

Stronger Neighborhoods





City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	CARTA Operating Assistance		
Primary Results Area:	Stronger Neighborhoods	Offer Number:	1
Agency Name:	Chattanooga Area Regional Transportation Authority	Date Submitted:	January 12, 2015
Contact Name:	Lisa Maragnano	Contact Number:	(423)260-5629
Contact Email Address:	lisamaragnano@gocarta.org		
Primary Collaborating City Dept:	Department of Transportation (CDOT)		
Amount Requested from City General Fund:	\$5,163,300.00	Total Offer Cost:	\$5,163,300.00

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

Narrative:

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

An Overview of CARTA

The Chattanooga Area Regional Transportation Authority (CARTA) operates the public transit system within the City of Chattanooga and the surrounding region, providing approximately 3.1 million passenger trips per year. CARTA is comprised of four divisions:

- Fixed Bus Route service within the City of Chattanooga/Neighborhood Bus Routes
- Complementary demand response paratransit service (Care-A-Van) for citizens with disabilities within the city of Chattanooga
- Downtown Electric Shuttle and parking system
- Lookout Mountain Incline Railway

In addition, CARTA provides oversight, maintenance, and enforcement for approximately 4,200 surface, on-street and garage parking spaces.

CARTA leverages funding from multiple sources to provide its array of services to the greater Chattanooga community. In addition to the City of Chattanooga, CARTA leverages funding from the federal government, State of Tennessee, and Hamilton County as well as other CARTA generated revenue (advertising, passenger fares). CARTA's parking operations and the Lookout Mountain Incline Railway generate revenues that support CARTA's operations.

For FY 2016, CARTA is requesting \$5,163,300.00. Approximately \$2.8 million of this request generates \$6.3 million in federal and state operating funds. The remaining assistance funds



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CARTA's core operations Fixed Route and Care-A-Van Services.

Fixed Route & Care-A-Van Services

CARTA considers its Fixed Bus Routes and Care-A-Van services to be its core operations.

CARTA operates 13 Fixed Bus Routes and 3 Neighborhood Bus Routes. Fixed Bus Routes provide service between downtown Chattanooga and other neighborhoods within the city limits. Neighborhood Bus Routes stay within specific neighborhoods (North Brainerd, East Brainerd, and Eastdale) and connect to Fixed Bus Routes through common transfer points but do not service downtown Chattanooga.

CARTA's Fixed Bus Route services also connect to the free Electric Shuttle service in downtown Chattanooga, which connects the Shuttle Park North, Shuttle Park South, and Shuttle Park North Shore garage facilities. Please see attached updated service map.

CARTA's Care-A-Van service is a complementary paratransit service provided to individuals with disabilities. This service is provided to individuals who, due to their disability, are unable to use CARTA's fixed route bus service. CARTA's Care-A-Van service is mandated under the Americans with Disabilities Act (49 CFR Part 37, subpart F).

"...each public entity operating a fixed route system shall provide paratransit or other special service to individuals with disabilities that is comparable to the level of service provided to individuals without disabilities who use the fixed route system."

As this service is meant to complement and support the Fixed Route service, any changes to Fixed Bus Routes will affect Care-A-Van's paratransit service as well. As these services are linked, they have been combined into one offer for consideration.

CARTA's Fixed Bus Routes and Neighborhood Bus Routes provide a valuable service to Chattanooga's residents, particularly those who do not have a means of traveling any other way. **The majority of CARTA's riders, approximately 83%, have no other way to make their trips.**¹

An On Board survey is scheduled to occur in 2015 in partnership with the RPA/TPO. This data will assist CARTA in making changes to improve service provided to the citizens of Chattanooga.

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

During this past year, CARTA has been involved in many discussions (Downtown Task Force; Chattanooga Forward) regarding the economic development, quality of life, environment and

¹ Chattanooga-Hamilton County Regional Planning Agency. "On-Board Transit Survey." Online. 2011 August.

http://www.chcrpa.org/TPO_reorganized/Plans_and_Programs/Multi-Intermodal_Land_Use_and_TransPlanning/Transit/On-Board%20Transit%20Survey%20-%20Final%20Report2.pdf



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sustainability for the citizens and communities in Chattanooga. The need for accessible public transportation and connectivity is a common topic. As a result of some of these discussions and the start of the service analysis CARTA made the following service improvements within its FY 2015 budget.

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

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

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

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

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

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

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

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

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

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

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

In addition to the above CARTA is actively planning service to Enterprise South as outlined in the second offer. This service will provide transportation options to citizens accessing employment opportunities in the Enterprise South area.



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CARTA has also implemented new ways for its customers to access the scheduling information necessary to meet their daily transportation needs. Since 2008, CARTA has offered the Bus Tracker on its website. Bus Tracker offers real time information on the location of CARTA's buses. Customers can also sign up for real time alerts for their specific schedules. In 2014, CARTA, through coordination with Open Chattanooga, implemented the Transit App, which allows smartphone customers to plan their trip from the beginning to the end. The Transit App shows all buses and arrival times for the particular trip the customer is trying to take. Also in 2014, CARTA's service map was updated to include more information and to be more user friendly.

CARTA is currently working in partnership with two (2) Causeway grant recipients. One of the projects is a service that can be used on any type of cell phone that has texting capability; it doesn't have to be a smart phone. This service will answer requests for real time information related to bus stops and routes via text. The second project provides a terminal at the more heavily used bus stops that will allow customers to access scheduling information through an iPad for those who don't have a cell phone. CARTA is also working with Google Transit to allow customers to plan out their trips using multiple modes of transportation. These are important services so that potential customers can see how easy it is to use public transit.

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

CARTA's goal is to increase ridership among its core customers and attract choice riders who are currently driving. In addition to increased ridership, CARTA is focused on reducing operating cost per passenger, reducing traffic congestion, and improving the citizen's quality of life. Some examples are listed in the "Needs Addressed" section.

- Public transit contributes to stronger neighborhoods by connecting people with places and by fostering "agglomeration" – that is, increasing the proximity of individuals and businesses yields tangible economic benefits.²
- One of the potential benefits of having more people in an area is that there is a wider labor force. That, in turn, means a better chance of matching the needs of a job with the skills of a worker — and, of course, making this match more quickly.²

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

As discussed in the FY 2015 BFO Offer, CARTA, with the help and support of its regional partners including the City of Chattanooga, is undergoing a comprehensive evaluation of its service

²<http://www.theatlanticcities.com/jobs-and-economy/2013/08/public-transit-worth-way-more-city-you-think/6532/>



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delivery. In close partnership with the Chattanooga Department of Transportation (CDOT), the RPA, and the Benwood Foundation, CARTA has launched a planning study for the feasibility of a multi-modal transit center in downtown Chattanooga. Included in this feasibility study is an in-depth analysis of CARTA's existing transit services. This study is already funded, and the planning process is underway with the Chattanooga Department of Transportation, RPA, and Economic & Community Development serving as the representatives for the City of Chattanooga. When it's completed in late 2015, the planning study will chart a new course for public transit in Chattanooga. In January 2015, CARTA entered into a contract with CDM Smith as the consultant for this study. The first meeting of the steering committee will be January 15, 2015.

Although CARTA's Offer is for funding assistance for its Core Services, the Multimodal Transit Center Study has the potential to create a new transportation center and gateway for the Chattanooga Metropolitan area. The goal for the center would be to provide personal transportation choices, enhance the image and effectiveness of public transportation, and serve as a catalyst for economic development. Currently, CARTA's passengers are dispersed throughout the downtown area from 4th Street & Market Street to 12th Street & Market Street for pickups and transfers. A multi-modal transit center would serve as the primary transfer center in downtown Chattanooga for **all modes** of transportation. The creation of a primary transfer center would increase ridership, decrease congestion and vehicle miles traveled, reduce emissions, and better connect neighborhoods. The final feasibility study will include an evaluation of existing routes, suggestions for re-routing, as well as a list of possible locations for the multi-modal transit center. Chattanooga Department of Transportation has been, and will continue to be, heavily involved in this planning and evaluation process.

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

The study and the service analysis are on-going, with a goal to be completed in late 2015.

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

CARTA Staff, CDOT, RPA, the Benwood Foundation, and Chattanooga City Departments are members of the steering committee and will be assisting with the completion of the scope of work from CDM Smith.

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

CDM Smith has hired Ann Coulter as a subconsultant to manage the public outreach scope of work. CDM Smith, CARTA, CDOT and the RPA-will be involved in the outreach efforts regarding the service analysis and the Multimodal Transit Center Study as described below:

CDM Smith will work with CARTA staff to identify key stakeholders and directly engage them for project participation. CDM Smith will conduct two (2) stakeholder meetings during the project. They will present project work-to-date at the stakeholder meetings and solicit input on key study



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components including: project vision and goals, existing conditions, needs assessment, service improvement and site selection evaluation criteria, service improvement alternatives, and site design.

CDM Smith will work with CARTA and the steering committee to develop a public outreach plan incorporating many formats for presenting project information and receiving project input. Public Outreach Plan will include (but not be limited to) the following components:

Three public workshops will be held and up to six additional small hands-on components of the Public Outreach Plan such as focus groups, one-on-one meetings, and input compilation will be conducted.

There will be up to 15 informal public interviews through bus route ride-alongs and engagement at major bus stops.

An On-Board Survey will be conducted in 2015. This survey will update the customer service and demographic data as well as assess the needs of the citizens.

Citizen involvement in the planning process for service improvements is vital to CARTA's success. The steps above are the minimum that will be conducted, and CARTA will add or change the public participation process as needed.

- **Environmental sustainability:**

American Public Transportation Association (APTA) provided the information listed below: Riding public transportation far exceeds the benefits of other energy-saving household activities, such as using energy-efficient light bulbs, adjusting thermostats, or using energy-efficient appliances.

Public transportation use saves the U.S. the equivalent of 4.2 billion gallons of gasoline annually — and more than 11 million gallons of gasoline per day. Public transportation use saves the equivalent of 300,000 fewer automobile fill-ups every day.

Households that use public transportation save an average of more than \$8,000 every year — even more as the price of fuel rises.

Household residents with proximity to public transportation drive an average of 4,400 fewer miles annually compared to those with no access to public transportation.

Approximately 85 percent of greenhouse gas emissions from the transportation sector are related to the surface transportation system. Those who choose to ride public transportation reduce their carbon footprint and conserve energy.



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U.S. public transportation saves 37 million metric tons of carbon dioxide annually — equivalent to the emissions resulting from the electricity generated for the use of 4.9 million households or every household in Washington DC; New York City; Atlanta; Denver; and Los Angeles combined.

If an individual switches from driving a 20-mile roundtrip commute to using public transportation, his or her annual CO2 emissions will decrease by 4,800 pounds per year, equal to a 10 percent reduction in a two-car household's carbon footprint.

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

For the service analysis and the Multimodal Transit Center study, CDM Smith will coordinate with peer facility agencies. For example, the Knoxville Transit System and Center are comparable to Chattanooga, and CDM Smith was the consultant on that project. A visit to the Knoxville Transit Center to talk with the staff about their process and project completion is planned.

SECTION 3 - BUDGET REQUEST

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
CARTA	\$ 5,163,300.00	\$	\$ 5,163,300.00	100%	161
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

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

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



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

Name	Federal	State	Local
State Operating Assistance (50% state/50% local)	N/A	\$2,124,100	\$2,124,100
Preventative Maintenance Funds (80% federal, 10% state, 10% local)	\$2,549,767	\$318,721	\$318,721
Job Access Reverse Commute Funds (50% federal, 25% state, 25% local)	\$350,167	\$175,083	\$175,083
Americans with Disabilities Act (ADA) Funds (80% federal, 10% state, 10% local)	\$363,536	\$45,442	\$45,442
Operating Assistance Funds (50% federal, 50% local)	\$144,280	0	\$144,280
Grant Administrator Funds (80% federal, 10% state, 10% local)	\$118,659	\$14,832	\$14,832
Mobility Management Funds (80% federal, 10% state, 10% local)	\$39,029	\$4,879	\$4,879
Travel Trainer Contract Funds (80% federal, 10% state, 10% local)	\$36,000	\$4,500	\$4,500
Total	\$3,601,438	\$2,687,557	\$2,831,837



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SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase Fixed Route Ridership 1-3%

Description of Output Measured: Ridership Reports

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Operations and Administration

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
1,800,870	1,758,992	1,776,582	1,776,582	1,794,348

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase Care-A-Van Ridership 1-3%

Description of Output Measured: Ridership Reports

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Operations and Administration

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
47,552	47,032	48,450	48,450	49,419

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Maintain or Reduce Operating Expense per fixed route passenger

Description of Output Measured: Operating Expense per fixed route passenger

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Accounting

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$4.35	\$4.48	\$4.46	\$4.46	\$4.42

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Maintain or Reduce Operating Expense per Care-A-Van passenger

Description of Output Measured: Operating expense per Care-A-Van passenger

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Accounting

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$21.05	\$23.00	\$23.25	\$23.25	\$23.02



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Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

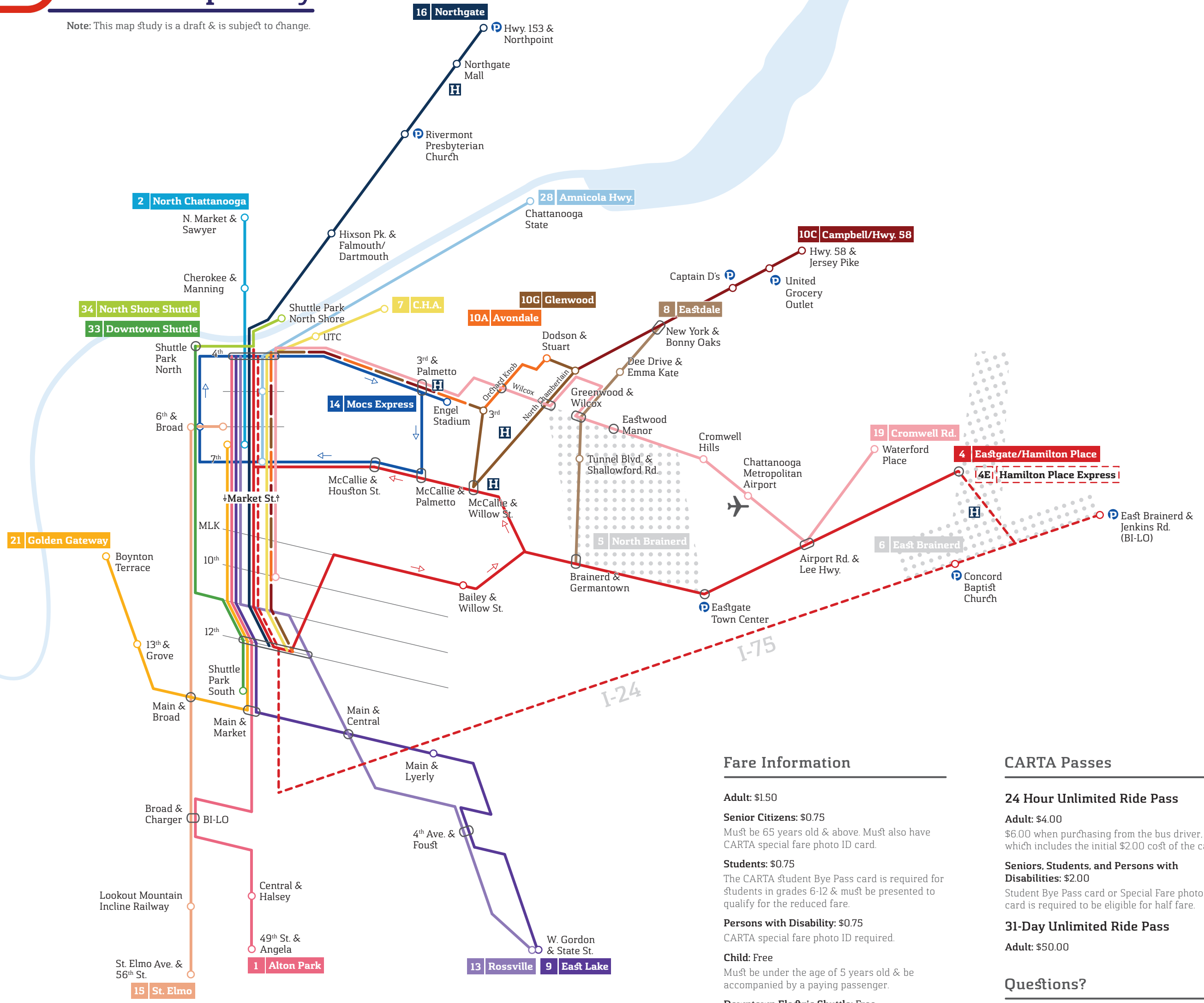
FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



Route Map Study

Note: This map study is a draft & is subject to change.



Map Legend

- 1 | Alton Park
- 2 | North Chattanooga
- 4 | Eastgate/Hamilton Place
- 4E | Hamilton Place Express
- 7 | Chattanooga Housing Authority
- 8 | Eastdale
- 9 | East Lake
- 10 | East Chattanooga
- 13 | Rossville
- 14 | UTC Mocs Express
- 15 | St. Elmo
- 16 | Northgate
- 19 | Cromwell Rd.
- 21 | Golden Gateway
- 28 | Amnicola Hwy.
- 33 | Downtown Shuttle
- 34 | North Shore Shuttle

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

Fare Information

- Adult:** \$1.50
 - Senior Citizens:** \$0.75
Must be 65 years old & above. Must also have CARTA special fare photo ID card.
 - Students:** \$0.75
The CARTA Student Bye Pass card is required for students in grades 6-12 & must be presented to qualify for the reduced fare.
 - Persons with Disability:** \$0.75
CARTA special fare photo ID required.
 - Child:** Free
Must be under the age of 5 years old & be accompanied by a paying passenger.
 - Downtown Electric Shuttle:** Free
- One way cash fare, exact change*

CARTA Passes

- 24 Hour Unlimited Ride Pass**
Adult: \$4.00
\$6.00 when purchasing from the bus driver, which includes the initial \$2.00 cost of the card.
- Seniors, Students, and Persons with Disabilities:** \$2.00
Student Bye Pass card or Special Fare photo ID card is required to be eligible for half fare.
- 31-Day Unlimited Ride Pass**
Adult: \$50.00

Questions?

Call our information line at 423-629-1473 or visit our website at www.gocarta.org

For Real-Time Updates

Go to bustracker.gocarta.org or download the **Transit App** on your smart phone from thetransitapp.com. Free Wi-Fi service is available on all CARTA busses.



Map not to Scale



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Offer Name: **Affordable Housing & Resident Engagement**

Primary Results Area: **Stronger Neighborhoods**

Offer Number: **1**

Agency Name: **Chattanooga Neighborhood Enterprise**

Date Submitted: **January 12, 2015**

Contact Name: **Martina Guilfoil**

Contact Number: **423-756-6224**

Contact Email Address: mguilfoil@cneinc.org

Primary Collaborating City

Dept: **Economic and Community Development**

Amount Requested from

City General Fund: **\$535,000**

Total Offer Cost: **\$1,177,681**

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

Narrative:

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

In 1986 Chattanooga Neighborhood Enterprise (CNE) was created to partner with the City of Chattanooga to execute its community development and affordable housing objectives. It was recognized that CNE could provide needed government services that the City couldn't do in a more cost efficient way. Since that time CNE has operated as an extended arm of the Economic and Community Development Department, managing the city's down payment and home improvement loan programs, providing pre purchase and foreclosure counseling and operating the Housing Info Line. CNE has also been a key partner in building over 1400 new or refurbished affordable housing units and revitalizing neighborhoods (eg. Southside, MLK) through its housing development initiatives. CNE receives funding through the city's HOME and CDBG program but this money is used to make loans with a small portion (10%) going to defray program operating costs. General Funds are used to support the full operation of the down payment and rehab loan programs in addition to CNE's other program offerings that create and preserve affordable housing and build stronger neighborhoods. Since CNE offers so many programs, we have multiple outcomes that are measured on a regular basis. The programs and outcomes detailed in this offer are identified in CNE's Strategic Plan.

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

STRONGER NEIGHBORHOODS

Increase Housing Affordability

CNE is a leader in housing and lending programs that provide affordable housing across Chattanooga. We accomplish this through:

- **Developing/Managing Affordable Rental Housing:** According to "Measuring the Impact of a Community Revitalization Program" report from Center for Social Development from Washington University in St. Louis, poverty creates health problems and low performance in school. The report goes on to note that neighborhoods with high concentrations of poverty, develop further problems such as underperforming schools, delinquency and high rates of



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crime. The Chattanooga Comprehensive Gang Assessment states that poverty is “a major factor in gang proliferation in Chattanooga.” While job training and job creation are cited as the most important way to reduce gang activity, it is also noted that “low quality rental properties are more frequent and are associated with concentrated poverty.” According to “The Impact of Affordable Housing on Communities and Households” from The University of Minnesota, rental projects managed by nonprofit organizations “commonly have positive impacts on property values due to sustained, quality management of property.”

CNE has had a dramatic impact in promoting housing affordability within Chattanooga. CNE is removing blight from the city, while increasing affordable housing. Accomplishments in the last year include:

1. In Q4 FY14, CNE turned one blighted property in Alton Park into affordable rental. The Loan Servicing Department is working with the City to dispose of foreclosed properties through the AHI or have it turned directly into rental to be managed by CNE.
2. CNE has reserved 12 units of very low income rental in downtown Chattanooga. CNE is currently completing the renovation of 20 units on Fifth Street. Once these units are finished, 12 will continue to serve very low income households, and 8 will be market rate rentals. CNE intends to work with the Homeless Veterans Initiative to house Veterans in the units.
3. In Alton Park, CNE worked with private developers to maximize the number of affordable rentals on properties under the City’s AHI program and spearheaded the design of the duplexes to be built. To maximize CNE’s impact in the area, worked with CCHDO to obtain five parcels that it owned in the immediate area by trading it for land that CNE owned in Bushtown. CNE also purchased a dilapidated house on the same block to make way for a housing development strategy to be implemented anchored by affordable rental housing.
4. CNE purchased 19 properties in Highland Park from Tennessee Temple University (TTU) and will close on 15 remaining lots in January 2015. There is the potential to build 111 housing units on the parcels. CNE will build or cause to build a mixture of affordable and workforce rentals and ownership units in the neighborhood.

CNE has chosen to focus its work in Highland Park and Alton Park as CNE believes that we can have a positive impact in these areas. There is a high rate of gang activity and poverty in both areas. Both neighborhoods are rated in the top eight areas with the most gang activity in Chattanooga. According to the 2010 Census, Alton Park’s poverty rate is 52.2%, and 46% of working-aged adults in Alton Park and Avondale are not in the labor force. In 2012, the poverty rate increased by 6.6%. There are 13.9% vacant structures in Alton Park and 18.9% in Highland Park. Additionally, 38.7% of homeowners and 46.2% of renters pay more than 35% of their monthly income on housing. Those numbers jump to 47% of renters and 46.7% of homeowners in Highland Park.

- **Developing Affordable Housing for Sale:** A collaborative approach to building community is the most-effective approach to eliminate poverty. Both Highland Park and Alton Park are comprised of one-third home owners and two-thirds renters, which, according to the Chattanooga Gang Assessment, directly correlates with gang activity and poverty.

In combination with our mixed-income rental housing on the former TTU sites, CNE will also implement several homeownership options in the neighborhood, including:

- Reducing the lot size on several of the properties in Highland Park from 50 ft. to 30 ft. to build smaller homes that provide affordable homeownership opportunities.
- Piloting a “life-sized” home (Tiny House). This 500 sq. ft. home capitalizes on the growing interest for small energy and space-efficient homes. If successful, CNE would like to create life sized home communities that are affordable and connect people to their community.
- **Promoting Homeownership:** A recent report from Harvard University’s Joint Center for Housing Studies shows that even after the recession, homeownership “continues to represent an important opportunity for individuals and families of limited means to accumulate wealth.” The research goes on to articulate that purchasing a home results in “forced savings” which represents a nest egg at retirement age. As homes appreciate over time, the return on



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investment can produce a substantial increase in wealth. According to the study, Federal Housing Finance Agency (FHFA) house price index shows that between 1975 and 2012, the compound annual growth rate in house prices has exceeded inflation by 0.8 percent. By that logic, if there is a 0.8 percent annual real increase in house values over 30 years, the overall house value will increase by 26 percent.

CNE has been instrumental in promoting homeownership to Chattanooga residents through the following services:

1. **Pre-purchase counseling:** Numerous studies by NeighborWorks America, Freddie Mac, HUD and Harvard's Joint Center for Housing show compelling evidence that pre-purchase counseling produces a 30 percent reduction in serious delinquency over the two years following loan origination. This has a measurable impact on the community as other studies have shown that each prevented foreclosure saves the community \$70,000 in direct and indirect costs. Pre-purchase counseling provides financial education that has a positive impact on improving financial capabilities through budget management, saving, credit, the loan process, shopping for a home, working with lenders and realtors as well as post-purchase information on preserving and maintaining your investment. CNE's HUD-approved pre-purchase counseling enables borrowers to overcome barriers in buying a home.
 2. **Lending:** As a mortgage broker, CNE offers a variety of loan products to meet the needs of Chattanooga residents. This includes loan products that accept a credit score as low as 580 and a foreclosure as recent as two years ago, opening the possibility of owning a home to those who have suffered a foreclosure or have a low credit score. Combining these products with down payment assistance from the City HOME funds or CNE's NeighborWorks capital, enables Chattanooga residents to overcome the two biggest barriers to homeownership—credit and lack of down payment.
- **Preventing Foreclosures:** Preventing a foreclosure is critical to stabilizing both families and neighborhoods. Foreclosed and vacant homes have a debilitating effect on neighborhoods resulting in blight, neighborhood decay and reduced property values. CNE's foreclosure prevention program helps homeowners at risk of foreclosure obtain loan modifications or refinancing, which results in increased affordability by removing disadvantageous terms and payments. Since 2008, CNE has worked with Tennessee Housing Development Agency (THDA) to offer the National Foreclosure Mitigation Program (NFMC). In September 2014, The Urban Institute completed a four-year evaluation of a portion of the NFMC program and found that on average, homeowners who receive a modification reduce their payments by \$4,980 per year or \$61 per month compared to non-counseled borrowers. CNE's program greatly influences the ability of a borrower to obtain a positive outcome once they enter the foreclosure process. The Urban Institute evaluation also reported that counseled borrowers were three times as likely to receive a loan modification through foreclosure prevention counseling and NFMC counseled borrowers were 70 percent more likely to remain current on their mortgage after receiving a loan modification cure. Since 2008, CNE has counseled 2,790 clients at risk of foreclosure in the city of Chattanooga and surrounding areas. While fortunately the number of foreclosures has diminished over the past year, CNE is still averaging between 5 to 10 intakes per week of people seeking assistance to avoid foreclosure while state funding has dramatically decreased for the activity.
 - **Leveraging Efficient and Innovative Practices:** Throughout its history, CNE has been in the forefront of implementing effective strategies in housing affordability, finance and quality of homes. CNE is continuing this tradition with the development of the Tiny Home pilot. CNE will build its first "LIFE-sized" home (around 500 sq. feet) on a tiny lot on Willow Street to provide an affordable option for people who are attracted to owning a home without the overhead costs and maintenance of a larger home. The home will be built on a foundation, with quality finishes and exceptional design for livability. The home will be energy and space-efficient at a price point that is affordable. CNE intends to replicate the house as a strategy for affordability.

Reduce the Number of Blighted Properties in the City

CNE has led numerous intervention efforts to eliminate blight and strengthen the neighborhood real estate market. The redevelopment of the Southside, Orchard Knob, and Bushtown are among the most notable. CNE uses its full arsenal of tools to turn empty lots, buildings and dilapidated housing back into places that display pride of ownership and/or



City of Chattanooga

Agency Offer Worksheet (A1)

community. Land banking, homeownership, housing rehab, foreclosure prevention, and housing development programs are some of CNE's tools. CNE also works with the City's Code Enforcement Department to eradicate blight. The City Code Enforcement Department is the on-the-ground eyes and ears for the City of Chattanooga to reduce blighted housing. They have the responsibility to report housing violations and condemn buildings. CNE collaborates with the department to provide a solution to homeowners to correct the code violations they have been cited for by code enforcement. The department provides referrals to CNE for its home improvement loan.

CNE eradicates blight by the following activities:

1. **Provide Home Improvement Lending:** Research by the Joint Center Remodeling Futures Program found evidence of the "neighborhood effect" in which home prices appreciated more in neighborhoods with higher remodeling spending overall, regardless of individual spending levels. This becomes a snowball effect for others to show pride of ownership in the neighborhood and is a proven blight reducing strategy. CNE helps maintain housing affordability for existing low income homeowners through the home improvement loan program. The program enables the most vulnerable in our community to remain in their homes by undertaking critical home repairs that create safe and healthy homes and reduces blighted housing conditions in neighborhoods. The program offers no payment or very low interest rate loans by using City CDBG funds. By managing the contracting process for the homeowner, CNE also removes complexity and risk from the process. For most low income homeowners there is no other option for repairs and interest in the program is often spurred by the cancellation of their insurance policy. With a home improvement loan, the borrower saves money and continues their homeowner's insurance policy. To expand its impact and assist a broader spectrum of incomes, CNE now offers FHA 203k and 203b loans. 203k loans enable homeowners to purchase and improve dilapidated homes, and 203b loans are loans for home improvements.
2. **Redevelop Vacant and/or Dilapidated Properties:** In FY14, CNE acquired 19 vacant and/or dilapidated properties from Tennessee Temple University (TTU), and will be closing on an additional 15 additional lots in the third quarter of FY15. The goal is to rebuild the fabric of the neighborhood that has been disrupted by dilapidated buildings and vacant land by building new housing on the properties. CNE purchased the sites where there are two large vacant dorms. The dorms are boarded up and have broken, boarded or empty windows. There have been numerous nuisance complaints and break-ins since they were closed by TTU.

CNE manages a dilapidated property and vacant lot on Martin Luther King Blvd on behalf of the Chattanooga Community Development Financial Institution. CNE is working with Benwood Foundation, UTC Foundation, and the other property owners to transform the block into a functioning mix of commercial and residential development. CNE/CCDFI will be active in this revitalization effort.

3. **Implement a Collaborative-based Real Estate Development and Neighborhood Revitalization Approach:** In order to effectively revitalize neighborhoods, CNE has taken a collective approach to acquiring land. In FY14, the Director of Real Estate recognized an opportunity in Alton Park to coincide with the City's Affordable Housing Initiative. CCHDO traded their lots in Alton Park with the lots CNE had acquired in Bushtown during the downturn of the economy, therefore CNE can now fully develop multiple blocks in Alton Park surrounding the AHI properties, and CCHDO is able to continue their work in Bushtown. After the lots were traded, CNE acquired a dilapidated structure in the same block in Alton Park which was then demolished to make way for affordable rental or affordable homeownership. CNE has since then made inquiries into a few remaining vacant properties in the block. This work implements the vision that was created for the area through the St. Elmo plan developed in FY14 through Benwood and Lyndhurst funding.
4. **Transform REO Properties into Performing Assets:** In addition to other real estate activity, our property management department is turning abandoned properties into performing assets either through sale, rental, homeownership or rehab. CNE manages a portfolio of properties on behalf of the City as well as CNE owned. These properties are located throughout Chattanooga.

Increase Environmentally Sustainable Practices in Neighborhoods

CNE always strives to build as energy-efficient as possible. CNE was one of the first users of the Better Built standard, and although that standard is no longer available, CNE continues to build energy-efficient housing. CNE works to increase environmentally sustainable practices in neighborhoods by:



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- **Partnering:** CNE is partnering with green|spaces and EPB with their weatherization and home improvement work. CNE is part of the advisory committee for EPB's Extreme Energy Makeover (EEM) grant and plans to actively use that grant in conjunction with any work done in home improvement lending. CNE is also a partner agency with Empower, the new energy efficiency initiative green|spaces is launching in Highland Park, East Chattanooga and East Lake. CNE will also continue to partner with CCHDO in using the roof replacement grants in conjunction with lending.
- **Remediating Hazardous Contaminants:** All 34 of the Highland Park properties underwent extensive lead testing and a high level of lead was discovered on 11 of the properties, most of which front Bailey Street. CNE will remediate all of the lead from the properties, thereby providing lead-free soil to the neighborhood. Additionally, there is asbestos contamination on both dorm sites. CNE will remove the asbestos and demolish the dorms in early 2015.
- **Implementing Innovative Building Practices:** Our plans for Highland Park include a "tiny house" - a smaller cottage (~500 sq. ft.) which will not only be more affordable but also more energy-efficient than a larger home.
- **Building Energy Efficient Housing:** All new homeownership and rental housing built in the area will be energy-efficient. CNE is also applying to Federal Home Loan Bank (FHLB)'s Affordable Housing Program (AHP), which requires a HERS rating of 75 or less.
- **Practicing Environmental Responsibility in Business Operations:** CNE's office, from the loan department to the lending department, has instituted a paperless policy. CNE is currently in the process of digitizing all loan and homeownership center files and is prepping the lending department to operate as completely paperless.

Increasing Positive Relationships Between Neighbors

CNE cannot operate without the neighborhood association and the residents in our target neighborhoods. Not only are they vital partners in working through issues and spreading the word about CNE programs, but they are also a valuable tool as an ear to the ground of what the neighborhood needs. According to a 2011 report from the White House, an effective neighborhood revitalization strategy must contain resident engagement and community leadership. As the reports states, "it is critical for leaders to understand residents' views of the neighborhood, particularly the neighborhood's needs and assets, and how residents want their neighborhood to change."

In order to provide effective neighborhood revitalization, CNE must:

- Develop design solutions collaboratively, which helps develop relationships between neighbors.
- Hire a Neighborhood Engagement Coordinator in FY16 to act as a liaison between CNE and the City, police department, neighborhood associations, churches, businesses, and underrepresented populations.
- Provide clear and transparent communication with neighborhoods. CNE will regularly attend neighborhood meetings and events in our target neighborhoods to bridge the gap between the organization's intentions and neighborhood's priorities. CNE will also facilitate regular neighborhood meetings to provide an opportunity to open dialogue with neighbors, share plans, and gather feedback.

Increasing Neighborhood Leadership Capacity

In addition to promoting positive relationships between neighbors, CNE believes that it can assist the City further its neighborhood leadership development goals by working directly with neighborhood leaders by placing them on CNE committees and its board of directors.

CNE will also work in conjunction with neighborhood block leaders to ensure success and build pride within the neighborhood, either by developing a board of residents to advise CNE on neighborhood needs or developing a plan together to build up the neighborhood. In FY16, CNE will continue its active partnerships with the Highland Park and Ridgedale neighborhood associations.

SMARTER STUDENTS AND STRONGER FAMILIES



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Increase Financial Literacy and Other Life Skills

Strong, stable neighborhoods require strong, stable families and individuals, and financial knowledge and money management skills are an integral component of family stability. Due to the downturn of the economy, individuals and families have suffered from job loss, which has ultimately led to a loss of savings, an increase in debt, and low credit scores.

To promote financial education, CNE has created the Money School. Money School is a free financial education and empowerment day in March. The goal of Money School is to 1) Help Chattanooga residents improve their understanding of financial concepts and services so they are empowered to make informed choices and take action to improve their present and long-term financial well-being; and 2) Create a continuum of financial education that is transparent to the community. CNE is partnering with area nonprofits, banks, attorneys, financial coaches, financial planners, and others to provide hands-on learning opportunities including:

- o Home Ownership
- o Money Management
- o Debt Elimination
- o Family Spending Plans
- o Retirement and Real Estate Planning

CNE will continue to host this day in FY16, and is partnering with financial literacy providers to help Chattanooga residents understand how to use their money wisely.

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

CNE has numerous performance measures because of the broad scope of work it undertakes to build strong neighborhoods. The performance measures are identified in CNE's strategic plan and reported on a dashboard report that is reviewed by the Board of Directors.

Stronger Neighborhoods:

1. **Outcome: 63 new housing units developed in Chattanooga by June 30, 2016 (BFO Outcome: Increase housing affordability, Reduce blighted housing)**

Output #1: Develop 56 new housing units in Highland Park (12 units @60%AMI, 16 units @80%AMI, 28 units@ <120% AMI)

Source: Building Department, Notice of Completion

How Measured: Progress measured weekly in property development team meeting. Progress reported monthly to the real estate development board committee. Progress reported to the board on a quarterly basis.

Frequency: Weekly

Activities designed to influence outcome:

- Weekly team meetings with CNE staff and foundation partners to review project status
- Architectural plan completed on multifamily by July 30, 2015.
- Financing secured by September 30, 2015
 - Weekly: Meet with banks to review financing offers
 - Financing approved by CNE board of directors by Sept. 30, 2015
- Begin construction on multifamily project by mid October 2015.
 - Weekly- Progress report with builder
 - Monthly- Onsite inspection/walk through
- Construction completed by April 30, 2016



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Agency Offer Worksheet (A1)

- Lease up begins May 1, 2015
 - Daily/Weekly – take applications
- Sell lots to private developers for construction of single family housing
 - 2 lots sold in July in 2015
 - 2 lots sold in October in 2015
 - 2 lots sold in in December in 2015
 - 2 lots sold in in January in 2016
 - 3 lots sold in in February in 2016
- Begin construction on single family
 - Weekly- Progress report with builder
 - Monthly- Onsite inspection/walk though

Output #2: Develop 6 new low income rental units in Alton Park by December 31, 2015

Source: Building Department, Notice of Completion

How Measured: Progress measured weekly in property development team meeting. Progress reported monthly to the real estate development board committee. Progress reported to the board on a quarterly basis.

Frequency: Weekly

Activities designed to influence outcome:

- Financing secured by July 1, 2015
- Begin construction by August 1, 2015
- Weekly- Progress report with builder
- Monthly- Onsite inspection/walk though
- Construction completed by December 31, 2015
- Lease up begins January 1, 2016
- Daily/Weekly – take applications

Output #3: One LIFE-sized (livable, innovative, functional, economical) home in Highland Park/Ridgedale is developed and sold by October 31, 2015

Source: Building Department, Notice of Completion

How Measured: Progress measured weekly in property development team meeting. Progress reported monthly to the real estate development board committee. Progress reported to the board on a quarterly basis.

Frequency: Weekly

Activities designed to influence outcome:

- Construction completed by July 15, 2015
- Multiple open houses held in July 2015 to showcase small home
 - Secure Realtor
 - Choose open house dates
 - Promote house with Tiny Home community
- House sells in fall of 2015

2. Outcome: Create 70 new first time homebuyers by June 30, 2016.



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Agency Offer Worksheet (A1)

Source & How Measured: CounselorMax, HUD 1 closing statement

Output: Counsel 425 clients in homebuyer education

Source: CounselorMax, Excel spreadsheets

How Measured: Progress measured in weekly homeownership meetings and marketing meetings. Progress measured quarterly to funding partners. Progress reported monthly to the program board committee. Progress reported to the board on a quarterly basis.

Frequency: Weekly/Quarterly

Activities designed to influence outcome:

- Weekly: Implement marketing plan
- Maintain updates in CounselorMax software to track client progress.
- Meet with customers to assess homebuyer readiness, counsel or refer for long term credit rebuilding needs
- Biweekly: Hold home buyer orientation session
- Monthly: Review buyer pipeline, dashboard report
- Biweekly: Hold homebuyer education class

3. **Outcome: 30% of foreclosure prevention cases receive a positive resolution (loan modification) by June 30, 2016 (BFO: Increase housing affordability)**

Output: 6-8 completed applications processed per month in foreclosure prevention sessions.

Source: CounselorMax, Notice of modification from lender

How Measured: Progress measured in weekly homeownership meetings. Progress measured quarterly to funding partners. Progress reported monthly to the program board committee. Progress reported to the board on a quarterly basis.

Frequency: Weekly/Quarterly

Activities designed to influence outcome:

- Weekly: Implement marketing plan
- Maintain updates in CounselorMax software to track client progress.
- Review dashboard report by foreclosure prevention counselor
- Monthly: review customer file, follow up with customer or lender if outcome is unknown

4. **Outcome: 15 homes in the city of Chattanooga receive home improvement renovations to eliminate blight. (BFO Outcome: Reduce the number of blighted properties in the City)**

Output: Process 3-5 applications per month.

Source: Calyx, CounselorMax, Excel, Customer file, Court of Records, Notice of Completion

How Measured: Progress measured in weekly homeownership meetings. Progress measured quarterly to City of Chattanooga. Progress reported monthly to the program board committee. Progress reported to the board on a quarterly basis.

Frequency: Weekly/Quarterly

Activities designed to influence outcome:

- Weekly: Implement marketing plan



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- Review dashboard report by loan originator
- Maintain updates in CounselorMax and Calyx to track customer pipeline and job progress
- Monthly: Check in with partner organizations including CCHDO, Empower Chattanooga, and EPB of Chattanooga for possible referrals
- As needed: Create work write up, bid out job, engage contractor, conduct site inspections

5. Outcome: 10 new neighborhood representatives are participating in CNE policy making and programmatic activities by June 30, 2016 (BFO Outcome: Increase Positive Relationships Between Neighbors, Increase Neighborhood Leadership Capacity)

Output: Attend 15 Neighborhood Association Meetings

Source: Calendars, Neighborhood Association listings.

How Measured: Progress measured in weekly manager meetings. Progress measured in monthly governance committee meetings. Progress reported to the board on a quarterly basis.

Frequency: Weekly/Quarterly

Activities designed to influence outcome:

- Weekly: Cultivate relationship with at least one neighborhood resident
- Review of dashboard report from neighborhood engagement coordinator
- Monthly: Identify appropriate neighborhood associations.
- Reach out to neighborhood associations to request attendance.
- Attend one neighborhood meeting
- Ensure residents are invited to CNE meetings

Smarter Students & Stronger Families

6. Outcome: Increase attendance by 20% from FY15 at Second Annual Money School. (BFO Outcome: Increase financial literacy and other life skills)

Output: 30 partnerships developed with community agencies, banks, and others to organize and participate in the event (50% increase)

Source: Signed MOU's, Excel spreadsheet.

How Measured: Beginning in September 2015, Weekly updates in marketing meetings. Progress reported monthly to the program board committee. Day of event registration sheet.

Frequency: Weekly

Activities designed to influence outcome:

- Beginning September 1, 2015
 - Weekly: Meetings held with potential partners to gain support
- Sponsorship letters sent out by November 30, 2015
- Beginning January 1, 2016
 - Weekly: Implement marketing, operational, social media plan for the event
- Event held in April 2016 in conjunction with National Financial Literacy Month

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



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Stronger Neighborhoods:

1. **Outcome: 63 new housing units developed in Chattanooga by June 30, 2016 (BFO Outcome: Increase housing affordability, Reduce blighted housing)**

Output #1: Develop 56 new housing units in Highland Park (12 units @60%AMI, 16 units @80%AMI, 28 units@ <120% AMI)

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Weekly team meetings with CNE staff and foundation partners to review project status
- Architectural plan completed on multifamily by July 30, 2015.
- Financing secured by September 30, 2015
 - Weekly: Meet with banks to review financing offers
 - Financing approved by CNE board of directors by Sept. 30, 2015
- Begin construction on multifamily project by mid October 2015.
 - Weekly- Progress report with builder
 - Monthly- Onsite inspection/walk though
- Construction completed by April 30, 2016
- Lease up begins May 1, 2015
 - Daily/Weekly – take applications
- Sell lots to private developers for construction of single family housing
 - 2 lots sold in July in 2015
 - 2 lots sold in October in 2015
 - 2 lots sold in in December in 2015
 - 2 lots sold in in January in 2016
 - 3 lots sold in in February in 2016
- Begin construction on single family
 - Weekly- Progress report with builder
 - Monthly- Onsite inspection/walk though

Key personnel/project leaders/consultants:

- Martina Guilfoil, CEO
- Bob McNutt, Director of Real Estate Development
- Private developers/builders
- Elemi Architects
- Local Foundation Personnel
- City of Chattanooga (ECD)

Citizen Engagement: CNE will facilitate neighborhood meetings to share plans and request feedback.

Environmental Sustainability: Remediating hazardous materials (lead/asbestos from multiple existing structures and 11 empty lots. All new homes and rental units will be designed and built as energy efficient. Re-platting residential properties to gain land efficiency, housing density, and city infrastructure efficiency



City of Chattanooga

Agency Offer Worksheet (A1)

Output #2: Develop 6 new low income rental units in Alton Park by December 31, 2015

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Financing secured by July 1, 2015
- Begin construction by August 1, 2015
- Weekly- Progress report with builder
- Monthly- Onsite inspection/walk through
- Construction completed by December 31, 2015
- Lease up begins January 1, 2016
- Daily/Weekly – take applications

Key personnel/project leaders/consultants:

- Martina Guilfoil, CEO
- Bob McNutt, Director of Real Estate Development
- Private developers/builders
- Elemi Architects
- Local Foundation Personnel
- City of Chattanooga (ECD)

Citizen Engagement: CNE will facilitate neighborhood meetings to share plans and request feedback.

Environmental Sustainability: All new homes and rental units will be designed and built as energy efficient.

Output #3: One LIFE-sized (livable, innovative, functional, economical) home in Highland Park/Ridgedale is developed and sold by October 31, 2015

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Construction completed by July 15, 2015
- Multiple open houses held in July 2015 to showcase small home
 - Secure Realtor
 - Choose open house dates
 - Promote house with Tiny Home community
- House sells in fall of 2015

Key personnel/project leaders/consultants:

- Martina Guilfoil, CEO
- Bob McNutt, Director of Real Estate Development

Citizen Engagement: CNE will facilitate neighborhood meetings to share plans and request feedback. CNE will promote the project to local neighbors, hosting open houses, periodic in-progress build walk-throughs, and work with neighborhood artists to complete some of the home finishes and decorations.

Environmental Sustainability: The tiny home pilot will become a model for design, as well as space and energy efficiency. CNE will leverage best practices in green building, used in larger home construction, while multiplying the



City of Chattanooga

Agency Offer Worksheet (A1)

home efficiency by designing highly-livable spaces that rely on a smaller home footprint.

2. Outcome: Create 70 new first time homebuyers by June 30, 2016.

Output: Counsel 425 clients in homebuyer education

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Weekly: Implement marketing plan
- Maintain updates in CounselorMax software to track client progress.
- Meet with customers to assess homebuyer readiness, counsel or refer for long term credit rebuilding needs
- Biweekly: Hold home buyer orientation session
- Monthly: Review buyer pipeline, dashboard report
- Biweekly: Hold homebuyer education class

Key personnel/project leaders/consultants:

- Ken Gross, Director of Lending
- Carolyn Burke, Homeownership Center Manager
- Ethan Pope, Homeownership Center Educator

Citizen Engagement: CNE will engage with neighborhood associations, local businesses, churches, nonprofit organizations, mortgage industry partners, and others to develop awareness of CNE lending tools.

Environmental Sustainability: Providing lending resources online. Paperless lending process. Offer online homeownership education options.

3. Outcome: 30% of foreclosure prevention cases receive a positive resolution (loan modification) by June 30, 2016 (BFO: Increase housing affordability)

Output: 6-8 completed applications processed per month in foreclosure prevention sessions.

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Weekly: Implement marketing plan
- Maintain updates in CounselorMax software to track client progress.
- Review dashboard report by foreclosure prevention counselor
- Monthly: review customer file, follow up with customer or lender if outcome is unknown

Key personnel/project leaders/consultants:

- Carolyn Burke, Homeownership Center Manager
- Melisa Trulove, Homeownership Center Specialist, Foreclosure Prevention Advisor
- Anna McPeak, Loan Processor

Citizen Engagement: CNE will engage with neighborhood associations, local businesses, churches, nonprofit organizations, mortgage industry partners, and others to develop awareness of foreclosure prevention counseling.

Environmental Sustainability: N/A



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4. Outcome: 15 homes in the city of Chattanooga receive home improvement renovations to eliminate blight. (BFO Outcome: Reduce the number of blighted properties in the City)

Output: Process 3-5 applications per month.

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Weekly: Implement marketing plan
- Review dashboard report by loan originator
- Maintain updates in CounselorMax and Calyx to track customer pipeline and job progress
- Monthly: Check in with partner organizations including CCHDO, Empower Chattanooga, and EPB of Chattanooga for possible referrals
- As needed: Create work write up, bid out job, engage contractor, conduct site inspections

Key personnel/project leaders/consultants:

- Ken Gross, Director of Lending
- Carolyn Burke, Homeownership Center Manager
- Melisa Trulove, Homeownership Center Specialist, Foreclosure Prevention Advisor
- Anna McPeak, Loan Processor

Citizen Engagement: CNE will engage with neighborhood associations, local businesses, churches, nonprofit organizations, mortgage industry partners, and others to develop awareness of home improvement products.

Environmental Sustainability: Home improvement loans can cover a wide range of renovations including weatherization, lead remediation, asbestos removal and more. Partnering with Green Spaces to combine rehab work energy efficiencies

5. Outcome: 10 new neighborhood representatives are participating in CNE policy making and programmatic activities by June 30, 2016 (BFO Outcome: Increase Positive Relationships Between Neighbors, Increase Neighborhood Leadership Capacity)

Output: Attend 15 Neighborhood Association Meetings

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Weekly: Cultivate relationship with at least one neighborhood resident
- Review of dashboard report from neighborhood engagement coordinator
- Monthly: Identify appropriate neighborhood associations.
- Reach out to neighborhood associations to request attendance.
- Attend one neighborhood meeting
- Ensure residents are invited to CNE meetings

Key personnel/project leaders/consultants:

- Martina Guilfoil, CEO
- Bob McNutt, Director of Real Estate Development



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- Jennifer Holder, Communications & Special Projects Manager
- City of Chattanooga (ECD)

Citizen Engagement: CNE will engage neighborhood leaders to participate in CNE's community activities, committees and board of directors

Environmental Sustainability: N/A

Smarter Students & Stronger Families

6. **Outcome: Increase attendance by 20% from FY15 at Second Annual Money School. (BFO Outcome: Increase financial literacy and other life skills)**

Output: 30 partnerships developed with community agencies, banks, and others to organize and participate in the event (50% increase)

Clear Summary & Timeline of Activities and/or significant milestones throughout the year:

- Beginning September 1, 2015
 - Weekly: Meetings held with potential partners to gain support
- Sponsorship letters sent out by November 30, 2015
- Beginning January 1, 2016
 - Weekly: Implement marketing, operational, social media plan for the event
- Event held in April 2016 in conjunction with National Financial Literacy Month

Key personnel/project leaders/consultants:

- Martina Guilfoil, CEO
- Carolyn Burke, Homeownership Center Manager
- Jennifer Holder, Communications & Special Projects Manager

Citizen Engagement: CNE partners with numerous community agencies, banks, and others to organize and put on the event

Environmental Sustainability: N/A

- **Cite applicable research/best practices used in this offer:**
 - Winter, William and William Elliott III. Measuring the Impact of a Community Revitalization Program (2008)
<http://csd.wustl.edu/Publications/Documents/WP08-15.pdf>
 - Chattanooga Comprehensive Gang Assessment. (2012, September 14)
<http://media.timesfreepress.com/news/documents/2012/09/21/ChattanoogaGangAssessmentfinal09142012.pdf>
 - Agnew, Spencer. The Impact of Affordable Housing on Communities and Households
www.mnhousing.gov/get/MHFA_010263
 - Herbert, Christopher E., Daniel T. McCue and Rocio Sanchez-Moyano. Is Homeownership Still an Effective Means of Building Wealth for Low-income and Minority Households? (Was it Ever?) (2013 September)
<http://www.jchs.harvard.edu/sites/jchs.harvard.edu/files/hbtl-06.pdf>
 - National Foreclosure Mitigation Counseling Program Congressional Update. (2014, December 8). Retrieved



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from

http://www.neighborworks.org/Documents/HomeandFinance_Docs/Foreclosure_Docs/NFMC_Docs/Congressional-Repts/2014CRFinal-Report_Maps.aspx

- Good Home Improvers Make Good Neighbors. (Winter 2008).
http://www.jchs.harvard.edu/sites/jchs.harvard.edu/files/rf_newsletter_winter_2008.pdf
- Building Neighborhoods of Opportunity: White House Neighborhood Revitalization Initiative Report. (2011, July). Retrieved from http://www.whitehouse.gov/sites/default/files/uploads/nri_report.pdf

SECTION 3 - BUDGET REQUEST

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
CNE	\$ 859,876	\$ 307,953	\$ 535,000	45%	12.75
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 859,876	\$ 307,953	\$ 535,000	45%	12.75

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

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

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

Name	Amount
Contributions	\$ 65,000
Grants	\$ 179,700
Program Income	\$ 286,500
Fees for Service	\$ 39,840
Special Event	\$ 30,000



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SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 63 new housing units developed in Chattanooga by June 30, 2016 (BFO Outcome: Increase housing affordability, Reduce blighted housing)

Description of Output Measured: Develop 56 new housing units in Highland Park (12 units @60%AMI, 16 units @80%AMI, 28 units@ <120% AMI)

Measurement Frequency: Daily ___ Weekly_X_ Monthly_X_ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: President & CEO

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
0	0	0	0	62

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 63 new housing units developed in Chattanooga by June 30, 2016 (BFO Outcome: Increase housing affordability, Reduce blighted housing)

Description of Output Measured: Develop 6 new low income rental units in Alton Park by December 31, 2015 (Increase Housing Affordability)

Measurement Frequency: Daily ___ Weekly_X_ Monthly_X_ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: Director of Real Estate

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
0	0	0	0	1

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 63 new housing units developed in Chattanooga by June 30, 2016 (BFO Outcome: Increase housing affordability, Reduce blighted housing)

Description of Output Measured: One LIFE-sized (livable, innovative, functional, economical) home in Highland Park/Ridgedale is developed and sold by October 31, 2015

Measurement Frequency: Daily ___ Weekly_X_ Monthly_X_ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: Director of Real Estate

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
0	0	0	0	1

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Create 70 new first time homebuyers by June 30, 2016.

Description of Output Measured: Counsel 425 clients in homebuyer education.

Measurement Frequency: Daily ___ Weekly_X_ Monthly_X_ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: Homeownership Center Manager



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Agency Offer Worksheet (A1)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
71	61	66	66	70

Measurement 5

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 30% of foreclosure prevention cases receive a positive resolution (loan modification) by June 30, 2016 (BFO: Increase housing affordability)

Description of Output Measured: 6-8 completed applications processed per month in foreclosure prevention sessions.

Measurement Frequency: Daily___ Weekly_X_ Monthly_X_ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: Homeownership Center Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
831	403	240	240	66

Measurement 6

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 15 homes in the city of Chattanooga receive home improvement renovations to eliminate blight. (BFO Outcome: Reduce the number of blighted properties in the City)

Description of Output Measured: Process 3-5 applications per month.

Measurement Frequency: Daily___ Weekly_X_ Monthly___ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: Homeownership Center Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
18	9	11	11	15

Measurement 7

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 10 new neighborhood representatives are participating in CNE policy making and programmatic activities by June 30, 2016 (BFO Outcome: Increase Positive Relationships Between Neighbors, Increase Neighborhood Leadership Capacity)

Description of Output Measured: Attend 12 Neighborhood Association Meetings

Measurement Frequency: Daily___ Weekly___ Monthly_X_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Communications & Special Projects Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A – Not measured	N/A – Not measured	5	5	12

Measurement 8

Results Area: Smarter Students and Stronger Families

Primary Desired Outcome: Increase attendance by 20% from FY15 at Second Annual Money School. (BFO Outcome: Increase financial literacy and other life skills)

Description of Output Measured: 30 partnerships developed with community agencies, banks, and others to organize



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Agency Offer Worksheet (A1)

and participate in the event (50% increase)

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

Staff Responsible for Collection & Analyzing data: Communications & Special Projects Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	20% increase – Number N/A

Note: At least 3 measures should be provided



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Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	<u>Outsourcing of Loan Servicing</u>		
Primary Results Area:	<u>Stronger Neighborhoods</u>	Offer Number:	<u>2</u>
Agency Name:	<u>Chattanooga Neighborhood Enterprise</u>	Date Submitted:	<u>January 12, 2015</u>
Contact Name:	<u>Martina Guilfoil</u>	Contact Number:	<u>423-756-6224</u>
Contact Email Address:	<u>mguilfoil@cneinc.org</u>		
Primary Collaborating City	_____		
Dept:	<u>Economic and Community Development</u>		
Amount Requested from City	_____		
General Fund:	<u>\$170,000/\$150,000 from Program Income</u>	Total Offer Cost:	<u>\$320,000</u>

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

Narrative:

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

This offer purchases CNE’s services to function as the Loan Servicing Agent for the City of Chattanooga. Loan servicing is an essential government service as the City’s loan portfolio is worth \$16.296 million, representing 1171 customers and 1620 loans. The portfolio requires customer service, payment collections and delinquency actions. In 2014, the loan portfolio generated \$143,047 in realized interest earnings (profit) and \$41,500 in additional accrued interest for a total of \$184,547. In addition, \$780,605 was collected in principal income. This was an increase of \$65,000 over FY13. The program income generated through loan servicing is used to further the City’s housing objectives identified in its Consolidated Plan and is a needed supplement to the shrinking CDBG and HOME funding allocation by the federal government. CNE’s effective management of this asset is vital to achieving the city’s affordable housing outcomes.

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

Many cities across the county outsource loan origination and servicing to nonprofit or financial services partners. This is done for several reasons. First, city government does not generally have lending expertise nor is able to keep abreast or respond quickly to the ever changing federal regulations which govern lending and loan servicing practices. Secondly, the city does not have a collection arm to engage in all of the steps necessary to service a loan portfolio. Furthermore, cities generally do not want to be in the position of foreclosing on a resident’s home if they don’t make their loan payment. Outsourcing this function buffers the city from negative public perception while saving money.

The city has 1620 loans that need servicing. This means that the city would either have to develop a loan servicing department to undertake the work or contract with another third party to perform the service. CNE has serviced the city’s loans since its inception. The \$16M loan portfolio needs to be effectively managed in order to protect the city’s asset while maximizing the earned income for the city. Last year the portfolio



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Agency Offer Worksheet (A1)

generated an income stream for the city of approximately \$923k.

Loan servicing operates in a heavily regulatory environment and requires specific expertise in order to comply with the rules. CNE must keep up-to-date of and comply with loan servicing regulatory standards established by the Dodd Frank Act and Consumer Financial Protection Bureau. New consumer protection rules went that into effect in January 2014 require additional disclosures, processes and timeframes that must be followed. This increases pressure on staff to comply with the regulations while maintaining a high-touch servicing approach that is required by the customers CNE serves. CNE has the required expertise to comply with these regulations at a cost savings to the city of at least \$170,672 compared to industry standards.

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

CNE's outcomes toward meeting this objective include meeting all of the required regulatory requirements involving the consumer, increasing revenue by increasing loan collectability, reducing loan delinquencies, and improving the overall health of the loan portfolio.

Due to the credit profile of the home improvement loan customers, the rehab loan portfolio would be considered to be subprime by industry standards. The down payment loan portfolio would parallel FHA standards. According to the Mortgage Bankers Association's National Delinquency Survey, the loan delinquency rate for Q1 2014 (includes loans that are at least one payment past due but does not include loans in the process of foreclosure) was 18.80% for subprime loans and 9.82% for FHA loans. The current percent of CNE's delinquencies is lower at 15.9% for its subprime-like portfolio and 8.02% for its FHA-like portfolio.

- City's loan portfolio delinquency rate will outperform the FHA and subprime industry rate for loans less than 120 days delinquent.

CNE works with delinquent borrowers to modify a loan and foreclosure is the solution of last resort. CNE's effort to avoid foreclosure with the borrowers saves the community an estimated \$70,600 per foreclosure according to the Center for Responsible Lending. These costs include moving, legal, lender loss, local government administration, lost tax revenue and reduced neighboring property values.

- CNE will reduce the number of loans over 120 days delinquent by 15%

Outcomes:

1. **Reduce the down payment loan delinquency rate from 8.02% to 7.5% by June 30, 2016.**
2. **Reduce the rehab loan delinquency rate from 15% to 10% by June 30, 2016.**
3. **Reduce the number of loans over 120 days delinquent from 230 to 200 by June 30, 2016**



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Agency Offer Worksheet (A1)

Output of activities designed to influence outcome	Source and how measured	Frequency	Activities designed to influence outcome
Maintain contact with 100% of borrowers who are between 15 and 120 days delinquent every month.	Source: Report out of 3d loan servicing system. How: Reviewed at weekly Dept. meeting. Reported to board on quarterly basis.	Weekly	<ul style="list-style-type: none"> - Mail out monthly statements - Collect and post payments - Mail delinquency letters - Follow CFPB regulations - Meet with borrowers where appropriate - Work on loan modifications and repayment plans where appropriate - Make collection calls between 15-30 days of delinquency. - Remit money collected to City of Chattanooga
Make personal contact with 1 borrower who is over 120 days delinquent per week.	Source: Report out of 3d loan servicing system. How: Reviewed at weekly Dept. meeting. Reported to board on quarterly basis.	Weekly	<ul style="list-style-type: none"> - Mail out monthly statements - Mail delinquency letters - Follow CFPB regulations - Meet with borrowers where appropriate to assess paying ability - Refer to budget counseling where appropriate - Work on loan modifications where appropriate - Foreclose if necessary

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

In general, CNE’s loan servicing activities include the following:

- Customer Service — Includes activities associated with customer inquiry either via telephone or in person. Other duties include year-end processing, customer statements, updating customer records and handling assumptions, or non-default related modification requests.
- Escrow — Includes activities associated with escrow analysis and payments associated with real estate taxes and insurance. Escrow analysis includes analyzing the borrower’s escrow account to ensure that the payment is sufficient to pay all escrow items and handling escrow refunds. The tax function includes tax payments from escrow accounts, tax search for non-escrow accounts, tax service maintenance (check tax service reports, reconcile bills, and request payment), special assessments, and research. The insurance function includes insurance payments from escrow accounts, reviews for coverage on non-escrow accounts, force placing insurance when necessary, insurance claim processing, mail processing and research.
- Default — Includes collections, loss mitigation (forbearance, modification, deed-in-lieu, short sale), foreclosures, bankruptcy and real estate owned functions required under the servicing



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Agency Offer Worksheet (A1)

agreement with the City. CNE provides reports to the City related to delinquent loans. The foreclosure function involves following state law. It also includes all claims processing. The bankruptcy function involves protecting the loan asset by monitoring bankruptcy actions, ensuring compliance with federal bankruptcy code, and ensuring property preservation of the property involved in the bankruptcy action. The real estate owned function involves post-foreclosure sale activities, conveyance, property preservation and property management.

- New Loan Set Up — Includes entering new loans on the servicing system.
 - Payoffs — Includes activities associated with payoffs and lien releases. This includes all of the activities relating to discharge, satisfaction and/or reconveyance of the mortgage/deed-of-trust upon payment in full of the mortgage loan.
 - City (Investor) Reporting — Includes accurately accounting for, reporting and remitting the payments to the City on a monthly basis.
 - Cashiering — Includes receiving and posting payments (on-site, ACH and mail), ensuring accurate application of the payments to the customers' accounts, the City's account, and the company's corporate accounts. Cashiering also includes payment processing for payoffs, daily system balancing, custodial accounting and research.
 - Servicing Technology — Includes personnel and all technology directly related to servicing, such as service bureau, vendor supported or proprietary systems.
 - Administration — Includes management and administrative staff who oversee the operations of the entire servicing department; record retention and retrieval; REO management; maintaining servicing policies and procedures; servicing compliance; and servicing performance measurement and strategy functions.
- Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)
 - Monthly: Send loan statement, collect and post payments, make collection calls, remit money collected to City
 - Quarterly: Reconcile all activity and send to City
 - Annual: Reconcile escrow accounts
 - As needed: Pursue collections, foreclosure
 - Key personnel/project leaders/consultants: (Who is doing what?)

The Servicing department is led by the Director of Lending, Ken Gross, with a supervising Loan Servicing Manager to handle day-to-day aspects. The team includes a Loan Workout Specialist, Jeanette Dowdell and a Loan Servicing Specialist, Melenda Varnell. Additionally, two employees work half time in the Loan Servicing department - the Escrow Specialist, Destiny Garner works on all aspects of escrow, and the Receptionist collects payments from customers and provides front-end customer service.
 - Citizen engagement - How are you involving citizens?
N/A
 - Environmental sustainability:
CNE encourages all of its customers to use automatic withdrawal from their banking accounts. This reduces the amount of paper and carbon from mail delivery and folks driving their payment to us. CNE is converting to a new loan servicing software that will have the capability for



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customers to view their account on line and make payments. We hope that this will be fully operation in FY16. However, due to the age and income of the majority of CNE's customers, they are not computer savvy and many don't have bank accounts. CNE will continue to promote paperless payments.

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

As previously mentioned, loan servicing is a highly regulated activity with the processes outlined in federal regulations.

According to the Quarterly Mortgage Bankers Performance Report for Q1 2010, the average FTE can service 479 subprime loans. This number drops significantly to 175 loans per FTE to focus on resolution of distressed loans that avoid foreclosure. CNE's staffing level is below industry standards and creates a stretch goal for staff to handle the high volume of loans given the high touch required by our borrowers. The loan servicing department employs 4.25 FTE's.

According to an April 2014 report by Accenture, experts estimate the cost to service a loan at \$208 per loan per year or more. The cost to service non-performing loans is rising too, such that it now costs four times what it costs to service a performing loan. Using these industry standards, the cost of servicing the loan portfolio would be approximately \$490,672. CNE's cost is \$320,000, a savings of \$170,672.

Research:

- Mortgage Bankers Association. "Delinquency and Foreclosure Rates Continue to Improve" (15 May 2014) <http://www.mbaa.org/NewsandMedia/PressCenter/88228.htm>
- Harding, John P., Eric Rosenblatt, and Vincent Yao, Journal of Urban Economics. "The Contagion Effect of Foreclosed Properties" (28 July 2008) http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1160354##
- Mortgage Bankers Association. "Residential Mortgage Servicing for the 21st Century" (May 2011) <http://www.mortgagebankers.org/files/resourcecenter/servicingcouncil/residentialservicingforthe21stcenturywhitepaper.pdf>
- Accenture. "The Rising Cost of Mortgage Loan Servicing" (28 April 2014) <http://www.accenture.com/sitecollectiondocuments/pdf/accenture-fs-rising-cost-mortgage-loan-servicing.pdf>

SECTION 3 - BUDGET REQUEST

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
CNE/Loan Servicing Dept.	\$ 2 07,812	\$ 112,188	\$ 320,000	100%	4.25
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 216,126	\$ 103,878	\$ 320,000	100%	4.25



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

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

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

Name	Amount
Program income	\$ 150,000
	\$



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Agency Offer Worksheet (A1)

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the down payment loan delinquency rate from 8.02% to 7.5% by June 30, 2016.

Description of Output Measured: The loan portfolio delinquency rate will outperform the FHA industry rate.

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly_X__ Annually_X__

Staff Responsible for Collection & Analyzing data: Director of Lending

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	8.02%	8%	8%	7.5%

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the down payment loan delinquency rate from 15% to 10% by June 30, 2016.

Description of Output Measured: The rehab loan portfolio delinquency rate will outperform the subprime industry rate.

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly_X__ Annually_X__

Staff Responsible for Collection & Analyzing data: Director of Lending

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	15.09%	18.00%	15%	10%

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the number of loans over 120 days delinquent from 230 to 200 by June 30, 2016

Description of Output Measured: Reduce the number of loans over 120 days delinquent by 13%

Measurement Frequency: Daily ___ Weekly_x__ Monthly_x__ Quarterly_x__ Annually_x__

Staff Responsible for Collection & Analyzing data: Director of Lending

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	250	N/A	230	200

Note: At least 3 measures should be provided



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SECTION 1 - OFFER SUMMARY

Offer Name:	CARTA Operating Assistance			
Primary Results Area:	Stronger Neighborhoods	Offer Number:	1	
Agency Name:	Chattanooga Area Regional Transportation Authority	Date Submitted:	January 12, 2015	
Contact Name:	Lisa Maragnano	Contact Number:	(423)260-5629	
Contact Email Address:	lisamaragnano@gocarta.org			
Primary Collaborating City Dept:	Department of Transportation (CDOT)			
Amount Requested from City General Fund:	\$5,163,300.00	Total Offer Cost:	\$5,163,300.00	

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

Narrative:

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

An Overview of CARTA

The Chattanooga Area Regional Transportation Authority (CARTA) operates the public transit system within the City of Chattanooga and the surrounding region, providing approximately 3.1 million passenger trips per year. CARTA is comprised of four divisions:

- Fixed Bus Route service within the City of Chattanooga/Neighborhood Bus Routes
- Complementary demand response paratransit service (Care-A-Van) for citizens with disabilities within the city of Chattanooga
- Downtown Electric Shuttle and parking system
- Lookout Mountain Incline Railway

In addition, CARTA provides oversight, maintenance, and enforcement for approximately 4,200 surface, on-street and garage parking spaces.

CARTA leverages funding from multiple sources to provide its array of services to the greater Chattanooga community. In addition to the City of Chattanooga, CARTA leverages funding from the federal government, State of Tennessee, and Hamilton County as well as other CARTA generated revenue (advertising, passenger fares). CARTA’s parking operations and the Lookout Mountain Incline Railway generate revenues that support CARTA’s operations.

For FY 2016, CARTA is requesting \$5,163,300.00. Approximately \$2.8 million of this request generates \$6.3 million in federal and state operating funds. The remaining assistance funds



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CARTA's core operations Fixed Route and Care-A-Van Services.

Fixed Route & Care-A-Van Services

CARTA considers its Fixed Bus Routes and Care-A-Van services to be its core operations.

CARTA operates 13 Fixed Bus Routes and 3 Neighborhood Bus Routes. Fixed Bus Routes provide service between downtown Chattanooga and other neighborhoods within the city limits. Neighborhood Bus Routes stay within specific neighborhoods (North Brainerd, East Brainerd, and Eastdale) and connect to Fixed Bus Routes through common transfer points but do not service downtown Chattanooga.

CARTA's Fixed Bus Route services also connect to the free Electric Shuttle service in downtown Chattanooga, which connects the Shuttle Park North, Shuttle Park South, and Shuttle Park North Shore garage facilities. Please see attached updated service map.

CARTA's Care-A-Van service is a complementary paratransit service provided to individuals with disabilities. This service is provided to individuals who, due to their disability, are unable to use CARTA's fixed route bus service. CARTA's Care-A-Van service is mandated under the Americans with Disabilities Act (49 CFR Part 37, subpart F).

"...each public entity operating a fixed route system shall provide paratransit or other special service to individuals with disabilities that is comparable to the level of service provided to individuals without disabilities who use the fixed route system."

As this service is meant to complement and support the Fixed Route service, any changes to Fixed Bus Routes will affect Care-A-Van's paratransit service as well. As these services are linked, they have been combined into one offer for consideration.

CARTA's Fixed Bus Routes and Neighborhood Bus Routes provide a valuable service to Chattanooga's residents, particularly those who do not have a means of traveling any other way. **The majority of CARTA's riders, approximately 83%, have no other way to make their trips.**¹

An On Board survey is scheduled to occur in 2015 in partnership with the RPA/TPO. This data will assist CARTA in making changes to improve service provided to the citizens of Chattanooga.

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

During this past year, CARTA has been involved in many discussions (Downtown Task Force; Chattanooga Forward) regarding the economic development, quality of life, environment and

¹ Chattanooga-Hamilton County Regional Planning Agency. "On-Board Transit Survey." Online. 2011 August.

http://www.chcrpa.org/TPO_reorganized/Plans_and_Programs/Multi-Intermodal_Land_Use_and_TransPlanning/Transit/On-Board%20Transit%20Survey%20-%20Final%20Report2.pdf



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sustainability for the citizens and communities in Chattanooga. The need for accessible public transportation and connectivity is a common topic. As a result of some of these discussions and the start of the service analysis CARTA made the following service improvements within its FY 2015 budget.

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

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

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

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

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

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

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

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

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

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

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

In addition to the above CARTA is actively planning service to Enterprise South as outlined in the second offer. This service will provide transportation options to citizens accessing employment opportunities in the Enterprise South area.



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CARTA has also implemented new ways for its customers to access the scheduling information necessary to meet their daily transportation needs. Since 2008, CARTA has offered the Bus Tracker on its website. Bus Tracker offers real time information on the location of CARTA's buses. Customers can also sign up for real time alerts for their specific schedules. In 2014, CARTA, through coordination with Open Chattanooga, implemented the Transit App, which allows smartphone customers to plan their trip from the beginning to the end. The Transit App shows all buses and arrival times for the particular trip the customer is trying to take. Also in 2014, CARTA's service map was updated to include more information and to be more user friendly.

CARTA is currently working in partnership with two (2) Causeway grant recipients. One of the projects is a service that can be used on any type of cell phone that has texting capability; it doesn't have to be a smart phone. This service will answer requests for real time information related to bus stops and routes via text. The second project provides a terminal at the more heavily used bus stops that will allow customers to access scheduling information through an iPad for those who don't have a cell phone. CARTA is also working with Google Transit to allow customers to plan out their trips using multiple modes of transportation. These are important services so that potential customers can see how easy it is to use public transit.

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

CARTA's goal is to increase ridership among its core customers and attract choice riders who are currently driving. In addition to increased ridership, CARTA is focused on reducing operating cost per passenger, reducing traffic congestion, and improving the citizen's quality of life. Some examples are listed in the "Needs Addressed" section.

- Public transit contributes to stronger neighborhoods by connecting people with places and by fostering "agglomeration" – that is, increasing the proximity of individuals and businesses yields tangible economic benefits.²
- One of the potential benefits of having more people in an area is that there is a wider labor force. That, in turn, means a better chance of matching the needs of a job with the skills of a worker — and, of course, making this match more quickly.²
 - **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)

As discussed in the FY 2015 BFO Offer, CARTA, with the help and support of its regional partners including the City of Chattanooga, is undergoing a comprehensive evaluation of its service

²<http://www.theatlanticcities.com/jobs-and-economy/2013/08/public-transit-worth-way-more-city-you-think/6532/>



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Agency Offer Worksheet (A1)

delivery. In close partnership with the Chattanooga Department of Transportation (CDOT), the RPA, and the Benwood Foundation, CARTA has launched a planning study for the feasibility of a multi-modal transit center in downtown Chattanooga. Included in this feasibility study is an in-depth analysis of CARTA's existing transit services. This study is already funded, and the planning process is underway with the Chattanooga Department of Transportation, RPA, and Economic & Community Development serving as the representatives for the City of Chattanooga. When it's completed in late 2015, the planning study will chart a new course for public transit in Chattanooga. In January 2015, CARTA entered into a contract with CDM Smith as the consultant for this study. The first meeting of the steering committee will be January 15, 2015.

Although CARTA's Offer is for funding assistance for its Core Services, the Multimodal Transit Center Study has the potential to create a new transportation center and gateway for the Chattanooga Metropolitan area. The goal for the center would be to provide personal transportation choices, enhance the image and effectiveness of public transportation, and serve as a catalyst for economic development. Currently, CARTA's passengers are dispersed throughout the downtown area from 4th Street & Market Street to 12th Street & Market Street for pickups and transfers. A multi-modal transit center would serve as the primary transfer center in downtown Chattanooga for **all modes** of transportation. The creation of a primary transfer center would increase ridership, decrease congestion and vehicle miles traveled, reduce emissions, and better connect neighborhoods. The final feasibility study will include an evaluation of existing routes, suggestions for re-routing, as well as a list of possible locations for the multi-modal transit center. Chattanooga Department of Transportation has been, and will continue to be, heavily involved in this planning and evaluation process.

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

The study and the service analysis are on-going, with a goal to be completed in late 2015.

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

CARTA Staff, CDOT, RPA, the Benwood Foundation, and Chattanooga City Departments are members of the steering committee and will be assisting with the completion of the scope of work from CDM Smith.

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

CDM Smith has hired Ann Coulter as a subconsultant to manage the public outreach scope of work. CDM Smith, CARTA, CDOT and the RPA-will be involved in the outreach efforts regarding the service analysis and the Multimodal Transit Center Study as described below:

CDM Smith will work with CARTA staff to identify key stakeholders and directly engage them for project participation. CDM Smith will conduct two (2) stakeholder meetings during the project. They will present project work-to-date at the stakeholder meetings and solicit input on key study



City of Chattanooga

Agency Offer Worksheet (A1)

components including: project vision and goals, existing conditions, needs assessment, service improvement and site selection evaluation criteria, service improvement alternatives, and site design.

CDM Smith will work with CARTA and the steering committee to develop a public outreach plan incorporating many formats for presenting project information and receiving project input. Public Outreach Plan will include (but not be limited to) the following components:

Three public workshops will be held and up to six additional small hands-on components of the Public Outreach Plan such as focus groups, one-on-one meetings, and input compilation will be conducted.

There will be up to 15 informal public interviews through bus route ride-alongs and engagement at major bus stops.

An On-Board Survey will be conducted in 2015. This survey will update the customer service and demographic data as well as assess the needs of the citizens.

Citizen involvement in the planning process for service improvements is vital to CARTA's success. The steps above are the minimum that will be conducted, and CARTA will add or change the public participation process as needed.

- **Environmental sustainability:**

American Public Transportation Association (APTA) provided the information listed below: Riding public transportation far exceeds the benefits of other energy-saving household activities, such as using energy-efficient light bulbs, adjusting thermostats, or using energy-efficient appliances.

Public transportation use saves the U.S. the equivalent of 4.2 billion gallons of gasoline annually — and more than 11 million gallons of gasoline per day. Public transportation use saves the equivalent of 300,000 fewer automobile fill-ups every day.

Households that use public transportation save an average of more than \$8,000 every year — even more as the price of fuel rises.

Household residents with proximity to public transportation drive an average of 4,400 fewer miles annually compared to those with no access to public transportation.

Approximately 85 percent of greenhouse gas emissions from the transportation sector are related to the surface transportation system. Those who choose to ride public transportation reduce their carbon footprint and conserve energy.



City of Chattanooga

Agency Offer Worksheet (A1)

U.S. public transportation saves 37 million metric tons of carbon dioxide annually — equivalent to the emissions resulting from the electricity generated for the use of 4.9 million households or every household in Washington DC; New York City; Atlanta; Denver; and Los Angeles combined.

If an individual switches from driving a 20-mile roundtrip commute to using public transportation, his or her annual CO2 emissions will decrease by 4,800 pounds per year, equal to a 10 percent reduction in a two-car household's carbon footprint.

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

For the service analysis and the Multimodal Transit Center study, CDM Smith will coordinate with peer facility agencies. For example, the Knoxville Transit System and Center are comparable to Chattanooga, and CDM Smith was the consultant on that project. A visit to the Knoxville Transit Center to talk with the staff about their process and project completion is planned.

SECTION 3 - BUDGET REQUEST

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
CARTA	\$ 5,163,300.00	\$	\$ 5,163,300.00	100%	161
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

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

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

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



City of Chattanooga

Agency Offer Worksheet (A1)

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

Name	Federal	State	Local
State Operating Assistance (50% state/50% local)	N/A	\$2,124,100	\$2,124,100
Preventative Maintenance Funds (80% federal, 10% state, 10% local)	\$2,549,767	\$318,721	\$318,721
Job Access Reverse Commute Funds (50% federal, 25% state, 25% local)	\$350,167	\$175,083	\$175,083
Americans with Disabilities Act (ADA) Funds (80% federal, 10% state, 10% local)	\$363,536	\$45,442	\$45,442
Operating Assistance Funds (50% federal, 50% local)	\$144,280	0	\$144,280
Grant Administrator Funds (80% federal, 10% state, 10% local)	\$118,659	\$14,832	\$14,832
Mobility Management Funds (80% federal, 10% state, 10% local)	\$39,029	\$4,879	\$4,879
Travel Trainer Contract Funds (80% federal, 10% state, 10% local)	\$36,000	\$4,500	\$4,500
Total	\$3,601,438	\$2,687,557	\$2,831,837



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase Fixed Route Ridership 1-3%

Description of Output Measured: Ridership Reports

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Operations and Administration

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
1,800,870	1,758,992	1,776,582	1,776,582	1,794,348

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase Care-A-Van Ridership 1-3%

Description of Output Measured: Ridership Reports

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Operations and Administration

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
47,552	47,032	48,450	48,450	49,419

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Maintain or Reduce Operating Expense per fixed route passenger

Description of Output Measured: Operating Expense per fixed route passenger

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Accounting

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$4.35	\$4.48	\$4.46	\$4.46	\$4.42

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Maintain or Reduce Operating Expense per Care-A-Van passenger

Description of Output Measured: Operating expense per Care-A-Van passenger

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Accounting

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$21.05	\$23.00	\$23.25	\$23.25	\$23.02



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

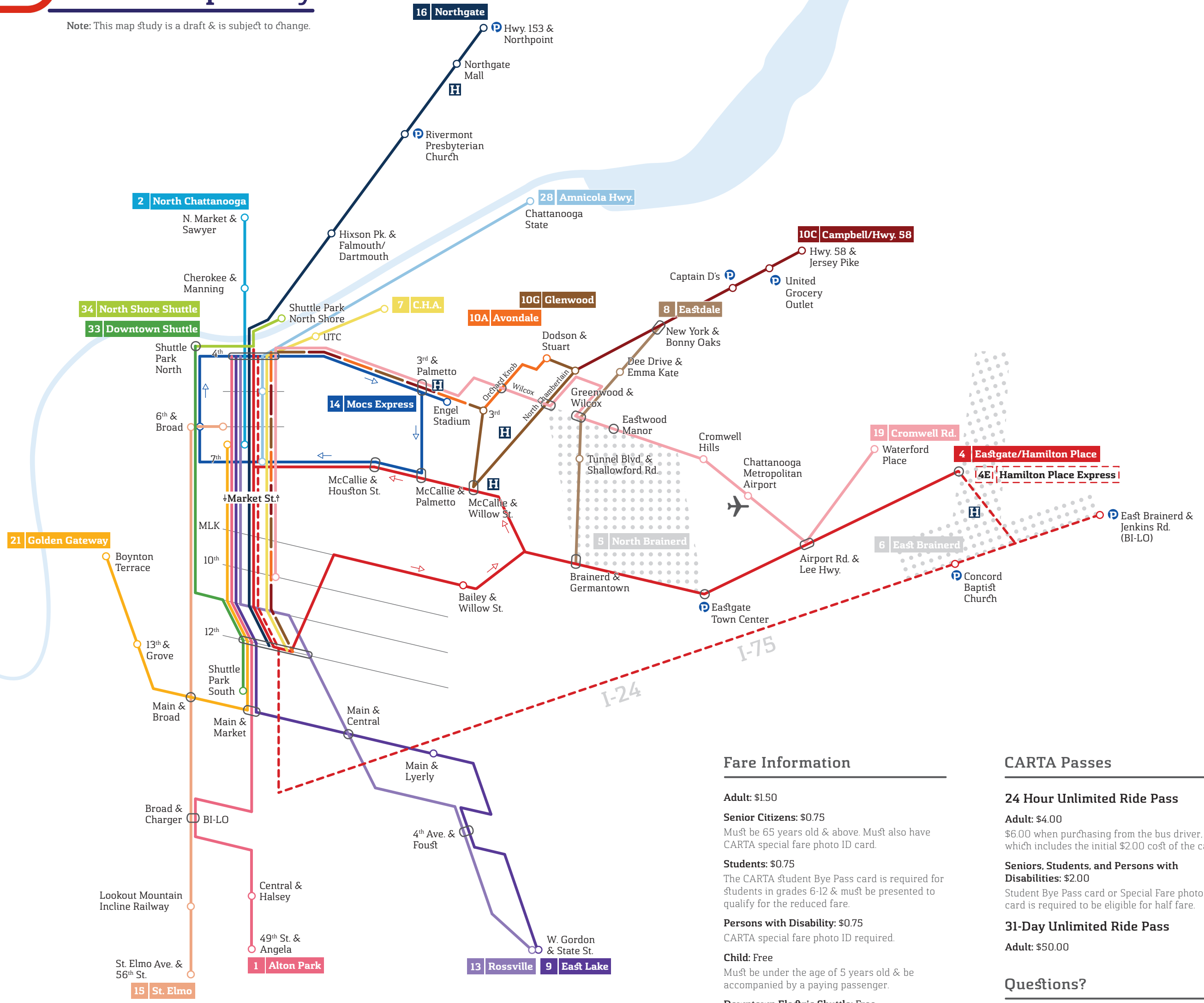
FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



Route Map Study

Note: This map study is a draft & is subject to change.



Map Legend

- 1 | Alton Park
- 2 | North Chattanooga
- 4 | Eastgate/Hamilton Place
- 4E | Hamilton Place Express
- 7 | Chattanooga Housing Authority
- 8 | Eastdale
- 9 | East Lake
- 10 | East Chattanooga
- 13 | Rossville
- 14 | UTC Mocs Express
- 15 | St. Elmo
- 16 | Northgate
- 19 | Cromwell Rd.
- 21 | Golden Gateway
- 28 | Amnicola Hwy.
- 33 | Downtown Shuttle
- 34 | North Shore Shuttle

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

Fare Information

- Adult:** \$1.50
 - Senior Citizens:** \$0.75
Must be 65 years old & above. Must also have CARTA special fare photo ID card.
 - Students:** \$0.75
The CARTA Student Bye Pass card is required for students in grades 6-12 & must be presented to qualify for the reduced fare.
 - Persons with Disability:** \$0.75
CARTA special fare photo ID required.
 - Child:** Free
Must be under the age of 5 years old & be accompanied by a paying passenger.
 - Downtown Electric Shuttle:** Free
- One way cash fare, exact change*

CARTA Passes

- 24 Hour Unlimited Ride Pass**
Adult: \$4.00
\$6.00 when purchasing from the bus driver, which includes the initial \$2.00 cost of the card.
- Seniors, Students, and Persons with Disabilities:** \$2.00
Student Bye Pass card or Special Fare photo ID card is required to be eligible for half fare.
- 31-Day Unlimited Ride Pass**
Adult: \$50.00

Questions?

Call our information line at 423-629-1473 or visit our website at www.gocarta.org

For Real-Time Updates

Go to bustracker.gocarta.org or download the **Transit App** on your smart phone from thetransitapp.com. Free Wi-Fi service is available on all CARTA busses.



Map not to Scale



City of Chattanooga

Agency BFO Summary (A2)

Agency Name: Chattanooga Area Regional Transportation Authority (CARTA)

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	CARTA Operating Assistance	N	CDOT	4,917,400	\$5,163,300		5,163,300
2	CARTA Enterprise South Expansion	E	CDOT/Econ. Dev.	300,000	133,220		133,220
3							-
4							-
<i>Total Offers by Agency</i>				\$ 5,217,400	\$ 5,296,520	\$ -	\$ 5,296,520

Results Area Code

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



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: CARTA Operating Assistance

Primary Results Area: Stronger Neighborhoods

Agency Name: Chattanooga Area Regional Transportation Authority-CARTA

Contact Name: Lisa Maragnano Contact No.: 423-260-5629-Cell

Contact Email Address: lisamaragnano@gocarta.org

Primary Collaborating City Dept: CDOT

Amount Awarded in FY15 from City

General Fund: 4,914,440

Performance Management

Measurement 1

Results Area Stronger Neighborhoods

Primary Desired Outcome riderhsip increase/cost per passenger

Output Measure: riderhsip

Staff Responsible for Collection &

Analyzing Data: Accounting Staff

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

FY15 Target 1-3% Ridership Increase/1-3% Cost per Passenger Decrease

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
FX-142,865	FX-156,600	FX-162,645	FX-173,697	FX-141,645	FX-139,315						
CAV-3,661	CAV-3,825	CAV-5,383	CAV-4,144	CAV-3,516	CAV-3,745						

Comments: FX=Fixed Route Ridership(does not include Downtown Shuttle)/CAV=Care-A-Van Ridership

Cost per passenger is currently measured on a yearly basis. For FY 16 we will be measuring this on a monthly basis.



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name: **Housing Navigators**

Primary Results Area: **Stronger Neighborhoods** Offer Number: **1**

Agency Name: **Chattanooga Regional Homeless Coalition** Date Submitted: **1/12/15**

Contact Name: **Stephen Wright** Contact Number: **(423) 710-1502x1**

Contact Email Address: **swright@homelesscoalition.org**

Primary Collaborating City Dept: **Economic & Community Development/Office of Civic Engagement**

Amount Requested from City General Fund: **\$92,100** Total Offer Cost: **\$92,100**

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

SECTION 2 - DETAILS

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.
 As the lead agency for the Chattanooga Continuum of Care, the Chattanooga Homeless Coalition exists to maximize funding and other resources for homeless service providers. As an umbrella agency, the CRHC can provide the following housing navigation service across service providers to facilitate client services across the system and to target resources to the most critical cases. Housing Navigators walk alongside a person experiencing homelessness from street to housing to stability. Housing Navigators are experts in the housing placement process, helping to expedite and ease the process of a person who is experiencing homelessness and in need of housing. They also serve as natural supports for homeless, building a relationship and trust between their clients. Finally, navigators can be a bridge or connector for homeless to community based services to increase the likelihood of stabilization and build a path towards independence for the individual being housed.
- **Needs Addressed**
 Currently, many homeless individuals and families have issues getting placed into housing through no fault of their own. Housing placement can take months to complete, requiring paperwork, documentation, appointments, and transportation. While these individuals are working hard trying to navigate this complex housing process they are staying on the streets putting their safety, health, and stability at risk. Meanwhile, social service agencies are spending more and more resources to meet basic needs like food, clothing, and shelter, while not being able to move their clients any closer to living stable productive lives.

 Even if an individual is able to navigate this complex process and move in to housing, they are oftentimes left to fend for themselves trying to find employment, receive benefits, assimilate into their neighborhood, and get transportation to the many meetings, appointments, and job interviews



City of Chattanooga

Agency Offer Worksheet (A1)

that are necessary. Individuals are often unaware that there are community-based organizations and resources that can provide support, and they find themselves alone in their uphill climb towards stability.

Housing Navigators would serve as a continuous guide for homeless individuals. Once a homeless individual is identified as in need of housing, Navigators would work to house them quickly and then serve as their connector to various community-based services. The role of the housing navigator is different in both scope and activity to traditional case management. The housing navigators will be used to target the most difficult cases to facilitate successful housing placements. The individuals who fall in the high range of acuity scores have many physical, mental, and social barriers to successful housing placement. Service delivery to these individuals is resource-intensive for an agency taking them into case management. By having a designated facilitator for these individuals to expedite housing placement and to provide individual support to clients across the board resources will be able to serve more clients.

- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)
 - Reduce time required for housing placement of homeless individuals
 - Increase retention rate of clients remaining in housing
 - Increase monthly housing placements of homeless individuals
 - Reduce case load and time per client for existing case managers
 - Provide continuity of service for homeless citizens
 - Decrease community cost per homeless individual
 - Strengthen neighborhood relationships

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
 - **Hiring** – We will have a thorough hiring process, giving preference to strong candidates with a past history of homelessness
 - **Training** – Navigators will go through an in-depth training detailing assessment, housing process, housing matches, and support services
 - **Case Conferencing** – Navigators will be part of a collaborative case conferencing process doing joint prioritization and referral starting with the most vulnerable homeless individuals
 - **Staff Meetings** – Navigators will meet weekly to check-in and share best practices learned and discuss barriers and successes
 - **Day-to-Day** – Navigators will mostly work off site, meeting their clients where they are, transporting them to needed appointments and locations

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



City of Chattanooga

Agency Offer Worksheet (A1)

- **May 2015** – Begin hiring process
- **June 2015** – Training Session and Orientation
- **July 2015** – Navigators begin work
- **August 2015** – First results report for Navigators
- **October 2015** – 75% of identified chronically homeless veterans are housed
- **December 2015** – All identified chronically homeless veterans housed

- **Key personnel/project leaders/consultants: (Who is doing what?)**
 - Navigators report to Executive Director
 - HMIS administrator and Director of Planning track data and performance
 - Centralized Intake Coordinator coordinates navigator work plans.

- **Citizen engagement** - How are you involving citizens?
 - Navigators would work with community members to identify supportive resources
 - Navigators would serve as a bridge between neighbors surrounding the housed individual
 - Navigators would work with citizens to help provide support to their clients (i.e. furniture, financial help, help with transportation, etc.)

- **Environmental sustainability:**

Navigators will teach their clients sustainable living practices like recycling in their home, being energy efficient, etc.

- **Cite applicable research/best practices used in this offer:**
 - U.S. Interagency Council on Homelessness Solutions Database
http://usich.gov/usich_resources/solutions/explore/housing_and_employment_navigators

 - Arizona Coalition to End Homelessness – Best Practices
<http://www.azceh.org/best-practices>

 - How's Nashville Navigator Training and Support Materials
<http://howsnashville.org/2014/05/17/housing-navigators/>

 - Community Solutions 100,000 Homes Campaign Best Practices
<http://100khomes.org/press/a-race-to-end-chronic-veteran-homelessness>

SECTION 3 - BUDGET REQUEST



City of Chattanooga

Agency Offer Worksheet (A1)

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
Chattanooga Regional Homeless Coalition	\$ 90,000	\$ 2,100	\$ 92,100	0%	3
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

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

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

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

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

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



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1 :

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Functionally end chronic veteran homelessness by meeting Zero2016 Takedown target of 15 placements per month

Description of Output Measured: Number of individuals housed each month through the CoC region.

Measurement Frequency: Daily ___ Weekly___ Monthly_X___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: HMIS Administrator

FY2013 ctual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
-	-	Determine baseline	Determine baseline	8% of total chronically homeless veterans

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: Increase employment

Description of Output Measured: job placement rate for housing navigator clients

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X___

Staff Responsible for Collection & Analyzing data: Housing Navigators

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
-	-	-	-	80%

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increased efficiency in housing placement

Description of Output Measured: Length of time between client referral and move in date.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X___ Annually___

Staff Responsible for Collection & Analyzing data: Housing Navigators

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
-	-	-	-	50% decrease over historical baseline.

Note: At least 3 measures should be provided



City of Chattanooga
Agency BFO Summary (A2)

Agency Name: Chattanooga Regional Homeless Coalition

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY16 BUDGET			
				FY 2015 City Award	FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Housing Navigators	N	Economic & Community Development/Office of Civic Engagement	-	92,100		92,100
2	Emergency Cold Weather Shelter	N	Economic & Community Development	50,000	125,000		175,000
3	Homeless Data Quality Specialist	N	Economic & Community Development/Office of Civic Engagement		34,500		34,500
4							
<i>Total Offers by Agency</i>				\$ 50,000	\$ 251,600	\$ -	\$ 301,600

Results Area Code

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

Template A3: Budget Format

CITY OF CHATTANOOGA

Salaries	\$ 278,577	\$ 211,165	\$ 165,630	\$ 166,035	\$ 90,000	\$ (76,035)	-45.8%
Fringe Benefits							N/A
Employee Health	\$ 20,131	\$ 17,686	\$ 8,265	\$ 16,000	\$ 2,100	\$ (13,900)	-86.9%
Pension/Retirement	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,000		\$ (6,000)	-100.0%
Payroll Taxes, etc.	\$ 11,843	\$ 24,457	\$ 12,990	\$ 18,091		\$ (18,091)	-100.0%
Other (unemployment, life insurance, etc)							N/A
Total Personnel Expenses	\$ 316,551	\$ 259,808	\$ 192,885	\$ 206,126	\$ 92,100	\$ (114,026)	-55.3%
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 50,723	\$ 136,034	\$ 18,117	\$ 59,025	\$ 76,478	\$ 17,453	29.6%
Utilities					\$ 15,000	\$ 15,000	N/A
Other							N/A
Rent	\$ 14,915	\$ 14,734	\$ 14,175	\$ 15,230		\$ (15,230)	-100.0%
Travel/Transportation	\$ 13,804	\$ 7,644	\$ 1,976	\$ 8,197		\$ (8,197)	-100.0%
Insurance (not employee health)		\$ 2,744	\$ 5,544	\$ 4,450		\$ (4,450)	-100.0%
Materials & Supplies	\$ 5,650	\$ 1,560	\$ 753	\$ 1,281		\$ (1,281)	-100.0%
Telephone, Fax, ISP	\$ 12,505	\$ 6,090	\$ 3,836	\$ 17,888		\$ (17,888)	-100.0%
Postage and Shipping	\$ 1,477	\$ 931	\$ 2,024	\$ 950		\$ (950)	-100.0%
Occupancy/Building/Utilities							N/A
Equipment Rental and Maintenance (including contracts)		\$ 1,389	\$ 2,185	\$ 2,950	\$ 2,272	\$ (678)	-23.0%
Outside Printing, Art Work, etc.	\$ 4,493	\$ 2,717		\$ 1,508		\$ (1,508)	-100.0%
Conferences, Conventions, etc.	\$ 7,952	\$ 2,265		\$ 7,161		\$ (7,161)	-100.0%
Special Assistance to Individuals	\$ 69,739	\$ 60,504	\$ 60,057	\$ 40,000		\$ (40,000)	-100.0%
National Dues/Support Payments		\$ 1,189	\$ 632	\$ 725		\$ (725)	-100.0%
Organization Dues (other than above)							N/A
Awards and Grants	\$ 109,793	\$ 40,675	\$ 50,638	\$ 40,000		\$ (40,000)	-100.0%
Fund Raising/Self-Support Activities	\$ 34,744	\$ 29,621	\$ 28,286	\$ 5,380		\$ (5,380)	-100.0%
Miscellaneous	\$ 16,645	\$ 7,389	\$ 2,026	\$ 10,738	\$ 7,500	\$ (3,238)	-30.2%
Equipment Purchases (incl. capital expenses)				\$ 7,925	\$ 5,000	\$ (2,925)	-36.9%
Depreciation	\$ 3,353	\$ 3,157	\$ 1,413				N/A
Other Expenses (Please list separately any major item)							N/A
Laundry					\$ 18,750	\$ 18,750	N/A
Operating Expenses Total	\$ 345,793	\$ 318,643	\$ 191,562	\$ 223,408	\$ 125,000	\$ (98,408)	-44.0%
TOTAL OPERATIONS	\$ 662,344	\$ 578,451	\$ 384,547	\$ 429,534	\$ 217,100	\$ (212,434)	-49.5%
REVENUE OVER/ (UNDER) OPERATIONS	\$ 2,155	\$ (43,227)	\$ 70,182	\$ 34,438	\$ (125,000)	\$ (159,438)	-463.0%



City of Chattanooga
Mayor Andy Berke

January 12, 2015

Stephen Wright
Executive Director
Chattanooga Regional Homeless Coalition
600 North Holtzclaw Avenue
Chattanooga, TN 37404

Dear Mr. Wright:

Thank you for the service your organization provides to the Chattanooga citizens. The community is better and stronger for it.

Economic & Community Development has reviewed your offer(s) and finds that the activities you propose are consistent with Mayor Andy Berke's five key priorities for our city.

This correspondence serves as your letter of support which will allow your offer(s) to be submitted in the Budgeting for Outcomes (BFO) process.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony O. Sammons", is written over a horizontal line.

Anthony O. Sammons
Deputy Administrator
Economic & Community Development



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name: **Cold Weather Emergency Shelter**

Primary Results Area: **Stronger Neighborhoods** Offer Number: _____

Agency Name: **Chattanooga Regional Homeless Coalition** Date Submitted: _____

Contact Name: **Stephen Wright** Contact Number: **423-710-1501**

Contact Email Address: **swright@homelesscoalition.org**

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

Amount Requested from City General Fund: **\$125,000** Total Offer Cost: **\$125,000**

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

SECTION 2 - DETAILS

Narrative:

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

The amount requested reflects the total cost of shelter operations for the designated time period. Previous funding did not supply full support and the difference was covered by Chattanooga Regional Homeless Coalition and Community Kitchen funds. CRHC requests these funds as a part of our mission and vision of maximizing homelessness funding in the region. The shelter operates in the physical space of the Community Kitchen and CRHC serves a back office function for the shelter in securing funds and administering payroll. By serving as the financial administrator for the shelter the burden of shelter operation on the Community Kitchen and other service providers is lessened allowing them to allocate maximum resources to serving clients.

The Emergency Cold Weather Shelter exists as a stopgap death/injury service for homeless individuals in the Chattanooga region from December through March, when nighttime temperatures represent an immanent threat to at-risk populations. Physical space at the Chattanooga Community Kitchen is repurposed nightly as temporary accommodations for unsheltered homeless persons. The shelter is staffed with shelter personnel as well as security provided by off-duty Chattanooga police officers. Clients check in at one of two stations, one for males and one for females. This check-in data is kept as a spreadsheet as well as being entered into ServicePoint for client tracking and maintaining statistics on shelter utilization. Male and female sleeping areas are kept separate. Clients are provided a sleeping mat and warm bedding. Each morning clients leave the shelter and the sleeping areas are returned to day purposes of the Community Kitchen’s regular services.
- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative. The primary need the emergency cold weather shelter addresses is the risk of injury and death associated with unsheltered homeless individuals overnighing outdoors when ambient temperatures fall below freezing. Apart from the immediate risk of death and injury associated with



City of Chattanooga

Agency Offer Worksheet (A1)

frostbite and hypothermia, these conditions put homeless individuals at greater risk for subsequent health problems per National Alliance to End Homelessness Statistics. Preventing injuries and deaths associated with cold weather exposure benefits citizens in numerous ways. First, the cost of uninsured visits to the emergency room (approximately \$3,700 per visit) is avoided. Second, by providing a space for people to shelter from the cold, the probability of homeless individuals trespassing to seek shelter is lessened. This avoids law enforcement intervention (the cost of a night in jail is approximately \$210). Third, there is a moral imperative to prevent the death and injury of persons unable to seek shelter from cold temperatures on their own.

Historical utilization data bolsters the need to continue shelter operations in the future. In the 2012/2013 operating year the shelter served 628 unduplicated clients. 607 clients were served over the 2013/2014 operating year.

- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)
 - Goal 1: To provide space for any unsheltered homeless individual on nights when ambient temperature represents a danger of injury or death.
 - Goal 2: Average length of stay reduction- This goal relates to finding more permanent shelter for individuals and families utilizing the shelter. The average length of stay will be compared operating year to operating year.
 - Goal 3: Reduction in year-to-year recidivism. Our goal is to see a reduction in the percentage of clients who use the shelter for multiple years. This goal relates to finding more permanent housing for clients using the shelter.
 - Goal 4: Triage assessment. Our goal is that nearly all clients accessing the shelter will be given a pre-screening needs assessment to facilitate their referral and placement in relevant programs. The Vulnerability Index- Service Prioritization Assessment Tool (a statistically validated and nationally used assessment) will be the means of triage.

- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
 - Recruiting staff for the shelter
 - Contracting for security at the shelter
 - Gathering and maintaining physical resources necessary for shelter operation (mats, bedding, etc.)
 - Nightly, staff prepare the space for shelter operations.
 - Nightly, staff check in clients for that night's shelter stay.
 - Each morning staff wake up clients and clear the shelter.
 - During the Point in Time Count, staff and volunteers administer VI-SPDAT prescreen assessment.

 - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
 - December 15: Shelter operations commence



City of Chattanooga

Agency Offer Worksheet (A1)

- Last week of January: Point in Time Count and prescreen assessment
- March 15: Shelter operations cease.

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

- Homeless Coalition Executive Director/Community Kitchen Executive Director: Both of these positions provides project oversight and ensures quality of service delivery.
- Shelter manager: Oversees daily shelter preparation and nightly check-in.
- Check-in staff: Nightly, checks in clients and logs this information into a spreadsheet.
- Data entry: Logs shelter rolls into ServicePoint.
- Homeless Coalition Director of Planning: compiles performance measure statistics based on ServicePoint data.
- Contract security personnel: Provides site security nightly.

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

- Citizen donations of material goods are solicited as needed.
- Citizen volunteers for administering prescreen assessment are solicited.

▪ **Environmental sustainability:**

N/A

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

- Historical shelter data provided through the HMIS database ServicePoint by Chattanooga Regional Homeless Coalition
- Winter Homeless Services: *Bringing Our Neighbors in from the Cold* January, 2010
A Report From National Coalition for the Homeless
http://www.nationalhomeless.org/publications/winter_weather/report.html
- *Learning about Homelessness & Health in your Community: A Data Resource Guide," Suzanne Zerger, MA Research Specialist, August 2005.*

SECTION 3 - BUDGET REQUEST

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
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City of Chattanooga

Agency Offer Worksheet (A1)

	\$	\$	\$	0%	
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	

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

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

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

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

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



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Access to affordable housing

Description of Output Measured: The average length of stay of clients in the emergency cold weather shelter will be measured yearly. A decrease in this measure indicates clients accessing services and receiving placement in more permanent housing.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x___

Staff Responsible for Collection & Analyzing data: Shelter staff record client stays. Data entry personnel enter shelter stay data into ServicePoint. Homeless Coalition staff analyze data and compile reports.

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unavailable	19.9	18	18	16.2

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Client placement in permanent affordable housing

Description of Output Measured: Client enrollment data for shelter operations will be compared year to year to determine the proportion of clients accessing the emergency cold weather shelter over multiple years. A decrease in this measure indicates clients accessing services and more permanent housing options.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_x___

Staff Responsible for Collection & Analyzing data: Shelter staff record client stays. Data entry personnel enter shelter stay data into ServicePoint. Homeless Coalition staff analyze data and compile reports.

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unavailable	2%	1%	1%	0.5%

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Client prioritization for housing.

Description of Output Measured: Shelter clients will all have the opportunity to complete a VI-SPDAT pre-screen assessment to facilitate their referral to appropriate services as well as identify clients qualified for the pilot service prioritization process currently taking place in concert with the Mayor's taskforce to end chronic veteran homelessness. A high percentage of surveys indicates that clients eligible for prioritization for permanent supportive housing will be identified with a greater degree of accuracy.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Shelter staff and community volunteers will administer VI-SPDAT survey both on the night of the Point in Time Count and as needed throughout the shelter operation window. Homeless Coalition staff identify clients eligible for the prioritization program. Pilot group case conferencing sessions facilitate client placement. Homeless Coalition staff compile statistics on percentage of shelter clients with surveys on file.



City of Chattanooga

Agency Offer Worksheet (A1)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Unavailable	Unavailable	95%	95%	98%

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: All clients have access to shelter

Description of Output Measured: Nightly shelter roll census records as a percentage of maximum available beds. On nights that the shelter exceeds capacity, clients are not turned away. However all clients may not have a sleeping area on such nights. This outcome will indicate future need for shelter capacity as well as serving as an indicator of all clients presenting for shelter receiving service.

Measurement Frequency: Daily X Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: CRHC Director of Planning and shelter staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NA	NA	100%	100%	100%

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga
Agency BFO Summary (A2)

Agency Name: Chattanooga Regional Homeless Coalition

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY16 BUDGET			
				FY 2015 City Award	FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Housing Navigators	N	Economic & Community Development/Office of Civic Engagement	-	92,100		92,100
2	Emergency Cold Weather Shelter	N	Economic & Community Development	50,000	125,000		175,000
3	Homeless Data Quality Specialist	N	Economic & Community Development/Office of Civic Engagement		34,500		34,500
4							-
<i>Total Offers by Agency</i>				\$ 50,000	\$ 251,600	\$ -	\$ 301,600

Results Area Code

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

Template A3: Budget Format

CITY OF CHATTANOOGA

Salaries	\$ 278,577	\$ 211,165	\$ 165,630	\$ 166,035	\$ (166,035)	-100.0%
Fringe Benefits					\$ -	N/A
Employee Health	\$ 20,131	\$ 17,686	\$ 8,265	\$ 16,000	\$ (16,000)	-100.0%
Pension/Retirement	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,000	\$ (6,000)	-100.0%
Payroll Taxes, etc.	\$ 11,843	\$ 24,457	\$ 12,990	\$ 18,091	\$ (18,091)	-100.0%
Other (unemployment, life insurance, etc)					\$ -	N/A
Total Personnel Expenses	\$ 316,551	\$ 259,808	\$ 192,885	\$ 206,126	\$ (206,126)	-100.0%
OPERATING EXPENSES						
Administration						
Professional Fee & Contract service	\$ 50,723	\$ 136,034	\$ 18,117	\$ 59,025	\$ 76,478	29.6%
Utilities					\$ 15,000	N/A
Other					\$ -	N/A
Rent	\$ 14,915	\$ 14,734	\$ 14,175	\$ 15,230	\$ (15,230)	-100.0%
Travel/Transportation	\$ 13,804	\$ 7,644	\$ 1,976	\$ 8,197	\$ (8,197)	-100.0%
Insurance (not employee health)		\$ 2,744	\$ 5,544	\$ 4,450	\$ (4,450)	-100.0%
Materials & Supplies	\$ 5,650	\$ 1,560	\$ 753	\$ 1,281	\$ (1,281)	-100.0%
Telephone, Fax, ISP	\$ 12,505	\$ 6,090	\$ 3,836	\$ 17,888	\$ (17,888)	-100.0%
Postage and Shipping	\$ 1,477	\$ 931	\$ 2,024	\$ 950	\$ (950)	-100.0%
Occupancy/Building/Utilities					\$ -	N/A
Equipment Rental and Maintenance (including contracts)		\$ 1,389	\$ 2,185	\$ 2,950	\$ (678)	-23.0%
Outside Printing, Art Work, etc.	\$ 4,493	\$ 2,717		\$ 1,508	\$ (1,508)	-100.0%
Conferences, Conventions, etc.	\$ 7,952	\$ 2,265		\$ 7,161	\$ (7,161)	-100.0%
Special Assistance to Individuals	\$ 69,739	\$ 60,504	\$ 60,057	\$ 40,000	\$ (40,000)	-100.0%
National Dues/Support Payments		\$ 1,189	\$ 632	\$ 725	\$ (725)	-100.0%
Organization Dues (other than above)					\$ -	N/A
Awards and Grants	\$ 109,793	\$ 40,675	\$ 50,638	\$ 40,000	\$ (40,000)	-100.0%
Fund Raising/Self-Support Activities	\$ 34,744	\$ 29,621	\$ 28,286	\$ 5,380	\$ (5,380)	-100.0%
Miscellaneous	\$ 16,645	\$ 7,389	\$ 2,026	\$ 10,738	\$ (7,500)	-30.2%
Equipment Purchases (incl. capital expenses)					\$ 5,000	-36.9%
Depreciation	\$ 3,953	\$ 3,157	\$ 1,413		\$ -	N/A
Other Expenses (please list separately any major item)					\$ -	N/A
Laundry					\$ 18,750	N/A
Operating Expenses Total	\$ 345,793	\$ 318,643	\$ 191,662	\$ 223,408	\$ (98,408)	-44.0%
TOTAL OPERATIONS	\$ 662,344	\$ 578,451	\$ 384,547	\$ 429,534	\$ (304,534)	-70.9%
REVENUE OVER/ (UNDER) OPERATIONS						
	\$ 2,155	\$ (43,227)	\$ 70,182	\$ 34,438	\$ (34,438)	-100.0%



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Emergency Cold Weather Shelter

Primary Results Area: Stronger Neighborhoods

Agency Name: Chattanooga Regional Homeless Coalition

Contact Name: Stephen Wright Contact No.: 423-710-1501

Contact Email Address: swright@homelesscoalition.org

Primary Collaborating City Dept: Economic and Community Development

Amount Awarded in FY15 from City
General Fund: 50,000

Performance Management

Measurement 1

Results Area Stronger Neighborhoods

Primary Desired Outcome Average Length of Stay

Output Measure: Measure of the average length of stay for all clients over the course of one season of shelter operation.

Staff Responsible for Collection & Analyzing Data:

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

FY15 Target 10% reduction year over year. FY15 is the first year of complete data collection, therefore a percentage of reduction is not yet available.

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
Rating year 2013/2014 is 19.9 days											

Comments:



City of Chattanooga
Mayor Andy Berke

January 12, 2015

Stephen Wright
Executive Director
Chattanooga Regional Homeless Coalition
600 North Holtzclaw Avenue
Chattanooga, TN 37404

Dear Mr. Wright:

Thank you for the service your organization provides to the Chattanooga citizens. The community is better and stronger for it.

Economic & Community Development has reviewed your offer(s) and finds that the activities you propose are consistent with Mayor Andy Berke's five key priorities for our city.

This correspondence serves as your letter of support which will allow your offer(s) to be submitted in the Budgeting for Outcomes (BFO) process.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony O. Sammons", written over a horizontal line.

Anthony O. Sammons
Deputy Administrator
Economic & Community Development



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name: Homeless Data Quality Specialist

Primary Results Area: Stronger Neighborhoods Offer Number: _____

Agency Name: Chattanooga Regional Homeless Coalition Date Submitted: _____

Contact Name: Stephen Wright Contact Number: 423-710-1501

Contact Email Address: swright@homelesscoalition.org

Primary Collaborating City _____
 Dept: Economic and Community Development

Amount Requested from _____
 City General Fund: \$34,500 Total Offer Cost: \$34,500

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

Narrative:

- **Summary** – Brief summary narrative describing offered service or initiative.
 Currently 147 providers enter data into ServicePoint. This is only a portion of the total population of service providers in our region. A homeless data quality specialist will provide data entry and service provider support services to small organizations serving the homeless and near homeless in the Chattanooga region. This position will be responsible for collecting data from service providers who do not currently enter it into the ServicePoint database as well as providing support to those providers in accessing client records prior to service delivery to prevent duplication of services or “service shopping”. By accurately tracking the services clients have received, organizations will be better able to allocate their limited resources to meet all needs without allowing the handful of clients who access multiple sources of the same service to eat up too many resources. It will also allow case managers to get a clearer picture of the service needs profile of each client. This will aid in more targeted case planning to address chronic needs of clients. This service will integrate information on service provision not currently captured in the database with existing client information to provide a clearer picture of the community’s response to homelessness and near homelessness as well as facilitate a more efficient allocation of resources across providers. The basis for all reports created by the CRHC is data entered into ServicePoint. We realize that this limitation excludes a great many small service providers and faith communities that are providing services in our community. Not knowing the type and quantity of all services delivered in our community hampers our ability to strategically target funding resources to areas of unmet need. Current accountability: Currently data quality standards are only enforced for CoC funded agency programs per HUD guidelines. Other data entered into ServicePoint is provided at the decision of individual agencies and data standards are self-enforced to the standards deemed appropriate by that agency. It has been the historical position of the database supervisor to capture as much data from as many organizations as possible without restricting data from agencies that provide incomplete records.



City of Chattanooga

Agency Offer Worksheet (A1)

- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative. ServicePoint is the Homeless Management Information System or Chattanooga and surrounding counties. This database allows service providers to enter client information and track clients across providers. This allows providers to collaborate on service delivery and to tailor their service approach based on client history. It also prevents more than one provider from unknowingly offering the same service to a client, thereby decreasing duplication of services and allowing a more efficient use of resources across the community. However, the cost of database access (\$325 per individual license and \$300 annual support fee) prevents some small providers and faith communities from entering service data into ServicePoint. These small providers may also not have the staff or volunteer time to have a person dedicated to data entry. Therefore, there are services being delivered to the homeless and near homeless that are not being captured in the database. This prevents a true community-wide approach to ending homelessness. This lack of communication across all providers also results in a less efficient allocation of community resources. By capturing this information and giving access to existing information to small providers there will be a more efficient allocation of resources and, consequently, more clients could be served with the same cost
- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)
 - Increased ServicePoint participation by small agencies:
 - Increase service delivery capture in ServicePoint database
 - Decreased duplication of services
- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
 - **Recruit and hire Homeless Data Quality Specialist**
 - **Recruit service providers not currently entering data into ServicePoint**
 - **HDQS coordinates the collection and entry of new data into ServicePoint**
 - **HDQS provides support to agencies**
 - **ServicePoint staff provides reporting to agencies.**
 - **Timeline of activities and/or significant milestones throughout the year:** (When are you doing it?)
 - Upon funding approval: Recruit, hire and train personnel
 - Throughout the year: Recruit agencies for participation in program
 - Throughout the year: Provide support to agencies through data entry and client lookup services.
 - Throughout the year: Provide reporting to agencies
 - **Key personnel/project leaders/consultants:** (Who is doing what?)
 - Executive Director: Provides project oversight and direction
 - HMIS System Administrator: Provides direct project supervision



City of Chattanooga

Agency Offer Worksheet (A1)

- Homeless Data Quality Specialist: Provides support and data entry services to small agencies
- **Citizen engagement** - How are you involving citizens?
 - Engaging small community organizations serving homeless and near homeless
- **Environmental sustainability:**
N/A
- **Cite applicable research/best practices used in this offer:**

SECTION 3 - BUDGET REQUEST

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

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

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

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

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

Name	Amount
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

	\$
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increased ServicePoint participation by small agencies

Description of Output Measured: The number of new agencies utilizing ServicePoint through the data quality specialist will be tracked on a quarterly basis.

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

Staff Responsible for Collection & Analyzing data: Homeless Coalition Director of Planning

FY2013 ctual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NA	NA	10	10	15

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increased service transaction capture in ServicePoint

Description of Output Measured: The number of service transactions occurring in ServicePoint will be tracked on a quarterly basis. This information will be compared to historical system data to observe whether the involvement of smaller agencies increases the frequency and breadth of community services recorded in the database

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

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
108317	114409	125849	125849	138083

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Decreased duplication of services

Description of Output Measured: Monthly reports will determine how many clients accessed the same service from multiple service providers as captured in the ServicePoint database.

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

Staff Responsible for Collection & Analyzing data: Homeless Coalition Director of Planning

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

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

Staff Responsible for Collection & Analyzing data:



City of Chattanooga

Agency Offer Worksheet (A1)

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

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

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

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

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga
Agency BFO Summary (A2)

Agency Name: Chattanooga Regional Homeless Coalition

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY16 BUDGET			
				FY 2015 City Award	FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Housing Navigators	N	Economic & Community Development/Office of Civic Engagement	-	92,100		92,100
2	Emergency Cold Weather Shelter	N	Economic & Community Development	50,000	125,000		175,000
3	Homeless Data Quality Specialist	N	Economic & Community Development/Office of Civic Engagement		34,500		34,500
4							-
<i>Total Offers by Agency</i>				\$ 50,000	\$ 251,600	\$ -	\$ 301,600

Results Area Code

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

Template A3: Budget Format

CITY OF CHATTANOOGA

Salaries	\$ 278,577	\$ 211,165	\$ 165,630	\$ 166,035	\$ 25,875	\$ (140,160)	-84.4%
Fringe Benefits					\$ -	\$ -	N/A
Employee Health	\$ 20,131	\$ 17,686	\$ 8,265	\$ 16,000	\$ 8,625	\$ (7,375)	-46.1%
Pension/Retirement	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,000		\$ (6,000)	-100.0%
Payroll Taxes, etc.	\$ 11,843	\$ 24,457	\$ 12,990	\$ 18,091		\$ (18,091)	-100.0%
Other (unemployment, life insurance, etc)						\$ -	N/A
Total Personnel Expenses	\$ 316,551	\$ 259,808	\$ 192,885	\$ 206,126	\$ 34,500	\$ (171,626)	-83.3%
OPERATING EXPENSES							
Administration							
Professional Fee & Contract service	\$ 50,723	\$ 136,034	\$ 18,117	\$ 59,025	\$ 76,478	\$ 17,453	29.6%
Utilities					\$ 15,000	\$ 15,000	N/A
Other						\$ -	N/A
Rent	\$ 14,915	\$ 14,734	\$ 14,175	\$ 15,230		\$ (15,230)	-100.0%
Travel/Transportation	\$ 13,804	\$ 7,644	\$ 1,976	\$ 8,197		\$ (8,197)	-100.0%
Insurance (not employee health)		\$ 2,744	\$ 5,544	\$ 4,450		\$ (4,450)	-100.0%
Materials & Supplies	\$ 5,650	\$ 1,560	\$ 753	\$ 1,281		\$ (1,281)	-100.0%
Telephone, fax, ISP	\$ 12,505	\$ 6,090	\$ 3,836	\$ 17,888		\$ (17,888)	-100.0%
Postage and Shipping	\$ 1,477	\$ 981	\$ 2,024	\$ 950		\$ (950)	-100.0%
Occupancy/Building/Utilities						\$ -	N/A
Equipment Rental and Maintenance (including contracts)		\$ 1,389	\$ 2,185	\$ 2,950	\$ 2,272	\$ (678)	-23.0%
Outside Printing, Art Work, etc.	\$ 4,493	\$ 2,717		\$ 1,508		\$ (1,508)	-100.0%
Conferences, Conventions, etc.	\$ 7,952	\$ 2,265		\$ 7,161		\$ (7,161)	-100.0%
Special Assistance to Individuals	\$ 69,739	\$ 60,504	\$ 60,057	\$ 40,000		\$ (40,000)	-100.0%
National Dues/Support Payments						\$ (725)	-100.0%
Organization Dues (other than above)		\$ 1,189	\$ 632	\$ 725		\$ -	N/A
Awards and Grants	\$ 109,793	\$ 40,675	\$ 50,638	\$ 40,000		\$ (40,000)	-100.0%
Fund Raising/Self-Support Activities	\$ 34,744	\$ 29,621	\$ 28,286	\$ 5,380		\$ (5,380)	-100.0%
Miscellaneous	\$ 16,645	\$ 7,389	\$ 2,026	\$ 10,738	\$ 7,500	\$ (3,238)	-30.2%
Equipment Purchases (incl. capital expenses)					\$ 5,000	\$ (2,925)	-36.9%
Depreciation	\$ 3,353	\$ 3,157	\$ 1,413			\$ -	N/A
Other Expenses (Please list separately any major item)						\$ -	N/A
Laundry					\$ 18,750	\$ 18,750	N/A
Operating Expenses Total	\$ 345,793	\$ 318,643	\$ 191,662	\$ 223,408	\$ 125,000	\$ (98,408)	-44.0%
TOTAL OPERATIONS	\$ 662,344	\$ 578,451	\$ 384,547	\$ 429,534	\$ 159,500	\$ (270,034)	-62.9%
REVENUE OVER/ (UNDER) OPERATIONS							
	\$ 2,155	\$ (43,227)	\$ 70,182	\$ 34,438	\$ (125,000)	\$ (159,438)	-463.0%



City of Chattanooga
Mayor Andy Berke

January 12, 2015

Stephen Wright
Executive Director
Chattanooga Regional Homeless Coalition
600 North Holtzclaw Avenue
Chattanooga, TN 37404

Dear Mr. Wright:

Thank you for the service your organization provides to the Chattanooga citizens. The community is better and stronger for it.

Economic & Community Development has reviewed your offer(s) and finds that the activities you propose are consistent with Mayor Andy Berke's five key priorities for our city.

This correspondence serves as your letter of support which will allow your offer(s) to be submitted in the Budgeting for Outcomes (BFO) process.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony O. Sammons", written over a horizontal line.

Anthony O. Sammons
Deputy Administrator
Economic & Community Development



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name:	Empower Chattanooga		
Primary Results Area:	Stronger Neighborhoods	Offer Number:	1
Agency Name:	Green spaces	Date Submitted:	2/23/15
Contact Name:	Dawn Hjelseth	Contact Number:	423-648-0963
Contact Email Address:	dawn@greenspaceschattanooga.com		
Primary Collaborating City Dept:	Department of Economic and Community Development		
Amount Requested from City General Fund:	\$50,000	Total Offer Cost:	\$100,000

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

Narrative:

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

In January 2012 and January 2013, homes in the East Chattanooga, East Lake and Highland Park areas used 43% more energy per square foot than the average home in Chattanooga. In addition to high energy costs, these neighborhoods have low average incomes, high crime rates, high frequency of poor physical health, lack of connectivity, limited access to public parks, vulnerability to flooding and increased exposure to urban heat island effect. Empower Chattanooga is more than an energy efficiency program. It is a new approach to considering and coordinating the delivery of a range of services based on grassroots feedback, real-time geospatial analysis, and the ongoing coordination of public and private resources. Empower Chattanooga will also serve as the entry for the City to the Georgetown University Energy Prize – a Two Year, \$5 Million Nationwide Competition awarded to who presents the best innovative and replicable plan to lower per-capita energy use.
- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

Energy costs in the Southeast are also on the rise. Tennessee is one of the highest consumers of energy in the nation, 33% higher according to the US Energy Information Agency. As mentioned above Highland Park, East Chattanooga and East Lake are consuming much more than the average home in Chattanooga. At current rates, many low-income households are struggling. 211 reports these areas of having the highest call rates for utility assistance from United Way’s agencies and that 2014 was a record year for calls for utility assistance. Metropolitan Ministries also assists families in Highland Park with utility bills. As of November 2014, electric assistance was provided to 1,192 households at a cost of \$129,350.34. This is just one of the agencies providing support to families in need and are seeing an increase in demand for assistance year over year.



City of Chattanooga

Agency Offer Worksheet (A1)

The housing stock in East Lake, Highland Park and East Chattanooga are some of the oldest in the city as well with an average of one third of the homes being constructed before 1939. Empower Chattanooga sees these issues as an opportunity to alleviate stress on many households who need it the most in our community. green|spaces commissioned an OCHS report with a focus on energy in these neighborhoods. The report stated that although many of the homeowners knew solutions to reducing energy consumption like new HVAC equipment, replacing windows or new appliances, they lacked access to the knowledge and resources to make the changes. From the focus groups, we determined that emphasizing low cost, high impact tools and education along with connecting residents to programs like the CNE loan, Habitat for Humanity NRI or City of Chattanooga Home Repair program will have a higher uptake and lasting results.

Education through the Pete Street program will be our primary tool for helping residents make improvements to their homes. Pete Street creates powerful networks of neighborhood volunteers engaged in saving energy and money. It includes everything needed for a community to fund, organize, implement, and evaluate a successful community-building, energy-savings program. Pete Street is also a powerful tool to support other energy-savings programs such as assessment-based energy retrofits by providing on-the-ground outreach that educates and motivates residents to participate and engage in other energy savings activities. Pete Street has had success rates of 17.9% savings by residents who go through the Hands-on Workshop & 8% by those who go through the basic workshop by:

- Using a *learn, do, teach approach*, neighbors learn easy ways to *save energy* and share this valuable knowledge with other neighbors.
- Residents *save money* on energy and have a more comfortable home as a result of attending a Pete Street workshop.
- Neighborhoods *build and strengthen community* as they experience success in organizing, learning from each other, supporting each other and saving money and energy.
- The community *gains local jobs* as energy-educated residents begin to hire professionals to do more involved projects. At the same time, the reduction in energy consumption benefits community and utility mandates for energy conservation.

Energy audits through the TVA E-Score program will also be one of tools used in the neighborhoods. A qualified contractor in their network must perform home improvements made through the E-Score program. After reviewing the list of current contractors, it contained only two businesses located in our target neighborhood. Through simple research, we determined that there are at least 20 additional businesses and general contractors in these neighborhoods. By helping more local contractors qualify and apply to be part of the network, the dollars spent on the project upgrades will remain in the local economy. In addition to the work through Empower Chattanooga, EPB has applied for a \$5 Million grant through TVA to retrofit 400 homes in the same neighborhoods. If they receive the funds in March of 2015, contractors for this project must be in the TVA contractor network as well.



City of Chattanooga

Agency Offer Worksheet (A1)

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

Goal 1: Create effective communications channels for Empower Programs.

Since January, green|spaces has hosted community input meetings in East Lake, Highland Park & East Chattanooga. Feedback from residents was invaluable about how to communicate information about new programs, community initiatives and events. green|spaces is in process of forming Community Action & Advisory Groups. These groups will help to set the priorities for Empower activities along with spreading the message about Pete Street trainings and community events. We hope to share these channels with other non-profits and work along side of Neighborhood Services to create door knocking campaigns, community-wide activities and more.

Goal 2: Provide residents with education and access to programs to lower utility bills.

These tools will range from free energy audits, education and products. Our goal is to have 2000 energy audits performed. After the audit is performed, EPB will ask if the homeowner is willing to release their information to Empower Chattanooga. If granted access, Empower will provide assistance in identifying solutions to the issues outlined by the audit. This may include connecting the resident to financing options, volunteer based assistance programs, or the Pete Street Basic / Hands-on learning classes. Our goal is to have 500 residents attend either the Pete Street Basic or Hands-on learning classes. Residents who attend the class will be eligible for product give-a-ways like window insulation film, caulk, weather stripping and power strips. Empower has also set up a free mobile text program. Monthly tips about how to save energy along with community activities related to Empower will be sent through the program. Our goal is to have 1000 residents register for our free mobile text program.

Goal 3: Connect residents to services and opportunities already provided by local agencies

Empower will not reinvent the wheel as seen over and over again in non-profits, but instead create collaborations and ties to maximize resources including time and money. For example, a flow map will be provided to residents. Homeowners can follow on track while renters can follow another based upon needs and resources.

Goal 4: Train local contractors

green|spaces will focus on training businesses in energy efficient practices including free classes on HERS Rating, Duct Envelope Tightness and assist them to become a Qualified Contractor through the TVA E-Score program.

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

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

Activities of this project will include the Pete Street training workshops, hosting



City of Chattanooga

Agency Offer Worksheet (A1)

community fairs, developing relationships between non-profits with similar objectives along with improving the housing stock of the neighborhood through energy retrofits and products.

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

Quarterly reports will update green|spaces and partner agencies on the progress of the Empower Chattanooga program. The Community Action and Advisory groups will be responsible for determining many of the community projects and times for 2015, but our goals would be to have at least monthly activities happening in the neighborhoods.

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

The green|spaces staff, OCHS Center along with partner agencies will make this project a success. green|spaces will be the overarching coordinating entity who will establish the advisory groups and host the community fairs. EPB will supply data and contact information for participants in the E-Score program for post evaluation assistance. The OCHS Center will be responsible for the surveys used for the feedback loop.

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

The Community Action and Advisory groups will be a key component to this project. The entire framework of Empower Chattanooga is designed to allow residents of target neighborhoods to express concerns, priorities and values. In addition, the Pete Street program is based on a neighbor teaching neighbor model. Our coordinated efforts will be adjusted accordingly.

- **Environmental sustainability:**

As an environmental non-profit, green|spaces will strive to include environmental sustainability in all aspects of the project. By alleviating the choice between utility bills, healthcare/medicine and better food, the residents will have an overall higher quality of life while lowering their carbon footprint.

Cite applicable research/best practices used in this offer:

green|spaces commissioned the OCHS Center to conduct focus groups in late 2014 along with summary of recent other studies across Chattanooga. The Pete Street model has been used in over 15 cities across the nation and has documented success rates of the program.

SECTION 3 - BUDGET REQUEST

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
green spaces	\$ 10,000	\$ 40,000	\$ 50,000	100%	.05
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$	\$	\$	0%	



City of Chattanooga

Agency Offer Worksheet (A1)

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

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

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

Name	Amount
Grant provided by Lyndhurst, Benwood & Footprint Foundation	\$ 50,000
	\$
	\$
	\$
	\$



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: A reduction of at least 8% in electric consumption by 75% of attendees of Pete Street workshops after 1 year.

Description of Output Measured: Self reporting, reduced 211 Calls for energy assistance / reliance on other social service type agencies.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: The homeowner will self reporting on quality of life improvements. green | spaces, United Way, EPB and the OCHS Center will assist in collecting and analyzing the data for the measurement of 211 calls / reliance on other social services.

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
0	0	1000	1000	1000

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: At least 15 contractors in the neighborhoods and women/minority owned businesses are better educated in green practices and have access to more work opportunities through the TVA QCN program.

Description of Output Measured: Number of contractors attending the classes and maintaining QCN status.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: green | spaces will be responsible for collecting and analyzing data.

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
0	0	5	5	10

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Of an estimated 600 community fair attendees over 1 year, 75% will report increased knowledge of services available and 25% will use a service learned about within the next year.

Description of Output Measured: Community surveys will be administered by the OCHS Center to track the effectiveness of community fairs, feet on the ground activities and marketing efforts.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X_ Annually___

Staff Responsible for Collection & Analyzing data: The OCHS Center will be responsible for administration and collection of community surveys along with feedback loops from non-profit organizations and community action and advisory groups.

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
		300	300	300



City of Chattanooga

Agency Offer Worksheet (A1)

Measurement 4

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 5

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga

Agency BFO Summary (A2)

Agency Name: green|spaces

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Empower Chattanooga	N	Department of Economic and Community	-	50,000	50,000	100,000
2							-
3							-
4							-
<i>Total Offers by Agency</i>				\$ -	\$ 50,000	\$ 50,000	\$ 100,000

Results Area Code

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



City of Chattanooga

FY16 Agency Summary

Agency Name: <Enter Here>

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	City Request	Other Sources of Revenue	Total Offers
1						-
2						-
3						-
4						-
<i>Total Offers by Agency</i>				\$ -	\$ -	\$ -

Results Area Key

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

Template A3: Budget Format	CITY OF CHATTANOOGA							
	FY 2016 Agency Funding Financial Form							
	Agency Name: green spaces							
	Offer Name: Empower Chattanooga							
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget	
REVENUES								
Contributions								
Individuals/Private	\$ 10,000	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ -	0.0%	
Corporate/Organizations/Churches	\$ -	\$ -	\$ 8,650	\$ 15,000	\$ 10,000	\$ (5,000)	-33.3%	
Fees/Grants from Governmental Agencies		\$ -			\$ -			
Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Hamilton County	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
City of Chattanooga	\$ -	\$ -	\$ 113,094	\$ 50,000	\$ 50,000	\$ -	0.0%	
Other Cities (Please list)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
United Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Foundations (including grants)	\$ 85,149	\$ 112,000	\$ 487,000	\$ 521,000	\$ 25,000	\$ (496,000)	-95.2%	
Gross Proceeds Special Events	\$ 52,879	\$ 70,599	\$ 56,928	\$ 55,000	\$ 55,000	\$ -	0.0%	
Other UWs/Federations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
CFC/Designations received thru UWGC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
UWGC Program Allocation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
UWGC Special Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Membership Dues	\$ 42,777	\$ 31,423	\$ 37,562	\$ 20,000	\$ 25,000	\$ 5,000	25.0%	
Program Income	\$ 13,570	\$ -	\$ 25,177	\$ 361,125	\$ 690,000	\$ 328,875	91.1%	
Governmental Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Private Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Contracted Services	\$ -	\$ 4,757	\$ -	\$ 5,000	\$ 5,000	\$ -	0.0%	
Fee for Services	\$ 7,560	\$ 4,042	\$ -	\$ -	\$ -	\$ -	N/A	
Other Program Income	\$ 1,698	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Sales to Public	\$ -	\$ -	\$ 3,119	\$ 5,000	\$ 5,000	\$ -	0.0%	
Investment Income	\$ 6,122	\$ 2,307	\$ 2,006	\$ 2,500	\$ 2,500	\$ -	0.0%	
Miscellaneous	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	N/A	
Other Revenues (Please list separately any major item)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Transfers in from other internal budgets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Income from Previous Year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
TOTAL REVENUES	\$ 219,755	\$ 225,128	\$ 736,036	\$ 1,084,625	\$ 917,500	\$ (167,125)	-15.4%	
OPERATIONS								
Personnel Expenses								

Template A3: Budget Format	CITY OF CHATTANOOGA							
Salaries	\$ 153,465	\$ 148,173	\$ 130,249	\$ 165,000	\$ 200,000	\$ 35,000	21.2%	
Fringe Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Employee Health	\$ 8,350	\$ 9,121	\$ 8,421	\$ 9,300	\$ 12,000	\$ 2,700	29.0%	
Pension/Retirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Payroll Taxes, etc.	\$ 12,712	\$ 12,577	\$ 10,772	\$ 17,077	\$ 20,000	\$ 2,923	17.1%	
Other (unemployment, life insurance, etc)		\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Total Personnel Expenses	\$ 174,527	\$ 169,871	\$ 149,442	\$ 191,377	\$ 232,000	\$ 40,623	21.2%	
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service	\$ 35,936	\$ 9,977	\$ 9,143	\$ 16,600	\$ 17,000	\$ 400	2.4%	
Utilities	\$ 5,775	\$ 5,786	\$ 5,101	\$ 4,950	\$ 5,000	\$ 50	1.0%	
Other	\$ -	\$ 841		\$ 3,300	\$ 3,500	\$ 200	6.1%	
Rent	\$ 27,021	\$ 29,478	\$ 29,478	\$ 32,400	\$ 35,000	\$ 2,600	8.0%	
Travel/Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Insurance (not employee health)	\$ 7,360	\$ 8,850	\$ 5,796	\$ 7,500	\$ 7,500	\$ -	0.0%	
Materials & Supplies	\$ 7,831	\$ 4,466	\$ 5,941	\$ 5,300	\$ 5,300	\$ -	0.0%	
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.	\$ 10,210	\$ 1,624	\$ 2,304	\$ 2,700	\$ 3,000	\$ 300	11.1%	
Conferences, Conventions, etc.	\$ 3,060	\$ 7,226	\$ 10,200	\$ 5,900	\$ 7,000	\$ 1,100	18.6%	
Special Assistance to Individuals	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
National Dues/Support Payments	\$ 1,438	\$ 895	\$ 1,244	\$ 1,300	\$ 1,500	\$ 200	15.4%	
Organization Dues (other than above)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	
Awards and Grants	\$ -	\$ 75,220	\$ 42,455	\$ 50,000	\$ 35,000	\$ (15,000)	-30.0%	
Fund Raising/Self-Support Activities	\$ 60,704	\$ 84,783	\$ 356,761	\$ 715,216	\$ 390,000	\$ (325,216)	-45.5%	
Miscellaneous	\$ 1,794	\$ 3,300	\$ 2,763		\$ -	\$ -	N/A	
Equipment Purchases (incl. capital expenses)	\$ -	\$ -		\$ -	\$ -	\$ -	N/A	
Depreciation	\$ 786	\$ 12,697		\$ 820	\$ 1,000	\$ 180	22.0%	
Other Expenses (Please list separately any major item)	\$ -	\$ -			\$ -	\$ -	N/A	
						\$ -	N/A	
Operating Expenses Total	\$ 161,915	\$ 245,143	\$ 471,186	\$ 845,986	\$ 510,800	\$ (335,186)	-39.6%	
TOTAL OPERATIONS	\$ 336,442	\$ 415,014	\$ 620,628	\$ 1,037,363	\$ 742,800	\$ (294,563)	-28.4%	
REVENUE OVER/ (UNDER) OPERATIONS	\$ (116,687)	\$ (189,886)	\$ 115,408	\$ 47,262	\$ 174,700	\$ 127,438	269.6%	



City of Chattanooga

Mayor Andy Berke

January 12, 2015

Michael Walton
Executive Director
GreenSpaces Chattanooga
63 East Main Street
Chattanooga, TN 37408

Dear Mr. Walton:

Thank you for the service your organization provides to the Chattanooga citizens. The community is better and stronger for it.

Economic & Community Development has reviewed your offer(s) and finds that the activities you propose are consistent with Mayor Andy Berke's five key priorities for our city.

This correspondence serves as your letter of support which will allow your offer(s) to be submitted in the Budgeting for Outcomes (BFO) process.

Sincerely,

Donna Williams
Administrator
Economic & Community Development



City of Chattanooga

Agency Offer Worksheet (A1)

SECTION 1 - OFFER SUMMARY

Offer Name: Transitional Housing

Primary Results Area: Stronger Neighborhoods Offer Number: _____

Agency Name: Chattanooga Room in the Inn Date Submitted: 1/9/15

Contact Name: Victoria Galen Contact Number: 423-624-6144

Contact Email Address: vgalen@chattanoogaroomintheinn.com

Primary Collaborating City Dept: Dept. of Economic & Community Development

Amount Requested from City General Fund: \$50,000 Total Offer Cost: \$520,776

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

SECTION 2 - DETAILS

Narrative:

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

Chattanooga Room in the Inn (CRITI) is a hybrid of shelter and transitional housing for homeless women and children. Single women and mothers with children are admitted for an initial 45 days of shelter and stabilization. Contingent on what takes place during the initial 30 day trial period; residents can apply to be rolled into the transitional program and stay for up to an additional eight months in order to achieve objectives identified in their Individualized Self-Sufficiency Plan (ISSP). **This offer is to provide the above services for an estimated number of 100 individuals (women and children). This offer is also asking to increase the allocation amount by \$25,000 to provide services that will remove barriers to women working and achieving their goals which can include transportation assistance and child care.**
- **Needs Addressed** – Objectively address the specific situation, opportunity, problem, issue, or need that the offer addresses. Be sure to include how citizens will benefit from the service or initiative.

The need for our program is reflected in the number of homeless women and women with children served at CRITI each year. In 2014, we served 106 women and children. The total number actually referred to CRITI was 593. CRITI maintains a waiting list of approximately two months.

The Chattanooga Regional Homeless Coalition reports that the fastest growing homeless group in our area is women and children. The effects of homelessness on children are pervasive and the costs insidious. According to the Homes for the Homeless/Institute for Children and Poverty, children who experience homelessness are more likely to develop emotional problems, drop out of school, continue on the path to poverty and become homeless as adults. Clearly, the costs to house them now with services can prevent manifestations of those effects which cost society much more



City of Chattanooga

Agency Offer Worksheet (A1)

to treat in the future.

The vicious cycle of homelessness remains a priority need in the Chattanooga region. Without employment, income or benefits, it is very difficult for homeless people to access stable housing. Conversely, it is very difficult to find employment or apply for benefits when homeless. Furthermore, most emergency shelters only provide shelter at night, and clients must leave during the day. This leaves no option for a homeless individual to get a job other than first shift. CRITI provides a facility open 24 hours a day thereby allowing flexibility in work schedules for women. This is significant to the women we serve. CRITI also admits families on an emergency basis if space allows. While CRITI is not a true emergency shelter, CRITI can admit families within two hours if the only alternative is being on the street or sleeping in a car.

Additional barriers to employment and/or education are adequate transportation (CARTA does not serve the entire area 24/7) and child care. CRITI's offer to the City is to alleviate the barriers that women face in achieving their goals. To do this, CRITI can offer transportation assistance that is beyond the scope of public transportation. This could include staff transporting or providing taxi vouchers. Furthermore, CRITI could offer temporary financial assistance for child care for women who have maxed out their Families First benefits, who earn too much for benefits but not enough to afford quality child care or who need alternative child care arrangements based on their work schedule.

Since CRITI's inception in 1988 we have depended on local or federal government revenue for less than 10% of our funding. During that 27 year period we have served over 4,000 individuals with many going to a safe, stably housed life – a savings to the community of between \$35,000 and \$150,000 per year per homeless individual. This is an enormous (\$5M+) savings to the taxpayers over 27 years!

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

CRITI anticipates serving at least 100 individuals in 2015. More than half will be children. CRITI estimates that the number of women served for this offer year will be 40.

- 1) Clients served become stably housed. CRITI's objective is to have 75% of those admitted for shelter enter the Transitional Housing program to increase their chances of being successful.
- 2) Women become employed. Of the women who enter the Transitional Housing program after 30 days, CRITI's objective is to have 75% become employed. Woman receiving disability may or may not be included in measuring this.
- 3) Women/families who complete the program remain in permanent housing and don't return to homelessness status. CRITI's objective is to have at least 85% of graduates and their children remain in permanent housing for at least six months. CRITI has consistently had a success rate of at least 80%. In fact, going back four years, 86% of those who graduated remain stably housed to date.



City of Chattanooga

Agency Offer Worksheet (A1)

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

As a temporary home and program CRITI offers the tools to achieve stability and confidence. Services include, but are not limited to; case management, daily meals and living supplies, access to affordable health care, life skills instruction, transportation assistance, coaching, children’s enrichment and assistance in finding permanent housing. With increased funding we can offer assistance to remove some of the barriers to achieving their goals. CRITI’s Case Manager, Child Advocate and Program Coach will be responsible for ensuring that the financial assistance through this offer is sound and appropriate to the individuals’ circumstances. Also, staff will ensure that whatever financial assistance is provided is not a duplication of services and can be sustained once the client is on their own.
 - **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**

Services are provided on a daily, ongoing basis. CRITI operates 24/7. Staffs’ schedules are determined by the current needs of the clientele.
 - **Key personnel/project leaders/consultants: (Who is doing what?)**

Casey Kendall/Case Manager, Janel Burnett/Child Advocate, Jessica Hooker/Program Coach and the Shift Management Team work with the women and children on a one-on-one basis. These staff members ensure that clients, including children, are receiving necessary services and plugging in any missing services.
 - **Citizen engagement** - How are you involving citizens?

Community volunteers total approximately 300+ individuals. Volunteers assist with after school activities with the children, study hall for both children and their mothers and a host of other activities from cleaning the facility to minor building repairs. While the program supplies breakfast and lunch meals to those with no means to purchase food, volunteers fund most of the evening meals. Additionally, CRITI has a volunteer Board of Directors comprised of citizens from diverse backgrounds.
 - **Environmental sustainability:**

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

Residents are supported by all the staff at CRITI through Case Management, Coaching, Children’s Enrichment and 27/7/365 staffing utilizing the Trauma Informed Care (TIM) model. Trauma-informed organizations, programs, and services are based on an understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches may exacerbate, so that these services and programs can be more supportive and avoid re-traumatization. 92% of homeless mothers have experienced severe physical and/or sexual abuse in their lifetime. They also have three



City of Chattanooga

Agency Offer Worksheet (A1)

times the rate of PTSD and twice the rate of drug and alcohol dependence.

No one is immune to the impact of trauma. Trauma affects the individual, families and communities by disrupting healthy development, adversely affecting relationships, and contributing to mental health issues including substance abuse, domestic violence, and child abuse. Everyone pays the price when a community produces multi-generations of people with untreated trauma by an increase in crime, loss of wages, and threat to the stability of the family. In fact, by age 12, 83% of homeless children have been exposed to at least one serious violent event which leads to a higher likelihood of aggressive and antisocial behavior and a greater acceptance of violence as a means of resolving conflict.

Becoming "trauma-informed" means recognizing that people often have many types of trauma in their lives. People who have been traumatized need support and understanding from those around them. Often, trauma survivors can be re-traumatized by well-meaning caregivers and community service providers.

Trauma Informed Care emphasizes physical, psychological and emotional safety for both consumers and providers, and helps survivors rebuild a sense of control and empowerment.

It is important to note that women who complete 80% of the objectives in their ISSP are considered graduates and have a greater chance of remaining stably housed once discharged from CRITI. The numbers in our performance measurements for stably housed individuals is based on women/families who graduated from the program CRITI offers.

SECTION 3 - BUDGET REQUEST

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

Agency / Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs require
Chattanooga Room in the Inn	\$ 278,548	\$ 217,228	\$ 50,000	10%	6
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 278,548	\$ 217,228	\$ 50,000	10%	6

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

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

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

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

Name	Amount
Public Contributions	\$ 124,276



City of Chattanooga

Agency Offer Worksheet (A1)

United Way	\$ 72,500
Foundations	\$ 60,000
Church Contributions	\$ 20,000
Fundraising/Spec events/benefit events	\$ 73,000
Gov grants	\$ 97,000
InKind Contributions	\$ 24,000
Rental Income	\$ 25,000



City of Chattanooga

Agency Offer Worksheet (A1)

Note: CRITI's operating year is on a calendar year and not a fiscal year.

SECTION 4 – PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Homeless women and children become stably housed

Description of Output Measured: Number of women/families who are admitted to Transitional Housing program out of the total number of individuals admitted to CRITI for initial shelter.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Case Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
67/100, 67%	57/106, 52%	75/100, 75%	75/100, 75%	75/100, 75%

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Women become employed

Description of Output Measured: Measurement will come from dividing the number of employable WOMEN in Transitional Housing who are employed by the total number of employable WOMEN admitted to Transitional Housing. The number of children served will not be included in this measurement.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Case Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
10/27, 37%	16/20, 80%	23/30, 75%	23/30, 75%	23/30, 75%

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Women/Families remain stably housed

Description of Output Measured: The number of graduates who remain in permanent housing for at least six months following discharge out of the number of total graduates *

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Case Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
20/21, 95%	9/10, 90%**	17/20, 85%	17/20, 85%	17/20, 85%

*For the last four years, 86% of the graduates who moved into permanent housing remain housed to date

**19 moved to permanent housing but nine of them have not been discharged for at least six months to include in this count.



City of Chattanooga

Agency BFO Summary (A2)

Agency Name: <Enter Here>

Please Summarize Offers per Agency

Offers	Offer Name	Results Area Code	Collaborating City Department	FY 2015 City Award	FY16 BUDGET		
					FY2016 City Request	Other Sources of Revenue	Total Offer Cost
1	Transitional Housing	N	E.C.D.	25,000	50,000	470,776	520,776
2							
3							-
4							-
<i>Total Offers by Agency</i>				\$ 25,000	\$ 50,000	\$ 470,776	\$ 520,776

Results Area Code

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

Template A3: Budget Format	CITY OF CHATTANOOGA FY 2016 Agency Funding Financial Form							
Agency Name:	Chattanooga Room in the Inn							
Offer Name:	Transitional Housing							
Account Category	Actual FY 2012	Actual FY 2013	Actual FY 2014	Budget FY 2015	Request FY 2016	Incr (Decr) Request vs. FY 15 Budget	% Change Request vs FY 15 Budget	
REVENUES								
Contributions								
Individuals/Private	\$ 99,857	\$ 128,645	\$ 121,710	\$ 104,276		\$ (104,276)	-100.0%	
Corporate/Organizations/Churches	\$ 23,776	\$ 29,092	\$ 21,659	\$ 25,000		\$ (25,000)	-100.0%	
Fees/Grants from Governmental Agencies								
Federal	\$ 8,382	\$ 29,261	\$ 31,005	\$ 62,000		\$ (62,000)	-100.0%	
State		\$ 4,884	\$ 117			\$ -	N/A	
Hamilton County						\$ -	N/A	
City of Chattanooga (includes ESG)	\$ 16,480	\$ 10,286	\$ 18,244	\$ 35,000	\$ 50,000	\$ 15,000	42.9%	
Other Cities (Please list)						\$ -	N/A	
Foundations (including grants)	\$ 49,700	\$ 50,750	\$ 96,550	\$ 75,000		\$ (75,000)	-100.0%	
Gross Proceeds Special Events	\$ 126,326	\$ 67,583	\$ 59,539	\$ 73,000		\$ (73,000)	-100.0%	
United Way								
Other UWs/Federations	\$ 2,208	\$ 3,154	\$ 1,801	\$ 1,500		\$ (1,500)	-100.0%	
CFC/Designations received thru UWGC	\$ 67,461	\$ 64,442	\$ 62,173	\$ 65,000		\$ (65,000)	-100.0%	
UWGC Program Allocation	\$ 1,797	\$ 6,339	\$ 10,246	\$ 6,000		\$ (6,000)	-100.0%	
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 - rental home income	\$ 21,679	\$ 30,520	\$ 33,588	\$ 25,000		\$ (25,000)	-100.0%	
Sales to Public						\$ -	N/A	
Investment Income			\$ 31			\$ -	N/A	
Miscellaneous - In-Kind	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000		\$ (24,000)	-100.0%	
Other Revenues (Please list separately any major item)						\$ -	N/A	
Transfers in from other internal budgets						\$ -	N/A	
Income from Previous Year						\$ -	N/A	
TOTAL REVENUES	\$ 441,666	\$ 448,956	\$ 480,663	\$ 495,776	\$ 50,000	\$ (445,776)	-89.9%	
OPERATIONS								
Personnel Expenses								
Salaries	\$ 221,271	\$ 231,587	\$ 237,955	\$ 244,959	\$ 25,000	\$ (219,959)	-89.8%	

Template A3: Budget Format	CITY OF CHATTANOOGA							
Fringe Benefits						\$ -	N/A	
Employee Health	\$ 6,686	\$ 5,436	\$ 11,269	\$ 14,850		\$ (14,850)	-100.0%	
Pension/Retirement						\$ -	N/A	
Payroll Taxes, etc.	\$ 12,700	\$ 16,703	\$ 17,541	\$ 18,739		\$ (18,739)	-100.0%	
Other (unemployment, life insurance, etc)						\$ -	N/A	
Total Personnel Expenses	\$ 240,657	\$ 253,726	\$ 266,765	\$ 278,548	\$ 25,000	\$ (253,548)	-91.0%	
OPERATING EXPENSES								
Administration								
Professional Fee & Contract service	\$ 8,072	\$ 9,101	\$ 10,632	\$ 10,880		\$ (10,880)	-100.0%	
Utilities						\$ -	N/A	
Other						\$ -	N/A	
Rent						\$ -	N/A	
Travel/Transportation	\$ 4,106	\$ 3,589	\$ 4,329	\$ 4,575		\$ (4,575)	-100.0%	
Insurance (not employee health)	\$ 22,070	\$ 20,855	\$ 23,541	\$ 20,500		\$ (20,500)	-100.0%	
Materials & Supplies	\$ 6,294	\$ 4,444	\$ 4,657	\$ 4,050		\$ (4,050)	-100.0%	
Telephone, Fax, ISP	\$ 3,578	\$ 3,330	\$ 3,573	\$ 3,612		\$ (3,612)	-100.0%	
Postage and Shipping	\$ 1,487	\$ 1,630	\$ 1,692	\$ 1,628		\$ (1,628)	-100.0%	
Occupancy/Building/Utilities	\$ 21,270	\$ 19,211	\$ 20,904	\$ 19,888		\$ (19,888)	-100.0%	
Equipment Rental and Maintenance (including contracts)	\$ 6,023	\$ 8,837	\$ 5,958	\$ 10,055		\$ (10,055)	-100.0%	
Outside Printing, Art Work, etc.	\$ 1,126	\$ 287	\$ 819	\$ 500		\$ (500)	-100.0%	
Conferences, Conventions, etc.						\$ -	N/A	
Special Assistance to Individuals	\$ 7,960	\$ 7,200	\$ 4,667	\$ 34,550	\$ 25,000	\$ (9,550)	-27.6%	
National Dues/Support Payments						\$ -	N/A	
Organization Dues (other than above)	\$ 1,030	\$ 1,241	\$ 771	\$ 1,175		\$ (1,175)	-100.0%	
Awards and Grants						\$ -	N/A	
Fund Raising/Self-Support Activities	\$ 50,680	\$ 36,336	\$ 31,724	\$ 27,900		\$ (27,900)	-100.0%	
Miscellaneous - In-Kind, M&G	\$ 1,380	\$ 1,649	\$ 26,825	\$ 27,000		\$ (27,000)	-100.0%	
Equipment Purchases (incl. capital expenses)	\$ 546	\$ 3,928	\$ 1,909	\$ 2,700		\$ (2,700)	-100.0%	
Depreciation	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000		\$ (24,000)	-100.0%	
Other Expenses (Please list separately any major item) (rental home expenses, in-kind)	\$ 49,349	\$ 50,503	\$ 26,369	\$ 24,215		\$ (24,215)	-100.0%	
Operating Expenses Total	\$ 208,971	\$ 196,141	\$ 192,370	\$ 217,228	\$ 25,000	\$ (192,228)	-88.5%	
TOTAL OPERATIONS	\$ 449,628	\$ 449,867	\$ 459,135	\$ 495,776	\$ 50,000	\$ (445,776)	-89.9%	
REVENUE OVER/ (UNDER) OPERATIONS	\$ (7,962)	\$ (911)	\$ 21,528	\$ -	\$ -	\$ -	N/A	
All figures based on a calendar year vs. a fiscal year								



City of Chattanooga

FY15 BFO Agency Performance Results Update (A4)

FY15 Offer

Offer Name: Transitional Housing

Primary Results Area: Stronger Neighborhoods

Agency Name: Chattanooga Room in the Inn

Contact Name: Victoria Galen Contact No.: _____

Contact Email Address: vgalen@chattanoogaroomintheinn.com

Primary Collaborating City Dept: Dept. of Economic & Community Development

Amount Awarded in FY15 from
City General Fund: \$25,000

Performance Management

Measurement 1

Results Area Stronger Neighborhoods

Primary Desired Outcome Homeless women and children become stably housed

Output Measure: # women/families admitted to Trans Housing prog. out of total # individuals admitted to CRITI

Staff Responsible for Collection & Case Manager

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

FY15 Target 75%

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
19/24	22/31	17/34	19/39	19/26	20/28						

Comments:

These performance measures differ slightly from last year's offer because we did not receive the amount requested. It is important to note that CRITI operates on a calendar year, therefore only \$12,500 of the \$25,000 awarded was applicable. The \$12,500 was used to provide transitional housing.

The fractions above represent the women in the Transitional Housing program out of the total number served for the month.

Because we measure annually, the resulting percentages above will not be or average out to be what the annual figure is due

to duplicating the number of clients above.

Performance Management

Measurement 2

Results Area Stronger Neighborhoods

Primary Desired Outcome Women become employed

Output Measure: # of women in transitional housing employed divided by # of women admitted to trans. housing

Staff Responsible for Case Manager

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

FY15 Target 75%

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
7/8	8/10	7/11	8/11	6/10	7/9						

Comments:

These performance measures differ slightly from last year's offer because we did not receive the amount requested.

It is important to note that CRITI operates on a calendar year, therefore only \$12,500 of the \$25,000 awarded was applicable.

The \$12,500 was used to provide transitional housing.

The fractions above represent the employed women in the Transitional Housing program out of the total number of women served by TH for the month.

Because we measure annually, the resulting percentages above will not be or average out to be what the annual figure is due

to duplicating the number of clients above.

Performance Management

Measurement 3

Results Area Stronger Neighborhoods

Primary Desired Outcome Women/Families remain stably housed

Output Measure: # discharged graduates remain in permanent housing for at least 6 mos. out of # total graduates

Staff Responsible for Case Manager

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

FY15 Target 85%

Actual Monthly Performance

Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15
10/10	10/10	10/10	10/10	18/18	18/18						

Comments:

The fractions above represent the number of graduates in permanent housing out of the total number of graduates to date for 2014. Since we measure annually, these figures will not be a true reflection of performance



City of Chattanooga

Mayor Andy Berke

January 12, 2015

Erin Creal
Executive Director
Chattanooga Room in the Inn
230 North Highland Park Ave
Chattanooga, TN 37403

Dear Ms. Creal:

Thank you for the service your organization provides to the Chattanooga citizens. The community is better and stronger for it.

Economic & Community Development has reviewed your offer(s) and finds that the activities you propose are consistent with Mayor Andy Berke's five key priorities for our city.

This correspondence serves as your letter of support which will allow your offer(s) to be submitted in the Budgeting for Outcomes (BFO) process.

Sincerely,

Donna Williams
Administrator
Economic & Community Development



City of Chattanooga

FY15 Offers

OFFER SUMMARY

Offer Name: Scenic Cities Beautiful

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

Lead Collaboration

Department: Scenic Cities Beautiful : **Y X N**

Administrator: Lee Norris

Offer Cost: \$68,637 Primary Results Area: Stronger Neighborhoods

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 Scenic Cities’ Beautiful Commission has sustained a long history of eco-efficiency. Chartered in 1962 Scenic Cities was the key organization that initiated the first downtown tree planting in 1966. Scenic Cities was the first organization in the state of Tennessee to become an affiliate of Keep America Beautiful in 1977. SCBC is no longer alone in its efforts and, today, is driven by strong and expanding projects such as: The Great American Cleanup, TDOT Stop Litter, TDEC America Recycles Day, USDA Peoples Gardens, and Earth Day Party for the Planet with the Tennessee Aquarium. SCBC is cosponsor of countywide educational programs such as Enviro-thon, a high school academic event, with TN RC&D and USDA Soil Conservation, Hamilton Shines county Mayor Coppinger’s student initiative and Head Start teacher’s workshops with the Creative Discovery Museum.

The Scenic Cities Beautiful Commission’s mission to engage individuals to take greater responsibility for improving their neighborhoods.

As the RFO identifies and neighborhood leader’s feedback indicates that they want support in the articulation



City of Chattanooga

FY15 Offers

of a high level of community norms. Our program gives support for the moral voices and an outlet for moral engagement. The high level of demand for our programs by neighborhood leaders is because community beautification and volunteer litter cleanup efforts model nonviolent norms of community engagement and provide an outlet for pro-social life.

Through public private partnerships we work hard to help create neighborhoods that are socially connected, environmentally healthy and economically sound.

- This offer satisfies the legal requirements of the city Charter: Scenic Cities Beautiful Commission was established and ratified by Charter of the city of Chattanooga: Chapter 9. Beautification...
- Meets the requirements for Tennessee Department of Transportation Hamilton County Litter Grant funds. Scenic Cities is a currently funded contractor.
- Meets requirements for affiliation to Keep America Beautiful, Inc. [KAB] the nation's largest community improvement organization. Current affiliate in good standing with President's Circle Recognition Award status for the standards of excellence achieved by the affiliate.
- Meets requirements for 160 points towards the designation of Hamilton County's Level III certification as a Three Star Community by Tennessee Department of Economic & Community Development.

This offer will accomplish neighborhood improvement by:

- coordinating and providing materials for volunteer neighborhood roadside cleanups as projects and as platforms for enacting positive neighborhood change
- assist volunteers in annual watershed cleanups and coordinate additional as needed or requested.
- Provide student and teacher education in Head Starts, schools and informal education sites on the domain of a) Self, Family and Community, b) People and the Environment
- provide bins and 'how to' education to increase public recycling options
- provide education on TCA Title 39, Chapter 14, Part 5 TN Litter Law to the public, business, government and students

In 2009 Chattanooga was one of 100 cities across the nation to participate in the first Keep America Beautiful comprehensive survey on litter in 40 years. The ultimate goal of this research was to supply defensible, comprehensive data to aid KAB in its ongoing efforts to elevate the issue of litter among national and local leaders as an important quality-of-life issue, and suggest actionable strategies based on conclusions in the final report.

Through these actionable strategies we help create clean, beautiful places, reduce waste and increase recycling.

SCBC is participating in a recommendation of the study which is to develop a Litter Study Methodology for municipal level "rapid litter assessment" gauging litter quantities within a single city or county to help politicians and senior managers understand the extent of litter and determine remediation commitments.



City of Chattanooga

FY15 Offers

KAB has just closed on a request for proposals that will: Commission a National Literature Review on the Economic Impacts of Blight on Communities across America and the Development of Metrics for Measuring the Economic Impacts of Blight. Objective of request [in part] The entire affiliate network would greatly benefit from being able to reference measure and articulate the economic impacts of blight on our communities particularly as we work to: 1) Develop sustainable sources of income to work on these issues, 2) Educate our stakeholders of the importance of our role in building vibrant communities, and 3) Promote a strategic path forward to achieve our shared mission locally.

As an active affiliate we will be part of this unprecedented effort both supplying data and receiving results papers.

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

1. Reduce the number of blighted properties in the city
2. Abate and reduce litter along the right-of-way

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
Scenic Cities Beautiful	58,683	9,954	68,637	100%	1
Total	\$58,683	\$9,954	\$68,637	100%	1

**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
TN Department of Transportation	\$32,600
Hamilton County Litter Grant	

PERFORMANCE DATA



City of Chattanooga

FY15 Offers

Measurement 1:

The Scenic Cities Beautiful Keep America Beautiful, Inc. Cost Benefit Analysis tracks volunteer participation and benefits returns.

FY2011	FY2012	FY2013	FY20'14'15 Target
Cost Benefit Ratio: for every \$1.00 of city and county/state litter grant support given to SCBC in 2011 we returned \$9.16 worth of benefits to the community.	Cost Benefit Ratio: for every \$1.00 of city and county/state litter grant support given to SCBC in 2012 we returned \$13.58 worth of benefits to the community.	Cost Benefit Ratio: for every \$1.00 of city and county/state litter grant support given to SCBC in 2013 we returned \$10.73 worth of benefits to the community.	Cost Benefit Ratio: for every \$1.00 of city and county/state litter grant support given to SCBC in return \$14.00 worth of benefits to the community.

Return on Investment: *How do citizens benefit?*

Scenic Cities is a solution provider for neighborhoods looking to unlock their potential. With a focus area of public places our activities offer a neutral space for positive actions.

By emphasizing personal responsibility, the impact one individual can make in a neighborhood, leads to a stronger sense of self, our connectedness to others and our belonging to a neighborhood.

Our behavioral based approach of enforcing community values is borne out by a national study* which indicate 81% of observed littering acts were intentional. Similarly, the litter characterization study estimated that more than 90% of litter found at transition points could be traced back to an individual's disposal decision. Study estimates show that as much as 85% of littering behavior can be attributed to the individual (and conversely, 15% to the context).

Two important person-level variables emerged from the analyses. The first is age, where it was consistently found that younger individuals are more likely to litter (and report littering) than older individuals. This group presents a clear market segment for focused messaging and campaigns. But going beyond the passive media and messaging campaigns, the finding also highlights the need to actively involve youth in clean-up and beautification activities. Involving individuals in clean-up activities can help to raise their awareness about litter as an issue, and to increase their commitment to prevent litter.

A second variable that emerged from study findings is a personal obligation to not litter. Individuals who hold the belief that littering is wrong, and consequently feel a personal obligation not to litter, are less likely to do so (both in their self-reports, and in their observed littering rates).

The indirect costs of litter on quality of life are considerable. Indirect costs include the degree in which litter reduces the value of real estate, deters a customer from entering a business, or a new employer from locating to a neighborhood.

Does this activity leverage other financial resources?

Scenic Cities is the Tennessee Department of Transportation and Hamilton County Litter Grant Education



City of Chattanooga

FY15 Offers

Coordinator contractor. One of our goal areas is business education as a major source of litter is from loading docks and dumpsters as well as commercial hauling of improperly tarped loads.

Business according to the 2009 Litter Cost study by MidAtlantic Solid Waste Consultants pay about 80% of litter cleanup costs. As a KAB affiliate we receive grants and products from national sponsors such as Home Depot, Solo, and RJ Reynolds, Glad, Nestle, Purell ,etc.

Locally we have waste haulers that donate services and a network of business that donate goods and services to cleanup events.

How does this decrease costs over time?

Transition points [areas where individuals consuming a food or tobacco product are required to discard the product before proceeding] have more than twice the visible litter as other off road locations. 83% of litter in gutters and storm drains consists of smaller items less than 4 inches. Most litter- 32%- at storm drains is tobacco products*.

Direct costs are for cleaning blocked drains and flooding from blocked drains, indirect costs are non point source pollution in waterways. In 2007 Scenic Cities received a Cigarette Litter Prevention Grant from KAB and in the study area had a 92% reduction of littered cigarette butts and related packaging in the survey area. Cleanups & beautification by volunteers is a trend that likely will grow as local and state governments struggle with finances while trying to maintain services. As part of the strong national network of KAB affiliates we receive national brand products, grants from sponsors, administrative & program support and training

*The 2009 National Litter Survey and Litter Cost Study was prepared by MidAtlantic Solid Waste Consultants for Keep America Beautiful, Inc.

Return on Investment: How do citizens benefit?

Scenic Cities is a solution provider for neighborhoods looking to unlock their potential. With a focus area of public places our activities offer a neutral space for positive actions.

By emphasizing personal responsibility, the impact one individual can make in a neighborhood, leads to a stronger sense of self, our connectedness to others and our belonging to a neighborhood.

Our behavioral based approach of enforcing community values is borne out by a national study*which indicate 81% of observed littering acts were intentional. Similarly, the litter characterization study estimated that more than 90% of litter found at transition points could be traced back to an individual's disposal decision. Study estimates show that as much as 85% of littering behavior can be attributed to the individual (and conversely, 15% to the context).

Two important person-level variables emerged from the analyses. The first is age, where it was consistently found that younger individuals are more likely to litter (and report littering) than older individuals. This group presents a clear market segment for focused messaging and campaigns. But going beyond the passive media and messaging campaigns, the finding also highlights the need to actively involve youth in clean-up and beautification activities. Involving individuals in clean-up activities can help to raise their awareness about litter as an issue, and to increase their commitment to prevent litter.

A second variable that emerged from study findings is a personal obligation to not litter. Individuals who hold the belief that littering is wrong, and consequently feel a personal obligation not to litter, are less likely to do



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so (both in their self-reports, and in their observed littering rates).

The indirect costs of litter on quality of life are considerable. Indirect costs include the degree in which litter reduces the value of real estate, deters a customer from entering a business, or a new employer from locating to a neighborhood.

To measure these impacts of litter the 2009 study* surveyed homeowners, realtors and business development officials. 93% of homeowners say a littered neighborhood would decrease their assessment of a home's value and influences their decision to purchase a property. And estimated that litter would reduce a home's value by 10% to 24%. 36% of business development officials say that litter impacts a decision to locate to a community. 55% of realtors think that litter reduces property values by about 9%. 60% of property appraisers would reduce a home's value if it was littered. The presence of litter in a neighborhood decreases property values by a little over 7% according to the National Association of Home Builders pricing model.

Does this activity leverage other financial resources?

Scenic Cities is the Tennessee Department of Transportation and Hamilton County Litter Grant Education Coordinator contractor. One of our goal areas is business education as a major source of litter is from loading docks and dumpsters as well as commercial hauling of improperly tarped loads.

Business according to the 2009 Litter Cost study by MidAtlantic Solid Waste Consultants pay about 80% of litter cleanup costs. As a KAB affiliate we receive grants and products from national sponsors such as Home Depot, Solo, and RJ Reynolds, Glad, Nestle, Purell ,etc.

Locally we have waste haulers that donate services and a network of business that donate goods and services to cleanup events.

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

Transition points [areas where individuals consuming a food or tobacco product are required to discard the product before proceeding] have more than twice the visible litter as other off road locations. 83% of litter in gutters and storm drains consists of smaller items less than 4 inches. Most litter- 32%- at storm drains is tobacco products*.

Direct costs are for cleaning blocked drains and flooding from blocked drains, indirect costs are non point source pollution in waterways. In 2007 Scenic Cities received a Cigarette Litter Prevention Grant from KAB and in the study area had a 92% reduction of littered cigarette butts and related packaging in the survey area. Cleanups & beautification by volunteers is a trend that likely will grow as local and state governments struggle with finances while trying to maintain services. As part of the strong national network of KAB affiliates we receive national brand products, grants from sponsors, administrative & program support and training

*The 2009 National Litter Survey and Litter Cost Study was prepared by MidAtlantic Solid Waste Consultants for Keep America Beautiful, Inc.

The Litter Law amendment [TCA 39-14-5] contains language to encourage the use of fines to go into the



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general fund of municipalities to help fund programs like Scenic Cities Beautiful. Scenic Cities is dedicated to the enforcement of the litter law and is working in partnership to increase the number of citations thereby generating potential fund assistance.



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Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Community Development Division – Core Operations**

Primary Results Area: _____ Priority Ranking: _____

Lead Department: _____ Collaboration: YES NO

Administrator: **Donna Williams** Date Submitted: **February 27, 2015**

Amount Requested from City General Fund: **\$0** Total Offer Cost: **\$0**

MANDATED

PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

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

The offer covers the core operations for the Community Development Division. The core operations include staff and operating expenses along with federal and state grant funds.

The Community Development Division develops plans, funds and implements programs and strategies to utilize federal funds, state grants, City general funds, and other public and private resources to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and the provision of improved community facilities and services, principally for the benefit of low- and moderate-income citizens. The funds are used to improve the quality of life and neighborhoods for the City's most vulnerable by: addressing physical deterioration in neighborhoods through infrastructure improvements and blight removal, increasing the supply and access to affordable housing, providing assistance to the homeless, and addressing the social, educational, recreational and economic needs in the community in the most impactful way.

On average, on an annual basis, the CD Division is managing over \$5 million dollars in federal and state funds, leveraged at minimum 4 to 1. On average, these funds, combined with both public and private dollars, directly assist or impact the lives of over 15,000 citizens, annually.

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

The division oversees the planning and application processes to bring the Federal Entitlement Funds into the community, identify efficient and impactful conduits to produce maximum outcomes, creates and manages programs/projects, monitors funded programs and projects for compliance and performance and report to HUD and local citizens at required intervals. CD ensures that the funds are leveraged with local monetary, physical and social resources to the greatest extent possible.

Through a community planning process, housing and community development needs are identified, priorities are set and



City of Chattanooga

Department Offer Worksheet

strategies are created to address the needs in the community for a five-year period. A comprehensive plan, the Consolidated Plan, is mandated by HUD and sets forth program goals, specific objectives, annual goals, and benchmarks for measuring progress and it serves as the course of action for utilizing the grant funds and leveraging, over the five year span.

A major responsibility for CD, in administering these funds, is ensuring compliance with all federal and local requirements when the funds are used in any activity or service. For some housing activities the compliance period may be as long as twenty years. Because the City leverages the funds by partnering with many outside agencies and other City departments, as sub-grantees, the division must have the capacity and experience to address compliance, provide training and technical assistance and monitor progress and outcomes on these activities. The staff monitors each project/program/activity through closeout, provides technical assistance to funded projects and ensures that the City and sub-grantees are adhering to a plethora of requirements and regulations.

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

Objectives and outcomes are categorized based on a HUD designed performance and measurement system. The system includes objectives, outcome measures and outcomes. The objectives are: Creating Suitable Living Environments, Providing Decent Housing and Creating Economic Opportunities, with the outcome categories being: Accessibility/Availability, Affordability and Sustainability. The system is designed to enable grantees like the City to inform local citizens, HUD, Congress and OMB of the outcomes of the funded activities. The federal objectives and outcomes easily align with City's Results Areas of Stronger Neighborhoods and High Performing Government

In addition to ensuring all requirements are met by the City to receive and use federal entitlement funding, six goals have been established to address housing and community development needs, using these resources.

- Provide services and housing to special needs populations;
 - Increase supply of affordable rental housing for the City's low-to-moderate income households;
 - Preserve existing affordable housing stock;
 - Increase access to homeownership opportunities for City residents;
 - Provide funding for public improvements in strategic coordination with housing activities ; and
 - Promote economic development activities in the City
- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)

Programs/projects/activities will be undertaken by ECD, other city departments and through partnerships with outside entities that will be selected through competitive RFP/application processes. Only programs/projects/activities that address the outlined goals will be funded/undertaken.

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



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Department Offer Worksheet

Programs/projects/activities are typically required to be completed/carried out within a year. Some development projects and service programs may run longer. Contractual timelines and milestones are established for each that is undertaken. Quarterly status reports are required on all activities.

The Community Development Division also submits an annual Consolidated Annual Performance Evaluation Report (CAPER), detailing performance and achievements made towards meeting annual goals. The CAPER is used by HUD to determine whether the City is satisfactorily carrying out established goals and objectives, as well as adhering to all federal requirements. The City has consistently received satisfactory reviews on the CAPER and on other monitoring reviews performed by HUD. This information is used in an annual performance and evaluation report presented to HUD and available to the public.

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

ECD – Community Development staff include:

Paula Coleman – Community Development Specialist
Regina Partap – Community Development Specialist
James Smith – Community Development Specialist
Christian Tate – Community Development Specialist
Roderick Morton – Fiscal Coordinator
Sandra Gober – Community Development Manager

Programs, projects and activities designed to address proposed outcomes are carried out by ECD staff and/or through partnerships with other City departments and local public/private agencies. The funding is used to produce and renovate affordable housing, provide housing counseling, assist the homeless with housing and social needs, address various social, economic, and recreational needs in the community, as well as improve neighborhoods.

Projects/programs/activities and partners are selected through competitive processes. The partners use a combination of both public and private dollars to carry out projects/programs/activities to address the needs outlined in the Consolidated Plan. Partners are selected on established criteria which included capacity to carry out proposed activity.

As federal funds decline it is imperative that the City continues to build partnerships that enable it to use its limited federal funding to leverage private and non-traditional funds

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

The primary purpose for these funds is to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and the provision of improved community facilities and services, principally for the benefit of low- and moderate-income persons. Federal regulations require that citizens are encouraged and provided the opportunity to participate in the planning and implementation of plans involving the use of the funds.

To provide citizens the opportunity to participate in an advisory role in the program, a Citizens Participation Plan, also required, establishes a Community Development Advisory Committee. The role of the Community Development Advisory Committee (CDAC) is to provide citizen participation, (especially by citizens of low and moderate income who live in areas where community development funds are to be used), in the planning and evaluation of the City's Community Development Program. The CDAC assists in the assessment of community needs, informs other citizen of the CDBG, ESG, HOME and other programs and provides citizen input in the development of the City's Consolidated Plan Process.



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Department Offer Worksheet

Additionally, public meetings are held at different phases to present information to the public and garner input.

- **Environmental sustainability:**
- **Cite applicable research/best practices used in this offer:**

CPD programs:

- [Community Development Block Grant \(CDBG\)](#)
- [Continuum of Care \(CoC\)](#)
- [Disaster Recovery Assistance](#)
- [Emergency Shelter Grants](#)
- [Emergency Solutions Grants \(ESG\)](#)
- [HOME Investment Partnerships Program \(HOME\)](#)
- [Neighborhood Stabilization Program \(NSP\)](#)
- [Section 108 Loan Guarantee Program \(Sec 108\)](#)
- [Learn about the Consolidated Plan Process, Grant Programs, and Related HUD Programs](#)
- [View Regulations and Federal Register Notices](#)

SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Community Development	\$460,000	\$ 4,800,000	\$ 0.00	0%	6
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ \$460,000	\$ 4,800,000	\$ 0.00	0%	

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

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

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

Name	Amount
Community Development Block Grant	\$ 1,693,338
HOME Investment Partnership Act Grant	\$ 762,353
Emergency Solutions Grant	\$ 138,151
Shelter Plus Care Grant	\$235,899
Program Income	\$300,000
NSP	\$700,000



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Performing Government

Primary Desired Outcome: A satisfactory performance rating from the U.S. Department of Housing and Urban Development on the Annual Performance Report and monitoring reports. Satisfactory rating is the highest rating.

Description of Output Measured: Consolidated Plan, Action Plan, Comprehensive Annual Performance Evaluation Report and City audit.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Community Development Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Provide housing and services to special needs populations through human services, counseling, education, social, economic development programs, and family assistance activities/programs that collectively make opportunities available to low-income and/or homeless individual/families to make affordable housing accessible, attainable and sustainable.

Description of Output Measured: Number of families/individuals receiving services to become housed and number of families/individuals receiving services that result in their remaining stably housed.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X__ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
29,564	41,161	27,000	27,000	30,000

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome:

- Increase supply of affordable rental housing for the City's low-to-moderate income households;
- Preserve existing affordable housing stock; and
- Increase access to homeownership opportunities for City residents;

Description of Output Measured: Number of affordable housing units developed/ preserved.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X__ Annually___

Staff Responsible for Collection & Analyzing data: Community Development Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
169	230	204	204	547



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Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Provide funding for public improvements in strategic coordination with housing activities

Description of Output Measured: Street/infrastructure improvements completed in areas where affordable housing activities are taking place.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X___ Annually___

Staff Responsible for Collection & Analyzing data: Community Development Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$1,010,200	\$321,574	\$200,000	\$200,000	\$200,000

Measurement 5

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Promote economic development activities in the City using Section 108 Loan Program

Description of Output Measured: Number of loans made and number of jobs created and made available to low income citizens.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X___ Annually___

Staff Responsible for Collection & Analyzing data: Community Development Staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
3/16	7/17	9/37	9/37	9/37

Measurement 6

Results Area:

Primary Desired Outcome:

Description of Output Measured:

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data:

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



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Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **VETERANS HOMELESS TO HOUSED**

Primary Results Area: **Stronger Neighborhoods** Priority Ranking:

Lead Department: **Economic and Community Development** Collaboration:

<input checked="" type="checkbox"/>	YES		No
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Administrator: **Donna Williams** Date Submitted: **1/16/15**

Amount Requested from City General Fund: **\$104,252** Total Offer Cost: **\$104,252**

<input checked="" type="checkbox"/>	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS
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SECTION 2 - OFFER DETAILS

Summary – Brief summary narrative describing offered service or initiative.

This offer is a collaboration of the Department of Economic & Community Development (ECD), the Mayor’s Office and partner agencies. It seeks continuation of funding for a staff position, the Homeless Program Coordinator, and operations.

Over the last year or so, we’ve learned quite a bit about the complexities of addressing homelessness of all types, particularly veterans as well as the resources available to us. This offer is to continue the outstanding strides that have been made by the collective community of individuals, service providers and institutions committed to accepting the Mayor’s challenge to end chronic homelessness among veterans. The progress to date has been led by the leadership of the City’s Civic Engagement Coordinator.

Needs Addressed

The needs in this population are great and growing. Statically, veterans face unusually high odds of homelessness and often remain homeless for long periods. Although there have been improvements within the Veterans Administration and more attention given to the roadblocks that are inherent in the system, challenges persist.

As stated in an agency offer from the Homeless Coalition, “Currently, many homeless individuals and families have issues getting placed into housing through no fault of their own. Housing placement can take months to complete, requiring paperwork, documentation, appointments, and transportation. While these individuals are working hard trying to navigate this complex housing process they are staying on the streets putting their safety, health, and stability at risk. Meanwhile, social service agencies are spending more and more resources to meet basic needs like food, clothing, and shelter, while not being able to move their clients any closer to living stable productive lives.

Even if an individual is able to navigate this complex process and move in to housing, they are oftentimes left to fend for themselves trying to find employment, receive benefits, assimilate into their neighborhood, and get transportation to the many meetings, appointments, and job interviews that are necessary. Individuals are often unaware that there



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Department Offer Worksheet

are community-based organizations and resources that can provide support, and they find themselves alone in their uphill climb towards stability.”

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

The goals and objective listed are in line with those recommended by a taskforce that has been working diligently on this issue for over a year. This offer supports the realization of these collective goals and objectives.

- **End Veteran Homelessness in 2015 by housing 140 Veterans**
- **Increase employment**
- **Increase positive relationships between neighbors**

Actions – How will you achieve the goals, including:

- End chronic Veteran homelessness by leading the execution of the plan developed by the taskforce, while also examining additional needs for additional ways to address them
 - Case Conferencing – a pilot group of 11 agencies and housing navigators meet weekly to discuss housing plans for each veteran on our by-name list, starting with the most vulnerable. Housing Navigators meet with veterans and are responsible for implementing the housing plan.
 - Veteran Treatment Court - Provide stability for homeless veterans in the criminal justice system by starting a Veteran Treatment Court.
 - Reduce average housing placement for homeless veterans to 30 days or less through improvements to housing placement process and better collaboration
 - Increase the number of affordable housing units identified as acceptable for veteran placement
- Increase employment of the homeless through collaboration with the Office of Multicultural Affairs, the Economic Development division of ECD, and collaborative efforts with the VA
- Increase positive relationships between neighbors by remaining in constant communication with the Affordable Housing Specialist in the Neighborhood Services & Development division of ECD and the various housing partners the division works with

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

- **Feb. 2015** – Coordinator comes on board with the City
- **Feb. - March 2015** –Conduct knowledge transfer with Civic Engagement Coordinator, meet with key partners within the taskforce. Start Case Conferencing between agencies
- **April - June 2015** – Start docket for veterans treatment court, continue housing veterans, mid-campaign report on progress to public



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Department Offer Worksheet

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

- Homeless Program Coordinator, lead on taskforce interaction and implementation of plans

Citizen engagement - How are you involving citizens?

The Homeless Program Coordinator will work closely with the ECD Communications Coordinator to build an outreach and communication plan for reach key stakeholders and the general public in order to educate citizens and build support. The Homeless Program Coordinator will build a team of citizens to help with outreach to homeless veterans and outside stakeholders.

Environmental sustainability:

The Homeless Program Coordinator would work closely with the Housing Navigators (see agency offer from Homeless Coalition) as the agency teaches their clients sustainable living practices like recycling in their home, being energy efficient, etc.

Cite applicable research/best practices used in this offer:

- U.S. Interagency Council on Homelessness Solutions Database

http://usich.gov/usich_resources/solutions/explore/housing_and_employment_navigators

- Arizona Coalition to End Homelessness – Best Practices

<http://www.azceh.org/best-practices>

- How's Nashville Navigator Training and Support Materials

<http://howsnashville.org/2014/05/17/housing-navigators/>

- Community Solutions 100,000 Homes Campaign Best Practices

<http://100khomes.org/press/a-race-to-end-chronic-veteran-homelessness>



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Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD	\$ 75,472	\$ 28,780	\$ 104,252	100%	1
	\$		\$	%	
	\$	\$	\$	0%	
Total	\$ 75,472	\$ 28,780	\$ 104,252	100%	

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

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

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

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



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1 :

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 140 Veterans housed by December 31, 2015

Description of Output Measured: monthly placements of homeless veterans into permanent housing

Measurement Frequency: Daily ___ Weekly___ Monthly_X__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Homeless Program Coordinator collects and analyzes data from HMIS administrator and VA staff

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	Determine baseline	185	185

Measurement 2

Results Area: Growing Economy

Primary Desired Outcome: 80% of homeless veterans in permanent housing are employed by January 1, 2016

Description of Output Measured: Job placement rate for homeless veterans in permanent housing placements

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually_X__

Staff Responsible for Collection & Analyzing data: Housing Navigators

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	Determine baseline	Determine baseline	80%

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 75% of homeless veterans in permanent housing and their neighbors have a positive relationship

Description of Output Measured: Satisfaction rating of neighbor measured by survey to surrounding neighbors

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_X__ Annually___

Staff Responsible for Collection & Analyzing data: Housing Navigators

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	-N/A	Determine baseline	Determine baseline	75% satisfied or very satisfied

Note: At least 3 measures should be provided



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Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: Intergenerational Community Building

Primary Results Area: Stronger Neighborhoods Priority Ranking:

Lead Department: Economic and Community Development Collaboration:

	YES	X	No
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Administrator: Donna Williams Date Submitted: 1/12/15

Amount Requested from City General Fund: \$ 22,200 Total Offer Cost: \$ 22,200

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

SECTION 2 - OFFER DETAILS

Narrative:

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

Chattanooga’s neighborhood leaders are becoming more and more skilled and knowledgeable through current capacity building programs in the Neighborhood Services division of the Department of Economic and Community Development. However, this group of leaders is older than the general population of the City, with 47% of leaders being age 65 or older and only 2% being under the age of 35. Intergenerational Community Building Workshops will help to foster relationship building and action between youth and the older adults in 10 neighborhoods to grow the capacity of Chattanooga’s neighborhoods in a sustainable way.

This proposal funds four (4) part-time interns to help plan, coordinate, and run the Intergenerational Community Building Workshops, with two (2) interns working each semester. Interns will be paid \$1,500 per semester for their internship. This proposal would also create a \$15,000 grant fund available to any leader of a registered neighborhood organization in the City of Chattanooga, with a maximum grant award of \$1,500 per neighborhood. Interested neighborhood organizations would apply for funding for a workshop that both facilitates involvement of youth and older adults in the neighborhood and improves the neighborhood. Grant applications would be accepted monthly. A review committee would award the grants based on the proposed workshop meeting certain criteria set by the Department of Economic and Community Development.

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

The Neighborhood Leadership Roundtables have helped to provide information and training to over 200 Neighborhood Leaders, and Neighborhood University has trained over 50 neighborhood leaders in specific



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Department Offer Worksheet

leadership skills. However, the majority of the individuals that have been trained through these two programs are adults over the age of 65, which does not reflect the diversity of ages in neighborhoods. In addition, neighborhood leaders have expressed to trainers and ECD staff that one of their biggest challenges is engaging youth in their associations.

To address this we have trained Neighborhood Leaders on Intergenerational Community Building techniques through Neighborhood University, but neighborhood leaders are struggling on where to begin the process of breaking through the invisible barriers between young and old.

Research from Temple University's Intergenerational Center suggests the best way to engage youth in Neighborhood Organizations is to forge strong relationships between older adults and young people through intentional, well-facilitated activities. Older leaders could organize these types of activities, but that would mean they would have to facilitate them instead of participating. Skillfully facilitated relationship building activities are needed to break the ice and begin forging relationships between neighbors of all ages. In order for neighborhood leaders to participate and engage in this relationship building, these activities should be organized and facilitated by a trained third-party.

Intergenerational Community Building Workshops would jump start the process of neighborhood leaders engaging youth in their organizations by involving both youth and older adults in service-oriented and relationship building activities, guided by resources from Temple University's Intergenerational Center. These workshops are facilitated by trained interns and help foster relationships between older adults and youth. Because neighborhood leaders have valuable training through Neighborhood University on how to engage and mobilize potential members, they will be able to build on these new relationships and bring youth into their neighborhood organization.

- **Goals and Objectives** – What will this initiative achieve? *(Note: Be sure this section lines up with section 4 measurement data)*
 - Increased neighborhood capacity
 - Increased youth participation in neighborhood organizations
 - Increased positive relationships between neighbors
- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
 - **Hiring and Selecting Interns:** Interns will be recruited through professors, community leaders, social media, job boards, and presentations. Qualifying applicants will go through an extensive 3 round interview process to identify and select high quality applicants.
 - **Grant Funding:** Applications for grant funding from Neighborhood organizations will be accepted monthly starting in July 2015. Neighborhood Relations Specialists and Civic Engagement



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Coordinator will develop an evaluation rubric to score all applications, evaluate applications, and follow-up with 30 minute phone interviews to top applicants for selection.

- **Project Planning:** Interns will work with neighborhood leaders to develop a written plan for the project. Neighborhood membership will be responsible for recruiting youth and other neighborhood members to the project day.
- **Workshop and Project Days:** Interns will plan and execute project days. Each project will have 3 relationship building activities developed from the Temple University Intergenerational Center's curriculum.
- **Debriefing and Action Plans:** After each project, Civic Engagement Coordinator or Neighborhood Relationship Specialists will have a debrief session with Neighborhood Leaders to develop an action plan for keeping youth in their neighborhood engaged. After each semester, leaders will attend a project summit where they will network with other participating neighborhood leaders, reflect on their action plans, and take part in guided discussion on strategies for building youth capacity in their neighborhood.

Examples of workshops that could be funded:

- **Neighborhood beautification projects:** Participants would work together on a project that enhances the appearance of a neighborhood like: trash cleanups, flower planting, home painting, murals, etc.
 - **Social events:** Participants would gather for a community meal, movie or game night, or another activity that helps participants get to know one another.
 - **Neighborhood service projects:** Participants would work on projects that enhance their neighborhood, such as home repair, repairing a playground, cleaning up a park, fixing a community center or church, etc.
 - **Team building and relationship development exercises:** Each workshop – whether a beautification project, a social event, or a service project would feature specific team building and relationship building activities.
- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
 - **May/June:** Begin recruiting for interns
 - **July:** Interns are interviewed. First application period for grants.
 - **August:** Fall interns are hired – interns work with first neighborhood leader to coordinate and execute project. Second application period for grants.
 - **September:** Staff debrief with first neighborhood leader. Interns coordinate and execute next selected project. Third application period. This process continues monthly.
 - **November:** Applications open for spring interns.
 - **December:** Project summit with first four neighborhood leaders. Applications open for January projects.
 - **January:** Spring interns are hired– interns work with selected neighborhood leader to coordinate project.



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- **February-May:** Process continues.
- **May:** Summit with next four neighborhood leaders.

- **Key personnel/project leaders/consultants: (Who is doing what?)**
 - **Project Coordinator** (*intern*): Plans logistics of activities with neighborhood leaders, develops survey, coordinates with Neighborhood Relations Specialist and Neighborhood Leaders to recruit youth and older adults to participate.
 - **Facilitator** (*intern*): Leads workshop sessions and develops activities to facilitate relationship and team building, develops survey, coordinates with Neighborhood Relations Specialist and Neighborhood Leaders to recruit youth and older adults to participate.
 - **Civic Engagement Coordinator:** Hires, trains, and manages interns. Develops review criteria and application for workshop funding.
 - **Neighborhood Relations Specialist:** Accepts and reviews applications from neighborhoods, coordinates recruitment for activities with neighborhood leaders and interns.

- **Citizen engagement** - How are you involving citizens?
 - Citizens would be engaged in the planning, implementation, and evaluation of this program. Resident leadership would identify a project or activity for their neighborhood and engage their neighbors to participate. Residents would participate in the chosen activity. Both residents and leadership will be surveyed after their participation to evaluate the program's effectiveness.

- **Environmental sustainability:**
 - Home repair projects can include energy efficiency upgrades. Neighborhood cleanup campaigns can enhance the living environment and improve recycling efforts.

- **Cite applicable research/best practices used in this offer:**
 - Center for Intergenerational Learning: Temple University
 - Bressler, Jeanette, MSW, Nancy Z. Henkin, Ph.D., and Melanie Adler. *Connecting Generations, Strengthening Communities: A Toolkit for Intergenerational Program Planners*. Philadelphia: Temple U Center for Intergenerational Learning, 2005. Print.
 - Communities for All Ages
 - Brown, Corita, M.Ed., and Nancy Henkin, PhD. *Intergenerational Community Building: Resource Guide*. Philadelphia: Intergenerational Center, 2012. Print.



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Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Economic and Community Development	\$6,000	\$16,200	\$22,200	100%	2
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$6,000	\$16,200	\$22,000	100%	2

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

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

**If yes, please complete Capital Budget Request Form*

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

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



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase % of youth involved in neighborhood organizations that receive grant funding within 6 months of project completion

Description of Output Measured: % of youth participating in neighborhood organizations as measured by Neighborhood meeting and event sign in sheets

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: Neighborhood leaders collect, Program interns input and analyze

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	0%	0%	15%

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase # of members in neighborhood organizations that receive grant funding within 6 months of project completion

Description of Output Measured: % increase in overall membership of neighborhood organizations as measured by membership roster of organization. We would ask for membership roster upon application of grant as a baseline and ask for membership roster 6 months after project completion to measure increase.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly X Annually___

Staff Responsible for Collection & Analyzing data: Neighborhood leaders collect, Program interns analyze

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	15%	10%	20%

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: At least 80% of neighbors report positive relationships with their neighbors after project is completed.

Description of Output Measured: % of residents surveyed reporting feeling connected to their neighborhood, able to get support from a neighbor, willing to provide support to a neighbor.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually X

Staff Responsible for Collection & Analyzing data: Youth and older adults involved in the project would complete this survey by doorknocking together on randomly selected doors in their neighborhood.

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	80%

Note: At least 3 measures should be provided



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Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **ECD - Public Art Chattanooga**

Primary Results

Area: **Stronger Neighborhoods**

Priority Ranking:

Lead Department: **Economic and Community Development**

Collaboration:

	YES	X	NO
--	-----	---	----

Date

Administrator: **Donna C. Williams**

Submitted:

Amount Requested from City General

Fund: **\$604,336**

Total Offer Cost: **\$604,336**

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

SECTION 2 - OFFER DETAILS

Narrative:

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

This offer will address funding the administration, outreach and strategic planning needed for Public Art Chattanooga to continue strengthening neighborhoods.

Through community visioning and planning, Chattanooga has transformed a once dormant urban core into a thriving residential, business and tourist city center. We are now one of the nation's most livable mid-sized cities, with world-class attractions, a rich cultural scene, and an award-winning waterfront. In 2012, *Travel Industry of America* showed that Hamilton County is now the fourth largest in the state with an \$893.3 million impact of tourist spending in our hotels, attractions and restaurants. Recent neighborhood revitalization efforts on the Southside and Glass Street have taken severely neglected areas and given them new life through reinvestment. They are now thriving neighborhoods that embrace innovation and diversity, attract new businesses, families, and entrepreneurs and offer a variety of housing and recreation options. **Public art has played a critical role in each of these revitalization efforts. Strategically integrating public art into our city throughout our neighborhoods has contributed to its distinct sense of place, its livability, quality of life, and its economic health.**¹

Established as a Division of the City of Chattanooga in 2006, Public Art Chattanooga (PAC) has been committed to creating a vibrant, livable and safe city by connecting people and place through public art. Currently, PAC is managed by only two part-time staff and overseen by a 15-member committee

¹ *American Planning Association Briefing Papers: How Cities Use Parks for Economic Development* "a community's arts and culture assets are an important element of economic & workforce development and positive quality of life"

Knight Foundation: Soul of the City Initiative: "the aesthetics of a place--its art, parks, welcomeness--are a high driver of people being attached to their community"



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of community volunteers appointed by the Mayor. PAC manages a first-rate permanent public art collection of **153 works of art valued at over \$13 million dollars, for which only 2% were purchased with city funds. Ongoing maintenance and care is required for these incredible assets.** This offer will enable us to move our two current part-time staff positions into full-time, giving us the capacity to implement the many projects that we have as well as get our department more closely aligned with national best practices.¹

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

Our programs address all 6 of the Mayor's results areas. Project highlights include:

STRENGTHENING NEIGHBORHOODS, REDUCING CRIME AND BLIGHT:

PAC programs many temporary and permanent exhibitions throughout the city that **add value to Chattanooga's core and its neighborhoods** including: Brainerd, Belvoir, East Chattanooga, Jefferson Heights, Hixson, M. L. King, North Shore, St. Elmo and the downtown neighborhood. Different from any other cultural asset in our city, public art is free and accessible to everyone 24 hours a day, 7 days a week. In an article written by Mayor Andy Berke, he says that "public art and creative activities improve the quality of life in our neighborhoods. Chattanooga's reputation as an artist-friendly community also draws tourism and boosts our local economy."² Adding public art to blighted areas of our city beautifies and adds value to the area, adds landscaping, lighting and "eyes on the street" and reduces crime and neglect.

Public Arts art is located in public parks and community spaces in the majority of the city's nine districts. **Market values for sites near these enhanced parks has increased, underscoring findings that parks add 15 percent to the value of a dwelling located within 500 feet of parks.³ In addition, public art signals that care has been spent on a space which reduces feelings of danger and a real reduction of crime, violence and negative behavior.⁴**

Art in the Neighborhoods: Because public art is a proven a tool for positive economic and community impact, PAC administers a neighborhood program designed by and with neighborhoods. Artwork generates beautifies and enliven streets, parks and community centers; enhances and improves public spaces, and creates neighborhood identity and community pride. From 2007-2013, with a grant from the Lyndhurst Foundation, we worked with 8 diverse communities that range from St Elmo to Brainerd Hills to Hixson. Citizens have a deep sense of community pride and investment in these projects since they are involved in the entire process. Volunteers have committed over 500 hours of their time to these projects. Art in the Neighborhoods converts and beautifies land, connects people, and creates neighborhood identity and community gateways. **In 2014, we had numerous requests for more public art in neighborhoods as well as it being a recommendation in the Chattanooga Forward Arts & Culture Report. As a result, we raised \$200,000 in private funds and are using \$50,000 in capital funds to continue a pilot of this popular program, Art in the Neighborhoods.** Working collaboratively with ECD's Neighborhood University, in winter of 2015, we launched a competitive grant program to up to 5 neighborhoods who desire public art in their communities. We envision projects like murals, community gardens, art on bus shelters, benches, sculptures and more. This offer will enable us to expand the program's reach into underserved areas, and will reinforce our

² *Writing the Next Chapter for Local Arts*, by Mayor Andy Berke, Chattanooga Pulse, August 22, 2013

³ Based on over 30 studies conducted by Trust for Public Land

⁴ *Public Art: A Vehicle for Crime Reduction* | Partners for Livable Cities, December 2010



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departmental mission—advancing and strengthening a vibrant and livable economy by connecting people and place. In addition to bringing art to these residents, funding will be available for beautification, lighting, or any number of items that enhance the community.

Qualifying neighborhoods will be chosen by a selection committee who will review all applications. The selection committee will be made up of Public Art staff and committee, Neighborhood Services staff, 2 city council people, 1 county commissioner, and staff from DOT and Public Works. Selected neighborhoods are a part of the entire process from site and artwork selection to thematic considerations.

Neighborhood Revitalization: Main Street, Glass Street & M.L. King

Art on Main: Integrating public art in revitalizing Main Street was an innovative and critical tool in transforming this blighted area into a vital neighborhood. Streets feel safer, cars slow down, new businesses are emerging and thriving, sidewalks are more attractive and pedestrian friendly. Daily traffic counts alone for this district are 14,000. Public art is a signature for this distinct neighborhood that attracts new business and talent. Over 13 permanent works line the street and in 2015 we will be installing a major sculpture commission at the Firehall lawn.

Glass Street: PAC has administered 3 projects in this neighborhood. RiseUp community Ladder project involved over 244 citizens and transformed a blighted parcel through a massive art installation of citizen-donated ladders; as part of street scaping improvements, 5 artist designed benches installed along sidewalks provide interest and a place to sit; 3 artist designed bus shelter wraps add neighborhood identity, interest and color to residents' daily commute. Over 30 volunteers assisted with art selection and project planning.

M.L.King District: We have secured a significant grant in the amount of \$250,000 from three private local foundations to reinvest in this important urban corridor through public art. Just as with other revitalization efforts, public art is a proven, critical tool in rebuilding neighborhoods and adding to the quality of life and economy. With these funds, we anticipate commissioning a large scale mural that will be led by one of our nation's best public muralists. A series of community input sessions will generate ideas and imagery for the mural and an apprentice program employing young and emerging muralists will be part of the project. Project will begin February 2015.

The Main Terrain: Once a blighted tract of city property, this innovative and award-winning ⁵park combines iconic public art, neighborhood green space, physical activity, a pedestrian connector, and functions as a storm water management site that infiltrates approximately 285,000 gallons per month.

A DISTINCT SENSE OF PLACE: ADDING VALUE TO OUR CITY, ATTRACTING NEW TALENT, TOURISTS AND GROWING THE ECONOMY

Biennial Exhibition: Since 2005, every two years, this national juried exhibition places art work along First Street, Renaissance Park, Phillip's Park, and other public spaces. This program has been used as a model for other cities. Through traffic counts at key intersections where public art is located, daily estimated audience is 35,000.⁶ Our 7th Biennial exhibition will occur during FY16 and we plan to expand the program from 7 sites to 10 so that more citizens can have access to the program. This

⁵ 2013 Tennessee Parks and Recreation 4 Star State Award (highest state award best new facility) 2013 Award of Merit in the category of Natural Resource Conservation-Sustainable Design, presented by the Tennessee Chapter of the American Society of Landscape Architects.

⁶ Public Art Chattanooga Audience Estimate report: TDOT Annual Daily Traffic (AADT) 2012



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program was not included in our budget last year as the exhibit did not occur in our off year. Our budget increase in this offer reflects budgeting for this program.

21st Century Waterfront: A 1.2 million dollar investment in 3 public art projects created new community spaces, new visual icons for our city and added value to our parks, all of which have an economic impact as destinations for residents and tourists. Not including daily visitation, the estimated audience for these art works with special events like Riverbend, Three Sisters, Head of the Hooch, Ironman and Southern Brewers Festival is 688,000.⁷ Daily traffic counts in this district are estimated at 14,000.⁸

FORGING STRONG PRIVATE PARTNERSHIPS LEVERAGING PRIVATE FUNDS = HIGH PERFORMING GOVERNMENT

Due to small city investment and a staff of only 2 part-time employees, PAC has relied on building strong partnerships with neighborhoods, organizations and raising funds from the private sector in order to implement projects. Since its inception in 2006, PAC has raised over 5.6 million dollars from local foundations, over \$680,000 from other sources, and \$250,000 from federal funds. **We currently have over 2 million dollars in grants committed towards future public art projects in South Chattanooga, M.L.King District, at South Chickamauga Greenway and the Tennessee Riverwalk Extension.** Some partners include: **Funding Partners:** The Benwood Foundation, The Lyndhurst Foundation, The Footprint Foundation Hamilton County, Arts Build, National Endowment for the Arts & Neighborhood Associations; **8 Neighborhood Associations; 12 Partners representing the business and non-profit sectors; Public Art Committee:** This group of 13 citizens appointed by the Mayor act as a board and volunteer their time and expertise to set policy, select artwork, and work with staff. Over the last 2 years, this dedicated group committed over 120 hours of their time and expertise to public art. **Funding this offer will allow us to continue to leverage these private funds.**

- **Goals and Objectives** – What will this initiative achieve? (Note: Be sure this section lines up with section 4 measurement data)
 - **Funding this offer will:**
 - Continue to enhance , **add market value, quality of life, and safety** of our neighborhoods and public spaces;
 - Engage and **educate** the public about public art through updated website, outreach efforts and marketing;
 - Engage the public and gather demographic data through **community planning** (the last public art plan was in 2003);
 - Enable the City's public art program to have the **staff capacity to serve** the Chattanooga community and respond to the many requests we receive for public art projects;
 - Align Chattanooga's public art program with **national standards** for staffing and administration;
 - Ensure **continued care** for Chattanooga's first-rate permanent collection (maintenance and conservation);
 - Continue to position Chattanooga as an **innovator and leader in place making.**

⁷ Public Art Chattanooga Audience Estimate report 2014

⁸ Public Art Chattanooga Audience Estimate report : TDOT Annual Average Daily Traffic (AADT) 2012



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

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

Public Art Chattanooga is working on several major initiatives and has raised over 2 million dollars in private funds to implement. Funding this offer will enable us to move our two current part-time staff positions into full-time, giving us the capacity to implement the many projects that we have as well as get our department more closely aligned with national best practices.ⁱⁱ⁹ Projects include:

- Art in the Neighborhoods: a new pilot project offering grants to up to 5 neighborhoods for public art. In collaboration with ECD's Neighborhood University.
- Tennessee Riverwalk: working with Hamilton County to administer the commission of multiple public artworks throughout the new riverwalk extension.
- South Chickamauga Greenway: working in collaboration with Trust for Public Land to administer the commission of 14 public art works that will serve as mile markers for the greenway.
- MLKing Mural Project: planning a monumental mural for the MLKing district
- 7th Biennial: administering the 7th Biennial sculpture exhibition that places new temporary sculptures throughout our city.
- Bringing Tap Back: working collaboratively with the Tennessee CleanWater Network to create public artworks out of 8 newly installed waterbottle refill stations in city parks and in fitness zones.

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

- Art in the Neighborhoods: Announce in January 2015. Begin implementation Fall 2015
- Tennessee Riverwalk: Announce RFQ for Blue Goose Hollow in early 2015. Install 2016
- South Chickamauga Greenway: Announce RFQ in January 2015. Install in 2016 and in phases as greenway is complete.
- MLKing Mural Project: planning and artists site visit early 2015. Community sessions summer 2015. Installation summer/fall 2015
- 7th Biennial: RFP in spring 2015. Installation
- Bringing Tap Back: Announce RFQ in February 2015. Selection in spring 2015. Installation in summer 2015.
- Chestnut Street Gateway: Announce RFQ December 2014. Selection of muralist February 2015, artwork fabrication/installation summer 2015

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

- Public Art Staff: Peggy Townsend, Director. Ana May, Program Assistant are key personnel.

⁹ Average staff size for public art programs nationwide is 2.1 staff. Source: Public Art Programs – Fiscal Year 2001, Americans for the Arts, 2003.



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This part-time staff manages and oversees day to day activities, the public art collection, all projects, contract management, grant writing and grant management.

- Meg Saligman, is artistic director/project leader for MLKing Mural project
- Public Art Consultant: TBD. A national RFQ will be issued seeking a public art consultant for civic engagement and public art strategic plan.

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

Artwork Selection: Selection panels for every public art project, large or small, is selected by an ad hoc community of citizens.

Art in the Neighborhoods: working through ECD's Neighborhood University, citizens interested in public art in their neighborhood will form committees to work with PAC on planning, selecting and developing public art projects for their neighborhoods.

Public Planning and Visioning: In 2003, over 500 citizens turned out for a series of visioning input sessions to develop a Public Art Plan. That was 11 years ago and our city has changed drastically. By funding this offer, we plan on engaging public art planning consultants to conduct a series of public visioning sessions to create a new a vision and public art plan.

MLK mural: a series of citizen input sessions will be held to determine imagery and themes for the mural. In addition, young and emerging artist will be hired as apprentices to work on the project.

- **Environmental sustainability:**

Bringing Tap Back: in partnership with the Tennessee Clean Water Network, this public art project will install new water bottle refill stations throughout parks in our city, reducing the amount of disposable waterbottles and waste.

Main Terrain: this urban art park was designed with an integral storm water feature where, each week, up to 40,000 gallons of accumulated stormwater is reused to supplement irrigation. Additionally, each year, 1.5 million gallons of water is saved from entering the city's sewer system by the on-site detention ponds. To make commuting convenient, a shed for bike storage is also located at the park.

Art in Motion: through this program, art on electric shuttles and installed on bus shelters throughout the city add value to our public transportation system and make them more user friendly.

Stringers Ridge, Riverwalk and South Chickamauga Greenway: incorporating public art as milemarkers and trailheads adds function and value to our public parks and greenways making them more user friendly and encouraging citizens to enjoy a healthy lifestyle.

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

Chattanooga's Public Art Program is a Model:



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In 2003 a city-wide community visioning and strategic plan for public art was conducted. The plan allowed us to create a program which is regarded as a successful model throughout the region. A wide variety of delegations of planners, arts professionals and leaders from other cities have visited Chattanooga and met with our public art staff and committee to learn how we have integrated public art into the revitalization efforts of our community. Delegations include: Tallahassee, FL; THE NEXT CITY VANGUARDS; Atlanta, GA; Lexington, KY; Johnson City, TN; Kingsport, TN, Woodstock, GA; and Owensboro, KY. **A new strategic plan would enable us to build for future success, provide a mechanism for citizen involvement and help define clear and measurable goals.**

- **Artwork Policies and Procedures:** PAC uses best practices in the public art field for acquiring and managing public art through the RFQ and RFP process, and artwork donations.
- **National Public Art Archive:** In the summer of 2014, through the city's internship program, we were able to hire an intern to catalogue our entire 153 public art works in a national database so that it can be accessed world -wide. Public art programs had to be invited to be included in this National Public Art Archive project. Being invited to participate speaks volumes about Chattanooga's program on a national level.



City of Chattanooga

Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Art Chattanooga	\$ 183,186	\$ 161,150	\$ 344,336	100%	2
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 183,186	\$ 161,150	\$ 344,336	100%	2

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

Does this have <u>Capital Budget</u> Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ 100,000
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***If yes, please complete Capital Budget Request Form**

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

Name	Amount
Lyndhurst Foundation	\$ 850,000
Benwood Foundation	\$ 200,000
Footprint Foundation	\$ 100,000
	\$
	\$



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SECTION 4 - PERFORMANCE MANAGEMENT

Based on national research footnoted in our BFO narrative, we know that public art is a critical and important ingredient in the success of vital public places, strong neighborhoods and a sense of community pride and ownership by our citizens. Strategically integrating public art into our city throughout our downtown & neighborhoods has contributed to its distinct sense of place, its livability, quality of life, and its economic health. Many of these intangibles are hard to quantify, but we can measure items below.

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: 58 completed Art Projects in neighborhoods of greatest need by June 30, 2016

Description of Output Measured:

- # of applications received from neighborhoods (100)
- # of approved art projects

Measurement Frequency: Daily ___ Weekly___ Monthly_x___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Peggy Townsend & Ana May

Metric	FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
# completed projects	10	13	58	58	45
# applications received					
# started projects					



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Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Number of citizens engaged in public art

Description of Output Measured:

- # of citizen input forms collected (via 1:1s, events in community etc) (2,900 goal or 50 per project)
- # of scheduled events to collect public input (116 events (or 2 events per project) to collect 2,900 citizen input forms)

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

Staff Responsible for Collection & Analyzing data: Peggy Townsend & Ana May

Metric	FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
# citizens input included in projects			2,900	2,900	2,900
# events to collect input			116	116	116

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Number of public art projects completed in city and in neighborhoods in one year

Description of Output Measured:

- number of requests for art projects
- number of applications for projects received
- number of citizens attending neighborhood public art meetings

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

Staff Responsible for Collection & Analyzing data: Peggy Townsend & Ana May

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
10	13	58	58	45



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Department Offer Worksheet

SECTION 1 –OFFER SUMMARY

Offer Name:	PUBLIC SPACES DEVELOPMENT & ENGAGEMENT			
Primary Results Area:	STRONGER NEIGHBORHOODS	Priority Ranking:		
Lead Department:	ECD	Collaboration:	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO
Administrator:	Donna Williams	Date Submitted:	1-15-15	
Amount Requested from City General Fund:	\$150,201	Total Offer Cost:	\$150,201	

<input checked="" type="checkbox"/>	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS
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SECTION 2 - OFFER DETAILS

Summary

This offer is a collaboration of the departments of Economic & Community Development (ECD) and Chattanooga Department of Transportation (CDOT). The funding request would allow for a **contract with the Trust for Public Land and a new position, the Public Spaces Specialist.**

This offer is an opportunity to continue to invest in our beautiful and envied public spaces, while broadening the way our public spaces are used and engaging a wider array of citizens who use them.

The City invests considerable taxpayer resources into public spaces of all kinds -- pocket parks, neighborhood parks, greenways and trails, streets, and even enclosed public spaces like the lobby of the DRC, the Tivoli Theater, and City Hall.

The sum of these public spaces is a network which is the skeletal system of the health and economic vitality of the city.

The city administration historically has multiple entities that nibble on the potential of a maximization of the function, usability, accessibility, and inclusion inherent in our public space network. Those nibbles, in the current organization, come from:

- Outdoor Chattanooga, through its programming geared towards celebrating our cherished outdoor amenities
- CDOT through its Public Spaces Coordinator who manages permitting and stewardship of special events, primarily for those that affect temporary street/traffic modifications, but also as an informal clearing house for all public space, privately-run special events.
- The Public Works Department through its management of maintenance of city parks including park



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reservations

- The waterfront steering committee, through its work overseeing the healthy use of our waterfront
- ECD through the ongoing work performed by **Trust for Public Land**, whether the extension of the Riverwalk, spearheading the development of Stringers Ridge, the installation of fitness zones at YFD centers, consulting on potential park and trails or more

The contract with Trust for Public Land (TPL) would allow for the continuation of their work referenced above, along with identifying foundation and grant funding that can be used to leverage City funds in order to increase and improve our public spaces. TPL has been contracted annually to continue this work on behalf of the City for many years.

The requested Public Spaces Specialist (PSS) would be a liaison to the various organizations and their programming in order to further expand activities in public spaces all over the city. The PSS would also drive City-sponsored programming of our public spaces so the City maximizes its resources and assures sustainability through massive inclusion, accessibility, and vitality. For example, the PSS would design, market and implement programs that encourage neighborhood associations, non-profit agencies, City departments, faith-based organizations, individuals, etc. to arrange runs, festivals, art exhibits, concerts, poetry readings, etc. in a neighborhood public space.

The Public Spaces Coordinator in CDOT is primarily responsible for logistics associated with any event that requires street closing or rerouting of traffic. That role works closely with the Special Events Committee, but neither is afforded much of an opportunity to go beyond providing services that are mostly reactive and externally driven. The proposed role of the Public Spaces Specialist would be much more proactive and focused on generating events in public spaces in neighborhoods throughout the city, reaching well beyond the spaces downtown and the Northshore.

Goals and Objectives –

Trust for Public Land (TPL)

1. TPL will continue assist the City in its Health and Wellness Initiative

a. TPL will lead the design, funding and construction of three (3) additional Fitness Zones in high priority areas of the City in collaboration with Departments of Public Works, Economic and Community Development, and Youth and Family Development.

2. TPL will continue to lead the effort to connect people to parks

a. TPL will lead the design, funding and construction of the first phase of the South Chickamauga Creek Greenway, connecting an existing 4 mile segment of greenway to the 13 miles of existing Tennessee Riverwalk

b. TPL will seek further funding from public and private sources for the 3 miles of missing greenway needed to fulfill 12 mile connection of the South Chickamauga Creek Greenway from Camp Jordan to the Tennessee Riverwalk.

c. TPL will negotiate and acquire the CSX rail spur connecting Alton Park to the Tennessee Riverwalk

d. TPL will lead the effort to construct a new trailhead for the North Chickamauga Creek Greenway and assist



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community leadership to pursue public funds and begin development of the 1.5 mile corridor from the Longview Trailhead Site to Hixson Pike.

4. TPL will use the Healthy Connected Chattanooga Portal to assist the ECD to prioritize park investments

- a) TPL will include re-modeling priority maps with updated information in FY 2016
- b) TPL will continue to provide training opportunities for city staff on the use of this mapping tool
- c) TPL will help the City make decisions about future requests for parks

The above proposed scope of work is consistent with the ongoing work the Trust for Public Land has performed for the City of Chattanooga for nearly 20 years and is essential to the completion of many of the City's signature projects such as the Tennessee Riverwalk.

Public Spaces Specialist Objectives

Establish an interactive community calendar, building on the work of the Public Spaces Coordinator in the Chattanooga Department of Transportation (CDOT).

Establish approximately 3-6 events (some of which could be recurring, some of which could be one-time) that strategically build the city's brand as a great outdoor and highly innovative city.

Develop a policy which includes algorithms for public space usage that factors civic engagement (by type and attendance), heads in beds, altruistic cause (i.e., charity, and other philanthropy), difficulty and complexity (i.e., the complexity of CPD support, road detours, and/or possibility for unlawful behavior, etc)

Develop signature events that support the "being-outside" aspect of living in Chattanooga. Work scope of this new position does not require the full-scale invention of new events; it could seize on events that already exist and adopt them as City-sponsored. Examples include Scenic Streets, the new Open Streets event planned for April on the Northshore, CHA175, a celebration of Chattanooga's birthday, Mainx24, Riverbend, River Rocks, or Nightfall. Possible new events that could be developed as signatures of the city include a downtown-oriented marathon, progressive adventure race events, such as an ironman or others that incorporate a wider variety of legs, rock climbing competitions, or music festivals.

Actions –

- **Clear summary of activities:**
 - Develop publicly accessible calendar
 - Develop one-stop shop for events in the city – collaborate with CDOT Public Spaces Coordinator
 - Reorganization of disparate department functions for efficiency and improved customer interface – as needed and at the direction of administrators involved.
 - Develop or initiate sponsorship for 3-6 signature events for the city



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- Timeline of activities and/or significant milestones throughout the year:**
 - First 3 months – Calendar, one-stop shop policy and procedures, and development of reorganization plan
 - 3-9 months – reorganization plan finalized and implemented
 - 3-6 months – identify 1-2 signature Chattanooga events
 - 6-12 months – plan and put in place those two 1-2 events, and identify additional
- Key personnel/project leaders/consultants:**
 - New Public Spaces Specialist – TBD
 - Ashley Belknap – CDOT – Public Spaces Coordinator
 - Jennifer (?) – Parks Reservations
 - Ty Armour, ECD Neighborhood Relations Specialists
 - Austin Garrett –CPD

Citizen engagement -

Position will have daily, very regular, and highly interactive engagement with citizens and stakeholder groups

Environmental sustainability: Thoughtful stewardship of our public spaces, with the assistance of TPL and the Public Spaces Specialist will lead to higher levels of sustainability

SECTION 3 –OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD	\$50,201	100,000	\$150,201	100%	
Total	\$50,201	\$100,000	\$150,201	100%	

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

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

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

Name	Amount



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SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: STRONGER NEIGHBORHOODS

Primary Desired Outcome: Increase percentage of Chattanooga residents served by TPL park projects by 3%

Description of Output Measured:

1. Number of new park and greenway projects completed
2. Total number of Chattanooga residents within a 10 minute walk of a TPL park project

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

Staff Responsible for Collection & Analyzing data: NSD Manager and Public Spaces Specialist

<i>Fiscal Year</i>	<i>Population</i>	<i>Total Served</i>	<i>Percent Served</i>
1994-1999	160,573	5,004	3.10%
2000-2010	170,074	16,319	9.60%
2011-2013	174,126	18,851	10.80%
2014-2015 Actual	175,693	25,130	14.30%
2016-Target	177,274	30,625	17.28%

Measurement 2

Results Area: STRONGER NEIGHBORHOODS

Primary Desired Outcome: Increase number of low income households served by TPL park projects by 5% in FY 16

Description of Output Measured:

- Number of Park Projects Completed in underserved communities
- Percentage of Low Income Households(<\$35,000) within a 10 minute walk of a TPL Park Project

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

Staff Responsible for Collection & Analyzing data: NSD Manager and Public Spaces Specialist



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<i>Fiscal Year</i>	<i>Number of Low Income Households</i>	<i>Total Served</i>	<i>Percent Served</i>
1994-1999	22,855	637	2.80%
2000-2010	25,416	2,743	10.80%
2011-2013	25,563	3,434	13.40%
2014-2015 Actual	25,793	5,166	20.03%
2016Target	26,023	6,662	25.60%

Measurement 3

Results Area: STRONGER NEIGHBORHOODS

Primary Desired Outcome: Facilitate 25 events in neighborhood parks, playgrounds or public streets

Description of Output Measured:

1. Number and frequency of communications to target audiences
2. Inventory of public spaces and types of activities best suited for the location
3. Number of application received
4. Number of events taking place in neighborhoods monthly

Measurement Frequency: Daily ___ Weekly___ **Monthly X** Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Public Spaces Specialist

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	N/A	N/A	25

Return on Investment: How do citizens benefit?

This Parks for People Program benefits citizens by providing more parks within walking distance of their homes, and improving connections that make the city more walk and bike friendly. This program is focused to target park investment in the areas that most need open space, not just sprinkle public dollars over all parks.

Does this activity leverage other financial resources?

For each dollar of public investment, The Trust for Public Land raises ten dollars in private funds to complete its projects. Over the past 5 years TPL has raised \$5 million for parks and greenways projects in Chattanooga. Currently TPL is managing a \$2million privately funded greenway construction project linking the South Chickamauga Creek Greenway with the



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Tennessee RiverPark. The Trust for Public Land is garnering National attention, and has the potential to bring national foundation investment to Chattanooga. The Chattanooga office is currently collaborating on a MacArthur Foundation grant proposal for its resilient cities mapping initiative, which will have broad reaching exposure for green infrastructure and park development in Chattanooga.

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

The Parks for People Program is focused on integrated park investments that not only address needs of the public for park space, but also address pressing issues of public infrastructure such as storm water management and multi-modal transportation. With each new park project or park retrofit, TPL will prioritize areas that meet multiple requirements from high priority storm water capture sites to placement in neighborhoods with a high likelihood of heart disease and diabetes. The City of Chattanooga receives the benefit of additional park space at the same time saving on grey infrastructure improvements and public healthcare costs.

How can this program become sustainable without City funding?

The Trust for Public Land has continued to build public support for its projects, and has grown more sophisticated in its abilities to find projects, fundraise, and develop park projects with relatively little city funding. With each successful project TPL is able to garner more public support for its work, and in the process lessen the amount of public investment needed to complete the objectives at hand.



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Department Offer Worksheet

SECTION 1 – OFFER SUMMARY

Offer Name: **ECD - NEIGHBORHOOD SERVICES& DEVELOPMENT**

Primary Results Area: **STRONGER NEIGHBORHOODS** Priority Ranking: **Completed by Administrator**

Lead Department: **Economic and Community Development** Collaboration:

<input checked="" type="checkbox"/>	YES		No
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Administrator: **Donna Williams** Date Submitted: **Jan 15, 2015**

Amount Requested from City General Fund: **\$832,685** Total Offer Cost: **\$897,685**

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

SECTION 2 - OFFER DETAILS

Summary – Brief summary narrative describing offered service or initiative.

Since the start of the Berke administration, most people recognize the role of **Neighborhood Services and Development (NSD)**, a division of the Department of Economic & Community Development (ECD), to be related to Affordable Housing, yet the role of the division -- to promote growth and investment in neighborhoods, especially those that have seen accelerated decline in investment coupled with increasing concerns about crime and safety – extends beyond affordable housing.

Given the limited resources available to most municipalities, it's vital that those resources are leveraged for maximum outcomes. This is especially true when it comes to neighborhood management: the ability for citizens in any given neighborhood to recognize and address opportunities and threats quickly and effectively, thus reducing their reliance on limited City resources.

To that end, **Neighborhood Services and Development** (NSD) is following the Mayor's example and focusing on significantly increasing both the quality and the quantity of interactions the City has with leaders throughout the community.

So, existing staff has been realigned in order to develop and deliver **Capacity Building** programs that include high-value content (based on the results of surveys regularly taken by the neighborhood leaders) and high levels of interaction with the City (to reestablish trust in neighborhoods that have been neglected for many years).

As neighborhood leaders become more knowledgeable and more active, they can develop strategies and take measures that are more likely to assist in attracting private investment – new homeowners, commercial establishments, developers, etc. – to their communities.

The second key program area within NSD is **Affordable Housing**, with an emphasis on high-quality housing that is affordable to citizens with incomes that fall below 80% of the Area Median Income (AMI) as **shown below**. More specifically, NSD's role is to effectively manage existing programs and introduce new programs that attract investment from private and public developers. This is particularly critical given the significant need to preserve and produce



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affordable housing units compared to the small (and dwindling) funds available to the City for affordable housing.

For example, the City will receive less than \$1.3M in federal funds this year to assist housing providers with preserving and producing affordable housing units. If not carefully and strategically managed, the available funds would yield very few housing units, which has been the case in recent years.

For example, the City partners with CNE, Habitat, Chattanooga Community Housing Development Corporation (CCHDO), etc. by providing funds to assist with down payment assistance, construction subsidies, home repair loans, roof repair, etc. for low-income citizens. Often the amount contributed by the City amounts to 50 – 100% of the project cost.

Yet, by adding options – land bank, PILOT, back-tax properties, etc. -- to attract housing providers that are more likely to require only 15-30% of the project costs, the money the City provides yields dramatically more units of affordable housing.

Family Size	Low Income		Very Low Income	
	80% of Median	50% of Median	30% of Median	
1 Person	\$ 30,900	\$ 19,300	\$ 11,600	
2 Person	\$ 35,300	\$ 22,050	\$ 13,250	
3 Person	\$ 39,700	\$ 24,800	\$ 14,900	
4 Person	\$ 44,100	\$ 27,550	\$ 16,550	
5 Person	\$ 47,650	\$ 29,800	\$ 17,900	
6 Person	\$ 51,200	\$ 32,000	\$ 19,200	
7 Person	\$ 54,700	\$ 34,200	\$ 20,550	
8 Person	\$ 58,250	\$ 36,400	\$ 21,850	

Capacity Building: There's little question as to the power of civic engagement or what can be accomplished in a neighborhood led by informed, well-trained leaders. Or, the benefits derived by the entire community when neighborhoods are in-tune with their needs and how to effectively resolve issues when they surface. Chattanooga has a few strong neighborhood groups, but we need to support and develop the nearly 100 groups that aren't there yet. The emphasis on capacity building is resulting in stronger, more knowledgeable leaders of all ages in neighborhoods across the city. Growing the capacity of the leaders better equips them to handle problems and seize opportunities as they arise in their own communities. It also leverages City resources since many departments – especially the Police Department -- are no longer expected to respond to situations that the citizens themselves have been trained to handle.

The introduction of **Neighborhood University** and changes made to the Neighborhood Leadership Roundtable already show proof of what consistent, deliberate training can accomplish, especially when rooted in best practices. Positive changes include increased citizen participation in community events, involvement in zoning cases and proactive engagement when issues come before City Council.

Neighborhood University is a program unique to Chattanooga and our commitment to building the capacity of our community leaders and our staff who serve them. It's a year-long series of 2-day trainings, held three times a year, with curriculum and instruction provided by NeighborWorks America, a Washington, DC-based organization created decades



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ago by Congressional charter to serve neighborhoods and cities in crisis. Participants must apply as enrollment is limited.

More than 60 individual neighborhood leaders are enrolled in the program, many taking time off work to attend. Once they graduate from the program their neighborhood is eligible to apply for a portion of a \$50,000 Neighborhood University grant fund provided to the City by the Benwood Foundation.

The Neighborhood Leadership Roundtable is an hour-long held twice a month and is open to any community leader who would like to attend. Typical attendance per session is 30 leaders. The sessions focus on strategies and tactics to address (1) Crime & Safety and (2) Membership attraction, engagement and retention.

Affordable Housing

The City's affordable housing programs include efforts to both preserve and produce affordable housing.

It's widely known that the growing popularity of our city is attracting newcomers in large numbers. One consequence is the fact that we have a great need for a variety of housing types that are affordable to a wider range of incomes. Many newcomers make strong wages, which when combined with a tight housing market drive up rental rates.

Additionally, studies by the Regional Planning Agency (RPA) and those commissioned by other groups such as The RiverCity Company state that Chattanooga could absorb up to 20,000 additional housing units over the next several years. Although market forces will virtually guarantee the production of market-rate units, that is not the case for rental units that are affordable for Chattanoogaans with low-to-moderate income levels (as shown in chart above).

Neighborhood Services and Development is working on several ways to attend to this situation.

New strategies to attract private investment that requires smaller amounts of subsidy include:

- New PILOT (Payment in Lieu of Taxes) requirement, mandating that any project include 20% of the units for moderate-income tenants
- Establishing a Land Bank Authority
- Relationship building with multi-family affordable housing developers
- Preferred subsidy allocations for LIHTC (Low-income Housing Tax Credit) projects
- Back-tax properties
- Rolling RFP dates for projects requesting federal funds
- Revamped rental rehab program in order to provide more funding

NOTE: Although the City can donate properties to agencies to house homeless citizens, the agencies would need to have (1) access to funds that would allow for the property to be renovated to meet existing building codes (2) access to funds to maintain the property long-term (3) access to funds for utilities and, in some cases, property taxes (4) relationships with service providers, etc.



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When agencies are serving homeless citizens with incomes – social security, section 8 vouchers, VASH vouchers, jobs, etc. – it's easier for the agencies to take on a property in need of renovation because the organization knows it will have means of paying for the renovation and ongoing maintenance of the property.

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

- Decrease number of rental and homeowner units that are lost due to inability to make repairs
- Increase number of rental and homeowner units designated for low-to-moderate income citizens
- Establish and refine a set of tools that are valuable to profit and non-profit developers of affordable housing

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

- Proactively recruit high-quality profit and non-profit developers of affordable housing
- Retool existing program that utilize federal and general fund dollars in order to yield more and/or higher-quality units
- Launch the land bank authority
- Develop 2014 - 2015 Neighborhood University courses and dates
- Conduct year-end survey of Neighborhood Leadership Roundtable participants
- Partner with the faith-based community to expand home repair offerings to low-income and senior citizens
- Increase number of citizens that are involved in the City's various programs that are geared to the reduction of crime

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

- Recruitment of developers, **Ongoing**
- Reexamination of existing programs, **Ongoing**
- Launch the land bank authority, **Before end of FY15**
- Develop 2014 - 2015 Neighborhood University courses and dates, **As soon as budget is approved**
- Conduct year-end survey of Neighborhood Leadership Roundtable participants, **March 2015**
- Partner with the faith-based community to expand home repair offerings to low-income and senior citizens.

See Urban Mission Center offer in collaboration with YFD

- Increase number of citizens that are involved in the City's various programs that are geared to the reduction of crime, **Ongoing**



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

1. **TBD**, Neighborhood Services & Development Manager,
Will oversee NSD staff to ensure success of all capacity building and affordable housing programs (realignment of responsibility of exist position from within the department)
2. **Jonathan Butler**, Affordable Housing Specialist, Program development and delivery of housing units
3. **Countess Jenkins**, Program Specialist, Affordable Housing compliance and related real estate transactions
4. **Vanessa Jackson**, Program Specialist, Faith-based home repair program implementation
5. **Karen Clay**, Neighborhood Relations Specialist, Neighborhood capacity building programs
6. **Ty Armour**, Neighborhood Relations Specialist, Neighborhood crime and safety liaison to CPD
7. **TBD**, Administrative Support Specialist, (realignment of responsibility of exist position from within the department)

Citizen engagement - How are you involving citizens?

Because neighborhood leadership is constantly evolving, NSD is implementing a digital, on-demand set of tools for the community. The tools include a podcast (audio) and a YouTube channel (video and slide presentations) that will be specifically for the delivery of training for community organizing. Topics will include:

1. Developing Your Leadership Potential
2. Strategies for Creating Great Neighborhoods
3. Fundamentals of Community Organizing
4. Measuring Impact in Your Neighborhood
5. Recruiting and Engaging Youth
6. Etc.

Existing year-long community outreach and engagement activities include the following:

1. Neighborhood University
2. Neighborhood Leadership Roundtable
3. CPIC, Community Police Interaction Committee
4. Neighborhood Association meetings
5. Block Leader training
6. National Night Out
7. National Walk to School week
8. Other events that arise throughout the year

Environmental sustainability:

Saving existing properties and reusing existing infrastructure



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Cite applicable research/best practices used in this offer:

- Multiple NeighborWorks America case studies
- Atlanta-Fulton County Land Bank Authority
- Temple University Center for Intergenerational Learning



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SECTION 3 –OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD	\$ 426,904	\$ 405,781	\$ 832,685	93%	7
Neighborhood University (NU)	\$	\$65,000	\$ 65,000	7%	
	\$	\$	\$	0%	
Total	\$ 426,904	\$ 470,781	\$ 897,685	100%	7

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

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

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

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

The personnel component of this offer contains 2 new positions, but both are existing positions that would be repurposed. One is converting a 32-hour per week part-time admin position to a full-time admin position that's needed to support the increase in programs associated with affordable housing and community outreach.



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SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: STRONGER NEIGHBORHOODS

Primary Desired Outcome: Serve **100 units** of affordable housing owned by low-income citizens with code violations that could escalate to condemnation

Description of Output Measured:

1. Number of faith-based organizations recruited to participate in the home repair programs
2. Number of homes repairs done by faith-based organizations participating in the home repair program
3. Amount of funding (in-kind services) contributed by faith-based organizations

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: NSD Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	50	50	100

Measurement 2

Results Area: STRONGER NEIGHBORHOODS

Primary Desired Outcome: Increase number of affordable units directly related to new programs **by 50**

Description of Output Measured: Development Tracking Report

1. Number of developers who attend Housing Summits
2. Number of RFP responses from developers, if any, who are awarded LIHTC funding
3. Passing of Land Bank Authority (LBA) legislation and file charter
4. Number of respondents to rolling RFPs to and analyze subsidy required
5. Number of lenders who donate properties to LBA

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Affordable Housing Specialist and NSD Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	0	30	5	50



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Measurement 3

Results Area: **STRONGER NEIGHBORHOODS**

Primary Desired Outcome: At least 75% of neighborhood leaders report that they feel better able to manage their neighborhood issues than they did prior to participating in the City's capacity building programs.

Description of Output Measured:

1. At least 1,500 recorded interactions with neighborhood leaders
2. At least 80% of all Neighborhood University associations to have 100% attendance
3. Satisfaction rate of 9 out of 10 by 80% of attendees to Neighborhood University and Neighborhood Leadership Roundtable
4. At least 15 additional neighborhood groups registered with NSD

Measurement Frequency: Daily ___ Weekly___ Monthly Quarterly **X** Annually___

Staff Responsible for Collection & Analyzing data: NRS and NSD Manager

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	TBD	TBD	75%



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SECTION 1 - OFFER SUMMARY

Offer Name: **ECD - Public Art Chattanooga**

Primary Results
Area: **Stronger Neighborhoods** Priority Ranking:

Lead Department: **Economic and Community Development** Collaboration:

	YES	X	NO
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Administrator: **Donna C. Williams** Date Submitted:

Amount Requested from City General Fund: **\$604,336** Total Offer Cost: **\$604,336**

<input type="checkbox"/>	MANDATED	PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS
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SECTION 2 - OFFER DETAILS

Narrative:

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

This offer will address funding the administration, outreach and strategic planning needed for Public Art Chattanooga to continue strengthening neighborhoods.

Through community visioning and planning, Chattanooga has transformed a once dormant urban core into a thriving residential, business and tourist city center. We are now one of the nation's most livable mid-sized cities, with world-class attractions, a rich cultural scene, and an award-winning waterfront. In 2012, *Travel Industry of America* showed that Hamilton County is now the fourth largest in the state with an \$893.3 million impact of tourist spending in our hotels, attractions and restaurants. Recent neighborhood revitalization efforts on the Southside and Glass Street have taken severely neglected areas and given them new life through reinvestment. They are now thriving neighborhoods that embrace innovation and diversity, attract new businesses, families, and entrepreneurs and offer a variety of housing and recreation options. **Public art has played a critical role in each of these revitalization efforts. Strategically integrating public art into our city throughout our neighborhoods has contributed to its distinct sense of place, its livability, quality of life, and its economic health.**¹

Established as a Division of the City of Chattanooga in 2006, Public Art Chattanooga (PAC) has been committed to creating a vibrant, livable and safe city by connecting people and place through public art. Currently, PAC is managed by only two part-time staff and overseen by a 15-member committee

¹ *American Planning Association Briefing Papers: How Cities Use Parks for Economic Development* "a community's arts and culture assets are an important element of economic & workforce development and positive quality of life"

Knight Foundation: Soul of the City Initiative: "the aesthetics of a place--its art, parks, welcomeness--are a high driver of people being attached to their community"



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of community volunteers appointed by the Mayor. PAC manages a first-rate permanent public art collection of **153 works of art valued at over \$13 million dollars, for which only 2% were purchased with city funds. Ongoing maintenance and care is required for these incredible assets.** This offer will enable us to move our two current part-time staff positions into full-time, giving us the capacity to implement the many projects that we have as well as get our department more closely aligned with national best practices.¹

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

Our programs address all 6 of the Mayor's results areas. Project highlights include:

STRENGTHENING NEIGHBORHOODS, REDUCING CRIME AND BLIGHT:

PAC programs many temporary and permanent exhibitions throughout the city that **add value to Chattanooga's core and its neighborhoods** including: Brainerd, Belvoir, East Chattanooga, Jefferson Heights, Hixson, M. L. King, North Shore, St. Elmo and the downtown neighborhood. Different from any other cultural asset in our city, public art is free and accessible to everyone 24 hours a day, 7 days a week. In an article written by Mayor Andy Berke, he says that "public art and creative activities improve the quality of life in our neighborhoods. Chattanooga's reputation as an artist-friendly community also draws tourism and boosts our local economy."² Adding public art to blighted areas of our city beautifies and adds value to the area, adds landscaping, lighting and "eyes on the street" and reduces crime and neglect.

Public Arts art is located in public parks and community spaces in the majority of the city's nine districts. **Market values for sites near these enhanced parks has increased, underscoring findings that parks add 15 percent to the value of a dwelling located within 500 feet of parks.³ In addition, public art signals that care has been spent on a space which reduces feelings of danger and a real reduction of crime, violence and negative behavior.⁴**

Art in the Neighborhoods: Because public art is a proven a tool for positive economic and community impact, PAC administers a neighborhood program designed by and with neighborhoods. Artwork generates beautifies and enliven streets, parks and community centers; enhances and improves public spaces, and creates neighborhood identity and community pride. From 2007-2013, with a grant from the Lyndhurst Foundation, we worked with 8 diverse communities that range from St Elmo to Brainerd Hills to Hixson. Citizens have a deep sense of community pride and investment in these projects since they are involved in the entire process. Volunteers have committed over 500 hours of their time to these projects. Art in the Neighborhoods converts and beautifies land, connects people, and creates neighborhood identity and community gateways. **In 2014, we had numerous requests for more public art in neighborhoods as well as it being a recommendation in the Chattanooga Forward Arts & Culture Report. As a result, we raised \$200,000 in private funds and are using \$50,000 in capital funds to continue a pilot of this popular program, Art in the Neighborhoods.** Working collaboratively with ECD's Neighborhood University, in winter of 2015, we launched a competitive grant program to up to 5 neighborhoods who desire public art in their communities. We envision projects like murals, community gardens, art on bus shelters, benches, sculptures and more. This offer will enable us to expand the program's reach into underserved areas, and will reinforce our

² *Writing the Next Chapter for Local Arts*, by Mayor Andy Berke, Chattanooga Pulse, August 22, 2013

³ Based on over 30 studies conducted by Trust for Public Land

⁴ *Public Art: A Vehicle for Crime Reduction* | Partners for Livable Cities, December 2010



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departmental mission—advancing and strengthening a vibrant and livable economy by connecting people and place. In addition to bringing art to these residents, funding will be available for beautification, lighting, or any number of items that enhance the community.

Qualifying neighborhoods will be chosen by a selection committee who will review all applications. The selection committee will be made up of Public Art staff and committee, Neighborhood Services staff, 2 city council people, 1 county commissioner, and staff from DOT and Public Works. Selected neighborhoods are a part of the entire process from site and artwork selection to thematic considerations.

Neighborhood Revitalization: Main Street, Glass Street & M.L. King

Art on Main: Integrating public art in revitalizing Main Street was an innovative and critical tool in transforming this blighted area into a vital neighborhood. Streets feel safer, cars slow down, new businesses are emerging and thriving, sidewalks are more attractive and pedestrian friendly. Daily traffic counts alone for this district are 14,000. Public art is a signature for this distinct neighborhood that attracts new business and talent. Over 13 permanent works line the street and in 2015 we will be installing a major sculpture commission at the Firehall lawn.

Glass Street: PAC has administered 3 projects in this neighborhood. RiseUp community Ladder project involved over 244 citizens and transformed a blighted parcel through a massive art installation of citizen-donated ladders; as part of street scaping improvements, 5 artist designed benches installed along sidewalks provide interest and a place to sit; 3 artist designed bus shelter wraps add neighborhood identity, interest and color to residents' daily commute. Over 30 volunteers assisted with art selection and project planning.

M.L.King District: We have secured a significant grant in the amount of \$250,000 from three private local foundations to reinvest in this important urban corridor through public art. Just as with other revitalization efforts, public art is a proven, critical tool in rebuilding neighborhoods and adding to the quality of life and economy. With these funds, we anticipate commissioning a large scale mural that will be led by one of our nation's best public muralists. A series of community input sessions will generate ideas and imagery for the mural and an apprentice program employing young and emerging muralists will be part of the project. Project will begin February 2015.

The Main Terrain: Once a blighted tract of city property, this innovative and award-winning ⁵park combines iconic public art, neighborhood green space, physical activity, a pedestrian connector, and functions as a storm water management site that infiltrates approximately 285,000 gallons per month.

A DISTINCT SENSE OF PLACE: ADDING VALUE TO OUR CITY, ATTRACTING NEW TALENT, TOURISTS AND GROWING THE ECONOMY

Biennial Exhibition: Since 2005, every two years, this national juried exhibition places art work along First Street, Renaissance Park, Phillip's Park, and other public spaces. This program has been used as a model for other cities. Through traffic counts at key intersections where public art is located, daily estimated audience is 35,000.⁶ Our 7th Biennial exhibition will occur during FY16 and we plan to expand the program from 7 sites to 10 so that more citizens can have access to the program. This

⁵ 2013 Tennessee Parks and Recreation 4 Star State Award (highest state award best new facility) 2013 Award of Merit in the category of Natural Resource Conservation-Sustainable Design, presented by the Tennessee Chapter of the American Society of Landscape Architects.

⁶ Public Art Chattanooga Audience Estimate report: TDOT Annual Daily Traffic (AADT) 2012



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program was not included in our budget last year as the exhibit did not occur in our off year. Our budget increase in this offer reflects budgeting for this program.

21st Century Waterfront: A 1.2 million dollar investment in 3 public art projects created new community spaces, new visual icons for our city and added value to our parks, all of which have an economic impact as destinations for residents and tourists. Not including daily visitation, the estimated audience for these art works with special events like Riverbend, Three Sisters, Head of the Hooch, Ironman and Southern Brewers Festival is 688,000.⁷ Daily traffic counts in this district are estimated at 14,000.⁸

FORGING STRONG PRIVATE PARTNERSHIPS LEVERAGING PRIVATE FUNDS = HIGH PERFORMING GOVERNMENT

Due to small city investment and a staff of only 2 part-time employees, PAC has relied on building strong partnerships with neighborhoods, organizations and raising funds from the private sector in order to implement projects. Since its inception in 2006, PAC has raised over 5.6 million dollars from local foundations, over \$680,000 from other sources, and \$250,000 from federal funds. **We currently have over 2 million dollars in grants committed towards future public art projects in South Chattanooga, M.L.King District, at South Chickamauga Greenway and the Tennessee Riverwalk Extension.** Some partners include: **Funding Partners:** The Benwood Foundation, The Lyndhurst Foundation, The Footprint Foundation Hamilton County, Arts Build, National Endowment for the Arts & Neighborhood Associations; **8 Neighborhood Associations; 12 Partners representing the business and non-profit sectors; Public Art Committee:** This group of 13 citizens appointed by the Mayor act as a board and volunteer their time and expertise to set policy, select artwork, and work with staff. Over the last 2 years, this dedicated group committed over 120 hours of their time and expertise to public art. **Funding this offer will allow us to continue to leverage these private funds.**

- **Goals and Objectives** – What will this initiative achieve? (Note: Be sure this section lines up with section 4 measurement data)
 - **Funding this offer will:**
 - Continue to enhance , **add market value, quality of life, and safety** of our neighborhoods and public spaces;
 - Engage and **educate** the public about public art through updated website, outreach efforts and marketing;
 - Engage the public and gather demographic data through **community planning** (the last public art plan was in 2003);
 - Enable the City's public art program to have the **staff capacity to serve** the Chattanooga community and respond to the many requests we receive for public art projects;
 - Align Chattanooga's public art program with **national standards** for staffing and administration;
 - Ensure **continued care** for Chattanooga's first-rate permanent collection (maintenance and conservation);
 - Continue to position Chattanooga as an **innovator and leader in place making**.

⁷ Public Art Chattanooga Audience Estimate report 2014

⁸ Public Art Chattanooga Audience Estimate report : TDOT Annual Average Daily Traffic (AADT) 2012



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

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

Public Art Chattanooga is working on several major initiatives and has raised over 2 million dollars in private funds to implement. Funding this offer will enable us to move our two current part-time staff positions into full-time, giving us the capacity to implement the many projects that we have as well as get our department more closely aligned with national best practices.ⁱⁱ⁹ Projects include:

- Art in the Neighborhoods: a new pilot project offering grants to up to 5 neighborhoods for public art. In collaboration with ECD's Neighborhood University.
- Tennessee Riverwalk: working with Hamilton County to administer the commission of multiple public artworks throughout the new riverwalk extension.
- South Chickamauga Greenway: working in collaboration with Trust for Public Land to administer the commission of 14 public art works that will serve as mile markers for the greenway.
- MLKing Mural Project: planning a monumental mural for the MLKing district
- 7th Biennial: administering the 7th Biennial sculpture exhibition that places new temporary sculptures throughout our city.
- Bringing Tap Back: working collaboratively with the Tennessee CleanWater Network to create public artworks out of 8 newly installed waterbottle refill stations in city parks and in fitness zones.

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

- Art in the Neighborhoods: Announce in January 2015. Begin implementation Fall 2015
- Tennessee Riverwalk: Announce RFQ for Blue Goose Hollow in early 2015. Install 2016
- South Chickamauga Greenway: Announce RFQ in January 2015. Install in 2016 and in phases as greenway is complete.
- MLKing Mural Project: planning and artists site visit early 2015. Community sessions summer 2015. Installation summer/fall 2015
- 7th Biennial: RFP in spring 2015. Installation
- Bringing Tap Back: Announce RFQ in February 2015. Selection in spring 2015. Installation in summer 2015.
- Chestnut Street Gateway: Announce RFQ December 2014. Selection of muralist February 2015, artwork fabrication/installation summer 2015

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

⁹ Average staff size for public art programs nationwide is 2.1 staff. Source: Public Art Programs – Fiscal Year 2001, Americans for the Arts, 2003.



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- **Public Art Staff:** Peggy Townsend, Director. Ana May, Program Assistant are key personnel. This part-time staff manages and oversees day to day activities, the public art collection, all projects, contract management, grant writing and grant management.
- Meg Saligman, is artistic director/project leader for MLKing Mural project
- **Public Art Consultant:** TBD. A national RFQ will be issued seeking a public art consultant for civic engagement and public art strategic plan.

- **Citizen engagement -** How are you involving citizens?
 - Artwork Selection:** Selection panels for every public art project, large or small, is selected by an ad hoc community of citizens.
 - Art in the Neighborhoods:** working through ECD's Neighborhood University, citizens interested in public art in their neighborhood will form committees to work with PAC on planning, selecting and developing public art projects for their neighborhoods.
 - Public Planning and Visioning:** In 2003, over 500 citizens turned out for a series of visioning input sessions to develop a Public Art Plan. That was 11 years ago and our city has changed drastically. By funding this offer, we plan on engaging public art planning consultants to conduct a series of public visioning sessions to create a new a vision and public art plan.
 - MLK mural:** a series of citizen input sessions will be held to determine imagery and themes for the mural. In addition, young and emerging artist will be hired as apprentices to work on the project.

- **Environmental sustainability:**
 - Bringing Tap Back:** in partnership with the Tennessee Clean Water Network, this public art project will install new water bottle refill stations throughout parks in our city, reducing the amount of disposable waterbottles and waste.
 - Main Terrain:** this urban art park was designed with an integral storm water feature where, each week, up to 40,000 gallons of accumulated stormwater is reused to supplement irrigation. Additionally, each year, 1.5 million gallons of water is saved from entering the city's sewer system by the on-site detention ponds. To make commuting convenient, a shed for bike storage is also located at the park.
 - Art in Motion:** through this program, art on electric shuttles and installed on bus shelters throughout the city add value to our public transportation system and make them more user friendly.
 - Stringers Ridge, Riverwalk and South Chickamauga Greenway:** incorporating public art as milemarkers and trailheads adds function and value to our public parks and greenways making them more user friendly and encouraging citizens to enjoy a healthy lifestyle.

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



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Chattanooga's Public Art Program is a Model:

In 2003 a city-wide community visioning and strategic plan for public art was conducted. The plan allowed us to create a program which is regarded as a successful model throughout the region. A wide variety of delegations of planners, arts professionals and leaders from other cities have visited Chattanooga and met with our public art staff and committee to learn how we have integrated public art into the revitalization efforts of our community. Delegations include: Tallahassee, FL; THE NEXT CITY VANGUARDS; Atlanta, GA; Lexington, KY; Johnson City, TN; Kingsport, TN, Woodstock, GA; and Owensboro, KY. **A new strategic plan would enable us to build for future success, provide a mechanism for citizen involvement and help define clear and measurable goals.**

- **Artwork Policies and Procedures:** PAC uses best practices in the public art field for acquiring and managing public art through the RFQ and RFP process, and artwork donations.
- **National Public Art Archive:** In the summer of 2014, through the city's internship program, we were able to hire an intern to catalogue our entire 153 public art works in a national database so that it can be accessed world -wide. Public art programs had to be invited to be included in this National Public Art Archive project. Being invited to participate speaks volumes about Chattanooga's program on a national level.



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SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Art Chattanooga	\$ 183,186	\$ 161,150	\$ 344,336	100%	2
	\$	\$	\$	0%	
	\$	\$	\$	0%	
Total	\$ 183,186	\$ 161,150	\$ 344,336	100%	2

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

Does this have <u>Capital Budget</u> Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ 100,000
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**If yes, please complete Capital Budget Request Form*

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

Name	Amount
Lyndhurst Foundation	\$ 850,000
Benwood Foundation	\$ 200,000
Footprint Foundation	\$ 100,000
	\$
	\$



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SECTION 4 - PERFORMANCE MANAGEMENT

Based on national research footnoted in our BFO narrative, we know that public art is a critical and important ingredient in the success of vital public places, strong neighborhoods and a sense of community pride and ownership by our citizens. Strategically integrating public art into our city throughout our downtown & neighborhoods has contributed to its distinct sense of place, its livability, quality of life, and its economic health. Many of these intangibles are hard to quantify, but we can measure items below.

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Number of citizens engaged in public art

Description of Output Measured:

- number of applications for neighborhood art projects from neighborhoods
- number of citizens engaged on public art committees
- number of citizens engaged in public art strategic plan

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

Staff Responsible for Collection & Analyzing data: Peggy Townsend & Ana May

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
122	184	471	471	1011

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Number of public art projects completed in city and in neighborhoods in one year

Description of Output Measured:

- number of requests for art projects
- number of applications for projects received
- number of citizens attending neighborhood public art meetings

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

Staff Responsible for Collection & Analyzing data: Peggy Townsend & Ana May

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
10	13	58	58	45



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SECTION 1 - OFFER SUMMARY

Offer Name:	ECD - Urban Missions Project						
Primary Results Area:	Stronger Neighborhoods	Priority Ranking:	Completed by Administrator				
Lead Department:	Economic and Community Development	Collaboration:	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>YES</td> <td><input type="checkbox"/></td> <td>NO</td> </tr> </table>	<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO
<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO				
Administrator:	Donna Williams	Date Submitted:	Jan 15, 2015				
Amount Requested from City General Fund:	\$85,000	Total Offer Cost:	\$210,000				

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

SECTION 2 - OFFER DETAILS

Summary – Brief summary narrative describing offered service or initiative.

Since his earliest days in office, Mayor Berke has consistently reached out to the faith-based community and by example encouraged department heads to follow suit. Consequently, the faith-based community has become even more integral to the success of several City initiatives.

The **Urban Missions Project (UMP)** is a collaboration of the ECD, YFD, and the faith-based community designed to reduce blighted properties while also providing urban youth with marketable skills in construction and building trades.

There are nearly 1,000 vacant and abandoned properties in the city, all of which are classified as blight. There are yet hundreds more that are neither vacant nor abandoned. This program is designed to address occupied blighted properties owned by low-income citizens of any age, with an emphasis on seniors.

Although there are programs that offer home repair loans with low interest and advantageous terms, this program is specifically for those who have neither the disposable income nor the credit standing to borrow money.

Each year hundreds of thousands of youth embark upon mission work. In fact, many of the city’s religious institutions have long histories of hosting youth missions for students who travel to Chattanooga to serve. During their time in the city, it’s common for youth to mow lawns, trim bushes, paint houses, build wheelchair ramps, etc., but the work is often done without a targeted approach

During two group sessions and one-on-one conversations with mission organizers and churches with home repair programs, we were told that there is increasing interest to serve in urban neighborhoods, but housing students is the biggest impediment. Significantly increasing the number of student groups that participate each year and focusing their activities in a strategic, targeted manner would help save the homes of many low-income and elderly citizens.

Corporate, non-profit and faith-based organizations would provide volunteers to assist with the work on the properties selected. There is also existing interest by organizations to provide building materials and food for volunteers working on the projects.

This fiscal year, the City’s Code Enforcement division is projected to issue approximately of **7,000 Notices of Violation**



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(NOVs). Nearly 5,000 of these are for Litter and Overgrowth, with the lion's share of the remainder being housing-related violations. Many of these homes are occupied by low-income, elderly citizens who do not have the means to address the violations, a substantial number of which could be addressed through a year-round program, organized to provide assistance in the form of volunteers and building materials.

The Urban Missions Center would be the epicenter of integrated approaches to addressing blight, unsafe housing conditions and, the need for neighborhood stabilization. The facility would provide dormitory-style room and board for out-of-town youth of all faiths who participate in urban missions and/or community outreach.

The UMP would be housed in the Urban Missions Center located at 200 East 37th Street in the Alton Park neighborhood, the building formerly used as the John P. Franklin Middle School, closed nearly a decade ago. The building was later purchased and refurbished, with a portion of it leased to the Hamilton County Health Center.

The building also could house related and complementary programming such as the Boys' Club, Tech Rebirth, etc., thus reducing the City's expenses while also increasing services. Additionally, the YFD department was recently awarded a \$50,000 USDA grant to provide meals for its after-school and summer programs. The existing kitchen in the center could be upgraded and also used as the commissary for food preparation to serve the 18 YFD centers' USDA program.

During focus groups with faith-based organizations that perform scattered home repair programs, it was communicated to us that central to the success of the program is a single facility from which all operations can be run – housing and feeding of students and adult supervisors, storage for building materials, systemized project management, etc.

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

This fiscal year, the City's Code Enforcement division is projected to issue approximately of **7,000 Notices of Violation (NOVs)** based on trending numbers. Violations are for (1) **Abandoned or Inoperable Vehicles** (2) **Litter** (3) **Overgrowth** (4) **Illegal Dumping** and (5) **Housing**, which includes excessively peeling paint, collapsing portions of structures, damaged roofs, open structures, etc. If properties are not brought into compliance by the owners, the City cites the owners to court.

To date, 1,930 (38%) of the NOVs issued have been cited to court, but it's projected that 3,500 (50%) of the 7,000 NOVs issued this fiscal year will result in citations to Court, typically with a fine of only \$50 and court costs. Fines plus court costs equal less than \$150.

Considering the costs associated with ECD and the City Attorney's Office staff time, mailing of notices, property abatement, demolition, court time, etc., "the squeeze is hardly worth the juice." This is especially true since a very large percentage of owners don't show up in court and the City's costs associated with property abatement, demolition and the rare foreclosure of property is almost never collected by the City. Costs this fiscal year will exceed \$300,000.

It's likely that nearly 5,000 of the 7,000 NOVs will be for Litter and Overgrowth with the lion's share of the remainder being housing-related violations. Many of these violations could be addressed by partnering with the faith-based community to organize a year-round program that provides assistance in the form of volunteers and building materials to assist the hundreds of low-income and elderly residents who are without the resources to address or prevent violations. Not only would the individual citizen's burden be lifted, but the entire neighborhood would benefit.



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In addition to properties with NOV's issued against them, there are many properties with conditions that escalate to the point of condemnation and/or demolition, with hundreds more that warrant the same if doing so weren't cost prohibitive for the City. Once a property is condemned, the resident is required to immediately vacate their home. Preventative assistance could result in elderly residents be able to remain in their homes.

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

The goals of the Urban Missions Project: (1) Provide an affordable means by which low-income and elderly citizens can age in place with dignity and little or no financial impact to the (2) Train youth leaders through active community involvement, (3) Leverage resources of the City and those of the faith community to reduce blight, (4) Train local youth in skills related to building maintenance, carpentry, plumbing, electrical, landscaping, urban farming, etc. (5) Reduce the number of cases that tie up the court.

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

1. Reconfirm availability of the building, determine build-out requirements if any are needed, negotiate lease terms
2. Confirm initial group of lead local and national faith-based partners
3. Collaborate with lead partners in order to refine program guidelines and service agreements
4. Work with City Attorney's Office, Purchasing Department, and Land Development Office to create processes and agreements that are in line with City codes and policies
5. Develop standard operating procedures for determining eligible properties, scope of work, assignment of volunteer teams, etc.
6. Identify/hire City staff who will be working on the Urban Missions Project
7. Confirm local student training to be provided by the Association of General Contractors (AGC), Chattanooga Homebuilders Association, Habitat for Humanity, and possibly Chattanooga State, etc.
8. Organize a strategy summit and training for partners as well as ECD and YFD staff
9. Build program budget
10. Develop outreach strategy to enroll smaller local faith-based groups, student groups and eligible property owners
11. Set up the building in preparation for student training and housing
12. Select properties to be worked on by the volunteers
13. Start working on the first round of properties. Repeat.

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

Each activity above falls into one of the categories below. With only a couple of exceptions, the activities can take place concurrently as most are not part of a linear process. Please note, the timeline assumes a Council-approved FY16 budget date in July 2015.

- **Facilities:** Examine building, determine needed improvements/modifications, determine costs, work with Purchasing Department, General Services and City Attorney's Office in order to reach a point at which the lease can be developed, negotiated, approved and executed. **Q1 FY16**



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- **Legal:** Develop all required agreements to be used by partner faith-based groups, property owners, etc. **Early Q2 FY16**
- **Financial:** Collaborate with the departments of Finance and Purchasing to ensure RFPs, RFQs and project budget reporting are set up to each department's standards. **Q2 FY16**
- **Program Development:** Collaborate with partner groups to develop program offerings and guidelines that align with their missions and home repair processes and schedules. **Q1 FY16**
- **Outreach:** Develop a schedule of outreach activities in collaboration with the Communication Coordinators from ECD and YFD, the Civic Engagement Coordinator, and the Office of Multicultural Affairs. Implement plan once program guidelines have been established and approved. **Q1 FY16**
- **Construction:** Develop a process to produce cost estimates based on accurate property work write-ups. Establish a system to link Code Enforcement to the Urban Missions Project in order to prevent issuance of Notices of Violations and to begin the process of helping qualified property owners. **Q2 FY16**

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

Relationship development with the faith community will be led by Lurone Jennings, with support from Donna Williams. This includes recruitment of partners and development of program guidelines.

This offer request includes two existing positions – one from ECD and one from YFD – would be reassigned to this program.

Citizen engagement - How are you involving citizens?

Develop a schedule of outreach activities in collaboration with the YFD Urban Missions Center Manager, YFD Project Coordinator, Communication Coordinators from ECD and YFD, the Civic Engagement Coordinator and the Office of Multicultural Affairs. Implement plan once program guidelines have been established and approved.

Each of the team members above will participate in the implementation of the year-long plan.

Environmental sustainability:

1. Reduction in the number of houses demolished, thus reducing materials taken to landfills
2. Training in landscaping using environmentally-friendly techniques
3. The project would support "green" business that repurpose salvaged components of homes such as windows, bricks, wood, roofing shingles, etc.

Cite applicable research/best practices used in this offer:

For more than a decade, the City has partnered with a faith-based organization called World Changers to provide home repair to low-income senior citizens at no cost to the homeowner. The organization brings in students for one week, sometimes two, in the summer to perform work. The funds typically applied to the World Changers program would be used for this new program.

Last year World Changers, with considerable staff support from members of ECD, was able to serve 48 citizens during a 2-week period. Establishing a year-round program and increasing the number of partners will allow this new program to



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serve many more citizens, while providing much needed workforce training to local youth.

Widows Harvest, a local organization, has performed thousands of home repair projects of all sizes for single women without men in their households (widowed and divorced). Their program is not only efficient, it's very effective.

****Explanation of Financial Offsets****

The most substantial revenue would come from fees charged to mission organizers for housing, food and programming.

The building has 9 existing classrooms that each could house 16 volunteers per day. Each classroom would generate \$4,000 per week (16 volunteers paying \$250 per week). It's anticipated the program could certainly attract enough groups to generate a \$40,000 - \$45,000 profit the first fiscal year.



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SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
ECD	\$	\$ 85,000	\$ 85,000	100%	
	\$	\$	\$	0%	
Total	\$	\$ 85,000	\$ 85,000	100%	

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

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ 125,000
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**If yes, please complete Capital Budget Request Form*

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

Name	Amount
Fee for housing/food/program participation paid by faith-based mission organizations	\$ 250,000



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SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: STRONGER NEIGHBORHOODS

Primary Desired Outcome: 10% Reduction in number of Notices of Violations that are cited to court

Description of Output Measured:

1. Number of non-profit and faith-based organizations
2. Number of properties with work that addresses their violation
3. Downward trending number of notices of violations, year-over-year
4. Downward trending number of citation that reach the court system

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: DONNA CASTEEL, Chief Code Inspector

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
4338	2888	1930 (to date)	3,360	3,000

Measurement 2

Results Area: HIGH-PERFORMING GOVERNMENT

Primary Desired Outcome: Keep abatement/demo budget flat, while addressing 10% more properties

Description of Output Measured:

1. Downward trend of budget expenditure of abatement and demo, year-over-year
2. Number of community outreach activities – digital and event-based -- to recruit partners and potential homeowners

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: DONNA CASTEEL, Chief Code Inspector

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$270,585	\$351,100	*UNKNOWN	**\$275,000	\$275,000

*Beginning this fiscal year ECD outsourced abatement to Public Works, along with the associated budget

**\$275,000 is for demolition alone. \$225,000 from General Fund + \$50,000 from Federal Funds



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Measurement 3

Results Area: GROWING ECONOMY

Primary Desired Outcome: 175 youth workforce development training

Description of Output Measured:

1. Participation by Association of General Contractors (AGC)
2. Rate of recruitment of interested youth to participate in training
3. Rate of recruitment of skilled project managers that can be paired with youth workers
4. Number of local residents who complete various construction and landscaping training

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: YFD Project Specialist

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
85	59	150	150+	175

*Numbers above are for youth that have participated in World Changers, one of the various partners who will be recruited into this program. World Changers would continue to participate during their customary the 2-week period, but would ideally have some involvement year-round.



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SECTION 1 - OFFER SUMMARY

Offer Name: **Public Works Administration and Engineering**

Primary Results Area: **High Performing Government** Priority Ranking: **3**

Lead Department: **Public Works** Collaboration: YES NO

Administrator: **Lee Norris** Date Submitted: **1/12/2015**

Amount Requested from City General Fund: **\$2,797,888** Total Offer Cost: **\$2,797,888**

MANDATED

PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

Narrative:

o **Summary**

- This offer is to provide administrative, operations, engineering, and capital project management support to the divisions of Public Works and in collaboration with Youth & Family Development (YFD), General Services (GS), Economic and Community Development (ECD), Transportation, Chattanooga’s Fire Department (CFD), Chattanooga’s Police Department (CPD), and the Chamber of Commerce (Chamber).
- The overall change request in personnel adds two positions from the FY15 Budget, one for the unfunded Engineering Manager position that was agreed to be added after the budget approval, due to the VW agreement for Bill Payne to be available 100% to VW for oversight of the \$200M of construction and equipment procurements contracts refundable by the State, and a second new position of a Construction Inspector 1, which will increase the total positions to 21 people in the Public Works – Engineering Division. Our recommendation is to create four positions by the add/delete process, and two (2) by the adding of the new positions. Public Works Engineering has two main functions, first is the Construction Management Arm of the City for all Departments excluding Transportation. Currently we are overseeing 75 projects that are either in Construction, Bid/Award, Easement/Permitting Acquisitions, and/or in Design to be bid or constructed by July 1. In addition we have another 27 projects that are Parks/YFD/GS/ECD/Fire that we have in the hopper for Pre-Design/Planning Services, Design Services, Bid/Award, and Construct Management in FY16. Water quality has 18 projects to finish design on and will be handed over for Bid/Award, Easement/Permitting Acquisitions, and Construction Administration in FY16; ISS-CD has another 14 project that are between 0-60% designed of which 50% will be bid for construction in FY16, of these projects we are heavily involved in oversight of Jacobs, as well as the Bid/Award, Easement/Permitting Acquisitions, and Construction Administration elements of these projects. Engineering reached out to each City Department back in November requesting information of Capital Construction Projects that they intended to request as part of their FY16 Capital Budget, so as to determine the volume of services that we would need to provide in the coming year. The second function is that of supporting all of the City Departments as to their request for GIS services that continue to grow each and every year.
- **Position Change Details**
 - Position 1 – Engineering Manager (new). As previously stated this position was added after the final budget of FY15 as an Unfunded Position, to offset the VW agreement for Bill Payne to be



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available 100% to VW for oversight of the \$200M of construction and equipment procurements contracts that are refundable by the State of Tennessee. The Engineering Manager position oversees the day to day work of the current 14 positions that provide Construction Management, Engineering Project Design, and Survey Data Collection for the City of Chattanooga, as stated in response (a).

- Position 2 – Engineering Procurement & Contracts Assistance (add/delete). Each of the projects above, come through Engineering to prepare Contract Specifications and Documents for Advertisement, Bidding and Award services. Currently, the work to perform these tasks, along with processing Pay Request, updating the Data Banks with Project Status information and other day to day activities, is being done by a GIS Technician. Our request is to add/delete a new position of Engineering Procurement & Contracts Assistance to have a Pay Grade of 16, to match the relative salary of the position at City of Huntsville, AL, starting salary of \$38,563.00.
 - Position 2 – Engineering Tech (add/delete). Currently Engineering has no Engineering Tech's, Professional CAD Operators, which in turn slows down the process of getting projects out of design to construction. Engineering is currently advertising for the 2nd Senior Designer position to assist with the in-house designs for Park facilities, ISS sanitary sewer extensions, relocations and rehabilitations, YFD facilities, Fire projects, General Service projects, Project Management (PM), etc. By the Senior Engineering having to perform all of the CAD processes, it detracts from his ability to perform the designs required for the project, research requirements, and PM. Our proposal is to convert an existing Civil Engineer position to this new position, which results in a down grading of the pay grade for this position to get a professional with the skill sets to run CAD more efficiently.
 - Position 3 – Construction Inspector 1 (new). Currently, we are maintaining Field Inspections with two positions, (1) Construction Inspector 2, and (1) Civil Engineer. At any one time the maximum number of projects for an inspector to oversee is 3-4 depending upon many variables such as complexity of the design/construction, the duration of the project, the distance between projects, funding source requirements of full time inspection, etc. ISS-CD (Consent Decree) projects do not require the use of our inspectors since they are provided by the consultants, which thus reduces the number of projects from our current load of 75 down to 54. Divide that by 2 equals 27. By adding the 3rd inspector we feel we can effectively monitor up to 10-12 projects at a time, and if more than this is required at one time, external personnel will be required. In addition to the personnel a request for an additional vehicle for this position is also included.
 - Position 4 – Survey Party Chief Supervisor (add/delete). Currently Engineering has three survey crews, with a Survey Party Chief and a Survey Instrument Technician. This new position would be an intermediate supervisor position to oversee the day to day work functions of this group, by being their reporting supervisor of (5) people which in turns reduces the direct reports of the Engineering Manager down to (11) people, assigning work assignments to crews, ordering supplies, coordinating work, and calling Tennessee 1-Call for utility locations for each project location, along with the daily responsibilities of being the Party Chief of one crew. Our plan is to reduce the number of Party Survey Chiefs by one position, and elevated this position by one or two Pay Grades.
 - Position 5 – GIS Analyst 1 (add/delete). The upgrading of this position is further explained in the BFO Offer for the GIS Website, by deleting the GIS Technician position and adding in a new GIS Analyst 1 position.
- Staff Size. Currently our 6 person staff of Project Managers (PM's), oversee the 75 current projects which is an average of 12.5 projects per PM. With the addition of the open position of Senior Engineer and the Assistant City Engineer taking on the role as PM for 3-4 projects at a time to go along with other administrative duties, the number is still a high 10 projects per PM. Our plan also includes



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removing other direct reports to the Engineering Manager by making the Inspector 2, and our current Senior Engineer position intermediate supervisors to reduce this by an additional (3) people, so that the max number of direct reports is (8). In addition, currently the oversight of the VW projects is managed by the City Engineer and (1) Project Coordinator which is overseeing 15 active projects, which does include multiple contracts per project, and additional projects are forthcoming in FY16 as discussed previously.

- Size of the Department. Once again I point back to the fact that Public Works Engineering is the Construction Management arm of the City of Chattanooga with current projects scope of work in excess of \$80M, Being managed by a group of 8 employees, with support of an additional 11 employees who provide day to day field inspections, survey data collection to Engineering, Water Quality and Transportation Departments, a proposed professional CAD Tech, In-house design functions for multiply Departments and project/construction administration services. Our GIS staff of three (3) Engineering staff positions provides the GIS services for both the General Public as well as all other City Departments and their growing demands for GIS support.
- **Administration**
 - Public Works Administration preserves the mission and provides oversight and leadership for the Department of Public Works. Positions include the Administrator, Deputy Administrator, Executive Assistant, Fiscal Analyst, Inventory Coordinator, and two administrative positions responsible for payroll, inventory, collections, and customer service. The administration is responsible for multiple funding sources including General Fund, State Street Aid, Interceptor Sewer System, Water Quality, and Solid Waste. There are four divisions in the Department of Public Works; City Wide Services, Parks, Engineering, and Waste Resources. Administration hears employee grievances and processes departmental disciplinary actions for 600 positions. Support for all divisions includes personnel management, preparation and management of budgets, fiscal analysis, and inventory controls. The enterprise funds with Administration oversight are interwoven throughout the department to provide seamless services to internal and external customers. The Fiscal Analyst performs budget and finance services for all funding sources in both Public Works and Transportation. Collaborating with other City departments the Administrator and staff work with elected officials on projects and respond to requests from community groups, businesses, and residents. Administration is also the link between the department and non-profit groups, local, state, and federal agencies in developing and maintaining partnership agreements, contracts, and grants.
- **Engineering**
 - Public Works Engineering consists of 22 current positions (four managers, nine engineers, four GIS staff, four surveyors and one administrative positions). Additionally there are 41 Water Quality positions in the Engineering organization (three managers, three supervisors, one public education specialist, nine engineers, 17 water quality field staff, five GIS staff, two surveyors, and one administrative position). The general fund positions provide Administrative, Engineering, Surveying, and GIS support to the other divisions of Public Works and to other City departments. Engineering also provides oversight of the entire Water Quality fund and compliance with the city's water quality permit. Engineering is also task with oversight of the ISS Consent Decree (CD) Program Manager, Jacobs Engineering, which currently involves 25 projects within the plant and throughout the collection system, so as to meet the requirements placed on the City by the CD within the five year time restraint. With the VW announcement of expansion of the current plant, the City Engineer has been dedicated nearly full-time to oversee the procurement of contracts within the scope of the provisions laid out in the agreements



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between VW, State officials, and local officials. In addition to the City Engineer one other position, a Project Coordinator is also assigned to VW full-time. The City Engineer also performs other duties as outlined by City code. This offer proposes an increase in overall personnel by one position and the repurposing of other positions by Add/Delete because of additional requirements and/or increased technical aptitude of certain positions.

- Administrative support includes direction, supervision, program management, and administrative support.
- Engineering services include:
 - Support of in-house construction and maintenance crews,
 - Analysis of various failed or failing systems or infrastructure
 - Design of in-house projects for Parks, CWS, WRD, YFD, GS, Fire, etc.
 - Project management from conception, design, thru final construction for projects in Parks, City Wide Services, Waste Resources, Solid Waste Disposal and Landfills, Water Quality, Youth and Family Development, General Services, Fire Department, Police Department, Economic and Community Development, and other areas as needed.
 - Construction inspection services for projects for Parks, City Wide Services, Waste Resources, Water Quality, Youth and Family Development General Services, and Fire Department, Landfills, and other areas as needed.
 - Professional engineering and construction design and project management advice to other departments as requested.
- Surveying and Site Preparation:
 - Support Public Works and Transportation projects for in-house design and consultant designed projects.
 - There are two survey positions in Water Quality Fund within the Engineering Division. These are managed with the four General Fund positions as a single survey unit to flexibly meet most survey needs.
- GIS services include:
 - Mapping for any city department
 - Maintaining GIS information including Council districts, drainage system maps, sanitary sewer system maps
 - Coordinating the publicly accessible GIS website with Hamilton county GIS
 - Maintaining the GIS contractor's website in conjunction with Associated General Contractors of East TN;
 - coordinating regional addressing with Hamilton County 9-1-1 District, Hamilton County GIS and other jurisdictions;
 - Maintenance, support and upgrading of Azteca Cityworks work order management system including
 - Interface with Motorola CSR for 3-1-1 service requests
 - Coordination and management of Public Works IT needs with the city's IT department
- Water Quality permitting, regulatory compliance and enforcement
 - As required by NPDES permit TNS068063 issued by the Tennessee Department of Environment and Conservation, the Engineering Division has executed a MOU with the Water Quality Program to support the activities required by the permit under the Clean Water Act.
- **Capital Project Management**
 - Engineering also provides capital projects management for:



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- Public Works:
 - Waste Resources (Interceptor Sewer System) - The Engineering Division has executed a Memorandum of Understanding with the Waste Resources Division to provide capital project support for Consent Decree capital projects and other non-Consent Decree capital projects.
 - Water Quality
 - City-Wide Services
 - Landfills
 - Parks projects
- Youth & Family Development
- General Services
- Economic & Community Development
- Chamber of Commerce and
- Other departments and agencies as their needs arise.
- Collaboration:
 - PW, YFD and GS have collaborated to have all capital projects management handled by PW Engineering. Typical would include heavy facilities maintenance, renovations, expansion of existing facilities and new construction. The division or department (Owner) responsible for programming and maintaining these facilities will take the lead to determine the scope of such projects and secure funding for capital projects. PW Engineering will provide cost estimating and other support functions during scope development and funding cycles. After capital appropriation by council, PW Engineering will then manage the projects on behalf of, and in consultation with, the Owner to ensure efficient projects use of capital resources.
 - PW and ECD have collaborated to provide project management, oversight, and coordination of economic incentive projects managed on behalf of the City, Hamilton County Government, Tennessee Department of Transportation, Chamber, Industrial Development Board of the City of Chattanooga (IDB), or the Health, Education and Housing Board of the City of Chattanooga (HEHB). The projects are the result of economic incentives offered to new companies or expanding existing companies by one or more of the above agencies. Typically these incentives are offered to companies making significant capital investment and/or creating high paying jobs.
- By offering no-cost, high-quality project delivery to prospective companies, this offer continues building the city's reputation as a willing partner for economic growth. Companies can rely on Chattanooga to meet their project deadlines thereby getting the company operational on time to provide jobs and employment revenue to state and local governments. Project examples include:
 - Volkswagen related grants for:
 - Site Preparation
 - Public Use Infrastructure
 - Training Academy
 - Marketing
 - Enterprise South Industrial Park infrastructure;
 - Gestamp site preparation coordination with Hamilton County;
 - US Army environmental remediation of VAAP; and
 - Development assistance to the Chamber of Commerce and other economic



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development partners.

- Harriet Tubman Homes Site Redevelopment:
 - Demolition and Site Preparation

- **Needs Addressed**

- While every Department operates under direction of Administrators and leaders in their industry, often times there are needs for Capital Improvement Projects, which require additional oversight and expertise. By utilizing the Engineering Division of Public Works, these projects can be managed by knowledgeable, competent staff with experience in dealing with consultants and contractors, permitting, code requirements, land acquisition, environmental requirements, construction materials, construction bids, and building systems that allows the responsible department staff to continue with their day to day operations and without the burden of project management. With Public Works Engineering Division overseeing these projects, projects can be completed on time while controlling cost by having a well prepared set of plans and specifications on the front end, and managing the project day to day to avoid costly change orders and overruns. In the last 6 years, the Engineering division has returned -0.58% of all awarded contract amounts demonstrating the commitment and ability to control project cost.

- **Goals and Objectives**

- Deliver high quality customer service
- Maintain capital project delivery within budget by minimizing contingency funds used
- Provide project delivery within realistic timelines while managing all of the possible delaying factors such as permitting and other regulatory requirements, funding source requirements, land acquisition, environmental requirements, construction material lead times, change orders, etc.

- **Actions**

- **Clear summary of activities:**

- Depending on the stage of the project when the Engineering Division begins Project Management, will determine the level of each activity.
- A project scoping meeting will be held with the department and or his designee to discuss the parameters of the projects, the expected outcome of the project, the expected budget for the project and the expected completion date.
- A Project Coordinator (PC) will be assigned to each project to manage the project. This could include overseeing a design consultant that has been selected to provide the plans and specs, or it may be a design that will be performed with in-house staff depending upon the size of the project and the expertise necessary for the project to be successful.
- Generally progress meetings at 20, 50, and 90% are held with the department to review the design. Also at the 50 and 90% reviews the PC will conduct meetings with Land Development Staff to make sure the project is in accordance with codes and regulations.
- Along the way the PC will monitor the project to make sure that the permitting, land acquisition, etc. is being prepared and submitted in a timely manner to keep the project on schedule.
- The Project Coordinator after the 90% review will schedule a timeline for the bidding and award process.
- Once the project has been awarded the PC will then process the contract for execution and schedule a pre-construction conference to kick-off the project and get the contractor started to work.
- The PC and the design consultant, if one was needed, will oversee the construction, by holding scheduled progress meetings, site visits, working thru issues that may arise during construction,



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- all while keeping the customer informed of the progress.
- Again depending upon the size and the expertise and availability of in-house inspectors, a Resident Project Representative (RPR) or a Construction Inspection Engineering (CEI) may be selected to perform the day today inspection requirements of the project and /or the funding agency requirements.
 - Once the project is completed the PC will oversee the closeout of the project, to make sure all outstanding issues have been resolved and a final change order processed to close-out the project.
- **Timeline of activities and/or significant milestones throughout the year:**
 - The Timelines of activities and/or significant milestones are tied to individual projects and are monitored day to day and are tracked quarterly in a project update data base.
 - **Key personnel/project leaders/consultants:**
 - City Engineer – This position is currently dedicated to the VW Project and it is believed that the requirement will require 80% of the position’s time during different periods of the oversight. The 20% of time will be spent performing other duties required by City Code, and other agreements and requirements placed on it by the Public Works Administrator. This position is ultimately responsible for the Engineering Division’s two primary sections of Project Delivery & Technical Information and Water Quality.
 - Assistant City Engineers – The two primary sections are led by Assistant City Engineer’s in their respective areas to direct day to day operations. With the City Engineer’s dedication to VW projects, additional managerial responsibilities have been delegated to these two positions to manage Capital Project Budgets, General Fund Budgets, and other assignments.
 - Engineering Manager – With the current requirements of the City Engineer being dedicated to VW full-time, another manager position in the Engineering Division was authorized during FY15. This position oversees the day to day operation of the Engineering Division. This person has eight direct reports and eight indirect reports through subordinate supervisors.
 - Senior Engineers – Currently there are two positions in our current budget for Senior Engineers, one is currently filled and will perform intermediate supervision responsibilities over the position to be filled and the proposed Engineering Tech. These professionals provide expertise, knowledge, experience and design instruction for each project they are assigned to, whether they are the professional designer of record for the project and or oversight for design consultants.
 - Project Coordinators – Currently there are five positions budgeted in the current fiscal budget. One of these positions is dedicated full-time to VW & ESIP projects. These professionals are the day to day project managers who keep the projects on track both financially and time wise. They deal with the day to day issues of the projects, whether it is coordinating with outside sources, coordination with the project owner (aka department), the consultant, inspectors and/or contractor.
 - Contracts and Procurement Assistant – In this offer is the proposal to convert an existing position into this full time position. This position maintains the database for project numbers, standard specifications, project update data base, project pay request, etc. In addition this position is responsible for working with the consultants and/or Senior Engineers and PC’s to prepare the project specifications for bid and award. Other requirements include the preparing of Notice of Award and Notice to Proceed letters, routing of the contracts for execution, In



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addition this position works hand in hand with Purchasing to request the Advertisement for Bids, questions from the contractor to the design engineer, Addendums for release, scheduling of and attendance at Pre-Bid meetings and Bid Openings and other duties as assigned.

- Inspectors – oversee the day to day onsite inspection of the work in the field. They provide feedback to the PC, Senior Engineer, and or consultant on the progress of the project and quality of the work. They measure bid schedule quantities and they are the first reviewer and approver of the monthly pay applications from the contractor. As part of this offer a new position of an Inspector 1 is requested to help cover the load of projects that require inspection services. This position would work on projects of lesser experience requirements. Currently inspection in house is being performed by a Construction Inspector 2 and a Civil Engineer position. This offer would also have the Construction Inspector 2 to be the direct supervisor of the new Inspector 1 position. To be effective in what they do, their project load should not exceed three to four projects at any one time, nor should it require coverage of projects on opposite ends of the City. The complexity of certain projects may require a single inspector to be assigned full-time, which greatly affects our ability to cover other projects, which at times may have to be outsourced, because of current project loads, and/or project funding source requirements. This outsourcing results in higher capital budget expenditures.
- Survey Crews include two to three man crews depending upon work load and site requirements. In this proposal a new position as Survey Party Chief Supervisor is proposed to oversee the day to day operations and supervisory duties of this six man group through an add and delete. Survey crews are necessary to provide timely information on projects, from full blown topographic surveys, to stakeout of construction projects for CWS, spot location information, such as coordinate locations for Air Relief Valves (ARV's) for the WRD, which is an ongoing project, or just a quick elevation and location of existing pipes for simple sewer extension and or repair projects. They also provide data for other department projects.
- Engineering Tech – this offer includes an Add/Delete of a Civil Engineer position for this position. This position would be filled by an outside position announcement of an entry level CAD Technician to provide drawing services for the two Senior Engineers, to free them up to do higher skilled functions of design that require a licensed professional engineering seal.
- IT Manager –Oversees Technical Information and GIS supported functions for Public Works and other Departments as required. In addition this position also serves as the Public Works IT coordinator and management of Public Works needs with the City's IT Dept. This position in FY16 will have six direct reports and three indirect reports.
- GIS Systems & Database Manager – This is a new position for FY16 discussed in the GIS Open Data Website offer to replace the GIS Systems Administrators and is discussed further in the budget offer for a GIS Open Data Website.
- GIS Analyst 2 – This position is required to provide advanced technical aptitude in GIS systems. This position will replace a GIS technician by deleting a GIS technician and adding an GIS Analyst 2.
- GIS Analyst 1 – Performs technical GIS work more advanced than that of a GIS Technician.



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- One GIS Analyst 1 will report directly to the GIS Systems & Database Manager as discussed in the GIS Open Data Website budget offer.
- **Citizen engagement**
 - Projects managed through the Engineering Division often receive positive feedback from citizens through 311elected officials, and Administrators in affected departments.
- **Environmental sustainability:**
 - As part of each project considerations are being made to be as sustainable as possible within fiscal restraints. For example, the Hixson Fire Station, No. 11, has been designed so as to achieve a Sliver LEED building certification. The Demolition of the Harriet Tubman Homes, has environmental restraints of certain materials that contain either asbestos or lead paint. These materials are being abated within the parameters of the contract, current enforcement, and industry standards for the removal and disposal of such material. In addition there is also a 85% Recycle, Reuse, Repurpose clause for the remaining materials. Currently the new parking lot at the Lookout Valley YFD Center is being designed to the new Water Quality standards adopted earlier this month.
- **Cite applicable research/best practices used in this offer:**
 - The Engineering Division applies best practices for all aspects of project management ranging from environmental studies, to environmental impacts, surveying standards, GIS standards, and adherence to purchasing regulations, construction standards, design standards, and construction inspection.



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SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Works	\$2,324,172	\$473,716	\$2,797,888	100%	29
Total	\$2,324,172	\$473,716	\$2,797,888	100%	29

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

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

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

Name	Amount



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SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: High Efficient Government

Primary Desired Outcome: Require less than 2% contingency fund use in non-economic incentive based projects

Description of Output Measured: Expressed as a percentage of base contract amount. Negative numbers indicate the final contract amount was lower than the base contract amount. Contingency funds are funds authorized by council when the contract is awarded for construction. Typically in the amount of 10% of the base contract amount, these funds are above the base contract amount and are authorized in writing by the city's project manager in conjunction with Purchasing when unforeseen conditions beyond the contract scope require additional work by, and payment to, the contractor. Tight controls on contingency funds are necessary to ensure the contract specifications are met and that tax dollars are used responsibly. Historically the Engineering Division has returned more than 90% of authorized contingency funds on standard contracts resulting in a usage rate below 2%. The historical numbers below reflect standard and requirements contracts with an average final contract amount less than the initial contract amount. (As projects closeout thru a Final Change Order their final contract amount will be plugged into the worksheet by the Engineering Procurement & Contracts Assistant, thus calculating the measurement. The analysis will be performed by management)

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

Staff Responsible for Collection & Analyzing data: Bonny Mumpower, Engineering Procurement & Contracts Assistant

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
-0.58%	-0.58%	2%	-1.50%	2%

Measurement 2

Results Area: High Efficient Government

Primary Desired Outcome: Maintain projects deliverables on schedule

Description of Output Measured: Throughout the course of the year the projects will be tracked for delivery in four areas. The first time deliverable will be the projected design completion date against the actual delivery date, given as a percentage of time. The second time deliverable will be the projected permitting and land acquisition time against the actual time, given as a percentage of time. The third area will be the time from advertisement to construction start time, there again measured in percentage of time from projected against actual, and the last area being the construction time line deliverables, measured in the same components as above.

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

Staff Responsible for Collection & Analyzing data: Engineering Managers

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NM	NM	10%	10%	10%

Measurement 3

Results Area: High Efficient Government

Primary Desired Outcome: Ensure customer satisfaction for deliverables as good, very good, or excellent



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Description of Output Measured: Customer satisfaction surveys annually to gauge responsiveness to customer's needs, deadlines, and budgets measured annually.

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly___ Annually X

Staff Responsible for Collection & Analyzing data: Dennis Malone, Assistant City Engineer

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
NM	NM	95%	98%	95%



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SECTION 1 - OFFER SUMMARY

Offer Name: City Wide Maintenance

Primary Results Area: Stronger Neighborhoods Priority Ranking: 4

Lead Department: Public Works Collaboration:

<input checked="" type="checkbox"/>	YES	<input type="checkbox"/>	NO
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Administrator: Lee Norris Date Submitted: 1/8/2015

Amount Requested from City General Fund: \$6,377,960 Total Offer Cost: \$8,587,960

	MANDATED
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PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

- **Summary:**
 - City-wide maintenance includes maintenance of streets, right-of-ways, trees, and blighted properties. There are 74 employees spread over five operations responsible for mowing, trimming, litter abatement, leaf removal, tree pruning, cutting and in cleaning blighted properties. Operations included in the offer are: Street Cleaning, Emergency, Municipal Forestry, Blighted Property Maintenance, and City Wide Services Administration.
- **Needs Addressed:**
 - Blighted Property Maintenance ensures that back tax properties are maintained monthly for General Services and that blighted properties identified by Economic and Community Development are abated promptly. A significant increase is requested in this operation in order to maintain all back tax properties regularly. The operation is currently only funded to maintain approximately 50% of all back tax property. Blighted Property Maintenance currently manages over 150 back tax and blighted properties combined annually where litter, overgrowth, and unsafe house conditions exist. This number is expected to grow to over 300 properties that will need servicing in FY16.
 - The emergency section responds to calls 24/7. Often times they are the first responders during events that develop into larger emergency operations.
 - City Wide Services Administration manages all personnel actions, safety, invoices, payroll, work order creation, and processing. They are the administrative arm for all 300+ employees assigned to City Wide Services.
 - Street Cleaning manages right of way mowing, sweeping, litter issues, and sight distance violations that restrict both vehicular and pedestrian traffic from safely commuting.
 - Urban Forestry maintains all of the City's tree population as it relates to pruning, removals,



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hazard trees pruning and removals, new tree planting and storm related response.

○ **Goals and Objectives:**

- The objective of this offer are to raise the level of satisfaction of our citizens in relation to rights-of-way and blighted properties, and to reduce the number of citations issued by codes inspectors for back tax property maintenance. The goal for response to service requests completed on time will remain above 96% for right-of-way issues and the goal for back tax property maintenance will be to reduce citations issued by codes enforcement for back tax properties by 50%.

○ **Actions:**

▪ **Clear summary of activities:**

- Specific field operations include mowing back tax properties and right-of-ways, litter abatement, tree pruning, tree pit maintenance, alley maintenance, street sweeping, emergency after hour's response, snow and ice response, abating blighted property issues, boarding-up blighted properties to prevent inhabitants from entering unsafe City and privately owned properties.
- Administrative support including management of payroll, accident and property damage investigation, safety, crew and project scheduling, inventory coordinating, personnel, work orders, service requests, and finance is provided for all City Wide Services operations which includes over 300 employees and approximately 20 million dollars in operating budgets.

▪ **Timeline of activities and/or significant milestones throughout the year:**

- Year round, the operations continue to abate blighted properties, sweep streets, maintain trees, respond to road hazards, and provide administrative support.
- The Spring, Summer and Fall seasons include mowing, tree planting, special events, and back tax property maintenance.
- The Fall and Winter seasons include leaf collection, snow and ice removal, and equipment maintenance.

▪ **Key personnel/project leaders/consultants:**

- Director of City Wide Services and Deputy Director of City Wide Services
- Forestry and Emergency- Municipal Forester, General Supervisor and 25 employees.
- Street Cleaning and Blighted Property-Street Maintenance Manager, General Supervisor, and 34 employees
- City Wide Services Administration-Administrative Manager and 15 employees.

▪ **Citizen engagement :**

- While all sections have routine maintenance schedules, many of the operations receive requests for services from citizen calls to 311. Since July 2014, over 1,100 service requests have been processed and completed or investigated. The service requests themselves are a tool for citizens and employees to use to evaluate services; most importantly they serve as a bridge between citizens and the City for optimal response



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and solutions.

- **Environmental sustainability:**
 - Positive environmental impacts come from tree maintenance, tree planting, street sweeping, litter collection, reducing blighted properties, removal and proper disposal of dead animals. Over 60,000 miles were swept last year by mechanical sweepers removing over 1,000 tons of debris resulting in cleaner surface waters.
- **Cite applicable research/best practices used in this offer:**
 - Each operation is guided by best management practices, industry standards, federal, state, and local rules.



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SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Works	\$3,622,395	\$2,755,565	\$6,377,960	100%	65
Total	\$3,622,395	\$2,755,565	\$6,377,960	100%	65

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

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$2,210,000
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**If yes, please complete Capital Budget Request Form*

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

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



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase the number of miles of streets swept from last fiscal year by 5%

Description of Output Measured: Miles swept

Measurement Frequency: Daily ___ Weekly___ Monthly x___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Rick Colston

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
60,618 Calendar Yr	54,034 as of 11-14	61,000	61,000	62,000

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the cost per ton of street sweeping debris from last fiscal year by 5%.

Description of Output Measured: Cost per tons of street sweeper debris collected.

Measurement Frequency: Daily ___ Weekly___ Monthly x___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Rick Colston

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce response time from last fiscal year to close urban forestry service requests.

Description of Output Measured: Average number of days to close an urban forestry service request.

Measurement Frequency: Daily ___ Weekly___ Monthly x___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gene Hyde

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	10	5	5

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduced the number of days from last fiscal year to abate a blighted property after receiving an abatement work order from neighborhood services.

Description of Output Measured: Average number of days to abate a blighted property after receiving a work order.

Measurement Frequency: Daily ___ Weekly___ Monthly x___ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Rick Colston

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
N/A	N/A	10	5	5



City of Chattanooga

Department Offer Worksheet

Measurement 5

Results Area: Highly Effective Government

Primary Desired Outcome: Reduce response time to right-of-way mowing service requests from last fiscal year.

Description of Output Measured: Average number of days to close right-of-way mowing service requests.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Ricky Colston

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the cost of right-of-way mowing per square foot from last fiscal year by 5%.

Description of Output Measured: Cost per square foot of right of way mowed.

Measurement Frequency: Daily ___ Weekly___ Monthly x Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Rick Colston

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 7

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce mowing tractor cost per mile mowed from last fiscal year by 5%.

Description of Output Measured: Cost per mile mowed.

Measurement Frequency: Daily ___ Weekly___ Monthly x Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Rick Colston

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 8

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase miles mowed for mowing tractors from last fiscal year by 5%.

Description of Output Measured: Cost per mile mowed.

Measurement Frequency: Daily ___ Weekly___ Monthly x Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Rick Colston

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Note: At least 3 measures should be provided



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name:	Park Maintenance						
Primary Results Area:	Stronger Neighborhoods	Priority Ranking:	5				
Lead Department:	Public Works	Collaboration:	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>Yes</td> <td><input type="checkbox"/></td> <td>No</td> </tr> </table>	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No
<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No				
Administrator:	Lee Norris	Date Submitted:	1/8/2015				
Amount Requested from City General Fund:	\$2,878,748	Total Offer Cost:	\$5,533,748				

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

SECTION 2 - OFFER DETAILS

o **Summary**

- Park Maintenance ensures the health of Chattanooga’s park system by developing and coordinating standard operating procedures for maintenance of the Riverparks, city-wide parks, playgrounds, recreation center grounds, and youth association grounds operated by the Youth and Family Development Department. The department oversees operations and maintenance of 875 acres of parkland at over 80 sites; 12 miles of greenways, trails, and paths; 52 tennis courts; 47 athletic fields; 34 pavilions and picnic shelters; 37 playgrounds; 21 swing sets and all park amenities including benches, trash receptacles, bike racks and outdoor fitness equipment. Additionally, the department oversees the reservation system for the park system, provides security in city-wide parks and administers a comprehensive playground maintenance and safety program.
- The department develops the policies and standards to which all parks are maintained. The department determines the appropriate maintenance level for parks and the most appropriate method of reaching this level. The department prioritizes projects and schedules work with other departments and contractors. The department develops programs that improve service, allocate capital funds and limit the City’s liability for park-related issues.
- Park Maintenance is composed of park administration staff, city-wide park rangers, playground inspection and maintenance staff, and city-wide landscaping staff. Of the roughly \$2,878,000 Park Maintenance budget, \$706,000 is used for utilities, \$180,000 is used for administrative operating expenses, and \$581,000 is used for administrative personnel.
- The budget for city-wide landscaping and playground maintenance is \$1,150,000. Personnel expenses total \$625,000 of this amount with the remaining \$522,000 for operations.
- General Services assists Park Maintenance by maintaining facilities such as restrooms and lighting; this expense will be reflected in the General Services budget but does not overlap the functions of Park Maintenance staff which are typically grounds maintenance and custodial.
- Parks will begin to engage citizens, regular park patrons, community organizations, other municipal departments through a volunteer coordinator who will be responsible for revitalizing the Park Stewards program. This new position will be tasked with increasing volunteerism, community awareness and



City of Chattanooga

Department Offer Worksheet

support, camaraderie, and park safety in neighborhood parks.

- Several capital projects associated with neighborhood parks include restroom renovations, a tennis and ball court evaluation and maintenance programs, Greenway Farms renovations and upgrades, recycling receptacles in parks, and a branding program including standards for signage of the parks, greenways, and trails through community input.

- **Needs Addressed**

- Public open spaces and parks are an integral component of neighborhoods and broader communities. They improve the physical and mental health of residents and provide opportunities for interpersonal interactions. They are the conduit for building strong neighborhoods. Well maintained parks attract more patrons, inherently increasing the effectiveness of parks.

- **Goals and Objectives**

- All public areas will be maintained to a high service level keeping with the standards of the National Parks and Recreation Association. Residents and visitors will visit the locations because of the recreational opportunities they provide and the quality of grounds, facilities, and amenities. Public areas will be managed to ensure equitable use by all community members and groups.

- **Actions**

- **Clear summary of activities**

- Develops operational policies and procedures for facility maintenance, landscaping, custodial, and ranger staff.
- Coordinates with internal stakeholders including the Departments of Youth and Family Development, General Services, Economic and Community Development, Transportation, and Urban Forestry.
- Coordinates with external stakeholders including residents, neighborhood association and groups, contractors, vendors, non-profits and rental parties.
- Administers and operates the park reservation and permit system.
- Develops contract specifications for goods and services.
- Plans and programs maintenance and repairs, routine and otherwise, to the City's parks, facilities and playgrounds.
- Inspects park sites for damage and wear to grounds, facilities, equipment, hardscapes, and utilities.
- Provides grounds care and maintenance, custodial services and facility preservation to City parks.
- Maintains and updates all park signage.
- Ensures parks are maintained in compliance with environmental, ADA accessibility, safety regulations and industry standards.
- Plans capital improvements to the parks and facilities. Reviews park capital accounts and determines appropriate projects with funds.
- Prepares and monitors budgets for park and playground maintenance.



City of Chattanooga

Department Offer Worksheet

- Operates the playground maintenance program.
- Prepares and presents grant requests for renovations and additions to park sites and facilities.
- Coordinates the Park Stewards programs to attract resident and non-resident volunteers. Plans the volunteer activities and coordinates projects.
- Maintains an inventory of all properties managed and maintained by the Parks Division including parks, greenways, trails, undeveloped properties and other public spaces and facilities.
- Evaluates park performance measures and usage.
- Establishes and revises park rules and regulations to ensure the safety and security of all park users and stakeholders.
- Performs administrative functions for Parks Division including record keeping, equipment inventory, and employee training.
- Administers employee safety and health programs.
- Directs daily operations of waterfront maintenance staff and park rangers and provides administrative support.
- Performs all other necessary functions to ensure appropriate maintenance to park grounds and facilities throughout the City.
- **Citizen engagement**
 - Parks Administration continually communicates with residents and visitors to determine potential hazards, areas for improvement, and positive feedback. There is frequent collaboration with Economic and Community Development through Trust for Public Land to improve the overall park experience for the citizens and to help guide the path of park development in communities. In addition, the volunteer coordinator will meet with local organizations to encourage volunteer participation and stewardship of the park system. This position will organize and oversee both regular and intermittent volunteer or stewardship events in all City parks. The coordinator will attend community meetings with other departments to recruit residents for projects and serve as a community park steward leader for residents with park-related issues. The coordinator will prepare for events by assimilating necessary tools and materials, will be responsible for coordinating any staging needs, and will oversee volunteer projects. This position will collaborate closely with Scenic Cities Beautiful, the Water Quality program, Economic and Community Development, and Youth and Family Development to build and sustain a dedicated and committed group of volunteers.
- **Environmental sustainability**
 - Park Maintenance works actively with Engineering and Water Quality Divisions to ensure compliance with applicable environmental regulations and looks for ways to adjust sites to limit environmental impacts, to implement planting of native species, to identify sensitive areas, and develop buffers to minimize impacts to these areas. All operations research and apply best management practices to achieve the most positive outcome with minimal environmental



City of Chattanooga

Department Offer Worksheet

impact.



City of Chattanooga

Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Works	\$1,445,533	\$1,455,195	\$2,900,748	100%	27
Total	\$1,445,533	\$1,455,195	\$2,900,748	100%	27

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

Does this have <u>Capital</u> Budget Impact?	No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$2,655,000
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**If yes, please complete Capital Budget Request Form*

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

Name	Amount
Permit and rental fees	\$22,000
	\$



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce response time for responding to park service requests this fiscal year.

Description of Output Measured: Average number of days to close a park-related service request.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: David Johnson

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	90%	90%	90%

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase revenue from facility rentals and permits from \$20,000 to \$25,000 this fiscal year.

Description of Output Measured: Revenue from facility rental, special event and permit fees.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Kim McNamara

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
\$18,572	\$20,748	\$22,000	\$22,000	\$25,000

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce playground injuries this fiscal year by 25% through hazard identification.

Description of Output Measured: Number of playground inspections performed monthly.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Keith Montgomery

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	N/A	760	1976

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce reported safety issues in parks this fiscal year by 50%.

Description of Output Measured: Number of safety violations found during inspections monthly.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: David Johnson

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	N/A	No data	260



City of Chattanooga

Department Offer Worksheet

Measurement 5

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce injuries in parks this fiscal year by 20% through hazard mitigation.

Description of Output Measured: Average number of days between discovery of a hazard and repair.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Keith Montgomery

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 6

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Develop a benchmark of park usage with pedestrian, vehicular, and bike traffic counters.

Description of Output Measured: Number of park users at specific parks.

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: David Johnson

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 7

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase volunteerism within park system from 300 hours to 3,500 hours this fiscal year.

Description of Output Measured: Number of volunteer hours

Measurement Frequency: Daily ___ Weekly___ Monthly X Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Volunteer Coordinator

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
No data	No data	N/A	No data	3500



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Department Offer Worksheet

Measurement 8

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase resident ratings of neighborhood park quality by increasing percentage of park users who rank parks as very good by 3%.

Description of Output Measured: Percentage of park users who rank parks as very good.

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

Staff Responsible for Collection & Analyzing data: Internal Audit community survey

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Solid Waste and Recycle Collection**

Primary Results Area: **Stronger Neighborhoods** Priority Ranking: **2**

Lead Department: **Public Works** Collaboration: YES NO

Administrator: **Lee Norris** Date Submitted: **1/8/2015**

Amount Requested from City General Fund: **\$14,690,361** Total Offer Cost: **\$18,620,361**

MANDATED

PLEASE CHECK BOX IF MANDATED BY FEDERAL, STATE, OR LOCAL LAWS

SECTION 2 - OFFER DETAILS

- **Summary:**
 - This offer will continue curbside garbage, recycle, brush, and bulky trash collection operations in the Department of Public Works division of City Wide Services. Funding this offer allows the City to continue collection, hauling, and disposal of municipal solid waste, yard waste, recycling and bulky trash items. All of the operations included in this offer service over 60,000 households and businesses units with 47 employees.
 - In the first five months of Fiscal Year 2014, these five operations have collected a combined total of 30,545 tons of solid waste and recyclable material from curbside services.
 - This offer also collaborates with municipal facilities, special events groups, and most municipal departments in the implementation of an internal recycle collection program to divert waste and reduce waste disposal costs throughout the City.
- **Needs Addressed:**
 - Without these responsible services, neighborhood blight would certainly increase and environmental sustainability would certainly decrease. Clean neighborhoods result in stronger neighborhoods, which make cleaner cities. Responsible neighbors make responsible neighborhoods, and by educating residents they become more aware of the available services resulting in an increased and efficient use of resources.
 - This offer will continue to provide essential services required to keep the City clean and continue garbage, trash, brush, and bulky item collection.
 - This offer will also continue to enhance and promote curbside recycling with a request for an additional 10,000 blue containers.
- **Goals and Objective:**
 - The five operations in this offer respond to a higher percentage of "311" service requests than



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Department Offer Worksheet

any other operations within City government. The objective of these operations is to effectively and efficiently collect and dispose of solid waste, and to encourage recycling, waste reduction, and waste diversion as an alternative to landfill disposal.

- There are three primary goals for this offer:
 - Provide fast, customer friendly service with minimal interruptions to customer expectations by completing service requests on time, every time.
 - Provide efficient services by continuing to employ leading technology to improve services and maximize resources.
 - Develop an effective curbside recycling program to increase participation and tonnage by promoting an easy to use, comprehensive, recycling program with substantial environmental benefits.
- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:**
 - Routing technology is used to improve efficiency, reduce costs, and maximize resources. These operations are heavily dependent on quality logistical analysis and implementation to meet customer service goals but also depend on good working equipment requested in capital funding.
 - Recycling increases will require \$470,000 for 10,000 additional blue recycling containers and \$300,000 for one additional mechanical recycle collection truck.
 - Garbage collection equipment has seen critical failures from end-of-life equipment and needs to replace seven mechanical collection trucks at \$2,100,000.
 - Brush collection equipment has seen critical failures from end-of-life equipment and needs to replace six collection trucks for a total of \$1,050,000.
 - **Timeline of activities and/or significant milestones throughout the year:**
 - Operations are evaluated daily to ensure garbage and recyclables are collected as scheduled. Brush, Trash Flash, and Sway Cars are scheduled services. Each operation evaluates tonnage, expenses, and effectiveness every month and reallocates resources to meet customer demands.
 - **Key personnel/project leaders/consultants:**
 - There are 47 employees in five operations managed by two General Supervisors and one Manager. A host of administrative staff, contractors, and other municipal departments such as fleet maintenance support the operations and effect the operating costs outside of the department's control.
 - **Citizen engagement:**
 - Each service that is provided requires customer interaction. Whether the service is routine, such as garbage and recycle collection, or whether a service is scheduled such as brush, trash flash, or sway cars, the department is dependent on customer feedback, requests, comments, reviews, and suggestions. Operations frequently change based on



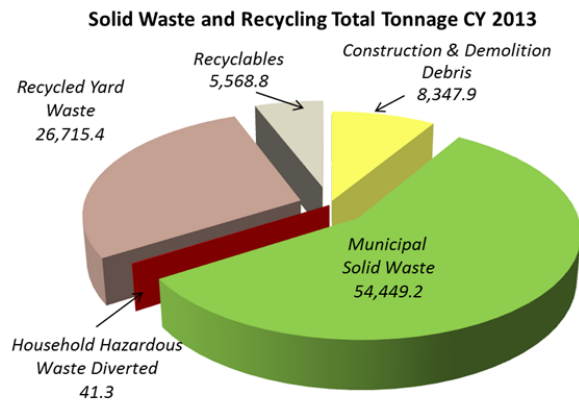
City of Chattanooga

Department Offer Worksheet

direct feedback from customers.

- **Environmental sustainability:**
 - The materials collected, hauled and disposed of by these five sections are either landfilled, diverted, recycled, or reused. The department continues to investigate advancements in technology by developing innovative methods and processes to reduce our impact on the environment.
 - The department continues to discover and implement cost saving measures by finding alternative uses for materials such as rock, concrete, block, dirt, wood, and metals.
- **Cite applicable research/best practices used in this offer:**
 - These operations have leveraged technology, with best practices to implement innovative industry standards that reduce environmental impact, improve efficiency, and enhance customer experiences.
 - Wood collected from the curbside is processed and sold as boiler fuel, land applied mulch, or bio-swell feedstock.
 - Equipment specifications are modified for new purchases to take advantage of the most efficient technology. Curbside recycling will be fully automated beginning this year with the introduction of standardized roll-out carts and the purchase of three mechanical recycle collection trucks.
 - Routing technology continues to provide benefits for improved customer service experiences by being able to align resources with tasks, and continuing to measure performance by being able to reduce operating costs.
 - Vehicle location technology now allows supervisors, dispatchers, and even the general public to encourage increased efficiency through transparency and added accountability.

- Solid Waste and Recycling Program Totals for 2013.





City of Chattanooga

Department Offer Worksheet

SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% of offer	FTEs required
Public Works	\$2,814,180	\$11,876,181	\$14,690,361	100%	51
Total	\$2,814,180	\$11,876,181	\$14,690,361	100%	51

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

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ 3,930,000
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**If yes, please complete Capital Budget Request Form*

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

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



City of Chattanooga

Department Offer Worksheet

SECTION 4 - PERFORMANCE MANAGEMENT

Measurement 1

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the cost per ton of brush collected from last fiscal year by 10%.

Description of Output Measured: Cost per tons of brush collected.

Measurement Frequency: Daily ___ Weekly___ Monthly _x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Franks

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
16,386	15,658.8	16,022.4	14,791.9	15,000

Measurement 2

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the average number of days to close a brush service request from last fiscal year.

Description of Output Measured: Average number of days to close a brush request.

Measurement Frequency: Daily ___ Weekly___ Monthly _x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Franks

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 3

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the cost per ton of garbage collected from last fiscal year by 5%.

Description of Output Measured: Cost per ton of garbage collected.

Measurement Frequency: Daily ___ Weekly___ Monthly _x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Franks

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
53,348.21	53,669.61	53,508.91	54,213.22	54,000

Measurement 4

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase waste diversion through curbside recycling by 20%.

Description of Output Measured: Tons of curbside recyclables collected.

Measurement Frequency: Daily ___ Weekly___ Monthly _x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Jason Silvers

FY2013 Actual	FY2014 Actual	FY2015 Target	Y2015 Projected	FY2016 Target
2,525	2,540	3,048	3,039.7	3,150



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Measurement 5

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase curbside recycling participation from last fiscal year by 20%.

Description of Output Measured: Number of curbside recycling participants.

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Jason Silvers

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
15,533	17,065	19,625	20,024	22,185

Measurement 6

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce missed garbage complaints from last fiscal year by 10%.

Description of Output Measured: Number of missed garbage complaints.

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Franks

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
3,918	3,577		3,298	

Measurement 7

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce the average number of days to close a missed garbage complaint from last fiscal year.

Description of Output Measured: Number of days to close a missed garbage complaint.

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Franks

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target

Measurement 8

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Increase overall solid waste diversion rate from last year by 10%.

Description of Output Measured: Solid waste diversion rate from curbside and convenience center programs.

Measurement Frequency: Daily ___ Weekly___ Monthly_x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Gary Franks

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
8.04%	7.77%			

0



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Measurement 9

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Reduce curbside recycling contamination and increase curbside participation through increased education and marketing.

Description of Output Measured: Public information reach and frequency.

Measurement Frequency: Daily ___ Weekly___ Monthly _x_ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Jason Silvers

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target



City of Chattanooga

Department Offer Worksheet

SECTION 1 - OFFER SUMMARY

Offer Name: **Chattanooga Bicycle Transit System**

Primary Results Area: **Stronger Neighborhoods** Priority Ranking: **6**

Lead Department: **Transportation** Collaboration: YES NO

Administrator: **Blythe Bailey** Date Submitted: **3/2/15 - resubmission**

Amount Requested from City General Fund: **\$40,000** Total Offer Cost: **\$320,000 (Includes Estimated Value)**

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

SECTION 2 - OFFER DETAILS

Narrative:

○ **Summary –**

With the recent re-energizing of our vendor in its re-branding from Alta Bike Share to Motivate, the city is faced with the opportunity to equally infuse energy into our valuable public bike share program. Bike Chattanooga is an essential component of our city’s transit network, providing public transportation for that 0-2 mile trip from one’s home to destination or bus line for a longer travel trip.

This offer recognizes this new phase in the life cycle of public bike transit and positions the city to lead our program to a position of sustainability with our partner vendor. This offer proposes:

- Increased focus from targeted personnel, at no additional operating cost,
- leveraged potential investment from existing grant sources, future grants, and private entities to expand and increase ridership, especially to traditionally underserved populations
- leverage of capital requests that improve infrastructure to increase opportunity to try multi-modal transportation

Chattanooga’s Bicycle Transit System is already a collaborative between Transportation and Economic and Community Development. In addition to the local annual members and over 20,000 a year daily subscribers, our bikes are used for numerous community outreach programs that Outdoor Chattanooga (ECD) organizes and in the city’s Driver Education (CDOT) program to show new drivers what it’s like sharing the road with more than one form of transportation. The CDOT has assumed city-representation for vendor-led Bike Chattanooga as of 2014 after the grant-funded deployment was complete. Benefits already seen since the deployment of the program include:

- Local driver acceptance of cyclist as traffic.
- Removal of a barrier to entry as comfortable and visible bikes are seen as a feasible option for those that otherwise would be less likely to attempt to ride to get somewhere in the city.
- An attractive tourist amenity.



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Department Offer Worksheet

- Drivers/parkers understanding that cyclists don't compete for downtown parking.
- **Needs Addressed** – The expenses outlined in this offer rely heavily on continued and future outside investment, such that the expense to the city is minimal, and especially as it relates to the overall first cost and operating costs of the system. This offer includes:
 1. Overseeing vender-led maintenance and communication of our existing 1 million dollar inventory of stations and bikes
 2. Insuring continuation of a no-fee operating contract
 3. Creating a framework for membership and station expansion, especially as it relates to under-represented communities
 4. Continuing and enhancing programming utilizing the bikes, to improve the presence and awareness of biking (which results in increased safety) as a valuable mode of transportation and to increase the popularity of cycling
- **Goals and Objectives** – What will this initiative achieve? (*Note: Be sure this section lines up with section 4 measurement data*)
 1. Encourage private investment in the form of sponsorships or other forms of support –

The Transportation Department is near completing negotiations for the first station purchase by a local business. The largest obstacle has been concern over if they are buying into a system that is here for the long term. A City commitment to bike share in this form will help leverage private investment. Our local foundations are also interested in partnering in City expansion.
 2. Increasing membership and ridership

Spreading access and increasing visibility of Bike Chattanooga will generate more paid memberships and user fees. Increasing ridership facilitates increased focus on equity programming.
- **Actions** – How will you achieve the goals, including:
 - **Clear summary of activities:** (What are you doing?)
 1. Develop annual contract for maintenance and operations. The current contract is monthly, no-fee, with Alta Bike Share (ABS), recently renamed, Motivate. The new corporate owners are asking to renegotiate the contract with Chattanooga. Through this offer, CDOT will have the ability to offer a package of in-kind services, partnerships, programming, and marketing as a counter for any requests for a fee-based contract. Additionally, we will be prepared to develop and outline a measurable outcome-based system for our working agreement with Motivate. Through this work we will include expectations such as the needed upgrade to bikechattanooga.com (the 2011 website is cumbersome with iPhone and the forms are not accessible with android)

CDOT staff will represent the city in the development of this annual agreement, to deliver on the **original intention which was that the system is not a fee-based contract with a private vendor.** We will focus our efforts on activities that we can perform with available city resources, avoiding a



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fee for services approach.

Item 1 - Total Estimated Value - \$50,000

Estimates of cost:

General Fund Proposed Request - \$9,000 – this general fund investment will be used to leverage additional services and/or grants as part of system expansion or improvement in services. See below for proposed costs and estimated leverage and strategy.

Non-Operating Cost Estimated Value –

\$10,000 to rebuild the website (vendor and/or combined in-kind),

\$16,000 for a Kiosk assembly to create 2 smaller stations for a large one (imbedded in capital request),

\$5,000 in station relocation costs (in-kind), and

\$10,000 (estimated value) in lease value of city property for ambassador training and bike Chattanooga headquarters.

Operating Cost Requests -

\$4,500 for updated map panels, (Printing)

\$4,500 for digital screens to explain how to use the system (in-kind), (Computer Eqpmt < \$5000)

2. Develop a combined transit card and/or an innovative way for the city to pool its resources to create ease of flexibility of use of our varied forms of public transportation options. Many CARTA users have the reloadable bus pass and monthly downtown parkers have garage or lot passes. Linking these citizens to Bike Share can complete the “last mile” of their trip between bus stop, garage, and final destination. CDOT will coordinate with CARTA on a contract that will determine the most cost effective technology (hardware and software upgrades) to have one card (and/or smartphone) work multiple transportation options: bus, bike share, parking garage, and, eventually, light rail. - \$50,000 estimated cost for development of a fee payment option and access card system used in all private and city garages, parking meters, Bike Chattanooga, and CARTA and to compile software and/or hardware upgrade options to link these systems.

Item 2 – Total Estimated Value - \$50,000;

Estimates of Cost:

General Fund Proposed Request - \$25,000 – this general fund investment will be used to leverage CARTA efforts and/or existing grantees Friends of Outdoor Chattanooga, to support development of a more user-friendly transit card system.

Non-Operating Cost Estimated Value –

\$25,000 – estimated value of in-kind and/or grant investment toward this program.

Operating Cost Requests -

\$25,000 –(Other Contracted Services)

3. Purchase new stations and bikes to make more residents part of the existing downtown system. - Note these costs are proposed to be absorbed or leveraged in grants through our Capital Improvement Program, and therefore are requested as part of our General Fund (operating) cost offers.



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Item 3 – Total Estimated Value - \$200,000;

Estimates of Cost:

General Fund Proposed Request - \$0- this funding is intended to be absorbed in existing capital project requests and other sponsorship-provided expansions.

Non-Operating Cost Estimated Value –

\$200,000 – estimated value of station expansion.

Operating Cost Requests -

\$0 –(Other Contracted Services)

4. Develop an outreach program that provides bike share access to lower income residents. Coordinate with organizations like BCBS and Erlanger to distribute reduced rate and free memberships through programs such as Prescribe a Bike where doctors issue bike share memberships to patients in need of exercise. As we work with new neighborhoods on expansion, we can identify opportunities for additional programs that provide memberships to those needing transportation to employment opportunities and opportunities to engage young adults in the neighborhoods who can serve as Bike Chattanooga Outreach Ambassadors. Youths will be hired to help their neighbors use the system and learn skills working with Motivate on bike repair and station maintenance. – \$26,000 (\$10,000 for two hundred annual memberships that would be “prescribed” by doctors, rehabilitation centers, or other health related program members, \$6,000 to hire 4 ambassadors to animate our stations, explain the system, and create new riders, \$6,000 for a campaign, advertising the new programs and buying uniforms for the ambassadors, \$4,000 for tablets to sign up new users with member cards at station or at neighborhood meetings.

Item 4 – Estimated Value - \$20,000;

Estimates of Cost:

General Fund Proposed Request - \$6000 - cost of 4 interns – as ambassadors

Non-Operating Cost Estimated Value

\$10,000 – existing grants available to increase memberships throughout the city

\$4000 – estimated value of tablets already owned by CDOT that are used for asset inventory which could also be used for this project.

Operating Cost Requests -

\$6,000 –(Other Contracted Services)

Leverage of General Fund Expense to Outside Expense

Operating Cost:Non-Operating Cost Estimate Ratio = 1:7

- **Timeline of activities and/or significant milestones throughout the year: (When are you doing it?)**
1st quarter
 - Negotiate annual contract for bike share maintenance and operations
 - Coordinate between ABS, CARTA, Republic Parking, and others to determine the needs of each user’s access key now and in the future
 - Propose expansion options and begin neighborhood outreach



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- Coordinate with hospitals and foundations to develop a program that provides low cost and free memberships to serve transportation and health needs of a more diverse population than Bike Share currently reaches
- 2nd quarter**
- Advertise for services to modify the software and hardware of transit card systems to make them compatible
- Determine locations for station expansion and order
- 3rd quarter**
- Meet with businesses around new station sites to arrange station sponsorships
- Create a Bike Chattanooga Outreach Ambassador program in the selected expansion neighborhoods and hire local young adults (through ABS) Bike Chattanooga Outreach Ambassadors
- Launch program to distribute low cost or free memberships to disadvantaged citizens
- 4th quarter**
- Purchase and install upgrades to link transit cards
- Install new Bike Share stations
- **Key personnel/project leaders/consultants: (Who is doing what?)**
 - Ben Taylor, CDOT – project lead
 - Philip Grymes, Outdoor Chattanooga – offer bike programming and training
 - Ty Armour and Karen Clay, Neighborhood Services – coordinate neighborhood outreach
 - Derek Wurst, Motivate (Alta Bike Share) – maintenance and operation of stations and new installations
 - Renee Levesque, Erlanger Health System – partner for Prescribe a Bike
 - Brent Mathews, CARTA – coordinate a transit user pass
- **Citizen engagement** - How are you involving citizens?

The Bike Chattanooga team will hold public meetings in the neighborhoods where stations could be installed. This involvement will both direct the expansion to where the most residents will use them and serve to introduce more to the bike share system. The new stations will provide citizens outside of downtown with access to the healthy and efficient bike share transportation option and make them part of the Chattanooga’s current and proposed multi-modal projects. Programs to provide memberships to those most in need of a transportation option will connect citizens and neighborhoods.
- **Environmental sustainability:**
 - Bike share trips replace car trips
- **Cite applicable research/best practices used in this offer:**



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SECTION 3 – OFFER BUDGET REQUEST

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

Department Name	Personnel Cost (including Benefits)	Operations	Request	% offer	FTEsrequired
Transportation	\$ 0	\$ 40,000	\$ 40,000	100%	0
	\$	\$	\$		
Total	\$ 0	\$ 40,000	\$ 40,000	100%	0

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

Does this have <u>Capital</u> Budget Impact?	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes	If Yes, Amount	\$ 200,000
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***If yes, please complete Capital Budget Request Form**

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

Name	Amount
Private companies are interested in adding stations near them (Included in Capital Budget Impact)	\$ 100,000 – estimated value of expansion potential
ABS operation and maintenance for user fees	\$ 250,000 – value of current contract
Grant funds available for promotion alongside City expansion (Existing Grantee Friends of Outdoor Chattanooga)	\$ 75,000
	\$
	\$



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SECTION 4 - PERFORMANCE MANAGEMENT

Total trips using Bike Chattanooga

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Connect neighborhoods through increase in transit ridership

Description of Output Measured: trips taken stats from the bike share stations

Measurement Frequency: Daily ___ Weekly___ Monthly_x__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Ben Taylor

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
27,930	50,112	50,500	50,500	51,000

Local annual memberships

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Connect neighborhoods through increase in transit ridership

Description of Output Measured: total number of memberships

Measurement Frequency: Daily ___ Weekly___ Monthly_x__ Quarterly___ Annually___

Staff Responsible for Collection & Analyzing data: Ben Taylor

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
397	600	600	600	650

Increase citizens (and diversity) linked to downtown by Bike Chattanooga

Results Area: Stronger Neighborhoods

Primary Desired Outcome: Study Multi-Agency Card with target to complete study

Description of Output Measured: Bike Chattanooga is starting to survey users to establish demographic baselines

Measurement Frequency: Daily ___ Weekly___ Monthly___ Quarterly_x__ Annually___

Staff Responsible for Collection & Analyzing data: Ben Taylor

FY2013 Actual	FY2014 Actual	FY2015 Target	FY2015 Projected	FY2016 Target
Since the 2012 launch, the system serves downtown and the Riverpark				Link 2 neighborhoods