

High Performing Government

The City must make decisions driven by data to provide the most effective services to taxpayers. Over the next year, the City should take steps to better collect, manage, and analyze existing data sets. This data should also be made freely available to the public in a user-friendly, electronic format (not .pdf or printed copies) to ensure maximum transparency and accountability.

High performing organizations are relentlessly focused on providing outstanding customer service. All City services should be designed with the user at the forefront – policies, schedules, and regulations should be changed if the result will increase customer service without compromising organizational values. Divisions within government should collaborate to provide services in a one-stop-shop, to avoid duplication and to remove barriers to citizens. A high performing government will provide multiple platforms for citizen feedback of each service delivered and respond to feedback quickly.

To operate at peak efficiency and effectiveness, the City must recruit and retain the best employees for each and every position. Every person hired into City Hall should have a clear understanding of job responsibilities, opportunities for growth, and organizational values. The City should encourage and provide incentives for employees to stay healthy to limit costs associated with medical care, and ensure a positive, motivated workforce.

For government to perform core services effectively, the organization must be fiscally sound and responsible. Effective management of City resources is critical to maintaining a high level of service. The City should manage all assets responsibly to maximize efficiency and ensure long term fiscal health. Any dollar wasted is a dollar not spent towards achieving community priorities.

Total funded: \$22,710,113.00

Total requested: \$26,432,043.00

Total number of offers funded: 26

The following are Funded Offers for the High Performing Government Result Area:



City of Chattanooga

FY15 Offers

OFFER SUMMARY

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Offer Name:	311	Department	
Offer Number:	6	Offer Rank:	2
Lead			
Department:	Information Technology	Collaboration:	Y ___ N_X__
Administrator:	Brent Messer, Chief Information Officer		
Offer Cost:	\$536,498	Primary Results Area:	High Performing Government

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.)*

311

Current Status Synopsis:

The 311 call center is the first point of contact for citizens. Call reports are regularly provided by issue and area to elected officials to determine what services their constituents are receiving. The 311 call center receives over 4000 calls for service daily on average.

Same as with the IT Department, 311 will be following the core IT strategic themes Operational Excellence: Partner & Citizen Orientation: Organizational Contribution: and Future Orientation, but will also have their own set of strategic



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The strategy for 311 during FY15 is to restructure their call center to be more ergonomic and comfortable. Ensuring better performance from 311 operators. Equipment and system upgrades (included in capital requests) will follow the IT strategy of system interoperability.

What this offer funds:

- 311 personnel salaries
- 311 CSR software maintenance
- 311 specific operating expenses.

Capital Project Requests (FYI):

		311
Capital Request	Amount	
311 Equipment Enhancements		\$84,700
311 CSR Systems Upgrade		\$198,000
Total:		\$282,700

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

1. Safer Streets – Calls to 311 help keep hazardous debris off the streets, coordinate reporting and collection efforts for items illegally dumped, and provide access to trusted information during times of emergency; including rumor control and other hazard mitigation through information dissemination.

2. High Performing Government – 311 calls distribute work orders to where they can quickly provide citizens the needed service. Over 4,000 calls per week on average are fielded.

3. Innovation – 311 is in the process of upgrading their software and will include new citizen interfaces probably using smartphone applications to allow citizens to better request services and receive follow-up.

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
IT	\$513,413	\$23,085	\$536,498	0%	10.0
				0%	
Total	\$ 513,413	\$ 23,085	\$ 536,498	100%	10.0

Capital Budget Impact? Yes Amount: \$282,700

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



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

Name	Amount
none	

PERFORMANCE DATA

Measurement 1: Number of calls closed per month versus opened:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2: Number of calls per operator per week:

Y2012	FY2013	FY2014	FY2015 Target

Measurement 3: Average hold time:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? Does this activity leverage other financial resources? How does this decrease over time? costs

311 is a single point of access where citizens receive answers and access to services over the phone. Citizens use 311 to schedule brush pick up, find out about other services they can take advantage of, and during times of emergency, the 311 call center is a key player in disseminating accurate information to citizens, receiving intake for non emergency situations around the City, and mitigating rumors that could lead to increased burdens on emergency crews, and potentially cause life threatening situations.

The investment of the City in other systems that 311 operators utilize or depend upon as utilized by others providing the services.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **Chattanooga African American Museum (Heritage Hall)**

Offer Number: **5** Department Offer Rank: **1**

Lead Department: **General Services** Collaboration: **Y_X_N**

Administrator: **Cary Bohannon – Director of General Services**

Offer Cost: **\$66,476** Primary Results Area: **High Performing Government**

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.)*

The City of Chattanooga and Hamilton County jointly own the real property known as the Bessie Smith Cultural Center and lease the Property to the Chattanooga African American Museum and Research Center, a Tennessee non-profit corporation, for the operation of an educational cultural/entertainment facility celebrating the legacy of Bessie Smith, the legendary African-American singer, and for promotion of African-American culture, diversity, and promotion of multiculturalism.

In 2009 the City and County entered into an Interlocal Agreement and have agreed to appropriate matching funds for the utilities, maintenance, and landscaping of the Bessie Smith Cultural Center for the benefit of the Chattanooga African American Museum and Research Center according to the lease agreement.

General Services provides maintenance services for the building and grounds and Public Works – Parks Division provides landscaping and lawn maintenance for the facility.

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



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1. High Performing Government
2. Growing Economy: Helping make Chattanooga attractive for industry and corporations by providing "Quality of Life" activities at the Bessie Smith Cultural Center and Chattanooga African American Museum and Event Hall (Heritage Hall).
- 3.

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
	\$4,872	\$128,081	\$132,953	100%	.1
				0%	
Total	\$4,872	\$128,081	\$132,953	100%	.1

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

Capital Budget Impact? **Yes** **No** \$30,000 **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
Hamilton County (operations)	\$66,476
Hamilton County (Capital)	\$15,000

PERFORMANCE DATA

Measurement 1: Total Annual Utility Cost to Historical Average (Electricity, Gas, Water) for the Bessie Smith Cultural Center.

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2: EPA EnergySTAR Percentile Rank for the Bessie Smith Cultural Center when benchmarked against other Museums in the EnergySTAR program (EnergySTAR Property Type: MUSEUM)

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3: Service Request Resolution (Close-out) within Response Period AND with "Satisfied" or Better Customer Satisfaction Response

FY2012	FY2013	FY2014	FY2015 Target



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Return on Investment:

How do citizens benefit? The mission of the Chattanooga African American Museum at the Bessie Smith Cultural Center is to become the premier interdisciplinary cultural center that promotes cultural, educational, and artistic excellence and fosters research and education of African and African American heritage; and provides a venue that allows the community to celebrate through education, art and entertainment.

Does this activity leverage other financial resources? Hamilton County provides matching funds for the maintenance of the Bessie Smith Cultural Center.

How does this decrease costs over time? Higher Performing Government facilities not only save on utility costs and allow taxpayer dollars to be spent on other beneficial programs such as those of the Chattanooga African American Cultural Center but ensure that patrons and employees have a clean, safe, secure and comfortable experience while stewarding environmentally responsible practices and reduced impact on the environment.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Sustainable Data Portal, RFID Conversion, Career Online High School		
Offer Number:	2	Department	
Lead		Offer Rank:	2
Department:	Chattanooga Public Library	Collaboration:	Y ___ N_X__
Administrator:	Corinne M. Hill, Director		
Offer Cost:	\$657,876.00	Primary Results Area:	Innovation Fund

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:

The 4th Floor of the library is our beta space; it is a test environment for new library services. As a result of recent partnerships, the 4th Floor has begun to serve not only as a library laboratory, but also as a civic laboratory for the citizens of Chattanooga as well as other city departments. In partnership with Mayor Berke’s office, the Open Chattanooga Brigade, and the Benwood Foundation, the library received a substantial grant from the Knight Foundation to launch an open data portal and hire a new position: the Open Data Specialist. Repositioning the library as a data center and server is an important part of the library’s future strategy. We wish to absorb this Open Data Specialist as a full time position. In addition, we are asking to add one more position: a User Experience and User Interface Designer who will bring a user-centered approach to library service design as well as other ventures hosted in the 4th Floor civic lab.

We also wish to update and improve the way that materials and patrons interact with our database. Our current practices are inefficient and are inconsistent with the consensus vision for the future of our profession. Currently, the library uses barcode stickers on materials and on library cards as part of our inventory and checkout process. We would like to convert to RFID, a more customer-friendly, efficient way of doing business. This conversion will also position us to design new, innovative interactions for library customers that will contribute to the overall positive user experience for visitors. With support from the Benwood Foundation, 4th Floor staff have partnered with UTC Lupton Library staff to investigate open source hardware solutions that will turn our library into a ‘smart building’, with the catalog acting as the central nervous system to the architecture. RFID conversion is an essential component of a successful smart library building. In addition, in the next year the library will be working with our catalog vendor to



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deliver point-of-inquiry services. This means that library staff will use tablet computers and a new catalog client so they can bring great customer service directly to the people who need it.

Finally, we wish to offer a new service to Chattanooga: The Career Online High School. This program enables library patrons to earn an accredited high school diploma and credentialed career certificate. Part of the world's first accredited, private online school district, Career Online High School is specifically designed to reengage adults into the education system and prepare them for entry into post-secondary education or the workforce.

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

- 1.
- 2.
- 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	158,126.00	499,750.00	657,876.00	100%	2
Total	\$ 158,126.00	\$ 499,750.00	\$ 657,876.00	100%	2

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:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target



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Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? Increased efficiency in check-out process allows for staff to be re-deployed to more customer-rich duties. Point-of-access service delivery provides a more efficient, and better, customer experience.

Does this activity leverage other financial resources? Yes. Funding from the Knight Foundation and Benwood Foundation. The library will seek Mozilla support.

How does this decrease costs over time? 20% of check-outs move to self check w/80% assisted. RFID assisted check-out five (5) times more efficient than current practice.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	City Attorney Operations	Department	
Offer Number:	1	Offer Rank:	1
Lead			
Department:	City Attorney's Office	Collaboration:	Y ___ N ___ X ___
Administrator:	Wade A. Hinton		
Offer Cost:	\$1,536,720	Primary Results Area:	High Performing Government

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 Office of the City Attorney handles all legal matters for the City of Chattanooga. It provides legal advice regarding civil litigation, contracts, real estate, public information requests, employment matters, claims, compliance, regulations, environmental matters, and the like. This offer will have an impact on the citizen satisfaction with services.

The mission of the Office of the City Attorney is to deliver high-quality legal services to the City of Chattanooga in a responsive, proactive, creative and timely manner so that the Mayor and City Council can govern lawfully with the highest level of integrity and serve the community effectively.

The City Charter describes the duties of the City Attorney as follows:

It shall be the duty of the City Attorney to give legal advice to the Mayor and City Council, and all other officers and boards of the City in the discharge of their official duties. If required, he shall give his opinions in writing, and they shall be preserved for reference. It shall be his duty to prosecute or defend all suits for or against the City and to attend to such other legal business as may be prescribed by the Mayor and/or City Council. It shall also be his duty, either in person or by an assistant, to appear and prosecute cases in the City Court when called upon by the Mayor or any Council Member or the City Judge. He shall prepare all contracts, bonds and instruments in writing when called upon by the Mayor or any Council Member. He shall give his first time attention to the City's legal business.



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In fulfilling these duties, the Office of the City Attorney has the following general areas to fulfill its core functions: (1) Litigation; (2) General Government/Transaction; (3) Claims; (4) Open Records; and (5) Compliance.

- (1) **Litigation Division:** This group represents the City in matters pending in various forums, including matters involving civil-rights and employee claims, contracts and construction disputes, environmental issues, and First-Amendment matters. Additionally, it defends the City in negligence actions and pursues claims where the City is a victim of property damage. (8 FTE's)
- (2) **General Court and Transactional Division:** This group handles all corporate, commercial, tax, and real estate matters involving the City. It also approves all contracts entered into by the City and provides formal and informal legal opinions of how the law affects various agencies of the City. (3 FTE's)
- (3) **Claims:** The City Investigator is responsible for investigating all pre-litigation claims for damages against the City of Chattanooga and attending to settlement of such claims under the direction of the City Attorney lawsuits. In addition, the office is also responsible for pursuing claims resulting from damage to City-owned property by third parties. (1 FTE)
- (4) **Open Records:** The Open Records / E-Discovery Specialist is responsible for responding, researching, and gathering of all information, data, and documents requested through an open records request. Additionally, this role includes addressing the role of document retention and e-discovery during litigation. (2 FTE's)
- (5) **Compliance:** The Compliance Officer currently works to ensure that the City of Chattanooga remains in compliance with Title VI of the 1964 Civil Rights Act. Over the course of the year, this role will be enhanced to include additional compliance requirements with the goal of having a centralized point to report all compliance matters. (1 FTE)

This offer will leverage the ECM program being implemented to assist with public records and document management of case files. The overall contract exceeds \$2M and some of this cost is already budgeted for IS and Finance.

The Office of the City Attorney has never kept actual data on how quickly we resolve disputes, claims, and open records requests. Therefore, the office will measure the outcomes by comparing some of the results from the current fiscal year to next year's actuals. The implementation of certain training programs and management systems, should result in more efficient processes for departments and quicker resolution of citizen requests. It should also result in decreased payouts from the general funds, which could allow other City priorities to be addressed.

PLEASE NOTE: There is a request of salary adjustment for the legal support staff. This is based on HR's pending job classification study that will take place over the next few months. The initial classification of these positions was compared to general secretaries and not legal assistants or secretaries. Legal assistants have to have specialized knowledge regarding how to draft and respond to legal pleadings, coordinated discovery, organize evidence; conduct research, and be familiar with the court system and rules. At least one of the staff members in this office is a certified paralegal.

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

1. A high performing government results in increased citizen satisfaction with services.
2. Reducing payment of claims and lawsuits will allow for resources for other vital city services and assists the City in maintaining its bond rating.
- 3.

BUDGET REQUEST



City of Chattanooga

FY15 Offers

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
City Attorney's Office	\$1,427,268	\$109,452	\$ 1,536,720	100%	15
			\$ -	0%	
Total	\$ 1,427,268	\$ 109,452	\$ 1,536,720	100%	15

**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
TORA Revenue	\$2,500.00

PERFORMANCE DATA

Measurement 1: Litigation Claims

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	119	107

Measurement 2: Open Claim Response Time

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	1 Month	2 weeks

Measurement 3: ALJ Costs and Expenses

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	Proj. \$15,000	\$5,000

Return on Investment:

How do citizens benefit? The City Attorney is a chartered position having those duties as described hereinabove. Even still, the citizens have more confidence when a legal department seeks to find proactive policies to reduce the amount of costly litigation and claims. Citizens will also benefit when the amount of finite resources for government operations are not reduced by costly claims, judgments, and lawsuits. Additionally, the citizens will believe in the transparency by helping provide data to citizen requests in a more efficient manner.



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Does this activity leverage other financial resources? The legal department is a support service that strives to collaborate with partners throughout City government. By working and sharing ideas with the IS and Finance department of the ECM project, the hope is the t leverages the ECM program currently being implemented by finance and information services. This should result in this office not having to spend in upwards of \$20,000-\$30,000 for an open records software application.

How does this decrease costs over time? Since the city is self-insured, any reduction in lawsuits and claims will help reduce payments from litigation, judgments, claims, and fines would greatly be greatly reduced over time. This will allow funds to be allocated to projects that might be a priority to citizens. Again, this will allow for more of the finite resources to be appropriated to other citizens services.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **City Council Meetings Recording and Editing for Air**

Lead Agency: **WTCI-PBS**

Collaborating City Department(s): **City Council**

Contact Name: **Susan Cates; SCates@wtciTV.org; 423-702-7807**

Primary Results Area: **High Performing Government**

Offer Cost (Funding Request): **\$119,190**

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.)*

WTCI, the Tennessee Valley Public Broadcasting Service, proposes to record and edit for air each of the weekly City Council Meetings. In addition, WTCI will edit and produce thirty minute weekly segments covering the Council Meetings to be aired on Sundays, both over the digital airwaves and through cable, satellite and digital providers.

As a Public Service Media station, WTCI is uniquely poised to offer this critical service to the residents of Chattanooga. By offering free, over-the-air access to City Council meetings, with included captioning and proper editing, all residents can have equal access to these essential governmental meetings regardless of disability or income. These televised programs will be captioned for the hard of hearing and the same captioned programs will be available at wtciTV.org for online viewing via desktops, laptops, smart phones and tablets. WTCI will also upload the highlights to EPB for on-demand viewing by EPB television customers. Citizens that use the Roku set-top box and Apple TV will also be able to access the programs for free through their respective PBS apps.

While some Chattanooga citizens might access City Council meetings through existing mediums such as in-person participation or even the City's own web-stream, with 99% of all households having access to television, only WTCI can offer equal access to all of the City's citizens regardless of income, disability, access to high speed internet or even transportation.



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By offering free, over-the-air access as well as proper captioning, WTCI will aid tax-payers in making data-driven decisions while aiding the City in providing exceptional customer service to those same tax-payers.

Multi-platform presentation of Highlights of Chattanooga City Council Meetings informs citizens, tourists and prospective business leaders about decisions that drive economic growth, provide for public safety, and serve the needs of the Chattanooga community. Broadcast, online streaming, and on-demand television viewing through EPB and the PBS app on Roku and Apple TV meet the needs of viewers in every demographic.

Through this offer, WTCI-PBS will aid the City's own open government initiatives while bringing the governing process closer to the people that comprise this great City. By offering asynchronous web access to these same meetings, the City's exceptional governing process will be available to all for viewing when considering possible relocation or visitation of the City of Chattanooga.

As a collaborating body, the City Council has shown support for this initiative with specific written support from Jerry Mitchell, Yusuf Hakeem and Moses Freeman as well as verbal support from others.

By supporting this essential open-government project, the City becomes a partner in WTCI's mission of being the local story-teller for all of Chattanooga; through local programming, arts and culture, WTCI is a center of exploration for all ages and is an essential Chattanooga pillar.

Identify Which Desired Outcomes This Offer Impacts:

1. Increase citizen satisfaction with services
- 2.
- 3.

BUDGET REQUEST

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

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
City Council Recording	\$119,190		\$119,190	n/a

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

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

Name	Amount

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1:

Capturing and editing for air of all City Council meetings. Meetings will be aired weekly. All Chattanooga residents that own televisions will be able to view the meetings (99% of households).

Historical Comparison Data? With over 99% of all households having access to television, WTCI is the only available platform for comprehensive City coverage.

Measurement 2:

Increased participation in government activities through open access to the decision making process.

Historical Comparison Data? By making all Council Meetings available to all citizens, barriers to participation are removed.

Measurement 3:

Historical Comparison Data?

Return on Investment:

How do citizens benefit? Citizens benefit by having direct access to the decision making process and by living in a community that supports open government and clear representation. By supporting open government, Chattanooga brings the citizens directly into the governing process and creates a more vibrant and healthy City for all.

Does this activity leverage other financial resources? With a budget of \$2.5 million, this investment leverages all other WTCI activities including substantial educational outreach, local and national programming, as well as considerable community engagement through a variety of platforms.

How does this activity decrease costs over time for the City? This essential service has an ongoing cost.

How can this program become sustainable without City funding? City funding is critical to this program; the program is a direct City service providing open government to City citizens and to potential residents, businesses and tourists who can access the City Council process over the medium of Public Television.



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FY15 Offers

OFFER SUMMARY

Offer Name:	City Council Operations	Department	
Offer Number:	1	Offer Rank:	1
Lead			
Department:	City Council	Collaboration:	Y ___ N_X___
Administrator:	Randy Burns		
Offer Cost:	\$679,560	Primary Results Area:	High Performing Government

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 City Council is the legislative branch of City government, having both legislative and quasi-judicial authority and responsibility. The Council has the responsibility for approval of the annual budget for the City, prepared and presented by the Mayor and his staff.

This offer encompasses the level of funding necessary to provide for the operations of the Council and staff as they continue their efforts related to their Mission Statement: *To promote and ethical, inclusive environment which enhances and sustains the well-being of the people.*

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

1. Data –driven decision making.
2. Providing outstanding customer service to constituents.
3. Effective and prudent oversight of the City's resources.



City of Chattanooga

FY15 Offers

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
City Council	\$ 629,695	\$ 49,865	\$ 679,560	100%	13
			\$ -	0%	
Total	\$ 629,695	\$ 49,865	\$ 679,560	100%	13

*Amounts MUST agree with collaborating Department totals for this offer

Capital Budget Impact? Yes XNo \$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
N/A	N/A

PERFORMANCE DATA

Measurement 1: TBD

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2: TBD

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3: TBD

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? By becoming more of a stakeholder in the process of government.

Does this activity leverage other financial resources? No

How does this decrease costs over time? Through active oversight of resource



City of Chattanooga

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City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	City Court Clerk Judicial Support Services		
Offer Number:	6 of 7	Department Offer Rank:	6
Lead Department:	Finance	Collaboration:	Y ___ N_X__
Administrator:	Daisy Madison		
Offer Cost:	\$1,258,645	Primary Results Area:	High Performing Government

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 request for High Performing Government offers sought outstanding customer focused services. This offer addresses that request by providing excellent support services for the City judiciary.

The City Court Clerk's (CCC) Office is established through TCA 16-18-310 and City Code, Chapter 12 and shall maintain an accurate and detailed record and summary report of all financial transactions and affairs of the court. The record and report shall accurately reflect all disposed cases, assessments, collections, suspensions, waivers and transmittals of litigation taxes, court costs, forfeitures, fines, fees and any other receipts and disbursements.

The CCC Office delivers support for the judicial services provided by the two City Court Judges. The CCC office staff handles and processes citations for violations of city ordinance issued by the Chattanooga Police Department, the Economic & Community Development Office, the Land Development Office, and the McKamey Animal Center. These citations document traffic violations, environmental issues, license issues, or animal services issues.

The CCC Office:

- Manages court dockets and collects court costs and fines for approximately 100,000 violations per year;
- Professionally staffs six daily court sessions (morning and afternoon) with a bench clerk and a cashier for accurate



City of Chattanooga

FY15 Offers

and timely case disposition and collection of fines and costs;

- Report violations to the State Department of Safety for nonpayment after 30 days, for convictions on reportable offenses, and for violations by CDL endorsed defendants as required by law;
- Maintain Tennessee Bureau of Investigation certification for City Court staff to access Inlets database;
- Maximize collections via use of collection agencies which may include litigation;
- Implement first phase of Electronic Content Management.

Innovation and sustainability: The CCC is currently implementing an Electronic Content Management (ECM) system and collaborating with the Police Department to install an e-Citation system. These systems will provide improved response to citizen inquiries regarding court records and documents through greater efficiencies and easier access. The first phase of the ECM will begin to reduce paper and will digitize years of deteriorating data on microfilm and microfiche. Through the data warehouse, records will be easily retrievable and legible. Further streamlining will occur as law enforcement officers implement the e-Citation application. From citation to disposition, the process will become electronic which will allow for selected information to be available to defendants as well as the general public through online access. E-Citation will facilitate electronic transfer of citation information. Electronic dockets and the ability of defendants to access their date/time/payment information on line will help reduce the number of phone calls to 3-1-1 and to the CCC Office. Operations will be more efficient while being more transparent to the citizens.

Difference this offer makes: Our mission is to efficiently, accurately and professionally handle and process city ordinance violations; to create and sustain customer oriented quality service that provides maximum access to the court and promotes public confidence in the court system. The ECM and eCitation implementations will streamline processes through effective use of technology and ensure accurate court dockets for the judges. Current and historical information will be readily available at the time the defendant appears in court.

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

1. Increase citizen satisfaction with City Court services
2. Effective and efficient delivery of services

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
Finance & Admin	\$919,339	\$339,306	\$1,258,645	100%	15.00
				0%	
Total	\$919,339	\$339,306	\$1,258,645	100%	15.00

Capital Budget Impact? No

**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



City of Chattanooga

FY15 Offers

PERFORMANCE DATA

Measurement 1:

Ninety-five percent accuracy in preparation of judicial dockets.

FY2012	FY2013	FY2014	FY2015 Target
n/a	n/a	n/a	95%

Measurement 2:

Increase amount of payments collected online by 2% annually.

FY2012	FY2013	FY2014 (projected)	FY2015 Target
22.2%	24.7%	26.7%	30%

Measurement 3:

80% of customers returning survey rate overall customer service at excellent or good.

FY2012	FY2013	FY2014	FY2015 Target
n/a	n/a	TBD	80%

Return on Investment:

Accurate and accessible information from tickets to dockets to adjudication will increase the customer service satisfaction level. Information to access online payment of citations will be included in all correspondence. Timeliness of judicial support services will be efficient and precise making the judicial process flow smoothly. The CCC Office staff will make online payment information readily available to customers. This online payment data will be used to determine if the upward trend continues by the number of citizens who pay online and/or the amount collected. The CCC Office staff will focus on providing outstanding customer service by providing timely and accurate assistance. A Comment Card will be provided at the CCC Office counter and in the Court Cashier's office for customer feedback. The CCC Office will encourage payment of payable fines prior to being placed on the court docket through correspondence and conversations, which will eliminate the need for the defendant to attend court.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: Operating City Court – Division 1

Offer Number: 1 Department Offer Rank: 1

Lead Department: City Court Division 1 Collaboration: Y ___ N__x__

Administrator: Judge Sherry Paty

Offer Cost: \$461,112 Primary Results Area: High Performing Government

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.)*

Full description attached.

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

1. Increase citizen satisfaction
2. Effective management of City resources
3. Streamline existing system to reduce or minimize paper generated to establish a more eco-friendly environment



City of Chattanooga

FY15 Offers

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

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
City Court Division 1	\$437,999	23,113	\$ 461,112	100%	4
			\$ -	0%	
Total	\$ 437,999	\$ 23,113	\$ 461,112	0%	4

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

Capital Budget Impact? Yes XNo \$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:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit?

Does this activity leverage other financial

resources? How does this decrease costs over time?



City of Chattanooga

FY15 Offers

Attachment to City of Chattanooga FY15 Offers (DETAILS):

Chattanooga City Court is the forum that our City utilizes to obtain safe streets and clean, safe neighborhoods. It is the center of justice within our community. A City is only as strong as its weakest link therefore, it must be fully funded. By enforcing the traffic laws as well as ordinances relating to neighborhoods and animals, we are helping to make the City streets and neighborhoods a safer place.

In the past ten years, as Judges, we have substantially reduced our budgets to operate the Court at a minimum level while still maintaining the efficiency as well as the effectiveness of the Court. We have made no request for an increase in our operating budget in the past ten years. We have also substantially reduced police overtime by allowing officers to remain on the streets instead of sitting in Court unless absolutely necessary.

The salary increases included in the budget show a projection of 2% for Judge's salaries based on historical increases. A final determination will be unknown until mid calendar year. The salary increases for court officers and judicial administrators are also being projected for adjustments to make salaries uniform for all positions. These salary adjustments are still well below the county employees holding similar positions.

Our future goal, along with the Clerk's office and Police Department, is to implement a paperless system. In doing so, the efficiency of the Court operations will be greatly increased. This, in turn, will produce a higher performing government.

It is our position that this offer is reasonable and necessary for the operation of Chattanooga City Court.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Operating City Court – Division 2		
Offer Number:	1	Department Offer Rank:	1
Lead Department:	City Court Division 2	Collaboration:	Y ___ N_X__
Administrator:	Judge Bean		
Offer Cost:	\$431,890	Primary Results Area:	High Performing Government

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.)*

Full description attached.

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

- Increase citizen satisfaction
- Effective management of City resources
- Streamline existing system to reduce or minimize paper generated to establish a more eco-friendly environment



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Comprehensive Internal Audit Services	Department	
Offer Number:	1	Offer Rank:	1 of 3
Lead			
Department:	Office of Internal Audit	Collaboration:	Y_x_N
Administrator:	Stan Sewell		
Offer Cost:	\$588,350	Primary Results Area:	High Performing Government

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 Office of Internal Audit conducts audits, special projects and investigations (Hotline), as well as provides staffing support for the City's Audit Committee. The Office of Internal Audit also provides technical, reference or research information, as well as digital data recovery services to personnel throughout the city on an informal basis.

Performance audits promote transparency and accountability by providing an independent and objective evaluation of the performance of various operations in the city. Audits, as well as requested and targeted special projects/reviews, help assure governing bodies (Mayor and Council) and the general public that government operations are managing resources well, complying with laws and regulations, providing services effectively, efficiently, economically, ethically and equitably. The office complies with Generally Accepted Government Auditing Standards promulgated by the Comptroller General of the United States (GAO). This provides an added level of assurance as to the independence, objectivity and overall quality of work performed. The office has a peer review every three years.

The Fraud, Waste and Abuse Hotline provides employees and the public with an avenue to report improper or unethical activity anonymously and confidentially through the Internet or by phone 24 hours a day, every day. The Office of Internal Audit investigates actionable reports or refers issues not warranting investigation to management for action. Improper activity or weaknesses identified are reported to the persons with the ability to correct the problem. Fraud or theft is always reported to the State Comptroller's Office and the District Attorney or other appropriate office.



City of Chattanooga

FY15 Offers

The Audit Committee is responsible for the overall audit services of the City, including monitoring of problem areas, oversight of the Office of Internal Audit and the City's Hotline, as well as the City's annual external audit, including an RFP process every five years. Any human resources or other expenditures required for the Audit Committee to fulfill its responsibilities is provided in the Office of Internal Audit budget.

One of several standard special projects performed each year is the citizens' survey. The annual citizens' survey provides valuable data to those charged with governance, as well as departments, community organizations, and citizens. This data will become more valuable as it is completed in future years (trend data). In particular, there will be added value in future years due to collaboration with Civic Engagement and IT. Collaboration is expected to result in access to an enhanced survey tool (cost absorbed by Internal Audit in this budget) for IT and other departments. This collaboration will also facilitate communications (ensure awareness and usefulness), adjustments and additional data acquisition based on the needs of departments. For example, with assistance from Neighborhood Relations and GIS, neighborhood codes can be developed and added to the survey document. Volunteer resources identified by Civic Engagement could produce an interactive survey results tool allowing citizens to apply multiple filters and view heat maps (at the district, zip code or neighborhood level).

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

- 1.Data Driven Decision Making Processes: Survey data, Audit Findings and recommendations, special memos
- 2.Exceptional Resource Management: Promotes efficient and effective use of resources
- 3.Exceptional Resource Management: Prevents/limits Fraud, Waste and Abuse

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
Office of Internal Audit	\$510,950	\$77,400	\$ 588,350	100%	5.5
			\$ -	0%	
Total	\$ 510,950	\$ 77,400	\$ 588,350	100%	5.5

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

Capital Budget Impact? Yes XNo \$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: Number of Projects (CY)

FY2012	FY2013	FY2014	FY2015 Target
85	74	68	75

Measurement 2: Clean Peer Review for current 3 year period

FY2012	FY2013	FY2014	FY2015 Target
Yes	Yes	Yes	Yes

Measurement 3: Percent of Professional staff with certification

FY2012	FY2013	FY2014	FY2015 Target
100%	100%	100%	100%

Return on Investment:

The internal audit function is itself an internal control that evaluates other internal controls within the City. It is a critical component of government to assure the citizens of transparency and promote accountability. Although the internal audit function often identifies specific areas for improvement that result in cost savings or revenue enhancements, the most fundamental aspect is the presence of the function in the City. The presence of an active internal audit function encourages high performance by City managers and staff.

The responsibilities of the Audit Committee, City Auditor and Office of Internal Audit are mandated by Article IV of the City's charter. Section 3.111 (C) provides "The Office of Internal Audit shall be provided a separate budget to carry out the responsibilities and functions established in this section. Budget reductions shall only be made when proportional to reductions in the City's budget for ordinary expenses."

The Office of Internal Audit will demonstrate compliance with Generally Accepted Government Auditing Standards by having a peer review conducted by the Association of Local Government Auditors every three years. Compliance with these standards provides assurance of a quality internal audit function.

To further ensure quality services, all professional (full-time) staff in the Office of Internal Audit will maintain at least one professional certification (CPA, CIA, CFE, etc.) and will obtain a minimum of 40 hours of relevant continuing education each year.

The Office of Internal Audit will complete a number of projects (excluding informal requests, referrals and advice) including audits, post audit reviews, special projects and investigations exceeding the average annual number identified in the Association of Local Government Auditors biennial survey for Group 2 (3 to 5 professional staff). The average for 2012 was 38 versus a total of 74 produced by Chattanooga's Office of Internal Audit.



City of Chattanooga

FY15 Offers

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
City Court Division 2	\$421,265	10,625	\$ 431,891	100%	4
			\$ -	0%	
Total				0%	4

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

Capital Budget Impact? Yes XNo \$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:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit?

Does this activity leverage other financial

resources? How does this decrease costs over time?



City of Chattanooga

FY15 Offers

Attachment to City of Chattanooga FY15 Offers (DETAILS):

Chattanooga City Court is the forum that our City utilizes to obtain safe streets and clean, safe neighborhoods. It is the center of justice within our community. A City is only as strong as its weakest link therefore, it must be fully funded. By enforcing the traffic laws as well as ordinances relating to neighborhoods and animals, we are helping to make the City streets and neighborhoods a safer place.

In the past ten years, as Judges, we have substantially reduced our budgets to operate the Court at a minimum level while still maintaining the efficiency as well as the effectiveness of the Court. We have made no request for an increase in our operating budget in the past ten years. We have also substantially reduced police overtime by allowing officers to remain on the streets instead of sitting in Court unless absolutely necessary.

The salary increases included in the budget show a projection of 2% for Judge's salaries based on historical increases. A final determination will be unknown until mid calendar year. The salary increases for court officers and judicial administrators are also being projected for adjustments to make salaries uniform for all positions. These salary adjustments are still well below the county employees holding similar positions.

Our future goal, along with the Clerk's office and Police Department, is to implement a paperless system. In doing so, the efficiency of the Court operations will be greatly increased. This, in turn, will produce a higher performing government.

It is our position that this offer is reasonable and necessary for the operation of Chattanooga City Court.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Finance Administration	Department Offer Rank:	3
Offer Number:	1 of 7	Collaboration:	Y ____
Lead Department:	Finance	Administrator:	Daisy Madison
Offer Cost:	\$896,627	Primary Results Area:	High Performing Government

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.)*

The request for High Performing Government offers sought: 1) Data driven decision making, 2) Exceptional talent management, and 3) Exceptional resource management. This offer addresses these requests by providing financial technology resources, an increased emphasis on education/high-level financial credentials and excellent fiscal management for the City.

This offer funds the department-wide responsibilities for core financial management of the City as required by Tennessee Code 6-56 including overall financial management, budgeting for outcomes, debt management, cash and investment management, professional development and financial technology administration. It is supported by 5 FTEs: City Finance Officer, Deputy Finance Officer, Deputy Chief Operating Officer, Business Systems Analyst and Executive Assistant.

Finance Administration:

- Delivers the best financial management possible to maintain strong fiscal health and sustainability as recognized by the City's "AAA" bond rating from Standard and Poor's;
- Develops a comprehensive debt management policy for Mayor and Council approval as a foundation for prudent decisions relative to the level and conditions under which debt is issued; interacts with key players such as rating agencies, underwriters, financial advisors, bond attorneys, etc. to ensure the most cost effective financing options are obtained;
- Supports the executive and legislative branches with financial data and analysis necessary in making decisions



City of Chattanooga

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affecting employees and community at all levels;

- Develops a comprehensive cash and investment policy to manage city funds for safety, liquidity and maximum return in accordance with state statute;
- Promotes outstanding customer service through continual refinement of policies and professional development for all levels of staff with emphasis on more effective addressing of both internal and external customer needs; training will be provided through a variety of sources including but not limited to that sponsored internally via Human Resources, 311 and internal train-the-trainer programs along with professional associations such as AICPA, TSCPA, AGA, MTAS, GFOA etc.
- Evaluates system delivery and reporting needs for all departments and citizens with an eye toward continual improvements and availability of data on a systematic and ad hoc basis depending on user needs;
- Continually develops and refines policies and procedures that ensure timely financial reporting, safeguarding of city assets and regulatory compliance. Invests in human capital through professional development and credentialing to attain peak performance promoting strong fiscal management that incorporates state of the art technology and industry best practices as established by Governmental Accounting Standards Board, Government Finance Officers Association, Municipal Technical Advisory Services and other authoritative entities;
- Provides high-level cross-functionality technology support for Enterprise Resource Planning (ERP) including full procure-to-pay, general ledger, cash management and payroll functions to support patch testing, module enhancements and troubleshooting;
- Participates in training for Oracle enhancements to ensure we are technically proficient in the utilization of the software and train others for maximization of efficiencies city-wide;
- Initial implementation of Electronic Content Management (ECM), a strategy used to capture, manage, store, preserve, and deliver content and data related to organizational processes which will allow the management of unstructured information, wherever it exists; also increases transparency and inter-departmental collaboration.

Innovation or sustainability: Finance Administration is focused on fiscal transparency, best-use of available technology and maintenance of a strong fiscal position, promoting sustainable government and the most efficient and effective use of tax dollars.

- Finance Administration is the heart of Budgeting for Outcomes and resulting performance management to transform how city government operates and focus resources on citizen priorities.
- Finance is currently working with the ERP to improve the electronic workflow and approvals of documents through the implementation of Oracle Approvals Management Engine. This is a collaborative effort between Finance, Purchasing and Information Technology.
- Research conducted by Kenneth Chin, VP, Gartner Research has shown entities, including Chattanooga, have multiple data platforms and repositories without an underlying strategy or technology to make the data actionable. ECM will reduce use of paper while providing users quick and easy access to data available through self-service channels via use of an electronic central repository and platform for open data.
- This offer also includes cost for the Government Finance Officers' Association assessment of financial management practice. The model assesses every major area of financial management; additionally it covers issues such as transparency, citizen engagement and use of technology.

Difference this offer makes: Strong financial management ensures the City retains high bond ratings and fiscal sustainability. Through collaboration with IT, technology will allow for more efficient sharing of data without duplication of effort across departments. Currently hard copy documents are easily lost, sharing of information is slow and cumbersome, and the quality of information from hard copy storage deteriorates over time. When implemented, ECM will provide electronic protection of data; provide a secure and searchable platform that streamlines data sharing across departments and with citizens. The financial management assessment will help identify areas of improvement and build a team-based approach to high performance in financial management.

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

1. Maintain the City's "AAA" bond rating and fiscally sound practices
2. High quality customer service
3. Retention of talented/competent/well trained employees



City of Chattanooga

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4. Accurate & timely financial data for quick decision and sound operations

This offer directly impacts high performing government through innovative and sound fiscal management that guarantees the best use of limited resources without increasing tax burden in the delivery of maximum performance in all results areas.

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
Finance	\$620,405	\$276,222	\$896,627	100%	5.00
				0%	
Total	\$620,405	\$276,222	\$896,627	100%	5.00

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

Capital Budget Impact? 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:

60% or more of outstanding debt is retired within 10 years

FY2012	FY2013	FY2014	FY2015 Target
66.2%	67.93%	71.53%	75.00%

Measurement 2:

Increase the number of staff receiving professional development training.

	FY2012	FY2013	FY2014	FY2015 Target
Number/% of Staff	NA	18 (30%)	TBD	40%
Hours	NA	303 hours	TBD	TBD

Measurement 3:

A Customer Survey will be created for distribution within City Government to help determine areas of customer satisfaction Finance needs to address.

FY2012	FY2013	FY2014	FY2015 Target
NA	NA	NA	TBD



City of Chattanooga

FY15 Offers

Return on Investment:

How do citizens benefit? Access to accurate and timely information regarding the effective and efficient use of dollars they invest in the City and reap the benefit of low financing costs as a result of strong financial management; also enhanced online accessibility to information (transparency) as well as efficient responses to TORA requests.

Does this activity leverage other financial resources? This offer leverages investments in e-citations and future ERP enhancements to reduce the creation of paper.

How does this decrease costs over time? Through more efficient operations, city resources leverage improved service delivery, greater compliance and redirection of limited resources to citizen priorities. Enables us to do more with less through enhanced performance management. This offer also provides training and retention of competent, professional and high performing staff.

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 1
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	452,974
610000 - Fringe Benefits Parent (611000-619999)	167,431
.Personnel Expenses Total	620,405
Operating Expenses	
700000 - Services Parent (701000-709999)	129,099
710000 - Materials & Supplies Parent (711000-719999)	14,780
720000 - Travel Expense Parent (721000-729999)	21,563
730000 - Vehicle Operating Expense Parent (731000-739999)	-
740000 - Insurance, Claims, Damages Parent (741000-749999)	5,000
770000 - Capital Outlay Parent (771000-779999)	104,235
780000 - Other Expenses Parent (781000-789999)	1,545
Operating Expenses Total	276,222
C Total	896,627
Grand Total	896,627

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 1
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	
601101 - Regular Employees	442,234
601102 - Temporary Staffing	-
601201 - Overtime	-
601202 - Compensatory Time	-
602103 - Auto Allowance	4,800
602105 - Cellphone Allowance	1,440
602301 - Personal Leave	-
602303 - Final Leave Payout	-
602304 - Longevity	4,500
602399 - Payroll Suspense	-
600000 - Salaries Parent (601000-609999) Total	452,974
610000 - Fringe Benefits Parent (611000-619999)	
611101 - FICA (OASDI)	25,418
611102 - Medicare	6,405
611201 - General Pension	61,950
611206 - Other Post-employment Benefits (OPEB)	42,896
611207 - OPEB (Grants)	-
611301 - Hospitalization	24,678
611302 - Life Insurance Benefit	419
611303 - Long-Term Disability	810
611304 - Health Savings Accounts	-
611402 - Employee Health Savings Acct	-
611403 - On-site Medical Program	2,839
611404 - On-site Facility	2,016
610000 - Fringe Benefits Parent (611000-619999) Total	167,431
.Personnel Expenses Total	620,405
Operating Expenses	
700000 - Services Parent (701000-709999)	
701103 - Consultant Fees	80,000
701104 - Court Reporter & Transcriber Fees	-
701208 - On-the-Job Injury Claims	5,000
702207 - Maintenance Services	2,000
702221 - IT Maintenance	9,134
703201 - Telephone Service	300
703204 - Internet & Cable Services	2,400

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 1
704101 - Box Rental	-
704104 - Equipment Rental	1,230
704201 - Advertising	-
704207 - Collection Expense	-
704210 - Printing	-
704211 - Court Costs	-
704215 - Security Services	-
704217 - Photographic Services	-
704228 - Translation Service	-
704306 - Dues	3,735
704307 - Employment Agencies	-
704309 - Meeting Expense	2,000
704310 - Local Mileage	50
704311 - Miscellaneous Services	-
704312 - Other Contracted Service	250
704319 - Parking	-
704320 - Link2Gov Internet Fee	-
704321 - County Trustee Collection Fee	-
704501 - Freight, Express & Drayage	-
704502 - Postage	-
704601 - Local Registration Fees	3,000
704602 - Training Costs	20,000
704701 - Lockbox Fee	-
704702 - Bank Service Charges	-
704703 - Bank Analysis Fee	-
704705 - Credit Card Use Charge	-
700000 - Services Parent (701000-709999) Total	129,099
710000 - Materials & Supplies Parent (711000-719999)	
711102 - Books	-
711104 - Forms & Printed Material	1,000
711107 - Newspapers	350
711108 - Periodicals, Publications	4,580
711109 - Office Supplies & Stationery	8,750
714114 - Film	-
714117 - Food & Ice	-
714122 - Kitchen & Dining Room Supplies	-
714124 - Medical Supplies (First Aid)	-
714126 - Other Materials & Supplies	100
710000 - Materials & Supplies Parent (711000-719999) Total	14,780

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 1
720000 - Travel Expense Parent (721000-729999)	
721101 - Out-of-town Mileage	250
721102 - Transportation	5,913
721103 - Auto Rental	500
721201 - Hotels	3,400
721202 - Meals	1,000
721301 - Registration Fees	10,000
721302 - Other Travel Expenses	500
720000 - Travel Expense Parent (721000-729999) Total	21,563
730000 - Vehicle Operating Expense Parent (731000-739999)	
731402 - Fleet Daily Rental	-
730000 - Vehicle Operating Expense Parent (731000-739999) Total	-
740000 - Insurance, Claims, Damages Parent (741000-749999)	
742503 - Fidelity & Surety Bonds	5,000
740000 - Insurance, Claims, Damages Parent (741000-749999) Total	5,000
770000 - Capital Outlay Parent (771000-779999)	
772107 - Other Equipment	-
772111 - Computer Software under 15000	103,885
772112 - Computer equipment under 5000	350
770000 - Capital Outlay Parent (771000-779999) Total	104,235
780000 - Other Expenses Parent (781000-789999)	
781102 - Indirect Costs	-
781103 - Space Costs	-
781301 - Fees, Licenses, & Permits	1,045
781303 - State Fees Other	-
782201 - Awards	500
780000 - Other Expenses Parent (781000-789999) Total	1,545
Operating Expenses Total	276,222
C Total	896,627
Grand Total	896,627



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Financial Operations Management and Reporting		
Offer Number:	3 of 7	Department Offer Rank:	4
Lead Department:	Finance	Collaboration:	Y ____
Administrator:	Daisy Madison		N __ X __
Offer Cost:	\$1,435,484	Primary Results Area:	High Performing Government

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 request for High Performing Government offers sought: 1) Data driven decision making, 2) Outstanding customer focused services, and 3) Exceptional resource management. This offer addresses these requests by providing accountability of resources entrusted to the City, customer focus for external and internal customers, and excellent financial management.

This offer supports the financial operations of the City including: Accounting & Financial Reporting, Accounts Payable, Payroll, and Grants Management. It provides financial services and information for all core city operations as well as supported agencies, citizens, debt stakeholders, the Chattanooga Downtown Redevelopment Corporation, the Industrial Development Board and the Health, Education, and Housing Facilities Board. This offer is a core part of the financial management of the City as required by Tennessee Code 6-56 and City Code Chapter 2, Article IV.

The fiduciary services provided by this offer include:

- Financial expertise and support to management and operating departments of the City, and developing user friendly access to financial information for data driven decision making;
- High quality customer service and easily accessible financial data within city government and externally to citizens and suppliers of the city's goods and services; accurate and timely accounting and reporting of all financial transactions in compliance with Federal, state and local regulations;
- Prepare and publish a nationally recognized Comprehensive Annual Financial Report (CAFR) in conformance to



City of Chattanooga

FY15 Offers

Governmental Accounting Standards with a resulting unqualified “clean” audit opinion by independent auditors as required by the State of Tennessee. This information, along with a more user friendly Popular Annual Financial Report (PAFR), is made available online to citizens, debt stakeholders and all other interested parties in a timely manner;

- Develop and monitor the City’s internal control framework to ensure compliance with applicable regulations, safeguarding of city assets and providing accountability;
- Monitor active grants to ensure compliance with grantor regulations and single-audit requirements of the Federal and state governments;
- Prepare documentation for bond issues such as rating agency presentations and official statements to maintain the highest credit ratings and secure low-cost financing to support the strategic capital improvement plan and compliance with bond covenants and federal regulations;
- Maintain accurate database setups, test system patches and upgrades, update user guides and provide training for city-wide support staff;
- Prompt vendor payment via a mixture of checks, purchase cards, e-payables, ACH and wire transactions;
- Management of the complex payroll structure of the City for over 2,200 employees in compliance with wage and hour laws as required by Federal and state law;
- Accurate and timely filing and reporting of court ordered garnishments, 1099s, 941s, W-2s, tax withholdings and all other payroll deductions in compliance with Federal regulations; maintain auditable records;
- Train and support payroll other finance staff throughout city departments for efficient, accurate and timely processing of over 182 regular payroll runs per year in addition to numerous special payrolls and approximately 400,000 financial transactions including purchase orders, invoices, collection reports, and journal vouchers;
- Implementation of sub-ledger accounting and approvals management engine along with other Oracle enhancements to improve city processes, work flow, and fixed asset accountability.

Innovation or sustainability: Citizen engagement is fostered through online availability of the comprehensive annual financial report and the popular annual finance report allowing citizens to evaluate performance and understand how resources are aligned with community priorities. Finance Operations will work with the online data portal to begin providing data in a machine readable format.

Difference this offer makes: Quality financial operations are foundational to strong financial management and support the City’s “AAA” bond rating from Standard and Poor’s. Improved processing and reporting of financial transactions lead to more accurate and timely data availability for use by the City and the community increasing transparency and facilitating performance management. This offer provides improved relationship with vendors and more efficient use of city human and financial resources.

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

1. Maintain the City’s “AAA” bond rating and sound fiscal position
2. Increase citizen satisfaction with services
3. Efficient & effective delivery of services

This offer directly impacts high performing government through innovative and efficient financial operations. It guarantees the best use of limited resources and supports all facets of city operations in delivery of community priorities.

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
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City of Chattanooga

FY15 Offers

Finance	\$1,373,702	\$61,782	\$1,435,484	100%	21.00
				0%	
Total	\$1,373,702	\$61,782	\$1,435,484	100%	21.00

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

Capital Budget Impact? No.

**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:

Receipt of the Government Finance Officers' Association Certificate of Achievement for Excellence in Financial Reporting with no comments repeated from prior year.

FY2012	FY2013	FY2014	FY2015 Target
0	2	TBD	0

Measurement 2:

At least 85% of invoices paid within 30 days of invoice date.

	FY2012	FY2013	FY2014 YTD	FY2015 Target
# of Invoices	77.3%	79.7%	78.5%	85.0%

Measurement 3:

Reduce errors requiring special payroll runs by 40%.

CY2012	CY2013	CY2014	CY2015 Target
N/A	77	(1 month) 4	45

Return on Investment:

How do citizens benefit? Citizens have access to accurate and timely information regarding the dollars they invest in the City and low cost of financing as a result of strong financial management. Timely payment of invoices reduces late fees incurred and maximizes the ability to take discounts that are offered and improved vendor relations

Does this activity leverage other financial resources? This offer leverages improved services in support of departments enabling all to do more with less dollars.

How does this decrease costs over time? Increasing use of electronic banking options will reduce time and costs. Future increases will be minimized as existing resources are realigned in order to improve performance and increase customer service.

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 3
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	904,817
610000 - Fringe Benefits Parent (611000-619999)	468,885
.Personnel Expenses Total	1,373,702
Operating Expenses	
700000 - Services Parent (701000-709999)	34,010
710000 - Materials & Supplies Parent (711000-719999)	17,750
720000 - Travel Expense Parent (721000-729999)	
730000 - Vehicle Operating Expense Parent (731000-739999)	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
770000 - Capital Outlay Parent (771000-779999)	8,702
780000 - Other Expenses Parent (781000-789999)	1,320
Operating Expenses Total	61,782
C Total	1,435,484
Grand Total	1,435,484

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 3
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	
601101 - Regular Employees	880,042
601102 - Temporary Staffing	10,000
601201 - Overtime	-
601202 - Compensatory Time	-
602103 - Auto Allowance	-
602105 - Cellphone Allowance	-
602301 - Personal Leave	-
602303 - Final Leave Payout	-
602304 - Longevity	14,775
602399 - Payroll Suspense	
600000 - Salaries Parent (601000-609999) Total	904,817
610000 - Fringe Benefits Parent (611000-619999)	
611101 - FICA (OASDI)	52,184
611102 - Medicare	12,204
611201 - General Pension	122,770
611206 - Other Post-employment Benefits (OPEB)	85,008
611207 - OPEB (Grants)	
611301 - Hospitalization	147,315
611302 - Life Insurance Benefit	1,535
611303 - Long-Term Disability	2,107
611304 - Health Savings Accounts	12,794
611402 - Employee Health Savings Acct	2,220
611403 - On-site Medical Program	17,980
611404 - On-site Facility	12,768
610000 - Fringe Benefits Parent (611000-619999) Total	468,885
.Personnel Expenses Total	1,373,702
Operating Expenses	
700000 - Services Parent (701000-709999)	
701103 - Consultant Fees	-
701104 - Court Reporter & Transcriber Fees	
701208 - On-the-Job Injury Claims	-
702207 - Maintenance Services	2,000
702221 - IT Maintenance	
703201 - Telephone Service	500
703204 - Internet & Cable Services	

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 3
704101 - Box Rental	
704104 - Equipment Rental	1,235
704201 - Advertising	500
704207 - Collection Expense	
704210 - Printing	7,000
704211 - Court Costs	
704215 - Security Services	
704217 - Photographic Services	250
704228 - Translation Service	
704306 - Dues	
704307 - Employment Agencies	7,000
704309 - Meeting Expense	
704310 - Local Mileage	25
704311 - Miscellaneous Services	
704312 - Other Contracted Service	500
704319 - Parking	
704320 - Link2Gov Internet Fee	
704321 - County Trustee Collection Fee	-
704501 - Freight, Express & Drayage	
704502 - Postage	15,000
704601 - Local Registration Fees	
704602 - Training Costs	
704701 - Lockbox Fee	
704702 - Bank Service Charges	
704703 - Bank Analysis Fee	
704705 - Credit Card Use Charge	
700000 - Services Parent (701000-709999) Total	34,010
710000 - Materials & Supplies Parent (711000-719999)	
711102 - Books	
711104 - Forms & Printed Material	6,000
711107 - Newspapers	
711108 - Periodicals, Publications	
711109 - Office Supplies & Stationery	8,750
714114 - Film	3,000
714117 - Food & Ice	
714122 - Kitchen & Dining Room Supplies	
714124 - Medical Supplies (First Aid)	
714126 - Other Materials & Supplies	
710000 - Materials & Supplies Parent (711000-719999) Total	17,750

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 3
720000 - Travel Expense Parent (721000-729999)	
721101 - Out-of-town Mileage	
721102 - Transportation	
721103 - Auto Rental	
721201 - Hotels	
721202 - Meals	
721301 - Registration Fees	
721302 - Other Travel Expenses	
720000 - Travel Expense Parent (721000-729999) Total	
730000 - Vehicle Operating Expense Parent (731000-739999)	
731402 - Fleet Daily Rental	
730000 - Vehicle Operating Expense Parent (731000-739999) Total	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
742503 - Fidelity & Surety Bonds	
740000 - Insurance, Claims, Damages Parent (741000-749999) Total	
770000 - Capital Outlay Parent (771000-779999)	
772107 - Other Equipment	-
772111 - Computer Software under 15000	2,450
772112 - Computer equipment under 5000	6,252
770000 - Capital Outlay Parent (771000-779999) Total	8,702
780000 - Other Expenses Parent (781000-789999)	
781102 - Indirect Costs	
781103 - Space Costs	
781301 - Fees, Licenses, & Permits	1,320
781303 - State Fees Other	
782201 - Awards	
780000 - Other Expenses Parent (781000-789999) Total	1,320
Operating Expenses Total	61,782
C Total	1,435,484
Grand Total	1,435,484



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Financial Plan Development and Management		
Offer Number:	2 of 7	Department Offer Rank:	1
Lead Department:	Finance	Collaboration:	Y ____
Administrator:	Daisy Madison		N __X__
Offer Cost:	\$557,542	Primary Results Area:	High Performing Government

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 request for High Performing Government offers sought: 1) Data driven decision making, 2) Outstanding customer focused services, and 3) Exceptional resource management. This offer addresses these requests by providing a transparent budget process, serving management and city departments in budget preparation and monitoring, and excellent financial management.

This offer supports the development and management of the City's short and long-term financial plans to ensure long-term fiscal health and sustainability. It also provides a fiscal strategy that involves all levels of management including the Mayor, Council and departments to ensure community priorities are addressed most effectively. This offer is a core part of the financial management of the City as required by Tennessee Code 6-56 and City Code Charter III. Section 6.80.

The fiduciary services provided by this offer include:

- Financial expertise and support to management and operating departments of the City pertaining to development, analysis, production and presentation of the City's Operating and Capital Budgets and other financial reporting;
- Development of revenue estimates and other financial resources available to support the citizens' priorities;
- Innovative framework for budget preparation that aligns resources with priorities and facilitates compliance with state statutes;
- Prepare, publish, and make available online a nationally recognized Comprehensive Annual Budget Report that serves as a policy document, operations guide, a financial plan and a communication device for citizens;



City of Chattanooga

FY15 Offers

- Prepare documentation related to the issuance of bonds such as rating agency presentations and bond official statements to maintain the highest credit ratings and secure low cost financing to support the strategic capital improvement plan and compliance with bond covenants and federal regulations;
- Lead City's effort in state-wide benchmarking initiative. Support the Chief Operating Officer in the City's Performance Management Program;
- Monitor and review departmental expenditure for budgetary and legal compliance with City ordinance, local, state and Federal requirements.

Innovation or sustainability: Citizen participation/involvement is fostered through availability of budgetary and other financial information relating the budgeting process online to the community for increased transparency. The final budget documents and the Comprehensive Annual Budget Reports (complete with performance data) are available online to facilitate citizens' understanding of how resources are aligned with community priorities and evaluation of performance. The Budget Division will work with the online data portal to begin providing data in a machine readable format. Strategic multi-year planning helps to ensure the long-term fiscal health of the City.

Difference this offer makes: Long-term planning and strong financial management are key ingredients to sound fiscal position and sustainable growth as evidenced by the City's "AAA" bond rating from Standard and Poor's. Citizen engagement is fostered through increased transparency to better evaluate performance.

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

1. Maintain the City's "AAA" bond rating/ Sound fiscal practice
2. Increase citizen satisfaction with services/High quality customer service

This offer directly impacts high performing government through innovative and effective fiscal management. It provides for increased transparency and citizen engagement in the development of the City's financial plan to increase citizen satisfaction with services. Strong financial management guarantees the maximum use of limited resources in the delivery of maximum performance in all results areas.

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
Finance	\$535,990	\$21,552	\$557,542	100%	7.00
				0%	
Total	\$535,990	\$21,552	\$557,542	100%	7.00

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

Capital Budget Impact? No.

**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:

Receipt of the Government Finance Officers' Association Distinguished Budget Presentation Award with 100% of responses ranked as proficient or above.

FY2012	FY2013	FY2014	FY2015 Target
96.8%	92.6%	98.8%	100.00%

Measurement 2:

General Fund Revenue and expenditure estimate within favorable 3% variance

	FY2012	FY2013	FY2014 Projected	FY2015 Target
Revenues & Transfers In	103.9%	102.8%	99.2%	103%
Expenditures & Transfers Out	96.9%	96.3	99.3%	97%

Measurement 3:

95% of requisitions received in the Budget Requisition Pool will be reviewed and processed within 24 business hours of receipt.

FY2012	FY2013	FY2014	FY2015 Target
NA	NA	NA	95%

Return on Investment:

How do citizens benefit? Development of a financial plan that aligns resources with citizen priorities. Citizens have access to accurate and timely information regarding the dollars they invest in the City and low cost of financing as a result of strong financial management.

How does this decrease costs over time? Operating costs are minimized by careful review and analysis to ensure allocation of resources that maximize service delivery.

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 2
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	356,980
610000 - Fringe Benefits Parent (611000-619999)	179,010
.Personnel Expenses Total	535,990
Operating Expenses	
700000 - Services Parent (701000-709999)	7,260
710000 - Materials & Supplies Parent (711000-719999)	9,300
720000 - Travel Expense Parent (721000-729999)	
730000 - Vehicle Operating Expense Parent (731000-739999)	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
770000 - Capital Outlay Parent (771000-779999)	4,357
780000 - Other Expenses Parent (781000-789999)	635
Operating Expenses Total	21,552
C Total	557,542
Grand Total	557,542

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 2
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	
601101 - Regular Employees	352,255
601102 - Temporary Staffing	-
601201 - Overtime	-
601202 - Compensatory Time	-
602103 - Auto Allowance	-
602105 - Cellphone Allowance	-
602301 - Personal Leave	-
602303 - Final Leave Payout	-
602304 - Longevity	4,725
602399 - Payroll Suspense	-
600000 - Salaries Parent (601000-609999) Total	356,980
610000 - Fringe Benefits Parent (611000-619999)	
611101 - FICA (OASDI)	20,548
611102 - Medicare	4,806
611201 - General Pension	48,978
611206 - Other Post-employment Benefits (OPEB)	33,913
611207 - OPEB (Grants)	-
611301 - Hospitalization	59,502
611302 - Life Insurance Benefit	620
611303 - Long-Term Disability	933
611304 - Health Savings Accounts	-
611402 - Employee Health Savings Acct	-
611403 - On-site Medical Program	5,678
611404 - On-site Facility	4,032
610000 - Fringe Benefits Parent (611000-619999) Total	179,010
.Personnel Expenses Total	535,990
Operating Expenses	
700000 - Services Parent (701000-709999)	
701103 - Consultant Fees	-
701104 - Court Reporter & Transcriber Fees	-
701208 - On-the-Job Injury Claims	-
702207 - Maintenance Services	2,000
702221 - IT Maintenance	-
703201 - Telephone Service	500
703204 - Internet & Cable Services	-

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 2
704101 - Box Rental	
704104 - Equipment Rental	1,235
704201 - Advertising	
704207 - Collection Expense	
704210 - Printing	3,000
704211 - Court Costs	
704215 - Security Services	
704217 - Photographic Services	250
704228 - Translation Service	
704306 - Dues	
704307 - Employment Agencies	
704309 - Meeting Expense	
704310 - Local Mileage	25
704311 - Miscellaneous Services	
704312 - Other Contracted Service	250
704319 - Parking	
704320 - Link2Gov Internet Fee	
704321 - County Trustee Collection Fee	-
704501 - Freight, Express & Drayage	
704502 - Postage	
704601 - Local Registration Fees	
704602 - Training Costs	
704701 - Lockbox Fee	
704702 - Bank Service Charges	
704703 - Bank Analysis Fee	
704705 - Credit Card Use Charge	
700000 - Services Parent (701000-709999) Total	7,260
710000 - Materials & Supplies Parent (711000-719999)	
711102 - Books	
711104 - Forms & Printed Material	
711107 - Newspapers	
711108 - Periodicals, Publications	
711109 - Office Supplies & Stationery	9,300
714114 - Film	
714117 - Food & Ice	
714122 - Kitchen & Dining Room Supplies	
714124 - Medical Supplies (First Aid)	
714126 - Other Materials & Supplies	
710000 - Materials & Supplies Parent (711000-719999) Total	9,300

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 2
720000 - Travel Expense Parent (721000-729999)	
721101 - Out-of-town Mileage	
721102 - Transportation	
721103 - Auto Rental	
721201 - Hotels	
721202 - Meals	
721301 - Registration Fees	
721302 - Other Travel Expenses	
720000 - Travel Expense Parent (721000-729999) Total	
730000 - Vehicle Operating Expense Parent (731000-739999)	
731402 - Fleet Daily Rental	
730000 - Vehicle Operating Expense Parent (731000-739999) Total	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
742503 - Fidelity & Surety Bonds	
740000 - Insurance, Claims, Damages Parent (741000-749999) Total	
770000 - Capital Outlay Parent (771000-779999)	
772107 - Other Equipment	2,623
772111 - Computer Software under 15000	350
772112 - Computer equipment under 5000	1,384
770000 - Capital Outlay Parent (771000-779999) Total	4,357
780000 - Other Expenses Parent (781000-789999)	
781102 - Indirect Costs	
781103 - Space Costs	
781301 - Fees, Licenses, & Permits	635
781303 - State Fees Other	
782201 - Awards	
780000 - Other Expenses Parent (781000-789999) Total	635
Operating Expenses Total	21,552
C Total	557,542
Grand Total	557,542



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	General Services		
Offer Number:	1	Department Offer Rank:	1
Lead Department:	General Services	Collaboration:	Y ___ N_X__
Administrator:	Cary Bohannon, Director of General Services		
Offer Cost:	\$3,074,102	Primary Results Area:	High Performing Government

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 City of Chattanooga General Services is an internal, general government service organization comprised of six major service areas:

- **General Services Administration:** providing Facilities Management (Energy Management, Maintenance, Security & Mailroom), Real Property Services, Lease Administration, and Risk-Management/Real Property Insurance. The major cost centers under General Services Administration are General Services Administration Office, Facilities Management/Building Maintenance, and Real Property.
- **Fleet Management:** Vehicle Maintenance Facilities, Fuel Services/Stations, and Vehicle Lease Program.
- **Mobile Communications:** Establishes, Operates and Maintains secure Public Safety Communications for East Tennessee through the Tennessee Valley Regional Communications System (TVRCS) as well as servicing mobile communications equipment for the TVRCS and the City of Chattanooga.
- **Golf Division:** providing public golf opportunities at the Brainerd Golf Course and the Brown Acres Golf Course as well as special programs for beginner, youth, and disabled golfers.
- **Civic Facilities:** hosts Performing Arts performances and education, and venue services for a variety of programs from graduations, receptions, special programs, pop concerts, symphony orchestra, and Broadway musicals at three Civic Venues, the Tivoli Theater, Memorial Auditorium, and the Robert Kirk Walker Community Theater.
- **Chattanooga Zoo:** City-owned and operated by the Friends of the Zoo, a non-profit organization, provides



City of Chattanooga

FY15 Offers

Natural Exhibit Habitat, excellent, AZA accredited Animal Care, and Education Programs for thousands of children (and Adults) each year.

At General Services we provide valuable support for all Departments from Clean, Safe, Secure and Comfortable work environments, Shipping & Receiving and Mailroom operations, compliance assistance in Real Property transactions, Risk-Management & Property Insurance for all real property, vehicles and equipment, Lease Management, modern, safe and efficient Vehicles and Equipment, and reliable & affordable Public Safety Communications equipment and infrastructure allowing ALL Departments to operate at maximum efficiency in their service to the citizens of the City of Chattanooga.

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

1. General Services Administration falls under the Desired Outcome of **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
Administration	\$612,590	\$34,730	\$647,320	21%	8
Facilities Management/ Building	\$1,212,162	\$1,178,220	\$2,390,382	78%	25
Maintenance Real Property	\$0.00	\$36,400	\$36,400	1%	0
Total	\$1,824,752	\$1,249,350	\$3,074,102	100%	33.00

***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

PERFORMANCE DATA

Measurement 1: Total Annual Utility Cost to Historical Average (Electricity, Gas, Water) for ALL City of Chattanooga Facilities

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2: Weighted Average EPA EnergySTAR Percentile Rank for all GS Operated and Maintained Facilities (Total Portfolio Score)

FY2012	FY2013	FY2014	FY2015 Target



City of Chattanooga

FY15 Offers

Measurement 3: Service Request Resolution (Close-out) within Response Period AND with "Satisfied" or Better Customer Satisfaction Response

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? (Admin. and Facilities Mgmt/Build. Maint) Higher Performing Government facilities not only save on utility costs and allow taxpayer dollars to be spent on other beneficial programs but ensure that City employees have a clean, safe, secure and comfortable work environment which increases job performance and employee satisfaction while stewarding environmentally responsible practices and reduced impact on the environment. (Real Property) Assisting all City of Chattanooga departments in the acquisition and disposal of Real Property and management of Real Property Leases not only maximizes consistency across transactions but helps to reduce the legal and financial risk to the citizens by avoiding the many legal pitfalls that can accompany real property transactions.

Does this activity leverage other financial resources? (Admin., Facilities Mgmt/Build. Maint, Real Property) Yes, as with all activities that reduce WASTE, every dollar saved is a dollar available for investment in a higher-return investment/program.

How does this decrease costs over time? (Admin., Facilities Mgmt/Build. Maint, Real Property) Since General Services is an internal, general government service organization we provide valuable support for all City Departments from Clean, Safe, Secure and Comfortable work environments, compliance assistance in Real Property transactions, Risk-Management & Property Insurance, Lease Management, modern, safe and efficient Vehicles and Equipment, and reliable & affordable Public Safety Communications equipment and infrastructure allowing ALL Departments to operate at maximum efficiency in their service to the citizens of the City of Chattanooga. High-Performing, Efficient and Environmentally-Responsible Government.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

I

Offer Name: **IT Administration**

Offer Number: **1**

Department

Offer Rank: **1**

Lead Department: **Information Technology**

Collaboration: **Y ___ N_X__**

Administrator: **Brent Messer, Chief Information Officer**

Offer Cost: **\$ 723,922**

Primary Results Area: **High Performing Government**

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.)*

DEPARTMENT OF INFORMATION TECHNOLOGY (DIT)

MISSION:

To serve as the catalyst for technological change and innovation through shared and integrated information systems.

VISION:

To be known as a value-driven proactive partner and noble steward of information systems and innovation.

Current Status Synopsis:

The IT department and most of the technology throughout the City is in need of investment. There is a tremendous amount of work to be done to get the IT department to be a leader in government innovation. Tools and processes that have been the industry wide standard are not currently in place here. The Department needs new policies, new tools, and critical positions that don't exist. With new leadership and restructuring, the strategic focus is now on efficiency, innovating citywide services and methods, and generally adding value to the organization. Because of the neglect to the organization of the department over the years—depriving the department of seriously needed tools and personnel to keep up with the growing technology demand—the department is heavily overworked, extremely unorganized, and heavily understaffed.



City of Chattanooga

FY15 Offers

Most high performance and innovative IT groups in similar organizations range from ratios (users to IT staff) of 15:1 to 40:1. Examples are two award winning and innovating IT groups, such as the County of Alachua Florida with a User to IT staff ratio of 18:1, and the City of Palo Alto California with a ratio of about 36:1.

If you count only technical staff members of Chattanooga's DIT (not including administration) we have a ratio of approximately 66:1. This offer, and the rest of the offers for IT, are strategically planned to change the service levels and to see the vision for technology and technical innovation come to fruition. The positions added in this, and the other offers, are to begin the restructuring process. Eventually, once organized, other positions will be repurposed or even potentially phased out as systems and the department become streamlined and more efficient.

Strategy Going Forward and Key strategic themes for the IT Administration, the Department overall, and this Offer:

Operational Excellence: Being the most efficient and effective we can be. Shifting the Department of Information Technology's (DIT) mindset from reactive thinking to proactive thinking. Constantly looking to improve. And be as lean as possible.

Partner & Citizen Orientation: DIT will align with our partners (City departments and agencies) with focus on performance outcomes that benefit our partners and the citizens and businesses of Chattanooga.

Organizational Contribution: Our work is centered on outcomes that add value to the organization. Outcomes will be measured and all capital investments thoroughly vetted for a positive ROI and outcome.

Future Orientation: DIT will engage in long-term strategic planning with emphasis on sustainability and maximizing the value and return on all IT related investments. As CIO, I also have the goal of making the City of Chattanooga's Department of IT one of the top places in the U.S. to work in technology. Attracting and retaining the best technical minds in the industry means outstanding service, innovation, and transforming DIT from just a cost center and service center to also be an investment center.

The IT strategy involves a paradigm shift in thinking, specifically when it comes to Open Data and Innovation. Processes and methods are being changed from closed methods to open and transparent methods, centered on Open Data. Emphasis on open processes within the IT department, shift from reactive to proactive thinking, with the consistent desire to innovate and collaborate with partners and citizens. The long-term goal to make technology in the City of Chattanooga some of the best anywhere.

Current Positions (3 FTE, 1 Eliminated):

CIO (x1): Department head, the leadership and strategist for the IT department and strategist for Citywide technology.

Administration Specialist (x1) and,

Administrative Assistant II (x1), both critical to the daily operational administrative functions and processes running the Department.

DCIO (x1 eliminated), in an effort to begin streamlining and restructuring IT, the DCIO position was eliminated. Instead, other Asst. Directors (one for each of the primary IT divisions) are requested to enhance critical management levels were specialists are needed to head each functional area. IT is very much like medicine, though we are all IT, we each have an area of expertise unique to all other specialties. What this department is seriously lacking is specific expertise of the primary functional areas of IT at the management level.

\$265,481

New Positions (2 FTE):

All new positions throughout the department have been strategically selected and prioritized (see accompanying org chart) to have the maximum impact on the reorganization effort. They are purposely organized to make an impact at the management level, where reorganization is critically needed most.

Technical Training Coordinator (x1), This new role will lead the much-needed technical training program that IT is developing for the City. Systems training for end users on systems as they are installed, creation and administration of a technology related training program for users throughout the City, collaboration with HR for orientation training that will



City of Chattanooga

FY15 Offers

teach new employees how to use their initial log-in to City systems and how to use the common systems used across the City. This position and the value of educating City employees on other common and specific technical systems on a regular basis will increase the value of the systems IT implements and supports, while also making City employees more productive and accepting of new technologies and innovations. Better IT training opportunities is one of the top requests of the DIT.

\$75,053

Fiscal Analyst (x1), This position will play a pivotal role in the technology replacement fund/program by keeping track of billing cycles for the program, working with the CIO and IT leadership team throughout the strategic planning process that will happen year round. Inventory audits of technology equipment and other fiscal duties within the department.

\$ 55,480.00

IT General Operating Funds:

This offer is centered on the strategy and desired results mentioned, contains all of the required operating funding for the administrative functions that are required to run and enhance the IT Department as well as technology throughout the City, e.g. Office supplies, Travel and Training, Maintenance services, Building Utilities, Telephone & Cellular services (IT Only), Equipment rental, Alarm monitoring, Contractual and consulting services, Employment agencies, General expenses and Miscellaneous services, Office expenses (postage, paper, supplies, etc.), Registration fees, Vehicle Expense, et al.

\$286,524

IT Training Center Operating Funds:

The annual operating budget for use by the new Technical Training Coordinator for training materials, book, supplies, etc. \$10,000

Associated Capital Project Requests (FYI):

Capital Request	Admin Amount
Annex Renovation of IT Offices	\$250,000
IT Training Center	\$69,800
IT Retooling & Reorganization	\$407,000
Total:	\$726,800

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

1. High Performing Government:

The NEW Department of IT under the new CIO will change the way technology is managed and governed in the City of Chattanooga. The focus is on high efficiency, eliminating waste, productive partnerships, long-term strategic planning with measured outcomes, accountability, and most of all, adding value to the organization.

2. Innovation:

This change moves toward our goals is innovative. In the future, the goal is for IT to be highly efficient so that a large part of what we do is innovate. Before we can innovate, we must get organized.

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
	\$427,398	\$296,524	\$723,922	100%	5.0



City of Chattanooga

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				0%	
Total	\$ 427,398	\$ 296,524	\$ 723,922	100%	5.0

Capital Budget Impact? Yes **Amount:** \$ 726,800

***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
none	

PERFORMANCE DATA

Measurement 1: Total Partner Satisfaction (Based on IT Survey Data)

FY2012	FY2013	FY2014	FY2015 Target
No Data	No Data	39.62%	50%

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target
No Data	No Data		

Measurement 3: :

FY2012	FY2013	FY2014	FY2015 Target
No Data	No Data		

Return on Investment:

How do citizens benefit? Does this activity leverage other financial resources? How does this decrease costs over time?

The strategy and standardized methods put in place under new leadership, such as centralized technology purchasing through a new technology fund, centralized IT operations, new tracking and management tools and systems, technology asset tracking and mandatory replacement, centralized project management and capital technology planning, adding a critical IT security function, and many other strategies and techniques, will all serve to make IT more efficient, economical, productive, and accountable. Citizens and our partners' will benefit from improved service and technology delivery, and transparent and sustainable practices reduce overhead and operating costs in the long term.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

I

Offer Name:	IT Applications Development	Department	
Offer Number:	2	Offer Rank:	1
Lead Department:	Information Technology	Collaboration:	Y ___ N_X__
Administrator:	Brent Messer, Chief Information Officer		
Offer Cost:	\$ 1,406,645	Primary Results Area:	High Performing Government

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.)*

DEPARTMENT OF INFORMATION TECHNOLOGY (DIT)

MISSION:

To serve as the catalyst for technological change and innovation through shared and integrated information systems.

VISION:

To be known as a value-driven proactive partner and noble steward of information systems and innovation.

Applications Development Division

Current Situation Synopsis:

The current philosophy and function of the applications group needs to refocus toward organizational impact, interoperability, or open data policy, maintaining those applications as status quo. Of the eight programmers, currently three of them (and a Systems & Database Specialist moved from the Systems group) are wholly focused on maintaining the Oracle eBusiness Suite ERP System -- this is representative of the need to shift focuses toward more broad impacts.



City of Chattanooga

FY15 Offers

More thought and attention should be given toward Open Data standards, or other standard development practices. Applications Services Manager (x1): This position is responsible for the management of individual application development teams but is currently working in an administration capacity. This role will change with the reorganization.

Strategy Going Forward and Key strategic themes for the IT Applications Development Division and this Offer:

To see the desired outcomes of high performing government and innovation (among the others through partnerships with other departments), this group of programmers will be organized and transformed into a well-organized development operation focused on Open Data and innovation. As part of the restructuring of the Department of Information Technology (DIT), a new division (IT Applications Development Division) will be created and headed by a new role, the Assistant Director - IT Applications Development. All of the current Programmers will be moved under this position and new positions created for handling the future emphasis on handling and disseminating Open Data and business intelligence systems. Building systems that are interoperable and capable of sharing data across the systems used by City employees, and building usable data sets that can be consumed by the general public under our future open data policy. For the times where it is less expensive to procure software, regardless of open source or proprietary, the division will be responsible for ensuring and even writing software interfaces in keeping with the interoperability and open data standards. This cannot be done with the current staffing levels and demand on the IT resources. My strategy will elevate some of the pressure and introduce better guidance.

The new Applications Development Division, like all other IT divisions, will be following the core IT strategic themes Operational Excellence: Partner & Citizen Orientation: Organizational Contribution: and Future Orientation: (detailed in the IT Administration Offer and technology strategic plan), but will also have their own set of strategic themes. For IT Applications Development, the focus is on interoperability, efficient agile programming, open data, open source (when possible), and innovation. *Note: open source does not mean free; open source just means non-proprietary.

Regardless if open source or proprietary systems are implemented in our enterprise infrastructure, they still need to be maintained and supported by a combination of dedicated in-house software developers, data management professionals, and paid support. Eventually, this division shall be the innovators of IT (as it should be).

What This Offer Funds:

To achieve our mission and execute our strategy, DIT must have the tools and personnel to see the outcomes and strategy through to fruition. Currently, we are missing several key components and standards in the IT Applications Development area needed to do this. This offer contains the funding for the current and new staff. The applications maintenance operating costs have been moved to IT Operations.

Current Positions (13 FTE):

Programmer 1 (x4) and Programmer 2 (x4): Entry-level programmers and senior programmers, who work on development projects, write code, and maintain application systems. These roles will change over time as the department is restructured and more efficient processes based on our strategy are put in place. The role will become mostly a proactive and agile applications development role as software engineers; working on innovative systems and eGovernment solutions inline with our interoperability and open data strategy.

Webmaster (x2): These roles design and maintain our website and intranet presence. As our restructuring takes shape, these roles will be reclassified to be more in alignment with the change in the programmers; more interactive in the development of dynamic, ADA and standards compliant, mobile friendly eGovernment systems with focus on interoperability and open data.

Electronic Content (Document) Specialist (x1): This position is a recent hire, created and filled by Finance then transferred to DIT as part of the ECM Initiative. The Electronic Content Specialist leads in implementation and management of the ECM, a strategy used to capture, manage, store, preserve, and deliver documents and other "content" and data related to organizational processes which will allow the efficient management of unstructured information, wherever it exists; the offer also promotes transparency and inter-departmental collaboration.

Systems & Database Specialist (x1): Technically this position, though "database" lives in the title, doesn't really work on general data. This role is one of the four primary (and critical) roles responsible for programming, managing, and maintaining the Oracle eBusiness Suite Enterprise Resource Planning (ERP) system.

Applications Services Manager (x1): This position is responsible for the management of individual application development teams but is currently working in an administration capacity. This role will change with the reorganization.

\$1,036,679.56



City of Chattanooga

FY15 Offers

OFFER SUMMARY

I

Offer Name:	IT Operations	Department	
Offer Number:	3	Offer Rank:	1
Lead Department:	Information Technology	Collaboration:	Y __ X __ N __
Administrator:	Brent Messer, Chief Information Officer		
Offer Cost:	\$4,466,226	Primary Results Area:	High Performing Government

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.)*

DEPARTMENT OF INFORMATION TECHNOLOGY (DIT)

MISSION:

To serve as the catalyst for technological change and innovation through shared and integrated information systems.

VISION:

To be known as a value-driven proactive partner and noble steward of information systems and innovation.

IT Operations Division

Current Status Synopsis:

Currently, the IT Department, has functional and communication silos & workflow issues. The majority of issues occur within the three operational divisions consisting of Networks, Help Desk, and Systems. Currently, approximately 68% of our network infrastructure is a single point of failure meaning that if a single switch our router went out, it would shut down a large portion of the network until replaced.



City of Chattanooga

FY15 Offers

It is critical that the City implement an updated disaster recovery plan in FY15. The network equipment itself is antiquated and slow (causing a majority of the data transfer bottlenecks between City buildings). Additional investment is needed to ensure that equipment assets are tracked, help desk tickets and calls for services are tracked, and always get completed. The turn around time for most services should be measured in minutes and hours. More accountability is needed and assessments of all departments, including Police/Fire, must be completed to ensure current staff being asked to maintain, troubleshoot, and operate technology have the capability to perform required tasks.

Strategy Going Forward and Key strategic themes for the IT Operations Division and this Offer:

As part of the restructuring of the Department of Information Technology (DIT), a new division, called the IT Operations Division, will be created and headed by a new role, the IT Infrastructure & Operations Director.

The current smaller siloed divisions will be merged into the larger IT Operations Division (so called because these functions make up the majority of regular day-to-day behind the scenes IT operations that are ongoing. Current operations management positions (x3 FTE) will also be reorganized and maybe even reclassified after the new director position is filled. Communication silos will be collapsed and new tracking systems for help desk tickets, service requests, and assets will be acquired and utilized. The IT Help Desk will be completely reorganized and expanded to create 24/7 shifts that ensure Police, Fire, and all Library branches are covered (a big complaint now), and that sworn LEOs are replaced by trained civilian IT techs. This will allow the sworn personnel to do police work.

The new IT Operations Division, like all other IT divisions, will be following the core IT strategic themes Operational Excellence: Partner & Citizen Orientation: Organizational Contribution: and Future Orientation: (detailed in the IT Administration Offer and technology strategic plan), but will also have their own set of strategic themes. For IT Operations, like the rest of the department, the focus is on efficient and standardized processes and operating procedures (including written manuals and documentation of procedures and systems). IT Operations literally keeps the ship afloat, but we need more proactive network and system interoperability, fast networks that utilize gigabit architecture, wireless and mobile infrastructure, network topologies that eliminate single points of failure, physical infrastructure disaster recovery, and infrastructure backup and colocations. The Operations Division will also focus on operational technology systems that promote access to Open Data and provide innovative opportunities for IT.

What This Offer Funds:

To achieve our mission and execute our strategy, DIT must have the tools and personnel to see the outcomes and strategy through to fruition. This offer contains the funding for the new personnel, tools and systems used and maintained by the division to fix the procedural issues, as well as current and new personnel, and the existing infrastructure maintenance.

Current Positions (19 FTE):

Network Manager (x1): This position is responsible for managing the team of network analysts and engineers, creating action plans aligned with the DIT strategy and under the supervision of the proposed IT Infrastructure & Operations Director.

Network Analyst (x2): Senior network engineers responsible for the planning, creation, and building of the advanced switched City network.

Network Engineer (x2): Junior network personnel responsible for lower level network maintenance and equipment replacement (among other such tasks).

IT Support Systems Manager (x1): This position has a strangely inaccurate title. The "systems" manager manages the group that maintains and monitors all operational systems, servers, data center, and so forth. This role will change over time as the department is restructured and more efficient processes based on our strategy are put in place.

Systems & Database Specialist 1(x2) and Systems & Database Specialist 2(x1): These positions also have strangely inaccurate titles. They actually maintain, install, and configure the servers, data center, virtualization systems, and operating systems throughout the City. They do not perform ANY data work outside of installing the Database Management Systems (Microsoft SQL Server, Oracle, MySQL, etc.) that the DBA's and data analysts (of which we currently have none) use to program relational databases and data warehouses.

IT Technician (x5 FTE) and IT Specialist (x3): These are the first-level Help Desk Technicians and specialists that do that majority of the IT support work, initial system configuration, system delivery, equipment installation, create and install new hardware, software, ancillary systems, peripherals, and provide direct front-line help-desk support service to our partners.

IT Support Services Supervisor (x1): Another position that has a strangely inaccurate title. This is essentially the supervisor for all the IT Technicians. This position will be changed based on the implementation of the proposed new positions added to this division.



City of Chattanooga

FY15 Offers

IT Telecommunications Coordinator (x1): The one and only telecommunications person to serve the entire City. Making that a ratio of approximately 2200:1. I am asking for a Telecom Supervisor position to go along with this position.

New Positions (8 FTE):

Assistant Director - IT Infrastructure & Operations (x1): Leadership and management of the entire IT Operations Division and program. To ensure that my vision for the department and our mission and strategy are executed and on track, the division needs strong expert technical management by a specialist in the field of network and systems engineering, telecommunications, and IT operations. Good management is the key to any successful operation. This position is so critical it is currently being created using FY14 surplus.

IT Operations Manager (x1): As part of the restructuring of DIT, this position will oversee and coordinate the action plans for the new IT Help Desk, the Help Desk Annexes, and the vast 24/7 break/fix help desk operations, technology replacement program, and plan and oversee the future rollout of city wide computer systems and upgrades.

IT Technician (x5): As part of the creation of 24/7 operations of the Public Safety Help Desk and 7 day Library Help Desk operations these positions will be split up among the different help desks to ensure adequate help desk coverage.

Telecommunications Supervisor (x1): This role will lead the telecommunications area and will be a hands-on supervisor role. I anticipate this will be a promotional opportunity for our current Telecom Coordinator, in which case that coordinator position will be reclassified to a Telecommunications Analyst position to work under the Telecom Supervisor.

Help Desk Expansion:

The large portion of the new personnel included in this offer are to cover three (3) eight hour shifts to ensure adequate coverage of Police, Fire, and Library systems through Help Desk annexes that will be located in the Police Department and Library. PD/Fire and Library do not close at 4:30 Friday and resume 8:00 Monday, neither should the IT Help Desk. There is a 287:1 ratio of users to every IT Tech/Specialist (287 users for every 1 IT tech). The high demand on IT tech time and the few number of techs unfortunately does not allow for shifts of 24x7 help desk operations. The shift schedule (see example) could allow shifts to overlap so that during heavy call times there are more techs on duty. Less on duty during light call periods.

Sample Schedule for base estimation of overlapping schedules.

New 24x7 IT Helpdesk Shift Breakdown			
DIT Help Desk:	Police / Fire		
Shift	Time Period	Days	# FTE on Duty
A	0600 - 1430	Tue - Sat	1
B	1430 - 1100	Tue - Sat	1
C	1100 - 0730	Tue - Sat	1
D	0600 - 1430	Sun - Thu	1
E	1430 - 1100	Sun - Thu	1
F	1100 - 0730	Sun - Thu	1
DIT Help Desk:	Library	(All 4 branches)	
Shift	Time Period	Days	# FTE on Duty
A	0900 - 1730	Mon - Fri	1
B	1130 - 2000	Mon - Fri	1
C	0900 - 1800	Sat	1
D	1300 - 1700	Sun	
DIT Help Desk:	Main City Hall Annex (For all other Depts.)		



City of Chattanooga

FY15 Offers

Shift	Time Period	Days	# FTE on Duty
A	0730 - 1600	Mon - Fri	3
B	0930 - 1800	Mon - Fri	3
		Total Required Tech FTE:	15
		- Current Tech FTE:	8
		Additional Techs Needed FTE	7
		Requested FY15:	5

New tools to enhance IT performance:

Adding tools, which are currently non-existent. Tool sets that are critical to any IT operation in any organization. Help Desk Ticketing and resolution tracking system, technology asset tracking and inventory, technology asset maintenance and software license tracking. We have already paid over \$75,000 in unlicensed software fees. These tools will mitigate future occurrences of software licensing violations, old assets such as antiquated equipment not being replaced timely and used long after the useful life, scrambling to replace or upgrade machines that are going out of warranty, and so on.

\$18,000

Regular Systems Maintenance and Licensing Costs:

The regular operating costs for maintaining every one of the hundreds of hardware and software systems IT maintains for the City.

\$1,737,714.

For FY15, the strategy is to audit as many systems as possible and streamline maintenance. In a lot of cases organizations pay for systems they are no longer using or can't be justified. That is never been monitored here. That process of asset management, inventory tracking, and auditing of all our systems had already begun. In the two months since coming under leadership, the IT Dept has already saved over \$80,000 in unneeded systems maintenance costs during this budget cycle. There could be more savings along the way as we begin to enable processes that will monitor IT appropriately. The tech replacement fund and plan, as well as, the additional personnel and tools requested as part of the reorganization will give IT the edge needed to become very efficient. There is still a future need for better way to manage software licensing. This will be decided in FY15 and applied to FY16 budget.

Offloading Commodity IT Items:

Part of the new ongoing strategy is to offload any technology item that may be considered to be a commodity. In the case of the IT Operations Division there are large long-term savings to be had by putting our email system, and other such systems, in the cloud as Software as a Service (SaaS). Included in this offer are the additional operating costs to put our commodity items into a SaaS configuration.

Moving off Exchange and onto Google Services (Gmail and Google Apps / Drive):

Net savings is less than what we currently pay for Exchange annual Maintenance plus one-time migration cost and user training (Capital Request)

Moving Oracle eBusiness Suite into a cloud (SaaS) configuration:

Net savings is a long-term strategy to free up programmer time to do more proactive and innovating work (the main reason there isn't a need for new programming staff, this is more efficient way to free up current staff time.)

Offloading also has savings associated with:

- Server Costs
- Upgrade costs (including staff regular and overtime), no more systems being behind in upgrades and security patches by years.
- Electricity costs for the data center (including the extra HVAC costs)



City of Chattanooga

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Technology Replacement Fund:

This offer also includes information on the ties to capital funds to create a new Technology Replacement Program and Policy (**Draft Policy included in share folder**). INCLUDED in CAPITAL REQUESTS, however, the way the fund and plan works there will be increased ongoing operational costs in each department's operational budget. This is only FYI information on the program.

This plan (essentially a lease program with required replacement) and fund will centralize and streamline the current inefficient process of acquiring and replacing technology within the City (Computers, Tablets, Servers, Printers, Scanners, Critical software, network equipment, etc.). Currently technology isn't planned, at all. Technology is purchased ad hoc and used far beyond expected life spans. This translates into critical technology going bad and IT staff scrambling to find antiquated parts as a band-aid, then large sums of money for replacements and potentially vendors to transfer data from outdated systems to newer systems. Part of this current process has technology purchasing as a federated model where each department buys what they think they need and fund it. This exacerbates an already inefficient replacement process by leaving IT in the dark about what equipment is out there, where it is, software concerns, security concerns, etc. Not planning the technology initially, and especially the centralizing of purchasing through IT and a set replacement cycle and fund, costs the City untold millions in lost productivity, time, and replacement costs per year. The new tools IT will acquire as part of this offer and the capital infusion of this fund and plan, tied with a City wide technology replacement and purchasing policy, will virtually eliminate all of the current problems with antiquated and untracked technology.

Capital Project Requests (FYI):

Capital Request	Operations	
	Amount	
Help Desk PD Satellite		\$90,000
Help Desk Relocation (1st FI Annex)		\$75,000
Telecom/Network Upgrades		\$1,762,000
Technology Replacement Fund		\$1,850,000
Microsoft Licenses		\$200,000
	Total:	\$3,977,000

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

1. High Performing Government:

The DIT strategy is focused on high efficiency, eliminating waste, productive partnerships, long-term strategic planning with measured outcomes, accountability, and most of all adding value to the organization. This offer is aligned with that strategy. The IT Operations division is the division that keeps the gears in the technology hub turning and lubricated. They will become far more efficient in FY15 with this offer.

2. Innovation:

Given the current state of the IT department, nearly every change toward our goals is innovative for us.

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
	\$2,196,794	\$2,269,431	\$4,466,226	100%	27.0
				%	
Total	\$ 2,196,794	\$2,269,431	\$4,466,226	100%	27.0

Capital Budget Impact? Yes \$Amount: \$3,977,000



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***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
none	

PERFORMANCE DATA

Measurement 1: Help Desk Incident Ticket - Mean Time to Resolve (no current data)

FY2012	FY2013	FY2014	FY2015 Target
			3 Days

Measurement 2: System Uptime

FY2012	FY2013	FY2014	FY2015 Target
		70%	80%

Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? Does this activity leverage other financial resources? How does this decrease costs over time?

Citizens and our partners' will benefit from improved service and technology delivery, and transparent and sustainable practices reduce overhead and operating costs in the long term. Offloading commodity items and systems to SaaS solutions gives us both a short-term gain and long-term gain. Short-term is strictly cost savings and personnel time savings. Long-term will be reduction in physical overhead regarding any cost associated with keeping the systems we will offload in-house,

Better tracking of IT assets and Help Desk tickets means more effective service. Service Level Agreements means measured performance indicators that are currently not in place.



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New Positions (3 FTE):

Assistant Director - IT Applications Development (x1): Leadership and management of the entire applications development division and program. To ensure that my vision for the department and our mission and strategy are executed and on track, the division needs strong expert technical management by a specialist in the field of systems analysis and software engineering. Good management is the key to any successful operation.

Enterprise Data Manager (x1): DIT (or the City) currently has no data management professionals of any kind. This role will help coordinate the IT Business Analysts (who act as liaisons to departments), and DBA, for collecting, designing, managing, and disseminating data sets and other enterprise data related responsibilities. The Enterprise Data Manager will also define and manage the data governance needed to ensure data is available, usable, and appropriately used. This role, the Business Analyst role, and the DBA role are critical to successful implementation of future interoperable information systems, and sustainability of the Open Data policy and standards.

Database Administrator (x1): This role is the traditional development role of a DBA; to configure, design, and optimize databases for the entire organization. Will work closely with the development teams to program databases for both production (transactional) systems, as well as, data warehouses and cubes for use in business intelligence operations, data mining, and open data initiatives. (Systems like Socrata do not do this type of work). While DBA's are important to the Open Data initiative and data governance, this is not the primary intent for a DBA.

\$369,965.75

Capital Project Requests (FYI):

Capital Request	Development Amount
Oracle Projects Grants / Finance	\$641,500
ECM	\$369,800
Total:	\$1,011,300

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

1. High Performing Government:

The DIT strategy is focused on high efficiency, eliminating waste, productive partnerships, long-term strategic planning with measured outcomes, accountability, and most of all adding value to the organization. This offer is aligned with that strategy. I expect to move the Applications division from mundane support roles, to innovating and developing productively.

2. Innovation:

The applications division will become the forefront of innovation in great IT groups. Operations and Security keep the ship afloat, while Applications and PMO add the value through new and innovative proactive methods. This division is also responsible for the current and future eGovernment initiatives that will be outlined in the IT strategic plan.

Ultimately the new IT Applications Development Division, along side the other IT divisions, will be the face of innovation for the DIT and the City. Before we can innovate, we must get organized.

BUDGET REQUEST

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



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FY15 Offers

Department	Personnel Cost (including Benefits)	Operations	Total Request	% of offer	FTEs required
	\$1,406,645	\$	\$1,406,645	100%	16.0
				0%	
Total	\$ 1,406,645	\$	\$ 1,406,645	100%	16.0

Capital Budget Impact? Yes \$Amount: \$1,011,300

***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
none	

PERFORMANCE DATA

Measurement 1: Project Success Rate (no current data)

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2: Systems Interoperability (no current data)

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3: System Adoption Rate (no current data)

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? Does this activity leverage other financial resources? How does this decrease costs over time?

Citizens and our partners' will benefit from improved service and technology delivery, and transparent and sustainable practices reduce overhead and operating costs in the long term. Dynamic content and data management will provide City departments with Business Intelligence data used to make effective decisions. Citizen will benefit from eGovernment enhanced planning and the open access to City data in a variety of ways.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

I

Offer Name:	IT Project Management Office	
Offer Number:	4	Department Offer Rank: 1
Lead Department:	Information Technology	Collaboration: Y ___ N_X__
Administrator:	Brent Messer, Chief Information Officer	
Offer Cost:	\$ 632,377	Primary Results Area: High Performing Government

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.)*

DEPARTMENT OF INFORMATION TECHNOLOGY (DIT)

MISSION:

To serve as the catalyst for technological change and innovation through shared and integrated information systems.

VISION:

To be known as a value-driven proactive partner and noble steward of information systems and innovation.

IT Project Management Office

Current Status Synopsis:

The current state of the IT department needs restructuring, aggressive policy changes, and a keen focus on leadership development, proper management, and communication. Prior to the appointment of new leadership, There was no standard Project Management practices in place, which this offer will provide funds to support.



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Strategy Going Forward and Key strategic themes for the IT Project Management Office and this Offer:

As part of the restructuring of the Department of Information Technology (DIT), a new office, called the IT Project Management Office (PMO), will be created and headed by a new role, the Project Management Director. The PMO will be a matrixed environment with each Project Manager assigned the relevant number of projects based on available resources and knowledge. The PMO will be based on official worldwide Project Management Institute standards and staffed by certified Project Managers; PMP (Project Management Professional). We currently have two PMP certified staff.

The new IT Project Management Office, like all other IT divisions, will be following the core IT strategic themes Operational Excellence: Partner & Citizen Orientation: Organizational Contribution: and Future Orientation: (detailed in the IT Administration Offer and technology strategic plan), but will also have their own set of strategic themes. For the PMO, the focus is on efficient and standardized processes and procedures for ensuring project success, accountability, and standardized performance metrics. System focus is on interoperability and technology systems that promote access to Open Data and provide innovational opportunities. The PMO will assure IT projects stay on scope, time, and budget.

Technology Planning Committee (TPC):

The PMO will also be heavily involved with the Technology Planning Committee (TPC) that will begin soon. The TPC will require all capital technology related projects be measured through specific criteria and be written through the form of a detailed business case (see example in offer folder). The business case will show all the justification for the capital expenditure ensuring that capital funds are not wasted. The TPC will be the mechanism through which capital tech projects are prioritized based on the ROI and the need of the entire organization. The TPC will be made up of the department administrators and the CIO. This method ensures a higher rate of successful projects.

Basic Steps:

If a capital technology project meets certain criteria the CIO will refer it to the TPC.

If the TPC approves a capital project, it is then allowed to go to the budget process to seek funding.

If the capital funding is approved, then the CIO will charter an official project and give it to the Project Management Office. The PMO assign a Project Manager, who will create the project plan and assign resources based on availability.

What This Offer Funds:

To achieve our mission and execute our strategy, DIT must have the tools and personnel to see the outcomes and strategy through to fruition. This offer contains the funding for the new tools and systems used and maintained by the PMO to ensure high performance and successful outcomes of a majority of projects.

Current Positions (4 FTE):

IT Business Project Analyst (x4): This position is currently responsible for managing individual projects based on available resources, budget and time constraints, and managing project teams (resources assigned to work on a project). This position will change slightly and possibly in FY15. Two of the four positions will be reclassified to be Project Managers. The other two will be reclassified to be just Business Analysts, who will have a different, but equally important role. The Project Manager will (based on industry standards) work in the PMO and manage projects and project teams. The Business Analyst will be liaisons to departments to help them structure better business processes that work well with current and new systems and with emphasis on Open Data standards. The Business Analysts will also perform minor data mining and Business Intelligence work that is structured and ad-hoc for the organization while working in conjunction with the Data Manager and DBA's.

New Positions (2 FTE):

Asst. Director - Project Management (x1): Leadership and management of the entire IT PMO and program. Will work with the CIO to structure and ensure the IT project portfolio is managed well and meets strategic objectives. Will also work in conjunction with the new Technology Planning Committee (TPC) and other IT governance processes that will be put in place. To ensure that my vision for the department and our mission and strategy are executed and on track, the PMO needs strong expert management by a specialist in the field of Project Management with an IT focus.

Project Manager (x1): As part of the restructuring of DIT, this position will start the reorganization and creation of the PMO. Given the workload of the IT department, a new Project Manager will help. The position will also help with the



City of Chattanooga

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reclassification of the IT Business Project Analyst roles.

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

1. High Performing Government:

The DIT strategy is focused on high efficiency, eliminating waste, productive partnerships, long-term strategic planning with measured outcomes, accountability, and most of all adding value to the organization. This offer is aligned with that strategy. IT Governance is a highly critical component to a successful IT group. The IT PMO and TPC processes is the first step in the right direction for super efficiency.

2. Innovation:

The PMO /TPC combination is a direct reflection of the new leadership at IT. The applications division and the PMO are the innovators of IT. Given the current state of the IT department, nearly every change toward our goals is innovative for us.

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
	\$632,377	\$	\$632,377	100%	6.0
				0%	
Total	\$ 632,377	\$	\$ 632,377	100%	6.0

Capital Budget Impact? 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
none	

PERFORMANCE DATA

Measurement 1: Project Stakeholder Satisfaction (No current data)

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3:



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FY2012	FY2013	FY2014	FY2015 Target
Return on Investment: <i>How do citizens benefit? Does this activity leverage other financial resources? How does this decrease costs over time?</i> Centralizing the IT project portfolio separates the functional management from the project management. It means that more projects could come in on time and on budget and potentially quicker. It ensures that project sponsors, stakeholders, and project managers have greater accountability for project outcomes. The program ensures the responsible use of capital funds. Citizens and our partners' will benefit from improved service and technology delivery, and transparent and sustainable practices reduce overhead and operating costs in the long term.			



City of Chattanooga

FY15 Offers

OFFER SUMMARY

I

Offer Name:	IT Security	Department	
Offer Number:	5	Offer Rank:	1
Lead Department:	Information Technology	Collaboration:	Y ___ N_X__
Administrator:	Brent Messer, Chief Information Officer		
Offer Cost:	\$214,540	Primary Results Area:	High Performing Government

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.)*

DEPARTMENT OF INFORMATION TECHNOLOGY (DIT)

MISSION:

To serve as the catalyst for technological change and innovation through shared and integrated information systems.

VISION:

To be known as a value-driven proactive partner and noble steward of information systems and innovation.

IT Security Division

Current Status Synopsis:

Security is a function that is a mandatory among all IT groups and critical to successful operations. The Security function is responsible for planning disaster recovery operations, firewall and systems security monitoring, penetration testing and hacking counter measures, system security training, working with CIO to establish technology security and use policies, and other such IT security functions.



City of Chattanooga

FY15 Offers

Strategy Going Forward and Key strategic themes for the IT Security Division and this Offer:

As part of the restructuring of the Department of Information Technology (DIT), my aim is to fix the serious lack of IT security and get IT and technology security measures organized properly. To do so, a new division called the IT Security Division will be created and headed by a new role, the Assistant Director - IT Security (a position that is currently being created using surplus from FY14).

One of the Network Analyst positions will be moved under the IT Security Director and possibly reclassified as an IT Security Analyst. This person is currently doing pseudo security work, but doesn't have the skillset needed for proper security work.

The new IT Security Division, like all other IT divisions, will be following the core IT strategic themes Operational Excellence: Partner & Citizen Orientation: Organizational Contribution: and Future Orientation: (detailed in the IT Administration Offer and technology strategic plan). For IT Security, the focus is on standardized security policies and protocols to support the rest of the IT functional areas and the City as a whole.

What This Offer Funds:

To achieve our mission and execute our strategy, DIT must have the tools and personnel to see the outcomes and strategy through to fruition. This offer contains the funding for the new security tools and systems used and maintained by the division to fix a majority of the security issues, as well as the required personnel.

Current Positions (1 FTE):

Network Analyst (x1): This position will be a first-line security analyst responsible for a good portion of the security function. We currently have this position and the incumbent does some minor security work, but mostly dealing with security cameras. More leadership is required in this functional area.

New Positions (1 FTE):

Director of IT Infrastructure & Operations (x1): Leadership and management of the entire IT Security Division and functional operation. Strong management is essential to a good operation. This position will require a very specific set of skills including being CISSP certified, which is the IT security industry standard certification.

Capital Project Requests (FYI):

Capital Request	Security	
	Amount	
CJIS Security Tools		\$240,000
Total:		\$240,000

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

1. High Performing Government:

The DIT strategy is focused on high efficiency, eliminating waste, productive partnerships, long-term strategic planning with measured outcomes, accountability, and most of all adding value to the organization. This offer is aligned with that strategy. The IT security function is critical to the continued operations of IT.

2. Innovation:

This is a very important step toward creating a high performing IT Department.



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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
IT	\$214,540		\$214,540	100%	2.0
				0%	
Total	\$214,540	\$	\$214,540	100%	2.0

Capital Budget Impact? Yes \$Amount: \$240,000

***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
none	

PERFORMANCE DATA

Measurement 1: DR Plan Recovery Time (using table-top exercise data, not currently available)

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? Does this activity leverage other financial resources? How does this decrease costs over time?

Citizens and our partners' will benefit from improved service and technology delivery, and transparent and sustainable practices reduce overhead and operating costs in the long term. The security of our network infrastructure, disaster recovery, and other such functions ensure that IT resources are not abused, infiltrated, or other such harm that could cause large financial burdens among other burdens.



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FY15 Offers

OFFER SUMMARY

Offer Name:	Executive Branch - Mayor's Office	Department	
Offer Number:	1 of 2	Offer Rank:	1
Lead			
Department:	Executive Branch	Collaboration:	Y ___ N_X__
Administrator:	Andy Berke		
Offer Cost:	\$1,297,308	Primary Results Area:	High Performing Government

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 executive branch establishes and carries out policy for City government.**
- **The Mayor and his administrative staff set the priorities of City government, guide the operations of City government, and conduct the administrative affairs of the executive branch.**
- **The Mayor serves as the chief executive officer of the City and is authorized to administer oaths, supervise and control all divisions of the City, and see that all ordinances of the City and the provisions of the Charter are observed.**
- **The position of Mayor is mandated by the City Charter.**
- **The Mayor's administrative staff includes Chief of Staff, Chief Operating Officer, Chief Policy Officer, Communications Director, Public Safety Coordinator, and administrative support positions.**
- **This offer reflects the organizational structure of the Mayor's administrative staff necessary to support all strategies and results areas that are important to citizens; as well as carry out the duties vested in the office of the Mayor by the City Charter.**



City of Chattanooga

FY15 Offers

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

1. Increase citizen satisfaction with services
2. Maintain the City's current bond rating of AAA
3. Data driven decision making

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
Mayor's Office	1,193,758	103,550	1,297,308	100%	11
				0%	
Total	1,193,758	103,550	1,297,308	100%	11

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

Capital Budget Impact? Yes XNo \$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
N/A	N/A

PERFORMANCE DATA

Measurement 1: Community Outreach Hours

FY2012	FY2013	FY2014	FY2015 Target
Unknown	Unknown	Projected 180 hours	200 hours

Measurement 2: Overall Citizen Satisfaction with Chattanooga as a Place to Live (Survey Data)

FY2012	FY2013	FY2014	FY2015 Target
87%	88%	TBD	90%

Measurement 3: Overall Citizen Satisfaction with Direction City is Taking (Survey Data)

FY2012	FY2013	FY2014	FY2015 Target
48%	53%	TBD	70%

Measurement 4: Municipal Bond Rating (S&P)



City of Chattanooga

FY15 Offers

FY2012	FY2013	FY2014	FY2015 Target
AA+	AA+	AAA	AAA
Return on Investment:			
<i>How do citizens benefit?</i> Strong executive leadership is essential for a high performing government. The Mayor is elected by citizens to establish and execute policy to achieve results that matter most to citizens.			
<i>Does this activity leverage other financial resources?</i> The executive branch plays an integral role in leveraging financial resources from local, state, and national organizations.			
<i>How does this decrease costs over time?</i> The Mayor has restructured City government to operate more effectively and more efficiently. A high performing government reduces costs or provides greater value for taxpayers.			



OFFER SUMMARY

Offer Name:	Occupational Safety Program	
Offer Number:	2 of 3	Department Offer Rank: 2
Lead Department:	Human Resources	Collaboration: Y <u>X</u> N _____
Administrator:	Todd Dockery	
Offer Cost:	\$240,384	Primary Results Area: High Performing Government

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 Human Resources (HR) Department is responsible for maintaining an effective and comprehensive Occupational Safety and Health Program for its employees as mandated by the Tennessee Occupational Safety and Health Administration (TOSHA). The HR department is currently unable to effectively and efficiently keep up with the training and monitoring requirements of the program due to a lack of qualified staff to effectively implement the program. The overall City program has not been able to meet the obligations which could potentially create an increase in risk to City employees by increasing the numbers of work related accidents and injuries and not being able to identify and abate unsafe work areas.

The HR Department is proposing to add two Occupational Safety Specialist positions to provide education, training and site monitoring to various departments within the City where no Safety Specialist has been specifically assigned. The addition of these positions will result in a better trained and safer workforce and will enable the Manager of Safety to oversee a comprehensive plan for the entire City. The manager's role is to act as the City's safety lead and to ensure compliance with TOSHA regulations while making sure that



consistent safety standards are developed and implemented throughout all City departments. The success of the program depends on a continuous collaboration with all City safety personnel including Fire, Police and Public Works whose departments currently have Safety Specialists assigned to them. Although these safety personnel do not report directly to the Manager of Safety, they are held accountable for implementing departmental programs that are consistent with City wide plan. The City recently enhanced the currently budgeted position (previously the Safety Program Coordinator) to the position of Manager of Safety with a greater emphasis on a proactive plan and oversight of all City safety needs. This enhanced position reports directly to the City's Director of Risk Management and Insurance. The plan includes the development or updating of City wide safety policies for all applicable standards which include emergency response, safe driving, accident investigation and creating a new system for tracking training, injury trends and safety costs. In the past, each department has used its own method for trend analysis and reporting. The Manager will lead and oversee a collaborative effort among all City safety personnel to standardize these reports into one that can be used throughout all City safety areas. The Manager will ensure site investigations and audits for all departments are occurring through the City safety personnel and will work closely with all City safety personnel to ensure that standards are being met and that training is being performed consistently. The Manager of safety will act as a resource for all City safety personnel and will assume the responsibility of being the point contact directly to TOSHA.

The City currently employs five individuals in the role of Occupational Safety Specialist and are assigned to the departments of Fire (1 position), Police (1 position) and Public Works (3 positions). The Department of Public Works is proposing to create a new position of Public Works Safety Coordinator that will ensure that City wide policies developed by the City's Manager of Safety are implemented in the large Public Works area consistently. The Occupational Safety Specialist responsibilities for all other City departments have historically fallen to the role of Manager of Safety (previously Coordinator). These departments include General Government (275 employees), Youth and Family Development (which includes the HeadStart programs and 17 recreation centers and over 500 employees), Economic and Community Development (90 employees) and General Services (which operates two large garages and the City's building maintenance unit with over 150 employees). As there are over 1000 employees in these areas, many with hazardous jobs, the addition of two Safety Specialists to perform safety training and monitoring will result in a safer and well trained workforce and in turn will lessen the potential for accidents and injuries. For 2012, the City reported to TOSHA; 233 injuries and illnesses, 1228 lost days and 4021 restricted days. For 2013, there were 151 injuries and illnesses, 1281 lost days and 2465 restricted days.

The two new Occupational Safety Specialists will report directly to the City's Manager of Safety and their job will reflect the City's emphasis on improving safety by conducting more safety training, monitoring work injuries, conducting site inspection, accident investigation, monitoring and enforcing adherence to established policies, initiating corrective actions and reporting data for the departments and over 1,000 employees that currently do not have dedicated safety specialists.



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

1. Increase the health of City employees
2. Decrease number of workplace injuries
3. Decrease the numbers of lost days due to work injuries
4. Increase the sense of workplace safety for City employees

BUDGET REQUEST

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

Our safety offer includes an existing Safety Manager position, two new safety specialist positions, and operating cost. The Safety Manager (currently listed as Safety Coordinator) position existed within the HR operating budget in FY14. The proposed budget for the HR Safety program is \$243,000.00.

1 Safety Manager (PR 22)– \$60,000.00 per year with benefits (\$93,682) – Total - \$93,682

2 Safety Specialists – \$39,592 each per year with benefits (\$66,876 each)– Total - \$133,752 Operating Cost – Total - \$12,950

Total BFO - \$240,384

Department	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Human Resources	\$ 227,434	\$ 12,950	\$ 240,384	100%	3
			\$	0%	
Total	\$ 227,434	\$ 12,950	\$ 240,384	100%	3

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

Capital Budget Impact? Yes XNo \$Amount

****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



PERFORMANCE DATA

Measurement 1: Number of work related injuries

FY2012	FY2013	FY2014	FY2015 Target
Calendar year 2012 = 233	Calendar Year 2013 = C151		Decrease by 10%

Measurement 2: Numbers of lost days due to work related injuries

FY2012	FY2013	FY2014	FY2015 Target
Calendar Year 2012 = 1228	Calendar Year 2013 = 1288		Decrease by 10%

Measurement 3: Level of employee satisfaction in City safety program

FY2012	FY2013	FY2014	FY2015 Target
		Will send survey	Increase

Return on Investment: Although citizens are not directly affected by the City's job injury rate, a healthier workforce could provide better services to citizens as they would be more productive. When employees are off work or on restricted duty due to a work injury, other employees often have to work overtime to cover their work assignments. A safer workplace with fewer injuries could reduce the amount of tax payer dollars that are spent on overtime hours and the costs associated with the potentially preventable injury. As the City is self-insured for work injury claims, a reduction in the number of injuries would decrease the overall cost of the claims which are funded with taxpayer dollars. Additionally, the implementation of a safe driving program would ensure citizens that City drivers have been trained to drive on City streets in a safe manner. Ultimately, this program will help to ensure the overall safety and wellbeing of our employees.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Office of Performance Management	Department Offer Rank:	1
Offer Number:	1 of 1	Collaboration:	Y__X__N__
Lead Department:	DCOO/Finance		
Administrator:	Brent Goldberg		
Offer Cost:	\$200,000	Primary Results Area:	Innovation Fund

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 Office of Performance Management would lead a culture of continuous improvement within City government through performance management and providing data for decision making. The Office of Performance Management would help City departments and agencies measure and manage performance with the goal of delivering high quality services to citizens in a cost-efficient and transparent manner.

The Office of Performance Management would operate with three core functions:

1. **Performance Management** – data collection, analysis, measurement, reporting, management.
2. **Data** – Data driven decision making to provide high quality services to citizens. Make data freely available to citizens in a user friendly format.
3. **Strategic Planning** – Strategically align and improve operations using data, to execute the Mayor's multi-year vision and achieve results in the areas that are most important to citizens.



City of Chattanooga

FY15 Offers

This offer includes two components:

1. Salaries and Benefits for a Director of Performance Management \$100,000
2. Software, hardware, and office expenses \$100,000

The Office of Performance Management would be modeled after the following successful initiatives:

Maryland StateStat - <http://www.statestat.maryland.gov/>

Baltimore CitiStat - [http://www.baltimorecity.gov/Government/AgenciesDepartments/](http://www.baltimorecity.gov/Government/AgenciesDepartments/CitiStat.aspx)

CitiStat.aspx Louisville OPI/LouisStat - <http://louiestat.louisvilleky.gov/>

The tenets of CitiStat and StateStat developed by Governor O'Malley are as follows:

- Accurate and timely intelligence shared by all
- Rapid deployment of resources
- Effective tactics and strategies
- Relentless follow-up and assessment

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

1. High Performing Government – Data Driven Decision Making
2. High Performing Government – Open Data and Open Government
3. High Performing Government – Increase Citizen Satisfaction with Services

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
Mayor's Office	0	0	0	0	0
Finance	\$100,000	\$100,000	\$200,000	100%	1
Total	\$100,000	\$100,000	\$200,000	100%	1

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

Capital Budget Impact? Yes XNo \$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
N/A	N/A



City of Chattanooga

FY15 Offers

PERFORMANCE DATA

Measurement 1: Performance Indicators

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	N/A	TBD

Measurement 2: Number of Open Data Sets

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	N/A	TBD

Measurement 3: Citizen Satisfaction with Performance and Data

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	N/A	TBD

Return on Investment:

How do citizens benefit? **Open data, transparency, and accountability.**

Does this activity leverage other financial resources? **No**

How does this decrease costs over time? **Effective performance management decreases costs or provides a greater value of services over time.**



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Executive Branch – OMA	
Offer Number:	2 of 2	Department Offer Rank: 2
Lead Department:	Executive Branch	Collaboration: Y ___N___X__
Administrator:	James McKissic	
Offer Cost:	\$285,318	Primary Results Area: High Performing Government

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.)*

What is the service/program?

The Office of Multicultural Affairs works to accomplish three goals for the City of Chattanooga:

- Provide the resources and information small, minority, and women-owned businesses need to compete for business opportunities with the City of Chattanooga. Track quarterly progress toward women and minority business engagement.
- Work to promote goodwill among City of Chattanooga employees. Open up employment and promotion opportunities within the City to under-represented groups. Review and report EEOC employment numbers annually.
- Be a presence in the community, promoting diversity and inclusion on behalf of the City of Chattanooga.

How will it be provided? The Office of Multicultural offers programming to promote the Office goals:

Small, Women and Minority Owned Business Engagement: OMA offers quarterly workshops on Doing Business with the City. FY2014 workshops have included: Bonding and Insurance, Introduction to Government Contracting, SBA 8A Certification, the Governor’s Office Certification and numerous presentations to business service providers such as Launch Alumni, Urban League CoStarters and Chamber Business Incubator Clients. OMA also worked with the City Attorney’s Office and the City Purchasing Department to revise and strengthen to City’s procurement policies related to diversity businesses. OMA has met with Purchasing to begin the process of tracing DBE engagement and will submit the first DBE engagement report to the Mayor and Council in April 2014. OMA worked with the Urban League and the Chamber to establish a small



City of Chattanooga

FY15 Offers

business support network to support the DBE efforts of the City. This network includes: Urban League, Chamber, Launch, Brightbridge, Women’s Business Center, Tennessee Small Business Development Center, and UTC School of Business.

Recruitment, Retention and Promotion of diverse employees: Early on, OMA staff learned that there was no City HR funding dedicated to diversity recruitment. As a response the Office began a concerted effort to promote City employment at area job fairs and share opportunities via social media. The Office also reached out to a network of historically black and Hispanic serving colleges and universities to begin sharing employment opportunities with career centers. OMA established the City Internship in FY014, because internships are proven diversity employment tools. OMA has proposed to increase the number of interns from 15 – 20-30 in FY 2015 due to the incredible reception and high demand of the program. Other employee initiatives managed by OMA include the City Employee Diversity Council, a precursor to City Employee Resource Groups which will be established in FY2015, City Employee Spanish Classes, and Disability Lunch and Learn Sessions for department heads, HR employees and persons who have hiring influence. The OMA Director has engaged the network of Chattanooga’s Diversity Executives, from TVA and BCBST, to EPB, to learn best practices and implement them in City Government. OMA also supports this goal by training employees on Workplace Harassment (400 City employees trained in FY 2014) and supporting the City’s Compliance Officer in establishing a Title VI training program and responding to internal and external complaints of discrimination.

Be a presence in the community, promoting diversity and inclusion on behalf of the City of Chattanooga: OMA has taken a community service approach to promoting diversity and inclusion in the City by offering opportunities for diverse groups of people to come together and work on a common goal. Recent service projects have included the MLK Day of Service and the Carver Park Cleanup. In FY 2015 it is the Office’s plan to work with the City’s Civic Engagement Director to offer quarterly opportunities to serve and to explore putting on a series of Study Circles related to cross-racial dialogue and understanding. In FY 2015, the Office will support the Fair Housing efforts of the Department of Economic and Community Development by engaging an intern and four contract housing testers to do outreach and visit and document housing interactions in the City. The OMA Advisory Committee members are often deployed to get information into the community and to serve as ambassadors for the Office at various events and activities throughout the City related to inclusion.

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

1. Increase citizen satisfaction with services
2. Increase employees accessing professional development
3. Decrease number of sick days taken

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
OMA	185,868	99,450	285,318	100%	2
				0%	
Total	\$ 185,868	\$ 99,450	\$ 285,318	100%	2

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

Capital Budget Impact? Yes XNo \$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
Coca Cola	\$500 (Fair Housing Education Support)



City of Chattanooga

FY15 Offers

PERFORMANCE DATA

Measurement 1: *Small, Women and Minority Owned Business Engagement (see Logic Model)*

FY2012	FY2013	FY2014	FY2015 Target
?	Estimated 2%	Projected 10%	Projected 14%

Measurement 2: *Recruitment, Retention and Promotion of diverse employees (See Logic Model)*

FY2012	FY2013	FY2014	FY2015 Target
?	15%	20%	30%

Measurement 3: *Increase in Chattanooga DBEs certified by third party agencies (See Logic Model)*

FY2012	FY2013	FY2014	FY2015 Target
47 Governor's Office 3 SBA 8A	47 Governor's Office 3 SBA 8A	55 Governor's Office 6 SBA 8A	60 Governor's Office 10 SBA 8A

Return on Investment:

How do citizens benefit? Minorities own 15.1% of all U.S. businesses, or more than 3 million firms, and 99% of these firms are small businesses. Minority-owned businesses account for \$591 billion in revenues. Many local minority businesses have felt excluded from the information and resources needed to do business with the City. One workshop participant in FY 2014 explained how grateful she was for OMA because in the past "doing business with the City seemed like a secret society." An effort to link more DBEs to City opportunities promotes job growth, bolsters our local economy and allows more people to engage in Chattanooga's entrepreneurial renaissance.

Does this activity leverage other financial resources? No, but it does leverage a vast network of employment and small and minority business support organizations who partner with OMA to support the City's diversity and inclusion goals.

How does this decrease costs over time? When the City engages in pro-diversity and inclusion practices, employees--regardless of race, gender or ethnicity--feel valued. Employee opinion surveys link employee self-worth in the workplace to higher levels of job satisfaction. High levels of job satisfaction turn into greater productivity, and greater productivity becomes improved customer service and an improvement in citizen satisfaction with City services. OMA programs also promote greater attachment to the workplace which facilitates higher levels of retention and advancement.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **Procurement Services**

Offer Number: **2** Department Offer Rank: **1**

Lead Department: **General Services** Collaboration: **Y** **N** **X**

Administrator: **Cary Bohannon**

Offer Cost: **\$724,467** Primary Results Area: **High Performing Government**

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.)*

Procurement has a critical role in meeting the collective goals of the City of Chattanooga. The services, provided by the purchasing division, support every department, division, and function of City government. Services include procuring all supplies, equipment, materials, and services required for City operations in a timely, environmentally friendly, and cost-effective manner. Purchasing is responsible for the issuance of contract documents, for the encumbrance of funds, and all amendments and changes to City contracts. The management of the Purchasing Card system for the City is a function of the purchasing division. The purchasing division is also responsible for the disposal of all City surplus, impounded, and unclaimed assets.

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

1. Increase citizen satisfaction with services.
2. Maintain City's current bond rating.



City of Chattanooga

FY15 Offers

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
Purchasing	\$654,880	\$69,587	\$724,467	100%	10.00
				0%	
Total	\$654,880	\$69,587	\$724,467	100%	10.00

**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
N/A	N/A

PERFORMANCE DATA

Measurement 1: Cost per Purchase Order

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2: Customer Satisfaction

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3: DBE Participation

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

***How do citizens benefit?** Provides access to the goods and services that make it possible for the City provide safer streets, a growing economy, stronger neighborhoods, smarter students, better families, high performing government, and innovation.*

***Does this activity leverage other financial resources?** No*

***How does this decrease costs over time?** Leverages buying power to get lowest available pricing, actively seeks new and innovative ideas, and monitors the procurement process to reduce waste and mitigate risk.*



City of Chattanooga

FY15 Offers



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Strategic Capital Planning Program (SCPP)		
Offer Number:	7 of 7	Department Offer Rank:	2
Lead Department:	Finance	Collaboration:	Y ___ N_X__
Administrator:	Daisy Madison		
Offer Cost:	\$121,419	Primary Results Area:	Innovation Fund

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.)

Capital Planning is key to long-term fiscal stability. Minimal resources are currently allocated to this function as one of many other tasks performed by one individual in the Management and Budget Office. This offer establishes an Office of Strategic Capital Planning to encompass the process of planning, coordinating, financing and executing capital projects emphasizing the importance of addressing infrastructure needs while investing in economic development projects and improvements that will provide a positive return on investment to the city. The mission of the Strategic Capital Planning Program (SCPP) is to maximize the value of the taxpayer investment in public facilities through careful budget planning, project analysis and ranking, strong financial controls, and effective project coordination. The SCPP will work with City administrators and partner organizations to organize and propose a Capital Improvement Program (CIP) that best serves the short and long-term interests of the City and reflects prudent utilization of funding. The Offer will:

- Implement a mission-driven, outcome-oriented planning process to develop, analyze, prioritize and execute a plan, and prioritize the CIP to guide investment of capital dollars within the results areas in conjunction with the Mayor and community;
- Ensure sound management and upkeep of capital assets through long-term strategies. The CIP includes projects in progress, projects that will be implemented within the five-year planning horizon and related funding sources;
- Coordinate the CIP with all city departments;
- Evaluate projects, both new and existing, on the degree to which they meet the following criteria:
 - Address health concerns, safety or emergency needs
 - Ensure basic infrastructure is maintained and improved so that the useful life is maximized



City of Chattanooga

FY15 Offers

- o Complete existing projects
- o Meet a legal or contractual obligation or federal or state mandate
- o Leverage outside funding including federal, state, regional or private funding
- o Maximize return on investments
- o Result in unacceptable outcomes if the project is deferred
- o Enjoy broad community support
- o Support the priority initiatives included in one or more of the City's results areas
- o Efficient use of buildings with an environmental sustainability focus
- o Promotes economic growth and stability
- o Consistent with city debt management policies

Innovation or sustainability: Strategic Capital Planning employs the fundamentals of outcome based budgeting in evaluating and recommending projects and funding; provides systematic, simultaneous evaluations of potential projects; links articulated visions between comprehensive plans and annual operations budget. This offer provides dedicated resources (innovation) to focus on strategic integration of capital needs, funding sources and defined results areas into a long-term sustainable capital improvement program and increase the efficiency and effectiveness of capital planning on an on-going year-round basis.

Difference this offer makes: Strategic Capital Planning positions the City to meet capital needs through good financial stewardship and by outlining a realistic CIP plan within existing resources. It provides resources for day-to-day collaboration with the Regional Planning Agency and other departments promoting coordination of projects from different areas but similar in scope or in same geographical area of improvement.

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

1. Multi-year strategic planning that supports data driven decision making
2. Positive communications and feedback among employees and departments
3. Fiscally sound practices
4. Resources used in effective manner without increasing tax load.

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
Finance & Admin	\$119,869	\$1,550	\$121,419	100%	1.00
				0%	
Total	\$119,869	\$1,550	\$121,419	100%	1.00

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

Capital Budget Impact? No.

**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:

Net Direct Debt Per Capita

FY2012	FY2013	FY2014	FY2015 Target
\$910	\$834	TBD	<\$900

Measurement 2:

Net Gross Debt as % of assessed valuation of less than 10% (Title 6, Chapter V, Article 1, Section 6.107)

FY2012	FY2013	FY2014	FY2015 Target
8.46%	5.92%	TBD	<10%

Measurement 3:

Debt Service as % of total general fund expenditures & transfers out at 10%

FY2012	FY2013	FY2014	FY2015 Target
9.5%	9.7%	TBD	<10%

Return on Investment:

How do citizens benefit? The CIP is an external public-facing document allowing citizen access and encourage input as the 5-year and 10-year plans are continually reviewed and revised.

Does this activity leverage other financial resources? Yes. The CIP seeks to maximize use of grants and public/private partnerships resulting from community collaboration to meet results areas identified by the community.

How does this decrease costs over time? This function will provide a more guided and planned approach to the management and allocation of resources to long-term projects and initiatives that yields greater returns for the City.

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 7
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	80,308
610000 - Fringe Benefits Parent (611000-619999)	39,561
.Personnel Expenses Total	119,869
Operating Expenses	
700000 - Services Parent (701000-709999)	-
710000 - Materials & Supplies Parent (711000-719999)	
720000 - Travel Expense Parent (721000-729999)	
730000 - Vehicle Operating Expense Parent (731000-739999)	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
770000 - Capital Outlay Parent (771000-779999)	1,550
780000 - Other Expenses Parent (781000-789999)	
Operating Expenses Total	1,550
C Total	121,419
Grand Total	121,419

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 7
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	
601101 - Regular Employees	80,308
601102 - Temporary Staffing	-
601201 - Overtime	-
601202 - Compensatory Time	-
602103 - Auto Allowance	-
602105 - Cellphone Allowance	-
602301 - Personal Leave	-
602303 - Final Leave Payout	-
602304 - Longevity	-
602399 - Payroll Suspense	-
600000 - Salaries Parent (601000-609999) Total	80,308
610000 - Fringe Benefits Parent (611000-619999)	
611101 - FICA (OASDI)	4,979
611102 - Medicare	1,164
611201 - General Pension	11,018
611206 - Other Post-employment Benefits (OPEB)	7,629
611207 - OPEB (Grants)	-
611301 - Hospitalization	12,768
611302 - Life Insurance Benefit	172
611303 - Long-Term Disability	213
611304 - Health Savings Accounts	-
611402 - Employee Health Savings Acct	-
611403 - On-site Medical Program	946
611404 - On-site Facility	672
610000 - Fringe Benefits Parent (611000-619999) Total	39,561
.Personnel Expenses Total	119,869
Operating Expenses	
700000 - Services Parent (701000-709999)	
701103 - Consultant Fees	
701104 - Court Reporter & Transcriber Fees	
701208 - On-the-Job Injury Claims	
702207 - Maintenance Services	
702221 - IT Maintenance	
703201 - Telephone Service	
703204 - Internet & Cable Services	

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 7
704101 - Box Rental	
704104 - Equipment Rental	
704201 - Advertising	
704207 - Collection Expense	
704210 - Printing	
704211 - Court Costs	
704215 - Security Services	
704217 - Photographic Services	
704228 - Translation Service	
704306 - Dues	
704307 - Employment Agencies	
704309 - Meeting Expense	
704310 - Local Mileage	
704311 - Miscellaneous Services	
704312 - Other Contracted Service	
704319 - Parking	
704320 - Link2Gov Internet Fee	
704321 - County Trustee Collection Fee	-
704501 - Freight, Express & Drayage	
704502 - Postage	
704601 - Local Registration Fees	
704602 - Training Costs	
704701 - Lockbox Fee	
704702 - Bank Service Charges	
704703 - Bank Analysis Fee	
704705 - Credit Card Use Charge	
700000 - Services Parent (701000-709999) Total	-
710000 - Materials & Supplies Parent (711000-719999)	
711102 - Books	
711104 - Forms & Printed Material	
711107 - Newspapers	
711108 - Periodicals, Publications	
711109 - Office Supplies & Stationery	
714114 - Film	
714117 - Food & Ice	
714122 - Kitchen & Dining Room Supplies	
714124 - Medical Supplies (First Aid)	
714126 - Other Materials & Supplies	
710000 - Materials & Supplies Parent (711000-719999) Total	

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 7
720000 - Travel Expense Parent (721000-729999)	
721101 - Out-of-town Mileage	
721102 - Transportation	
721103 - Auto Rental	
721201 - Hotels	
721202 - Meals	
721301 - Registration Fees	
721302 - Other Travel Expenses	
720000 - Travel Expense Parent (721000-729999) Total	
730000 - Vehicle Operating Expense Parent (731000-739999)	
731402 - Fleet Daily Rental	
730000 - Vehicle Operating Expense Parent (731000-739999) Total	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
742503 - Fidelity & Surety Bonds	
740000 - Insurance, Claims, Damages Parent (741000-749999) Total	
770000 - Capital Outlay Parent (771000-779999)	
772107 - Other Equipment	
772111 - Computer Software under 15000	350
772112 - Computer equipment under 5000	1,200
770000 - Capital Outlay Parent (771000-779999) Total	1,550
780000 - Other Expenses Parent (781000-789999)	
781102 - Indirect Costs	
781103 - Space Costs	
781301 - Fees, Licenses, & Permits	
781303 - State Fees Other	
782201 - Awards	
780000 - Other Expenses Parent (781000-789999) Total	
Operating Expenses Total	1,550
C Total	121,419
Grand Total	121,419

City of Chattanooga
FY15 Budgeting for Outcomes
Summary of Personnel Expenses

Department:	Finance
Results Area:	Capital Planning
Offer Name:	Offer 8
Total Salaries:	80,308.00
Total Fringe Benefits:	39,561.00
*Total Personnel:	119,869.00
Budgeted Positions:	1.00
*Does not include Overtime, Temp Staffing, or Incentive Awards.	

Fund Code	Dept Code	Split Cost Center	Organization	Pos Title	Job Code	Employee Name	% of Time		Fringe Benefits	Employee Summary
							Allocated to Offer	Salaries		
1100 C	C00101	C00101	FIN Finance Office	Accountant 1 FIN.Civilian	000087.FA	Vacant	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accountant 1 FIN.Civilian	000087.FA	Pedginski, Jennifer I (Jennifer)	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accountant 1 FIN.Civilian	000087.FA	Boylan, Paul S.	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accountant 2 FIN.Civilian	000090.FA	Goduco, Preciosa G (Precious)	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accountant 2 FIN.Civilian	000090.FA	Liu, Fang Eleanor (Eleanor)	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accountant 3	NEW		-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accounting Manager FIN.Civilian	000082.FA	Zurkiya, Jamileh M	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accounting Technician 1 FIN.Civilian	001402.FA	Davis, Karen Lee	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accounting Technician 1 FIN.Civilian	001402.FA	Jordan, Maria C	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accounting Technician 1 FIN.Civilian	001402.FA	White, Sheree H	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accounting Technician 2 FIN.Civilian	0004035.FA	Spruce, Helen H	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accounting Technician 2 FIN.Civilian	0004035.FA	Stanford, Kay W	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Accounts Payable Supervisor FIN.Civilian	000081.FA	Wyatt, Barbara Mae	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Administrative Support Asst 2 FIN.Civilian	0004047.FA	Vacant	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Administrative Support Asst 2 FIN.Civilian	0004047.FA	Cofer, Marie Chantal	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Administrative Support Asst 2 FIN.Civilian	0004047.FA	Ford, Tiffinee G	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Administrator City Finance Officer FIN.Civilian	000075.FA	Madison, Daisy W	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Budget Officer FIN.Civilian	000077.FA	Kitchen, Fredia Forshee	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Business Systems Analyst FIN.Civilian	0004143.FA	Anderson, Greg L	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Capital Planner	New	Vacant	1.00	80,308.00	39,561.00	119,869.00
1100 C	C00101	C00101	FIN Finance Office	Deputy Administrator FIN.Civilian	000076.FA	Haley, Vickie C	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Executive Assistant FN.Civilian	0004021.FA	Appleberry, Sherryl L	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Grants Analyst FIN.Civilian	0000995.FA	Pride, Carlos Alexander	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 1 FIN.Civilian	000085.FA	Vacant	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 1 FIN.Civilian	000085.FA	DiDonato, Teresa L	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 1 FIN.Civilian	000085.FA	O'Malley, Misty R.	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 1 FIN.Civilian	000085.FA	Oates, Ulystean J Jr	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 1 FIN.Civilian	000085.FA	Frozen	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 2 FIN.Civilian	000086.FA	Creel, Christy Victoria	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 2 FIN.Civilian	000086.FA	White, Simone M	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Management Budget Analyst 3	NEW		-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Manager Financial Operations FIN.Civilian	0000079.FA	Smart, Brian H	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Payroll Assistant FIN.Civilian	000099.FA	Moore, Kimberly Joce	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Payroll Supervisor FIN.Civilian	000083.FA	Duffey, Patricia Gail	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Payroll Technician FIN.Civilian	0000102.FA	Brooks, Heather R	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Payroll Technician FIN.Civilian	0000102.FA	Massengale, Janet Woods	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Deputy Chief Operating Officer FIN.Civilian	0004210.FA	Goldberg, Phillip Brent	-	-	-	-
1100 C	C00101	C00101	FIN Finance Office	Electronic Content Specialist FIN.Civilian	0004177.FA	Vacant	-	-	-	-



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Treasury Management Services	
Offer Number:	4 of 7	Department Offer Rank: 5
Lead Department:	Finance	Collaboration: Y__X__ N_____
Administrator:	Daisy Madison	
Offer Cost:	\$1,367,077	Primary Results Area: High Performing Government

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 request for High Performing Government offers sought: 1) Outstanding customer focused services and 2) Exceptional resource management. This offer addresses these requests by implementing a state-of-the-art municipal billing and collection system and by providing excellent cash and investment management.

This offer provides Treasury Management Services, as required by Tennessee Code Annotated sections 6-56, 67-5-103 and 67-4-706. These code sections require the treasurer to timely deposit and report over \$300 million in city collections including but not limited to property tax, business taxes, hotel/motel tax, wholesale liquor and beer tax, sales taxes, state income taxes, fines, fees, other charges for services such as water quality and sewer fees, etc.

The fiduciary services provided in the offer include the following:

- Property tax billing and collection including administration of the state property tax relief program for the low income, disabled and elderly population;
- Monitor and collect Payment in Lieu of Tax (PILOT) and Tax Increment Financing (TIF) agreements for compliance;
- Maximize delinquent tax collections through proper handling of back tax properties, bankruptcies, and property liens in compliance with local and state law;
- Water quality fee billing and collection in collaboration with the Department of Public Works;
- Collection of delinquent sewer fees;
- Issuance and collection of business tax licenses and permits in collaboration with other departments;



City of Chattanooga

FY15 Offers

- Manage deposits for all city revenues and receivables;
- Maximize return on investment of the City's funds in compliance with city policy and state law; secure and manage banking services including credit cards, lockbox, collateralization of cash deposits, safekeeping services, transfer of cash to appropriate accounts, etc.;
- Develop and maintain strict internal control over processing of cash receipts.

Innovation or sustainability: This offer will provide increased transparency to the public, more user friendly access to services, improve customer service, and increase employee efficiency. A state of the art municipal billing and collection system is being implemented to replace aging technology which will provide increased transparency and easier public access, through a single point of information for many financial interactions with the City, ultimately increasing collections and reducing delinquencies while improving employee efficiency and productivity.

Difference this offer makes: Efficient collection procedures and management of the City's primary revenue stream enables the City to meet its fiscal responsibilities in a timely manner. Ultimately, we plan to perform all billings and collections, including sewer fees, from a centralized system. An integrated approach will allow access to all amounts owed, and paid, to the City at a single location. Substantial savings will be realized by eliminating outside billing/collecting services, as well as internal savings within departments by driving financial functionality to a single, central location. Increased collections should be realized when all amounts due from a citizen are viewable on a single screen. These screens will be available for viewing through the City website and kiosks in the lobby of City Hall for those without other access to the website. Proof of success will be measured by improved customer satisfaction, increased collection and improved transparency.

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

1. Increase citizen satisfaction with services
2. Maintain the City's "AAA" bond rating and sound fiscal practices
3. Resources used in an effective manner without increasing tax load

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
Finance & Admin	\$676,550	\$690,527	\$1,367,077	100%	14.00
				0%	
Total	\$676,550	\$690,527	\$1,367,077	100%	14.00

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

Capital Budget Impact? No.

**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
Water Quality Fund personnel support (2 PT clerks)	\$41,671
Interceptor Sewer Fund (1 PT clerk)	\$20,881



City of Chattanooga

FY15 Offers

PERFORMANCE DATA

Measurement 1:

Attain overall satisfaction level of 85% good or better on citizen survey (online, website and in office)

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	N/A	85%

Measurement 2:

Increase on-time property tax collections by 0.5%

FY2012	FY2013	FY2014	FY2015 Target
94.4%	94.0%	(Estimated) 94.50%	94.75%

Measurement 3:

Investment performance - 250 basis points higher than 6/30/14 1-year Treasury Bill Rate

FY2012	FY2013	FY2014	FY2015 Target
1 Yr Rate 0.21%	1 Year Rate 0.15%	1 Year Rate (1/31/2014) 0.10%	250 basis points over 1 year treasury rate at 6/30/2014

Return on Investment:

How do citizens benefit? This offer provides for the efficient and effective management of all city collections that ensure the safety, liquidity and maximum return. Strong management in this area maximizes income to the City by efficiently using reminders to the public, using web access, e-mail, as well as mailings. Increasing the percentage of funds collected before they are past due maximizes income while reducing pressure on City finances.

Does this activity leverage other financial resources? Yes, increase interest income, enhanced collections and financial offset from enterprise operations.

How does this decrease costs over time? Overall costs to the City will decrease as economies of scale are realized by departmental time being freed for other duties due to efficiencies caused by consolidation of like functionalities. There will also be decreased expenditures for outside services in the Sewer Fund for sewer fee billing and collections costs.

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 4
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	454,487
610000 - Fringe Benefits Parent (611000-619999)	222,063
.Personnel Expenses Total	676,550
Operating Expenses	
700000 - Services Parent (701000-709999)	652,427
710000 - Materials & Supplies Parent (711000-719999)	31,300
720000 - Travel Expense Parent (721000-729999)	2,600
730000 - Vehicle Operating Expense Parent (731000-739999)	-
740000 - Insurance, Claims, Damages Parent (741000-749999)	-
770000 - Capital Outlay Parent (771000-779999)	4,000
780000 - Other Expenses Parent (781000-789999)	200
Operating Expenses Total	690,527
C Total	1,367,077
Grand Total	1,367,077

City of Chattanooga
Operating Budget
Fiscal Year 2015

Row Labels	Offer 4
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	
601101 - Regular Employees	446,567
601102 - Temporary Staffing	
601201 - Overtime	
601202 - Compensatory Time	
602103 - Auto Allowance	
602105 - Cellphone Allowance	720
602301 - Personal Leave	-
602303 - Final Leave Payout	-
602304 - Longevity	7,200
602399 - Payroll Suspense	
600000 - Salaries Parent (601000-609999) Total	454,487
610000 - Fringe Benefits Parent (611000-619999)	
611101 - FICA (OASDI)	26,589
611102 - Medicare	6,218
611201 - General Pension	54,273
611206 - Other Post-employment Benefits (OPEB)	37,580
611207 - OPEB (Grants)	
611301 - Hospitalization	79,404
611302 - Life Insurance Benefit	786
611303 - Long-Term Disability	1,029
611304 - Health Savings Accounts	
611402 - Employee Health Savings Acct	
611403 - On-site Medical Program	9,464
611404 - On-site Facility	6,720
610000 - Fringe Benefits Parent (611000-619999) Total	222,063
.Personnel Expenses Total	676,550
Operating Expenses	
700000 - Services Parent (701000-709999)	
701103 - Consultant Fees	
701104 - Court Reporter & Transcriber Fees	
701208 - On-the-Job Injury Claims	
702207 - Maintenance Services	39,068
702221 - IT Maintenance	9,820
703201 - Telephone Service	1,000
703204 - Internet & Cable Services	600

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 4
704101 - Box Rental	
704104 - Equipment Rental	2,600
704201 - Advertising	20,000
704207 - Collection Expense	20,000
704210 - Printing	
704211 - Court Costs	2,000
704215 - Security Services	6,100
704217 - Photographic Services	
704228 - Translation Service	
704306 - Dues	1,420
704307 - Employment Agencies	
704309 - Meeting Expense	
704310 - Local Mileage	50
704311 - Miscellaneous Services	1,000
704312 - Other Contracted Service	30,100
704319 - Parking	
704320 - Link2Gov Internet Fee	25,000
704321 - County Trustee Collection Fee	393,569
704501 - Freight, Express & Drayage	
704502 - Postage	83,500
704601 - Local Registration Fees	300
704602 - Training Costs	
704701 - Lockbox Fee	8,000
704702 - Bank Service Charges	1,800
704703 - Bank Analysis Fee	3,500
704705 - Credit Card Use Charge	3,000
700000 - Services Parent (701000-709999) Total	652,427
710000 - Materials & Supplies Parent (711000-719999)	
711102 - Books	
711104 - Forms & Printed Material	26,000
711107 - Newspapers	
711108 - Periodicals, Publications	-
711109 - Office Supplies & Stationery	5,200
714114 - Film	
714117 - Food & Ice	
714122 - Kitchen & Dining Room Supplies	
714124 - Medical Supplies (First Aid)	
714126 - Other Materials & Supplies	100
710000 - Materials & Supplies Parent (711000-719999) Total	31,300

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 4
720000 - Travel Expense Parent (721000-729999)	
721101 - Out-of-town Mileage	100
721102 - Transportation	800
721103 - Auto Rental	
721201 - Hotels	1,000
721202 - Meals	200
721301 - Registration Fees	500
721302 - Other Travel Expenses	
720000 - Travel Expense Parent (721000-729999) Total	2,600
730000 - Vehicle Operating Expense Parent (731000-739999)	
731402 - Fleet Daily Rental	
730000 - Vehicle Operating Expense Parent (731000-739999) Total	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
742503 - Fidelity & Surety Bonds	-
740000 - Insurance, Claims, Damages Parent (741000-749999) Total	-
770000 - Capital Outlay Parent (771000-779999)	
772107 - Other Equipment	-
772111 - Computer Software under 15000	
772112 - Computer equipment under 5000	4,000
770000 - Capital Outlay Parent (771000-779999) Total	4,000
780000 - Other Expenses Parent (781000-789999)	
781102 - Indirect Costs	
781103 - Space Costs	
781301 - Fees, Licenses, & Permits	-
781303 - State Fees Other	
782201 - Awards	200
780000 - Other Expenses Parent (781000-789999) Total	200
Operating Expenses Total	690,527
C Total	1,367,077
Grand Total	1,367,077

City of Chattanooga
 FY15 Budgeting for Outcomes
 Summary of Personnel Expenses

Department:	Finance
Results Area:	Treasury
Offer Name:	Offer 4
Total Salaries:	454,487.14
Total Fringe Benefits:	222,063.60
*Total Personnel:	676,550.74
Budgeted Positions:	15.00
*Does not include Overtime, Temp Staffing, or Incentive Awards.	

Fund Code	Dept Code	Split Cost Center	Organization	Pos Title	Job Code	Employee Name	% of Time		Fringe Benefits	Employee Summary
							Allocated to Offer	Salaries		
1100 C	C00201	C00201	FIN Treasurer's Office	Asst City Treasurer FIN Treas.Civilian	0000131.FA	Morris, Sharon H	100%	57,291.43	27,019.96	84,311.39
1100 C	C00201	C00201	FIN Treasurer's Office	City Treasurer FIN Treas.Civilian	0000133.FA	Teague, Barry L	100%	70,720.00	27,557.20	98,277.20
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist 2 FIN Treas.Civilian	0000136.FA	Vacant	100%	28,137.00	22,974.89	51,111.89
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist FIN Treas.Civilian	0001006.FA	Vacant	100%	24,306.00	21,773.56	46,079.56
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist FIN Treas.Civilian	0001006.FA	Everett, Melanie M	100%	26,773.17	8,391.91	35,165.07
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist FIN Treas.Civilian	0001006.FA	Johnson, Stacy Lashun	100%	25,410.71	18,233.06	43,643.77
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist FIN Treas.Civilian	0001006.FA	McDougal, Debra M	100%	24,670.59	13,434.87	38,105.46
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist FIN Treas.Civilian	0001006.FA	Reel, Netia A	100%	31,022.86	23,806.05	54,828.91
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist FIN Treas.Civilian	0001006.FA	Stegall, Sandra J	100%	35,279.75	16,785.41	52,065.16
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Specialist FIN Treas.Civilian	0001006.FA	Wilson, Cheril L	100%	33,738.08	19,694.92	53,433.00
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Supervisor FIN Treas.Civilian	0000132.FA	Vacant	0%	-	-	-
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Supervisor FIN Treas.Civilian	0000132.FA	Long, Roberta L	100%	38,947.61	17,940.25	56,887.85
1100 C	C00201	C00201	FIN Treasurer's Office	Tax Supervisor FIN Treas.Civilian	0000132.FA	Frozen	0%	-	-	-
1100 C	C00201	C00201	FIN Treasurer's Office	Property Tax Clerk II			100%	19,396.65	1,483.84	20,880.49
1100 C	C00201	C00201	FIN Treasurer's Office	Property Tax Clerk II			100%	19,396.65	1,483.84	20,880.49
1100 C	C00201	C00201	FIN Treasurer's Office	Property Tax Clerk III			100%	19,396.65	1,483.84	20,880.49

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 High Performing Government Result Area that did not receive funding:



Cover Letter

City of Chattanooga Request for Funding:

organization:

green|spaces
63 E. Main Street
Chattanooga, TN 37408

building for chattanooga's greener good
63 East Main Street
Chattanooga, TN 37408
greenspaceschattanooga.com

Contact:

Dawn Hjelseth
63 E. Main Street
Chattanooga, TN 37408
423-648-0963

Mission:

The mission of green|spaces is to work towards regional sustainability by progressing the way we live, work and build.

Results Area:

High Performing Government

Amount Requested:

\$140,000



Executive Summary:

Amount Proposed: \$140,000

Breakdown of proposal:

\$65,000 administrative fees for green|light personnel

- includes Program Director, Director of Development & Executive Director time

\$30,000 educational program development and tools

- Creation of Educational Videos & Interactive Platform Classes

\$45,000 purchase of equipment, signage and incentives

- Equipment & Signage for receptacles and initial retrofits
- Incentives for Inter-Department Competitions / Rewards for Participation
- Promotion of Achievements via Marketing Campaign

building for chattanooga's greener good
 63 East Main Street
 Chattanooga, TN 37408
 greenspaceschattanooga.com

The focus of **green|light**, Chattanooga’s green business certification program, is not to change the model of business, but to complete a series of tasks aimed to improving day to day operations. By following the program guide, businesses adapt to conserve natural resources, improve the quality of the indoor working environment and empower employees to work in an eco-friendly manner. In the United States, commercial buildings are responsible for 20% of total water usage, 30% of total energy consumption, and 40% of municipal solid waste. Each employee in a typical office generates 1.5 pounds of waste per day. Within the 8 categories of **green|light**, there are several opportunities for participants to implement changes that will reduce consumption of energy, water and raw materials. Most of the categories require an initial financial and time commitment, but on the whole, **green|light** companies can expect to see a steady return on investment due to reduced utilities and increased customer and employee satisfaction.

green|spaces has a history of working with a variety of organizations including BlueCross BlueShield of Tennessee, Alstom, 2 North Shore along with the City of Chattanooga on multiple projects. Education has been a focal point, from preparing people to become LEED accredited, contractors to incorporate green building into residential home construction, and the general public on ways to live in a more sustainable manner. **green|spaces** continues education through monthly lunch and learns as well as leading and collaborating on innovative projects. The Green Infrastructure Design Competition in partnership with the City will teach local architects, engineers, and developers on new codes that take effect in December. The Net Zero home project will incorporate a design competition along with educating local students from Howard High School and Chattanooga State on ways to be involved in the green building industry.

green|spaces will adhere to the requests by the City of Chattanooga by providing detailed accounting of how and for what purpose municipal funds were spent along with the list of accomplishments scheduled by use of the funding. **green|spaces** will also provide the City of Chattanooga with copies of annual audits and reviews for each year the funds were spent.

Outgoing Executive Director

Incoming Executive Director

Anj McClain

Michael Walton



STATE OF TENNESSEE
Tre Hargett, Secretary of State
 Division of Business Services
 312 Rosa L. Parks Avenue
 6th Floor, William R. Snodgrass Tower
 Nashville, TN 37243

file: Miller Martin

GreenSpaces
 63 East Main Street
 Chattanooga, TN 37408 USA

March 25, 2010

Filing Acknowledgment

Please review the filing information below and notify our office immediately of any discrepancies.

857130

Control # :	627413	Formation Locale:	Hamilton County
Filing Type:	Corporation Non-Profit - Domestic	Date Formed:	03/24/2010
Filing Date:	03/24/2010 12:41 PM	Fiscal Year Close	12
Status:	Active	Annual Rpt Due:	04/01/2011
Duration Term:	Perpetual	Image # :	6682-1924
Public/Mutual Benefit:	Public		

Document Receipt

Receipt # : 118922	Filing Fee:	\$100.00
Payment-Check/MO - CFS, Nashville, TN		\$100.00

Registered Agent Address

Jeff Cannon
 63 East Main Street
 Chattanooga, TN 37408 USA

Congratulations on the successful filing of your **Charter** for **GreenSpaces** 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
 Business Services Division

Instrument: 2010032900238
 Book and Page: GI 9136 812
 CHARTER FEE \$5.00
 DATA PROCESSING FEE \$2.00
 Total Fees: \$7.00
 User: KWH
 Date: 3/29/2010
 Time: 3:55:48 PM
 Website: <http://tnhear.tn.gov/>
 Contact: Pam Hurst, Registered
 Hamilton County, Tennessee

Phone (615) 741-2286 * Fax (615) 741-7310

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TRE HARGETT
SECRETARY OF STATE

CHARTER OF
GREENSPACES

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 GreenSpaces.
2. Public Benefit. This corporation is a public benefit corporation.
3. Registered Agent. The initial registered office of the corporation is 63 East Main Street, Chattanooga, Hamilton County, Tennessee 37408; and its registered agent at that office is Jeff Cannon.
4. Incorporator. The name of the incorporator is Ansley T. Moses and his address is Suite 1000, Volunteer Building, 832 Georgia Avenue, Chattanooga, Tennessee 37402.
5. Principal Office. The address of the principal office of the corporation is 63 East Main Street, Chattanooga, Tennessee 37408.
6. Not for Profit. The corporation is not for profit.
7. Members. The corporation will not have members.
8. Board of Directors. The board of directors of the corporation shall include not less than three (3) nor more than seven (7) persons, chosen in accordance with the provisions of the bylaws of the corporation. No persons serving on the board of the corporation shall be deemed to be an agent or representative of the organization or entity which employs him or her, and no such organization or entity shall be liable for the acts or omissions of such directors.
9. Purposes. The corporation is organized exclusively for charitable, scientific, literary or educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Internal Revenue Code"). In furtherance of such purposes, the corporation shall engage in charitable, scientific and educational activities in developing and improving environmental standards and practices for commercial and residential buildings for the benefit of the general public. For such exclusively public purposes and not otherwise, the corporation will act to solicit, collect, receive, accumulate, administer, and disburse funds and property in such a manner which will most effectively operate to further the charitable purposes of the corporation.

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SECRETARY OF STATE

Limitations on Activities. 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 under Section 501(c)(3) of the Internal Revenue Code and its regulations, and by any organization, contributions to which are deductible under Section 170(c)(2) of such Code and regulations so long as they may be in effect. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

11. Use of Assets. The corporation is irrevocably dedicated to, and operated exclusively for, charitable purposes, and no part of the income or assets of the corporation shall be distributed to, or inure to the benefit of, any individual or other private 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.
12. Powers. The corporation shall have the rights and powers now or later conferred upon non-profit corporations by the laws of the State of Tennessee.
13. Dissolution. In the event of dissolution, liquidation, or winding up of the corporation, whether voluntarily, involuntarily, or by operation of the law, the assets of the corporation shall be distributed in accordance with a plan of distribution adopted by the board of directors, exclusively for one or more educational or charitable purposes within the meaning of Section 501(c)(3) of the Code, or shall be distributed to federal, state or local governments exclusively for public purposes.
14. Personal Liability. No director of the corporation shall incur personal liability to the corporation for monetary damages for any breach of his or her fiduciary duty as a director; provided, however, that this provision shall not eliminate or limit the liability of a director:
 - a. for any breach of the director's duty of loyalty to the corporation;
 - b. for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law; or
 - c. for any unlawful distribution under Tennessee Code Annotated Section 48-58-304.

It is intended that these provisions provide for limitation of liability of the directors to the fullest extent permitted by law. If the Tennessee Nonprofit

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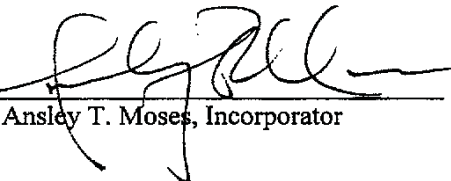
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TRE HARGETT
SECRETARY OF STATE

Corporation Act is hereafter amended to authorize the further elimination or limitation of the liability of directors, then the liability of a director of the corporation, in addition to the limitation on personal liability provided herein, shall be eliminated or limited to the fullest extent permitted by the Tennessee Nonprofit Corporation Act.

15. Indemnification. To the fullest extent permitted by applicable law, the corporation shall be permitted to indemnify any officer or director of the corporation in connection with any action, claim, or other proceeding to which any officer or director of the corporation is a party because he or she is or was an officer or a director of the corporation and arising out of his or her status as an officer or director.
16. Amendment. The provisions of this charter are subject to amendment by the board of directors of the corporation; 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.
17. Self-Dealing. The corporation shall not engage in any act of self-dealing as defined in Section 4941 of the Internal Revenue Code, or corresponding section of any subsequent future tax legislation.
18. Qualifying Distributions. The corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the Internal Revenue Code, or corresponding section of any subsequent federal tax legislation.
19. Excess Business Holdings. The corporation shall not retain any excess business holdings as defined in Section 4943 of the Internal Revenue Code, or corresponding section of any subsequent federal tax legislation.
20. Jeopardy Investments. The corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Code, or corresponding section of any subsequent federal tax legislation.
21. Taxable Expenditures. The corporation shall not engage in any act that will give rise to a taxable expenditure under Section 4945 of the Internal Revenue Code, or corresponding section of any subsequent federal tax legislation.

Dated this 23^d day of March, 2010.

By: 
Ansley T. Moses, Incorporator

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **JAN 07 2011**

GREENSPACES
63 E MAIN ST
CHATTANOOGA, TN 37408-1317

Employer Identification Number:
27-2113695
DLN:
17053173340020
Contact Person:
KAREN A BATEY ID# 31641
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
March 24, 2010
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.

Letter 947 (DO/CG)

2013 Annual Report



Program Updates

green|light: Launched in early 2013, eight local businesses became pilot participants, ready to give green a go with green|light, Chattanooga's Green Business Certification Program. This program is for business owners looking to reduce their environmental impact, save money, and communicate to their patrons that they are committed to operating with our shared natural resources in mind. Full Media was one of the first business to sign on stating "We feel it is our social responsibility to help reduce, reuse, and recycle, not only for the greater good of Chattanooga, but for the greater good of the world."



green|light is a simple and clearly defined set of tasks tasks addressing the categories: environmental literacy, custodial management, staff

building for chattanooga's greener good
63 East Main Street
Chattanooga, TN 37408
greenspaceschattanooga.com

participation, purchasing policies, landscaping practices, smart utilities, waste reduction and recycling, and transportation. Participation in green|light does not require a change to the core business model, but rather addresses daily operations and behavior. ACA Compliance group believes "the green|light program is a great motivator to encourage employee buy-in and participation for learning and remembering ways to reduce waste in both the work place and the home."

Membership: green|spaces created a membership program in late 2012 with the goal of providing value added benefits to local businesses while building strong relationships to use as referrals for community projects. Over 90 local businesses and individuals have joined green|spaces, ranging from contractors and developers, real estate agents, building supply companies, architects & engineers. Monthly lunch & learn programs are provided free to members highlighting new technologies and companies who are progressing green initiatives in the area.

Upcoming Projects:

Green Infrastructure Competition: In partnership with the City of Chattanooga and the Lyndhurst Foundation, green|spaces is launching a Low Impact Development (LID)/Green Infrastructure (GI) Design Competition. The LID/GI Design Competition will challenge teams of development professionals to demonstrate cost-effective approaches to implement LID/GI design on development sites. Over the last year, the City of Chattanooga has gone through intricate detail planning in an effort to develop new runoff reduction standards (and design tools) for development and redevelopment sites. The finale of the competition will be held mid-Summer with each team presenting the renderings of their designs. Each design challenge will represent an actual property for which the owner has an interest in developing with the sustainable methods to be showcased by this competition.

Net Zero Home Project: Our goal with this project is to create a Net Zero house prototype to showcase existing green building technologies that significantly reduce consumption of energy and water as well as the amount of solid waste generated in a home. Once realized, this prototype will provide a replicable model proving sustainable homes in Chattanooga are attainable and affordable. Chattanooga promotes itself as a leader in advanced information technology, boasting the fastest internet speed in the country and hosting the next generation of business leaders. We have learned by looking at other mid size cities that we also need to advance our livability and sense of place in order to attract and retain forward thinking citizens. The 'Net Zero' project is the perfect mechanism to advance the way we live in Chattanooga and the surrounding region and demonstrating our commitment to reducing our negative impact on shared natural resources.

Advocacy & Community

green|spaces has always served as a community resource center, promoting local companies and technologies to create more sustainable building in Chattanooga. Many local groups including Chattanooga Chapter of CSI, AIA, and Wild Ones use green|spaces as a gathering space for members and events. green|spaces hosts a traveling monthly networking event called Green Drinks where eco-minded can idea share and make connections. Additionally, other events like the Rooftop Hop allow Chattanoogaans to gain a new prospective on why the city should continue to support sustainable building and maintain the beauty of our community.

Caution: Forms printed from within Adobe Acrobat products may not meet IRS or state taxing agency specifications. When using Acrobat 5.x products, uncheck the "Shrink oversized pages to paper size" and uncheck the "Expand small pages to paper size" options, in the Adobe "Print" dialog. When using Acrobat 6.x and later products versions, select "None" in the "Page Scaling" selection box in the Adobe "Print" dialog.

CLIENT'S COPY

February 5, 2013

Miss Anj McClain
Greenspaces
63 East Main Street
Chattanooga, TN 37408

Dear Anj:

Enclosed are the original and one copy of the 2012 Exempt Organization return, as follows...

2012 FORM 990

Each original should be dated, signed and filed in accordance with the filing instructions. The copy should be retained for your files.

We recommend that you use certified mail with post marked receipt for proof of timely filing.

We are also enclosing the Tennessee Solicitation Reports for the years 2010-2012. This includes the 2010 Application for Registration of a Charitable Organization, the 2011 and 2012 Application to Renew Registration of a Charitable Organization, and the 2010-2012 Summary of Financial Activities of a Charitable Organization.

Additionally, the Summaries, Application, and Renewals must be signed by two officers, one of the signing officers should be the Treasurer.

Checks payable to Tennessee Secretary of State should be included for each year in the following amounts: 2010 - \$50, 2011 - \$300, and 2012 - \$200.

These should be mailed as soon as possible including the enclosed letter we have written on your behalf to the Tennessee Department of State.

We sincerely appreciate the opportunity to serve you. Please contact us if you have any questions concerning the tax return.

Yours very truly,

Jennifer A. Goodman, CPA
For the Firm

TAX RETURN FILING INSTRUCTIONS

FORM 990

FOR THE YEAR ENDING

December 31, 2012

Prepared for	Miss Anj McClain Greenspaces 63 East Main Street Chattanooga, TN 37408
Prepared by	Joseph Decosimo and Company, PLLC 1100 Tallan Financial Center Chattanooga, TN 37402
Amount due or refund	Not applicable
Make check payable to	Not applicable
Mail tax return and check (if applicable) to	Department of the Treasury Internal Revenue Service Center Ogden, UT 84201-0027
Return must be mailed on or before	May 15, 2013
Special Instructions	The return should be signed and dated.

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2012 calendar year, or tax year beginning and ending																										
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">C Name of organization GREENSPACES</td> <td rowspan="2">D Employer identification number 27-2113695</td> </tr> <tr> <td colspan="2">Doing Business As</td> </tr> <tr> <td>Number and street (or P.O. box if mail is not delivered to street address)</td> <td>Room/suite</td> <td rowspan="2">E Telephone number 423-827-9320</td> </tr> <tr> <td colspan="2">63 EAST MAIN STREET</td> </tr> <tr> <td colspan="2">City, town, or post office, state, and ZIP code CHATTANOOGA, TN 37408</td> <td>G Gross receipts \$ 219,759.</td> </tr> <tr> <td colspan="2">F Name and address of principal officer: JOHN STRAUSSBERGER 415 TREMONT STREET, CHATTANOOGA, TN 37405</td> <td>H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</td> </tr> <tr> <td colspan="2">I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527</td> <td>H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)</td> </tr> <tr> <td colspan="2">J Website: WWW.GREENSPACESCHATTANOOGA.COM</td> <td>H(c) Group exemption number ▶</td> </tr> <tr> <td colspan="2">K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶</td> <td>L Year of formation: 2010 M State of legal domicile: TN</td> </tr> </table>	C Name of organization GREENSPACES		D Employer identification number 27-2113695	Doing Business As		Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	E Telephone number 423-827-9320	63 EAST MAIN STREET		City, town, or post office, state, and ZIP code CHATTANOOGA, TN 37408		G Gross receipts \$ 219,759.	F Name and address of principal officer: JOHN STRAUSSBERGER 415 TREMONT STREET, CHATTANOOGA, TN 37405		H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)	J Website: WWW.GREENSPACESCHATTANOOGA.COM		H(c) Group exemption number ▶	K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 2010 M State of legal domicile: TN
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Part I Summary			
Activities & Governance	1	Briefly describe the organization's mission or most significant activities: GREENSPACES EXISTS TO FURTHER SUSTAINABILITY IN THE CHATTANOOGA REGION, BY PROMOTING AND	
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
	3	Number of voting members of the governing body (Part VI, line 1a)	3 10
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4 10
	5	Total number of individuals employed in calendar year 2012 (Part V, line 2a)	5 4
	6	Total number of volunteers (estimate if necessary)	6 20
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a 0.
	b	Net unrelated business taxable income from Form 990-T, line 34	7b 0.
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year: 1,502,189. Current Year: 137,927.
	9	Program service revenue (Part VIII, line 2g)	8,825. 27,053.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	6,528. 6,122.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0. 26,523.
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,517,542. 197,625.
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)
14		Benefits paid to or for members (Part IX, column (A), line 4)	0. 0.
15		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	192,181. 177,429.
16a		Professional fundraising fees (Part IX, column (A), line 11e)	0. 0.
b		Total fundraising expenses (Part IX, column (D), line 25) ▶ 0.	
17		Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	161,609. 133,465.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	707,319. 558,114.	
19	Revenue less expenses. Subtract line 18 from line 12	810,223. <360,489.>	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year: 1,005,511. End of Year: 644,977.
	21	Total liabilities (Part X, line 26)	45. 0.
	22	Net assets or fund balances. Subtract line 21 from line 20	1,005,466. 644,977.

Part II Signature Block					
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.					
Sign Here	Signature of officer				Date
	JOHN STRAUSSBERGER, CHAIRMAN				
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	<input type="checkbox"/> Check if self-employed	PTIN
	JAMES T. MORRISON				P00211883
	Firm's name ▶ JOSEPH DECOSIMO AND COMPANY, PLLC	Firm's EIN ▶ 62-0852719			
	Firm's address ▶ 1100 TALLAN FINANCIAL CENTER CHATTANOOGA, TN 37402			Phone no. 423-756-7100	

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III [X]

1 Briefly describe the organization's mission: GREENSPACES EXIST TO FURTHER SUSTAINABILITY IN THE CHATTANOOGA REGION, BY PROMOTING AND DEVELOPING ENVIRONMENTALLY PREFERABLE PRACTICES FOR LIVING, WORKING AND BUILDING.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [X] Yes [] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 453,946. including grants of \$ 247,220.) (Revenue \$) ASSIST WITH LEED CERTIFICATION, ECO FRIENDLY BUILDING MATERIAL AND METHODS, AND THEIR DEVELOPMENT AND INSTALLATION.

4b (Code:) (Expenses \$ 17,556. including grants of \$) (Revenue \$ 27,053.) PROVIDE EDUCATIONAL INFORMATION TO TEACH ECO FRIENDLY USE OF MATERIALS AND METHODS, PROVIDE GRANTS TO OTHERS TO DEVELOP ECO FRIENDLY EDUCATIONAL INFORMATION, AND ASSIST WITH PROGRAM PRESENTATIONS.

4c (Code:) (Expenses \$ 2,527. including grants of \$) (Revenue \$) MEMBERSHIP PROGRAM

4d Other program services (Describe in Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 474,029.

Part IV Checklist of Required Schedules

Table with columns for question number, question text, Yes, and No. Rows include questions 1 through 20b regarding organizational requirements and financial reporting.

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	X	
22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?	X	

Note. All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response to any question in this Part V

Main form area containing questions 1a through 14b with Yes/No columns and input fields.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response to any question in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year; 1b Enter the number of voting members included in line 1a, above, who are independent; 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?; 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?; 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?; 5 Did the organization become aware during the year of a significant diversion of the organization's assets?; 6 Did the organization have members or stockholders?; 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? b Each committee with authority to act on behalf of the governing body?; 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates?; 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?; 11b Describe in Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done; 13 Did the organization have a written whistleblower policy?; 14 Did the organization have a written document retention and destruction policy?; 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?; 15a The organization's CEO, Executive Director, or top management official; 15b Other officers or key employees of the organization; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?; 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed TN
18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: SHELLY MICHAUD - 423-648-5392 1400 MCCALLIE AVENUE, CHATTANOOGA, TN 37404

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response to any question in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JEANINE ALDAY DIRECTOR	1.00	X					0.	0.	0.	
(2) DAN JACOBSON DIRECTOR	1.00	X					0.	0.	0.	
(3) TAYLOR MONEN DIRECTOR	1.00	X					0.	0.	0.	
(4) JAMES MCKISSIC DIRECTOR	1.00	X					0.	0.	0.	
(5) ELIZABETH HAMMITT DIRECTOR	1.00	X					0.	0.	0.	
(6) JOHN CLARK DIRECTOR	1.00	X					0.	0.	0.	
(7) THILO BROCKHAUS DIRECTOR	1.00	X					0.	0.	0.	
(8) JOHN STRAUSSBERGER CHAIRMAN	2.00			X			0.	0.	0.	
(9) BOB FRANKLIN SECRETARY	2.00			X			0.	0.	0.	
(10) BEN HARPER TREASURER	2.00			X			0.	0.	0.	

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

Table with 6 main columns: (A) Name and title, (B) Average hours per week, (C) Position (Individual trustee or director, Institutional trustee, Officer, Key employee, Highest compensated employee, Former), (D) Reportable compensation from the organization, (E) Reportable compensation from related organizations, (F) Estimated amount of other compensation. Includes sub-totals for 1b, 1c, and 1d.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 0

Table with 3 columns: Question number, Question text, and Yes/No response. Questions 3, 4, and 5 regarding compensation reporting.

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

Table with 3 columns: (A) Name and business address, (B) Description of services, (C) Compensation. Row 1 contains the text 'NONE'.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 0

Part VIII Statement of Revenue

Check if Schedule O contains a response to any question in this Part VIII

			(A)	(B)	(C)	(D)		
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512, 513, or 514		
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a					
	b	Membership dues	1b	42,777.				
	c	Fundraising events	1c					
	d	Related organizations	1d					
	e	Government grants (contributions)	1e					
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	95,150.				
	g	Noncash contributions included in lines 1a-1f: \$						
	h	Total. Add lines 1a-1f		137,927.				
	Program Service Revenue	2 a	EDUCATION/CLASS INCOME	Business Code 611430	27,053.	27,053.		
b								
c								
d								
e								
f		All other program service revenue						
g		Total. Add lines 2a-2f		27,053.				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		6,122.			6,122.	
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
	6 a	Gross rents	(i) Real	1,150.	(ii) Personal	549.		
		b	Less: rental expenses	0.	0.			
		c	Rental income or (loss)	1,150.	549.			
		d	Net rental income or (loss)		1,699.			1,699.
	7 a	Gross amount from sales of assets other than inventory	(i) Securities		(ii) Other			
		b	Less: cost or other basis and sales expenses					
		c	Gain or (loss)					
		d	Net gain or (loss)					
	8 a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	a	46,958.				
		b	Less: direct expenses	b	22,134.			
		c	Net income or (loss) from fundraising events		24,824.			24,824.
	9 a	Gross income from gaming activities. See Part IV, line 19	a					
b		Less: direct expenses	b					
c		Net income or (loss) from gaming activities						
10 a	Gross sales of inventory, less returns and allowances	a						
	b	Less: cost of goods sold	b					
	c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue			Business Code					
11 a								
	b							
	c							
	d	All other revenue						
	e	Total. Add lines 11a-11d						
12	Total revenue. See instructions.		197,625.	27,053.	0.	32,645.		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response to any question in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21	247,220.	247,220.		
2 Grants and other assistance to individuals in the United States. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	153,466.	115,099.	38,367.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	11,251.	8,438.	2,813.	
10 Payroll taxes	12,712.	9,534.	3,178.	
11 Fees for services (non-employees):				
a Management				
b Legal	407.		407.	
c Accounting	11,785.		11,785.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	338.		338.	
12 Advertising and promotion	38,848.	38,848.		
13 Office expenses	7,831.	6,656.	1,175.	
14 Information technology				
15 Royalties				
16 Occupancy	27,022.	13,511.	13,511.	
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	786.	786.		
23 Insurance	5,860.	2,930.	2,930.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a CONTRACT SERVICES	23,408.	17,556.	5,852.	
b PROGRAM EXPENSES	10,564.	10,564.		
c UTILITIES	5,775.	2,887.	2,888.	
d MISCELLANEOUS	449.		449.	
e All other expenses	392.		392.	
25 Total functional expenses. Add lines 1 through 24e	558,114.	474,029.	84,085.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here if following SOP 98-2 (ASC 958-720)

Part X Balance Sheet

Check if Schedule O contains a response to any question in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	<12,188.>	1	12,626.
	2 Savings and temporary cash investments	993,130.	2	606,990.
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	0.	4	600.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 40,072.		
	b Less: accumulated depreciation	10b 15,311.	24,569.	10c 24,761.
	11 Investments - publicly traded securities		11	
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)		1,005,511.	16 644,977.	
Liabilities	17 Accounts payable and accrued expenses	45.	17	0.
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25		45.	26 0.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets		27	
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds	0.	30	0.
	31 Paid-in or capital surplus, or land, building, or equipment fund	0.	31	0.
	32 Retained earnings, endowment, accumulated income, or other funds	1,005,466.	32	644,977.
33 Total net assets or fund balances	1,005,466.	33	644,977.	
34 Total liabilities and net assets/fund balances	1,005,511.	34	644,977.	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

Table with 10 rows for reconciliation of net assets. Line 1: Total revenue 197,625. Line 2: Total expenses 558,114. Line 3: Revenue less expenses <360,489.>. Line 4: Net assets at beginning 1,005,466. Line 10: Net assets at end 644,977.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

Table with 3 columns: Question, Yes, No. Row 1: Accounting method (Accrual checked). Row 2a: Financial statements compiled (No). Row 2b: Financial statements audited (No). Row 2c: Committee oversight (No). Row 3a: Federal award audit (No). Row 3b: Required audit (No).

Form 990 (2012)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No. 1545-0047

2012

Open to Public Inspection

Name of the organization **GREENSPACES** Employer identification number **27-2113695**

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E.)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 10 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h.
 - a Type I b Type II c Type III - Functionally integrated d Type III - Non-functionally integrated
- e By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

	Yes	No
(i) A person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the supported organization?	11g(i)	
(ii) A family member of a person described in (i) above?	11g(ii)	
(iii) A 35% controlled entity of a person described in (i) or (ii) above?	11g(iii)	
- h Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-9 above or IRC section (see instructions))	(iv) Is the organization in col. (i) listed in your governing document?		(v) Did you notify the organization in col. (i) of your support?		(vi) Is the organization in col. (i) organized in the U.S.?		(vii) Amount of monetary support
			Yes	No	Yes	No	Yes	No	
Total									

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Schedule A (Form 990 or 990-EZ) 2012

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")			602,617.	1,502,189.	137,927.	2,242,733.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3			602,617.	1,502,189.	137,927.	2,242,733.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4.						2,242,733.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
7 Amounts from line 4			602,617.	1,502,189.	137,927.	2,242,733.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources			713.	6,528.	6,122.	13,363.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
11 Total support. Add lines 7 through 10						2,256,096.
12 Gross receipts from related activities, etc. (see instructions)					12	8,577.
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here	<input checked="" type="checkbox"/>					

Section C. Computation of Public Support Percentage

14 Public support percentage for 2012 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2011 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test - 2012. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
b 33 1/3% support test - 2011. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
17a 10% -facts-and-circumstances test - 2012. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
b 10% -facts-and-circumstances test - 2011. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization	<input type="checkbox"/>	
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions	<input type="checkbox"/>	

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) 2012	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2011 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2012 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2011 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2012. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2011. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Schedule B
(Form 990, 990-EZ,
or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.

OMB No. 1545-0047

2012

Name of the organization

GREENSPACES

Employer identification number

27-2113695

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note. Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II.

Special Rules

For a section 501(c)(3) organization filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi) and received from any one contributor, during the year, a contribution of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For a section 501(c)(7), (8), or (10) organization filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions for use *exclusively* for religious, charitable, etc., purposes, but these contributions did not total to more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc., contributions of \$5,000 or more during the year ▶ \$ _____

Caution. An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on Part I, line 2 of its Form 990-PF, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2012)

Name of organization GREENSPACES	Employer identification number 27-2113695
------------------------------------------------	---------------------------------------------------------

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
_____	_____ _____ _____ _____	\$ _____	_____
_____	_____ _____ _____ _____	\$ _____	_____
_____	_____ _____ _____ _____	\$ _____	_____
_____	_____ _____ _____ _____	\$ _____	_____
_____	_____ _____ _____ _____	\$ _____	_____
_____	_____ _____ _____ _____	\$ _____	_____
_____	_____ _____ _____ _____	\$ _____	_____

Name of organization GREENSPACES	Employer identification number 27-2113695
--------------------------------------------	-----------------------------------------------------

Part III Exclusively religious, charitable, etc., individual contributions to section 501(c)(7), (8), or (10) organizations that total more than \$1,000 for the year. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this information once.) ▶ \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
_____	_____ _____ _____	_____ _____ _____	_____ _____ _____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____ _____ _____		_____ _____ _____	
_____	_____ _____ _____	_____ _____ _____	_____ _____ _____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____ _____ _____		_____ _____ _____	
_____	_____ _____ _____	_____ _____ _____	_____ _____ _____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____ _____ _____		_____ _____ _____	
_____	_____ _____ _____	_____ _____ _____	_____ _____ _____
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
_____ _____ _____		_____ _____ _____	

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

▶ Attach to Form 990. ▶ See separate instructions.

OMB No. 1545-0047

2012

Open to Public
Inspection

Name of the organization

GREENSPACES

Employer identification number

27-2113695

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

Preservation of land for public use (e.g., recreation or education) Preservation of an historically important land area

Protection of natural habitat Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

(ii) Assets included in Form 990, Part X

▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenues included in Form 990, Part VIII, line 1

▶ \$ _____

b Assets included in Form 990, Part X

▶ \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items

(check all that apply):

- a Public exhibition
- b Scholarly research
- c Preservation for future generations
- d Loan or exchange programs
- e Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21? Yes No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment _____ %
- b Permanent endowment _____ %
- c Temporarily restricted endowment _____ %

The percentages in lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations

	Yes	No
3a(i)		
- (ii) related organizations

	Yes	No
3a(ii)		

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment	38,371.		14,026.	24,345.
e Other	1,701.		1,285.	416.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				24,761.

Part VII Investments - Other Securities. See Form 990, Part X, line 12.

Table with 3 columns: (a) Description of security or category, (b) Book value, (c) Method of valuation. Rows include Financial derivatives, Closely-held equity interests, and Other (A-I).

Part VIII Investments - Program Related. See Form 990, Part X, line 13.

Table with 3 columns: (a) Description of investment type, (b) Book value, (c) Method of valuation. Rows numbered 1 through 10.

Part IX Other Assets. See Form 990, Part X, line 15.

Table with 2 columns: (a) Description, (b) Book value. Rows numbered 1 through 10.

Part X Other Liabilities. See Form 990, Part X, line 25.

Table with 2 columns: (a) Description of liability, (b) Book value. Rows include Federal income taxes and rows 2-11.

2. FIN 48 (ASC 740) Footnote. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
a	Net unrealized gains on investments	2a		
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)		5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements		1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII.)	2d		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII.)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)		5	

Part XIII Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		THE ROOF TOP HOP		NONE	
		(event type)	(event type)	(total number)	
Revenue	1 Gross receipts	46,958.			46,958.
	2 Less: Contributions				
	3 Gross income (line 1 minus line 2)	46,958.			46,958.
Direct Expenses	4 Cash prizes				
	5 Noncash prizes				
	6 Rent/facility costs				
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses	22,134.			22,134.
	10 Direct expense summary. Add lines 4 through 9 in column (d)				(22,134)
	11 Net income summary. Combine line 3, column (d), and line 10				24,824.

Part III Gaming. Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
		1 Gross revenue			
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
7 Direct expense summary. Add lines 2 through 5 in column (d)				(_____)	
8 Net gaming income summary. Combine line 1, column d, and line 7					

9 Enter the state(s) in which the organization operates gaming activities: _____
a Is the organization licensed to operate gaming activities in each of these states? Yes No
b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? Yes No
b If "Yes," explain: _____

**SCHEDULE I
(Form 990)**

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" to Form 990, Part IV, line 21 or 22.
▶ **Attach to Form 990.**

OMB No. 1545-0047

2012

**Open to Public
Inspection**

Name of the organization

GREENSPACES

**Employer identification number
27-2113695**

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? **Yes** **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CHAMBLISS BAHNER & STOPHEL 605 CHESTNUT STREET, SUITE 1700 CHATTANOOGA, TN 37450	62-1674553		14,400.	0.			LEED INCENTIVE
CHATTANOOGA HOUSING AUTHORITY 801 NORTH HOLTZCLAW AVENUE CHATTANOOGA, TN 37404	62-6001579		12,000.	0.			LEED INCENTIVE
HABITAT FOR HUMANITY OF GREATER CHATTANOOGA - 1201 EAST MAIN STREET - CHATTANOOGA, TN 37408	62-1260347	501(C)(3)	7,500.	0.			LEED INCENTIVE
HAMILTON COUNTY GOVERNMENT 117 EAST 7TH STREET, SUITE 500 CHATTANOOGA, TN 37402	62-6000636		53,110.	0.			GREEN ROOF INCENTIVE
HEFFERLIN & KRONENBERG 525 WEST MAIN STREET, SUITE A CHATTANOOGA, TN 37402	26-1422990		6,807.	0.			LEED INCENTIVE
LIBERTY TOWER, LLC 633 CHESTNUT STREET, SUITE 2000 CHATTANOOGA, TN 37450	27-3259236		13,195.	0.			LEED INCENTIVE

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ **2.**
- 3** Enter total number of other organizations listed in the line 1 table ▶ **11.**

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2012)

Part II Continuation of Grants and Other Assistance to Governments and Organizations in the United States (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
RIVERVIEW ANIMAL HOSPITAL 641 NORTH MARKET STREET CHATTANOOGA, TN 37405	62-1603261		25,000.	0.			LEED INCENTIVE/SOLAR
SEVILLE CONSULTING, LLC 333 ADAMS STREET DECATUR, GA 30030	20-4358602		8,137.	0.			LEED INCENTIVE
SOUTHSIDE DENTAL ARTS, LLC 204 WEST MAIN STREET CHATTANOOGA, TN 37408	45-2379760		9,070.	0.			LEED INCENTIVE
UNIVERSITY OF TENNESSEE AT CHATTANOOGA - 615 MCCALLIE AVENUE - CHATTANOOGA, TN 37403	62-5001636		30,000.	0.			SOLAR INCENTIVE
URBAN STACK, LLC 12 WEST 13TH STREET CHATTANOOGA, TN 37402	27-3279139		21,000.	0.			LEED INCENTIVE
THE CRASH PAD 29 JOHNSON STREET CHATTANOOGA, TN 37408	27-2438500		32,000.	0.			

Part III **Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance
LEED INCENTIVE	1	15,000.	0.		

Part IV **Supplemental Information.** Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

OMB No. 1545-0047

2012

Open to Public
Inspection

Name of the organization

GREENSPACES

Employer identification number

27-2113695

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

DEVELOPING ENVIRONMENTALLY PREFERABLE PRACTICES FOR LIVING, WORKING AND
BUILDING.

FORM 990, PART III, LINE 2, NEW PROGRAM SERVICES:

STARTED A MEMBERSHIP PROGRAM.

FORM 990, PART VI, SECTION A, LINE 6: INDIVIDUALS AND BUSINESSES CAN PAY
FOR MEMBERSHIPS, WHICH ENTITLES THEM TO EXCLUSIVE BENEFITS AND DISCOUNTS OF
THE ORGANIZATION.

FORM 990, PART VI, SECTION B, LINE 11: THE BOARD REVIEWS THE 990 BEFORE IT
IS FILED.

FORM 990, PART VI, SECTION B, LINE 12C: EXECUTIVE COMMITTEE HANDLES ALL
LEGAL BOARD OF DIRECTOR POLICIES

FORM 990, PART VI, SECTION B, LINE 15: EXECUTIVE COMMITTEE MEETS ON ALL
ISSUES RELATED TO COMPENSATION AND INFORMS ENTIRE BOARD BEFORE MOTION IS
MADE AND ITEMS ARE VOTED ON BY THE ENTIRE BOARD.

FORM 990, PART VI, SECTION C, LINE 19: PUBLIC MEETINGS OR UPON REQUEST



2014 BOARD OF DIRECTORS

President: Ben Harper
Husch Blackwell Sanders LLP
Benjamin.Harper@huschblackwell.com
4 years of service

Past President: John Straussberger
The Strauss Company, Inc
john@straussco.com
4 years of service

Treasurer: Bob Franklin
Franklin Associates Architects
bfranklin@franklinarch.com
4 years of service

Vice President: Elizabeth Hammitt
EPB
hammittec@epb.net
2 years of service

Secretary: Ricky Supan
Patton, Albertson & Miller
napus3@yahoo.com
1 year service

Jeannine Alday
Retired Hamilton Co. Chief of Staff
jalday@epbfi.com
4 years of service

Dan Jacobson
Blue Cross Blue Shield of TN
Dan_Jacobson@BCBST.com
4 years of service

Taylor Monen
Urban Stack/Taco Mamacita
taylormonen@yahoo.com
2 years of service



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **green | light - Green Business Certification Program**

Lead Agency: **green | spaces**

Collaborating City Department(s): **General Services Department**

Contact Name: **Dawn Hjelseth**

Primary Results Area: **High Performing Government**

Offer Cost (Funding Request): **\$140,000**

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



City of Chattanooga

FY15 Offers

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.)

As outlined in the RFO and from feedback from conversations with the city, services that create sustainable practices, promote employee health, and reduce energy consumption are key to having a high performing government. **green|spaces** has a history of working with organizations to improve the built environment through LEED construction and education. The focus of **green|light**, the green business certification program, is not to change the model of business, but to complete a series of tasks aimed to improving day-to-day operations to conserve natural resources, improve the quality of the indoor working environment, and empower employees to behave in an eco-friendly manner. In the USA, commercial buildings are responsible for 20% of total water usage, 30% of total energy consumption, and 40% of municipal solid waste. Each employee in a typical office generates 1.5 pounds of waste per day. Within the 8 categories of **green|light** tasks, there are several opportunities for participants to implement changes that will reduce consumption of energy, water, and raw materials. We accomplish this through the following:

- * **Assessment of Current Activities** - the **green|light** program director will evaluate the City on the 8 categories of the certification program with a main focus on implementing recycling and lighting/water retrofits. The program director will also meet with Green Trips to collaborate on the transportation category. By working directly with the staff in the general services department and future manager of the Office of Sustainability, the program director can identify areas that are working well, need improvement or need to be created. As the general services department is working to create a baseline of data, **green|spaces** can identify areas of collaboration and where the greatest impact can be achieved. Major expense is time spent by the program director evaluating each category.
- * **Create an Eco-Policy** - The program director will work along side the general operations staff to create a policy to be adopted by the Mayor's office that emphasizes the commitment to green and efficient operations. The policy will identify goals for first year energy and waste reductions along with techniques for education and employee buy-in. The policy will contain detailed information on products, resources and procedures to achieve and maintain the status of **green|light** certification. The USGBC LEED EBOM policy requirements can be used as a solid and transparent guide if needed. Major expense is time spent by program director in working with city staff to identify goals and measurements.
- * **Implementation** - Once the areas of improvement and creation have been identified, the **green|light** program director will guide the staff on completing the prerequisites outlined in the checklist. Through the secure online submission form, the staff will be able to submit updates and questions so that the program director can track and assist, streamlining the process. Major expense are items needed to be purchased are supplies and signage.
- * **Education** - The key to the **green|light** program is the education of all staff on the new eco-policy and procedures. Staff participation and acceptance of the program will allow for full maximization of cost savings and improvement of the health and satisfaction levels. We will create specific video and an online training system to evaluate participation and comprehension. The program director will develop inter-department competitions with incentives and reward participating employees. Major expense will include time of the program director for staff training and materials and incentives dependent on City approval for workplace competitions.
- * **Review** - Once the eco-policy has been established and staff trained on new policies, the program director will evaluate the effectiveness of the programs, keep track of measurements, and update city staff on progression toward goals. The program director will be available to assist with any modifications needed to improve the eco-policy and procedures along the way. **green|spaces** will also promote the accomplishments of the city made from implementing the **green|light** program. Major expenses include time of the program director for tracking, verification, promotional materials and retrofits.



City of Chattanooga

FY15 Offers

Identify Which Desired Outcomes This Offer Impacts:

1. Sustainable Practices
2. Reduce Energy Consumption
3. Increase Health of City Workers

BUDGET REQUEST

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

Offer Name: green|light
Personnel Costs (including Benefits): \$65,000
Operating Costs: \$75,000
Total Request FTEs required: \$140,000

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
Community Foundation	\$7,000
Osborne Foundation	\$5,000

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1: Assess current operations and develop an eco-policy with specific outcomes by December 1, 2014 with goal of return on investment within year 1.

Historical Comparison Data? According to City Energy, roughly half of all energy efficiency improvements can be made with little to no capital investment, simply by improving how buildings are operated. This means, for example, that lights are off and heating and cooling systems are turned down when no one is present. Assessing current operations will allow us to identify and capture this “low-hanging fruit” of energy savings that are easily attainable.

Measurement 2: Implement departmental educational workshops and policy rollouts to employees with completion date of March 1, 2015.

Historical Comparison Data? One of the **green|light** pilot companies, ACA Beacon reported “Approximately 40% of the respondents did not currently partake in any green behaviors away from the office but of those 40%, 90% were interested in learning how. Respondents were also willing to offer suggestions about how to make recycling easier and ways to reduce waste around the office.” Outside data includes in 2007, Fayetteville, Arkansas aimed to reduce utility costs and environmental impacts. Under this mandate, the office coordinated an energy use assessment as part of a comprehensive government GHG emissions inventory. The office followed this assessment by initiating an energy consumption reduction competition among 17 government facilities. In addition, 10 government facilities were incorporated into an energy performance contract and each completed a range of energy efficiency projects. These energy efficiency investments are now producing an annual return of more than \$400,000. After researching best practices from the City of Austin, TX, and Miami-Dade County, the success of the program came from the internal adoption of new policies and procedures. The Internal Behavior Change Programs have been proven as an effective technique to increase energy efficiency and waste reduction. **green|spaces** would perform a pre and post program survey to gauge employee satisfaction with the **green|light** program.

Measurement 3: Evaluate measurements toward goal achievement of return on investment through costs savings and perform re-education programming per department by June 30, 2015.

Historical Comparison Data? A national summit on Green Business Engagement Programs was hosted in Boston in 2013 with 25 programs attending. Case studies presented by the groups demonstrate the green business certification programs result in energy savings and waste reductions. Ongoing education of new employees along with reminders to current staff with ensure a continued return on the investment.



City of Chattanooga

FY15 Offers

Return on Investment:

How do citizens benefit?

According to the CDP survey of 110 global cities on How Climate Change is creating Wealthier, Healthier Ciites, "Emissions reduction activities by cities are pro-business. 62% of actions that cities are taking to reduce GHG emissions at the city-wide level have the potential to attract new business investment and grow the economy. Furthermore, 91% of cities believe that working to combat climate change will lead to economic opportunities for their cities." The City of Chattanooga should serve as a model for our community. By establishing sound eco-friendly practices, the citizens will be reassured that the government is taking measures to utilize tax dollars in the best possible manner. The savings accrued through reduced energy and material consumption could be used toward value added programing to benefit citizens.

Does this activity leverage other financial resources?

green|light has been supported by the Benwood Foundation, Community Foundation of Greater Chattanooga, Volkswagen and Osborne Foundation covering the expenses of researching and creating the guidelines for the program. Funds from the Community Foundation and Osborne Foundation are still available for use for continued program development and support.

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

As outlined in "Energy Efficiency in Local Government Operations" by the EPA, local governments can benefit in the following ways: **Reduced GHG emissions** and other environmental impacts by decreasing consumption of fossil fuel-based energy. **Reduced energy costs** by improving energy efficiency by 35% or more is possible for most existing buildings. On average space heating and lighting contribute to 57% of energy consumed by in local government buildings. **Improved indoor air quality** can improve employee comfort and reduce fatigue, accidents, absenteeism, turnover and health costs – all which can contribute to better employee morale and productivity.

How can this program become sustainable without City funding?

Once established, minimal expense will be needed to continue training for new employees and updates to the eco-policy and procedures. The funds saved will greatly outweigh the initial expenses. Sound policies will ensure these practices will continue. Our focus on employee engagement will sustain the programs through cultural transformation.

Attachment B: Comparative Financial Information

Agency Name: green|spaces

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

Dollars provided to your organization in FY 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	100%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	100%	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge		6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)		
	Above percentages should total 100%	

Attachment C: Program Beneficiary Statistics

Agency Name: green|spaces: green|light - Green Business Certification Program

*numbers in employees at organizations

Program Beneficiary Characteristics Clients/ Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL			
a) Total Continuing From Previous Fiscal Year	0	170	30
a) Total New for the Year	170	30	2500
a) Total Terminated During the Year	20	0	0
2. Age Group TOTAL			
a) Infants – Under 5	0	0	0
a) Between 5 and 12	0	0	0
a) Between 13 and 17	0	0	0
a) Between 18 and 29	0	0	0
a) Between 30 and 64	0	0	0
a) 65 and over	0	0	0
a) Not Known	190	200	2530
3. Sex TOTAL			
a) Male	0	0	0
a) Female	0	0	0
a) Not Known	190	200	2530
3. Ethnic Background TOTAL			
a) White	0	0	0
a) Black	0	0	0
a) Hispanic	0	0	0
a) Asian	0	0	0
a) Other – Ethnic Minority	0	0	0
a) Not Known	190	200	2530
3. % Income Level TOTAL			
a) Below 9,999	0	0	0
a) 10,000 –19,999	0	0	0
a) 20,000 – 29,999	0	0	0
a) 30,000 and Over	0	0	0
a) Not Known	190	200	2530
3. Location of Residence TOTAL			
a) Chattanooga	190	200	2530
a) Outside of Chattanooga	0	0	0
a) Not Known	0	0	0

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

Agency Name: green|spaces

Program/Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015 (Projected)
Classes	River City Co.	\$314,069					
Classes	Lyndhurst Foundation	\$274,525	20,000				
Green Housing	Lyndhurst Foundation		130,000				
LEED Classes	Lyndhurst Foundation		\$150,000				
Green Roof	Lyndhurst Foundation		\$10,000				
Weatherization	Lyndhurst Foundation		\$100,000				
Classes	Community Foundation		\$126,000				
Deposit	Lyndhurst Foundation		\$520,000				
Grant Program	Lyndhurst Foundation		\$410,000				
green light	Benwood			\$50,000			
Better Built/HERS	Community Foundation			\$18,500			
Events	Rooftop Hop/ MainX24			\$52,879			
Membership	Members			\$42,777			
Better Built/HERS	Testing			\$13,570			
green light	Community Foundation				\$7,000		
green light	Volkswagen				\$5,000		
green light	Osborne Foundation				\$5,000		
Net Zero	Lyndhurst Foundation				\$95,000	110,000	400,000
Membership	Members				\$31,423	\$35,875	\$40,000
Programs	Classes/green light				\$4,575	\$35,875	\$170,000
Events	Rooftop Hop/ MainX24				\$68,228	\$70,000	\$100,000
Net Zero	Home Sales						\$300,000
Green Infrastructure	LID Awards & competition					205,000	
Subtotal, Major Funding Sources		\$588,594	\$1,466,000	\$177,726	216,226	456,750	670040
Total, All Revenue Sources		\$635,790	\$1,466,000	\$219,758	224,946	639,025	979,000

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
REVENUES							
Individuals/Private	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Corporate/Organizations/Churches	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Fees/Grants from Governmental Agencies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Federal	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
State	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Hamilton County	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
City of Chattanooga	\$ 0	\$ 0	\$ 0	\$ 70,000	\$ 70,000	\$ 0	N/A
Other Cities (Please list)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
United Way	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Foundations (including grants)	\$ 0	\$ 50,000	\$ 17,000	\$ 50,000	\$ 0	\$ (50,000)	N/A
Gross Proceeds Special Events	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Other UWs/Federations	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
CFC/Designations received thru UWGC	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
UWGC Program Allocation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
UWGC Special Funding	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Membership Dues	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Program Income	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 25,000	\$ 20,000	N/A
Governmental Insurance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Private Insurance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Contracted Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Fee for Services	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Other Program Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Sales to Public	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Investment Income	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Miscellaneous	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Other Revenues (Please list separately any major item)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Transfers in from other internal budgets	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Income from Previous Year	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
TOTAL REVENUES	\$ 0	\$ 50,000	\$ 17,000	\$ 125,000	\$ 95,000	\$ (30,000)	N/A
OPERATIONS							
Personnel Expenses							
Salaries	\$ 0	\$ 15,000	\$ 21,000	\$ 65,000	\$ 65,000	\$ 0	N/A
Fringe Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Employee Health	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Pension/Retirement	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Payroll Taxes, etc.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Other (unemployment, life insurance, etc)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Total Personnel Expenses	\$ 0	\$ 15,000	\$ 21,000	\$ 65,000	\$ 65,000	\$ 0	N/A
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 0	\$ 4,565	\$ 13,000	\$ 50,000	\$ 5,000	\$ (45,000)	N/A
Utilities	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Other	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Rent	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Travel/Transportation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Insurance (not employee health)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Materials & Supplies	\$ 0	\$ 0	\$ 0	\$ 7,000	\$ 7,000	\$ 0	N/A
Telephone, Fax, ISP	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Postage and Shipping	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Occupancy/Building/Utilities	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Equipment Rental and Maintenance (including contracts)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Outside Printing, Art Work, etc.	\$ 0	\$ 0	\$ 8,781	\$ 3,000	\$ 5,000	\$ 2,000	N/A
Conferences, Conventions, etc.	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Special Assistance to Individuals	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
National Dues/Support Payments	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Organization Dues (other than above)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Awards and Grants	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Fund Raising/Self-Support Activities	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Miscellaneous	\$ 0	\$ 0	\$ 0	\$ 10,000	\$ 10,000	\$ 0	N/A
Equipment Purchases (incl. capital expenses)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Depreciation	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Other Expenses (Please list separately any major item)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	N/A
Operating Expenses Total	\$ 0	\$ 4,565	\$ 21,781	\$ 70,000	\$ 27,000	\$ (43,000)	N/A
TOTAL OPERATIONS	\$ 0	\$ 19,565	\$ 42,781	\$ 135,000	\$ 92,000	\$ (43,000)	N/A
REVENUE OVER/ (UNDER) OPERATIONS	\$ 0	\$ 30,435	\$ (25,781)	\$ (10,000)	\$ 3,000	\$ 13,000	N/A



green|light

Chattanooga's Green Business Certification

Participant Checklist

Please indicate the tasks you have chosen to implement. If you are unable to meet the required number of indicated task, please submit a brief explanation of why task was excluded. Further explanation of the tasks is provided in the Participant Guide.

Environmental Literacy: Complete All

Attempted

Y N

Completed / Verified

		EL.1	Create an Eco-Policy for your company		
		EL.2	Promote your green light certification to your customers		
		EL.3	Educate all staff about your company's Eco-policy		

Custodial Management: Complete All

Attempted

Y N

Completed / Verified

		CM.2	Store all chemicals in controlled areas		
		CM.3	Implement integrative pest management program		
		CM.4	Make sure trash is secured		
		CM.5	Buy cleaning supplies in bulk and use refillable bottles		

STAFF PARTICIPATION: Complete Prerequisite and at least 3 tasks

Attempted

Y N

Completed / Verified

		SP.Pre	Solicit feedback from employees about green measures		
		SP.1	Launch a competition between departments for improvements in energy, waste and transportation		
		SP.2	Designate an individual or group that works towards greening business operations		
		SP.3	Encourage waste reduction by asking employees to bring in reusable cups and flatware		
		SP.4	Offer training opportunities/ Environmental literacy program		
		SP.5	Give Employees access to local foods via a company CSA program		

Purchasing Policies: Complete Prerequisite and at least 4 tasks

Completed / Verified

Attempted
Y N

		PP.Pre	Compose and Implement a Sustainable purchasing policy. Policy must include all future electronics, appliances and water fixtures purchases must be Energy Star, EPEAT or WaterSense.		
		PP.1	Use food services that utilize recyclable or biodegradable flatware and cups.		
		PP.2	Purchase Fair Trade, Rain Forrest Alliance and organic food and beverages		
		PP.3	Choose vendors with a 'take back' policy		
		PP.4	Purchase recycled content office supplies		
		PP.5	Use local vendors/catering services and give preference to regional items		
		PP.6	Request eco-friendly products from sales reps and stores		
		PP.7	Purchase Green Seal Certified cleaning products		
		PP.8	Purchase lightly used furniture, furniture made of renewable material, and locally produced furniture.		

Landscaping Practices: Complete Prerequisite and at least 4 tasks

	Check this box if you have limited or no control over landscaping and send written a request to individual in charge of landscaping that urges the use of native plants and mulching, water reuse and retention and limits use of synthetic fertilizers and pesticides. Please provide a copy of correspondence when you return your checklist. (Omit section below)				
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Completed / Verified

Attempted
Y N

		LP.PRE	Draft a Landscaping plan that requires all new installations to be native plants		
		LP.1	Capture water for landscape irrigation		
		LP.2	Redirect downspouts towards landscaped areas		
		LP.3	Install a rain garden for storm water retention		
		LP.4	Set irrigation to match weather conditions		
		LP.5	Limit use of pesticides and synthetic fertilizers, pick weeds by hand		
		LP.6	Ensure spray heads are working properly and not spraying on hardscapes		
		LP.7	Cover exposed soil with mulch/pine straw		

Smart Utilities: Complete Prerequisites, SIX tasks from SU.1-13, and either TWO tasks from SU.14-18 or ONE task from SU.19-20

Attempted
Y N

Completed / Verified

		SU.PRE1	Create Utility Use Base Line		
		SU.PRE2	Perform regular maintenance on HVAC		

		SU.1	Enable Sleep Mode on computers, printers, and photocopier		
		SU.2	Replace incandescent lamps with compact florescence or LEDs, reduce number of lamps if possible		
		SU.3	Install Timers on Lights		
		SU.4	Use power strips in high plug load areas		
		SU.5	Purchase Green Power from Green Power Switch (amount TBD)		
		SU.6	Insulate water heaters, storage tanks and hot water pipes where applicable		
		SU.7	Use natural ventilation [and/or (ceiling and personal)fans] when weather permits		
		SU.8	Chalk or weather strip around windows and doors		
		SU.9	Display reminders to turn off lights when not in use		
		SU.10	Use task lighting where possible		
		SU.11	Arrange workspace to maximize use of natural daylighting		
		SU.12	Clean outdoor areas with a broom or damp mop		
		SU.13	Install Low Flow/Sensor Faucets and Aerators		

		SU.14	Install Occupancy Sensors		
		SU.15	Install programable Thermostats		
		SU.16	Apply window film to reduce glare and solar heat gain or installing awnings or planting trees or shrubs to shade windows		
		SU.17	Using existing low flow toilets/urinals fixtures		
		SU.18	Retro fit fixtures with water displacement bag or dual flush adapter		

		SU.19	Energy Audit/Retrocommisioning		
		SU.20	Replace T-12 with T-8 or T-5 lights		

WASTE REDUCTION & RECYCLING: Complete Prerequisites and at least 4 tasks Completed / Verified

Attempted
Y N

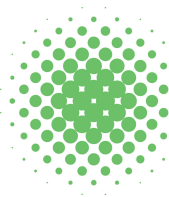
		RR.Pre1	Conduct a waste analysis with defined target areas for improvement		
		RR.Pre2	Implement comprehensive recycling program		
		RR.1	Use ink cartridge refill system or commit to recycling empty cartridges		
		RR.2	Print two sided documents		
		RR.3	Eliminate water bottles by providing a water cooler		
		RR.4	Eliminate paper documents by providing electronic forms		
		RR.5	Keep reusable bags for shopping trips		
		RR.6	Compost food waste		
		RR.7	Replace paper towels in restrooms with efficient hand dryers or linen service		

Transportation: Complete Prerequisites and at least 4 tasks

Completed / Verified

Attempted
Y N

		T.Pre1	Create Vehicle Miles Traveled (VMT) baseline		
		T.Pre2	Meet with employees to discuss how to cut carbon emissions by implementing the tasks presented in this section		
		T.1	Implement employee carpooling incentive program		
		T.2	Offer LEV parking in desired parking locations		
		T.3	Offer opportunities for telecommuting and flex scheduling		
		T.4	Provide a space for ride sharing, public transportation and bike program information		
		T.5	Encourage employees to do errands on foot		
		T.6	Post signage encouraging people to use the stairs instead of the elevator		
		T.7	Require fleet vehicles to be turned off when loading and unloading		
		T.8	Use video conferencing technology		
		T.9	Ask employees to stay in environmentally sensitive hotels when traveling		
		T.10	Join Chattanooga Bike Share		
		T.11	Install bike racks and keep a bike tire repair kit and pump on site		
		T.12	Offer discounted bus fare		



Participant Guide

Environmental Literacy

This voluntary program highlights businesses that operate as responsible environmental stewards. Getting the greenlight does not require companies to change their business model. Instead, businesses only need to complete a series of tasks aimed at improving day to day operations in order to conserve natural resources, improve the quality of the indoor working environment and encourage eco-friendly behavior. The tasks have been broken into 8 categories and represent both required and optional tasks. Most of the tasks require an initial financial and time commitment, but on the whole, greenlight companies can expect to see a steady return on investment due to reduced utilities and increased customer and employee satisfaction. The first step in the process involves increasing environmental awareness by completing all of the the following tasks:

EL.1 Create an Eco-Policy

Participating companies must draft an eco-policy that emphasizes their commitments to the greenlight program. Companies are encouraged to organize their policy around the greenlight criteria, as it will represent a formal commitment to greening their operations. The policy must include sections on custodial management, purchasing and, when applicable, a section on landscaping. It will be presented to greenlight as part of the certification process. Guidelines and inspiration for your eco-policy can be found at <http://www.is4profit.com/business-advice/green-business/writing-your-first-environmental-policy.html>

EL.2 Promote greenlight and your efforts to your customers

Participating companies are expected to promote greenlight to their customers. This will benefit companies by giving them an outlet to market their environmental commitments while simultaneously helping inform the community about greenlight and the benefits of giving green a go. Companies should promote their participation by placing the greenlight logo on their front door, providing a link to the greenlight website on their company site, and displaying greenlight literature in the workplace.

EL.3 Educate all staff about your company's eco-policy

Most often, employees will be responsible for carrying out the tasks described in this program. It is crucial to educate employees about your company's environmental commitments and the reasoning behind them. This should initially be done during a staff meeting and then reinforced through periodic reminders. A benefit is that employees generally prefer to work for environmentally friendly businesses and they will appreciate the improved air quality, occupational satisfaction, and overall health benefits of giving green a go.

Custodial Management

Environmentally sensitive custodial management is crucial to a green business because it reduces the use of cleaning products that, when released into the environment during normal use, contain ingredients that are harmful to exposed individuals and can negatively affect water and air quality. greenlight asks that participating companies complete all of the following tasks.

CM.1 Educate and inform cleaning staff of green cleaning procedures

It's crucial to educate the cleaning staff on the commitment to greening your business since they will be the ones who carry out your custodial policy. In order to receive this credit, a greenlight business should provide the cleaning staff with a copy of the company's eco-policy and receive their written commitment to uphold all tasks in the custodial management section.

CM.2 Store all chemicals in controlled areas

Chemicals should be kept in a cool, dry location in their original containers. This location should be inaccessible to children and pets.

CM.3 Implement integrative pest management program

Implement an environmentally friendly pest management plan that is focused on preventing pests with elimination or less reliance of harmful chemicals and poisons.

CM.4 Make sure trash is secured

Properly secure trash to keep it from being swept away by wind or rain. This simple activity will prevent trash from entering the river system through storm drains.

CM.5 Buy cleaning supplies in bulk and use refillable bottles

It's possible to reduce waste and overall cost by refilling most cleaning supplies from bulk bottles.

Staff Participation

Environmental and socially responsible companies are finding it easier to recruit and retain top talent. Encouraging staff participation in greenlight not only results in a greater positive impact to the environment, it can also boost employee satisfaction. Most of the tasks in this category can be carried out with limited to no cost to a company. In order to get the greenlight certification, a company must complete the prerequisite and at least three of the listed tasks.

SP.Pre Solicit feedback from employees about green measures

Solicit feedback from employees about preferred green projects and target areas for improvement in the workplace via survey, comment box, or at the end of staff meetings. Please include a summary of how you plan to get feedback, how often, and the ideas that employees have in your eco-policy. Common areas of interest may include topics like recycling, turning lights off after hours, excessive printing, heating and cooling settings etc.

SP.1 Launch an eco-improvement competition between departments

If the company is divided into departments, competitions should be encouraged to increase interest in meeting the goals of greenlight by reducing utility use, waste generation, and the carbon footprint incurred in transportation. An example is a 'biggest looser/reducer' competition in which prizes are awarded to the department with the highest percentage improvement.

SP.2 Designate an individual or group that works towards greening operations

It is crucial to assign ownership of the greenlight greening process to an individual or group to ensure that it is carried out effectively. This is commonly done either through a volunteer process or by creating a rotating schedule. Regardless of the method used, the names and duties of responsible parties should be put in writing.

SP.3 Have employees bring in reusable cups and flatware

It has been estimated that Americans throw away 25 billion styrofoam cups each year and use 2.5 million plastic beverage bottles each hour. A person who disposes of one coffee cup each day generates approximately 23 lb of waste a year. Reduce waste while simultaneously reducing costs by asking employees to bring their own coffee cups and utensils to work. www.environmentaa.org/whatwedo/whatwedo.php?dir=save_a_cup

SP.4 Offer training opportunities/Environmental literacy program

Offer training opportunities and environmental literacy programs to employees. These opportunities can be as simple as showing an interesting documentary or promoting a green book, and then hosting a discussion. This can generate new ideas for the business while simultaneously increasing community awareness. Please ask greenIspace about their environmental programs and classes.

SP.5 Give Employees access to local foods via a company CSA program

Community Supported Agriculture (CSA) Programs provide a way for consumers to buy fresh produce directly from local farmers. By joining a CSA, greenlight businesses can support local farmers while giving employees access to fresh, seasonal, locally produced food. These programs typically involve a contract to buy a set amount of product each week/month. General information can be found at www.nal.usda.gov/afsic/pubs/csa/csa.shtml and information on the local collective, Gaining Ground, can be found at www.growchattanooga.org/

Purchasing Policies

A change in purchasing policy requires an ongoing commitment to environmental stewardship, but it can have a significant impact on reducing a company's eco-footprint. By focusing on products that reduce waste, support socially and environmentally sustainable practices, and build the local economy, greenlight businesses can reaffirm their eco-commitments with very limited cost increases.

PP.Pre Compose and implement a sustainable purchasing policy. All future electronics, appliances and water fixture purchases must be Energy Star, EPEAT or WaterSense.

Greenlight companies must compose and implement a sustainable purchasing policy to be included in their overall eco-policy. Upper level management, the office manager, and custodial services should all be included in the development of the policy. The policy must stipulate that all future electronics, appliances, and water fixture purchases will be Energy Star, EPEAT, or WaterSense certified. These products can potentially cost up to 40% more than traditional products but often result in a quick return on investment through utility cost savings. The plan should also include at least five of the following task commitments.

PP.1 Use food services that utilize recyclable/biodegradable flatware and cups

Contract with responsible caterers who use recyclable or biodegradable flatware and cups. You can support the local economy while protecting the environment.

PP.2 Purchase Fair Trade, Rain Forrest Alliance and organic food and beverages

Products bearing Rainforest Alliance, Fair Trade, and organic labels are procured in a manner that empowers farmers, reduces chemical use, and protects our natural forests which act as carbon storage for greenhouse gasses. For instance, in the current globalized marketplace, many products have been reduced to commodities. As a result corporations based out of developed countries are able to play farmers off of each other in order to reduce the cost of raw materials to a level below that which allows for a living wage. As a result, the quality of life in many rural areas has actually been in decline. The Fair Trade logo signifies that the farmers who produce the raw product have been paid a fair, living wage for their labor. The extra cost involved in purchasing certified products is low, but it can have a big impact on the lives of families in these communities.

PP.3 Choose vendors with a 'take back' policy

Every product has a lifecycle. Raw materials are harvested, refined and made into a product which is then sold to consumers who use it and then dispose of it. When products wear out, they are typically thrown away and any valuable material in them is wasted. Vendors, particularly those that deal in electronics, carpeting and flooring, are beginning to offer 'takeback' policies whereby they will remove their product once it has outlived its usefulness, recover any reusable material, and then properly dispose of the rest. By committing to vendors with such policies, a greenlight business can reduce waste while simultaneously reducing its own disposal fees.

PP.4 Purchase recycled content office supplies

Support recycling by making a commitment to purchase products that contain recycled content. With regard to printer paper, boxes, and paper towels, choose products that have a minimum of 30% recycled content. In addition to paper products, it is now possible to find other office supplies such as pens that are made of recycled material.

PP.5 Use local vendors/catering services and give preference to regional items

Whenever possible, commit to using local vendors in order to support and improve the economy of the greater Chattanooga area. This will also reduce the carbon emissions generated in transporting goods.

PP.6 Request eco-friendly products from sales reps and stores

Make it policy to request eco-friendly products from stores and vendors so that greenlight businesses can utilize new environmentally sensitive products. This will encourage their suppliers to become more environmentally conscientious.

PP.7 Purchase Green Seal Certified cleaning products

Cleaning products commonly contain chemicals like ethylene-based glycol (a hazardous air pollutant), terpenes (which morph into carcinogenic compounds when mixed with ozone) and chlorine. These chemicals have been shown to pose health risks to humans, particularly those with pre-existing heart and respiratory problems. Green Seal Certified cleaning products contain fewer of these chemicals that frequently escape into the environment during normal use. More information on Green Seal can be found at www.greenseal.org/FindGreenSealProductsAndServices.aspx

PP.8 Purchase lightly used furniture, furniture made of renewable material, and locally produced furniture.

When shopping for furniture, visit thrift stores like Habitat for Humanity's Restore to research lightly used furniture. If you are purchasing new furniture, opt for products made out of rapidly renewable resources and consider purchasing furniture created by local craftsmen.

Landscaping Practices

Landscaping choices can have a significant impact on the environment. In general, it is important to use indigenous plants, reduce water runoff and waste, and cut back or eliminate pesticides and synthetic fertilizers. The US Green Building Council estimates that 30% of the water consumed in the US is used outdoors, primarily for landscaping. By reusing rainwater, tap water usage can be significantly reduced or eliminated for landscaping. We realize, however, that landscaping is one area that companies frequently have limited control. If you are a renter with little say in your landscaping, you can fulfill the greenlight requirement by drafting a written request to the individual in charge of landscaping, asking him or her to employ environmentally friendly practices. If you draft such a request, please supply a copy to greenlight.

LP.Pre Draft a Landscaping Plan

Greenlight companies must compose and implement a sustainable landscaping policy as a category of their overall eco-policy. The policy must stipulate that all new installations will utilize native plant species. It must also include four of the following tasks.

LP.1 Capture water for landscape irrigation

Rainwater should be collected from roofs and stored for later use. Often times this simply involves placing a collector tub underneath a downspout. Collector tubs retail between \$50-300 and typically have a capacity of 60 gallons.

LP.2 Redirect downspouts towards landscaped areas

Direct downspouts toward landscaped areas so that plants can receive the water. This reduces the amount of runoff into storm drains and reduces the amount of water needed for irrigation. Directing water away from buildings also helps to prevent water damage to the structure.

LP.3 Install a rain garden for storm water retention

Plant a 100-400 sq. ft. rain garden. Rain gardens collect and filter rain water and thus reduce the amount of stormwater runoff and pollutants entering the water supply. For a self-installed rain garden, expect to pay between \$3 and \$5 per square foot in plant costs and soil amendments (peat moss, for example, should be mixed in to soil with high levels of clay). When working with a landscaping company to design and install your rain garden, the cost will significantly increase to around \$10 to \$15 per square foot. More information can be found at http://www.lowimpactdevelopment.org/raingarden_design/whatisaraingarden.htm

LP.4 Set irrigation to match weather conditions

Adjust irrigation/watering schedules to match the seasonal weather patterns of the Chattanooga area. Rain and moisture sensors can automate the process and ensure that sprinklers don't go off on a rainy day. An inexpensive rain sensor that connects to a preexisting sprinkler control system can cost as little as \$20. Companies should also consider installing drip irrigation systems. These systems release water on or under the ground which drastically reduces the amount of water that evaporates before reaching the plants. Drip irrigation kits cost around \$50 per 75 sq feet but reduce water costs.

LP.5 Limit use of pesticides and synthetic fertilizers, pick weeds by hand

Pesticides and synthetic fertilizers are often drawn into the local water table where, in concentration, they can cause problems for the local ecosystem. Therefore, use of these products should be suspended or drastically reduced. Using native plants that are naturally adapted to local conditions can have a noticeable impact, so can use of compost, mulch, and simply picking weeds by hand.

LP.6 Ensure spray heads are working properly and not spraying on hardscapes

Adjusting spray heads is a quick and easy task that can reduce water waste and stormwater runoff. Monitor them to make sure they are not spraying on the hardscapes or building.

LP.7 Cover exposed soil with mulch/pine straw

Applying mulch/pine straw increases moisture retention, acts as a thermal barrier to protect plants in the winter, reduces soil erosion, and combats weeds. It generally costs \$35 a yard and needs to be applied annually.

Smart Utilities

The adoption of smart utilities frequently represent the largest investment that a company will make in the process of getting the greenlight certification, however, because of reduced operating costs due to energy and water savings, the tasks in this section typically have a short return on investment. While it's easy to recognize the environmental benefits of reducing energy consumption, it can be harder to grasp the value of water because it covers 75% of the earth. In reality though, less than 1% of that is clean, fresh water and the water that is provided by the city has gone through a treatment process that uses both energy and environmentally damaging chemicals. In order to complete the Smart Utilities section, greenlight asks that businesses complete the prerequisites, six tasks from SU.1-12, and either two tasks from SU.13-17 or one task from SU.18-19.

SU.Pre 1 Create an Energy Use Baseline

If your business has been in operation in the same building for one calendar year, you are required to create an Energy Use Base Line and a Water Use Base Line. This can be as simple as providing 1 year of energy and water bills. Create a simple spreadsheet to display and analyze your data [Month, KWH used & Cost]. If you do not have bills for one year, you can compare your actual water and energy consumption to the estimated guidelines for a similar facility. If you do not have metered data you can use energy modeling software such as EnergyStar's Target Finder. For water usage consider the following estimated consumption guidelines to calculate your approximate water consumption per day of operation.

If you would like help determining a baseline, please contact Tesia at 423.648.0963 or tesia@greenspaceschattanooga.com

Facility Type	Gallons per Day
Auditorium	5 g per seat
Camp – construction camp	60 g per person
Camp – summer camp	55 g per person
Campground (no water or sewer hookups)	100 g per campsite
Campground (with hookups)	120 g per campsite
Day Care	15 g per person
Factory (not including industrial waste)	25 g per person per shift
Hospital	300 g per bed
Institution (with residents)	100 g per person
Laundry	400-500 g per standard-size machine
Marina (no bathhouse)	10 g per boat slip
Marina (with bathhouse)	30 g per boat slip
Motor pool	300 g per car washed
Office buildings (without cafeteria)	25 g per employee
Restaurant – 24 hour	50 g per seat
Restaurant – standard (or cafeteria)	35 g per seat <i>or</i> 15 g per 15 ft ²

Restaurant –food stand	50 g per 100 ft ² of total floor space
School –boarding school	60 g per student
School –day school (no cafeteria or showers)	10 g per student
School –day school (with cafeteria)	12 g per student
School –day school (with cafeteria, showers, gym)	15 g per student
Service station	1000 g for first bay or pump island 500 g per additional bay/pump island
Stadium	5 g per seat
Swimming pool	10 g per swimmer
Swimming pool (with hot water shower)	13 g per swimmer

Toilet Estimation Guidelines

When Manufactured	Gravity Tank Type	Flush Valve Type
Before 1977	5.0 – 7.0 gpf	4.5 – 5.0 gpf
1977 to mid 1990's	3.5 gpf (some 5.0 gpf)	3.5 gpf
After mid 1990's	1.6 gpf maximum	1.6 gpf maximum

*gpf = gallons per flush

SU.Pre2 Perform Regular Maintenance on HVAC

Performing regular maintenance on HVAC can help save on energy cost and unexpected maintenance and repair cost. Monthly maintenance can cost around \$100 a month. It may only be necessary to have your HVAC checked annually. To fulfill this requirement please provide a schedule of anticipated maintenance visits based on your systems recommendations and the service provider selected to conduct the work. Make sure to change filters according to manufacturer recommendations as well.

SU.1 Enable Sleep Mode on computers, printers, and photocopiers

On your computers, visit control panel (PC) or system preferences (MAC) and set device to sleep after 10 minutes of in activity. Consult your printer and photocopier users manual and enable sleep mode on each. At the end of the work day all electronics should be turned off. To make this easier, plug multiple devices into a power strip and/ or connect to a switch activated outlet.

SU.2 Replace incandescent lamps with compact florescence or LEDs, reduce number of lamps if possible

Replace incandescent lamps with compact fluorescent or LED bulbs. These bulbs cost about \$8.00-\$10.00 more per lamp but result in substantial energy savings and last significantly longer than traditional bulbs.

SU.3 Install Timers on Lights

Add a simple timer device where appliances plug in and/or replace standard switches with timer enabled switches. The average cost of a plug-in timer is \$14.00. Replacing a switch may cost around \$40.00.

SU.4 Use power strips in high plug load areas

Adding a power strip in high plug load areas allows all the power to be cut to all devices in one easy step. Unplugging the power strip when devices are not in use prevents plug loads. Plug loads are one of the fastest growing sources of energy use in commercial buildings today. In offices, they account for 15-20% of office electricity use according to www.advancedbuildings.net.

SU.5 Purchase Green Power from Green Power Switch

Log on to www.TVA.com/greenpowerswitch to set up an auto draft on your monthly electricity bill. Those with power requirements of 50 kilowatts or less are asked (by TVA) to buy at least five blocks per month. That's an additional charge of only \$20 on your monthly utility bill or \$240 annually.

SU.6 Insulate water heaters, storage tanks and hot water pipes

Look to your manufactures recommendations when insulating your electric hot water storage tank. Make sure to not cover the thermostat. The first 6 feet from the connection at the heater, of hot and cold water pipes, should also be insulated. *Drain a quart of water from your water tank every 3 months to remove sediment that impedes heat transfer and lowers the efficiency of your heater. Follow the manufacturer's directions.* www.energysavers.gov/tips/water_heating.cfm

SU.7 Use natural ventilation

When the weather is pleasant, using ceiling and/or personal fans are a good way keep comfortable while using less electricity. Open doors and windows for cross ventilation. When opening exterior windows, keep in mind that sunny and paved portions of the property will generate warmer air than shaded and grassy areas.

SU.8 Chalk or weather strip around windows and doors

Applying chalk or weatherstripping around windows and doors will not only help reduce air infiltration but also deters pesky bugs from entering your space. Experts agree that chalking and weatherstripping will pay for itself in one year by helping lower your energy bill. Doors and windows are obvious places to look for gaps, but you should also examine areas where different materials come together: between brick and wood siding, between foundation and walls, and between the chimney and siding. Cracks and gaps that cause air leaks can also be found around: Mail chutes, electrical and gas service entrances, cable TV and phone lines, where dryer vents pass through walls, air conditioners and surrounding vents and fans.

SU.9 Display reminders to turn off lights when not in use

A simple sign that reminds employees to switch off lights when not in use is a simple way reduce energy consumption. Make sure the signs are in highly visible areas.

SU.10 Use task lighting when and where possible

The use of task lighting will allow you to reduce or shut off overhead lighting and hence provide energy and cost savings.

Best practices for implementing task lighting:

Exterior offices with daylighting/windows are usually the best application for task lights. Occupants can typically turn off overhead lights if natural lighting provides the low level back-grounds needed. Southern exposures have the highest opportunities. Existing daylighting control, such as adjustable window blinds, shades or reflective fabric, can be adjusted to admit light while avoiding excessive glare to further improve lighting efficiency.

Dual switched offices. Some offices have dual or multiple switches to turn off a portion of the overhead lights. This is another good application area.

Remember that all applications are user specific. Each user's visual abilities, desk tasks and office environment characteristics are contributing factors to the appropriateness or inappropriateness of the applications. Some users may require brighter task lamps.

Estimating Your Potential Cost Savings

**Using Task Lighting and Turning off Overhead Lighting
For Four Hours per Workday**

_____ # offices/workstations x [2 overhead fixtures per office x _____ Wattage** per overhead fluorescent fixture — _____ Wattage of task lamp] x 4 hours per day x 250* days per year x \$0.086/kWh*** x 0.001 = \$ _____ savings/year

Payback estimated at 2– 5 years, depending on the cost of task lighting and rate of use.

* Typical number of annual workdays.
** Use 96watts for 4 foot, 2-lamp, T-12 systems. Use 192 watts for 4-lamp, T-12 systems; 58 watts for 2-lamp T-8's; 72 watts for 3-lamp T-8's; and 112 watts for 4 lamp T-8 systems.
*** Average commercial rate of 8.6¢ per kWh in NC.

provided by www.energync.net

SU.11 Arrange workspace to maximize use of natural daylighting

Examine work spaces and retail areas to determine an arrangement so that they receive maximum indirect daylight, but minimum direct sunlight. This allows people to see what they are doing without using electricity but avoids overheating and strain on HVAC.

SU.12 Clean outdoor areas with a broom or damp mop

For cleaning parking lots, sidewalks, alleys or patios, never hose off outdoor hardscapes or use detergents unless collected and properly disposed.

SU.13 Install low flow aerators or sensors faucets

It is easy to install low flow aerators, and they can reduce water consumption by up to 50%. You may already have an aerator on your faucet. To check, look on the side of the faucet - it should read 2.75 gpm. If the number is higher or does not have one visit http://eartheasy.com/live_lowflow_aerators.htm and follow the steps for installation. Cost for faucet aerators begins at around \$5.00. Shower aerators start at about the same price but can cost up \$50 depending on the model.

SU.14 Install Occupancy Sensors

Depending on the type of sensor selected, occupancy sensor range from \$50 to \$200 each. Professional installation may add about \$30 or more per sensor, depending on the equipment and the electrical wiring system needed. *The California Energy Commission estimates that occupancy sensors savings typically range from 35% to 45% for the space they cover, and pay for themselves in less than five years. (www.mnenergysmart.com)*

SU.15 Install programmable thermostats

A programmable thermostat can automatically adjust temperature settings on a time schedule. By programming your thermostat to reflect for an 8 hour workday and only heat and cool when spaces are in use, you can save a significant amount on your annual heating and cooling bills. Visit www.energystar.gov to use the programmable thermostat calculator to see what you can save with pre determined set-back temperatures as well as how to install a programmable thermostat and when to call a professional for installation. Programmable thermostats range from \$50.00 to \$300.00 and installation cost will vary by service provider.

SU.16 Apply window film to reduce glare and solar heat gain or installing awnings or planting trees or shrubs to shade windows

Applying window film, planting trees, and/or installing awnings will help protect you and your property from the damaging effects of the sun. These methods will also help keep the air cooler in your work spaces. Cooler air means you can use the air conditioning less and save both energy and money. For companies that rent or lease their space, it may be possible to get the landlord to contribute to this upgrade.

SU.17 Use existing low flow toilets/urinals

Many new buildings now include low flow toilets and waterless urinals. Credit for this task goes to any company that operates out of a building with these fixtures.

SU.18 Retrofit fixtures with water displacement bag or dual flush adapter

If you do not operate out of a facility with low flow toilets and waterless urinals and are unable to replace existing fixtures you can apply water saving devices such as water displacement bags and dual flush converts. These products modify existing fixtures to reduce water consumption and range from \$30 to \$100. They can be found at various on-line stores.

SU.19 Energy Audit/Retrocommissioning

An Energy Audit (Retrocommissioning) must be performed for both established and new tenants. Local companies like AEED or Cornerstone Automation will audit your facility and prioritize areas for improvement. Typical costs for small commercial spaces begin around \$650 for buildings up to 4000 square feet, plus \$150 per additional 1000 square feet, or portion thereof, up to a cap around \$2000.

SU.20 Replace T-12 light bulbs with T-8 or T-5 light bulbs

Talk to your supplier about rebate programs that may be in place to help offset initial costs. Often rebate programs will cover over 50% of initial investment. In general T-5 cost about .60 c more per bulb and require new fixtures however retrofit kits are available for around \$30- \$60 that adapt T-12 fixtures to fit T-8 and/or T-5 bulbs. Furthermore, make sure your installer will recycle your old light bulbs and ballasts.

Waste Reduction & Recycling

By reducing the quantity of office supplies that a company uses and recycling them once they have served their purpose, greenlight companies can reduce procurement and disposal costs while simultaneously having a significant impact on the environment. For this category, participants are expected to complete both prerequisites and four other tasks.

RR.Pre1 Conduct a waste analysis with defined target areas for improvement

It is not necessary to carry out a full waste audit in order to fulfill this task. The purpose is to determine rough numbers on the volume of waste generated and the amount of different materials like recyclable and food waste that go into the waste stream. An easy way to do this is by tracking the number (and size) of trash bags that leave the office. Before they are discarded, take a peak inside and see what's in there. Is there glass or aluminum that can be removed and recycled? If possible keep track of the approximate amount. For more information about conducting a waste audit visit www.environment.nsw.gov.au/wrapp/audit.htm

RR.Pre2 Implement comprehensive recycling program

Create comprehensive recycling program and communicate its importance to employees. This program must include the use of recycling bins for paper and plastic rubbish, signage reminding employees to recycle, a pledge to recycle used electronics and furniture, and the delegation to a point person to oversee the program. An excellent handbook for creating a recycling program can be found at www.scdhec.gov/environment/lwm/recycle/smart_business/pubs/smart_biz_guide.pdf

RR.1 Use ink cartridge refill system or commit to recycling empty cartridges

If possible have your ink cartridges refilled and reuse them. If you are unable to do this because of you cartridge type, create a place where you can collect the used cartridges and then take them to be recycled. Big box stores like Office Depot and Staple offer coupons and discounts in exchange for your used cartridges. Call local office supply store to see if they have a recycling program.

RR.2 Print two sided documents

In your printer settings dialogue box be sure to select two sided printing. Long edge binding is for portrait prints and short edge binding is for printing landscape documents. For further clarification consult your printer's users manual.

RR.3 Eliminate water bottles by providing a water cooler or water filters

Providing a water cooler and encourage staff to use refillable cups and bottles. Water coolers run the range from basic room temperature water to on demand UV filtered hot and cold water. Alternatively, use a water filtration device in the break room. A verity of devices either attach to the faucet head or double as a pitcher that can be stored in the refrigerator. Research and implement a system that works for your employees as well as your wallet.

RR.4 Eliminate paper documents by providing electronic forms

Making electronic forms from existing PDFs is quick and easy with programs like Adobe Acrobat Professional. Tutorials for creating these types of forms can be found at www.youtube.com/watch?v=En5oMTOyFHw. If you need more extensive form creation and management there are several service providers to help you manage this. The starting cost is about \$10-\$15 a month.

RR.5 Keep reusable bags for shopping trips

Keep reusable bags in the office for employees to use and encourage them to keep reusable bags in their cars as well. You can even have bags made that have your logo and double as marketing while you are out shopping.

RR.6 Compost food waste

Composting, a natural process, is when organic materials such as leaves, grass, and food scraps are broken down by microorganisms, forming soil-like substance called compost. Used for gardening and in agriculture as a soil additive, compost can replace commercial fertilizers and prevent ozone damaging methane gases from being released when food waste goes to a traditional landfill. Collect food waste daily in the lunch/snack room or other collection point and place it in a central container or directly into the composter. Depending on how much volume is created, determine the best place for storage. Food waste can be composted in a grassy area by being spread loosely in a designated area. If you do like this from an esthetic stand point, purchase a compost tumbler, plastic compost bin or digester. If you do not have access to a grassy area you can use an electric composter that will dry and automatically stir the compost or worm bin. Composting techniques and products can be found on-line or at local home improvement stores. When deciding to compost, it is crucial that a point person step forward and take responsibility for the program.

RR.7 Replace paper towels in restrooms with hand dryers or linen service

Installing an efficient hand dryer or providing washable hand towels can significantly reduce waste and save energy in restrooms. The following information is a compelling report from TheGuardian.com.

Consumers typically perceive recycled paper towels to be better for the environment. But the report's researchers found that the environmental impact of recycled towels equals that of virgin paper towels in a number of environmental measures, including CO2 emissions and water consumption. In the US, 2% of total landfill consists of paper towels. Recycled and virgin towels were both found to generate over three times more carbon emissions than the Dyson Airblade hand dryers, creating waste, consuming more energy and also using more water.

By contrast, the environmental impact of warm air hand dryers occurs during use. Energy-heating elements and inefficient motors tip the sustainability scales, making warm air dryers up to 80% less energy-efficient than the Dyson Airblade hand dryer.

Hand dryer environmental impact

1 = lowest impact,
7 = highest impact

	Global warming potential	Human health	Ecosystem quality	Cumulative energy demand	Water consumption	Land occupation
Airblade™ aluminium	1	1	1	1	3	1
Airblade™ plastic	1	1	1	1	1	1
XLERATOR®	3	3	3	3	4	3
Standard warm air dryer	7	7	4	6	7	4
Cotton roll towels	4	3	6	4	1	6
Paper towels virgin	5	5	7	7	5	7
Paper towels 100% recycled	5	5	4	5	5	5

Transportation

Reducing the use of fossil fuels in work related transportation reduces carbon emissions, reduces fuel expenses, and provides opportunities for employees to live a healthier, more active lifestyle. For this category, please complete the two prerequisites and four additional tasks.

T.Pre1 Create Vehicle Miles Traveled (VMT) baseline

Ask all employees to log VMT for 1 month (excluding weekends) and multiply that number by 12 to get an average VMT each year. Once you have this number utilize the following strategies to reduce carbon emissions via VMT.

T.Pre2 Meet with employees to discuss how to cut carbon emissions by implementing the tasks presented in this section

Hold a staff meeting to discuss your commitment to cutting carbon. This is a great way to begin a dialogue with employees about how to change their attitudes and behavior regarding transportation. Let them know you are interested in their feedback and are willing to work through any perceived barriers in participating in the following elected categories.

T.1 Implement employee carpooling incentive program

Carpooling can be an easy way to reduce VMT and works well when someone is specifically designated to co-ordinate the program. If you have a small business look to establish ride sharing partnerships with other business to increase opportunities for ride sharing. It is good idea to have people meet up at a common location, like a coffee shop, if it is not convenient to have front door pick up.

T.2 Offer LEV parking in desired parking locations

Encourage the use of Low Emission Vehicles by designating desirable parking spots for their sole use. A LEV is a vehicle that emits relatively low levels of air pollutants when compared to similar car models. *Also, be sure to look out for tax credits, such as Georgia Low Emission Vehicle Credit. This is a credit of the lesser of 10% of the cost of the vehicle or \$2,500, for the purchase or lease of a new low emission vehicle.*

T.3 Offer opportunities for telecommuting and flex scheduling

Implementing telecommuting and/or flex scheduling provides numerous benefits to employees as well as the environment: Reduced traffic congestion, Improved air quality, Reduction in fuel consumption, Less demand on transportation infrastructure. For an explanation and ideas for developing your own telecommuting and/or flex scheduling visit www.commuterconnection.com/telecommute.htm.

T.4 Provide a space for ride sharing, public transportation & bike program info

Easy availability to information will encourage individuals to explore alternative modes of transportation. Provide information in a highly visible area where people feel free to browse at their leisure.

T.5 Encourage employees to do errands on foot

Ask your employees to let you know what neighborhood services they use most often. Perhaps someone knows a great restaurant right around the corner or a favorite dry cleaner close by. Create a list, or better a map outlining what services are in the neighborhood and encourage employees to walk or at least combine a trip with others in the office when driving.

T.6 Post signage encouraging people to use the stairs instead of the elevator

If applicable, post signage by the elevator encouraging the use of the stairs. It can be a good stretch after sitting for a long period, good exercise, and will save energy as well.

T.7 Require fleet vehicles to be turned off when loading and unloading

Have a strict no idling policy for all vehicles. Idling wastes gasoline and hence wastes money. According to the Hinkle Charitable Trust engineers estimate that only if an engine is restarted within 5 to 10 seconds of being turned off is it more fuel efficient to leave it running. Implement a 10-second rule : If you anticipate idling for longer than 10 seconds, turn off the engine and restart when you are ready to drive.

T.8 Use video conferencing technology

Videoconferencing reduces travel costs and your carbon footprint. The electricity used for videoconferencing is negligible compared to the energy used when traveling. Each video call that saves a trip is a direct reduction of carbon dioxide output.

T.9 Ask employees to stay in environmentally sensitive hotels when traveling

Hotels that are environmentally-friendly usually have programs that save water, save energy and reduce solid waste. Not only are these hotels good to the earth, but they also work to reduce fumes, toxic residues and chemicals so guest are not absorbing or breathing them.

T.10 Join Chattanooga Bike Share

Did you know that the first hour of riding is free with Chattanooga Bike Share? If you are downtown, consider joining the program as it is more cost effective, environmentally friendly ,and overall better for your health. For more information about the program visit www.bikechattanooga.com. An annual membership is \$75.00.

T.11 Install bike racks and keep a bike tire repair kit and pump on site

Providing a place where employees and visitors alike can secure their bike and make adjustment or repairs as necessary helps encourage biking as alternative transportation to reduce VMT and carbon emissions. Tubes, tire levers, a patch kit and a pump are typically included in a basic repair kit and total cost will be around \$40.00. Typically bike racks cost around \$75.00 to \$100.00.

T.12 Offer discounted bus fare

Riding the bus can be a great way to get around without straining your wallet. One way adult fare is \$1.50. Senior Citizens (Ages 65+) or persons with disability only cost \$0.75 and students also ride for \$0.75. CARTA also offers a monthly pass for \$50.00. Incentivize your employees to ride the bus by offering to pay the difference for reduced fare. The bus is a great place to relax with music or catch up on some work using the free Wi-Fi aboard. For more information visit www.carta-bus.org.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Fire Prevention Bureau-Collaborative Offer		
Offer Number:	#7	Department Offer Rank:	3 of 12
Lead Department:	Chattanooga Fire Department	Collaboration:	YES
Administrator:	Lamar Flint		
Offer Cost:	\$5,000 (other funds in offer submitted by Fire Dept)	Primary Results Area:	High Performing Government

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.)*

Fire Prevention Bureau – Collaborative Offer

- **Summary** – This offer seeks to collaborate with the department of Economic and Community Development (ECD) Land Development Office (LDO) to provide better customer service by enhancing plans review performance.
- **Problem** – Currently, the Fire Plans Review Officer performs multiple functions for the fire department, as a Fire Plans Reviewer, Water Supply Officer, Mapping Officer, and other duties, as needed. Since each of these could easily be fulltime positions, this position is spread detrimentally thin, and unable to be present at the Development Resource Center (DRC) as often as needed for the review of plans, communication of needs, interaction with customers in the design, development and construction processes, and attendee for pre-submittal and variance board meetings.
- **Plan** – The plan would entail a 4-6 hour office requirement for the plans reviewer to be available at the Development Resource Center (DRC) for plans review and to answer questions related to fire protection and the fire plans review process. The remainder of the 2-4 remaining hours would be



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used for site visits and interaction with the Fire Marshal’s Office.

To streamline the construction plans review process, all permits and fees related to the fire department’s role in the development process would be collected at the DRC.

If accepted, this offer will require an ordinance change because Ordinance 12356, Section 16-20, requires that all “fire department” related fees be collected at the “Fire Marshal’s Office.”

In order to fully satisfy customers and create a true “one-stop shop” at the DRC, this change must occur.

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

- **Collaboration Results Areas and Desired Outcomes**

1. Primary – High Performing Government

- 1) Increase citizen satisfaction with services** – There is currently a disconnect between the fire plans review process and the streamlining of construction projects. This offer seeks to better connect the plans review and inspection disciplines to ensure high customer satisfaction.
 - i. Budget Strategies Realized: Through this effort, the CFD seeks to collaborate with the ECD/LDO to streamline the plans review and permitting process to improve City governments.

2. Secondary – Safer Streets

- 1) Reduce fire risk**– The best fire is the one that never happens because it was prevented through fire code enforcement and the plans review process. This offer seeks to reduce fire risk in the development process.
 - i. Budget Strategies Realized: Maintain safe and secure streets, facilities, and public spaces for all citizens by reducing the fire risk of structures through the plans review and development process.

3. Secondary – Growing Economy

- 1) Increase employment** – As developers seek to invest in the community, they create and maintain jobs in the design community and construction industry. This offer bolsters that effort by streamlining the plans review and permitting processes.
 - i. Budget Strategies Realized: This collaborative effort seeks to create and maintain workforce by maximizing resources and speeding the job growth, as well as, assisting the LDO to build a user friendly platform for developers to truly have a “one-stop-shop” at the DRC.

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
CFD	\$88,971.16	-0-	\$88,971.16	94.7%	1
LDO	-0-	\$5,000	\$5,000	5.3%	0
Total	\$88,971.16	\$5,000.00	\$93,971.16	100%	1



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**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

PERFORMANCE DATA

- **Collaboration Metrics**

- **Goal:** Increase customer satisfaction with the Fire Plans Review process and communication
- **Measure:** A customer satisfaction survey will be created and periodically disseminated to “customers,” including design professionals, architects, contractors, developers, etc.; the design of the survey will be questions answered on a scale of 1-10 with 10 being the highest; survey will measure speed of service (plans review turnaround time), strength of communicating project needs, and overall customer satisfaction with the service provided.
 - 1) The Fire Plans Reviewer will provide the survey to “customers”
 - 2) When the survey is completed it will be returned to the Fire Marshal who will create a quarterly report
 - 3) The report will be provided to and discussed with LDO officials and the fire plans reviewer
 - 4) The plans reviewer will adjust his or her performance accordingly

Return on Investment:

How do citizens benefit? Decrease the time that it takes to perform reviews, thus getting the construction started sooner. This benefits the customer by spending less on construction financing and benefits the City by adding to the tax rolls sooner.

Does this activity leverage other financial resources? No (other than the funds provided by CFD)

How does this decrease costs over time? Over time, LDO would likely continue to contribute at least \$5,000 annually.



OFFER SUMMARY

Offer Name:	Employee Training & Development	Department	
Offer Number:	3 of 3	Offer Rank:	3
Lead			
Department:	Human Resources	Collaboration:	Y X N
Administrator:	Todd Dockery		
Offer Cost:	\$141,828	Primary Results Area:	High Performing Government

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.)*

We are proposing an offer for the Department of Human Resources to take more of a leadership, collaboration and support role in providing training and development opportunities to all departments and city employees. Currently, beyond what may be offered within individual departments, the City of Chattanooga does not have a structured process for employees to receive training and development opportunities from a centralized location. Historically, the Personnel (now Human Resources) department would offer some training when budget allowed, however, there was no way to determine proactively what training was needed or wanted from City employees nor has there been a structured process and dedicated staff person to monitor training needs and coordinate the offerings that are available for the entire City workforce. The opportunity for employees from various departments to receive training and development from a centralized location will enhance our pool of exceptional talent, place a greater emphasis on high performing government and help to increase overall motivation, outstanding customer service and should ultimately result in lower turnover and a more effective workforce. Additionally, placing an emphasis on city wide training and development for all employees could also help to open the communication between the



departments and lead them to working more effectively as a team. This offer entails one new full time equivalent position, a Training and Development Coordinator tasked with training and development oversight and coordination for all City of Chattanooga employees.

Training and development needs for City employees would be assessed by the Training and Development Coordinator within the Human Resources Department, and results compiled to determine where the greatest needs are for all employees. We plan to offer training and development instruction on areas such as but not limited to team building, ethics, professional development, management and leadership development, and computer courses. We would partner with a variety of resources, including The Municipal Technical Advisory Service (MTAS), local universities, New Horizons, and other training resources for our city employees. We will also emphasize the use of cost-effective, convenient training opportunities by utilizing providers that have complimentary training available such as our current Employee Assistance Program (EAP) and by utilizing existing employees as subject matter experts to develop and conduct specific training needed. Our Training Coordinator will serve as the city's centralized coordinator for training and development and will work with all departments to develop a pool of City wide subject matter experts and a menu and calendar of trainings that will be offered by all these resources.

This offer will also be a collaboration with Public Works Department as we develop a rollout of the MTAS Municipal Academy for supervisory and leadership training for City of Chattanooga supervisory staff. The City has offered this leadership training in the past but only when funds were available, and this program has not been offered in a structured or centralized way for supervisors to gain necessary management and leadership concepts. Our plan is to offer 80 slots total for the first year for supervisors of all departments to enroll in the 8 session academy training. Of these 80 slots, 30 will be reserved for Public Works supervisors for leadership and supervisory professional development and we will coordinate with Justin Holland, Deputy Administrator of Public Works to ensure that this occurs. Due to the large number of supervisors at all levels within the Public Works department, and because of various requests for leadership development within Public Works, we will be placing a greater emphasis by reserving 30 slots for this program for Public Works in FY15. As part of this collaboration, Public Works has expressed an interest in this program for FY15, and this will be a trial process for a potentially greater participation among other departments in subsequent years. We know from various meetings with employees and based on outcomes of Internal Audit and HR investigations that management and leadership training is needed for the City and this will be an opportunity and first step to begin a structured and consistent process to ensure current and newly hired / promoted supervisors have an opportunity to receive this important professional development.

We propose a dedicated staff person as the City's Training and Development Coordinator to work with all departments and ensure that the city is focused on the true development needs of our employees and focus on areas in need of improvement. This position will not only coordinate with all departments on the training needed and available, but the position will also gather metrics on identified needs met and focus on specific outcomes as measured by our performance data.



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

1. Increase employees accessing professional development
2. Employees performing at an efficient and high level
3. Focus on retaining talented employees

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
Human Resources- Training and Development	\$79,828	\$62,000	\$ 141,828	100%	1
Total	\$ 79,828	\$ 62,000	\$ 141,828	100%	1

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

Capital Budget Impact? Yes X No \$Amount

**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

PERFORMANCE DATA

Measurement 1: City wide employee turnover rate

FY2012	FY2013	FY2014	FY2015 Target
16%	15%	NA	12%

- **Measurement 2: Percentage of employee satisfied with on-the-job learning and growth and development opportunities provided by the City based on random survey samples**

FY2012	FY2013	FY2014	FY2015 Target
No data	No data	No Data	75%

Measurement 3: Number of supervisory positions receiving structured management and leadership training through the MTAS Municipal Academy

FY2012	FY2013	FY2014	FY2015 Target
No data	No data	No data	80



Return on Investment:

How do citizens benefit? Having a dedicated Training and Development Coordinator will ensure we have a centralized and structured process to assess needs, coordinate programs and to develop a menu of training offerings for all employees to assist in their professional development. This offer will begin the much needed approach to employee training and development and ultimately will help the city to develop an extensive and valuable employee training and development program. Our intention with this offer is to prioritize areas of training and development needed and begin a training program that measures results while finding a balance between training program cost and overall City needs.

How does this decrease costs over time? By placing a greater emphasis on training our workforce, we can help to reduce costs associated with employee turnover and low morale and productivity. Additionally, having a well trained and engaged workforce can help to ensure we operate efficiently and deliver the best possible high-quality service to the citizens of Chattanooga.



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Treasury Customer Service Remodel	Department	
Offer Number:	5 of 7	Offer Rank:	7
Lead Department:	Finance	Collaboration:	Y ___ N_X__
Administrator:	Daisy Madison		
Offer Cost:	\$30,000	Primary Results Area:	High Performing Government

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 request for High Performing Government asked to achieve outstanding customer-focused services. This offer addresses that point by providing funding to remodel the customer service area of the Treasury Office. This remodel will provide improved customer service by moving the customer service representatives' to sit in front of the counter, allowing them face-to-face contact from the moment citizens arrive at the counter.

The remodel of the Treasury customer service desk will move customer service representative workstations to slightly below the counter, facing out to customers. Employee workstations located at the counter will allow citizens to receive more user friendly access to services. Employees will have immediate access to the equipment necessary to serve the customer at their workstation, will not have to walk to their desk to access necessary information to take payments, provide customers with requested information and speed the process to provide printed information for taxpayers. This will shorten the time spent by customers waiting in line, as well as shorten the time needed to serve each customer.

The costs related to this offer are based on vendor quotes for the following:



City of Chattanooga

FY15 Offers

Architectural design work	\$ 6,500
Cubicals	\$ 10,500
Granite countertops	\$ 7,500
Electrical	\$ 4,000
Contingency	\$ 1,500
Total estimate	\$ 30,000

Innovation or sustainability: The Treasury Division is the face of the City to some citizens; interaction that is easy and efficient improves the perception of city government, as well as its employees. Currently if one person is at the counter, it is difficult for anyone to pass behind them. The remodel will provide citizens a closer, efficient and more personal face to the Treasury Department.

Difference this offer makes: Customer service and satisfaction will improve due to more timely and efficient contact with citizens. Human nature leads us to expect someone to be at a customer service counter when we arrive. Taxpayers will experience a quicker response time. Proof of success will be obtained through surveys and verbal endorsement from citizens.

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

1. Increase in citizen satisfaction

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
Finance	\$ 0	\$30,000	\$30,000	100%	0.00
				0%	
Total	\$ 0	\$30,000	\$30,000	100%	0.00

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

Capital Budget Impact? No

**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



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FY15 Offers

Measurement 1:

Attain overall satisfaction of 85% good or better on Citizen Survey.

FY2012	FY2013	FY2014	FY2015 Target
N/A	N/A	TBD	85%

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

How do citizens benefit? Employees will be better positioned to provide friendly, efficient, forward-facing customer interaction for improved customer service, public perception of the Treasury and overall City government.

How does this decrease costs over time? This is a one-time cost.

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 5
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	
610000 - Fringe Benefits Parent (611000-619999)	
.Personnel Expenses Total	
Operating Expenses	
700000 - Services Parent (701000-709999)	30,000
710000 - Materials & Supplies Parent (711000-719999)	
720000 - Travel Expense Parent (721000-729999)	
730000 - Vehicle Operating Expense Parent (731000-739999)	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
770000 - Capital Outlay Parent (771000-779999)	
780000 - Other Expenses Parent (781000-789999)	
Operating Expenses Total	30,000
C Total	30,000
Grand Total	30,000

City of Chattanooga
 Operating Budget
 Fiscal Year 2015

Row Labels	Offer 5
C	
.Personnel Expenses	
600000 - Salaries Parent (601000-609999)	
610000 - Fringe Benefits Parent (611000-619999)	
.Personnel Expenses Total	
Operating Expenses	
700000 - Services Parent (701000-709999)	
704309 - Meeting Expense	
704310 - Local Mileage	
704311 - Miscellaneous Services	
704312 - Other Contracted Service	30,000
704319 - Parking	
704320 - Link2Gov Internet Fee	
704705 - Credit Card Use Charge	
700000 - Services Parent (701000-709999) Total	30,000
710000 - Materials & Supplies Parent (711000-719999)	
720000 - Travel Expense Parent (721000-729999)	
730000 - Vehicle Operating Expense Parent (731000-739999)	
740000 - Insurance, Claims, Damages Parent (741000-749999)	
770000 - Capital Outlay Parent (771000-779999)	
780000 - Other Expenses Parent (781000-789999)	
Operating Expenses Total	
	30,000
C Total	
	30,000
Grand Total	
	30,000



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **Department Safety Program Coordinator**

Offer Number: **7**

Department Offer Rank: **7**

Lead

Department: **Public Works**

Collaboration: **Y_X_N**

Administrator: **Lee Norris**

Offer Cost: **\$83,604**

Primary Results Area: **High Performing Government**

RESULTS AREA

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.)*

This is an offer to create a Safety Program Coordinator position in Public Works to enhance the existing programs and centralize all safety functions in Public Works and Transportation.

In collaboration with Human Resources and Transportation, the Departmental Safety Program Coordinator will develop, coordinate, enforce, and administer required OSHA safety programs throughout the Department of Public Works and Department of Transportation. Primary responsibilities will be to supervise three departmental occupational safety specialists and provide guidance to division and department heads to reduce costs and liabilities associated with job injuries and illnesses, administer consistent OSHA required training, develop and supervise facility and playground inspection programs, and coordinate and administer safety programs consistently with all divisions and departments within assigned areas.



The Department of Public works currently has three safety specialist specific to each of the department's three largest operational divisions including; 1) the Parks division occupational safety specialist is required to administer occupational



City of Chattanooga

FY15 Offers

safety programs, perform regular facility and playground safety inspections, assess park's ADA compliance to improve access to parks and playgrounds, reviews safety plans for over 80 parks, playgrounds and facilities, and also provides training and workplace safety for 60 employees; 2) City Wide Services occupational safety specialist is required to administer training and occupational safety related to construction and solid waste collections, and investigating property damage, vehicle accidents, and job injury claims for 230 employees; 3) Waste Resources is a general industry plant with unique hazards and very strict OSHA requirements for safety inside the plant and in the field with construction to which this position enforces all safety guidelines, trains staff, investigates problems, and evaluates the plant for compliance with over 150 employees.

These three positions will begin reporting to Safety Program Coordinator, who will report to the Deputy Administrator and of Public Works and work closely with the Administrator of Transportation. With three supporting occupational safety specialists reporting directly to the Safety Program Coordinator, a greater coordinated effort will be placed on safety throughout the department. A coordinated and centralized safety program will help consistently administer all areas of training, investigations, inspections, and management of job injuries.

In 2013, there were 49 OSHA recordable job related injuries and illnesses in Public Works resulting in 781 days away from work and 427 days of restricted duty. Over 32% of all OSHA recordable injuries in the City occurred in Public Works.

The position is poised to increase safety awareness and administration significantly with reciprocal feedback from Human Resources with the development of a centralized safety program. The Safety Manager will interact daily with both Human Resources safety coordinator and subordinate occupational safety specialists to keep citizens and employees safe at work and in public places.

Along with the costs for this position, \$77,604, the operating budget includes training materials for the department, computer, printer, and vehicle lease totaling \$6,000. All safety training programs not funded by Human Resources will be funded from this operating budget for Public Works.

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

1. Increase health of City workers
2. Decrease number of sick days taken
3. 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	Total Request	% of offer	FTEs required
Public Works-Admin	\$77,604	\$6,000	\$83,604	100	1.00
Total	\$77,604	\$6,000	\$83,604	100	1.00

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



City of Chattanooga

FY15 Offers

PERFORMANCE DATA

Measurement 1: Number of OSHA recordable injuries or illnesses.

FY2012	FY2013	FY2014	FY2015 Target

Measurement 2: Number of OSHA recordable days of job transfer or restriction.

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3: Number of OSHA recordable lost days in assigned areas.

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment:

According to the American Society of Safety Engineers, for every dollar spent improving workplace safety approximately \$4.41 would be returned. Using this equation, the return on investment would be \$367,000.

How do citizens benefit? City employees work more efficiently when job injuries are reduced, which reduces the tax burden, and increases productivity, ultimately increasing service request response time.

Does this activity leverage other financial resources? An effective safety program decreases the costs related to accidents and injuries by freeing up additional resources to improve and develop desired outcomes.

How does this decrease costs over time? There are significant operating costs incurred by job injuries and preventable accidents that if avoided, could be reallocated to improve other services or desired outcomes.



City of Chattanooga

FY15 Offers

OFFERSUMMARY

Offer Name:	City of Chattanooga Office of Disability Services
Lead Agency:	Office of Multicultural Affairs
Collaborating City Department(s):	OMA, Orange Grove, UTC Disability Resource Center, State Dept. of Intellectual and Physical Disabilities
Contact Name:	James McKissic
Primary Results Area:	High Performing Government
Offer Cost (Funding Request):	\$25,000

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.)*

What is the service/program? The Office of Multicultural Affairs is proposing the establishment of an Office of Disability Services (ODS). This office will be charged with insuring that residents and visitors with disabilities have equal access to the City's programs, services and activities. More than 90 percent of consumers are more favorable toward companies that engage people with disabilities. The Office will foster a welcoming and accessible community for individuals with disabilities through assistance in policy development, education and the formation of strategic partnerships with public, private and non-profit entities. The operations of the ODS will increase citizen satisfaction with services, with a focus on some of Chattanooga's most underserved citizens.

Over the past year, the Office of Multicultural Affairs has had numerous requests related to accessibility concerns in non-City facilities. These have ranged from a complaint about a local ice cream shop which refused to open/unlock its accessible doors, to a local family whose Mom had recently suffered a brain injury and was unable to afford the cost of installing a ramp at their home. In each case OMA staff and the City's compliance officer provided assistance, but an Office dedicated to Disability Services could be more proactive and establish an ongoing series of outreach, education, and consulting/TA activities to assist in these types of requests. The Office will partner with and work to strengthen to Mayor's Council on Disability (MCD), which aside from its participation in *GoFest*, has had a negligible internal (City) or external (Public) impact.



City of Chattanooga

FY15 Offers

How will it be provided? The OMA will engage one part-time employee to facilitate the programs and services of the ODS. The objectives of the ODS will be to 1. In partnership with local disability service nonprofits, provide education, information and referrals to the public; 2. Serve as a resource for the public on accessibility concerns; 3. Provide education and technical assistance internally to City employees with disabilities or City departments with accessibility concerns; 4. Serve as a resource for Chattanooga’s entrepreneur community on accessibility, resources and tax benefits of hiring persons with disabilities; 5. Create a web presence similar to [this website](#), with all information related to City services, accessibility and education in one place; and, work with IT to create an online accessibility reporting function (suggested in a recent OMA Disability Lunch and Learn workshop).

What innovation and sustainability practice does this leverage? The ODS takes the concept of a one-stop-shop and increases innovation by working to respond in real-time to requests for information and complaints related to accessibility, employment and accommodations for persons with disabilities. The office will use websites, social media, phone and personal interactions to empower Chattanooga’s persons with disabilities.

What difference does this offer make and how will we know? We will know the success of the program by measuring the desired outcome: Increase in citizen satisfaction with services.

Inputs	Outputs	Service Quality/Efficiency	Outcomes
Benchmark and post survey (paper and web) of disabled citizens and service providers	Number of benchmark surveys collected	Increase in satisfaction with services and engagement	Post survey increase in citizen and disability service provider satisfaction with City disability services
ODS Part-time staff person	Number of education/outreach and TA sessions held	Increase in percentage of accessibility inquiries responded to and served within 48 hours	Increase in satisfaction/value reported after education/outreach and TA sessions
Network of Disability Service Agencies	Number of calls, texts, FB and Twitter inquiries received by the ODS		
311 Call Data	Number of accessibility concerns/issues resolved with the assistance of ODS		

Make a compelling case for your offer.

Chattanooga’s citizens with disabilities are among the most underserved. The unemployment rate for persons with a disability was 13.4 percent in 2012, higher than the rate for persons with no disability (7.9 percent). Along with significantly higher unemployment rates, persons with disabilities often face issues in accommodation and integration. The operations of the ODS will increase citizen satisfaction with services, with a focus on some of Chattanooga’s most underserved citizens. The Office will provide for greater participation in disability related initiatives throughout the City such as: participation in the Chattanooga Area Employment Coalition, Disability Job Fair (to recruit those with disabilities to City employment), implementation of the OMA Disability Lunch and Learn series, technical assistance to the Mayor’s Affordable Housing Initiative, and participation on committees related to transportation planning and accessibility. The Office will engage City employees and hiring managers around issues of reasonable accommodation for City employees.

Identify Which Desired Outcomes This Offer Impacts:

1. Increase citizen satisfaction with services.



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
ODS	24,000	1,000	25,000	0

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: Benchmark survey of disabled citizens and disability service providers.

As this will be a benchmark survey, there is no local historical comparison data. The data collected during this survey will be used as a baseline to evaluate the current state of disability services and the public’s perception of the City’s engagement. OMA and the Office of Disability Services will administer the survey online and on paper using our network of partners: Orange Grove, the AIM Center, Partnership, UTC Office of Disability Services, CARTA, and Signal Centers.

Measurement 2: 6 Month and 12 Month Survey

Historical Comparison Data? The data collected during the 6 month and 12 month survey will be used to evaluate the current state of disability services and implementation of the Office of Disability Services. OMA and the Office of Disability Services will administer the survey online and on paper using our network of partners: Orange Grove, the AIM Center, Partnership, UTC Office of Disability Services, CARTA, and Signal Centers. Data gleaned from these surveys will be used to evaluate and improve program offerings, grow partnerships if needed and expand services.

Measurement 3: 311 Tracking

The Office of Disability Services will work with 311 to track calls related to accessibility and ADA compliance. The ODS will follow up on each call to assure that citizens have all of the information they need and that issues have been resolved as completely as possible. The types of calls will be tracked and used to inform the ongoing services of the Office.

Return on Investment:

How do citizens benefit?Persons with Disabilities who live in or visit Chattanooga will have a one-stop-shop for inquiring about accessibility options in the City. Any business or organization in the City will have a go-to resource for serving, accommodating or employing people with disabilities. The ODS will give Chattanooga the potential to utilize disability as a tool for growth not only externally but as an internal means to educate City employees in areas of innovation, leadership and change management.

Does this activity leverage other financial resources?Not yet.



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How does this activity decrease costs over time for the City? In addition to a reduction in lawsuits related to ADA complaints, the ODS will assist in reaping gains as the City and Chattanooga's small business reap the benefits of the *Disabled Access Credit*, *Barrier Removal Tax Credit*, and the *Work Opportunity Credit*. Seventy-seven percent of companies still do not take advantage of existing tax breaks and other benefits available for hiring workers with disabilities.

How can this program become sustainable without City funding? It is unlikely that this program would become completely self-sustaining, however OMA has been in touch with the Tennessee Family Support Program of the State Department of Intellectual and Development Disabilities, and they are interested in considering financially supporting the efforts related to special equipment, home and vehicle modifications. With the assistance of the ODS staff person, OMA could focus on creating a development plan to raise additional funds.

Source: The Conference Board, "Leveling the Playing Field: Attracting, Engaging and Advancing People With Disabilities."



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Outcomes Data Validity Review for the BFO Process		
Offer Number:	3	Department	
Lead		Offer Rank:	3 of 3
Department:	Office of Internal Audit	Collaboration:	Y ___ N_x__
Administrator:	Stan Sewell		
Offer Cost:	\$98,295	Primary Results Area:	High Performing Government

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 an auditor with CPA or CIA credentials dedicated to reviews related to the BFO process. In particular, this auditor would initially review all accepted offers to identify the outcomes. The auditor would then review the system for data collection to determine it is at an acceptable level of integrity. Weak systems would be reported to Administration. After year one, the auditor would test data being reported by departments to verify it is valid. Questionable, misleading or false data would be reported to Administration. As time allows, secondary to ensuring the data being reported is valid, the auditor would conduct research to identify benchmarks or outcomes that might provide better data for review by Administration.

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

1. Exceptional Resource Management: Independent review will encourage exceptional performance
- 2.
- 3.



City of Chattanooga

FY15 Offers

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
Office of Internal Audit	\$93,895	\$4,400	\$ 98,295	100%	1
			\$ -	0%	
Total	\$ 93,895	\$ 4,400	\$ 98,295	100%	1

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

Capital Budget Impact? Yes XNo \$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: Review of data collection system for all outcomes

FY2012	FY2013	FY2014	FY2015 Target
			100%

Measurement 2:

FY2012	FY2013	FY2014	FY2015 Target

Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target

Return on Investment: *In an environment where funding is based on performance indicators (outcomes), the incentive to report false or misleading data is increased. Funding of this position will encourage proper reporting of outcomes by departments. Ultimately, this position should also result in better benchmarks and outcomes. There is an incentive to set low goals or avoid appropriate benchmarks when you will be measured against them. Having an independent auditor identify potential benchmarks and outcomes may result in better data analysis tools for Administration.*

Orange Grove Center, Inc.

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

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

February 20, 2014

Mayor Andy Berke
City of Chattanooga
Mayor's Office
101 East 11th Street
Chattanooga, TN 37402

Dear Mayor Berke and City Council Members:

It is an honor to submit for your review our offer to provide Recycling Education Services for the City of Chattanooga. In conjunction with Public Works, Orange Grove Center will launch an education campaign that will generate renewed excitement and understanding of Recycling Services in Chattanooga.

Offer Contact Information:

Orange Grove Center, Inc.
615 Derby Street
Chattanooga, TN 37404-1632
Kyle Hauth: 423-493-2910

Agency Mission:

Recognize, Support and Celebrate the Qualities of the Individual

Result Area:

High Performing Government

Funding Requested:

\$118,919.02

We look forward to the expansion of our Recycling partnership and increasing the Recycling Services Orange Grove provides to Chattanooga citizens. We welcome any questions or comments about the documents that follow. Thank you for your ongoing support of Orange Grove Center and our citizens with disabilities.

Sincerely,



Kyle Hauth
Executive Director

Executive Summary

Orange Grove Center has a long history recycling in Chattanooga. In 1992, the City of Chattanooga and Orange Grove Center first entered into an agreement to provide curbside recycling. Orange Grove received several grants that allowed for the purchase of the first collection trucks and for needed processing equipment in the Materials Recovery Facility. Twenty-two years ago, this partnership represented initiative and forward thinking. Today, we need to revitalize Chattanooga's excitement about being a national leader in sustainability. Once again, we need to collaborate, dream and create new recycling initiatives.

Both Orange Grove Center and the City of Chattanooga have contributed numerous resources to recycling throughout the program's existence. Because of those resources, citizens have benefited from an ongoing recycling program when many cities were not able to sustain one. Chattanooga has not only sustained but has made improvements and experienced growth. Recycling has never been easier than it is today in Chattanooga with Convenience Centers, curbside collection, the 311 call system and responsive staff in the Public Works Department and at Orange Grove Center.

As many improvements as we have made in equipment upgrades and service delivery, we have overlooked a valuable component – education. It is only through recycling education that the City of Chattanooga will increase participation and further decrease materials ending up in the landfill. Orange Grove Center, in partnership with Public Works, will demonstrate successful outcomes that will move Chattanooga towards greater recycling accomplishments than ever before.

The recycling effort is a vital element in Chattanooga's conservation endeavors. Since Chattanooga is well known for its revitalization efforts that brought it from being the dirtiest city in America to a well-respected environmentally conscientious municipality and a mecca for outdoor enthusiasts, it is critical that the momentum continue to avoid unnecessary waste. The recycling education effort will positively affect Chattanooga's interest in creating and maintaining a high performing government as well as maintain its status as an innovative and forward thinking community when it comes to utilization of resources.

Summary of Financial Assistance:

Orange Grove Center can effectively develop and implement a Recycling Education program for the City of Chattanooga for a proposed cost of \$118,919.02. This amount includes \$73,200 for a Recycling Coordinator's salary and fringes. The remainder of the expense consists of marketing and advertising costs, travel expenses, and occasional clerical assistance.

Programs Service to Residents:

The Recycling Education program will provide citizens access to materials related to how to recycle correctly and easily in Chattanooga. It will increase citizens' knowledge of the importance of recycling to conserve resources and heighten their awareness to recycle household goods. Orange Grove will develop volunteer opportunities for citizens to have greater involvement in recycling initiatives and to further expand our educational impact.

Detailed Accounting:

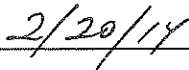
Orange Grove Center will provide detailed accounting of how and for what purpose City funds were spent, prior to the close of the City of Chattanooga's fiscal budget year. This accounting will be provided at the close of each succeeding fiscal budget year for as long as City funding is utilized. Performance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

Audits or Reviews:

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



Kyle Hauth, Executive Director



Date

Agency Name:

Orange Grove Center, Inc.

CITY OF CHATTANOOGA

FY 2015 Agency Wide Budget

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
REVENUES							
Contributions							
Individuals/Private	\$ 64,315	\$ 155,344	\$ 42,605	\$ 42,630	\$ 43,483	\$ 853	2.0%
Corporate/Organizations/Churches	\$ 65,698	\$ 158,685	\$ 129,831	\$ 58,870	\$ 60,047	\$ 1,177	2.0%
Fees/Grants from Governmental Agencies							
Federal	\$ 447,354	\$ 480,049	\$ 436,363	\$ 439,320	\$ 443,713	\$ 4,393	1.0%
State	\$ 26,433,915	\$ 27,112,251	\$ 27,634,029	\$ 28,812,273	\$ 29,089,211	\$ 276,938	1.0%
Hamilton County	\$ 2,625,197	\$ 2,175,736	\$ 1,838,352	\$ 1,482,500	\$ 1,482,500	\$ -	0.0%
City of Chattanooga	\$ 541,708	\$ 588,695	\$ 581,827	\$ 551,827	\$ 767,746	\$ 215,919	39.1%
Other Cities (Please list)	\$ 142,457	\$ 325,993	\$ 716,911	\$ 768,365	\$ 822,151	\$ 53,786	7.0%
United Way							
Foundations (including grants)							
Gross Proceeds Special Events							
Other UMW/Federations			\$ 19,461	\$ 19,075	\$ 18,694	\$ (367)	-2.0%
CFC/Designations received thru UWGC	\$ 58,623	\$ 28,002	\$ 28,245	\$ 27,839	\$ 27,561	\$ (278)	-1.0%
UWGC Program Allocation	\$ 361,708	\$ 409,591	\$ 402,377	\$ 396,702	\$ 392,735	\$ (3,967)	-1.0%
UWGC Special Funding	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Membership Dues	\$ 16,110	\$ 19,514	\$ 33,385	\$ 32,835	\$ 33,000	\$ 165	0.5%
Program Income	\$ 1,396,710	\$ 1,579,912	\$ 1,160,371	\$ 1,202,272	\$ 1,238,340	\$ 36,068	3.0%
Governmental Insurance							
Private Insurance	\$ 667,158	\$ 633,276	\$ 590,197	\$ 596,016	\$ 601,976	\$ 5,960	1.0%
Contracted Services							
Fee for Services	\$ 1,598,575	\$ 1,625,357	\$ 1,722,315	\$ 1,754,599	\$ 1,789,691	\$ 35,092	2.0%
Other Program Income							
Sales to Public							
Investment Income	\$ 7,279	\$ 9,771	\$ 4,847	\$ 4,876	\$ 4,876	\$ -	0.0%
Miscellaneous	\$ 170,627	\$ 171,530	\$ 236,382	\$ 292,263	\$ 347,793	\$ 55,530	19.0%
Other Revenues (Please list separately any major item)	\$ 131,057	\$ 525,458	\$ 356,625	\$ 902,664	\$ 903,000	\$ 336	0.0%
Transfers in from other internal budgets							
Income from Previous Year							
TOTAL REVENUES	\$ 34,730,491	\$ 35,999,164	\$ 35,934,123	\$ 37,384,926	\$ 38,066,517	\$ 681,591	1.8%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 21,023,105	\$ 21,827,393	\$ 23,534,169	\$ 24,091,889	\$ 24,573,727	\$ 481,838	2.0%



file
 AFTER RECORDING RETURN TO:
 Baker, Donelson, Bearman, Caldwell
 & Berkowitz, PC
 633 Chestnut Street, Suite 1800
 Chattanooga, TN 37450

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

The Orange Grove Center, Inc.
 615 DERBY ST
 CHATTANOOGA, TN 37404-1632

February 22, 2012

Filing Acknowledgment

Please review the filing information below and notify our office immediately of any discrepancies.

Control # : 65029 Status: Active
 Filing Type: Corporation Non-Profit - Domestic

Document Receipt

Receipt # : 639612 Filing Fee: \$20.00
 Payment-Check/MO - BAKER, DONELSON, BEARMAN & CALDWELL & BERKOWITZ, CHATTA \$20.00

Amendment Type: Articles of Amendment Image # : 6998-1084
 Filed Date: 02/16/2012 11:35 AM

This will acknowledge the filing of the attached articles of amendment with an effective date as indicated above. When corresponding with this office or submitting documents for filing, please refer to the control number given 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.

Tre Hargett

Tre Hargett
 Secretary of State

Processed By: Jeff Cook

Field Name	Changed From	Changed To
Filing Name	ORANGE GROVE CENTER, INC. (THE)	The Orange Grove Center, Inc.

Instrument: 20120226000000
 Book and Page: 61 9584 16
 CHARTER FEE \$6.50
 DATA PROCESSING FEE \$2.00
 Total Fees: \$8.50
 User: KDS
 Date: 2/26/2012
 Time: 3:16:58 PM
 Contact: Pam Hurst, Register
 Hamilton County, Tennessee

State of Tennessee



Department of State
Corporate Filings

312 Rosa L. Parks Avenue
6th Floor, William R. Snodgrass Tower
Nashville, TN 37243

FILED
ARTICLES OF AMENDMENT
TO THE CHARTER
(Nonprofit)

For Office Use Only

Corporate Control Number (If Known) 65029

Pursuant to the provisions of section 48-60-105 of *The Tennessee Nonprofit Corporation Act*, the undersigned corporation adopts the following articles of amendment to its charter:

1. Please insert the name of the corporation as it appears of record:

The Orange Grove Center, Inc.

If changing the name, insert the new name on the line below:

2. Please check the block that applies:

Amendment is to be effective when filed by the secretary of state.

Amendment is to be effective, _____ (month, day, year)

(Not to be later than the 90th day after the date this document is filed.) If neither block is checked, the amendment will be effective at the time of filing.

3. Please insert any changes that apply:

a. Principal address: _____
(Street) (City) (State/County) (Zip Code)

b. Registered agent: _____

c. Registered address: _____
(Street) (City) (State/County) (Zip Code)

d. Other changes: See Exhibit A attached -- Amended and Restated Charter of The Orange Grove Center, Inc.

4. The corporation is a nonprofit corporation.

5. The manner (if not set forth in the amendment) for implementation of any exchange, reclassification, or cancellation of memberships is as follows:

6. The amendment was duly adopted on December 20, 2011 (month, day, year)

by (please check the block that applies):

The incorporators without member approval, as such was not required.

The board of directors without member approval, as such was not required.

The members

7. Indicate which of the following statements applies by checking the applicable block:

Additional approval for the amendment (as permitted by §48-60-301 of the Tennessee nonprofit corporation act) was not required.

Additional approval for the amendment was required by the charter and was obtained

Secretary

Signer's Capacity

2.15.12

Date

Signature

Heidi R. Hoffecker

Name of Signer (typed or printed)

Received by Tennessee Secretary of State Tre Hargett, 02/15/2012, 11:00:00, 00001000

RECEIVED BY KENNETH SECRETARY OF STATE THE HARBOR, 02/16/2012, 11:35:35, 6998.1085

EXHIBIT A
AMENDED AND RESTATED CHARTER
OF
THE ORANGE GROVE CENTER, INC.

The only amendment in the attached Amended and Restated Charter of The Orange Grove Center, Inc., was adopted December 20, 2011, and revised the provisions of Paragraph 5 and its Subparagraphs (a) through (e) of Part I of the Charter.

THE ORANGE GROVE CENTER, INC.

DECEMBER 20, 2011

Under the Tennessee Nonprofit Corporation Act, Chapters 51 through 68 of Title 48 of the *Tennessee Code Annotated*, The Orange Grove Center, Inc. adopts the following charter:

PART I

1. The name of the corporation is THE ORANGE GROVE CENTER, INC.
2. The duration of the corporation is perpetual.
3. The address of the principal office of the corporation is 615 Derby Street, Chattanooga, Tennessee 37404.
4. The corporation is not for profit.
5. The Corporation is a private, non-profit, independent body, whose purpose is to provide education and care for persons who have intellectual disabilities, other developmental disabilities or other conditions that the Board deems appropriate for services (hereinafter referred to as "individuals"). To accomplish this purpose and serve efficiently the diverse needs of such individuals in cooperation with governmental and non-governmental bodies, the Corporation shall remain independent and unaffiliated. Where feasible and not in conflict with this purpose, Orange Grove will attempt to meet the rules set by those bodies with whom it contracts to provide services.

More fully stated, the purposes of the organization are:

- (a) To provide education and occupational training for such individuals.
- (b) To provide residential services for such individuals.
- (c) To provide counseling, training, diagnostic and other programs designed to assist such individuals and their families.
- (d) To encourage more public support of research into the causes of such intellectual and other developmental disabilities and such other conditions and research into mitigating the effects of those conditions.
- (e) To encourage better public understanding of and regard for the needs and rights of such individuals and to strive to remove barriers to their participation in all aspects of society to the fullest extent possible.
- (f) To establish and support any religious, charitable, scientific and educational activities that will promote the advancement or well-being of mankind, either directly, or indirectly through its cooperation with public or private agencies having like purposes or objects.

To solicit, collect, receive, accumulate, administer and disburse funds 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, to make contributions to any organization described in Section 501(c)(3) of the Internal Revenue Code of 1954, with the exception of organizations testing for public safety, to engage in any and all lawful activities incidental to the foregoing purposes, except as restricted herein.

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.

- (g) 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 exempt status.

The corporation shall not be operated for the primary purpose of carrying on a trade or business for profit.

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.

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 under Section 501(c)(3) of the Internal Revenue Code and its Regulations and by any organization, contributions to which are deductible under Section 170(c)(2) of such Code and Regulations so long as they may be in effect.

6. The corporation shall have no members.

7. The corporation shall possess and exercise all the powers and privileges granted to non-profit corporations by the Tennessee Nonprofit Corporation Act or any act amendatory thereof, supplemental thereto, or substituted therefor, or by any other law of the State of Tennessee or by the certificate of incorporation, together with any powers incidental thereto, either as principal or agent and either alone or in connection with other corporations, firms, or individuals, to the extent that such powers and privileges are necessary, suitable, convenient, proper for or incidental to the accomplishment of any of the purposes herein enumerated, or designed directly or indirectly to promote the interest of the corporation or to enhance the value of its properties, subject to the limitation and condition that, notwithstanding any other provision of this charter, only such powers shall be exercised as are in furtherance of the tax exempt purposes of the corporation and as may be exercised by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and its Regulations and by any organization, contributions to which are deductible under Section 170(c) of such Code and Regulations.

8. 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 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

Received by Tennessee Secretary of State Tre Hargett, 02/16/2012, 11:36:01, 6998.1088

corporation and which would qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code and its Regulations, or to the State of Tennessee or any county or municipality thereof, provided that the assets shall be used by the grantee for purposes substantially similar to those of the dissolving corporation.

9. The provisions of this charter are subject to amendment as provided under the laws of the State of Tennessee; provided that no provision contained herein 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.

10. All references to this charter to the Internal Revenue Code shall include the Internal Revenue Code as it now exists, further amendments to the sections cited, and corresponding sections of future laws, together with all valid regulations thereunder.

11. This corporation is a public benefit corporation.

12. The registered office of the corporation shall be 615 Derby Street, Chattanooga, Tennessee 37404, Hamilton County; and its registered agent at that office is Kyle Hauth.

13. No director of the corporation shall incur any personal liability to the corporation or its members for monetary damages for any breach of his or her fiduciary duty as a director, provided, however, that this provision shall not eliminate or limit the liability of a director:

- (a) for any breach of the director's duty of loyalty to the corporation or its members;
- (b) for acts of omissions not in good faith or which involve intentional misconduct or a knowing violation of law; or
- (c) for any unlawful distribution under Tennessee Code Annotated 48-58-304.
- (d) It is intended that these provisions provide protection from liability under this section to the fullest extent permitted by law.

14. (a) Any director or officer shall be entitled to indemnification or to advancement of expenses incurred by him in connection with any proceeding to which he is a party because he is or was a director or an officer of the corporation, arising out of his 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 liability:

(1) for any breach of the duty of loyalty to the corporation or its members;

(2) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law; or

(3) for any unlawful distribution under Tennessee Code Annotated 48-58-304.

(b) It is intended that these provisions provide for indemnification and advancement of expenses of the directors and officers to the fullest extent permitted by law.

received by Tennessee Secretary of State Tre Hargett, 02/16/2017, 11:38:53, 030, 1000

BAKER DONELSON
BEARMAN, CALDWELL & BERKOWITZ, PC

1800 REPUBLIC CENTRE
633 CHESTNUT STREET
CHATTANOOGA, TENNESSEE 37450

PHONE: 423.756.2010
FAX: 423.756.3447

www.bakerdonelson.com

HEIDI R. HOFFECKER
Direct Dial: 423.209.4161
Direct Fax: 423.752.9578
E-Mail Address: hhoffecker@bakerdonelson.com

May 17, 2012

Ms. Dianne Aytes
Deputy Director
Orange Grove Center, Inc.
615 Derby Street
Chattanooga, TN 37404

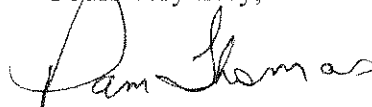
Re: Articles of Amendment to the Charter

Dear Ms. Aytes:

Pursuant to our telephone conversation this morning, enclosed is the original documentation for the filing of the Amended and Restated Charter of The Orange Grove Center, Inc. As we discussed, this documentation should be placed in the Minute Book for Orange Grove Center.

Thank you for your assistance.

Yours very truly,



Pamela M. Thomas
Secretary to Heidi R. Hoffecker

HRH:pt

Enclosure

603045

OGDEN UT 84201-0038

In reply refer to: 0441861293
Mar. 10, 2009 LTR 4168C E0
62-0549365 000000 00 000
00049187
BODC: TE

ORANGE GROVE CENTER INC
615 DERBY ST
CHATTANOOGA TN 37404-1632

Employer Identification Number: 62-0549365
Person to Contact: Erin Johnson
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your request of Feb. 27, 2009, regarding your tax-exempt status.

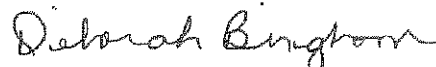
Our records indicate that a determination letter was issued in October 1954, that recognized you as exempt from Federal income tax, and discloses that you are currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records also indicate 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)(ii).

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.

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

Sincerely yours,



Deborah Bingham
Accounts Management I



Tennessee Corporation Annual Report Form

AR Filing #: 03882383

SUBMISSION PENDING

File online at: <http://TNBear.TN.gov/AR>

Due on/Before: 04/01/2014

Reporting Year: 2013

Return completed form within 30 days to:

Tennessee Secretary of State
 Attn: Annual Reports
 William R. Snodgrass Tower
 312 Rosa L. Parks AVE, 6th FL
 Nashville, TN 37243-1102

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

SOS Control Number: 65029

Corporation Non-Profit - Domestic

Date Formed: 11/25/1953

Formation Locale: TENNESSEE

(1) Name and Mailing Address:

The Orange Grove Center, Inc.
 615 DERBY ST
 CHATTANOOGA, TN 37404-1632

(2) Principal Office Address:

615 DERBY ST
 CHATTANOOGA, TN 37404-1632

(3) Registered Agent (RA) and Registered Office (RO) Address:

KYLE HAUTH
 615 DERBY ST
 CHATTANOOGA, TN 37404-1632

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	Neal Pinkston	600 MARKET STREET - SUITE 310	CHATTANOOGA, TN 37402
Chairman	Dr. Bruce Hutchinson	403 TENNESSEE AVENUE	SIGNAL MOUNTAIN, TN 37377
Director	Valoria V. Armstrong	8060 HAMPTON COVE DRIVE	OOLTEWAH, TN 37363
Director	Michael A. Barto	UPTAIN BUILDING - SUITE 100	CHATTANOOGA, TN 37411
Secretary	Tom Greenholtz	605 CHESTNUT STREET - SUITE 1700	CHATTANOOGA, TN 37450
Director	Joseph Brown	735 BROAD STREET - SUITE 214	CHATTANOOGA, TN 37402
Director	Barton C. Burns	4416 LANOIR CIRCLE	CHATTANOOGA, TN 37412
Director	Dillard Edgemon	8354 RAMBLING ROSE DRIVE	OOLTEWAH, TN 37363
Director	Judy C. Hoette	220 CARRIAGE DRIVE	RINGGOLD, GA 30736
Director	Michael R. Ingram	TV - 1101 MARKET STREET - LP5U-C	CHATTANOOGA, TN 37402
Director	Joe Jackson	740 E. M.L. KING BOULEVARD	CHATTANOOGA, TN 37403
Director	Daniel J. LaGraff	2305 HICKORY VALLEY ROAD - SUITE B	CHATTANOOGA, TN 37421
Director	Sandy Lusk	212 N. PALISADES DRIVE	SIGNAL MOUNTAIN, TN 37377
Director	Sharon Matthews	307 HAMPTON ROAD	SIGNAL MOUNTAIN, TN 37377
Director	Gary Napolitan	801 BROAD STREET - THIRD FLOOR	CHATTANOOGA, TN 37402
Director	Andrew J. Nardo	3005 SPRING AVENUE	SIGNAL MOUNTAIN, TN 37377
Director	Rosie A. Russell	4411 MIDLAND PIKE	CHATTANOOGA, TN 37411
Director	Dr. Richard Sadowitz	2341 MCCALLIE AVENUE	CHATTANOOGA, TN 37404
Director	Scott Short	5217 SAWYER ROAD	SIGNAL MOUNTAIN, TN 37377
Director	Jerry Summers	735 BROAD STREET	CHATTANOOGA, TN 37402
Director	Dr. Ben Tyber	4475 CHATTAHOOCHEE PLANTATION	MARIETTA, GA 30067
Vice President	Susan G Rouse	5709 Jana Lane	Hixson, TN 37343
Treasurer	Thomas H Cox	P.O. Box 487	Harrison, TN 37341
Member-at-Large	John F Germ	651 East 4th Street - Suite 600	Chattanooga, TN 37403
Member-at-Large	Thomas A. Caldwell	297 ALEXIAN WAY - APT. 414	SIGNAL MOUNTAIN, TN 37377
Assistant Treasurer	Stephen T. Perry	700 East Third Street	Chattanooga, TN 37403

(5) Board of Directors names and business address (with zip code). ___ None, or listed below.

Name	Business Address	City, State, Zip
------	------------------	------------------

Instructions: Legibly complete the form above. Enclose a check made payable to the Tennessee Secretary of State in the amount of \$20.00. Sign and date this form and return to the address provided above.



Tennessee Corporation Annual Report Form

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\$40 if any changes are made in block 3 to the registered agent/office

Daniel J LaGraff	2305 Hickory Valley Road - Suite B	Chattanooga, TN 37421
Sharon Matthews	307 Hampton Road	Signal Mountain, TN 37377
Andrew J Nardo	3005 Spring Avenue	Signal Mountain, TN 37377
Rosie A Russell	4411 Midland Pike	Chattanooga, TN 37411
Richard Sadowitz	2341 McCallie Avenue - Suite 400	Chattanooga, TN 37403
Scott Short	5217 Sawyer Road	Signal Mountain, TN 37377
Ben Tyber	4475 Chattahoochee Plantation Drive	Marietta, GA 30067
Barton C. Burns	4416 Lanoir Circle	Chattanooga, TN 37412
Joe Jackson	740 East M.L. King Boulevard	Chattanooga, TN 37402
Michael A. Barto	Uptain Building - Suite 100	Chattanooga, TN 37411
Michael R. Ingram	1101 Market Street	Chattanooga, TN 37402
Gary Napolitan	801 Broad Street - Third Floor	Chattanooga, TN 37402
Jerry Summers	735 Broad Street - Suite 800	Chattanooga, TN 37402
Judy C. Hoette	220 CARRIAGE DRIVE	RINGGOLD, GA 30736

(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:

Thomas H. Cox

(8) Date:

January 9, 2014

(9) Type/Print Name:

Thomas H. Cox

(10) Title:

Treasurer

Instructions: Legibly complete the form above. Enclose a check made payable to the Tennessee Secretary of State in the amount of \$20.00. Sign and date this form and return to the address provided above.

**THE ORANGE GROVE CENTER, INC.
AND ASSOCIATED ORGANIZATIONS**

Chattanooga, Tennessee

**COMBINED FINANCIAL STATEMENTS
AND SUPPLEMENTAL DATA**

Year Ended June 30, 2013

JOHNSON, HICKEY & MURCHISON, P.C.
Certified Public Accountants
Chattanooga, Tennessee

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of

The Orange Grove Center, Inc. and Associated Organizations:

We have audited the accompanying combined financial statements of The Orange Grove Center, Inc. and Associated Organizations (nonprofit organizations), which comprise the combined statement of financial position as of June 30, 2013, and the related combined statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the combined financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these combined 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these combined 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 audits 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 combined financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the combined financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the combined 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 combined 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 combined financial statements referred to above present fairly, in all material respects, the financial position of The Orange Grove Center, Inc. and Associated Organizations as of June 30, 2013, and the changes in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United State of America.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the combined financial statements taken as a whole. The accompanying schedule of expenditures of federal awards as required by the U.S. Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, and the combined supplemental data on pages 26-35 is presented for purposes of additional analysis and is not a required part of the combined 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 combined financial statements. The information has been subjected to the auditing procedures applied in the audit of the combined 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 combined financial statements taken as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated August 29, 2013, on our consideration of the Organization'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* in considering the Organization's internal control over financial reporting and compliance.

Johnson, Nicky & Alencastro, P.C.

August 29, 2013

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
COMBINED STATEMENT OF FINANCIAL POSITION
JUNE 30, 2013

ASSETS

CURRENT ASSETS:

Cash	\$ 1,570,622
Accounts receivable -	
Federal agencies	284,593
State agencies	3,010,902
Local governments	12,067
Other, net of allowance for uncollectibles of \$45,000	489,527
United Way funding for next fiscal year	220,041
Unconditional promise to give - capital campaign	33,742
Inventory	48,410
Other	<u>296,525</u>

Total current assets	<u>5,966,429</u>
----------------------	------------------

PROPERTY AND EQUIPMENT, at cost	35,015,831
Less accumulated depreciation	<u>20,288,702</u>
	<u>14,727,129</u>

OTHER ASSETS:

Restricted for capital improvements -	
Cash	1,510,481
Funded reserves	112,082
Loan costs, net of accumulated amortization of \$3,798	<u>3,029</u>

1,625,592

\$ 22,319,150

(The accompanying notes are an integral part of these statements.)

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:

Accounts payable	\$ 669,041
Current maturities of long-term debt	802,337
Client trust funds	430,717
Tenant security deposits	27,338
Accrued expenses -	
Salaries and wages	933,787
Employee benefits and withholdings	80,157
Interest	7,701
Other	<u>269,863</u>
 Total current liabilities	 <u>3,220,941</u>

LONG-TERM LIABILITIES:

Long-term debt, less current maturities shown above	 <u>5,695,627</u>
--------------------------------------------------------	----------------------

NET ASSETS:

Unrestricted -	
Investment in fixed assets	8,229,165
Other	1,231,041
Temporarily restricted	<u>3,942,376</u>
	 <u>13,402,582</u>
	 <u>\$ 22,319,150</u>

(The accompanying notes are an integral part of these statements.)

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
COMBINED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED JUNE 30, 2013**

UNRESTRICTED NET ASSETS:

Support -	
Federal agencies	\$ 1,116,797
State agencies	4,500
Local agencies	375,326
Contributions	<u>191,574</u>
	1,688,197
Net assets released from restrictions	<u>777,340</u>
	<u>2,465,537</u>
Revenue -	
Fees -	
State agencies	28,009,955
Local governments	1,982,683
Clients and third parties	2,601,978
Vocational contract revenues	1,712,198
Cafeteria revenues	117,229
Interest	1,116
Other	<u>77,774</u>
	<u>34,502,933</u>
Total unrestricted support, revenue and reclassifications	36,968,470
Operating expenses	<u>37,629,085</u>
Decrease in unrestricted net assets	<u>\$ (660,615)</u>

(The accompanying notes are an integral part of these statements.)

TEMPORARILY RESTRICTED NET ASSETS:

United Way services funding	\$ 450,083
Support from capital campaign	9,350
Restricted contributions	255,852
Capital additions - support	161,087
Interest earned on restricted assets	<u>7,426</u>

883,798

Net assets released from restrictions -

Expiration of time restrictions on United Way	(450,083)
Restrictions satisfied by payments -	
Capital campaign and environmental enhancement	(2,409)
Other restricted contributions	<u>(324,848)</u>

(777,340)

Increase in temporarily restricted net assets

106,458

DECREASE IN NET ASSETS

\$ (554,157)

NET ASSETS:

Beginning	\$ 13,956,739
Decrease in net assets	<u>(554,157)</u>

Ending \$ 13,402,582

(The accompanying notes are an integral part of these statements.)

ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATION
COMBINED STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED JUNE 30, 2013

	<u>Management and General</u>	<u>Support Services</u>	<u>Children</u>
Direct costs -			
Salaries and wages	\$ 1,535,749	\$ 3,468,098	\$ 1,027,548
Payroll taxes	138,794	252,360	77,464
Employee benefits	113,160	374,842	115,944
Professional fees	101,233	67,049	52,192
Information services	60,440	6,290	-
Supplies	172,310	751,064	84,865
Communications	62,099	31,077	1,016
Occupancy	1,774	633,815	-
Insurance - liability	41,635	-	-
Vehicle expenses	-	971,322	-
Conference and travel	30,490	23,546	2,490
Dues, subscriptions, licenses, and fees	26,964	25,531	1,125
Uncompensated services and bad debts	500	33,264	-
Interest	21,629	38,632	-
	<u>2,306,777</u>	<u>6,676,890</u>	<u>1,362,644</u>
Depreciation and amortization	<u>276,658</u>	<u>489,121</u>	<u>10,788</u>
	2,583,435	7,166,011	1,373,432
Allocation of support services	<u>-</u>	<u>(7,166,011)</u>	<u>1,136,297</u>
	<u>\$ 2,583,435</u>	<u>\$ -</u>	<u>\$ 2,509,729</u>

(The accompanying notes are an integral part of these statements.)

Program Services

<u>Adult</u>	<u>Residential</u>	<u>Total</u>	<u>Total Expenses</u>
\$ 3,579,966	\$ 13,967,704	\$ 18,575,218	\$ 23,579,065
217,267	1,034,162	1,328,893	1,720,047
363,585	1,572,595	2,052,124	2,540,126
39,770	487,855	579,817	748,099
-	-	-	66,730
275,545	1,358,972	1,719,382	2,642,756
8,157	116,680	125,853	219,029
130,397	1,148,418	1,278,815	1,914,404
12,521	32,792	45,313	86,948
40,781	20,251	61,032	1,032,354
51,549	122,220	176,259	230,295
5,027	737,178	743,330	795,825
5,004	109,866	114,870	148,634
1,639	291,204	292,843	353,104
<u>4,731,208</u>	<u>20,999,897</u>	<u>27,093,749</u>	<u>36,077,416</u>
<u>194,244</u>	<u>580,858</u>	<u>785,890</u>	<u>1,551,669</u>
4,925,452	21,580,755	27,879,639	37,629,085
<u>3,483,967</u>	<u>2,545,747</u>	<u>7,166,011</u>	<u>-</u>
<u>\$ 8,409,419</u>	<u>\$ 24,126,502</u>	<u>\$ 35,045,650</u>	<u>\$ 37,629,085</u>

(The accompanying notes are an integral part of these statements.)

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
COMBINED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2013**

CASH FLOWS FROM OPERATING ACTIVITIES:

Decrease in net assets	\$ (554,157)
Adjustments to reconcile decrease in net assets to net cash provided by operating activities -	
Depreciation and amortization	1,551,669
Gain on sale of assets	(6,800)
Net (increase) decrease in operating assets -	
Accounts receivable	(58,492)
Inventory	(8,190)
Other	(150,170)
Net increase (decrease) in operating liabilities -	
Accounts payable	(365,523)
Accrued expenses	99,203
Other	128,698
	<hr/>
Net cash provided by operating activities	<u>636,238</u>

CASH FLOWS FROM INVESTING ACTIVITIES:

Proceeds from disposal of property	6,800
Withdrawals from restricted reserves	43,583
Cash paid for property and equipment	(41,773)
Unconditional promises to give	57,830
Deposits to restricted reserves	(29,275)
	<hr/>
Net cash provided by investing activities	<u>37,165</u>

CASH FLOWS FROM FINANCING ACTIVITIES:

Proceeds from long-term debt	144,437
Payment of long-term debt	(687,233)
Net change in line of credit	(210,675)
Decrease in client funds and security deposits	(65,745)
	<hr/>
Net cash used by financing activities	<u>(819,216)</u>

NET DECREASE IN CASH (145,813)

CASH:

Beginning	<u>3,226,916</u>
Ending	<u>\$ 3,081,103</u>

(The accompanying notes are an integral part of these statements.)

**SCHEDULE OF NONCASH INVESTING AND FINANCING
TRANSACTIONS:**

Purchase of property and equipment	\$ (2,172,030)
Proceeds from notes payable	<u>2,130,257</u>
Cash paid for property and equipment	<u>\$ (41,773)</u>

**SUPPLEMENTAL DISCLOSURE OF CASH FLOW
INFORMATION:**

Cash paid for interest	<u>\$ 353,104</u>
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(The accompanying notes are an integral part of these statements.)

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Combination -

The financial statements present the combined statement of financial position, statements of activities, functional expenses, and cash flows of The Orange Grove Center, Inc. and Associated Organizations (Orange Grove Development Inc., Orange Grove Development, No. Two, Inc., Orange Grove Development, No. Three, Inc., Orange Grove Development, No. Four, Inc., Orange Grove Development, No. Five, Inc., Orange Grove Development, No. Six, Inc. and Orange Grove Development No. Seven, Inc.). The financial statements of the Organizations are combined due to common membership on the boards of directors. All significant intercompany transactions have been eliminated.

Organization -

The Orange Grove Center, Inc. is a nonprofit corporation organized to aid individuals in Chattanooga, Tennessee with developmental disabilities by providing school, adult, and residential services. Orange Grove Development, Inc. and Orange Grove Development No. Two, Inc. are nonprofit organizations formed exclusively to provide housing for handicapped persons pursuant to Section 202 of the National Housing Act. Orange Grove Development No. Three, Inc., Orange Grove Development No. Four, Inc., Orange Grove Development No. Five, Inc., Orange Grove Development No. Six, Inc. and Orange Grove Development No. Seven, Inc. are nonprofit organizations formed exclusively to develop and operate housing for handicapped persons pursuant to Section 811 of the National Affordable Housing Act. The seven nonprofit organizations developed to provide housing for handicapped persons are subject to the provisions of regulatory agreements between the Projects and the United States Department of Housing and Urban Development. These agreements regulate the Projects as to rent charges, operating methods and distribution of surplus cash. The corporations are exempt from income tax under Section 501(c)(3) of the Internal Revenue Code.

Basis of presentation -

The financial statements of The Orange Grove Center, Inc. and Associated Organizations have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables and other liabilities.

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued):

Basis of presentation (continued) -

In accordance with current accounting literature, the Organization 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. At June 30, 2013, the Organization had no permanently restricted net assets.

Donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a 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.

Estimates -

Management uses estimates and assumptions in preparing these financial statements in accordance with accounting principles generally accepted in the United States of America. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported support, revenues and expenses. Actual results could vary from the estimates that were used.

Receivables -

Trade receivables are reported at the outstanding principal amount. The Organization uses the allowance method to account for bad debts. Uncollectible accounts are determined based upon the aging of the account, the customer explanation for not paying and the financial condition of the customer.

Promises to give -

Contributions are recognized when the donor makes a promise to give that is, in substance, unconditional. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued):

Inventory -

Inventory consists of recyclable materials that have been donated to Orange Grove Center, Inc. The items are valued based upon current market prices.

Property, equipment and depreciation -

The Organization capitalizes long-lived assets with an original cost in excess of \$500. Donations of property and equipment are recorded as contributions at their estimated fair value at the date of donation. Such donations are reported as increases in unrestricted net assets unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as restricted contributions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Organization reclassifies temporarily restricted net assets to unrestricted net assets at that time. All other property is recorded at cost.

Depreciation of property and equipment is provided over the estimated useful lives of the respective assets using the straight-line method. Depreciation expense for the year ended June 30, 2013 totaled \$1,551,669.

Donated services -

No amounts have been reflected in the financial statements for donated services. The Organization pays for most services requiring specific expertise. However, many individuals volunteer their time and perform a variety of tasks that assist the Organization with specific assistance programs, campaign solicitations, and various committee assignments.

Uncertain Tax Positions -

The Organization follows the requirements of professional literature in accounting uncertain tax positions. Under this guidance, an organization must recognize the tax benefit associated with tax taken for tax return purposes when it is more likely than not the position will be sustained.

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(1) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued):

Uncertain Tax Positions (continued)-

The Organization does not believe there are any material uncertain tax positions and, accordingly, it will not recognize any liability for unrecognized tax positions. For the year ended June 30, 2013, there were no interest or penalties recorded or included in the financial statements. The returns for the years of 2009 and beyond remain subject to examination.

Cash equivalents -

For purposes of the cash flow statement, the Organization considers all highly-liquid debt instruments purchased with an original maturity of three months or less to be cash equivalents.

(2) CASH:

Cash is composed of the following -

Current:

Operations	\$ 732,252
Restricted	395,950
Client trust funds	430,717
Tenant security deposits	<u>11,703</u>

1,570,622

Non-current:

Capital improvements	<u>1,510,481</u>
----------------------	------------------

\$3,081,103

(3) FEDERAL AGENCIES:

Revenues from grants are recognized when qualifying expenditures are made unless otherwise provided by the applicable grant agreements. Revenues and the related receivables are as follows -

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(3) FEDERAL AGENCIES (Continued) :

<u>Provider</u>	<u>Contract/ Grant Number</u>	<u>Earned Revenue</u>	<u>Receivable From</u>
Provider			
Capital Grants:			
U.S. Department of Housing and Urban Development	-	\$ 161,087	\$ -
General Support Grants:			
U.S. Department of Housing and Urban Development	DU100G000016942	\$ 436,363	\$ 255,487
	087-EH001-202/8	168,708	-
	087-EH024-NP-WHC-L8	151,880	-
	087-EH156-NP-WDD	29,714	-
	087-HH009-NP-WDD	18,767	-
	087-HD016-NP-WDD	20,172	-
	087-HD015-NP-WDD	23,492	-
	087-HH010-NP-WDD	43,402	-
	087-HH012-NP-WDD	34,059	-
U.S. Department of Agriculture	-	190,240	29,106
		<u>1,116,797</u>	<u>284,593</u>
		<u>\$1,277,884</u>	<u>\$ 284,593</u>

(4) STATE AGENCIES:

Revenues from grants are recognized when qualifying expenditures are made unless otherwise provided by the applicable grant agreement. Revenues from contracts are recognized when qualifying services are provided. Revenues and related receivables are as follows -

<u>Provider</u>	<u>Contract/ Grant Number</u>	<u>Earned Revenue</u>	<u>Receivable From Provider</u>
General Support Grants:			
Tennessee Department of Education - Career Ladder Supplement	-	\$ 4,500	\$ -

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(4) STATE AGENCIES (Continued):

<u>Provider</u>	<u>Contract/ Grant Number</u>	<u>Earned Revenue</u>	<u>Receivable From Provider</u>
Contracts for Fees:			
Tennessee Department of Health	ICF/MR	\$12,989,445	\$ 1,561,974
Tennessee Department of Mental Health & Mental Retardation	-	14,359,162	1,252,619
Tennessee Department of Human Services	-	10,555	2,632
Tennessee Department of Finance & Administration	-	84,627	14,274
Georgia Department of Behavioral Health & Developmental Disabilities	-	<u>566,166</u>	<u>179,403</u>
		<u>28,009,955</u>	<u>3,010,902</u>
		<u>\$28,014,455</u>	<u>\$ 3,010,902</u>

(5) UNCONDITIONAL PROMISE TO GIVE:

Unconditional promise to give at June 30, 2013, consists of the following -

Unconditional promise to give
in less than one year \$ 33,742

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(6) PROPERTY AND EQUIPMENT:

A summary of property and equipment follows -

Land	\$ 891,799
Buildings and improvements	23,439,684
Equipment	5,415,566
Vehicles	<u>5,268,782</u>
	35,015,831
Less accumulated depreciation	<u>20,288,702</u>
	<u>\$14,727,129</u>

Property and equipment acquired by the Organization with grant funds are considered to be owned by the Organization. However, funding sources may maintain an equitable interest in the property purchased with grant funds as well as the right to determine the use of any proceeds from the sale of these assets.

(7) FUNDED RESERVES:

Funded reserves are restricted under the terms of the regulatory agreements with HUD. The agreements state that these funds will remain under HUD's control. Disbursements of this cash can be made only with HUD's written consent. Components of this restricted cash are as follows -

Reserves for replacement	\$ 102,027
Residual receipts reserves	<u>10,055</u>
	<u>\$ 112,082</u>

(8) LOAN COSTS:

Expenses associated with Orange Grove Development, No. Two, Inc. obtaining financing from HUD are being amortized using the straight-line method over the term of the mortgage. Amortization expense charged to operations totaled \$181 for the year ended June 30, 2013.

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(9) LONG-TERM DEBT:

Long-term debt consists of the following at June 30, 2013 -

Installment notes payable to First Tennessee Bank in monthly installments of approximately \$40,000, including interest at various rates, through April, 2017, secured by vehicles	\$1,111,030
HUD Project No. 087-EH001-202/8, mortgage payable to HUD in monthly installments of \$7,099, including interest at 6.875%, through June, 2019, secured by land and buildings	417,828
HUD Project No. 087-EH024-NP-WHC-L8, mortgage payable to HUD in monthly installments of \$7,174, including interest at 9.25%, through November, 2022, secured by land and buildings	539,907
HUD Project No. 087-EH156-NP-WDD, mortgage payable to HUD in monthly installments of \$1,518, including interest at 8.375%, through March, 2030, secured by land and buildings	164,102
Note payable to Associated Bank in monthly installments of \$2,857, including interest at 7.0%, through July, 2014, secured by equipment	33,015
Note payable to First Tennessee Bank in monthly installments of \$13,013, through December, 2027, secured by building	1,572,344
Note payable to NISH in quarterly installments of \$1,360, through October, 2014, secured by equipment	8,160
Note payable to First Tennessee Bank in monthly installments of \$11,595, including interest at 5.65%, through September, 2025, secured by building	1,225,185

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(9) LONG-TERM DEBT (Continued):

Note payable to First Tennessee Bank in monthly installments of \$12,376, including interest at 5.65%, through December, 2026, secured by building	1,393,065
Note payable to Marlin Financial in monthly installments of \$1,336, through November, 2015, secured by equipment	<u>33,328</u>
	6,497,964
Less current maturities	<u>802,337</u>
	<u>\$5,695,627</u>

Future maturities of long-term debt are as follows -

For the year ending June 30, 2014	\$ 802,337
2015	643,936
2016	614,309
2017	527,221
2018	409,295
Thereafter	<u>3,500,866</u>
	<u>\$6,497,964</u>

(10) LINE OF CREDIT:

The Organization has a \$2,000,000 operating line of credit with First Tennessee Bank. As of June 30, 2013, there was no outstanding balance on this line.

(11) RESTRICTIONS ON NET ASSETS:

Temporarily restricted net assets consist of contributions restricted by the donor for specific purposes or with time restrictions. Such contributions are reported as temporarily restricted net assets and are reclassified to unrestricted net assets when the restrictions have been satisfied.

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(11) RESTRICTIONS ON NET ASSETS (Continued):

At June 30, 2013, temporarily restricted net assets are available to be used for the following purposes -

Capital campaign - capital improvements and enrichment	\$3,188,995
Capital campaign - environmental enhancement	17,986
Other restricted contributions	515,354
United Way -	
Appropriation for year ended December 31, 2013	<u>220,041</u>
	<u>\$3,942,376</u>

(12) COMPENSATED ABSENCES:

Vacation leave -

Employees earn ten to twenty days annually, depending upon years of service, of non-cumulative, compensated vacation.

Sick leave -

Employees earn 3.75 hours of cumulative, non-vesting sick leave for each month of service. The Center's obligation for this employee benefit is not susceptible to a reasonable estimate, and, therefore, is not reflected in the financial statements.

(13) EMPLOYEE BENEFIT PLAN:

The Center maintains a 401k contribution plan which requires annual contributions by the employer equal to 3% of gross wages on substantially all employees, subject to length-of-service requirements. Expense under the above-described plan totaled \$534,498 for the year ended June 30, 2013.

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(14) FUNCTIONAL ALLOCATION OF EXPENSES:

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

(15) CONTINGENT LIABILITY:

The development of housing projects by Orange Grove Development No. Three, Inc., Orange Grove Development No. Four, Inc., Orange Grove Development No. Five, Inc., Orange Grove Development No. Six, Inc., and Orange Grove Development No. Seven, Inc. were funded by Section 811 grants from the U. S. Department of Housing and Urban Development. The grants were structured as mortgages payable with the following terms. The notes shall bear no interest and repayment is not required so long as the housing remains available for very low-income persons with disabilities for forty years in accordance with Section 811 of the National Affordable Housing Act of 1990, the Regulatory Agreement, and Regulations. If the Projects fail to comply with the above requirements, the total of grant funds received plus accrued interest at 7.75% shall be payable on demand.

It is currently expected that the Projects will be able to comply with HUD's requirements, therefore, the advances of \$1,879,701 are accounted for as capital grant contributions.

The contingent liability will expire as follows -

Orange Grove Development:

No. Three	January 1, 2036	\$ 215,900
No. Four	May 1, 2033	360,100
No. Five	May 1, 2036	425,601
No. Six	August 29, 2033	369,000
No. Seven	May 1, 2036	<u>509,100</u>
		<u>\$1,879,701</u>

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(15) CONTINGENT LIABILITY (Continued):

The Orange Grove Center, Inc. is involved in various legal actions arising in the normal course of business. In the opinion of management, such matters will not have a material effect upon the financial position of the Organization.

(16) CAPITAL ADDITIONS:

Capital addition grants consist of the following -

Department of Housing Urban Development	Mountain Creek Home	<u>\$ 161,087</u>
--------------------------------------------	---------------------	-------------------

(17) LEASES:

The Center leases twelve residential facilities from Foundation Homes, Inc. under three year operating leases. Each lease provides for three renewal options of three years each and allows for annual rent adjustment for inflation and increases in property taxes. Rent expense related to these leases totaled \$382,608 for the year ended June 30, 2013.

Future minimum lease payments under the above described leases are as follows -

For the year ending June 30, 2014	\$ 382,608
2015	382,608
2016	<u>382,608</u>
	<u>\$1,147,824</u>

The Center entered into an agreement to lease 1500 square feet of office space in North Georgia under a one year operating lease that expired September 30, 2012. The space is currently being rented on a month-to-month basis. Rent expense related to this lease totaled \$12,000 for the year ended June 30, 2013.

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO COMBINED FINANCIAL STATEMENTS
JUNE 30, 2013

(18) CONCENTRATION OF CREDIT RISK:

The Organizations have cash at various financial institutions with balances that exceed federal insurance coverage. At June 30, 2013, the uninsured balances totaled \$3,165,484.

(19) GRANTS/CONTRIBUTIONS FROM BOTA FOUNDATION:

The Organization received the following grants and contributions from the BOTA Foundation -

<u>Purpose</u>	<u>Amount</u>
Residential fees	\$ 45,276
Habilitation	105,138
Development	<u>250,000</u>
	<u>\$ 400,414</u>

(20) SUBSEQUENT EVENTS:

Management has evaluated subsequent events through August 29, 2013, the date which these financial statements were available for issue.

COMBINED SUPPLEMENTAL DATA

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
 COMBINED SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
 FOR THE YEAR ENDED JUNE 30, 2013**

Federal Grantor/ Pass-through Grantor/ Program Title	Federal CFDA Number	Grant/ Project Number
U.S. Department of Housing & Urban Development:		
Direct programs -		
Congregate Housing Services Program	14.170	DU100G000016942
Supportive Housing for the Elderly or Disabled	14.157	087-EH001-202/8 087-EH024-NP-WHC-L8 087-EH156-NP-WDD
Supportive Housing for Persons with Disabilities (Section 811)	14.182	087-EH001-202/8 087-EH024-NP-WHC-L8 087-EH156-NP-WDD 087-HH009-NP-WDD 087-HH016-NP-WDD 087-HH015-NP-WDD 087-HH010-NP-WDD 087-HH012-NP-WDD
Passed through City of Chattanooga, Tennessee -		
Home Investment Partnership	14.239	-
Total Department of Housing and Urban Development		
U.S. Department of Agriculture:		
Direct programs -		
National School Lunch Program	10.555	-
	10.553	-
Passed through Tennessee Department of Human Services -		
Child and Adult Care Food Program	10.588	03-47-40025-0-3
Food Stamp Program	10.551	-
Total Department of Agriculture		

Receivable Balance July 1, 2012	Cash Receipts	Federal Expenditures	Receivable Balance June 30, 2013	Outstanding Loan/Capital Advance Balance June 30, 2013
\$ 132,426	\$ 313,302	\$ 436,363	\$ 255,487	\$ -
-	-	-	-	417,828
-	-	-	-	539,909
-	-	-	-	164,102
-	168,708	168,708	-	-
-	151,880	151,880	-	-
-	29,714	29,714	-	-
-	18,767	18,767	-	215,900
-	20,172	20,172	-	425,601
-	23,492	23,492	-	509,100
-	43,402	43,402	-	360,100
-	34,059	34,059	-	369,000
<u>147,385</u>	<u>308,472</u>	<u>161,087</u>	<u>-</u>	<u>-</u>
<u>279,811</u>	<u>1,111,968</u>	<u>1,087,644</u>	<u>255,487</u>	<u>3,001,540</u>
-	9,769	9,769	-	-
-	15,946	15,946	-	-
25,092	136,986	141,000	29,106	-
<u>-</u>	<u>23,525</u>	<u>23,525</u>	<u>-</u>	<u>-</u>
<u>25,092</u>	<u>186,226</u>	<u>190,240</u>	<u>29,106</u>	<u>-</u>
<u>\$ 304,903</u>	<u>\$ 1,298,194</u>	<u>\$ 1,277,884</u>	<u>\$ 284,593</u>	<u>\$ 3,001,540</u>

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
NOTES TO THE COMBINED SCHEDULE OF EXPENDITURES OF
FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2013**

Note 1. Basis of Presentation

The accompanying schedule of expenditures of federal awards includes the federal grant activity of The Orange Grove Center, Inc. and Associated Organizations and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the basic financial statements.

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
 COMBINED SCHEDULE OF STATE GRANTS AND CONTRACTS
 FOR THE YEAR ENDED JUNE 30, 2013**

<u>Provider/ Program Title</u>	<u>Grant or Contract Number</u>
GRANTS -	
Tennessee Department of Education:	
Career Ladder Supplement	-
Tennessee Council on Developmental Disabilities:	
Project Open Wide	GR-4-2209
CONTRACTS -	
Tennessee Department of Mental Health & Mental Retardation:	
Contract for Medicaid Waiver Services	-
Tennessee Department of Health:	
Contracts for Intermediate Care Facilities	744-7073 744-7103 744-7104 744-7105 744-7106 744-7110 744-7109 744-7113 744-7114 744-7115 744-7116 744-7117 744-7118 744-7150 744-7149 744-7171 744-7170 744-7182 744-7183
Tennessee Department of Human Services, Division of Rehabilitation Services:	
Contract for Job Placement	-
Contract for Supported Employment	-
Tennessee Department of Finance & Administration	
Tennicare	-
Georgia Department of Behavioral Health and Developmental Disabilities:	
New Options Waiver Program	-

Receivable Balance July 1, 2012	Cash Receipts	Expenditures/ Amount Earned	Receivable Balance June 30, 2013
\$ -	\$ 4,500	\$ 4,500	\$ -
23,931	23,931	-	-
1,214,041	12,641,512	12,989,445	1,561,974
98,210	592,407	504,229	10,032
66,409	797,973	797,161	65,597
74,142	742,834	723,136	54,444
56,487	682,262	681,606	55,831
77,333	781,627	765,772	61,478
52,159	600,813	598,190	49,536
62,258	765,595	766,525	63,188
52,732	700,157	707,352	59,927
496,382	1,008,361	608,184	96,205
73,071	793,130	781,240	61,181
91,894	928,448	911,884	75,330
77,093	948,752	949,933	78,274
69,249	930,058	940,700	79,891
79,738	884,611	873,989	69,116
77,992	871,986	862,420	68,426
75,801	907,087	905,153	73,867
74,941	911,891	911,813	74,863
-	464,677	543,484	78,807
-	449,765	526,391	76,626
1,060	8,983	10,555	2,632
8,948	8,948	-	-
-	70,353	84,627	14,274
<u>37,383</u>	<u>424,146</u>	<u>566,166</u>	<u>179,403</u>
<u>\$ 2,941,254</u>	<u>\$ 27,944,807</u>	<u>\$ 28,014,455</u>	<u>\$ 3,010,902</u>

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
 COMBINED SCHEDULE OF FUNCTIONAL EXPENSES
 MANAGEMENT AND GENERAL
 FOR THE YEAR ENDED JUNE 30, 2013**

	<u>General</u>	<u>Office of Development</u>	<u>Office of Training & Compliance</u>	<u>Total Management & General</u>
Salaries and wages	\$ 1,201,499	\$ 160,653	\$ 173,597	\$ 1,535,749
Payroll taxes	114,077	11,891	12,826	138,794
Employee benefits	82,531	14,693	15,936	113,160
Professional fees	89,904	11,329	-	101,233
Information services	56,795	3,645	-	60,440
Supplies	127,916	34,376	10,018	172,310
Communications	60,802	598	699	62,099
Occupancy	1,774	-	-	1,774
Insurance - liability	41,635	-	-	41,635
Conference and travel	26,535	2,381	1,574	30,490
Dues, subscriptions, licenses, and fees	14,348	12,403	213	26,964
Bad debts	500	-	-	500
Interest	<u>21,629</u>	<u>-</u>	<u>-</u>	<u>21,629</u>
	1,839,945	251,969	214,863	2,306,777
Depreciation and amortization	<u>73,966</u>	<u>-</u>	<u>202,692</u>	<u>276,658</u>
	<u>\$ 1,913,911</u>	<u>\$ 251,969</u>	<u>\$ 417,555</u>	<u>\$ 2,583,435</u>

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
 COMBINED SCHEDULE OF FUNCTIONAL EXPENSES
 SUPPORT SERVICES
 FOR THE YEAR ENDED JUNE 30, 2013**

	<u>Transportation</u>	<u>Maintenance</u>	<u>Nutrition</u>	<u>Music</u>
Salaries and wages	\$ 1,004,769	\$ 221,185	\$ 330,004	\$ 36,442
Payroll taxes	74,208	13,875	23,396	2,693
Employee benefits	105,427	21,115	35,555	4,088
Professional fees	114	-	19,267	-
Information services	-	-	1,790	-
Supplies	107,142	65,582	403,340	44,462
Communications	23,966	1,216	720	-
Occupancy	1,953	596,394	34,575	-
Vehicle expenses	971,322	-	-	-
Conference and travel	1,073	-	2,257	-
Dues, subscriptions, licenses, and fees	7,320	11,234	528	-
Interest	38,632	-	-	-
Uncompensated services and bad debts	-	-	14,240	-
	<u>2,335,926</u>	<u>930,601</u>	<u>865,672</u>	<u>87,685</u>
Depreciation and amortization	<u>416,542</u>	<u>6,540</u>	<u>10,668</u>	<u>1,368</u>
	<u>\$ 2,752,468</u>	<u>\$ 937,141</u>	<u>\$ 876,340</u>	<u>\$ 89,053</u>

<u>Design</u>	<u>Physical Education</u>	<u>Medical Dental</u>	<u>Physical Therapy</u>	<u>Communi- cation</u>	<u>Physical Nutrition Management</u>	<u>Total Support Services</u>
\$ 49,294	\$ 48,598	\$ 824,935	\$ 309,317	\$ 106,581	\$ 536,973	\$ 3,468,098
3,641	3,499	60,694	22,866	7,862	39,626	252,360
5,530	5,293	91,759	34,683	12,044	59,348	374,842
-	-	40,574	-	6,694	400	67,049
-	-	4,500	-	-	-	6,290
4,280	12,505	86,320	19,307	1,807	6,319	751,064
-	-	4,224	870	-	81	31,077
-	-	-	893	-	-	633,815
-	-	-	-	-	-	971,322
-	1,156	10,114	2,289	750	5,907	23,546
-	-	4,512	348	574	1,015	25,531
-	-	-	-	-	-	38,632
-	-	19,024	-	-	-	33,264
62,745	71,051	1,146,656	390,573	136,312	649,669	6,676,890
96	13,335	14,616	25,140	504	312	489,121
<u>\$ 62,841</u>	<u>\$ 84,386</u>	<u>\$ 1,161,272</u>	<u>\$ 415,713</u>	<u>\$ 136,816</u>	<u>\$ 649,981</u>	<u>\$ 7,166,011</u>

**THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
 COMBINED SCHEDULE OF FUNCTIONAL EXPENSES
 CHILDREN SERVICES
 FOR THE YEAR ENDED JUNE 30, 2013**

	<u>Supervision</u>	<u>Developmental</u>	<u>Total Children Services</u>
Direct Costs -			
Salaries and wages	\$ 65,855	\$ 961,693	\$ 1,027,548
Payroll taxes	4,938	72,526	77,464
Employee benefits	6,130	109,814	115,944
Professional fees	-	52,192	52,192
Supplies	460	84,405	84,865
Communications	649	367	1,016
Conference and travel	60	2,430	2,490
Dues, subscriptions, licenses, and fees	-	1,125	1,125
	78,092	1,284,552	1,362,644
Depreciation and amortization	-	10,788	10,788
	<u>\$ 78,092</u>	<u>\$ 1,295,340</u>	1,373,432
Allocation of support services			<u>1,136,297</u>
			<u>\$ 2,509,729</u>

THE ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
COMBINED SCHEDULE OF FUNCTIONAL EXPENSES
ADULT SERVICES
FOR THE YEAR ENDED JUNE 30, 2013

	Administra- tive	Industrial Training Center	Community Supports	Recycling Center	Adult Comprehensive Training	Shredding	Total Adult Services
Direct Costs -							
Salaries and wages	\$ 100,025	\$ 630,112	\$ 791,408	\$ 856,045	\$ 1,033,264	\$ 169,112	\$ 3,579,966
Payroll taxes	7,385	39,351	44,894	43,030	74,838	7,769	217,267
Employee benefits	9,004	61,260	72,262	93,137	112,540	15,382	363,585
Professional fees	-	-	-	10,422	29,140	208	39,770
Supplies	26,721	36,340	17,025	84,595	72,331	38,533	275,545
Communications	877	69	2,438	3,708	678	387	8,157
Occupancy	-	3,184	526	123,296	-	3,391	130,397
Insurance - liability	-	118	911	11,492	-	-	12,521
Vehicle expenses	-	-	-	18,064	-	22,717	40,781
Conference and travel	4,192	916	40,833	1,909	3,306	393	51,549
Dues, subscriptions, licenses, and fees	-	450	210	2,369	38	1,960	5,027
Interest	-	-	-	-	-	1,639	1,639
Uncompensated services and bad debts	-	5,004	-	-	-	-	5,004
	<u>148,204</u>	<u>776,804</u>	<u>970,507</u>	<u>1,248,067</u>	<u>1,326,135</u>	<u>261,491</u>	<u>4,731,208</u>
Depreciation and amortization	<u>-</u>	<u>3,660</u>	<u>14,112</u>	<u>135,576</u>	<u>1,656</u>	<u>39,240</u>	<u>194,244</u>
	<u>\$ 148,204</u>	<u>\$ 780,464</u>	<u>\$ 984,619</u>	<u>\$ 1,383,643</u>	<u>\$ 1,327,791</u>	<u>\$ 300,731</u>	<u>4,925,452</u>
Allocation of support services							<u>3,483,967</u>
							<u>\$ 8,409,419</u>



**INDEPENDENT AUDITORS' 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

**The Orange Grove Center, Inc.
and Associated Organizations:**

We have audited, in accordance with the 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, the combined financial statements of The Orange Grove Center, Inc. and Associated Organizations (nonprofit organizations), which comprise the combined statement of financial position as of June 30, 2013, and the related combined statements of activities and changes in net assets, functional expenses and cash flows for the year then ended, and the related notes to the combined financial statements, and have issued our report thereon dated August 29, 2013.

Internal Control Over Financial Reporting

In planning and performing our audit of the combined financial statements, we considered Orange Grove Center, Inc. and Associated Organizations' internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organizations' internal control. Accordingly, we do not express an opinion on the effectiveness of the Organizations' internal control.

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. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might

be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether The Orange Grove Center, Inc. and Associated Organizations' financial statements are free from 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*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organizations' internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organizations' internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Johnson, Nickey & Meacham, P.C.

August 29, 2013



**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH
MAJOR PROGRAM AND ON INTERNAL CONTROL OVER
COMPLIANCE REQUIRED BY OMB CIRCULAR A-133**

To the Board of Directors of

**The Orange Grove Center, Inc.
and Associated Organizations:**

Report on Compliance for Each Major Federal Program

We have audited of The Orange Grove Center, Inc. and Associated Organizations' compliance with the types of compliance requirements described in *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of The Orange Grove Center, Inc. and Associated Organizations' major federal programs for the year ended June 30, 2013. The Orange Grove Center, Inc. and Associated Organizations' major federal programs are identified in the summary of audit results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to each of its major federal programs.

Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of The Orange Grove Center, Inc. and Associated Organizations' major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about The Orange Grove Center, Inc. and Associated Organizations' compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination on The Orange Grove Center, Inc. and Associated Organizations' compliance.

Opinion on Each Major Federal Program

In our opinion, The Orange Grove Center, Inc. and Associated Organizations complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2013.

Report on Internal Control Over Compliance

The management of The Orange Grove Center, Inc. and Associated Organizations is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered The Orange Grove Center, Inc. and Associated Organizations' internal control over compliance with types of requirements that could have a direct and material effect on a major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of The Orange Grove Center, Inc. and Associated Organizations' internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance 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 compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

Johnson, Niskey & Munchson, P.C.

August 29, 2013

**ORANGE GROVE CENTER, INC. AND ASSOCIATED ORGANIZATIONS
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED JUNE 30, 2013**

A. SUMMARY OF AUDIT RESULTS

1. The auditors' report expresses an unmodified opinion on the Combined Financial Statements of The Orange Grove Center, Inc. and Associated Organizations.
2. No instances of noncompliance material to the combined financial statements of The Orange Grove Center, Inc. and Associated Organizations, which would be required to be reported in accordance with *Government Auditing Standards*, were disclosed during the audit.
3. The auditors' report on compliance for the major federal award program for The Orange Grove Center, Inc. and Associated Organizations expresses an unmodified opinion on its major federal programs.
4. The programs tested as major programs included:
 - Supportive Housing for the Elderly and Persons with Disabilities (pre-1991) – CFDA #14.157
 - Supportive Housing for Persons with Disabilities (Section 811) – CFDA #14.182
 - Congregate Housing Services Program - CFDA #14.170
5. The threshold for distinguishing Types A and B programs was \$300,000.
6. The Orange Grove Center, Inc. was determined to be a low-risk auditee.

B. FINDINGS - FINANCIAL STATEMENTS AUDIT

Current Year Findings –

None

Prior Year Findings –

None

C. FINDINGS AND QUESTIONED COSTS-MAJOR FEDERAL AWARD PROGRAM AUDIT

Current Year Findings –

None

ORANGE GROVE CENTER BOARD OF DIRECTORS
NOVEMBER 2013

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Larry Cash Miller & Martin 1000 Volunteer Building 832 Georgia Avenue Chattanooga 37402 Res: 509 Fern Trail Signal Mountain 37377-3168 lcash@millermartin.com	423-785-8394 Fax No.: 423-785-8480 423-886-4799	William R. Russell Joseph Decosimo & Company Suite 1100, Tallan Building Two Union Square Chattanooga 37402 Res: 1333 Falmouth Road Chattanooga 37405 billrussell@decosimo.com	423-756-7100 Fax No.: 423-756-2939 423-265-2118
Charles A. Comer 1414 Continental Drive, Apt. 904 Chattanooga 37405	423-756-7253	Mrs. Janet Strang 611 W. Sunset Road Lookout Mountain 37350	423-821-3499
Morton J. Kent Vencap Investment Corporation Flat Iron Building 715 Georgia Avenue Chattanooga 37402 Res: 1110 Fleetwood Drive Lookout Mountain, GA 30750 mortonkent@hotmail.com	423-265-4800 Fax No.: 423-265-4849 706-820-1090		

NOVEMBER 2013



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **Recycling Education Program**
Lead Agency: **Orange Grove Center, Inc.**
Collaborating City Department(s): **Public Works**
Contact Name: **Kyle Hauth, Executive Director**
Primary Results Area: **High Performing Government**
Offer Cost (Funding Request): **\$118,919.02**

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 will launch a Recycling Education Campaign in partnership with the City of Chattanooga's Public Works Department. This will include employing an Education Coordinator, recruiting community volunteers, and managing a media campaign to educate citizens on the benefits and the correct methods for Recycling. Evidence of success will be proven by an increase in curbside participation, currently at 16,500 households.

Orange Grove and Public Works has successfully partnered to provide Recycling Services in Chattanooga for the last 22 years. Education and expansion of this service is mandatory if the City of Chattanooga is to be a national leader in sustainability and waste diversion. All educational material will be co-branded by Orange Grove Center and the City of Chattanooga.



City of Chattanooga

FY15 Offers

Identify Which Desired Outcomes This Offer Impacts:

1. The City will increase citizen satisfaction with services by assisting citizens in taking advantage of recycling curbside pickups thereby reducing the need for larger garbage cans and overall improving the appearance of neighborhoods across the community
2. The City will better utilize its resources and more effectively manage assets by steering increased levels of recyclable items away from the landfill and into material recovery facilities
3. The City will reduce overall energy consumption by diverting unnecessary tonnage to the landfill which must be treated, monitored and maintained for the welfare of all residents

BUDGET REQUEST

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

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Recycling Education	73200	45719.02	118919.02	1

Capital Budget Impact? Yes No \$Amount

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

We intend to approach Benwood and Lyndhurst foundations to help support these efforts through receptacle installations and community collaborations.

PERFORMANCE DATA

Measurement 1:

The recycling education program will produce a minimum of 60 unique educational outreach initiatives throughout a twelve month period which will include unique media releases and notifications, advertising efforts, public service announcements, public forums, social media, video, tours, radio and television interviews, as well as publications targeting non curbside subscribers.

Historical Comparison Data: Social media and advertising campaigns have led to ongoing Recycling success in Cities across the nation. Boulder, Colorado has had a recycling education program since 1987. New York City has had a recycling education program since 2006. Chattanooga must invest and compete with other metropolitan cities in order to maintain our reputation as a green City with environmental sustainability priorities.

Measurement 2:

The recycling education program will recruit, train and direct at least 50 volunteers with a passion for promoting environmental responsibility and a willingness to participate in activities that increase recycling activities in Chattanooga.

Historical Comparison Data: According to the EPA 75% of trash is recyclable, yet only 25% is actually recycled. There is much work to be done. In Austin Texas, the goal is to keep at least 50% of trash out of landfills by 2015. In Portland Oregon, the goal is to raise the recycle rate to 75% by 2015. In Chattanooga, volunteers will extend the reach of our education and multiply the impact of our actions.



City of Chattanooga

FY15 Offers

Measurement 3:

The recycling education program will increase the number of households participating in curbside recycling by at least 15% (from 16,250 to 26,000, out of a total of 65,000 households).

Historical Comparison Data: Currently 16,250 households are signed up for curbside recycling. There are 65,000 households in the City of Chattanooga, this represents 25% of the population. In Austin Texas, 87% recycle. A 15% increase will result in 26,000 households participating in curbside recycling. With 9,750 additional households, an estimated increase of 3,000,000 pounds of product should be recycled each year.

Return on Investment:

How do citizens benefit? Confusion will be reduced about the correct way to recycle and citizens will increase their knowledge of available recycling avenues, benefits of recycling, and simple ways they can have meaningful environmental impact.

Does this activity leverage other financial resources? Orange Grove Center leverages its organizational knowledge and expertise in recycling endeavors, as well as in job placement services, to help maintain a well-supplied workforce for product recycling. Orange Grove will continue ad hoc recycling projects at special city wide events. With increased knowledge and understanding, citizens will respond more environmentally focused, thus creating a City that believes in sustainability and reuse. Other financial resources can potentially be leveraged as Chattanooga continues to increase its presence as a national leader in recycling.

How does this activity decrease costs over time for the City? This activity decreases landfill cost and increases the current landfill's life expectancy. Recycling also offers valuable jobs to Chattanooga citizens with and without disabilities.

How can this program become sustainable without City funding? Relationships with businesses and industries will be forged over the next three years to create sustainable environmental efforts. On-going education is imperative for continual growth of any recycling program. With the use of volunteers and social media outlets, cost could decrease overtime, after a solid program is developed. But, research demonstrates that in the absence of education, growth and improvements stop.

Attachment B: Comparative Financial Information

Agency Name: Orange Grove Center, Inc.

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

Dollars provided to your organization in FY 2014 by the following entities:	Percent of your total annual operational funding provided by local government	% of Hamilton County Population*
Chattanooga	26	49.83%
Unincorporated Hamilton County		30.22%
Hamilton County Government's (General funds)	65	
Collegedale		2.46%
East Ridge	1	6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank		3.46%
Ridgeside		0.12%
Signal Mountain	2	2.25%
Soddy-Daisy		3.78%
Walden		0.56%
Other (Outside Hamilton County)	6	
	Above percentages should total 100%	
Percent of Services rendered to residents of:	Estimate, if you do not now track this data.	
Chattanooga	44	49.83%
Unincorporated Hamilton County	27	30.22%
Hamilton County Government's (General funds)		
Collegedale		2.46%
East Ridge	3	6.24%
Lakesite		0.54%
Lookout Mountain		0.54%
Red Bank	8	3.46%
Ridgeside		0.12%
Signal Mountain		2.25%
Soddy-Daisy	1	3.78%
Walden		0.56%
Other (Outside Hamilton County)	17	
	Above percentages should total 100%	

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

Attachment C: Program Beneficiary Statistics

Agency Name: Orange Grove Center, Inc. Program: Recycling Education Program

Program Beneficiary Characteristics Clients/Patients/Recipients/Other	FY 2013	FY 2014 (YTD)	FY 2015 (Projected)
1. Unduplicated Count of Program Beneficiaries TOTAL	N/A	N/A	N/A
a) Total Continuing From Previous Fiscal Year		New Program	New Program
b) Total New for the Year			
c) Total Terminated During the Year			
2. Age Group TOTAL	0	0	0
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			
3. Sex TOTAL	0	0	0
a) Male			
b) Female			
c) Not Known			
4. Ethnic Background TOTAL	0	0	0
a) White			
b) Black			
c) Hispanic			
d) Asian			
e) Other – Ethnic Minority			
f) Not Known			
5. % Income Level TOTAL	0	0	0
a) Below 9,999			
b) 10,000 –19,999			
c) 20,000 – 29,999			
d) 30,000 and Over			
e) Not Known			
6. Location of Residence TOTAL	0	0	0
a) Chattanooga			
b) Outside of Chattanooga			
c) Not Known			

Attachment F: Budget Format

Agency Name: Orange Grove Center, Inc.
 Program Name: Recycling Education Program

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
REVENUES							
Contributions							
Individuals/Private				\$ -	\$ -	-	N/A
Corporate/Organizations/Churches						-	N/A
Fees/Grants from Governmental Agencies							
Federal					\$ -	-	N/A
State					\$ -	-	N/A
Hamilton County							
City of Chattanooga					\$ 118,919	118,919	N/A
Other Cities (Please list)						-	N/A
United Way							
Foundations (including grants)							
Gross Proceeds Special Events							
Other UMs/Federations							
CFC/Designations received thru UWGC							
UWGC Program Allocation					\$ -	-	N/A
UWGC Special Funding					\$ -	-	N/A
Membership Dues					\$ -	-	N/A
Program Income							
Governmental Insurance							
Private Insurance							
Contracted Services							
Fee for Services							
Other Program Income							
Sales to Public							
Investment Income							
Miscellaneous					\$ -	-	N/A
Other Revenues (Please list separately any major item)							
Transfers in from other internal budgets							
Income from Previous Year							
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 118,919	118,919	N/A
OPERATIONS							
Personnel Expenses							



City of Chattanooga
Community Agency Support
1000 Lindsay Street
Chattanooga, TN 37402

February 19, 2014

Dear Friends,

Thank you for considering the attached funding requests from WTCL, our Tennessee Valley PBS. We are excited to be considered as a partner in the City's work on outcomes-based budgeting and are especially excited about the innovative offers we enclose in this application.

For all offers, please contact Susan Cates, our Vice President of Business and Finance. She can be reached by email at SCates@wtciTV.org or by telephone at 423-702-7807. Her mailing address is: WTCL, Attn: Susan Cates, 7540 Bonnyshire Drive, Chattanooga, TN 37416.

WTCL-PBS is a locally owned and licensed PBS affiliate serving the entire Tennessee Valley. The majority of our work is centered in the City of Chattanooga and all services directly benefit Chattanooga citizens. Through unique programs, services and emerging technologies, WTCL empowers people to discover their world, broaden their horizons and become active participants in shaping the future.

Mission: WTCL enriches lives through quality programs and services that educate, engage and inspire a lifetime of learning and exploration.

The three attached offers fall into the result areas of High Performing Government and Innovation with respective request amounts of \$119,190 for High Performing Government (City Council Meetings), \$50,000 for the Innovation Proximity1 Project and \$40,000 for the Innovation Frederick Documentary/OVEE engagement series.

Thank you for your work in making Chattanooga a stronger and more successful city.

Sincerely,

A handwritten signature in blue ink that reads "Paul Grove". The signature is fluid and cursive, with a long horizontal stroke at the end.

Paul Grove
President and CEO

7540 Bonnyshire Drive
Chattanooga, TN 37416

423.702.7800
wtciTV.org

Executive Summary

WTCL, the Tennessee Valley PBS requests funding from the City of Chattanooga for three projects, all of which are designed to meet specific outcomes desired by the City.

1.) City Council meeting recording, editing and production.

With the City's remarkable focus on open government and the exceptional efforts taking place to provide citizens with immediate access to governmental happenings, WTCL sees an opportunity to further increase the efficiency of government while increasing citizen satisfaction by televising the essential decision making process of our City Council. By delivering City Council meetings over the air and with proper captioning, all citizens of Chattanooga can engage in the governing process regardless of income, disability or transportation. For a total cost of \$119,190, WTCL offers services that will lead to increased citizen satisfaction and higher performing government through the open governance initiative of televised council activities.

2.) Proximity1 local content aggregator application

As a leader in trusted content, WTCL-PBS has re-envisioned the way Chattanoogaans consume local content. Through a new business model, the WTCL team has designed and is in production of a local content aggregation app called "Proximity1". The Proximity1 app will be curated by our trusted PBS brand and will offer content through various channels – all of which will deliver easily consumed Chattanooga specific material on various subjects. Specific channels will include arts, outdoors, sports and even open government. We are offering a partnership in this App at a \$50,000 funding request in the Innovation category to support the open government and innovation initiatives in Proximity1. While the overall project can be duplicated in any area, the Proximity1 app will first service Chattanooga. The total development cost will exceed \$150,000. Initial funding is already secured through the Maclellan, McKenzie and Community Foundations.

3.) Online Video Engagement Experience and Fredrick documentary

Fredrick Davis is a 27 year-old African-American man who was raised in the projects of East Lake. When faced with the streets and gangs, Fredrick turned to the City's rec centers. There he found a dance program. The rest is history. Rather than turning back to the streets, Fredrick became a world-renowned dancer, working with troupes throughout the country. Now in New York, Fredrick still mentors youth here in East Lake and is a true testament to the success of the City of Chattanooga, our Parks and Rec programs and the Arts.

WTCI is making a documentary of Fredrick's story and is offering results of safer streets and healthier youth through the sharing of this story and engaging activities using emerging technology such as OVEE, an online engagement system that connects audiences anytime, anywhere allowing them to discuss pressing issues and engaging content regardless of location. Through OVEE and other mechanisms, WTCI offers to inspire youth in the inner city, expose Chattanooga nationally as a leader, and engage the Parks and Rec programming in transforming lives for a cost of \$40,000.

In consideration of and positive funding response (full or partial) for any or all of these requests, WTCI 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.

Additionally, WTCI will provide a list of accomplishments as well as annual audits and reviews for each year of municipal appropriation and spending.

Thank you for the opportunity to offer these services and their related outcomes to the City of Chattanooga for consideration.

Sincerely,



Paul Grove

President and CEO, WTCI

2-19-14

Date

Attachment F: Budget Format Agency Name: **WTCI**

CITY OF CHATTANOOGA
FY 2015 Agency Funding Financial Form

Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	PRELIMINARY** Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private	\$ 384,713	\$ 392,818	\$ 430,092	\$ 486,947	\$ 486,000	\$ (947)	-0.2%
Bequests	\$ 90,000						
Corporate/Organizations/Churches							N/A
Fees/Grants from Governmental Agencies							
Federal	\$ 727,636	\$ 704,794	\$ 687,542	\$ 711,849	\$ 712,000	\$ 151	0.0%
State	\$ 546,732	\$ 508,085	\$ 469,439	\$ 450,132	\$ 450,132	\$ -	0.0%
State face to the Top Grant	\$ -	\$ 49,540	\$ 50,000	\$ 428,000			
Hamilton County	\$ 30,000						N/A
City of Chattanooga	\$ 50,650	\$ 80,000	\$ 85,000	\$ 85,000	\$ 209,190	\$ 124,190	146.1%
Other Cities (Please list)							N/A
United Way							
Foundations (including grants)							N/A
Gross Proceeds Special Events	\$ 55,545	\$ 37,785	\$ 30,004	\$ 38,215	\$ 40,000	\$ 1,785	4.7%
Other UWGs/Federations							N/A
CFC/Designations received thru UWGC							N/A
UWGC Program Allocation							N/A
UWGC Special Funding							N/A
Membership Dues							N/A
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	\$ 402,116	\$ 398,478	\$ 422,920	\$ 486,333	\$ 487,000	\$ 667	0.1%
Investment Income							N/A
Miscellaneous	\$ 93,139	\$ 43,445	\$ 72,680	\$ 87,000	\$ 88,000	\$ 1,000	1.1%
Other Revenues (Please list separately any major item)		\$ 62,428	\$ 58,511	\$ 27,217	\$ 30,000	\$ 2,783	10.2%
In-kind Contributions	\$ 247,297	\$ 294,215	\$ 189,716				
Capital contributions	\$ 40,696	\$ 100,980	\$ 21,358				
Capital Grants	\$ 94,607	\$ 64,004					
Transfers in from other internal budgets							N/A
Income from Previous Year							N/A
TOTAL REVENUES	\$ 2,763,131	\$ 2,736,572	\$ 2,517,262	\$ 2,800,693	\$ 2,502,322	\$ 129,629	4.6%
OPERATIONS							
Personnel Expenses							
Salaries	\$ 873,215	\$ 868,663	\$ 962,758	\$ 950,848	\$ 950,848	\$ -	0.0%

Attachment F: Budget Format

	Agency Name:	WTCI				WTCI		WTCI		WTCI	
Fringe Benefits											
Employee Health	\$ 85,234	\$ 82,366	\$ 101,790	\$ 61,632	\$ 70,000	\$ 8,368					N/A
Pension/Retirement	\$ (20,480)										N/A
Payroll Taxes, etc.	\$ 61,092	\$ 68,959	\$ 71,248	\$ 70,381	\$ 70,381						0.0%
Other (unemployment, life insurance, etc)	\$ 19,793	\$ 10,538	\$ 12,376	\$ 11,533	\$ 12,000	\$ 467					4.0%
Total Personnel Expenses	\$ 1,018,854	\$ 1,030,526	\$ 1,148,172	\$ 1,094,394	\$ 1,103,229	\$ 8,835					0.8%
OPERATING EXPENSES											
Administration											
Professional Fee & Contract service	\$ 85,148	\$ 82,599	\$ 71,949	\$ 179,873	\$ 70,000	\$ (109,873)					-61.1%
Utilities											N/A
Other	\$ 20,898	\$ 15,082	\$ 9,164	\$ 8,784	\$ 7,000	\$ (1,784)					-20.3%
Rent	\$ 17,134	\$ 16,790	\$ 14,079	\$ 14,462	\$ 15,000	\$ 538					3.7%
Travel/Transportation	\$ 9,654	\$ 9,338	\$ 8,401	\$ 10,626	\$ 10,000	\$ (626)					-5.9%
Insurance (not employee health)	\$ 36,863	\$ 32,535	\$ 33,460	\$ 36,282	\$ 38,000	\$ 1,718					4.7%
Materials & Supplies	\$ 63,747	\$ 47,804	\$ 44,632	\$ 47,433	\$ 47,000	\$ (433)					-0.9%
Telephone, Fax, ISP	\$ 39,110	\$ 42,436	\$ 45,788	\$ 46,566	\$ 46,000	\$ (566)					-1.2%
Postage and Shipping	\$ 14,741	\$ 15,762	\$ 15,840	\$ 16,673	\$ 17,000	\$ 327					2.0%
Occupancy/Building/Utilities	\$ 166,466	\$ 165,438	\$ 182,216	\$ 188,380	\$ 190,000	\$ 1,620					0.9%
Equipment Rental and Maintenance (including contracts)											N/A
Outside Printing, Art Work, etc.	\$ 7,032	\$ 3,589	\$ 9,410	\$ 10,573		\$ (10,573)					-100.0%
Conferences, Conventions, etc.	\$ 4,880	\$ 8,599	\$ 8,173								N/A
Special Assistance to Individuals											N/A
National Dues/Support Payments											N/A
Organization Dues (other than above)	\$ 31,815	\$ 33,648	\$ 36,746	\$ 40,765	\$ 41,000	\$ 235					0.6%
Awards and Grants											N/A
Fund Raising/Self-Support Activities	\$ 34,003	\$ 33,369	\$ 38,709	\$ 38,302	\$ 39,000	\$ 698					1.8%
Miscellaneous											N/A
Equipment Purchases (incl. capital expenses)											N/A
Depreciation	\$ 426,352	\$ 443,491	\$ 440,482	\$ 407,021	\$ 381,611	\$ (25,410)					-6.2%
Other Expenses (Please list separately any major item)											N/A
Programming	\$ 574,306	\$ 540,976	\$ 547,956	\$ 582,191	\$ 595,000						
Interest expenses	\$ 157,312	\$ 155,856	\$ 121,618	\$ 103,677	\$ 100,000						
In-kind expenses	\$ 247,297	\$ 264,806	\$ 189,716								
Operating Expenses Total	\$ 1,936,758	\$ 1,912,118	\$ 1,818,339	\$ 1,731,608	\$ 1,596,611	\$ (144,129)					-8.3%
TOTAL OPERATIONS	\$ 2,955,612	\$ 2,942,644	\$ 2,966,511	\$ 2,826,002	\$ 2,699,840	\$ (135,294)					-4.8%
REVENUE OVER/ (UNDER) OPERATIONS	\$ (192,481)	\$ (206,072)	\$ (449,249)	\$ (25,309)	\$ (197,518)	\$ 264,923					-1046.8%

** This is a very preliminary budget. We are just now beginning our budgeting process.

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 GREATER CHATTANOOGA PUBLIC TELEVISION CORPORATION,
(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 May Fifth, 1982.

Betty Crowell
Secretary of State mh



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SECRETARY OF STATE
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ARTICLES OF INCORPORATION
OF
THE GREATER CHATTANOOGA
PUBLIC TELEVISION
CORPORATION

The undersigned persons, acting as the incorporators of a corporation under the Tennessee General Corporation Act, hereby adopt the following Articles of Incorporation:

1. The name of the Corporation is The Greater Chattanooga Public Television Corporation.
2. The duration of the Corporation is perpetual.
3. The address of the principal office of the Corporation in Tennessee is:

4411 Amnicola Highway
Chattanooga, Hamilton County, Tennessee 37406
4. The Corporation is a not-for-profit corporation.
5. The purposes for which the Corporation is organized are:

To bring about the orderly transfer of the licenses and operational responsibilities of Station WTCI, Channel 45 to the Corporation from the Board of Education of the State of Tennessee, and upon said transfer to operate Station WTCI as a public television station. The Corporation is organized and operated exclusively for educational purposes as a tax-exempt organization within the meaning of 26 U.S.C. Section 501(c)(3).

To own or lease the facilities, establish the policies, promote the funding and facilitate the operation of Station WTCI.

To solicit funds, gifts and endowments from individuals, corporations, trusts, foundations and other donors and to seek funding from the State of Tennessee to be used solely for the operation and improvement of the said public television station, WTCI, now being operated as a part of Tennessee Educational Television Network.

The entire income, assets and endowment shall be held and distributed solely for the purposes set out above and no part of the income, funds, property or assets of the Corporation shall inure to the benefit of any individual. No part of the activities of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation

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 and it shall not participate nor intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office or any referendum.

6. The Corporation will have members of two classes, voting and non-voting, but will issue no stock.
7. Subject to its purposes as described in Section 5 hereof, the Corporation shall have all the rights, powers, privileges and benefits conferred upon corporations by the laws of the State of Tennessee.
8. In the event of the liquidation, dissolution or winding up of the Corporation, whether voluntary, involuntary or by operation of law any disposition made of the assets of the Corporation, shall not be made to any member, officer or trustee of the Corporation but shall be distributed in such a way as is calculated exclusively to carry out the objects and purposes for which the corporation is formed.

Dated April 28, 1982.

Nancy R. Hale
 Nancy R. Hale, Incorporator

Robert C. Hunt
 Robert C. Hunt, Incorporator

David W. Wiley
 David W. Wiley, Incorporator

Sam McConnell
 Dr. Sam McConnell, Incorporator

Walter A. Alley
 Walter A. Alley, Incorporator

Internal Revenue Service
District Director

Department of the Treasury

Date: **AUG 30 1985**

Our Letter Dated:
April 15, 1983
Person to Contact:
L. Hamilton/lrj
Contact Telephone Number:
(404) 221-4516
Employer Identification
Number:
62-1137597
File Folder Number:
580006457

The Greater Chattanooga
Public Television
Corporation
4411 Amnicola Highway
Chattanooga, TN 37406

Dear Taxpayer:

This modifies our letter of the above date in which we stated that you would be treated as an organization which is not a private foundation until the expiration of your advance ruling period.

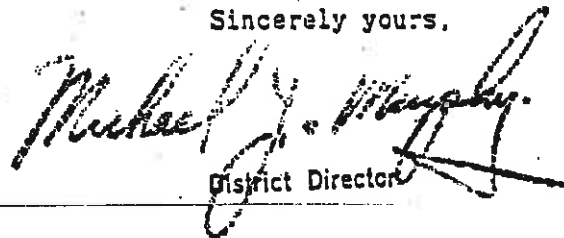
Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Internal Revenue Code, because you are an organization of the type described in section * . Your exempt status under section 501(c)(3) of the code is still in effect.

Grantors and contributors may rely on this determination until the Internal Revenue Service publishes notice to the contrary. However, a grantor or a contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act that resulted in your loss of section * status or acquired knowledge that the Internal Revenue Service had given notice that you would be removed from classification as a section * organization.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,


District Director

* 170(b)(1)(A)(vi) & 509(a)(1)

cc: George L. Mitchell

WTCL does not prepare an annual report

WTCI BOARD OF DIRECTORS 2013-14

Warren Barnett, Chair – 6 years
Barnett & Company Investment
Counsel
1300 Broad St, Suite 303
Chattanooga, TN 37402
warren@barnettandcompany.com
423.756.0125

Mary Kilbride, Vice Chair – 5 years
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mhkilbride@aol.com
423.718.7471

Cole Powell, Treasurer – 7 years
Joseph Decosimo & Company, PLLC
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423.756.7100 ext 1262

Jo Coke , Secretary - 2 years
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Larry Buie – 3 years
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steve.gatlin@ubs.com
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Tom Griscom – 1 year
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Chattanooga, TN 37405
griscot@mac.com
423.364.4489

WTCI BOARD OF DIRECTORS 2013-14

Paula Henderson – 1 year
1467 Market Street #206
Chattanooga, TN 37402
Paula5704@comcast.net
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Dana Perry – 2 years
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Square
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Ward Petty – 5 years
Benjamin F. Edwards
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ward.petty@benjaminfedwards.com
423.668.5411

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wrobinson@bakerdonelson.com
423.209.4107

Alison Shaw – 2 years
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pstarnes@bellsouth.net

Bruce Stewart - 1 year
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423.443.2086

Susan Street – 5 years
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Chattanooga, TN 37405
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423.605.4117

Monty Wyne – 4 years
Maycreate Idea Group
701 Broad St, Suite 202
Chattanooga, TN 37402
mwyne@maycreate.com
423.634.0123



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **City Council Meetings Recording and Editing for Air**

Lead Agency: **WTCI-PBS**

Collaborating City Department(s): **City Council**

Contact Name: **Susan Cates; SCates@wtciTV.org; 423-702-7807**

Primary Results Area: **High Performing Government**

Offer Cost (Funding Request): **\$119,190**

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.)*

WTCI, the Tennessee Valley Public Broadcasting Service, proposes to record and edit for air each of the weekly City Council Meetings. In addition, WTCI will edit and produce thirty minute weekly segments covering the Council Meetings to be aired on Sundays, both over the digital airwaves and through cable, satellite and digital providers.

As a Public Service Media station, WTCI is uniquely poised to offer this critical service to the residents of Chattanooga. By offering free, over-the-air access to City Council meetings, with included captioning and proper editing, all residents can have equal access to these essential governmental meetings regardless of disability or income. These televised programs will be captioned for the hard of hearing and the same captioned programs will be available at wtciTV.org for online viewing via desktops, laptops, smart phones and tablets. WTCI will also upload the highlights to EPB for on-demand viewing by EPB television customers. Citizens that use the Roku set-top box and Apple TV will also be able to access the programs for free through their respective PBS apps.

While some Chattanooga citizens might access City Council meetings through existing mediums such as in-person participation or even the City's own web-stream, with 99% of all households having access to television, only WTCI can offer equal access to all of the City's citizens regardless of income, disability, access to high speed internet or even transportation.



City of Chattanooga

FY15 Offers

By offering free, over-the-air access as well as proper captioning, WTCI will aid tax-payers in making data-driven decisions while aiding the City in providing exceptional customer service to those same tax-payers.

Multi-platform presentation of Highlights of Chattanooga City Council Meetings informs citizens, tourists and prospective business leaders about decisions that drive economic growth, provide for public safety, and serve the needs of the Chattanooga community. Broadcast, online streaming, and on-demand television viewing through EPB and the PBS app on Roku and Apple TV meet the needs of viewers in every demographic.

Through this offer, WTCI-PBS will aid the City's own open government initiatives while bringing the governing process closer to the people that comprise this great City. By offering asynchronous web access to these same meetings, the City's exceptional governing process will be available to all for viewing when considering possible relocation or visitation of the City of Chattanooga.

As a collaborating body, the City Council has shown support for this initiative with specific written support from Jerry Mitchell, Yusuf Hakeem and Moses Freeman as well as verbal support from others.

By supporting this essential open-government project, the City becomes a partner in WTCI's mission of being the local story-teller for all of Chattanooga; through local programming, arts and culture, WTCI is a center of exploration for all ages and is an essential Chattanooga pillar.

Identify Which Desired Outcomes This Offer Impacts:

1. Increase citizen satisfaction with services
- 2.
- 3.

BUDGET REQUEST

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

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
City Council Recording	\$119,190		\$119,190	n/a

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

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

Name	Amount

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1:

Capturing and editing for air of all City Council meetings. Meetings will be aired weekly. All Chattanooga residents that own televisions will be able to view the meetings (99% of households).

Historical Comparison Data? With over 99% of all households having access to television, WTCI is the only available platform for comprehensive City coverage.

Measurement 2:

Increased participation in government activities through open access to the decision making process.

Historical Comparison Data? By making all Council Meetings available to all citizens, barriers to participation are removed.

Measurement 3:

Historical Comparison Data?

Return on Investment:

How do citizens benefit? Citizens benefit by having direct access to the decision making process and by living in a community that supports open government and clear representation. By supporting open government, Chattanooga brings the citizens directly into the governing process and creates a more vibrant and healthy City for all.

Does this activity leverage other financial resources? With a budget of \$2.5 million, this investment leverages all other WTCI activities including substantial educational outreach, local and national programming, as well as considerable community engagement through a variety of platforms.

How does this activity decrease costs over time for the City? This essential service has an ongoing cost.

How can this program become sustainable without City funding? City funding is critical to this program; the program is a direct City service providing open government to City citizens and to potential residents, businesses and tourists who can access the City Council process over the medium of Public Television.

Attachment F: Budget Format	Agency Name:	WTCI					
CITY OF CHATTANOOGA							
FY 2015 Agency Funding Financial Form							
Account Category	Actual FY 2011	Actual FY 2012	Actual FY 2013	Budget FY 2014	PRELIMINARY Request FY 2015	Incr (Decr) Request vs. FY 14 Budget	% Change Request vs FY 14 Budget
REVENUES							
Contributions							
Individuals/Private						\$ -	N/A
Bequests							
Corporate/Organizations/Churches						\$ -	N/A
Fees/Grants from Governmental Agencies							
Federal						\$ -	N/A
State						\$ -	N/A
State Race to the Top Grant							
Hamilton County						\$ -	N/A
City of Chattanooga					\$ 119,190	\$ 119,190	N/A
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
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
In-kind Contributions							
Capital contributions							
Capital Grants							
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 119,190	\$ 119,190	N/A
OPERATIONS							
Personnel Expenses							

Attachment F: Budget Format	Agency Name:	WTCI				
Salaries						N/A
Fringe Benefits					\$ -	N/A
Employee Health					\$ -	N/A
Pension/Retirement					\$ -	N/A
Payroll Taxes, etc.					\$ -	N/A
Other (unemployment, life insurance, etc)					\$ -	N/A
Total Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
OPERATING EXPENSES						
Administration						
Professional Fee & Contract service					\$ -	N/A
Utilities					\$ -	N/A
Other					\$ -	N/A
Rent					\$ -	N/A
Travel/Transportation					\$ -	N/A
Insurance (not employee health)					\$ -	N/A
Materials & Supplies					\$ -	N/A
Telephone, Fax, ISP					\$ -	N/A
Postage and Shipping					\$ -	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					\$ -	N/A
Fund Raising/Self-Support Activities					\$ -	N/A
Miscellaneous					\$ -	N/A
Equipment Purchases (incl. capital expenses)					\$ -	N/A
Depreciation					\$ -	N/A
Other Expenses (Please list separately any major item)					\$ -	N/A
City Council meetings - shooting, editing and captioning				\$ 90,000		
Additional services - WTCI web upload, duplication, caption extraction, EPB upload, online publishing & promotion				\$ 29,190		
Operating Expenses Total	\$ -	\$ -	\$ -	\$ 119,190	\$ -	N/A
TOTAL OPERATIONS	\$ -	\$ -	\$ -	\$ 119,190	\$ -	N/A
REVENUE OVER/ (UNDER) OPERATIONS	\$ -	\$ -	\$ -	\$ -	\$ 119,190	N/A



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: **Proximity1**

Lead Agency: **WTCI.PBS**

Collaborating City Department(s): **Economic and Community Development**

Contact Name: **Susan Cates – Scates@wtciTV.org - 423-702-7807**

Primary Results Area: **Innovation Fund**

Offer Cost (Funding Request): **\$50,000**

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.)*

Proximity1 is a web, tablet and smartphone-based content aggregator that will push local content to subscribers based on channel preferences. Voted the #1 “Best Vision for the Future of Chattanooga” at Hackanooga 2012, Proximity1 is being developed by a WTCI-led team with the following goals: to re-invent public media by changing the way local providers share their information and learn from each other. According to Paul Grove, WTCI President and CEO, “While broadcast is still where the majority of people go to watch the content they care about, WTCI understands that to truly serve the people as this community’s PBS station, we have to reach them across all platforms—cable, satellite, web and mobile media. We believe digital media’s role is in creating greater opportunities for creativity and civic engagement.”

With the explosion of information in the 21st century, it has become more difficult to navigate simply through the vast body of knowledge. By developing a central site where information is readily available, all citizens are able to navigate and explore, take media into their own hands, learn from each other, contribute to the body of knowledge exploding in our city, and embrace change.

Visitors to the site will be able to choose a category & view and browse content that is of interest to them. Users will be able to create personalized channels for their preferred content such as Arts, Civic Innovation (open Government), Education, Entrepreneurship & Startups, Faith, Government, Greater Good, Health and Wellness, Music, Outdoor, and Visitors. Content would include video clips, audio clips, images, data and training materials that will be organized into useful groups to be easily ‘consumed’ by the users. The initial



City of Chattanooga

FY15 Offers

Proximity1 release will include a responsive web-based administrative portal where administrators can manage what categories of content are offered and add/or subtract content to each individual category. The immediate goals are to secure at least 50 content partners; recruit college students in the IT, design, media and related fields to help with content curation.

Proximity1 is in the development stages and has received a total of \$65,000 to date from the Maclellan, McKenzie and Community Foundations and is in contention for other funding opportunities. WTCI has contracted with a web developer who anticipates the site will be ready for review and beta testing in April. Plans are to launch the site by hosting Daniel X O'Neill from Smart Chicago and everyblock.com for an open forum to be held in WTCI's 4200 square foot studio with UStream/Ovee streaming to other parts of the city, such as the 4th floor of the Library. A panel of beta users would include bloggers, city open government representatives, educators, outdoors experts, healthcare leaders and entrepreneurs. The event is planned for May 15th and will be coordinated with community partners like CoLab/GigTank, City Hall, and the Library.

WTCI is seeking funds from the City of Chattanooga to develop the prototype for Proximity1, the app that will revolutionize the way local communities receive and share high quality content. The platform is being designed so that additional communities can be easily brought online with no additional programming required. Through discussion with PBS and community PBS stations, we have learned that P1 is a platform that they will use in their communities. Kansas City in particular is interested in working with us through the Beta phase of this project.

By expanding Proximity1 to other markets, we become ambassadors for the City of Chattanooga, showing how this visionary project has evolved through the collaboration of public/private funding, further illustrating the aggressive, 'can do' attitude of the City, which attracts entrepreneurs and new business growth.

Identify Which Desired Outcomes This Offer Impacts:

1. increase citizen satisfaction with services
2. increase in new business created
3. increase awareness of existing employment opportunities

BUDGET REQUEST

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

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
Proximity1	\$50,000		\$50,000	

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:
Maclellan Foundation (received)	\$20,000
Community Foundation (received)	\$20,000
McKenzie Foundation (received)	\$20,000
Anonymous (received)	\$5,000

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1:

"The digital age is creating an information and communications renaissance. But it is not serving all Americans and their local communities equally. It is not yet serving democracy fully. How we reach, individually and collectively, to this democratic shortfall will affect the quality of our lives and the very nature of our communities."

Comment from the Knight Commission report, Waldman et al., p. 10

Measurement 2:

"Public broadcasting, newspapers, magazines, and network newscasts have all played a central role in our democracy, informing citizens and guiding public conversation. But the top-down dissemination technologies that supported them are being supplanted by an open, many-to-many networked media environment."

Public Media 2.0: Dynamic, Engaged Publics, White Paper from the Center for Social Media at the School of Communications, American University, February 2009

Measurement 3:

"In general, studies indicate that public television stations....have offered high-quality educational, cultural, and national news and public affairs programming. PBS is currently the most trusted and neutral source for news, according to polls. However, public TV plays a minimal role in providing local programming including news and accountability journalism. Further, the FCC presents a vision in which a local public television station could serve as the leader or focal point of a Community Media Center. They should consider shifting their mission towards teaching digital literacy; partnering with other institutions that provide nonprofit programming; and working to increase the transparency of government and other civic institutions."

White Paper from the Center for Social Media at the School of Communications, American University, February 2009

Return on Investment:

How do citizens benefit? Citizens are better informed and engaged and therefore will have the necessary skills to process, evaluate, and act upon the knowledge in circulation. This technology allows for diversity of input and mutual respect necessary for democratic deliberation.

Does this activity leverage other financial resources? With Proximity1 as the hyper-local aggregator where everyone goes to gather information, the users will become more aware of WTCL, its programs and services that serve the community. The success of the app would likely enhance ancillary revenue streams for WTCL.

How does this activity decrease costs over time for the City? Transforming civic knowledge into civic action is an essential part of democracy. Better informed citizens are able to make more strategic decisions about what is essential to the running of the city government. They are better able, therefore, to understand cost-cutting decisions.

How can this program become sustainable without City funding? As the dominant purveyor of locally-focused, high quality, digital content for Chattanooga, WTCL will be able to develop new revenue streams based on marketing this new resource. After the app is built and beta-tested and content partners are on-board, WTCL will be able to share/rent its content production capability with other nonprofits and new media ventures that need multimedia support. We plan to be sustainable through modest fees for users who choose to participate with in-app purchases, content partners' revenue sharing for viral content, founding sponsorships for the app and various channels, donations, and licensing fees to PBS stations and non-PBS communities who want Proximity1 as a vehicle for information sharing.

Attachment F: Budget Format

Agency Name: **WTCI**

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
REVENUES							
Contributions							
Individuals/Private				\$ 5,000	\$ 5,000	\$ 5,000	N/A
Bequests							
Corporate/Organizations/Churches						\$ -	N/A
Fees/Grants from Governmental Agencies							
Federal						\$ -	N/A
State						\$ -	N/A
State Race to the Top Grant							
Hamilton County						\$ -	N/A
City of Chattanooga				\$ 50,000	\$ 50,000	\$ 50,000	N/A
Other Cities (Please list)						\$ -	N/A
United Way							
Foundations (including grants)					\$ 60,000	\$ 60,000	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
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
In-kind Contributions							
Capital contributions							
Capital Grants							
Transfers in from other internal budgets						\$ -	N/A
Income from Previous Year						\$ -	N/A
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 115,000	\$ 115,000	N/A
OPERATIONS							
Personnel Expenses							

Attachment F: Budget Format		Agency Name:		WTCI				
Salaries								N/A
Fringe Benefits								N/A
Employee Health								N/A
Pension/Retirement								N/A
Payroll Taxes, etc.								N/A
Other (unemployment, life insurance, etc)								N/A
Total Personnel Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service					\$ 170,000		\$ 170,000	N/A
Utilities								N/A
Other								N/A
Rent								N/A
Travel/Transportation								N/A
Insurance (not employee health)								N/A
Materials & Supplies								N/A
Telephone, Fax, ISP								N/A
Postage and Shipping								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								N/A
Fund Raising/Self-Support Activities								N/A
Miscellaneous								N/A
Equipment Purchases (incl. capital expenses)								N/A
Depreciation								N/A
Other Expenses (Please list separately any major item)								N/A
Programming								
Interest expenses								
In-kind expenses								
Operating Expenses Total	\$ -	\$ -	\$ -	\$ -	\$ 170,000		\$ 170,000	N/A
TOTAL OPERATIONS	\$ -	\$ -	\$ -	\$ -	\$ 170,000		\$ 170,000	N/A
REVENUE OVER/ (UNDER) OPERATIONS	\$ -	\$ -	\$ -	\$ -	\$ (55,000)		\$ (55,000)	N/A



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Fredrick Davis Documentary and outreach using OVEE (Online Video Engagement Experience)
Lead Agency:	WTCL.PBS
Collaborating City Department(s):	Youth and Family Development
Contact Name:	Susan Cates - SCates@wtciTV.org - 423-702-7807
Primary Results Area:	Innovation Fund
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.)*

WTCL has secured partial funding for a documentary, "From the Streets to the Stage", the story of Fredrick Davis, a 27 year-old African-American dancer, who as a child from the projects in East Lake, found salvation through the Dance Alive Program at the City's Recreation center. His strength and will, combined with the community of caring, motivated people, helped him rise up and make his dreams a reality. Davis' life is an inspiring success story that exemplifies both the powerful life-saving impact of dance and the City of Chattanooga's innovative approach to the arts, crime reduction and cultural value.

As individuals and organizations learned about Davis and his personal difficulties, recognized his dancing abilities and witnessed his determination, they were inspired to become involved and provide support and encouragement for him to succeed. At age 11, Davis' first exposure to dance was life-changing. In 1998, he was encouraged to audition for the Department of Chattanooga Parks and Recreation's Dance Alive Program, offered in collaboration with Ballet Tennessee. The program reflects diversity in cultural programming, provides positive alternatives for at-risk youth and provides mentoring and personal empowerment so that youth may realize their unique gifts and achieve their highest potential. Telling his story will give other at-risk youth the hope and desire to accomplish their life's goals

Davis found hope and purpose through ballet, fostered by the guidance provided by Chattanooga Parks and Recreation Center at East Lake, Ballet Tennessee, the Center for Creative Arts and a caring community. Keith Sanford, First Tennessee Bank says, "The Fredrick story showcases that 'can do' attitude that Chattanooga has had of a public-private



City of Chattanooga

FY15 Offers

partnership of working together to get fabulous results and I think Fred exemplifies that 'can do' spirit in that he has come from exhausting circumstances to be somebody. Funds have been raised to produce the documentary and engage Fredrick in master classes with the youths at the Family and Youth Development Centers.

WTCI proposes that the City share Fredrick's journey by utilizing the airwaves through the documentary; the web through PBS' own OVEE web technology and other online tools, and local discussion and activities here in town. OVEE is the innovative online social media screening platform that enhances the TV experience by serving public media with streaming videos from PBS, YouTube and UStream.

In late 2010 the Independent Television Service launched OVEE, the online engagement tool that ITVS calls "the world's first fully functional social screening platform." *WTCI has been one of the beta testing stations.* OVEE is like a traffic management tool. The concept is simple: gather viewers online in one spot to converse electronically as they watch PBS and local station content. It lines everyone up so the individual streams on PBS.org are all synched within three seconds of each other. It connects audiences anytime, anywhere, allowing them to watch together online and interact with quality, trusted content. Live chat, polls, emoticons and panel moderators make this unique, online viewing experience ideal for connecting people through technology in a safe, moderated forum, expanding the viewing experience into a wider public discussion.

These discussions can connect people *anytime, anywhere* in constructive conversations about challenging social topics, cultural experiences and community goals. Recently WTCI hosted a multi-event screening of Ken Burns' *Central Park Five*, a documentary exploring the complex issues of racism, media sensationalism and legal and civil rights. The event introduced Howard High School students to a complex issue, allowing them to experience the documentary while interacting online with a member of the Chattanooga Police Department, one of the documentary's producers and of the wrongfully-convicted. Students were empowered to share their experiences with Chattanoogaans through a radio call-in experience and were engaged through resources and online commentary.

Through OVEE screenings and on-air at WTCI-PBS, "From the Streets to the Stage" will be made available to all City Family and Youth Development Centers, appropriate schools (such as Chattanooga Center for Creative Arts, Fredrick's high school) Ballet Tennessee, the Arts and Education Council Back Row Film Series, other arts organizations and churches. Fredrick will interact through on-line chats in New York from the Dance Theatre of Harlem with youths from the city, offering hope and inspiration to at-risk youth.

Paul Grove, President and CEO of WTCI says, *"The efforts to reach our audience through more venues than just TV, such as the OVEE platform, are critical to our station's goal of servicing today's audience."*

Anna Van Cura with Ballet Tennessee states, *"Fredrick's story shows us everything that's right within the arts and the community-from supporters of the program where Fredrick got his start, to the city of Chattanooga, corporations, schools, churches, and Fredrick's own determination and motivation. We are celebrating it all."*

To further highlight this powerful story, Fredrick will travel back to Chattanooga, offering master classes to youth at the Youth and Family Development Centers and speaking at schools. He says, *"I come back every year to teach at Dance Alive; to help give something back to the program that has nourished me and given me the foundation to be able to dance in New York."*

As Fredrick says, *"Let no one tell you what you can't be."*

* For an overview of the Fredrick Davis story log onto: <http://www.youtube.com/watch?v=0xFOl3LwjSM>

Identify Which Desired Outcomes This Offer Impacts:

1. reduce juvenile crime
2. fewer kids dropping out of school
3. more kids graduating high school and career ready

BUDGET REQUEST

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



City of Chattanooga

FY15 Offers

Offer Name	Personnel Costs (including Benefits)	Operating Costs	Total Request	FTEs required
OVEE	\$40,000		\$40,000	n/a

Capital Budget Impact? Yes x No Amount

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

Name: First Tennessee Bank	Amount: \$20,000
George R Johnson Family Foundation	\$10,000
Epb	\$10,000
Blood Assurance	\$7,800

PERFORMANCE DATA

Measurement 1:

The arts reach students who are not otherwise being reached. "Young people who are disengaged from schools and other community institutions are at the greatest risk of failure or harm. A key outcome for youth engaged with the arts is not just academic development, but also work opportunity--the chance for youth to apply skills, techniques and habits of mind through employment in the arts and/or community-related fields."

Shirley Brice Heath, Stanford University and Carnegie Foundation for the Advancement of Teaching

Measurement 2:

"Arts integrated lessons contribute more to skills- from speaking, to motivation to decision-making- beyond what shows up on report cards or in standardized test scores. High arts participation makes a more significant difference to students from low-income backgrounds than for high-income students."

Professor James S. Catterall, School of Education & Information Studies, Los Angeles, CA 90095

Measurement 3:

Engage community leaders and resources. "The single most critical factor in sustaining arts education in (their) schools is the active involvement of influential segments of the community in shaping and implementing the policies and programs of the district." Effective arts learning out of school also requires the active engagement of the community."

Champions of Change Studies, Professor James S. Catterall

Return on Investment:

How do citizens benefit? Reduced crime rate; lower amount of taxes spent on social-services.

Does this activity leverage other financial resources? Yes, it allows funds to bring Fredrick to Chattanooga to conduct master classes for youth and to allow the documentary to be produced and aired locally.

How does this activity decrease costs over time for the City? By decreasing funds spent on crime-reduction. Often "problem" students become the high-achievers in arts learning settings. Success in the arts becomes a bridge to learning and eventual success in other areas of learning.

How can this program become sustainable without City funding? As this is a one-time project, sustainability is not a consideration. This proposed application of the web-based technology through OVEE is designed to enhance the powerful documentary one young man, Fredrick Davis, so that his story can inspire other at-risk youth to fulfill their full potential, and make smart choices. Community screenings, after-school OVEE screenings and facilitated engagement and discussions will continue to allow other programs' messages to resonate in the community.

Attachment F: Budget Format	Agency Name:	WTCI				
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
REVENUES						
Contributions						
Individuals/Private						\$ -
Bequests						
Corporate/Organizations/Churches					\$ 17,800	\$ 17,800
Fees/Grants from Governmental Agencies						
Federal						\$ -
State						\$ -
State Race to the Top Grant						
Hamilton County						\$ -
City of Chattanooga					\$ 40,000	\$ 40,000
Other Cities (Please list)						\$ -
United Way						\$ -
Foundations (including grants)					\$ 30,000	\$ 30,000
Gross Proceeds Special Events						\$ -
Other UW's/Federations						\$ -
CFC/Designations received thru UWGC						\$ -
UWGC Program Allocation						\$ -
UWGC Special Funding						\$ -
Membership Dues						\$ -
Program Income						\$ -
Governmental Insurance						\$ -
Private Insurance						\$ -
Contracted Services						\$ -
Fee for Services						\$ -
Other Program Income						\$ -
Sales to Public						\$ -
Investment Income						\$ -
Miscellaneous						\$ -
Other Revenues (Please list separately any major item)						\$ -
In-kind Contributions						
Capital contributions						
Capital Grants						
Transfers in from other internal budgets						\$ -
Income from Previous Year						\$ -
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 87,800	\$ 87,800
OPERATIONS						
Personnel Expenses						

Attachment F: Budget Format		Agency Name:		WTCl				
Salaries						\$ -		N/A
Fringe Benefits						\$ -		N/A
Employee Health						\$ -		N/A
Pension/Retirement						\$ -		N/A
Payroll Taxes, etc.						\$ -		N/A
Other (unemployment, life insurance, etc)						\$ -		N/A
Total Personnel Expenses		\$ -	\$ -	\$ -	\$ -	\$ -		N/A
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service						\$ -		N/A
Utilities						\$ -		N/A
Other						\$ -		N/A
Rent						\$ -		N/A
Travel/Transportation						\$ 2,000		N/A
Insurance (not employee health)						\$ -		N/A
Materials & Supplies						\$ 1,000		N/A
Telephone, Fax, ISP						\$ -		N/A
Postage and Shipping						\$ -		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						\$ -		N/A
Fund Raising/Self-Support Activities						\$ -		N/A
Miscellaneous						\$ -		N/A
Equipment Purchases (incl. capital expenses)						\$ -		N/A
Depreciation						\$ -		N/A
Other Expenses (Please list separately any major item)						\$ -		N/A
Production and technical services						\$ 37,000		
Production						\$ 110,000		
						\$ -		
Operating Expenses Total		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	N/A
TOTAL OPERATIONS		\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	N/A
REVENUE OVER/ (UNDER) OPERATIONS		\$ -	\$ -	\$ -	\$ -	\$ (62,200)	\$ (62,200)	N/A

Attachment D: Schedule of Positions, Salaries & Wages

Agency Name: WTCI

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

Title of Position	Last Name, Initial	Full Time or Part Time	Years Employed	Current - FY 2014			Projected - FY 2015 (3)		
				Weeks Employed	Annual Rate	Budgeted	Weeks Employed	Annual Rate	Budgeted
Pres./CEO	Grove, P	FT	8	52	145,033	Yes	52	145,033	Yes
VP Business & Finance	Cates, S	FT	9	52	59,472	Yes	52	59,472	Yes
VP Development	Christensen, J (1)	FT	<1	31	75,000	Yes	52	75,000	Yes
VP Technical Services	Fuqua, B	FT	26	52	66,066	Yes	52	66,066	Yes
VP Content & Digital Strategy	Vacant (2)	FT		15	62,016	Yes	52	62,016	Yes
Director of Education	Ballard, A	FT	<1	47	55,000	Yes	52	55,000	Yes
Director of Corporate Sales	Cater, A	FT	6.5	52	25,345	Yes	52	25,345	Yes
Membership Manager	Ross, C	FT	<1	43	32,000	Yes	52	32,000	Yes
Traffic Director	Carpenter, P	FT	37	52	41,768	Yes	52	41,768	Yes
Public Relations	Crutchfield, J	FT	2	52	40,296	Yes	52	40,296	Yes
Production Manager	Townley, S	FT	6.5	52	35,056	Yes	52	35,056	Yes
Creative Director	Plecas, S	FT	10	52	36,423	Yes	52	36,423	Yes
Executive Assistant	Burkett, J	FT	2	52	27,518	Yes	52	27,518	Yes
Accounting Asst	McDowd, L	PT	6.5	52	20,790	Yes	52 (FT)	30,000	Yes
Videographer/Prod	Tilghman, R	FT	4	52	31,930	Yes	52	31,930	Yes
Videographer/Prod	Compton, E	FT	4.5	52	28,340	Yes	52	28,340	Yes
Producer/Reporter	Elliott, K	PT	18	52	20,800	Yes	52	20,800	Yes
Master Control Operator	Eustice, J	FT	6	52	20,800	Yes	52	20,800	Yes
Master Control Operator	Davis, M	FT	19	52	29,952	Yes	52	29,952	Yes
Master Control Operator	Davenport, M	PT	3.5	52	15,600	Yes	52	15,600	Yes
Master Control Operator	Holland, J.	PT	10.5	52	13,650	Yes	52	13,650	Yes
(1) - Position vacant as of 3/6/14									
(2) - The person holding this position is deceased and position has not yet been filled									
(3) - Our budgeting process has just begun, on going personnel needs have not been determined at this point.									

List positions of all employees in order of responsibility

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

Agency Name: WTCI

Program/Project Title	Name of Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY2014	FY 2015 (Projected)
CSG, LSG & INTERCONNECT	CPB	\$ 762,030	\$ 727,637	\$ 704,795	\$ 687,542	\$ 711,849	**
DEPT OF ED	State of TN	\$ 508,085	\$ 546,732	\$ 508,085	\$ 469,439	\$ 450,132	\$ 450,132 ***
WTCI	Viewers	\$ 390,977	\$ 384,713	\$ 392,818	\$ 430,092	\$ 450,947	\$ 460,000 *
CITY COUNCIL	City of Chatt	\$ 45,000	\$ 50,650	\$ 80,000	\$ 85,000	\$ 85,000	\$ 119,190
COUNTY COMMISSION	Hamilton Cty	\$ 30,000	\$ 30,000				
RACE TO THE TOP	State of TN				\$ 50,000	\$ 274,000	\$ -
Subtotal, Major Funding Sources		\$ 1,736,092	\$ 1,739,732	\$ 1,685,698	\$ 1,722,073	\$ 1,971,928	\$ 1,029,322
Total, All Revenue Sources		\$ 2,682,544	\$ 2,763,131	\$ 2,736,572	\$ 2,517,262	\$ 2,800,693	\$ 2,502,322
* Current year rec'd from viewers is a projection for the end of the year - 6/30/13. Next years is a rough estimate being as the budgeting process is just getting started.							
** CPB is determined by a funding formula. Until all of the pieces to the formula are available it is difficult to know what that funding will be.							
*** State funding amounts are not requested. The amounts received are determined by the state budgeting process. There is the possibility that this funding could be reduced or eliminated. However we are expecting flat funding							



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name:	Sewer, Water Quality, Solid Waste - Dedicated Auditor/Consent Decree Monitoring		
Offer Number:	2	Department	
Lead		Offer Rank:	2 of 3
Department:	Office of Internal Audit	Collaboration:	Y ___ N_x__
Administrator:	Stan Sewell		
Offer Cost:	\$98,295	Primary Results Area:	High Performing Government

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 an auditor with CPA or CIA credentials dedicated to the City’s Interceptor Sewer System, Solid Waste Management and Water Quality enterprise funds. In particular, the primary focus will be on recently required consent decree spending of \$250,000,000 during the next several years. A continuous monitoring of the procurement process, contract management and expenditures is anticipated. These three, closely associated, enterprise funds account for over \$75,000,000 of annual operating revenues. The City Council has already approved \$50,000,000 of consulting contracts related to the consent decree. Also, some bricks and mortar projects have already begun.

Proper management of consulting contracts is critical because they do not result in the provision of a tangible product subject to a competitive bid process. The City is typically billed based on a firms stated time devoted to the contracted services. Tests of billing/time records and review of deliverables will provide assurance the City is receiving value for its money. Also, review of contractor accomplishments compared to stated progress goals, as well as management’s enforcement of any allowable penalties or liquidated damages will reduce risks to the City (for both consulting and physical improvement projects). The auditor will also attend meetings and review draft documents related to potential improvement contracts to identify risks to the City prior to execution of future contracts.



City of Chattanooga

FY15 Offers

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

1. Exceptional Resource Management: Independent review will encourage exceptional performance
- 2.
- 3.

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
Office of Internal Audit	\$93,895	\$4,400	\$ 98,295	100%	1
			\$ -	0%	
Total	\$ 93,895	\$ 4,400	\$ 98,295	100%	1

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

Capital Budget Impact? Yes XNo \$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: Initial review of all consent decree consulting contracts

FY2012	FY2013	FY2014	FY2015 Target
			100%

Measurement 2: Attendance at meetings related to new improvement contracts

FY2012	FY2013	FY2014	FY2015 Target
			100%

Measurement 3:

FY2012	FY2013	FY2014	FY2015 Target



City of Chattanooga

FY15 Offers

Return on Investment:

Funding of this position for the next ten years will cost 4 tenths of one percent of the \$250,000,000 consent decree spending. The sewer fund had excess revenues over expenditures of over \$800,000 for FYE 2013. The cost of this auditor position could be applied to the sewer fund with no material impact on the annual budget. Additionally, the auditor will conduct audits and projects related to the sewer and solid waste management funds, as time allows (review of consent decree spending will have priority). These funds represent substantial annual operations costs that directly affect citizens due to the fees imposed. Enhanced presence of independent review will encourage exceptional performance by contractors, as well as management and staff. There is also the possibility inefficient or ineffective operations will be identified allowing Administration to take cost cutting actions.

A goal for FYE 2015 will be to conduct a comprehensive review of all existing consulting contracts related to the consent decree to determine specified deliverables, timetables, auditable performance areas and to identify any contract weaknesses that may be addressed by the City Attorney and/or Administration (contracts lacking audit clauses, clear deliverables, liability limitations, etc.).

Another goal will be to attend meetings related to bids and RFP's in progress related the consent decree to identify any potential weaknesses in the process or draft contracts.

This offer is being submitted at the request of the City's Audit Committee.