249,567
-	-	(8,000)	-	(8,000)	-	-
-	-	10,000	62,257	72,257	-	2,412,389
-	-	-	-	-	-	1,696,269
-	-	-	-	-	-	220,542
-	-	-	-	-	-	24,138
-	-	-	-	-	-	55,979
-	-	-	-	-	-	544,476
-	-	-	-	-	-	2,541,404
-	-	10,000	62,257	72,257	-	(129,015)
67,785	23,009	150,127	-	240,921	850,000	2,026,261
<u>\$ 67,785</u>	<u>\$ 23,009</u>	<u>\$ 160,127</u>	<u>\$ 62,257</u>	<u>\$ 313,178</u>	<u>\$ 850,000</u>	<u>\$ 1,897,246</u>

The accompanying notes are an integral part of the financial statements.



**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**STATEMENT OF CASH FLOWS**  
**Year Ended May 31, 2013**

<b>Cash Flows from Operating Activities</b>	
Increase (decrease) in net assets	<u>\$ (129,015)</u>
Adjustments to reconcile increase (decrease) in net assets to net cash provided (used) by operating activities:	
Depreciation	17,244
Change in operating assets and liabilities:	
(Increase) decrease in receivables	(163,867)
(Increase) decrease in prepaid expenses	4,675
(Increase) decrease in other assets	2,000
Increase (decrease) in accounts payable and accrued expenses	1,741
Increase (decrease) in deferred revenue - advance ticket sales	15,173
Increase (decrease) in deferred revenue - other	<u>21,020</u>
Total adjustments	<u>(102,014)</u>
Net cash provided (used) by operating activities	<u>(231,029)</u>
 <b>Cash Flows from Non-capital Financing Activities</b>	
Net proceeds (repayment) from line-of-credit	<u>150,000</u>
Net cash provided (used) by non-capital financing activities	<u>150,000</u>
 <b>Cash Flows from Investing Activities</b>	
Disposal (purchase) of fixed assets	(1,226)
Net proceeds (purchase) from investments	<u>(50,094)</u>
Net cash provided (used) by investing activities	<u>(51,320)</u>
 Net increase (decrease) in cash	(132,349)
 <b>Cash - beginning</b>	<u>162,939</u>
 <b>Cash - end</b>	<u>\$ 30,590</u>
 <b>Supplemental Disclosure</b>	
Interest paid	<u>\$ 2,243</u>

**Non-cash Activities**

Non-cash activities for the year ended May 31, 2013 consist of \$2,000 to adjust the value of a painting that was overstated on the financial statements.

The accompanying notes are an integral part of the financial statements.

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**Notes to Financial Statements**  
**May 31, 2013**

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements of Chattanooga Symphony and Opera Association have been prepared on the accrual basis. The significant accounting policies followed are described below to enhance the usefulness of the financial statements to the reader.

**A. Nature of Activities**

The Chattanooga Symphony and Opera Association is a non-profit entity. The Entity's mission is to provide a broad range of high-quality musical presentations and educational programs for the Chattanooga area. The Entity's main sources of revenue are from admissions fees and contributions.

**B. Basis of Presentation - Net Asset Accounting**

The Chattanooga Symphony and Opera Association follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-205-05-6. Under FASB ASC 958-205-05-6, the Chattanooga Symphony and Opera Association is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. In addition, Chattanooga Symphony and Opera Association is required to present a Statement of Cash Flows.

**C. Basis of Accounting**

The financial statements are presented on the accrual basis of accounting and in accordance with the AICPA Audit and Accounting Guide, *Not-for-Profit Organizations*, and Financial Accounting Standards Board (FASB) ASC 958-205-05-6. Under the accrual basis, revenues are recognized when earned and expenses are recognized at the time liabilities are incurred. The financial statements reflect all significant receivables, payables and other liabilities. The reserve method is used to compute the allowance for doubtful accounts.

**D. Restricted and Unrestricted Support and Revenue**

The Chattanooga Symphony and Opera Association follows the recommendations of the Financial Accounting Standards Board (FASB) ASC 958-605-25. Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. Revenue is considered to be available for unrestricted use unless specifically restricted by the donor or grantor.

The Entity reports gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

## NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

### E. Valuation of Donated Property and Equipment

The Entity reports gifts of land, buildings and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Entity reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service. Donated furniture and equipment are recorded at fair value.

The Entity elected not to follow a portion of FASB ASC 958-605-25-16. In accordance with ASC 958-605-25-16, the Entity should recognize a contribution and expense for the same amount for the value of the use of the building it occupies. Since the contribution and expense would be the same, total support and expenses would both increase by the same amount with no effect on net assets.

### F. Cash and Cash Equivalents

For purposes of the Statement of Cash Flows, the Entity considers all unrestricted highly liquid investments purchased with an initial maturity of three months or less to be cash equivalents.

### G. Investments

Investments are stated at fair value, determined based on quoted market prices or estimated values provided by external investment managers or other sources. Any gains or losses, realized or unrealized, are included in the change of net assets in the Statement of Activities. Donated investments are reflected as contributions at their market value at date of receipt. The Entity chooses to show restricted gains and investment income whose restrictions are met in the same reporting period as unrestricted support.

### H. Fair Value Measurement

The Entity adopted the provisions of ASC 820-10-50 applicable to financial assets and liabilities, as well as for other non-financial assets and liabilities that are carried at fair value on a recurring basis. Adoption of the provisions of ASC 820-10-50 did not have an impact on the measurement of the Entity's financial assets and liabilities but did result in additional disclosure contained in the footnotes herein.

### I. Furniture, Equipment and Music

Furniture and equipment are recognized as assets of the Entity and are stated at cost. Minor repairs and maintenance are expensed as incurred. At the time that assets are retired or disposed of, costs and accumulated depreciation are eliminated from the related accounts and gain or loss, if any, is credited or charged to income. Depreciation is provided on the straight-line basis over the estimated useful lives of the assets as follows:

Office furniture and equipment	5 - 10 years
Music and related items	4 - 10 years

### J. Contributions Receivable

Donors' promises to give are evaluated on the basis of criteria in FASB ASC 958-310-25. Those that meet the criteria are recorded as pledges receivable at the time the promises are received. They remain pledges receivable until collected or determined to be uncollectible.

**NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**

**K. Compensated Absences**

Policies regarding employee vacation and sick leave benefits do not meet the criteria which would require accrual of a liability for future benefits.

**L. Revenue Recognition**

Revenue is considered to be available for unrestricted use unless its use is temporarily or permanently restricted by donor or grantor in accordance with FASB ASC 958-605-25.

**M. Functional Expense**

The cost of providing various programs and other activities has been summarized on a functional basis in the Statement of Activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

**N. Estimates**

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from these estimates.

**O. Prepayment of Expenses**

Expenses extending over more than one accounting period are allocated between accounting periods.

**P. Income Tax Status**

The Entity is a not-for-profit corporation as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from Federal income taxes on related income pursuant to Section 501(1) of the Code. The Entity accounts for the effect of any uncertain tax positions based on a more likely than not threshold to the recognition of the tax positions being sustained based on the technical merits of the position under examination by the applicable taxing authority. If a tax position or positions are deemed to result in uncertainties of those positions, the unrecognized tax benefits are estimated based on the cumulative probability assessment that aggregates the estimated tax liability for all uncertain tax positions. Tax positions for the Entity include, but are not limited to, the tax-exempt status and determination of whether income is subject to unrelated business income tax; however, the Entity has determined that such tax positions do not result in an uncertainty requiring recognition.

**Q. Events Occurring after Reporting Date**

The Entity has evaluated events and transactions that occurred between May 31, 2013, and August 29, 2013, which is the date that the financial statements were available to be issued, for possible recognition or disclosure in the financial statements.

**NOTE 2 - CASH AND CASH CREDIT RISK**

At May 31, 2013, the carrying amount of cash was \$30,590, and the bank balance was \$57,349. The entire bank balance is covered by federal depository insurance.

Petty cash	\$ 200
Checking accounts	<u>30,390</u>
Total	<u>\$ 30,590</u>

**NOTE 3 - INVESTMENTS**

Investments at May 31, 2013, are subject to market risks and are stated at fair value as follows:

	<u>Cost</u>	<u>Fair Value</u>	<u>Net Unrealized Appreciation (Loss)</u>
Equity energy	*	\$ 233,789	\$ -
Large blend	*	507,356	\$ -
Small value	*	270,902	\$ -
High-yield bond	*	224,866	\$ -
Long-term bond	*	225,848	\$ -
Mid-cap value	*	258,550	\$ -
Realty trust	*	219,863	\$ -
Cash alternatives	*	2,377	\$ -
Intermediate-term bond	*	9,324	\$ -
World stock	*	9,100	\$ -
Large growth	*	10,219	\$ -
Large value	*	<u>21,465</u>	\$ -
Total investments		<u>\$ 1,993,659</u>	

\*Cost information not available.

The following schedule summarizes the investment return and its classification in the Statement of Activities:

Interest	\$ 53,064
Realized gain (loss), net	<u>196,503</u>
Investment return	<u>\$ 249,567</u>



#### NOTE 4 - FAIR VALUE MEASUREMENT

ASC 820-10-50 defines fair value, establishes a framework for measuring fair value, and establishes a fair value hierarchy which prioritizes the inputs to valuation techniques. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. A fair value measurement assumes that the transaction to sell the asset or transfer the liability occurs in the principal market for the assets or liability or, in the absence of a principal market the most advantageous market. Valuation techniques that are consistent with the market, income or cost approach are used to measure fair value. The fair value hierarchy prioritizes the inputs to valuation techniques used to measure fair value into three broad levels:

- 1) Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities the Fund has the ability to access.
- 2) Level 2 inputs are inputs (other than quoted prices included within level 1) that are observable for the asset or liability, either directly or indirectly.
- 3) Level 3 are unobservable inputs for the assets or liability and rely on management's own assumptions about the assumptions that market participants would use in pricing the assets or liability. (The unobservable inputs should be developed based on the best information available in the circumstances and may include the Entity's own data.)

The following table presents the fair value hierarchy for those assets and liabilities measured at fair value on a recurring basis as of May 31, 2013.

Assets	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Investments	\$ -	\$ 1,993,659	\$ -	\$ 1,993,659

#### NOTE 5 - RECEIVABLES - NET

Other receivables as of May 31, 2013, consist of the following:

Due in less than one year	
Pledges	\$ 235,130
Spector	<u>5,000</u>
	<u>240,130</u>
Due in one to five years	
Pledges	170,633
Spector	<u>5,000</u>
	<u>175,633</u>
Total receivables	415,763
Less	
Allowance for doubtful accounts	( 31,949)
Discount of pledges	<u>( 12,401)</u>
Total receivables - net	<u>\$ 371,413</u>

Pledges receivable due in less than one year are \$235,130 and \$170,633 is due in one to five years. Receivables from Spector due in less than one year are \$5,000 and \$5,000 is due in one to two years. The Entity has recorded a 5% discount each year on long-term receivables which is amortized over the remaining pledge life and is reported as a contribution in the Statement of Activities.

**NOTE 6 - FURNITURE, EQUIPMENT AND MUSIC - NET**

A summary of furniture, equipment and music at May 31, 2013, is as follows:

Office furniture and equipment	\$ 79,177
Music and related items	<u>71,251</u>
	150,428
Less: accumulated depreciation	<u>(122,987)</u>
Total	<u>\$ 27,441</u>

Depreciation expense as of May 31, 2013, amounted to \$17,244.

The Entity leases office space under a lease agreement, which is renewable annually. Current year lease expense totaled \$19,760.

**NOTE 7 - LINE-OF-CREDIT**

The Entity has a line-of-credit agreement with SunTrust Bank totaling \$200,000. As of May 31, 2013, there were borrowings under the line-of-credit totaling \$200,000. Amounts outstanding under the line-of-credit bear interest at the prime rate and such interest is required to be paid monthly. The line-of-credit is due upon demand. Current year interest expenses totaled \$2,243.

**NOTE 8 - RESTRICTIONS/LIMITATION ON NET ASSETS**

Permanently restricted net assets as of May 31, 2013, consist of the following:

Endowment funds	\$ 800,000
Alisago donation	<u>50,000</u>
Total	<u>\$ 850,000</u>

Temporarily restricted net assets as of May 31, 2013, consist of the following:

Gherkin Fund	\$ 67,785
Opera Fund	23,009
Bernhardt Fund	160,127
Endowment earnings	<u>62,257</u>
Total	<u>\$ 313,178</u>

The board has chosen to place a limitation on the following unrestricted net assets:

Fund functioning as endowment	<u>\$ 707,031</u>
-------------------------------	-------------------

Youth orchestra net assets are considered to be unrestricted but shown separately for financial reporting purposes.

#### **NOTE 9 - INSURANCE**

It is the policy of the Entity to purchase commercial insurance for the risks of losses to which it is exposed. These risks include general liability, property and casualty, workers' compensation, and directors and officers. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years.

#### **NOTE 10 - PENSION PLANS**

The Entity has an employer defined contribution plan and an employee directed contribution plan, both administered by TIAA CREF. Full-time employees are eligible for the employer defined contribution plan and the Entity contributes 4% of eligible employee's salaries. The Entity does not match employee's contributions in either plan.

Pension plan expenses totaled \$54,050 for the current year.

#### **NOTE 11 - ENDOWMENT**

The Entity's endowment consists of funds established for a variety of purposes. Its endowment includes both donor-restricted endowment funds and funds designated by the Board of Directors to function as endowments. As required by GAAP, net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Entity's disclosure of its interpretation of the law or laws that underlie the Entity's net asset classification of donor-restricted endowment funds follows.

##### **Interpretation of Relevant Law**

The Board of Directors of the Entity has interpreted the State Prudent Management of Institutional Funds Act (SPMIFA) as requiring the preservation of the original gift amount of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Entity classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the organization in a manner consistent with the standard of prudence prescribed by SPMIFA. In accordance with SPMIFA, the Entity considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- (1) the duration and preservation of the fund,
- (2) the purposes of the organization and the donor-restricted endowment fund,
- (3) general economic conditions,
- (4) the possible effect of inflation and deflation,
- (5) the expected total return from income and the appreciation of investments,
- (6) other resources of the organization and
- (7) the investment policies of the Entity.

## NOTE 11 - ENDOWMENT (Continued)

### Return Objectives and Risk Parameters

The Entity has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the organization must hold in perpetuity or for a donor-specified period(s) as well as board-designated funds. Under this policy, as approved by the Board of Directors, the endowment assets are invested in a manner that is intended to produce results while assuming a moderate level of investment risk.

### Strategies Employed for Achieving Objectives

To satisfy its long-term rate-of-return objectives, the Entity relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). The Entity targets a diversified asset allocation to achieve its long-term return objectives within prudent risk constraints.

### Spending Policy and How the Investment Objectives Relate to Spending Policy

Funds held for endowment purposes are monitored and directed by the Investment Committee of the Board. The Board has adopted a policy of contributing a percentage of the endowment funds to the operating budget. This percentage is currently 5% of the total average calendar year-end portfolio value of the endowment funds for the prior three calendar years. Any amount over 5% during any calendar year must be approved by two-thirds of the Board prior to any funds being committed or disbursed. Reasonable efforts to control risk shall be made and should be evaluated regularly to ensure that the risk assumed is commensurate with the given instrument style and objectives. The investment goal is to meet or exceed one of the following:

- 1) the rate of inflation by 5% or
- 2) the return of a balanced market index comprised of 60% Russell 3,000, 30% Lehman Brothers Government/Corporate bond index and 10% Treasury Bills by 1 to 2%.

The Entity's disclosure of its endowment net asset composition by type of fund as of May 31, 2013, follows:

### 2013

#### Endowment Net Asset Composition by Type of Fund as of May 31, 2013

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Donor-restricted endowment funds	\$ -	\$ -	\$ 850,000	\$ 850,000
Temporarily restricted endowment earnings	-	62,257	-	62,257
Board-designated endowment funds	<u>707,031</u>	<u>-</u>	<u>-</u>	<u>707,031</u>
Total funds	<u>\$ 707,031</u>	<u>\$ 62,257</u>	<u>\$ 850,000</u>	<u>\$ 1,619,288</u>

**NOTE 11 - ENDOWMENT (Continued)**

The Entity's disclosure of changes in endowment net assets for the year ended May 31, 2013, follows:

**Changes in Endowment Net Assets for the Year Ended May 31, 2013**

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Endowment net assets, beginning of year	\$ 621,577	\$ -	\$ 850,000	\$ 1,471,577
Investment return:				
Investment income	85,454	104,757	-	190,211
Net appreciation of investments	-	-	-	-
Total investment return	<u>707,031</u>	<u>104,757</u>	<u>850,000</u>	<u>1,661,788</u>
Contributions	-	-	-	-
Appropriated for expenditure	-	( 42,500)	-	( 42,500)
Reclassifications	-	-	-	-
Other changes	-	-	-	-
Endowment net assets, end of year	<u>\$ 707,031</u>	<u>\$ 62,257</u>	<u>\$ 850,000</u>	<u>\$ 1,619,288</u>



**SUPPLEMENTARY INFORMATION**

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**COMPARATIVE SCHEDULES OF FINANCIAL POSITION**  
 May 31, 2013 and 2012

	<u>2013</u>	<u>2012</u>
<b>ASSETS</b>		
Cash and cash equivalents	\$ 30,590	\$ 162,939
Investments	1,993,659	1,943,565
Receivables - net	371,413	207,546
Prepaid expenses	325	5,000
Furniture, equipment, and music - net of accumulated depreciation	27,441	43,459
Other assets	<u>8,000</u>	<u>10,000</u>
<b>TOTAL ASSETS</b>	<b><u>\$ 2,431,428</u></b>	<b><u>\$ 2,372,509</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities</b>		
Accounts payable and accrued expenses	\$ 45,917	\$ 44,176
Line-of-credit	200,000	50,000
Deferred revenue - advance ticket sales	245,645	230,472
Deferred revenue - other	<u>42,620</u>	<u>21,600</u>
Total Liabilities	<u>534,182</u>	<u>346,248</u>
<b>Net Assets</b>		
Unrestricted		
Operations	(88,314)	196,353
Board designated endowment	707,031	621,577
Youth Orchestra	115,351	117,410
Temporarily restricted net assets		
Gherkin Fund	67,785	67,785
Opera Fund	23,009	23,009
Bernhardt Fund	160,127	150,127
Endowment earnings	62,257	-
Permanently restricted net assets	<u>850,000</u>	<u>850,000</u>
Total Net Assets	<u>1,897,246</u>	<u>2,026,261</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$ 2,431,428</u></b>	<b><u>\$ 2,372,509</u></b>

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**SCHEDULE OF ACTIVITIES**  
**Year Ended May 31, 2013**

	Unrestricted			Temporarily Restricted					Total
	Operations	Functioning as Endowment	Youth Orchestra	Total	Gherkin	Opera	Berhardt	Endowment Earnings	
<b>REVENUE AND OTHER SUPPORT</b>									
Admissions	\$ 674,362	\$ -	\$ 9,113	\$ 683,475	\$ -	\$ -	\$ -	\$ -	\$ 683,475
Concert fees	97,122	-	1,300	98,422	-	-	-	-	98,422
Allied Arts contributions	278,464	-	10,100	288,564	-	-	-	-	288,564
Individual and corporate contributions	741,853	-	-	741,853	18,000	-	-	-	759,853
Fund-raising and special projects	37,963	-	10,986	48,949	-	-	-	-	48,949
Youth orchestra tuition	-	-	46,955	46,955	-	-	-	-	46,955
Grants	59,700	-	-	59,700	-	-	-	-	59,700
Foundation contributions	18,000	-	-	18,000	-	-	-	-	18,000
Program advertising	48,319	-	-	48,319	-	-	-	-	48,319
Other income	5,536	-	-	5,536	-	-	-	-	5,536
Investment return designated for operations:									
CSO Allied Arts investment return	105,049	-	-	105,049	-	-	-	-	105,049
Investment return	101,856	85,454	-	187,310	-	-	(8,000)	62,257	249,567
Net assets released from restrictions	8,000	-	-	8,000	-	-	-	-	(8,000)
Total revenue and other support	2,176,224	85,454	78,454	2,340,132	10,000	-	10,000	62,257	2,412,389
<b>EXPENSES</b>									
Production	1,615,756	-	80,513	1,696,269	-	-	-	-	1,696,269
Marketing	220,542	-	-	220,542	-	-	-	-	220,542
Box office	24,138	-	-	24,138	-	-	-	-	24,138
Fund-raising	55,979	-	-	55,979	-	-	-	-	55,979
Administrative	544,476	-	-	544,476	-	-	-	-	544,476
Total expenses	2,460,891	-	80,513	2,541,404	-	-	-	-	2,541,404
Change in net assets	(284,667)	85,454	(2,059)	(201,272)	-	-	10,000	62,257	72,257
Net assets - beginning	196,553	621,577	117,410	935,540	67,785	23,009	150,127	-	2,409,211
Net assets - end	(88,314)	707,031	115,351	734,568	67,785	23,009	160,127	62,257	2,481,468

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**SCHEDULE OF ACTIVITIES**  
**Year Ended May 31, 2012**

	Unrestricted					Temporarily Restricted					Total	
	Operations	Fund Functioning as Endowment	Youth Orchestra	Youth Orchestra MOU	Guild	Total	Cherkin	Opera	Bernhardt	Total		Permanently Restricted
<b>REVENUE AND OTHER SUPPORT</b>												
Admissions	\$ 682,684	\$ -	\$ 2,799	\$ -	\$ -	\$ 690,483	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,483
Concert fees	122,700	-	1,300	-	-	124,000	-	-	-	-	-	124,000
Allied Arts contributions	536,617	-	12,207	-	-	548,824	-	-	-	-	-	548,824
Individual and corporate contributions	655,515	-	-	-	1,835	657,350	-	-	51,525	51,525	-	706,875
Fund-raising and special projects	148,998	-	14,340	-	-	163,338	-	-	-	-	-	163,338
Youth orchestra tuition	-	-	42,775	-	-	42,775	-	-	-	-	-	42,775
Grants	62,300	-	-	-	-	62,300	-	-	-	-	-	62,300
Foundation contributions	30,000	-	-	-	-	30,000	-	-	-	-	-	30,000
Program advertising	65,689	-	-	-	-	65,689	-	-	-	-	-	65,689
Other income	59	-	230	-	-	289	-	-	-	-	-	289
Investment return designated for operations:												
CSO Allied Arts investment return	106,971	-	-	-	-	106,971	-	-	-	-	-	106,971
Investment return	(26,608)	(26,265)	-	-	-	(52,873)	-	-	-	-	-	(52,873)
Net assets released from restrictions	32,268	-	-	-	-	32,268	-	(32,268)	-	(32,268)	-	-
Total revenue and other support	2,215,195	(26,265)	78,651	-	1,835	2,269,414	-	(32,268)	51,525	19,257	-	2,288,671
<b>EXPENSES</b>												
Production	1,402,694	-	73,163	-	14,685	1,490,542	-	-	-	-	-	1,490,542
Marketing	192,781	-	-	-	-	192,781	-	-	-	-	-	192,781
Box office	13,877	-	-	-	-	13,877	-	-	-	-	-	13,877
Fund-raising	89,290	-	-	-	529	89,819	-	-	-	-	-	89,819
Administrative	447,836	-	-	-	-	447,836	-	-	-	-	-	447,836
Total expenses	2,146,478	-	73,163	-	15,214	2,234,855	-	-	-	-	-	2,234,855
Change in net assets	68,715	(26,265)	5,488	-	(13,379)	34,559	-	(32,268)	51,525	19,257	-	53,816
Net assets - beginning	81,890	647,842	105,522	8,400	59,127	900,781	67,785	55,277	98,602	221,664	850,000	1,972,445
Transfers in (out)	45,748	-	-	-	(45,748)	-	-	-	-	-	-	-
Transfers in (out)	-	-	8,400	(8,400)	-	-	-	-	-	-	-	-
Net assets - end	\$ 196,353	\$ 621,577	\$ 117,410	\$ -	\$ -	\$ 935,340	\$ 67,785	\$ 23,009	\$ 150,127	\$ 240,921	\$ 850,000	\$ 2,026,261

**CHATTANOOGA SYMPHONY AND OPERA ASSOCIATION**  
**COMPARATIVE SCHEDULES OF CASH FLOWS**  
**Years Ended May 31, 2013 and 2012**

	<u>2013</u>	<u>2012</u>
<b>Cash Flows from Operating Activities</b>		
Increase (decrease) in net assets	\$ (129,015)	\$ 53,816
Adjustments to reconcile increase (decrease) in net assets to net cash provided (used) by operating activities:		
Depreciation	17,244	18,071
Change in operating assets and liabilities:		
(Increase) decrease in receivables	(163,867)	1,869
(Increase) decrease in prepaid expenses	4,675	15,000
(Increase) decrease in other assets	2,000	-
Increase (decrease) in accounts payable and accrued expenses	1,741	(1,591)
Increase (decrease) in deferred revenue - advance ticket sales	15,173	(10,279)
Increase (decrease) in deferred revenue - other	<u>21,020</u>	<u>(90,974)</u>
Total adjustments	<u>(102,014)</u>	<u>(67,904)</u>
Net cash provided (used) by operating activities	<u>(231,029)</u>	<u>(14,088)</u>
<b>Cash Flows from Non-capital Financing Activities</b>		
Net proceeds (repayment) from line-of-credit	<u>150,000</u>	<u>(69,860)</u>
Net cash provided (used) by non-capital financing activities	<u>150,000</u>	<u>(69,860)</u>
<b>Cash Flows from Investing Activities</b>		
Disposal (purchase) of fixed assets	(1,226)	-
Net proceeds (purchase) from investments	<u>(50,094)</u>	<u>(66,890)</u>
Net cash provided (used) by investing activities	<u>(51,320)</u>	<u>(66,890)</u>
Net increase (decrease) in cash	(132,349)	(150,838)
Cash and cash equivalents - beginning	<u>162,939</u>	<u>313,777</u>
Cash and cash equivalents - end	<u>\$ 30,590</u>	<u>\$ 162,939</u>
<b>Supplemental Disclosure</b>		
Interest paid	<u>\$ 2,243</u>	<u>\$ 792</u>

**Non-cash Activities**

Non-cash activities for the year ended May 31, 2013 consist of \$2,000 to adjust the value of a painting that was overstated on the financial statements.



CSO BOARD OF DIRECTORS  
2013-2014

BOARD MEMBER	OCCUPATION	OFFICE/ COMMITTEE CHAIR	TERM #	EXP
<p><b>Jeannine Alday</b>  1047 River Hills Circle Chattanooga, TN 37415 Phone: 267-3560 Email: <a href="mailto:Jalday@epbfi.com">Jalday@epbfi.com</a></p>	Retired		1 <sup>st</sup>	2015
<p><b>Warren Barnett</b> President Barnett and Company PO Box 11585 Chattanooga, TN 37401 Phone: 752-0125 Fax: 756-0127 Email: <a href="mailto:warren@barnettandcompany.com">warren@barnettandcompany.com</a></p> <p>Home: 1016 Ariel Lane Chattanooga, TN 37405</p>	Financial Planner	Governance Committee Chair	2 <sup>nd</sup>	2016
<p><b>Dr. Gordon Bietz</b> President Southern Adventist University PO Box 370 Collegedale TN 37315 Phone: 236-2800 ext. 2801 Fax: 236-1801 Email: <a href="mailto:bietz@southern.edu">bietz@southern.edu</a></p> <p>Home: Dr. and Mrs. Gordon (Cynthia) Bietz 5519 Barrington Country Circle Ooltewah, TN 37363</p>	College President		2nd	2016
<p><b>Gail Chapman</b> Executive Secretary, Chattanooga Area Dental Society.</p> <p>Home: Mr. and Mrs. Bill Chapman 39 Oliver Court Signal Mountain, TN 37377 Phone: 886-4848 Email: <a href="mailto:gailchapman@yahoo.com">gailchapman@yahoo.com</a></p>	Association manager	Education and Outreach Chair	3rd	2016

<p><b>Michelle Chastain</b>  Vice President  Regions Bank  601 Market Street  Chattanooga, TN 37402  Phone: 752-1544  Fax: 752-1541  Email: <a href="mailto:Michelle.Chastain@regions.com">Michelle.Chastain@regions.com</a></p>	<p>Private Banking  Manager</p>		<p>1<sup>st</sup></p>	<p>2014</p>
<p><b>George S. Clinton</b>   39 Beacon Street # 2  Boston, MA 02108  Phone: 818-881-5215  Email: <a href="mailto:geomusic@mac.com">geomusic@mac.com</a></p>	<p>Film score composer  Head, Berklee School  of Music Film Scoring  Department</p>		<p>2<sup>nd</sup></p>	<p>2016</p>
<p><b>Jo Coke</b>   1208 Lower Brow Road  Signal Mountain, TN 37377  Phone: 886-1607  Email: <a href="mailto:jocoke@comcast.net">jocoke@comcast.net</a></p>	<p>Volunteer</p>	<p>Investment  Committee Chair</p>	<p>2<sup>nd</sup></p>	<p>2016</p>
<p><b>Mike Cooper</b>  Sr. VP  SunTrust Bank  736 Market Street  Chattanooga, TN 37402  Phone: 757-3001  Fax: 757-3437  Email: <a href="mailto:mike.cooper@suntrust.com">mike.cooper@suntrust.com</a></p> <p>Home:  Mr. and Mrs. Mike (Diane) Cooper  1413 Sunset Drive  Signal Mountain  Phone: 886-1189</p>	<p>Banker</p>		<p>1<sup>st</sup></p>	<p>2016</p>
<p><b>Nick Coussoule</b>  Sr. VP and CIO  BlueCross BlueShield of Tennessee  One Cameron Hill Circle  Chattanooga, TN 37402  Phone: 535-7972  Fax: 591-9270  Email: <a href="mailto:nick_coussoule@bcbst.com">nick_coussoule@bcbst.com</a>  Home:  Mr. and Mrs. Nick (Jane) Coussoule  1638 Edgewood Circle  Chattanooga, TN 37405  Phone: 468-3487  Email: <a href="mailto:nick_Coussoule@gmail.com">nick_Coussoule@gmail.com</a></p>	<p>IT Officer</p>		<p>2<sup>nd</sup></p>	<p>2014</p>

<b>Linda Friberg</b> Home: Mr. and Mrs. Russell Friberg 79 South Crest Road Chattanooga, TN 37404 Phone: 698-2765 Email: <a href="mailto:thefribergs@aol.com">thefribergs@aol.com</a>	Volunteer	Program Committee Chair	3 <sup>rd</sup>	2016
<b>Kim Gavin</b> Exec. Editor, Floor Covering Weekly  Home: Mr. and Mrs. Chuck Gavin 800 Market Street #508 Chattanooga, TN 37402 Phone: 243-7198 Email: <a href="mailto:kimgavin@aol.com">kimgavin@aol.com</a>	Trade publication editor	Marketing Committee Chair	2 <sup>nd</sup>	2015
<b>Bill Green</b> Dean Lee University School of Music 1130 Parker Street Cleveland, TN 37320 Phone: 423-614-8074 Email: <a href="mailto:wgreen@leeuniversity.edu">wgreen@leeuniversity.edu</a>  Home: Dr. and Mrs. Bill Green (Twyla) 1660 Benjamin Circle NW Cleveland, TN 37312	Educator		1 <sup>st</sup>	2016
<b>Mai Bell Hurley</b>  1068 Constitution Drive Chattanooga, TN 37405 Phone: 266-0224 Email: <a href="mailto:maibellh@comcast.net">maibellh@comcast.net</a>	Retired/Volunteer		2 <sup>nd</sup>	2016
<b>Eva J. Johnson</b>  312 McBrien Road Apt. 106 Chattanooga, TN 37411 Phone: 988-1697 Email: <a href="mailto:evajo7@yahoo.com">evajo7@yahoo.com</a>	Retired/Volunteer		1 <sup>st</sup>	2016

<p><b>Ian K. Leavy</b>  Corporate Counsel  Human Resources  Volkswagen Group of America  Chattanooga Operations  8001 Volkswagen Drive  Chattanooga, TN 37416  Phone: 423-582-5141  Fax: 423-582-5945  Email: <a href="mailto:ian.leavy@vw.com">ian.leavy@vw.com</a></p>	<p>Corporate attorney</p>		<p>1<sup>st</sup></p>	<p>2015</p>
<p><b>Pat Ledford</b>  Senior Advisor  Interlock Industries  5959 Shallowford Road Suite 405  Chattanooga, TN 37421  Phone: 423-305-6151 x 151  Email: <a href="mailto:pledford@spraylock.com">pledford@spraylock.com</a></p> <p>Home:  Ms. Pat Ledford  800 Market Street  Chattanooga, TN 37402  Phone: 615-478-4042  Email: <a href="mailto:ledfordpatricia@gmail.com">ledfordpatricia@gmail.com</a></p>	<p>Manufacturing</p>		<p>1st</p>	<p>2016</p>
<p><b>Spencer McCallie</b></p> <p>Home:  Mr. and Mrs. Spencer (Sara) McCallie  246 Cherry Street  Chattanooga, TN 37402  Phone: 521-7181  Email: <a href="mailto:spencermccallie@epbfi.com">spencermccallie@epbfi.com</a></p>	<p>Retired  educator/volunteer</p>	<p>President</p>	<p>3rd</p>	<p>2016</p>
<p><b>Eddie McCrary</b>  104 Euclid Avenue  Chattanooga, TN 37415  Phone: 400-3796  Email: <a href="mailto:gemjr1976@gmail.com">gemjr1976@gmail.com</a></p>	<p>Musician</p>	<p>Orchestra  Representative</p>	<p>1<sup>st</sup></p>	<p>2015</p>
<p><b>Don McDowell</b></p> <p>Home:  Mr. and Mrs. Don (Mary) McDowell  7777 Thunder Farms Trail  Ooltewah, TN 37343  Home: 423-618-8114  Email: <a href="mailto:manddmcd@yahoo.com">manddmcd@yahoo.com</a></p>	<p>Retired corporate  leader</p>		<p>1<sup>st</sup></p>	<p>2016</p>

<p><b>Claudia Moore</b>  Home:  Mr. and Mrs. Darrell Moore  3201 Enclave Bay Drive  Chattanooga, TN 37415  Phone: 870-9715  Email: <a href="mailto:dckmoore@yahoo.com">dckmoore@yahoo.com</a></p>	<p>Marketing Director</p>		<p>2nd</p>	<p>2015</p>
<p><b>Susan Elliott Rich</b>  Baker, Donelson, Bearman, Caldwell &amp; Berkowitz  633 Chestnut Street Suite 1800  Chattanooga, TN 37450  Phone: 756-4402  Fax: 752-9565  Email: <a href="mailto:srich@bakerdonelson.com">srich@bakerdonelson.com</a>  Home:  Dr. and Mrs. Steve Rich  1036 Cumberland Road  Chattanooga, TN 34719</p>	<p>Attorney</p>		<p>2<sup>nd</sup></p>	<p>2013</p>
<p><b>W. Keith Sanford</b>  President  First Tennessee Bank  701 Market Street  Chattanooga, TN 37402  Phone: 757-4465  Fax:  Email: <a href="mailto:wksanford@firsthorizon.com">wksanford@firsthorizon.com</a>  Home:  Mr. and Mrs. W. Keith (Julia) Sanford  105 Hardy Road  Lookout Mountain, TN 37350  Home: 706-820-2920</p>	<p>Banker</p>		<p>1st</p>	<p>2015</p>
<p><b>Tyler Siira</b>  AVP, Corporate Treasury  Unum  One Fountain Square  Chattanooga, TN 37402  Phone: 294-5568  Email: <a href="mailto:tsiira@unum.com">tsiira@unum.com</a>   Home:  Mr. and Mrs. Tyler (Stacie) Siira  642 E. 17<sup>th</sup> Street  Chattanooga, TN 37408</p>	<p>Financial Analyst</p>		<p>1st</p>	<p>2016</p>



<p><b>Mark A. Smith</b>  Attorney  Husch Blackwell, LLP  736 Georgia Avenue, Suite 300  Chattanooga, TN 37402  Phone: 755-2667  Fax: 266-5499  Email: <a href="mailto:mark.smith@huschblackwell.com">mark.smith@huschblackwell.com</a></p> <p>Home:  Mr. and Mrs. Mark (Jenni) Smith  2919 Reynard Trail  Signal Mountain, TN 37377  Home: 886-3477</p>	<p>Attorney</p>	<p>Treasurer</p>	<p>2nd</p>	<p>2015</p>
<p><b>Pat Starke</b></p> <p>Home:  Mr. and Mrs. John Starke  800 Market Street #410  Chattanooga, TN 37402  Phone: 756-2256  Email: <a href="mailto:bluhwy@comcast.net">bluhwy@comcast.net</a></p>	<p>Volunteer</p>		<p>1<sup>st</sup></p>	<p>2014</p>
<p><b>Jeffrey Wilson</b>  Pastor  New United Church  2629 Tunnel Boulevard  Chattanooga, TN 37416</p> <p>Hamilton County Board of Education  3074 Hickory Valley Road  Chattanooga, TN 37421  4714 Fairwood Lane  Chattanooga, TN 37416  Phone: 314-5281  Email: <a href="mailto:Jtw8903@aol.com">Jtw8903@aol.com</a></p>	<p>Pastor</p>		<p>2nd</p>	<p>2015</p>
<p><b>Katie Wilson</b>  1700 Lula Lake Road  Lookout Mountain, GA 30750  Phone: 423-718-4101  Email: <a href="mailto:mhy113@mocs.utc.edu">mhy113@mocs.utc.edu</a></p>	<p>Volunteer</p>		<p>1st</p>	<p>2015</p>

**CONSTITUENT MEMBERS OF THE BOARD**

**CSO YOUTH ORCHESTRA:**

<p><b>Linda Thompson</b> Home Mr. and Mrs. Bob Thompson 8912 Villa Rica Circle Chattanooga, TN 37421 Phone: 899-9818 Email: finalrequests@bellsouth.net</p>	<p>Volunteer/ musician</p>	<p>YO President</p>		
<p><b>Jean Rader</b> 704 Ashley Forest Drive Hixson, TN 37343 Phone: 870-8557 Email: drrader@juno.com</p>	<p>Volunteer</p>	<p>YO Representative</p>		
<p><b>Colleen Russell</b> 8702 Hurricane Manor Trail Chattanooga, TN 37421 Phone: 267-7613 Email: crussell@ctiengr.com</p>	<p>Volunteer</p>	<p>YO Representative</p>		

**CSO ORCHESTRA:**

<p><b>Teresa Spilko</b> 160 Signal Hills Drive Chattanooga, TN 37405 Phone: 385-9833 Email: teresaspilka@yahoo.com</p>	<p>Musician</p>	<p>Orchestra Representative</p>		
<p><b>Taylor Brown</b></p>	<p>Musician</p>	<p>Orchestra Representative</p>		
<p><b>Suzanne Sims</b></p>	<p>Musician</p>	<p>Orchestra Representative</p>		



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Growing Chattanooga's Economy through Cultural and Artistic Productions</b>
Lead Agency:	<b>Chattanooga Symphony &amp; Opera</b>
Collaborating City Department(s):	
Contact Name:	<b>Molly Sasse, Executive Director (423.267.8583; <a href="mailto:msasse@chattanoogasymphony.org">msasse@chattanoogasymphony.org</a>)</b>
Primary Results Area:	<b>A Growing Economy</b>
Offer Cost (Funding Request):	<b>\$25,000.00</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

In *Imagine 20/20*, the greater Chattanooga cultural plan, elected officials, community leaders, citizens, artists, students, and arts organization's staff and board members contributed input resulting in a powerful plan that addressed how arts and culture can impact virtually all aspects of community life, leveraging existing arts organizations and expanded artistic opportunities to fulfill goals related to creating smarter students, growing the local economy, strengthening the area's high quality of life, enhancing the downtown and city center areas, and encouraging diverse cultural expressions. The goals found in the cultural plan are also goals found in the FY2015 Growing Economy Request for Offers.

As one of Chattanooga's oldest cultural institutions and the city's only fully professional performing arts organization, the Chattanooga Symphony & Opera provides a unique service to the community and positively contributes to the economic vitality of the region drawing an local and regional audience to downtown restaurants and businesses, provides employment for hundreds of musicians without whom this city's musical heritage and education would be severely weakened, and contributes to the quality of life for thousands of Chattanoogaans. The CSO is an important part of fulfilling the goals identified by citizens outlined in *Imagine 20/20* and in fulfilling the goals outlined in the Request for Offers regarding A Growing Economy.

The CSO as a business contributes to economic development in Chattanooga. It employs more than 190 people each year with a payroll which last year topped \$1.2 million. Another \$500,000 was spent with local suppliers, stagehands, theatre



# City of Chattanooga

## FY15 Offers

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rental and front of house personnel, and media companies. Less than 10% of the CSO's \$2.2 million expenditures last year went to out-of-the-area suppliers or guest artists.

The CSO makes Chattanooga a more competitive place when businesses are looking to relocate or to recruit employees. CSO concerts like The Indigo Girls or the Southeast Film Music Symposium have brought international visitors to Chattanooga. CSO patrons drive significant restaurant business on concert nights. The presence of the CSO makes Chattanooga a more desirable place for retirees. Several such retirees who have relocated to the city have become important volunteers and patrons for the CSO.

As the principle tenant of the Tivoli Theatre, the CSO performs approximately 20 evening concerts a year in that facility, for audiences averaging more than 1200 per concert. On average, we rent the Tivoli for 49 days each year for rehearsals and concerts; As many as 75 musicians park and eat downtown as part of the rehearsal schedule. Many of our patrons eat at downtown restaurants before and after concerts. We also perform 4 times a year at the Read House Silver Ballroom, again bringing audiences downtown on Sunday afternoons. We are the centerpiece for the city's Independence Day celebration at Coolidge Park, attracting as many as 30,000 people. Our offices and rehearsals are located in downtown as well.

The presence of a professional orchestra in Chattanooga makes it possible for our community to employ over 100 professional musicians annually. These artists represent a huge community asset: they live and work in our region, teaching in area universities, colleges and schools or in private studios and performing for private events for churches or area businesses. They would not be able to stay in the community without the income provided through their work with the CSO.

The Chattanooga Symphony and Opera is a vital part of our area's cultural life. When Volkswagen made the decision to come to Chattanooga, company officials said at the time, "the intangibles became tangible," referring to the city's high quality of life. We hear regularly from patrons and teachers about what a treasure the CSO is to the community.

Regarding quality of life and the CSO, perhaps it is best to quote one of our supporters: "Chattanooga without the CSO is unthinkable". As the only fully professional performing arts organization in Chattanooga, the CSO offers musical programs at a level unmatched by any other organization. We hope to improve the quality of life for as many area residents as possible through our commitment to under-served audiences in schools, healthcare settings, and community centers.

### **Identify Which Desired Outcomes This Offer Impacts:**

1. Growing and supporting local businesses. The CSO itself, as a local business, will positively benefit as will the General Services Agency and other downtown businesses. Additionally, the Tivoli theatre and Memorial auditorium will benefit directly through increased revenue.
2. More higher wage jobs. With increased capital, musicians and other skilled artists who contribute to the cultural economy will be positively affected.
3. Building incentive packages for businesses. As the city's largest performing arts organization and one of the oldest and most respected cultural institutions, the CSO is an important contributor to the cultural community which attracts new businesses.



# City of Chattanooga

## FY15 Offers

### BUDGET REQUEST

**Summary:** (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Growing Chattanooga's Economy through Cultural and Artistic Productions	\$1,641,500.00	\$2,401,200	\$25,000.00	8

Capital Budget Impact?      Yes    X No      \$Amount

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

Name	Amount
Contributed Income	\$850,000
Program Revenue	\$760,000
Grants and State Funds	\$155,000

### PERFORMANCE DATA

**Measurement 1:**

Output: Artistic productions. The CSO will produce 22 performances in a city owned venue in FY15. This will be 3 more than produced in FY14 and will include a gala concert with world-renowned cellist Yo-Yo Ma which will significantly increase traffic to the downtown area. Productions will contribute to a growing downtown economy and increase revenues for the city-owned Tivoli Theatre and Memorial Auditorium.

*Historical Comparison Data?* At the close of FY 14, the CSO will have presented 32 concerts, 19 at the city owned Tivoli Theatre and Memorial Auditorium. The CSO is the Tivoli theatre's most frequent tenant, using the building for 49 days in FY14 (expected use in FY 15 is 56 days). The rental fees from these concerts and rehearsals bring over \$60,000 annually in revenue to the Tivoli theatre; in FY13, the CSO paid \$64,923.53 in rental fees (Tivoli revenues for FY13 were \$188,024; CSO rental fees account for 34% of the revenue).

In FY13, 4% of Chattanooga residents bought a ticket to a concert and 19,225 tickets were sold, contributing \$20,310 to the city's Tivoli preservation fund; to date in FY14, 16,729 tickets have already been sold contributing thousands to the Tivoli preservation fund. The average patron spends \$29.87 over and above the cost of their ticket on restaurants, transportation, and other related items which directly benefit Chattanooga, specifically downtown, businesses.

Internal financial data will be collected and measured against data from previous years.

**Measurement 2:**

Output: Artistic jobs. During FY15, the CSO will provide employment for over 190 musicians, artisans, administrators, and stage hands.

*Historical Comparison Data?* Chattanooga Symphony & Opera is the city's only professional performing arts organization and it is the city's largest employer of musicians, employing 193 in FY13 and 160 in FY12. Musicians employed by the CSO are teachers and performers in local universities, including the University of Tennessee at Chattanooga and Chattanooga State Technical Community College, in elementary and secondary schools in the city, and in churches and community spaces in the city limits. Without employment by the CSO, these musicians would not reside in Chattanooga and would not teach or perform locally. This employment, the largest employment of cultural workers, is vital to maintaining a high quality and vibrant artistic atmosphere in the city.





# City of Chattanooga

## FY15 Offers

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Internal employment data will be collected and measured against data from previous years. This data will also be compared against data from other arts and cultural groups within the City and with other comparable sized organizations.

### **Measurement 3:**

**Outcome:** Quality of Life. Attendees' will describe a positive quality of life after attending the CSO.

*Historical Comparison Data?* Thousands of residents engage with the CSO through the free annual 4<sup>th</sup> of July performance in Coolidge Park, free annual Veteran's Day concert, and in FY11-13, through 54 free performances in the community at libraries, hospitals, and other community centers. These performances positively impact the quality of life in this community and for some Chattanoogaans, is their only experience with classical music or professional musicians. We will assess quality of life by surveying our primary constituency throughout the year and at the conclusion of the season.

### **Return on Investment:**

*How do citizens benefit?* The presence of a professional orchestra in Chattanooga makes it possible for our community to employ over 100 professional musicians. These artists represent a huge community asset: they live and work in our region, teaching in area schools or in private studios and performing for private events for churches or area businesses. They would not be able to stay in the community without the income provided by their work with the CSO. Additionally, by providing a diverse array of high quality artistic productions, adult and child education initiatives, and free performances in local community centers, hospitals, and festivals, citizens' quality of life is positively affected.

*Does this activity leverage other financial resources?* This program draws a significant amount of revenue from ticket sales, performance fees, and other miscellaneous revenue. This program very effectively leverages non-City revenues.

*How does this activity decrease costs over time for the City?* Over time, by having more people in the downtown area, more tickets sold (contributing positively to the Tivoli preservation fund), and more rentals of city spaces, the increased revenues resulting from this investment in the CSO will offset the cost for the city.

*How can this program become sustainable without City funding?* The CSO's artistic productions can be sustainable without City funding by increasing corporate and individual support for the arts in Chattanooga and by increasing program revenue. However, in order to do this, public support, both financial and figuratively, must be created.

**Attachment B: Comparative Financial Information**

**Agency Name: Chattanooga Symphony & Opera**

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

<b>Dollars provided to your organization in FY 2014 by the following entities:</b>	<b>Percent of your total annual operational funding provided by local government</b>	<b>% of Hamilton County Population*</b>
Chattanooga	0	49.83%
Unincorporated Hamilton County	0	30.22%
Hamilton County Government's (General funds)	0	
Collegedale	0	2.46%
East Ridge	0	6.24%
Lakesite	0	0.54%
Lookout Mountain	0	0.54%
Red Bank	0	3.46%
Ridgeside	0	0.12%
Signal Mountain	0	2.25%
Soddy-Daisy	0	3.78%
Walden	0	0.56%
Other (Outside Hamilton County)	0	
	Above percentages should total 100%	
<b>Percent of Services rendered to residents of:</b>	<b>Estimate, if you do not now track this data.</b>	
Chattanooga	42.7%	49.83%
Unincorporated Hamilton County	11.0%	30.22%
Collegedale	0.3%	2.46%
East Ridge	2.5%	6.24%
Lakesite	2.3%	0.54%
Lookout Mountain	1.9%	0.54%
Red Bank	4.3%	3.46%
Ridgeside	2.8%	0.12%
Signal Mountain	7.1%	2.25%
Soddy-Daisy	3.0%	3.78%
Walden	1.4%	0.56%
Other (Outside Hamilton County)	20.7%	
	Above percentages should total 100%	

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

### Attachment C: Program Beneficiary Statistics

Agency Name: Chattanooga Symphony & Opera  
 Program: Growing Chattanooga's Economy through Cultural and Artistic Productions

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
<b>1. Unduplicated Count of Program Beneficiaries TOTAL</b>	<b>53,000</b>	<b>53,821</b>	<b>60,000</b>
a) Total Continuing From Previous Fiscal Year	39,750	43,057	48,000
b) Total New for the Year	7,950	7,535	9,600
c) Total Terminated During the Year	5,300	3,229	2,400
<b>2. Age Group TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
a) Infants – Under 5	0.5%	0.5%	0.5%
b) Between 5 and 12	17%	14%	17%
c) Between 13 and 17	12%	11%	12%
d) Between 18 and 29	3.5%	5.8%	4.5%
e) Between 30 and 64	46%	46.7%	44%
f) 65 and over	21%	22.0%	22%
g) Not Known	0.0%	0.0%	0.0%
<b>3. Sex TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
a) Male	48.5%	49.3%	49.8%
b) Female	51.3%	50.6%	50.2%
c) Not Known	0.2%	0.1%	0.0%
<b>4. Ethnic Background TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
a) White	89.6%	91.2%	87.0%
b) Black	7.3%	5.7%	8.5%
c) Hispanic	1.4%	1.7%	2.0%
d) Asian	1.6%	1.1%	2.5%
e) Other – Ethnic Minority	0%	0.3%	0.0%
f) Not Known	0%	0%	0.0%
<b>5. % Income Level TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
a) Below 9,999	2.0%	2.1%	2.1%
b) 10,000 – 19,999	1.1%	1.6%	2.0%
c) 20,000 – 29,999	3.3%	3.2%	4.0%
d) 30,000 and Over	93.6%	93.1%	91.9%
e) Not Known	0.0%	0.0%	0.0%
<b>6. Location of Residence TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
a) Chattanooga	42.7%	38.4%	45%
b) Outside of Chattanooga	57.3%	61.3%	55%
c) Not Known	0%	0.3%	0.0%

**Attachment D: Schedule of Positions, Salaries & Wages**

**Agency Name: Chattanooga Symphony & Opera**

Title of Position	Last Name, Initial	Full Time or Part Time	Number of Years Employed	Current – FY 2014			Projected – FY 2015		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
Music Director	Dan, K.	FT	3	52	\$90,000	\$90,000	52	\$90,000	\$90,000
Executive Director	Sasse, M.	FT	7	52	\$93,000	\$93,000	52	\$93,000	\$93,000
Marketing Director	Teter, S.	FT	2	52	\$80,000	\$80,000	52	\$80,000	\$80,000
Development Director	Haddock, D.	FT	1	52	\$70,000	\$70,000	52	\$70,000	\$70,000
Operations Manager	Allison, K.	FT	5	52	\$45,000	\$45,000	52	\$45,000	\$45,000
Personnel Manager	Anderson, E.	PT		37	\$18,000	\$18,000		\$18,000	\$18,000
Sales and Service Manager	Feltner, T.	FT	1	52	\$29,000	\$29,000	52	\$29,000	\$29,000
Engagement Manager	Marczynski, S.	FT	4	52	\$25,000	\$25,000	52	\$25,000	\$25,000
Education Manager	Tonkinson, S.	FT	13	52	\$34,000	\$34,000	52	\$34,000	\$34,000
Librarian	Hale, J.	PT	35	37	\$19,000	\$19,000	37	\$19,000	\$19,000
Principal Pops Conductor	Bernhardt, R.	PT	21	34	\$35,000	\$35,000	34	\$35,000	\$35,000
A Contract Musicians (10)	-----	FT	-----	37	\$30,009	\$30,009	37	\$30,009	\$30,009
B Contract Musicians (16)	-----	PT	-----	34	\$8,830	\$8,830	34	\$8,830	\$8,830
C Contract Musicians (30)	-----	PT	-----	34	\$2,943	\$2,943	34	\$2,943	\$2,943
Sub Musicians (126)				34	\$98/service	\$98/service	34	\$98/service	\$98/service

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

**Attachment E: Major Sources of Funding for the Past Five Years**

**Agency Name: Chattanooga Symphony & Opera**

Program/ Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Projected)
Artistic Productions	Contributions & Grants	\$638,813	\$ 719,128	\$578,481	\$579,531	\$710,000	\$950,000
	Program revenue	\$669,486	\$679,439	\$690,483	\$683,475	\$727,000	\$760,000
	ArtsBuild	\$474,218	\$ 474,320	\$348,824	\$288,564	\$245,000	\$200,000
	Special Events	\$55,226	\$45,058	\$101,125	\$23,277	\$40,000	\$50,000
	Other Giving	\$283,689	\$23,100	\$4,900	\$5,536	\$6,000	\$6,000
	TN Arts Commission	\$51,500	\$54,500	\$62,300	\$59,700	\$40,200	\$55,000
Subtotal, Major Funding Sources		\$2,182,963	\$2,039,996	\$1,840,202	\$1,994,699	\$1,37,800	\$2,021,000
Total, All Revenue Sources		\$2,359,184	\$2,238,145	\$2,077,575	\$2,188,395	\$2,224,200	\$2,458,000



**Attachment F: Budget Format**

Agency Name: Chattanooga Symphony & Opera

**CITY OF CHATTANOOGA**

**FY 2015 Agency Funding Financial Form**

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES</b>							
Contributions							
Individuals/Private	\$ 568,316	\$ 382,481	\$ 419,031	\$ 430,000	\$ 580,000	\$ 150,000	34.9%
Corporate/Organizations/Churches	\$ 150,812	\$ 196,000	\$ 160,500	\$ 280,000	\$ 370,000	\$ 90,000	32.1%
Fees/Grants from Governmental Agencies							
Federal							
State	\$ 54,500	\$ 62,300	\$ 59,700	\$ 40,200	\$ 45,000	\$ 4,800	11.9%
Hamilton County							
City of Chattanooga							
Other Cities (Please list)							
United Way			\$ -				
Foundations (including grants)							
Gross Proceeds Special Events							
Other UW's/Federations							
CFC/Designations received thru UWGC							
UWGC Program Allocation							
UWGC Special Funding							
Membership Dues	\$ 63,947	\$ 42,775	\$ 46,955	\$ 68,400	\$ 68,000	\$ (400)	-0.6%
Program Income							
Governmental Insurance							
Private Insurance							
Contracted Services							
Fee for Services	\$ 93,000	\$ 124,000	\$ 98,422	\$ 109,000	\$ 103,000	\$ (6,000)	-5.5%
Other Program Income	\$ 62,634	\$ 65,689	\$ 48,319	\$ 55,000	\$ 56,000	\$ 1,000	1.8%
Sales to Public	\$ 679,439	\$ 690,483	\$ 683,475	\$ 727,000	\$ 760,000	\$ 33,000	4.5%
Investment Income	\$ 44,451	\$ 54,098	\$ 35,416	\$ 223,600	\$ 225,000	\$ 1,400	0.6%
Miscellaneous	\$ 1,668	\$ 4,900	\$ 5,536	\$ 6,000	\$ 6,000	\$ -	0.0%
Other Revenues-Special Events	\$ 45,058	\$ 106,025	\$ 23,277	\$ 40,000	\$ 45,000	\$ 5,000	12.5%
Other-Allied Arts of Chattanooga	\$ 474,320	\$ 5348,824	\$ 288,564	\$ 245,000	\$ 200,000	\$ (45,000)	-18.4%
Transfers in from other internal budgets							
Income from Previous Year	\$ 2,238,145	\$ 2,077,575	\$ 2,188,395	\$ 2,224,200	\$ 2,458,000	\$ 233,800	10.5%
<b>TOTAL REVENUES</b>							
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	\$ 1,117,905	\$ 1,109,672	\$ 1,273,884	\$ 1,380,500	\$ 1,435,000	\$ 54,500	3.8%
Fringe Benefits							
Employee Health	\$ 78,060	\$ 79,311	\$ 95,466	\$ 98,000	\$ 100,000	\$ 2,000	2.0%
Pension/Retirement	\$ 45,430	\$ 41,871	\$ 54,050	\$ 55,000	\$ 55,000	\$ -	0.0%
Payroll Taxes, etc.	\$ 91,533	\$ 91,761	\$ 105,568	\$ 108,000	\$ 108,000	\$ -	0.0%
Other (unemployment, life insurance, etc)							
<b>Total Personnel Expenses</b>	\$ 1,332,928	\$ 1,322,615	\$ 1,528,968	\$ 1,641,500	\$ 1,698,000	\$ 56,500	3.4%

Attachment F: Budget Format	Agency Name:	Chattanooga Symphony & Opera							
OPERATING EXPENSES									
<b>Administration</b>									
Professional Fee & Contract service	\$ 38,246	\$ 25,109	\$ 22,343	\$ 26,000	\$ 26,000	\$ -		0.0% rent??	
Utilities								N/A	
Other	\$ 81,157	\$ 853	\$ 47,997					N/A	
Rent:	\$ 20,467	\$ 19,610	\$ 19,760	\$ 20,000	\$ 20,000	\$ -		0.0%	
Travel/Transportation	\$ 53,906	\$ 48,165	\$ 75,908	\$ 61,000		\$ (61,000)		-100.0%	
Insurance (not employee health)	\$ 27,004	\$ 29,916	\$ 18,256					N/A	
Materials & Supplies	\$ 45,421	\$ 35,838	\$ 32,101					N/A	
Telephone, Fax, ISP	\$ 10,515	\$ 9,743	\$ 3,954					N/A	
Postage and Shipping								N/A	
Occupancy/Building/Utilities								N/A	
Equipment Rental and Maintenance (including contracts)								N/A	
Outside Printing, Art Work, Promotion	\$ 216,722	\$ 192,782	\$ 220,541	\$ 255,200	\$ 260,000	\$ 4,800		1.9%	
Conferences, Conventions, etc.								N/A	
Special Assistance to Individuals								N/A	
National Dues/Support Payments								N/A	
Organization Dues (other than above)								N/A	
Awards and Grants	\$ 15,478	\$ 5,770						N/A	
Fund Raising/Self-Support Activities	\$ 40,608	\$ 32,506	\$ 30,307	\$ 40,000	\$ 32,000	\$ (8,000)		-20.0%	
Miscellaneous								N/A	
Equipment Purchases (incl. capital expenses)								N/A	
Depreciation	\$ 13,476	\$ 18,071	\$ 17,244	\$ 16,500	\$ 16,500	\$ -		0.0%	
Other Expenses (Please list separately any major item)								N/A	
Other-Production & Box Office	\$ 407,662	\$ 378,577	\$ 458,188	\$ 249,000	\$ 300,000	\$ 51,000		20.5%	
Other-Youth Orchestra	\$ 41,251	\$ 32,181	\$ 37,922	\$ 90,000	\$ 80,000	\$ (10,000)		-11.1%	
Other-Interest	\$ 754	\$ 792	\$ 2,243	\$ 2,000	\$ 2,000	\$ -		0.0%	
<b>Operating Expenses Total</b>	\$ 1,012,667	\$ 829,913	\$ 986,764	\$ 759,700	\$ 736,500	\$ (23,200)		-3.1%	
<b>TOTAL OPERATIONS</b>	\$ 2,345,595	\$ 2,152,528	\$ 2,515,732	\$ 2,401,200	\$ 2,434,500	\$ 33,300		1.4%	
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ (107,450)	\$ (74,953)	\$ (327,337)	\$ (177,000)	\$ 23,500	\$ 200,500		-113.3%	



## COVER LETTER

For Community Agency Support from the City of Chattanooga

Applicant: Choose Chattanooga  
1000 Riverfront Parkway  
Chattanooga, TN 37402

Organization Contact:  
Linda Bennett, Executive Director  
(423) 424.4258 office or (423) 227.7773 cell  
ChooseChattanooga@gmail.com

### Agency Mission:

*Choose Chattanooga® is a non-profit, support agency for local government dedicated to positioning and promoting the Chattanooga area as desirable for relocation. We attract and retain talented individuals as a key component of Chattanooga's overall economic and community development strategy.*

### Result Area:

**GROWING ECONOMY**

Amount of Request: \$375,000



## EXECUTIVE SUMMARY

Choose Chattanooga® is the City of Chattanooga’s non-profit support agency dedicated to positioning and promoting the Chattanooga area as desirable for relocation. We attract and retain talented individuals as a key component of Chattanooga’s overall economic and community development strategy.

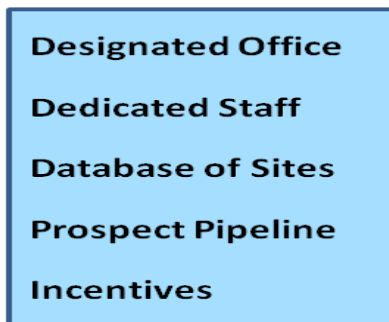
Choose Chattanooga® recruits and serves as the one-stop resource and network hub to link individuals and families to every sector of our community. We recruit in target markets outside the region and craft the customer experience for people interested in learning more about Chattanooga’s quality of life to give Chattanooga a competitive edge in the competition for talent.

As the one-stop resource of information, Choose Chattanooga® appears **first** in web searches for *“living in Chattanooga”, “Chattanooga living”, “Chattanooga relocation”, and “why live in Chattanooga”*. Our clients are relocation prospects, comparing Chattanooga’s quality of life with other cities to determine if Chattanooga is where they want to move their family, accept a job, go to school, start their new business or spend their retirement.

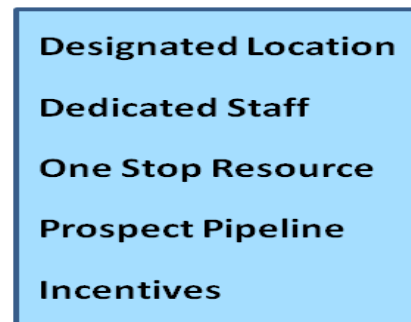
### A Comprehensive Strategy for Recruiting Talent

Business site selectors have a particular way they do business. High performing communities have put together services models to streamline the process and improve results. Choose Chattanooga® is the site selector resource for individuals and families. Talent is so important to keep our city growing and vibrant that we have followed a similar high performance model (see below).

#### Business Site Selection Tools



#### Choose Chattanooga® Tools



### Request for Support and Proposed Use of Funds

Choose Chattanooga®’s request of **\$375,000** for City of Chattanooga funding for 2014/2015 supports the Comprehensive Strategy for Recruiting Talent model and will be used to:

- Staff the agency at a level that takes existing services and programs to the next level to meet the growing demand, support workforce needs and the City of Chattanooga’s priorities
- Fund needed technology infrastructure to better serve as a first impression one-stop resource on behalf of the City and connect new talent in meaningful ways
- Expand Choose Chattanooga®’s marketing outreach and visibility to increase the number of prospects we serve and the number of local businesses and service providers utilizing our services
- Introduce the Vibrant Neighborhood Initiatives as a new marketing opportunity to promote Chattanooga neighborhoods and drive economic opportunities throughout the City of Chattanooga
- Maximize the use of City of Chattanooga infrastructure to establish key distribution points for Choose Chattanooga® lifestyle resources and to showcase Chattanooga’s livability

## **Choose Chattanooga® Executive Summary continued**

### **Programs Benefiting the Residents of Chattanooga**

Choose Chattanooga®'s programs benefit the residents of Chattanooga by providing positive economic impact, job creation, and support for workforce recruitment. Our work improves the community by promoting and improving livability, marketing neighborhoods, building social capital, and connecting talent in new and meaningful ways. A growing economy keeps taxes low, quality of life high and provides the residents of Chattanooga with a wider array of goods, services and opportunities for employment. Choose Chattanooga® is the core program which positions and promotes Chattanooga as a community of choice for relocation. This program is the driver for all other programs and initiatives, including:

- **Retire Tennessee**
- **ArtsMove**
- **The Muse of Fire**
- **Livable Chattanooga**
  - **Take The Lead**
  - **Livable Chattanooga Education Series**
  - **Local Perspective – local learning experiences with national perspective**
  - **EPA Healthy Neighborhoods**
- **Vibrant Neighborhoods Initiative (new) – marketing neighborhoods**
- **Talent Connect (new) - connecting partners and new talent**

Progressive cities throughout the nation are forming creative alliances with non-profit partners to accomplish more for the communities they serve and Choose Chattanooga® is an example of such an alliance. As the competition for talent becomes more critical and the pressures of population growth drive the demand for more livable communities, the role of Choose Chattanooga® as a connector of assets becomes even more valuable to the city's overall community and economic development ecosystem.

### **Executive Director's Promise of Accountability**

Choose Chattanooga will provide a detailed accounting of how and for what purpose any funding received from the City of Chattanooga is spent prior to the close of the City of Chattanooga's fiscal budget year and at the close of each succeeding fiscal budget year until all municipal funds have been spent. We also agree to provide a report of all the accomplishments resulting from the investment of municipal funds with our organization.

Choose Chattanooga also agrees to provide the City of Chattanooga with copies of financial documents satisfactory to the council's fiscal advisor for each year that funds are appropriated to us.

---

Linda Bennett, Executive Director

“When talented people move to the Chattanooga region, EVERYBODY wins!”



**Attachment F: Budget Format**

Agency Name:

Choose Chattanooga

**CITY OF CHATTANOOGA**

**FY 2015 Agency Funding Financial Form**

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES</b>							
Contributions							
Individuals/Private			\$ 2,400			\$ -	N/A
Corporate/Organizations/Churches		\$ 16,268	\$ 22,395	\$ 50,000		\$ (50,000)	-100.0%
Fees/Grants from Governmental Agencies							
Federal							N/A
State							N/A
Hamilton County							N/A
City of Chattanooga		\$ 8,450	\$ 21,125	\$ 375,000	\$ 375,000	\$ -	0.0%
Other Cities (Please list) - CARCOG		\$ 18,143	\$ 44,505	\$ 20,000		\$ (20,000)	-100.0%
United Way							
Foundations (including grants)		\$ 20,063		\$ 13,000		\$ (13,000)	-100.0%
Gross Proceeds Special Events		\$ 3,664				\$ -	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		\$ 16,350		\$ 30,350		\$ (30,350)	-100.0%
Governmental Insurance						\$ -	N/A
Private Insurance						\$ -	N/A
Contracted Services						\$ -	N/A
Fee for Services			\$ 1,930	\$ 3,025		\$ (3,025)	-100.0%
Other Program Income			\$ 9,747	\$ 50,000		\$ (50,000)	-100.0%
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous	\$ 77,464	\$ 2,121				\$ -	N/A
Other Revenues (Please list separately any major item)						\$ -	N/A
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year				\$ 6,944		\$ (6,944)	-100.0%
<b>TOTAL REVENUES</b>	\$ 77,464	\$ 68,709	\$ 118,452	\$ 548,319	\$ 375,000	\$ (173,319)	-31.6%
<b>OPERATIONS</b>							
<b>Personnel Expenses</b>							
Salaries	\$ 39,389	\$ 40,851	\$ 45,000	\$ 215,500		\$ (215,500)	-100.0%



**CHARTER OF**  
**CHOOSE CHATTANOOGA, INC.**

The undersigned, being qualified to act as the incorporator, adopts the following charter for the purpose of organizing a nonprofit corporation under the Tennessee Nonprofit Corporation Act.

1. Name. The name of the corporation is:

Choose Chattanooga, Inc.

2. Public Benefit. The corporation is a public benefit corporation within the meaning of Tennessee Code Annotated Section 48-51-201(29) and a charitable, scientific, literary, and/or educational organization within the meaning of Sections 170(c)(2) and 501(c)(3) of the Internal Revenue Code of 1986, as amended ("Internal Revenue Code").

3. Registered Office and Registered Agent. The initial registered office of the corporation is Suite 1000, Volunteer Building, 832 Georgia Avenue, Chattanooga, Hamilton County, Tennessee 37402; and its initial registered agent at that office is Maury Nicely.

4. Name and Address of Incorporator. The name of the incorporator is Matthew E. Bell and his address is Suite 1000, Volunteer Building, 832 Georgia Avenue, Chattanooga, Tennessee 37402.

5. Principal Office. The street address of the principal office of the corporation is 317 Oak Street, Chattanooga, Tennessee 37403.

6. Not for Profit. The corporation is not for profit.

7. Members. The corporation will not have members.

8. Purposes. The purposes for which this corporation is organized and shall be operated are exclusively charitable, scientific, literary and/or educational, within the meaning of Sections 170(e)(2) and 501(c)(3) of the Internal Revenue Code, as follows:

- (a) The corporation shall be operated exclusively as a support organization for the benefit of, and to carry out the purposes of the general government of Hamilton County, Tennessee and the City of Chattanooga, Tennessee to promote economic development by recruiting individuals, services, and businesses to Chattanooga area communities, and to expand the Chattanooga area's standing as a community of choice for relocation.
- (b) The corporation shall solicit, collect, receive, accumulate, administer, and disburse funds and property in such a manner which will most effectively operate to further the charitable, scientific, literary and educational purposes of the corporation.

- (c) The corporation is irrevocably dedicated to, and operated exclusively for charitable, scientific, literary and educational purposes; and no part of the income or assets of the corporation shall be distributed to, or inure to the benefit of, any person, except ~~that~~ **that the corporation shall be authorized and** empowered to pay reasonable compensation for services rendered on its behalf and to make payments and distributions in furtherance of the purposes set forth in this charter.
- (d) Notwithstanding the other provisions of this charter, the corporation shall only conduct or carry on activities permitted to be conducted or carried on by an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and the regulations thereunder and by any organization, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code and the regulations thereunder so long as they may be in effect.

9. Powers. As a means of accomplishing the purposes for which it is organized, the corporation shall have the rights and powers now or later conferred upon nonprofit corporations by the laws of the State of Tennessee, limited in certain respects as follows:

- (a) The corporation shall neither have nor exercise any power, nor shall it directly or indirectly engage in any activity, that would (1) prevent it from obtaining exemption from federal income taxation as a corporation described in Section 501(c)(3) of the Internal Revenue Code, or (2) cause it to lose such exemption.
- (b) The corporation shall not be operated for the primary purpose of carrying on a trade or business for profit.
- (c) Except as may be permitted from time to time under Section 501 of the Internal Revenue Code, no substantial part of the activities of the corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation; nor shall it in any manner or to any extent participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office; nor shall the corporation engage in any activities that are unlawful under applicable federal, state, or local laws.

10. Dissolution. Upon the dissolution of the corporation, the assets of the corporation shall be distributed in accordance with a plan of distribution adopted by the board of directors, exclusively for the purposes of the corporation, or to one or more charitable, scientific, literary or educational organizations which are not for profit and which are engaged in affairs substantially similar to those of the dissolving corporation and which would qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code and its regulations, or to federal, state and local governments or agencies thereof. In no event shall the corporation's property be conveyed to any organization created or operated for profit or to any individual for less than the fair market value of such property, and all assets remaining after payment of the corporation's debts shall be





INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **JAN 16 2009**

CHOOSE CHATTANOOGA INC  
PO BOX 6247  
CHATTANOOGA, TN 37402

Employer Identification Number:  
26-2795171  
DLN:  
17053191345008  
Contact Person:  
ROBERTA VAN METER ID# 52624  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
509(a)(3)  
Form 990 Required:  
Yes  
Effective Date of Exemption:  
June 3, 2008  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

We have determined that you are a Type 1 supporting organization under section 509(a)(3). A Type 1 is operated, supervised, or controlled by, a Type 2 is supervised or controlled in connection with, and a Type 3 is operated in connection with one or more publicly supported organizations.

Letter 947 (DO/CG)



# Tennessee Corporation Annual Report Form

AR Filing #: 03941003  
FILED: Jan 27, 2014 1:41PM  
DLN #: A0210-2279.001

File online at: <http://TNBear.TN.gov/AR>

Due on/Before: 04/01/2014

Reporting Year: 2013

**Annual Report Filing Fee Due:**

\$20 if no changes are made in block 3 to the registered agent/office, or  
\$40 if any changes are made in block 3 to the registered agent/office

This Annual Report has been successfully paid for and filed. Please keep this report for your records.

CC Payment Ref #: 154086903

SOS Control Number: 578327

Corporation Non-Profit - Domestic

Date Formed: 06/03/2008

Formation Locale: TENNESSEE

**(1) Name and Mailing Address:**

CHOOSE CHATTANOOGA, INC.  
1000 RIVERFRONT PKWY  
CHATTANOOGA, TN 37402-2103

**(2) Principal Office Address:**

1000 RIVERFRONT PKWY  
CHATTANOOGA, TN 37402-2103

**(3) Registered Agent (RA) and Registered Office (RO) Address:**

CHOOSE CHATTANOOGA, INC.  
1000 RIVERFRONT PKWY  
CHATTANOOGA, TN 37402-2103

Agent Changed: No

Agent County: HAMILTON COUNTY

**(4) Name and business address (with zip code) of the President, Secretary and other principal officers.**

Title	Name	Business Address	City, State, Zip
Treasurer	Zach Hutcherson	1200 MARKET STREET - FREIGHT	CHATTANOOGA, TN
Vice President	Joe Winick	975 EAST THIRD STREET	CHATTANOOGA, TN 37403
SECRETARY	Teresa Groves	3221 OLD HARRISON PIKE	CHATTANOOGA, TN 37406
EXECUTIVE DIRECTOR	LINDA G BENNETT	317 OAK STREET, ROOM 201	CHATTANOOGA, TN 37403
President	Pam Ladd	3417 FLEETA LANE	CHATTANOOGA, TN 37416

**(5) Board of Directors names and business address (with zip code). None, or listed below.**

Name	Business Address	City, State, Zip
Emerson Burch	1908 CHAMBERLAIN AVENUE	CHATTANOOGA, TN 37404
Lulu Copeland	4501 AMNICOLA HIGHWAY	CHATTANOOGA, TN 37406
Stefanie deOloqui	200 RIVER STREET	CHATTANOOGA, TN 37405
Moses Freeman	1000 LINDSAY STREET	CHATTANOOGA, TN 37402
Holly Harwell	807 CHERRY STREET	CHATTANOOGA, TN 37402
Steve Hiatt	811 BROAD STREET, SUITE 100	CHATTANOOGA, TN 37402
Mark Love	P. O. BOX 9172	CHATTANOOGA, TN 37412
Shawn Casadevall	P. O. BOX 9172	CHATTANOOGA, TN 37412
Justin Smith	633 CHESTNUT STREET, SUITE 640	CHATTANOOGA, TN 37450
William Horton	735 Broad Street Suite 306	Chattanooga, Tennessee 73402
Jim A Fields	1200 Mountain Creek Road Suite 260	Chattanooga, TN 37405
DAN SAIEED	317 OAK STREET	CHATTANOOGA, TN 37403
DONNA KILLIAN	736 MARKET STREET	CHATTANOOGA, TN 37402

**(6) This section applies to non-profit corporations ONLY.**

A. Our records reflect that your non-profit corporation is a public benefit or a mutual benefit corporation as indicated.

If blank or incorrect, please check appropriately:  Public  Mutual

B. If a Tennessee religious corporation, please check here if blank:  Religious

(7) Signature: Electronic

(8) Date: 01/27/2014 1:41 PM

(9) Type/Print Name: Linda G Bennett

(10) Title: Executive Director



February 21, 2014

RE: Audited Financial Statements

From: Linda Bennett, Executive Director

Per the council's fiscal advisor, Randy Burns, Choose Chattanooga has contracted with Johnson Hickey Murchison to provide a compilation of our 2013 financials. The reports will be completed before the end of the City of Chattanooga fiscal budget year in order to be considered in good standing for community agency support for 2014/2015.

Linda Bennett, Executive Director

**Choose Chattanooga Board of Directors 2013-2014**

<b>Name</b>	<b>Board Title</b>	<b>Company Title</b>	<b>Company</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip</b>
Pam Ladd	Chairwoman			3417 Fleeta Land	Chattanooga	TN	37416
Joe Winick	Vice Chairman	Sr. VP Strategic Planning	Erlanger Health Systems	975 East Third Street	Chattanooga	TN	37403
Zach Hutcherson	Treasurer	Certified Pulic Accountant	Henderson Hutcherson & McCullough, PLLC	1200 Market Street - Freight Depot	Chattanooga	TN	37402
Teresa Groves	Secretary	Executive Officer	Home Builders Association of Southern TN	3221 Old Harrison Pike	Chattanooga	TN	
Emerson Burch	Board Member	Executive Consultant		1908 Chamberlain Avenue	Chattanooga	TN	37404
Shawn Casadevall	Board Member		Marketing Chattanooga	P.O. Box 9172	Chattanooga	TN	37412
Lulu Copeland	Board Member	Manager, Technical Training	Chattanooga State Community College	4501 Amnicola Highway	Chattanooga	TN	37406
Stefanie DeOloqui	Board Member	Associate Director	Active Living & Transportation Network	200 River Street	Chattanooga	TN	37405
Jim Fields	Board Member	Hamilton County Commissioner	Fields & Moss, P.C.	1200 Mountain Creek Road, Suite 260	Chattanooga	TN	37402
Moses Freeman	Board Member	City Council, District 8	City of Chattanooga	1000 Lindsay Street	Chattanooga	TN	37402
Holly Harwell	Board Member	Realtor	Real Estate Partners	807 Cherry Street	Chattanooga	TN	37402
Steve Hiatt	Board Member	Existing Business Development	Chattanooga Area Chamber of Commerce	811 Broad St., Suite 100	Chattanooga	TN	37402
William H. Horton	Board Member	Attorney At Law	Horton, Ballard & Pemerton	735 Broad Street, Suite 306	Chattanooga	TN	37402
Donna Knowles Killian	Board Member	Assistant Vice President	First Tennessee Bank	701 Market Street	Chattanooga	TN	37402
Mark Love	Board Member		Marketing Chattanooga	P.O. Box 9172	Chattanooga	TN	37412
Dan Saieed	Board Member	Hamilton County Training and Development	Hamilton County	317 Oak Street	Chattanooga	TN	37402
Julia T. Settles	Board Member	Scheduling/Project Management	EPB	10 West M.L. King Boulevard	Chattanooga	TN	37402
Justin Smith	Board Member	Trust Specialist	Cumberland Trust	Republic Centre, 633 Chestnut St, Suite 640	Chattanooga	TN	37450



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Choose Chattanooga – Creating a Comprehensive Strategy for Talent Recruitment</b>
Lead Agency:	<b>Choose Chattanooga</b>
Collaborating City Department(s):	<b>Office of Economic &amp; Community Development, Department of Transportation, Multi-Cultural Affairs, Public Library, Youth &amp; Family Development</b>
Contact Name:	<b>Linda Bennett</b>
	<b>Growing Economy</b>
	Secondary: Stronger Neighborhoods, Smarter
Primary Results Area:	Students, Stronger Families
Offer Cost (Funding Request):	<b>\$375,000</b>

### RESULTS AREAS

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid re-housing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Choose Chattanooga® delivers a one-stop resource to streamline the recruitment of talent to the community. High performing communities follow a common model to make the job of the Industrial Site Selector easier and more user-friendly. Choose Chattanooga® proposes the development of a similar model for talent.

Choose Chattanooga® will staff the organization with skilled employees who will devote their attention to developing new marketing tools and partnerships which will be beneficial to every sector of the community. The Choose Chattanooga® website is already #1 in searches for “living in Chattanooga”, “Chattanooga living”, “Chattanooga relocation” and “why live in Chattanooga” reinforcing the need to invest in high quality marketing materials to create a good first impression. We will expand our outreach, working even more closely with the City of Chattanooga to efficiently utilize the infrastructure they can provide.

Choose Chattanooga® fulfills our mission for the Chattanooga region through collaboration, innovation and the promotion of local talent. Since 2010, we have tested this program to determine its value to the City of Chattanooga before asking for adequate funding to staff and take the program to the next level. We understand that the work of promoting the community doesn’t fall to any one organization so we are constantly identifying partners, streamlining our systems to better determine our effectiveness and listening to our clients.

This offer will position Chattanooga as a city with a clear strategy to attract and retain talent as an important element of our comprehensive economic and community development strategy. Adding this element of support and service to our overall strategy





# City of Chattanooga

## FY15 Offers

will give Chattanooga a competitive advantage against other communities who stop short in the war for talent.

With staffing and program support, the City of Chattanooga will see a marked increase in the number of prospects we are able to serve, the number of outreach points to increase our marketing and visibility and a significant increase in the number of community partners.

**Identify Which Desired Outcomes This Offer Impacts:**

1. Workforce Recruitment, Business Recruitment & Retention, job opportunity awareness (Primary)
2. Neighborhood leadership, connected communities, safer streets (Secondary)
3. Community support for smarter students, stronger families (Secondary)

### BUDGET REQUEST

**Summary: (Please complete based on information contained in Attachment F)**

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Choose Chattanooga	\$248,095	\$126,905	\$375,000	

**Capital Budget Impact?**      **Yes**      **No**      **\$Amount**

**Financial Offsets:** *(Please list other revenues associated with the specific program for which funding is requested)*

Name	Amount
Corporate/Organization Contributions	\$50,000
Program Income	\$50,000
Grants & Foundations, Misc	\$73,319

### PERFORMANCE DATA

**Measurement 1:**

**Measurement 1:**



# City of Chattanooga

## FY15 Offers

Projected Outcomes		
	Benchmarked	2014/2015 Projection (30% inc)
Inquiries	5,304	6,895
Web Views	763,341	1,155,684
Unique Visitors	6,174	8,026
Ideal Living Relocations	74	96
Social Media	3,228	4,198
E Communications	6,500	8,450

<b>Measurement 2:</b>	
Measuring New and Expanded Outreach	
Visits Coordinated	(benchmark)
Hotel nights	(benchmark)
Consultations	(benchmark)
Partner Network	(benchmark)
Track Referrals	(benchmark)
Workforce Support	(develop program with 5 business partners)
Talent Connect Database	(select software, create & build a database, benchmark)
Vibrant Neighborhood Initiative	(consultations & education sessions to develop Neighborhood profiles and to identify the Talent Connect)
Referral Resources	Add Geo-Tourism, Outdoor Events, General Workforce



# City of Chattanooga

## FY15 Offers

<b>Measurement 3:</b>		
Measuring Economic Impact*		
	2011/2012	2013/2014
Ideal Living Relocations	74	96
\$24,942 per person x 74 people =	\$1,847,708	\$2,394,432
1.7 jobs per =	126 jobs	163 jobs
<i>*Based on research from University of North Carolina</i>		
Sources of Referrals		
Current Sources:		Track Expanded Sources
Chamber		
CVB		
Website		
Retire TN*		
<i>*Collaborative Marketing outreach with Retire Tennessee Initiative – Ideal Living Expos</i>		
<b>Return on Investment: (See Executive Summary)</b>		
<i>How do citizens benefit? New talent = New resources, shared costs</i>		
<i>Does this activity leverage other financial resources? Yes. New residents mean new business for all facets of the business community. Increased sales mean increased tax revenues</i>		
<i>How does this activity decrease costs over time for the City? Yes. Choose Chattanooga is in the unique position to see how programs and organizations work together. Improving efficiency, reducing the duplication of services saves time and money.</i>		



# City of Chattanooga

## **FY15 Offers**

---

*How can this program become sustainable without City funding?* As an organization created to support local government, we would anticipate a close relationship with the City of Chattanooga and some level of support as we promote and position Chattanooga as desirable for relocation.

**Attachment B: Comparative Financial Information**

Agency name: Choose Chattanooga

Dollars provided to your organization in FY 2014 by the following entities	Percentage of your Annual operational funding provided by Local Govt.	% of Hamilton County Population*
--	---	----------------------------------

Chattanooga	21.99%	49.83%
Unincorporated H.C.	0.00%	30.22%
H.C.Govt's General Fund	0.00%	0.00%
Collegedale	0.00%	2.46%
East Ridge	0.00%	6.24%
Lakesite	0.00%	0.54%
Lookout Mountain	0.00%	0.54%
Red bank	0.00%	3.46%
Ridgeside	0.00%	0.12%
Signal Mountain	0.00%	2.25%
Soddy-Daisy	0.00%	3.78%
Walden	0.00%	0.56%
Other (Outside H.C)	78.01%	
	100%	100%
	Above percentages should total 100%	

Percent of Services rendered to residents of:		
Chattanooga		49.83%
Unincorporated H.C.		30.22%
H.C.Govt's General Fund		0.00%
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 H.C)		
	0%	100%
	Above percentages should total 100%	

\*Population numbers are from 2010 Census



**Attachment C: Program Beneficiary Statistics**

Agency Name: \_\_\_\_\_ Choose Chattanooga \_\_\_\_\_ Program: \_\_\_\_\_ N/A \_\_\_\_\_

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
<b>1. Unduplicated Count of Program Beneficiaries TOTAL</b>			
a) Total Continuing From Previous Fiscal Year			
b) Total New for the Year			
c) Total Terminated During the Year			
<b>2. Age Group TOTAL</b>			
a) Infants – Under 5			
b) Between 5 and 12			
c) Between 13 and 17			
d) Between 18 and 29			
e) Between 30 and 64			
f) 65 and over			
g) Not Known			
<b>3. Sex TOTAL</b>			
a) Male			
b) Female			
c) Not Known			
<b>4. Ethnic Background TOTAL</b>			
a) White			
b) Black			
c) Hispanic			
d) Asian			
e) Other – Ethnic Minority			
f) Not Known			
<b>5. % Income Level TOTAL</b>			
a) Below 9,999			
b) 10,000 –19,999			
c) 20,000 – 29,999			
d) 30,000 and Over			
e) Not Known			
<b>6. Location of Residence TOTAL</b>			
a) Chattanooga			
b) Outside of Chattanooga			
c) Not Known			

**Attachment D: Schedule of Positions, Salaries & Wages**

**Agency Name:** Choose Chattanooga

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





**Attachment F: Budget Format**

Agency Name:

Choose Chattanooga

**CITY OF CHATTANOOGA**

**FY 2015 Agency Funding Financial Form**

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
<b>REVENUES</b>							
Contributions							
Individuals/Private			\$ 2,400				N/A
Corporate/Organizations/Churches		\$ 16,268	\$ 22,395	\$ 50,000		\$ (50,000)	-100.0%
Fees/Grants from Governmental Agencies							
Federal							
State							N/A
Hamilton County							N/A
City of Chattanooga		\$ 8,450	\$ 21,125	\$ 375,000	\$ 375,000	\$ -	N/A
Other Cities (Please list) - CARCOG		\$ 18,143	\$ 44,505	\$ 20,000		\$ (20,000)	0.0%
United Way							-100.0%
Foundations (including grants)		\$ 20,063		\$ 13,000		\$ (13,000)	-100.0%
Gross Proceeds Special Events		\$ 3,664				\$ -	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			\$ 16,350	\$ 30,350		\$ (30,350)	-100.0%
Governmental Insurance						\$ -	N/A
Private Insurance						\$ -	N/A
Contracted Services						\$ -	N/A
Fee for Services			\$ 1,930	\$ 3,025		\$ (3,025)	-100.0%
Other Program Income			\$ 9,747	\$ 50,000		\$ (50,000)	-100.0%
Sales to Public						\$ -	N/A
Investment Income						\$ -	N/A
Miscellaneous	\$ 77,464	\$ 2,121				\$ -	N/A
Other Revenues (Please list separately any major item)						\$ -	N/A
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year			\$ 6,944			\$ -	N/A
<b>TOTAL REVENUES</b>	\$ 77,464	\$ 68,709	\$ 118,452	\$ 548,319	\$ 375,000	\$ (173,319)	-31.6%
<b>OPERATIONS</b>							
Personnel Expenses							
Salaries	\$ 39,389	\$ 40,851	\$ 45,000	\$ 215,500		\$ (215,500)	-100.0%



**Attachment F: Budget Format**

	Agency Name:	Choose Chattanooga					
Fringe Benefits	\$ 5,573						N/A
Employee Health							
Pension/Retirement	\$ 3,001	\$ 3,070	\$ 2,939	\$ 14,695	\$ (14,695)		-100.0%
Payroll Taxes, etc.							N/A
Other (unemployment, life insurance, etc)		\$ 2,781	\$ 3,280	\$ 16,400	\$ (16,400)		-100.0%
<b>Total Personnel Expenses</b>	\$ 47,963	\$ 46,702	\$ 51,219	\$ 248,095	\$ (248,095)		-100.0%
<b>OPERATING EXPENSES</b>							
<b>Administration</b>							
Professional Fee & Contract service	\$ 10,788	\$ 7,035	\$ 11,692	\$ 50,000	\$ (50,000)		-100.0%
Utilities			\$ 1,122	\$ 1,122	\$ (1,122)		-100.0%
Other			\$ 2,939	\$ 2,939	\$ (2,939)		-100.0%
Rent	\$ 1,410		\$ 7,178	\$ 7,178	\$ (7,178)		-100.0%
Travel/Transportation	\$ 21,368	\$ 3,810	\$ 3,667	\$ 34,350	\$ (34,350)		-100.0%
Insurance (not employee health)				\$ 500	\$ (500)		-100.0%
Materials & Supplies	\$ 2,789	\$ 1,514	\$ 1,448	\$ 12,425	\$ (12,425)		-100.0%
Telephone, Fax, ISP		\$ 1,580	\$ 1,506	\$ 10,320	\$ (10,320)		-100.0%
Postage and Shipping		\$ 351	\$ 760	\$ 6,575	\$ (6,575)		-100.0%
Occupancy/Building/Utilities		\$ 2,846	\$ 1,526	\$ 12,692	\$ (12,692)		-100.0%
Equipment Rental and Maintenance (including contracts)			\$ 2,607	\$ 2,607	\$ (2,607)		-100.0%
Outside Printing, Art Work, etc.		\$ 350		\$ 15,685	\$ (15,685)		-100.0%
Conferences, Conventions, etc.			\$ 622	\$ 3,500	\$ (3,500)		-100.0%
Special Assistance to Individuals							
National Dues/Support Payments		\$ 3,679	\$ 3,680	\$ 3,680	\$ (3,680)		-100.0%
Organization Dues (other than above)		\$ 6,117	\$ 750		\$ (750)		-100.0%
Awards and Grants		\$ 2,000					
Fund Raising/Self-Support Activities							
Miscellaneous		\$ 1,636		\$ 2,500	\$ (2,500)		-100.0%
Equipment Purchases (incl. capital expenses)			\$ 30,431		\$ (30,431)		-100.0%
Depreciation							
Other Expenses - Website/Software Custom Design				\$ 54,335	\$ (54,335)		-100.0%
Marketing & Advertising			\$ 3,456	\$ 48,635	\$ (48,635)		-100.0%
<b>Operating Expenses Total</b>	\$ 36,355	\$ 22,801	\$ 50,319	\$ 300,224	\$ (300,224)		-100.0%
<b>TOTAL OPERATIONS</b>	\$ 84,318	\$ 69,503	\$ 101,539	\$ 548,319	\$ (548,319)		-100.0%
<b>REVENUE OVER/ (UNDER) OPERATIONS</b>	\$ (6,854)	\$ (794)	\$ 16,914	\$ 0	\$ 375,000	\$ 375,000	87209202.3%

*Note: Choose Chattanooga's CPA was not available to properly format the last two columns. We will provide as a correction.*



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Paying For Successful and Sustainable Businesses</b>		
Offer Number:	<b>#9</b>	Department	Offer Rank: <b>7 of 12</b>
Lead			
Department:	<b>Economic Community Development</b>	Collaboration:	<b>YES</b>
Administrator:	<b>Donna Williams</b>		
Offer Cost:	<b>\$250,000</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:** In Chattanooga, there is a lack of entrepreneurship among our disadvantaged and minority populations. At the same time, there are several practitioners inhabiting the business development entrepreneurship training space, providing various levels of services and outcomes for participants. This lack of demonstrated effectiveness and consistency at creating sustainable, successful businesses costs the City in terms of lost potential tax revenue from commercial tenancy, as well as the increase in local sales tax revenue. There are also costs to the City of uninhabited spaces in traditionally challenged business corridors and commercial districts.

In an effort to increase the number of new sustainable businesses created in the City, all the while ensuring that City of Chattanooga Economic Development funds are used most effectively and prudently, this offer proposes establishing a Pay for Success (PFS) model to pay for a prescribed set of outcomes.

This model, based on the new initiative from the Obama administration, will dedicate a pool of funds to both study and establish a PFS outcomes oriented approach. This offer will establish a baseline for financial outcomes worthy of City investment as it relates to the positive financial effects of business creation. Once these indicators and outcomes are identified, we will then allocate the remaining funds in a set aside manner to be distributed to the service provider or providers that can achieve such outcomes. Those providers that do not achieve the business creation and predetermined positive outcomes will not receive funding. If this program works, it should more closely align and reduce the costs associated with the typical formula of advanced funding in expectation of a certain set of outcomes, without adequate assurances that such outcomes will be achieved.

*For more information on the Pay For Success funding model, please visit link here from Whitehouse.gov <http://www.whitehouse.gov/blog/2013/07/10/paying-success-innovative-approach-improve-results-and-save-money>*



# City of Chattanooga

## FY15 Offers

**Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts:**

1. Increase in new businesses created
2. Increase in employment
3. More efficient use of government resources
4. Creating sustainable communities
5. Reduce the number of blighted properties in the City
6. More kids graduating high school college and career ready
7. Increase the sense of safety in the City

### BUDGET REQUEST

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Economic and Community Development	-0-	\$250,000	\$250,000	100%	0
Total	-0-	\$250,000	\$250,000	100%	0

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

Capital Budget Impact?      Yes    x    No      \$Amount

*\*Please prepare and attach Capital Budget Request Form*

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

Name	Amount
Philanthropic Matching Support	\$250,000

### PERFORMANCE DATA

**Measurement 1: Improved new business sustainability index**

FY2012	FY2013	FY2014	FY2015 Target
To be established	To be established	To be established	To be established

**Measurement 2: Commercial property value**

FY2012	FY2013	FY2014	FY2015 Target
2,256,432,695	2,261,110,225	Not available	2,270,000,000

**Measurement 3: Business license fees**



# City of Chattanooga

## FY15 Offers

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FY2012	FY2013	FY2014	FY2015 Target
62,738	66,281	65,000	67,500

### **Return on Investment:**

*How do citizens benefit?* Through the implementation of more accountable and responsible funding mechanisms, citizen resources will be deployed to only the most successful providers of services.

*Does this activity leverage other financial resources?* The PFS model requires the leveraging of outside funding from service providers in order to accomplish set goals that will ultimately be paid for upon successful implementation.

*How does this decrease costs over time?* This offer should significantly decrease costs associated with the lack of vibrant and sustainable businesses within our disadvantaged neighborhoods. As part of the study phase of deploying the PFS model, we will identify the potential economic benefit and incremental cost savings to the City of having more successful businesses.

**ATTACHMENT A**  
**Budgeting for Outcomes Offer**





# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Healthier Chattanooga</b>
Lead Agency:	<b>Chattanooga-Hamilton County Hospital Authority d/b/a Erlanger Health System</b>
Collaborating City Department(s):	<b>Mayor's Office</b>
Contact Name:	<b>Britt Tabor</b>
Primary Results Area:	<b>Growing Economy/High Performing Government</b>
Offer Cost (Funding Request):	<b>\$5,000,000</b>

### RESULTS AREAS

- Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
- High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.

### DETAILS

**Description:** *(What is the service/program? How will it be provided? What innovation & sustainability practice does this leverage? What difference does this offer make and how will we know? Make a compelling case for your offer.)*

Erlanger (Chattanooga-Hamilton County Hospital Authority) is requesting \$5 million to partially fund the much needed healthcare needs of Chattanooga residents who do not have the financial resources or ability to pay. The \$5 million will be used to draw down Federal matching dollars that will greatly enhance Chattanooga's healthcare footprint. Without this funding, Erlanger may be forced to eliminate vital medical services to Chattanooga residents. As Chattanooga's essential hospital, only Level One Trauma Center, Children's Hospital, academic teaching center and treatment facility for high-risk babies, this funding will sustain Erlanger for future generations. Without it, many key services would likely be eliminated, vital and well-paying jobs lost, significantly impacting the city's health and economic growth. The Chattanooga-Hamilton County Hospital Authority is a governmental unit and this additional funding will significantly increase the performance of the Health System.

#### Identify Which Desired Outcomes This Offer Impacts:

- Growing Economy
- High Performing Government



# City of Chattanooga

## FY15 Offers

### BUDGET REQUEST

**Summary:** (Please complete based on information contained in Attachment F)

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Healthier Chattanooga	5,000,000	0	5,000,000	100

Capital Budget Impact?      Yes       No      \$Amount

**Financial Offsets:** (Please list other revenues associated with the specific program for which funding is requested)

### PERFORMANCE DATA

**Measurement 1:**

OPERATING MARGIN

**Historical Comparison Data?**    FYE 2012 - <1.7%>; FYE 2013 - <1.47%>

**Measurement 2:**

DAYS CASH ON HAND

**Historical Comparison Data?**    FYE 2012 – 81; FYE 2013 - 70

**Measurement 3:**

DEBT SERVICE COVERAGE RATIO

**Historical Comparison Data?**    FYE 2012 – 1.16; FYE 2013 – 1.11

**Return on Investment:**

*How do citizens benefit?*

Access to care, such as Erlanger's two community health centers at Dodson Avenue and Southside.

*Does this activity leverage other financial resources?*

If the TennCare waiver amendment is approved by CMS, this funding can be used to draw down federal match dollars.

*How does this activity decrease costs over time for the City?*

It will lower healthcare costs for city employees, as well for city residents.

*How can this program become sustainable without City funding?*

Since funds are matched at the federal level, it is important for the city to invest in Chattanooga's only public hospital. Without funding, it is highly likely Erlanger will have to close programs and services benefiting the uninsured.



# City of Chattanooga

## FY15 Offers

### OFFER SUMMARY

Offer Name:	<b>Library as Platform Democratic Entrepreneurship</b>		
Offer Number:	<b>3</b>	Department	Offer Rank: <b>3</b>
Lead			
Department:	<b>Chattanooga Public Library</b>	Collaboration:	<b>Y ___ N ___ X ___</b>
Administrator:	<b>Corinne M. Hill, Director</b>		
Offer Cost:	<b>\$100,000.00</b>	Primary Results Area:	<b>Growing Economy</b>

### RESULTS AREA

1. **Safer Streets** – Safe communities, reduced crime, positive opportunities, and alternate pathways.
2. **Growing Economy** – Growing and supporting local businesses, workforce development, business recruitment and retention, and an environment for innovation.
3. **Stronger Neighborhoods** – Neighborhood leadership, connected communities, healthy residential markets, and rapid rehousing.
4. **Smarter Students, Stronger Families** – Parents and first teachers, community support, and community health.
5. **High Performing Government** – Data-driven decision making, sound operations, outstanding customer service, resource management, and exceptional talent.
6. **Innovation Fund** – Something different – processes, services, technologies, ideas. Shifting the way government operates.

### DETAILS

**Description:**

Modeled after successful initiatives found in cities throughout the country, the Berkeley Administration’s ‘Startup CHA’ offers local government and city infrastructure as a platform for startups to pilot their new products and ideas. For the last two years, the public library has demonstrated a growing role in Colab’s Gigtank program, Mozilla’s Gigabit Community Fund, and other economic development initiatives. The public library provides democratic access to information, technology, and connectivity. Our local economy will thrive if we work to create equal access to these opportunities for everyone in Chattanooga, not just a select few.

Last year the library incubated or sparked a few significant business and platforms. Engage3D was a gigtank program participant and recipient of Mozilla funding; the library’s 4<sup>th</sup> Floor was an essential development environment for their team. Access to a gigabit connection gave that team the bandwidth they needed for a remarkable demonstration. Following up on that success, Engage3D partnered with the library for ‘DevDev:Summer of Code’, a summer camp that taught teens how to write code as well as do some basic robotics work. DevDev, along with other coding camps, businesses, and tutoring services are now thriving in Chattanooga. **Not only did the library incubate Engage3D and DevDev, but the library also incubated an educational**





# City of Chattanooga

## FY15 Offers

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**cultural movement that will have a long term impact on local workforce and talent development.**

Another example, [described in a recent article in the Times Free Press](#), illustrates the way public access to tools empowers individuals to change lives, while also generating actionable new business ideas. Ezra Reynolds from the Signal Center used the 3D printer and 3D design software available on the 4<sup>th</sup> floor to design and build a prosthetic limb for an adopted 18 month old child from the Ukraine. Ezra's story is transformative, moving, and inspiring. It also describes an entrepreneur's critical thinking process. **Ezra identified a problem, prototyped a solution, and now he continues to iterate on that solution. This iterative pattern is the way new businesses are born.**

Despite 30 years of neglect, the public library has demonstrated and proven with countless concrete examples that change and innovation is possible in Chattanooga. That change has been driven by a 14,000 square foot space on the 4<sup>th</sup> Floor with no windows, fluorescent lighting, acoustic challenges, and all the delightful ambience of an abandoned factory. This is a proposal to make performance improvements to the 4<sup>th</sup> Floor that will dramatically improve the experience of those who use the space, which will result in an activity increase. This increase in activity can be a new revenue source for the library if we begin to rent the space out for commercial events. In its current state, without acoustic treatment or even a stage for presenters, the facility is less likely to generate revenue. A reasonable investment on the part of the city would pay off in the long run.

In this offer we are asking for funds to address issues with the 4th Floor space that could turn it into a tremendous asset for new audiences. Specifically, we need to confront the acoustic problems that have been so challenging during large community events. The acoustics would be addressed with the installation of sound-dampening panels in strategic areas in the space. In addition, we would like to add professional theatrical lighting, lighting controls, and a semi-permanent stage that can move between the youth services floor and the 4<sup>th</sup> Floor. The stage, lighting and theater components are key to providing a good experience during our many high profile events featuring noteworthy guests from Chattanooga and abroad.

In the next year and beyond, the library is committed to implementing the same transformative change we have engineered downtown, across the entire library system. We have hired a Learning Strategist whose primary responsibility is creating these connections between neighborhood libraries and their users to efforts like the ones described in this proposal. Chattanooga Public Library's changes had to begin somewhere, and those changes began downtown. If funded, this offer will position us well to use the 4th Floor to push more change out across the whole of Chattanooga.



# City of Chattanooga

## FY15 Offers

Identify Which Desired Outcomes from Request for Offer(s) that this Offer Impacts::

1. Increase in new businesses created.
2. More higher wage jobs.
- 3.

### BUDGET REQUEST

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

Department	Personnel Cost (including Benefits)	Operations	Total Request	% of offer	FTEs required
Library		100,000.00	100,000.00	100%	
Total	\$	\$ 100,000.00	\$ 100,000.00	100%	

Capital Budget Impact?      Yes    X No      \$Amount

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

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

Name	Amount

### PERFORMANCE DATA

#### Measurement 1: EVENTS

FY2012	FY2013	FY2014	FY2015 Target
N/A	54	100	150

#### Measurement 2: ATTENDANCE

FY2012	FY2013	FY2014	FY2015 Target
N/A	2943	4000	6000

#### Measurement 3: REVENUE FROM RENTALS

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	\$2,000.00	\$5,000.00





# City of Chattanooga

## FY15 Offers

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### **Return on Investment:**

*How do citizens benefit? See narrative.*

*Does this activity leverage other financial resources? As outlined in the narrative, we see the 4<sup>th</sup> Floor space as a potential revenue source after it has been modified.*

*How does this decrease costs over time? A new revenue source will certainly help decrease costs over time.*