



City of Chattanooga
**Department of Neighborhood Services
and Community Development**

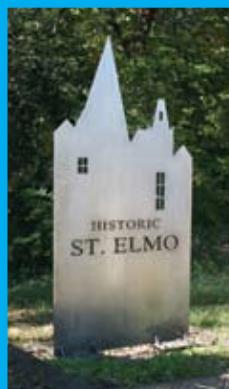
"Quilting The Fabric Of Our Neighborhoods"

ANNUAL REPORT

Fiscal Year 2008

July 1, 2007 - June 30, 2008

Ron Littlefield, Mayor
Dan Johnson, Chief of Staff
Beverly P. Johnson, Administrator





"Neighborhoods strengthen a city and Chattanooga is no exception. We are fortunate to have many strong neighborhood organizations with committed citizens that help to make this an exceptional community. The Department of Neighborhood Services and Community Development serves as a vital partner helping to promote strong relationships between neighborhoods and the city."

Mayor Ron Littlefield

This report
is also available at
www.chattanooga.gov



About the Cover:

Chattanooga is a diverse mix of neighborhoods which together form the city where we live, work and play. The sampling of neighborhood gateways, banners and sign toppers on the cover represent the many communities that "quilt the fabric of our neighborhoods."

City of Chattanooga, Tennessee

**Department of Neighborhood Services
and Community Development**



Annual Report

**Fiscal Year Ending
June 30, 2008**

Beverly P. Johnson, Administrator
Anthony O. Sammons, Deputy Administrator
Sandra Gober, Manager, Community Development
Brad Gardner, Manager, Codes

www.chattanooga.gov

423.425.3700

■ ■ ■ Neighborhood Services ■ ■ ■ and Community Development

Administration

Beverly P. Johnson, Administrator
Anthony O. Sammons, Deputy Administrator
Jill Black, Neighborhood Program Specialist
Vanessa A. Jackson, Neighborhood Program Specialist
Donna Deweese, Project Specialist
Dorothy Swasey, Graphics and Technology Specialist

Code Enforcement

Brad C. Gardner, Manager, Codes, Community Service & Neighborhood Relations
Edward Graham, Code Enforcement Inspector Supervisor
Doris Parham, Code Enforcement Inspector Supervisor
Randy Ridge, Code Enforcement Inspector Supervisor

Code Enforcement Inspectors

Anjenet Brown	Nelsene Lowery
Lamont Chapman	Alphonso McClendon
Marcia Greene	Timothy McGinnis
David Hood	Dwain Redden
Charles Hughley	Alice Williams

Neighborhood Relations Specialists

Karen D. Clay
Debbie Johnson
DeSharla Lavette

Community Development

Sandra Gober, Manager
Juliette Thornton, Assistant Manager
Roderick Morton, Fiscal Coordinator
Paula Coleman, Community Development Specialist
Regina Partap, Community Development Specialist
Douglas Smith, Community Development Specialist

Administrative Support

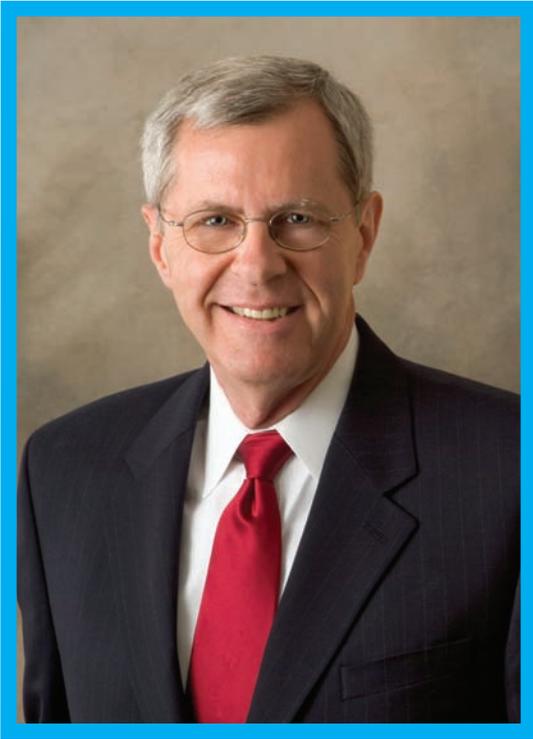
Dianna Blackmon, Administrative Support Assistant 2
Elluwead Love, Administrative Support Assistant 2
Linda Fuqua, Administrative Support Assistant 1
Patricia Whatley-Bryan, Administrative Support Assistant 2
Dana Womble, Executive Assistant
Yolanda Young, Administrative Support Assistant 2





■ ■ ■ Table of Contents ■ ■ ■

Letter from Mayor Ron Littlefield	2
Letter from the Administrator	3
Introduction.....	4
Mission Statement, Goal and Objectives.....	4
Administration.....	5
Organizational Chart	6
Codes and Community Services	7
Code Enforcement Teams.....	7
3-1-1 One Call to City Hall	7
Systematic Inspections.....	8
Environmental (Code Enforcement) Court.....	8
Condemnations and Demolitions	8
Total Service Requests.....	9
Neighborhood Relations.....	10
National Night Out	10
Neighborhood Association Registry.....	11
Community Calendar of Events	11
Community Programs	12
World Changers Home Repair Project.....	12
Neighborhood Partners Program	14
Neighborhood Leadership Institute	15
9 th Annual Neighborhoods and Codes Conference	17
Chattanooga Neighborhood Association Council (CNAC)	18
Volunteer Income Tax Assistance/Earned Income Tax Credit Program (VITA/EITC) ..	18
J-Quad Vacant Properties Study.....	19
Public Relations.....	20
Chattanooga Area Quick Reference Directory	20
Website	20
Neighborhood Registry	20
Neighborhood Toolkit	20
“Common Ground” Newsletter	21
Weekly Radio Program, “Neighborhood Talk”	21
Community Development	23
Community Development Block Grant (CDBG)	23
Home Investment Partnership (HOME)	23
Emergency Shelter Grant (ESG)	24
Shelter Plus Care Program	25
Community Development Expenditure Summary.....	25
Community Development Federal Funds Budget.....	26
HOME Investment Partnership Expenditure Summary Chart.....	26
Emergency Shelter Grant Expenditure Summary Chart	26
Community Development Expenditure by Category	26
CDBG Expenditure Summary Chart.....	27
Neighborhood Services and Community Development General Fund Budget	28
Conclusion	29



City of Chattanooga
Office of the Mayor
City Hall
101 East 11th Street
Chattanooga Tennessee 37402

■ ■ ■ Mayor's Letter ■ ■ ■

Dear Friends and Neighbors,

Chattanooga is facing a bright future with major corporations bringing operations and jobs to our city. One of many attributes enticing people and companies to locate here is no doubt our neighborhoods.

As I have said many times, strong and healthy neighborhoods are the key to making any city welcoming and livable. I want Chattanooga to continue to be recognized by national and international organizations who evaluate cities as potential residences. That is why my administration places so much importance on neighborhoods, and the programs and services that support them.

The work of the Department of Neighborhood Services and Community Development to keep our neighborhoods clean and safe, identify revitalization opportunities, and cultivate community partnerships is vital to Chattanooga's overall appeal as a city. Much of the improvement to our neighborhoods could not be accomplished without the partnerships between city government and countless community organizations.

The Department of Neighborhood Services and Community Development fiscal year 2007-2008 Annual Report highlights the partnerships that help Chattanooga succeed. So I congratulate not only the staff of the Department of Neighborhood Services and Community Development in another successful year of serving our neighborhoods, but also the leaders of the neighborhood groups and community organizations for supporting our city.

Sincerely,

A handwritten signature in blue ink, which appears to read "Ron Littlefield". The signature is stylized and fluid.

Ron Littlefield
Mayor



City of Chattanooga
Department of Neighborhood Services
and Community Development
City Hall
101 East 11th Street, Suite 200
Chattanooga Tennessee 37402



■ ■ Administrator's Letter ■ ■

To the Honorable Mayor Ron Littlefield, Members of the Chattanooga City Council, and Citizens of Chattanooga

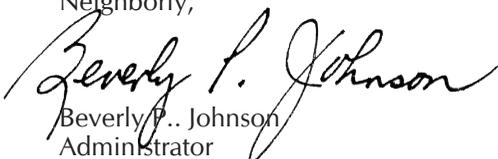
It is true that change does not happen overnight, but change does happen. One of the most remarkable things about the Chattanooga story is the tradition of stakeholders working in partnership to cultivate progress and change. Citizens, churches, nonprofit agencies, businesses, interest groups and now, neighborhood associations work in collaboration to support the work of government.

So, it is not by happenstance that we have chosen to write our fiscal year 2007-2008 Annual Report based on the theme of the 2007 Annual Neighborhood Conference, "Quilting the Fabric of Our Neighborhoods." Figuratively speaking, I'd like to think that the fabric of a quilt bears likeness to the framework of this great city. The patches represent the partners and stakeholders who provide support and needed services to our community. By working together, these entities partner to maximize their resources, ideas and influence to add value to the mission of each organization while simultaneously producing broader outcomes.

Just like a quilt, the collective partners bind together yielding a tenacious, stronger fabric. Together, with our department, this framework has assisted in the advancement of new and improved programs, enhanced leadership, proactive code enforcement and revitalized communities.

As we continue to build on the strength of this tapestry of stakeholders, we strengthen the very fabric of our City. It is only fitting for the Department of Neighborhood Services and Community Development to highlight our valuable partners as we report our accomplishments for the fiscal year as they have played an integral part in our success. We hope that the contents of this report will energize us all to continue to work together to drive the momentum of positive change in our neighborhoods.

Neighborly,


Beverly P. Johnson
Administrator

■■■ Introduction ■■■

The Department of Neighborhood Services and Community Development provides a diverse index of services to the City of Chattanooga, and its neighborhoods. Some of this work is performed by the department staff, and other is accomplished through valuable partnerships throughout City government and the community.

The oversight of federal Housing and Urban Development (HUD) programs, code enforcement, and condemnation and demolition of inhabitable properties is primarily handled within the department. Special initiatives such as home repair projects, and income tax assistance could not be completed without the involvement of community partners.

In keeping with the theme of the Neighborhoods and Codes Conference for fiscal year 2007-2008, "Quilting the Fabric of Our Neighborhoods," this report highlights the collaboration that makes the department's work possible. Were it not for the tapestry of allies within City government, local nonprofit organizations, and grassroots neighborhood groups working together to improve Chattanooga, we would not be where we are today - on the horizon of a bright future.

This annual report covers fiscal year 2007-2008 (July 1, 2007 through June 30, 2008) to provide information on the accomplishments of the department, as well as highlight the work of community partners that assist the department in achieving its goal and objectives.

■■■ Mission Statement ■■■

The Department of Neighborhood Services and Community Development is dedicated to maintaining Chattanooga's neighborhoods by identifying revitalization opportunities, fostering community partnerships, cultivating neighborhood based leadership, and engaging in active code enforcement to create viable living environments that enhance the quality of life for all residents.

■■■ Goal and Objectives ■■■

Our goal is to empower the community to use the tools of citizen participation and code enforcement to guarantee that every neighborhood throughout Chattanooga offers a pleasant and peaceful environment and makes an appealing choice for residents. This is accomplished through the following objectives of increasing investment in every neighborhood in the City annually by:

- eliminating housing, litter, overgrowth and vehicle blight through code enforcement;
- reducing abandoned properties and vacant land by developing program strategies aimed at neighborhood preservation, stabilization and redevelopment;
- strengthening the foundation of neighborhoods, utilizing neighborhood associations to encourage citizens' involvement;
- providing all neighborhoods with the tools to make their community one that offers the real expectation of sound investments and appealing structures.



Front row L to R: Vanessa A. Jackson, Neighborhood Program Specialist; Beverly P. Johnson, Administrator; Jill Black, Neighborhood Program Specialist; Anthony O. Sammons, Deputy Administrator. Back row L to R: Dottie Swasey, Graphics and Technology Specialist; Dana Womble, Executive Assistant; Donna Dewese, Project Specialist; Linda Fuqua, Administrative Support Assistant 1.

The Administrative Division provides oversight and management to the department, ensuring that public dollars are spent in an efficient and ethical manner towards the pursuit of the department's overall mission. This division is also responsible for the creation of new programs and initiatives to better serve Chattanooga's residents and includes the Administrator, Deputy Administrator, two Neighborhood Program Specialists, Project Specialist, Graphics and Technology Specialist, Executive Assistant and an Administrative Support Assistant 1.

The Administrator has overall program and fiscal management responsibilities for the department. The Administrator and Deputy Administrator provide supervision for all staff, either directly or indirectly. The Manager of Codes, Community Service, and Neighborhood Relations, and the Manager of Community Development also report to the Administrator, and their positions are part of the divisions which they manage. Refer to the department's organizational chart on page 6 for staff structure.

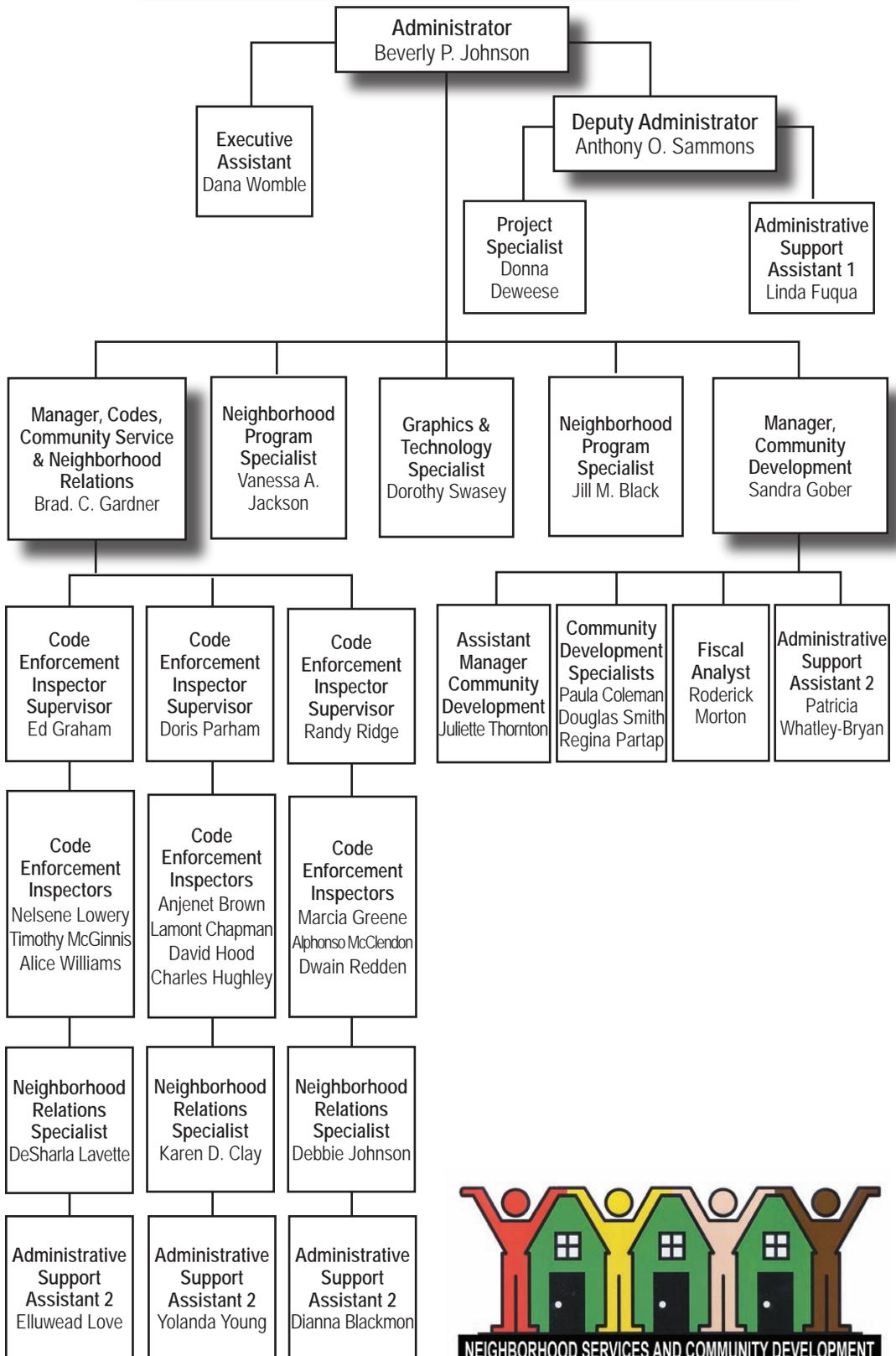
Implementation of and technical assistance to new programs and initiatives is the primary responsibility of the Neighborhood Program Specialists. They work in partnership with organizations and neighborhood groups to carry out broad reaching programs that address community needs. Their role may be as the lead in program implementation or out in the community supporting the efforts of partner organizations. Department publications and media fall under the purview of the Graphics and Technology Specialist. Payroll processing, administrative support for procurement, record keeping and administrative support to the department Administrator and Deputy Administrator is the responsibility of the Executive Assistant. The Administrative Support Assistant 1 provides general administrative support.

During the fiscal year, the department's general operating budget was \$2,016,781, excluding the Community Development division. Community Development is a 100% federally funded program. Operations and grant program expenditures through Community Development for fiscal year 2008 totaled \$3,950,675.

All services and programs provided by the Department of Neighborhood Services and Community Development unite under a single mission, and are carried out in day-to-day operations. The oversight and management provided by Administration ensures the continuity of operations within the department and throughout the community.

Organizational Chart

City of Chattanooga Department of Neighborhood Services and Community Development



Codes and Community Services

Of all the roles and functions of the department, enforcing City codes as it relates to housing, vehicle, litter, and overgrowth ordinances is the most critical. Code enforcement is the only function of the department that is specifically mandated by the City charter. Code enforcement is vital to achieving the department's overall mission, and central in creating "viable living environments that enhance the quality of life for all residents."

The objectives of the Code Enforcement Division are to:

- work to eliminate blight and nuisance conditions through public education, code enforcement and programs;
- coordinate city efforts to promote compliance with housing, vehicle, litter, overgrowth and nuisance ordinances;
- enforce property maintenance codes for the purpose of maintaining and preserving existing structures in the community.

Code Enforcement Teams

The Code Enforcement division is organized into three teams, with each team responsible for three council districts. Teams are comprised of a Code Enforcement Inspector Supervisor, 3-4 Code Enforcement Inspectors, a Neighborhood Relations Specialist, and an Administrative Support Assistant 2. The code enforcement teams are able to efficiently cover the city, while providing the department with greater measures of accountability. By assigning code enforcement inspectors to specific council districts, they are able to build relationships with neighborhood leaders in the areas where they work and more effectively serve the community.

Team 1: City Council Districts 2, 4, and 7

Team 2: City Council Districts 5, 6, and 8

Team 3: City Council Districts 1, 3, and 9

Code Enforcement Teams

Team 1

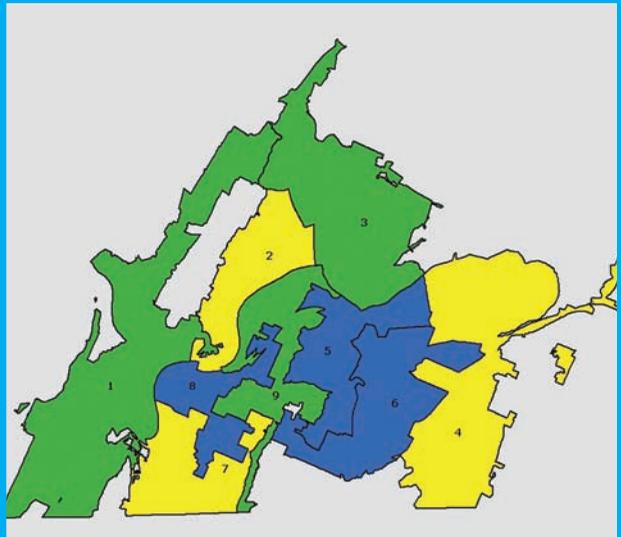
Randy Ridge, Code Enforcement Inspector Supervisor
Marcia Greene, Code Enforcement Inspector
Alphonso McClendon, Code Enforcement Inspector
Dwain Redden, Code Enforcement Inspector
Debbie Johnson, Neighborhood Relations Specialist
Dianna Blackmon, Administrative Support Assistant 2

Team 2

Ed Graham, Code Enforcement Inspector Supervisor
Nelsene Lowery, Code Enforcement Inspector
Timothy McGinnis, Code Enforcement Inspector
Alice Williams, Code Enforcement Inspector
DeSharla Lavette, Neighborhood Relations Specialist
Elluweed Love, Administrative Support Assistant 2

Team 3

Doris Parham, Code Enforcement Inspector Supervisor
Anjanet Brown, Code Enforcement Inspector
Lamont Chapman, Code Enforcement Inspector
David Hood, Code Enforcement Inspector
Karen Clay, Neighborhood Relations Specialist
Yolanda Young, Administrative Support Assistant 2



3-1-1 One Call to City Hall

The Code Enforcement Division is responsible for enforcing city housing codes, and could not do this important work without the partnership with 3-1-1. The 3-1-1 Call Center receives phone calls from residents reporting possible code violations. Each service request is given a tracking number by 3-1-1, which provides a means of follow-up when the department receives inquiries on the status of a request. Each call received by 3-1-1 is assigned to a code enforcement team, based on the location of the property. The Code Enforcement Inspector Supervisor for each team assigns the case to a Code Enforcement Inspector, who processes the complaint through resolution. The support given to the department by 3-1-1 makes our work more efficient and effective in serving Chattanooga neighborhoods.



■ Systematic Inspections

In addition to calls received through 3-1-1, code enforcement teams conduct periodic inspections of a selective area, called systematic inspections. Systematic inspections target a single street, several blocks, an entire neighborhood, or specific areas. Code Enforcement Inspectors go house by house, block by block, inspecting for exterior codes violations such as litter, overgrowth and abandoned or inoperable vehicles. This is an extremely effective way to change the appearance of a neighborhood or street by addressing violations on multiple properties at the same time.

■ Environmental (Code Enforcement) Court

Timely resolution of a service request is always the goal in code enforcement, including legal recourse through Environmental Court. When a Code Enforcement Inspector notifies a property owner of a code violation, the property owner has 10 to 30 days (depending on the type of violation) to bring their property into compliance before receiving a citation to appear in court. If the code violation is not abated by the compliance date, the property owner is issued a summons to appear in court. Cases are closed with resolution or abatement of the code violation by the owner or by the City.



Judge Sherry Paty receives documents from Code Enforcement Inspector Supervisor Ed Graham and Code Enforcement Inspector Alphonso McClendon in Environmental Court

■ Condemnations and Demolitions

From time to time, the department inspects properties that are unhealthy or unsafe. It is a requirement of the Chattanooga City Code and the Tennessee Code Annotated to condemn any property in these conditions. Condemnation of a property means that whoever lives there must vacate the property and not return until it is in compliance with city housing codes. Ideally, the property owner is able to resolve the issues behind the condemnation and return to their home once it is deemed a safe structure.

Condemnations do not always result in demolition. Some property owners choose to rehabilitate the property to stave off demolition and return the structure to a safe, compliant condition. If the owner fails to do either (rehabilitate or demolish), the matter goes before a public officer at a scheduled demolition hearing. Demolition is recommended for a property when the cost of rehabilitation exceeds 50% of the property's appraised value.

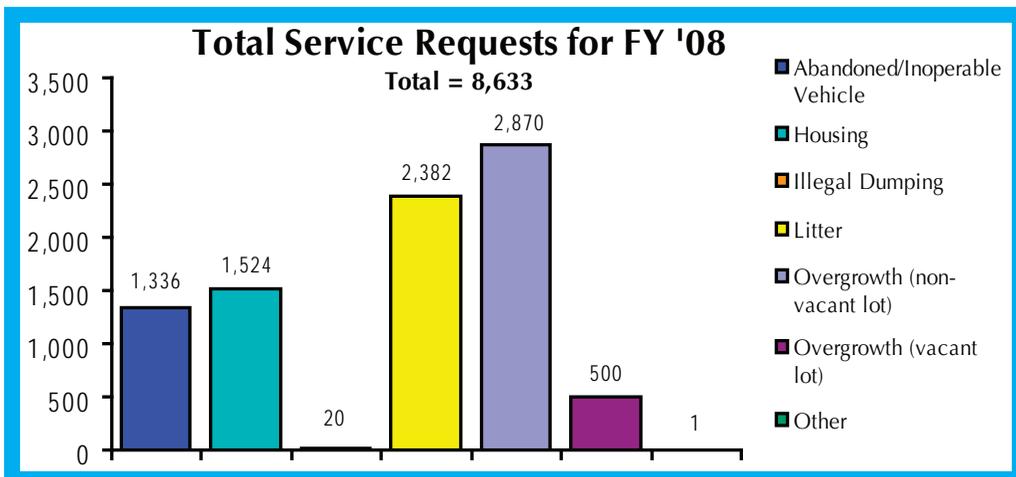
During the fiscal year, 35 properties were demolished, with the cost of demolition funded by Community Development Block Grant (CDBG) or City General Funds collectively totaling \$196,313.67.

An unsafe property posted for condemnation per Chattanooga City Code and the Tennessee Code Annotated



Total Service Requests

Service requests encompass all property complaints handled by the department including those resulting from systematic inspections, calls to 3-1-1, and direct calls received by the office. The total number of service requests handled during the fiscal year was 8,633. Each of these service requests resulted in a visit to the property by a code enforcement inspector, where they determined if the property was in violation of a City code.



Total Service Request Comparison

Type of Service Request	Fiscal Year '08	Fiscal Year '07	Change
Abandoned/Inoperable Vehicle	1,336	2,109	-37%
Housing	1,524	2,276	-33%
Illegal Dumping	20	26	-23%
Litter	2,382	2,788	-15%
Overgrowth (non-vacant lot)	2,870	2,849	1%
Overgrowth (vacant lot)	500	544	-8%
Other	1	5	-80%
Totals	8,633	10,597	-18.5%

The chart above illustrates the breakdown by type of service request received during fiscal year 2007-2008 in comparison with the previous year. There was an 18.5% decrease in total service requests. This trend might be explained by a decrease in violations in response to efforts of Code Enforcement Inspectors and other department staff in educating property owners regarding City codes and an increase in systematic inspections.

■■■ Neighborhood Relations ■■■

Neighborhood Relations acts as a liaison between city government and organized community-based groups such as neighborhood associations. The department has three Neighborhood Relations Specialists (NRS) who work directly with newly forming neighborhood organizations to help them organize their neighborhoods. NRS also work with existing neighborhood organizations and community groups to address issues in their communities and navigate through transitions and challenges within their organizations.

The objectives of Neighborhood Relations are to:

- coordinate interdepartmental efforts to address neighborhood problems;
- assist neighborhood organizations in addressing community priorities and needs by helping set clear and attainable goals, and mapping a plan to achieve those goals;
- promote involvement and foster leadership among concerned citizens through training and development;
- provide funding assistance for neighborhood improvement and community outreach programs.

■ National Night Out

National Night Out (NNO) serves as one of the most visible events that neighborhoods across Chattanooga participate in each year. NNO is a crime prevention event sponsored by National Association of Town Watch. It is one evening a year when neighborhood associations and community groups all over the United States take back the safety of their communities. NNO is a community-wide partnership between the Department of Neighborhood Services and Community Development, Chattanooga Police Department, Chattanooga Fire Department, and neighborhood associations and community groups across the city.

August 7, 2007, neighborhood groups in every corner of the city came out of their homes and gathered in the streets, churches, and community centers in honor of National Night Out. They partnered with the different city departments to host events that provided community fellowship and safety education to residents.

National Night Out is designed to:

- heighten crime and drug prevention awareness;
- generate support for, and participation in, local anticrime programs;
- strengthen neighborhood spirit and police-community partnerships; and
- send a message to criminals letting them know that neighborhoods are organized and fighting back.

Source: [<http://www.nationaltownwatch.org/nno/about.html>]



Jonathan Clardy, President of Lupton City Neighborhood Association, speaks to the crowd at the kick-off event for National Night Out

2007 National Night Out Participants by Council District:

District 1 No participants

District 2 Forest Highlands Neighborhood Association
Kensington Forest Neighborhood Association
Lupton City Neighborhood Association (KICK-OFF EVENT)

District 3 Murray Hills Neighborhood Association

District 4 Hamilton Acres Neighborhood Association
Molly's Meadow Homeowners Association

District 5 No participants

District 6 No participants

District 7 Cedar Hill Improvement League
Clifton Hills Improvement Committee
Community Association of Historic St. Elmo
East Lake Neighborhood Association
Ridgedale Community Association/Oak Grove Neighborhood Association (*joint event*)

District 8 Oak Grove Neighborhood Association/Ridgedale Community Organization (*joint event*)

District 9 Bushtown Neighborhood Association
Churchville Neighborhood Association
Glenwood Neighborhood Association/Neighborhood Watch of Glenwood/
Riverside Drive Neighborhood Watch (*joint event*)
Highland Park Neighborhood Association
Menlo Street Neighborhood Watch
Orchard Knob Neighborhood Watch Association



■ Neighborhood Association Registry

The department is always looking for better and more efficient ways to communicate with neighborhood organizations. The Neighborhood Association Registry has been created with this purpose in mind and consists of a listing of neighborhood associations, their meeting dates, times, locations and contact information.

The Neighborhood Association Registry is updated annually and is available on the department's website at http://www.chattanooga.gov/Neighborhood_Services. Unregistered neighborhood associations may be added to the registry through an online registration process. They may also contact a Neighborhood Relations Specialist for assistance with registering.

Many city departments, nonprofit organizations, civic groups and others frequently use the registry for their outreach efforts and especially as a way to communicate important information to residents. The registry is also a good reference for new and current residents who are interested in joining a neighborhood association in their community. If there is not an association in existence where a resident lives, this department can help organize one.

■ Community Calendar of Events

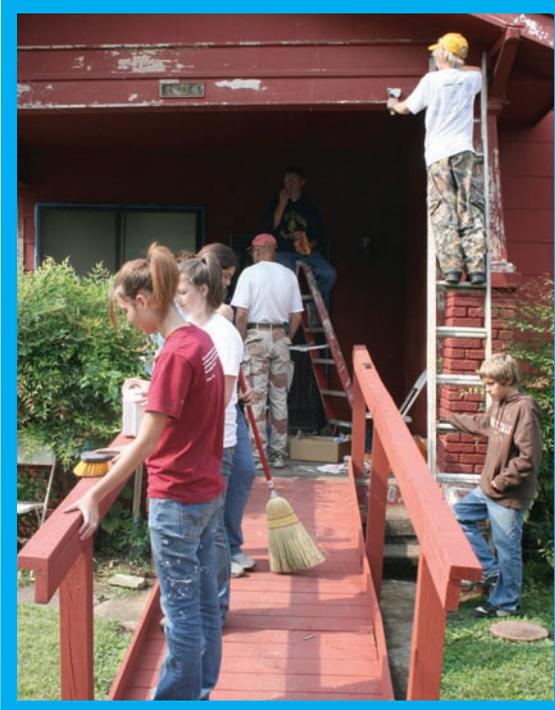
Another contribution of the Neighborhood Association Registry is the establishment of the department's Calendar of Events. When a neighborhood association joins the registry, they provide contact information for the leader of their group and the day, time and location of their regular meetings. Other community meetings organized by this and other City departments are also included on the calendar. The Calendar of Events is available to the community online and is published monthly in the department's newsletter, *Common Ground*.

The department is committed to providing the best services to neighborhoods, and to effectively connect neighborhoods to city government.

■■■ Community Programs ■■■

■ World Changers Home Repair Project

Property maintenance, preserving housing stock and the revitalization of low to moderate-income neighborhoods are all objectives in the department's mission of maintaining Chattanooga's neighborhoods. For many city residents, this mission is fulfilled through the provision of free home repairs to qualifying senior, disabled, and low income homeowners. In fiscal year 2008, this initiative was led through a partnership among the Department of Neighborhood Services and Community Development, Front Porch Alliance, and World Changers.



Developed in 1999 through a collaboration of the Urban League of Greater Chattanooga and First Things First, Front Porch Alliance is a 501(c) (3) organization recognized as a catalyst for spiritual, economical, and social transformation in Chattanooga's inner-city neighborhoods. Front Porch Alliance promotes networking among churches, community groups and governmental leadership in ways that address the needs of people within these neighborhoods.

A ministry of the North American Mission Board of the Southern Baptist Convention and based in Alpharetta, Georgia, World Changers began in 1990 with 137 participants. During summer 2007, World Changers enlisted 23,000 volunteers across North America at 87 locations. World Changers works nationally and internationally to fulfill its mission of providing Christian youth and adults with opportunities to meet the physical needs of others through practical learning experiences while teaching servanthood and personal commitment to missions.

The 2007 project, held the week of July 21-28, commemorated five years of what has become one of the department's most publicized and acclaimed programs. Primary funding was made available through Community Development Block Grant funds administered by the department, and awarded to the Front Porch Alliance, who also provided additional funding to the project. Brainerd Baptist Church provided lodging for 367 youth and adult volunteers from cities throughout the country. Various churches, both within the city limits and in the Chattanooga vicinity, provided support to the effort by donating additional funding, meals, and other means of support. Since the first local project, World Changers' contribution to free construction labor has made a significantly positive impact on the housing stock throughout the City of Chattanooga.

The application process for the World Changers project is more competitive each year, as the project becomes better known. For the Summer 2007 project, the department received 144 applications for a single week project that completed 37 home repairs.

Examples of repairs completed for the 2007 project:

- window installation and repair
- bathroom repair
- painting, siding and gutter work
- chimney repair, foundation repair
- roofing
- porch repair and construction, porch rails, eave repair
- ramp construction
- fence repair, concrete wall repair
- shed removal, small scale demolition

Mayor Ron Littlefield thanks the youth volunteers from World Changers for their hard work in Chattanooga's neighborhoods



2007 World Changers Statistics

Department of Neighborhood Services and Community Development/CDBG	\$30,000.00
Additional department funds for supplies	\$1,884.00
Front Porch Alliance	\$18,260.00
Total Cost of Project	\$50, 144.00
Total number of homes repaired	37
Average cost of repairs per home	\$1,355.25

2007 Chattanooga World Changers Project Partners

Organization	Function
World Changers, NAMB	Project management, volunteer labor
Department of Neighborhood Services and Community Development	Project management, administrative support, funding
Front Porch Alliance	Project management, procurement, funding
Office of Faith Based and Community Partnerships	Technical support
Brainerd Baptist Church	Lodging facility, funding
Brainerd Baptist Disaster Relief Team	Breakfast and supper for participants
Alpine Baptist Church	Lunch for work crews
Bayside Baptist Church	Lunch for work crews
Burning Bush Baptist Church, Ringgold GA	Lunch for work crews
Christway Community Church	Lunch for work crews
Dallas Bay Baptist Church	Lunch for work crews
East Ridge Baptist Church	Lunch for work crews
First Baptist Church Soddy Daisy	Lunch for work crews, funding
First Baptist Church Chattanooga	Lunch for work crews
First Baptist Church Harrison	Funding
First Centenary United Methodist Church	Lunch for work crews
Greenwood Baptist Church	Lunch for work crews
Lookout Valley Baptist Church	Lunch for work crews
Morris Hill Baptist Church	Lunch for work crews
New Salem Baptist Church	Lunch for work crews
Ooltewah Baptist Church	Lunch for work crews
Primera Iglesia Bautista Hispana	Lunch for work crews
Rechoboth Baptist Church	Lunch for work crews
Red Bank Baptist Church	Lunch for work crews
Second Baptist Church Main Street	Funding
South Seminole Baptist	Funding
South Seminole Baptist Church	Lunch for work crews
Spring Creek Baptist Church	Lunch for work crews
Stuart Heights Baptist Church	Lunch for work crews
Thankful Community Development Corporation/Thankful Baptist Church	Lunch for work crews

■ Neighborhood Partners Program

The Neighborhood Partners Program (NPP) provides funding for small scale neighborhood projects that support the improvement of neighborhood aesthetics, safety, and organizational development. This partnership between the City of Chattanooga, neighborhood associations and community organizations, empowers residents to take ownership of their neighborhoods.

This program operates on a calendar year (January – December). Projects funded during this period fell into three categories:

- Neighborhood Beautification – focus on plantings, landscaping and other aesthetics to eliminate blight and improve the appearance of open and common spaces.
- Neighborhood Development – strengthen and develop strong and independent neighborhoods.
- Neighborhood Safety – focus on the health, welfare, and safety of neighborhoods.

NPP encourages neighborhood groups and community organizations to partner with the department to complete neighborhood improvement projects. The program also connects community groups to other departments of city government.

In 2008, NPP funded 11 partnership projects. Three projects fell under the Neighborhood Beautification category, and 8 fell under Neighborhood Development. There were no Neighborhood Safety projects funded in 2008.

The NPP funds awarded totaled \$43,224.00; the funds spent by the organizations on their projects totaled \$37,200.50, or 86% of dollars awarded.

NPP Funded Projects

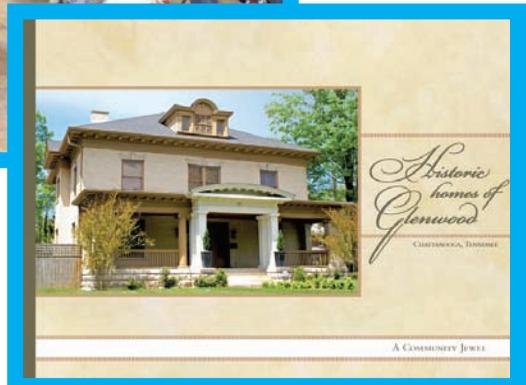


*Churchville
Neighborhood
Association's
House Banners*

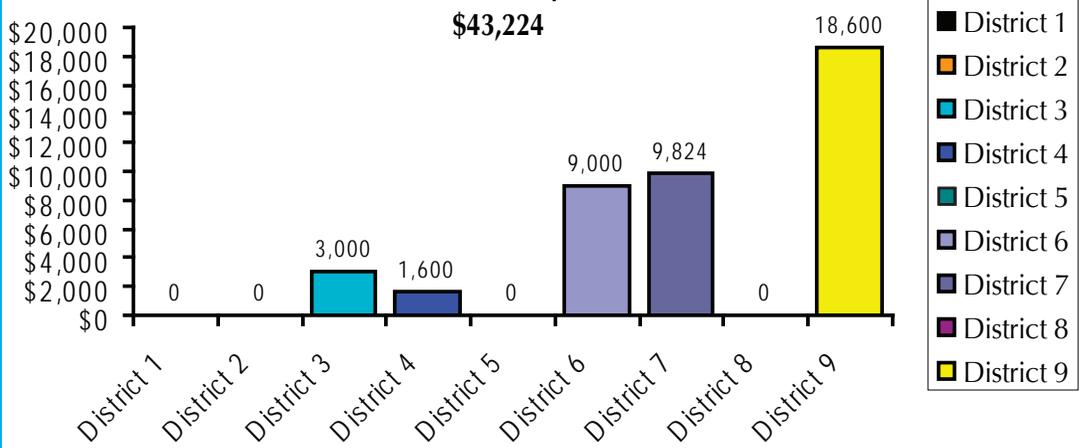


*The 2008 Minority
Health Fair*

*Glenwood Neighborhood Association's
"Historic Homes of Glenwood" pictorial book*



NPP Dollars Awarded by Council District

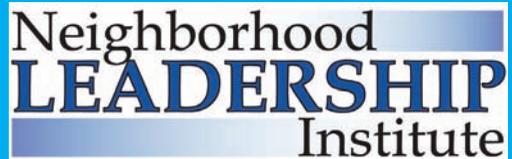


2008 NPP Funded Projects

Council District	Neighborhood Association/Community Organization	Project Type
3	Bal Harbor Homeowners Association	Beautification: <i>Trees and Plantings</i>
4	Hamilton Acres Neighborhood Association	Beautification: <i>Neighborhood Cleanup</i>
6	2008 Minority Health Fair	Neighborhood Development: <i>Marketing/Advertising</i>
6	Belvoir Neighborhood Association	Beautification: <i>Trees and Plantings</i>
7	Community Association of Historic St. Elmo	Neighborhood Development: <i>Neighborhood Branding</i>
7	Ridgedale Community Association	Neighborhood Development: <i>Strategic Planning</i>
9	Churchville Neighborhood Association	Neighborhood Development: <i>Neighborhood House Banners</i>
9	Foxwood Heights Community Association	Neighborhood Development: <i>Neighborhood House Banners</i>
9	Glenwood Neighborhood Association	Neighborhood Development: <i>Historic Homes Pictorial Book</i>
9	Menlo Park Neighborhood Association	Neighborhood Development: <i>Neighborhood House Banners</i>
9	Orchard Knob Neighborhood Watch Association	Neighborhood Development: <i>Neighborhood House Banners</i>

■ Neighborhood Leadership Institute

The Neighborhood Leadership Institute (NLI) began in 2007. This fiscal year marked the second year of the program and our partnership with Chattanooga State Technical Community College to provide the NLI training program for current and emerging community leaders. The goal of NLI is to provide quality, leadership skills training to neighborhood and community leaders.



The application process for 2008 changed from the previous year, in that each applicant was interviewed by the selection committee, which included several NLI alumni. The curriculum changed from the previous year as several NLI alumni were instructors for selected classes.



The 2008 Neighborhood Leadership Institute graduates



2008 NLI Curriculum:

- Government and Neighborhoods
- Effective Meetings
- Team Building for Success and Past NLI projects
- Basic Funding Application and Project Management
- Keeping Neighborhoods Safe
- Effective Communication and Conflict Resolution
- Strategic Planning
- Engaging Stakeholders/Coalition Building

Thanks to the partnerships and cooperation of many community players, the graduates of this program are better prepared to lead their organizations and effectively achieve change for their communities.

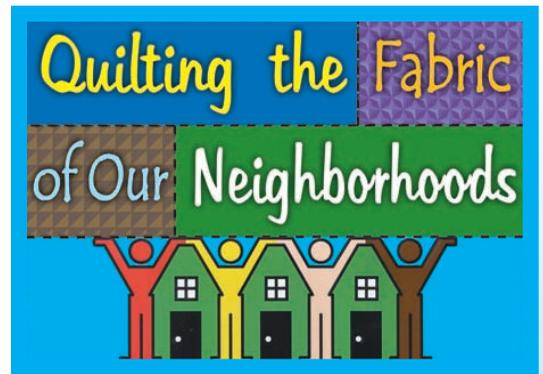
2008 NLI Graduates:

District 1	Wilma D. Akridge	Hill City Neighborhood Association
District 2	Nora Burke	Cloverdale Neighborhood Association
	John Scott Louisell	Lupton City Neighborhood Association
District 3	William E. Grant Jr.	Bal Harbor Neighborhood Association
District 5	Janet D. Moore	Woodmore Manor Neighborhood Association
	Rev. Shane Robinson	Lake Hills Neighborhood Association
District 6	Sandra S. Ledford	Happy Trail Community Neighborhood Association
	Therese H. Parker	Hilltop Neighborhood Association
District 7	Theresa M. Ivey	Ridgedale Neighborhood Association
	Amecia Lynn Reeves	Villages Resident Association Council at Alton Park
	Lora Salter	East Lake Neighborhood Association
District 8	Dorris Conner	College Hill Court
	Robert L. Paris	Dogwood Manor Senior Apartments and the Westside 8th District
District 9	Tommy Diller	Glenwood Neighborhood Association
	Gwendolyn Maddox	Orchard Knob Neighborhood Association.
	Gloria D. McClendon	Foxwood Heights Neighborhood Association

■ 9th Annual Neighborhoods and Codes Conference

“Quilting the Fabric of Our Neighborhoods”

The 9th Annual Neighborhood and Codes Conference, held October 17-19, 2007 will be remembered for many highlights. The event opened on Wednesday night with a general session on “Effective Leadership.” The session was facilitated by Mack McCarter, founder and coordinator of the Shreveport–Bossier Community Renewal of Shreveport, Louisiana with assistance from members of the first class of the Neighborhood Leadership Institute (NLI). Also a part of the evening’s agenda was the Neighborhood Fair and Reception which included exhibits of the final projects from NLI participants, city departments, and other agencies.



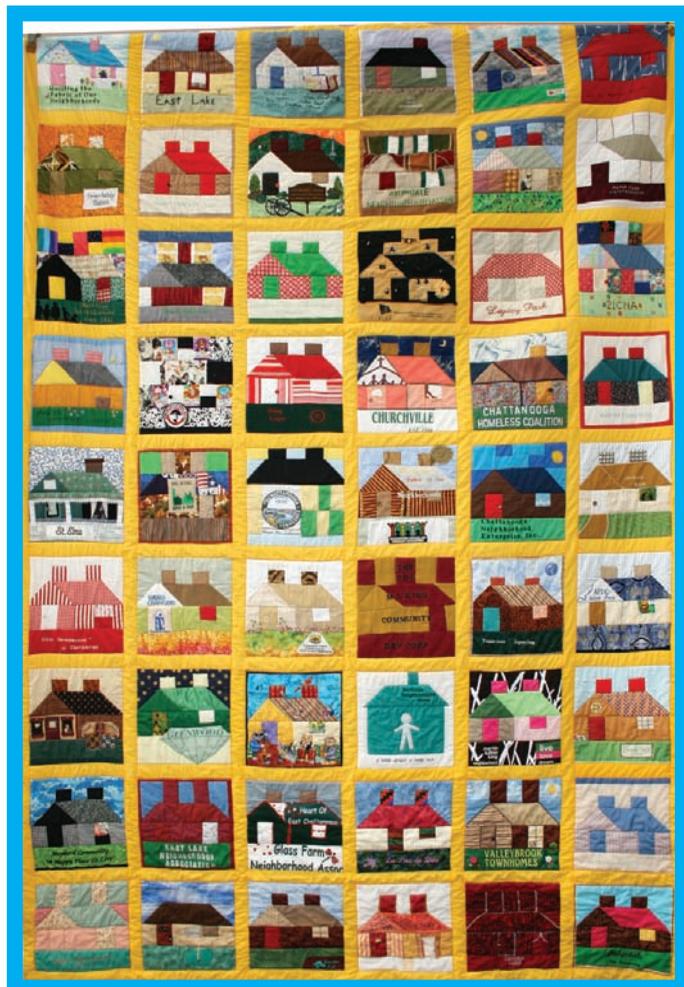
The conference agenda (codes and neighborhoods) included 26 workshops, seven (7) specifically tailored for codes professionals that provided continuing education units (CEUs). Over 102 codes professionals, from cities across the southeast participated in the training and earned CEUs towards their respective professional licenses from the State of Tennessee for completion of the training.

The neighborhood conference agenda included 19 workshops on a variety of current topics and issues facing neighborhoods. More than 200 neighborhood and community leaders attended the event. Thursday’s luncheon address on “Neighborhood Scams” was delivered by Tennessee Valley Consumer Expert and Chattanooga news anchor at NewsChannel 9, Calvin Sneed.

The spirit and theme of this conference was beautifully captured in the form of an actual quilt to commemorate both the distinction and connectivity of the many neighborhoods, non-profit agencies, and organizations that shape our neighborhoods. Fifty-two organizations contributed patches toward this project, which was intricately pieced together by the quilters of the Northside Neighborhood House. The quilt was proudly displayed during the entire conference and now hangs on the 2nd floor hallway outside the department’s suite in City Hall, memorializing the 2007 conference.

Northside Neighborhood House Quilters

Elizabeth Bonine
Terry Chamberlain
Florence Cronan
Jesse Frazier
Dorothy Johnson
Nell Long
Mary Helen Reel
Martha Shirlen
Nancy Wilson



■ Chattanooga Neighborhood Association Council (CNAC)

If there is one common truth among those who toil to improve any neighborhood it is that much can be accomplished by working together. A number of concerned leaders accepted this reality and in 2001 united under the auspices of the then Department of Neighborhood Services to form a city-wide “association of associations” known as the Chattanooga Neighborhood Association Council (CNAC). Since that time, CNAC has evolved into an autonomously managed organization, governed by a board of directors and open to all community leaders representing the concerns and interest of neighborhoods within the City of Chattanooga. The mission of CNAC is to be a unified community voice promoting a better quality of life for all Chattanooga’s neighborhoods. To accomplish this undertaking, CNAC has identified the following goals:



- to work together collectively to improve the neighborhoods in the Chattanooga community;
- to establish a network for total information sharing;
- to work along side law enforcement and other city departments to eliminate crime, drugs, and residents’ fear;
- to promote education to develop the full potential for all residents; and,
- to encourage and promote the enforcement of all laws and codes already in existence.

Fiscal year 2007-2008 has been a very productive year for CNAC as they worked to energize the organization and its membership base. The organization welcomed the inaugural class of the Neighborhood Leadership Institute by hosting a reception in their honor and held a public forum on “Parliamentary Procedures.” Focusing inward, CNAC’s Executive Committee recognized the need to reflect on the overall effectiveness of the organization and invested time to reexamine its mission and goals by holding a planning retreat.

CNAC continues to benefit from its partnership with the Community Foundation of Greater Chattanooga, a 501(c) (3) charitable organization whose primary role is to encourage and administer endowed capital to benefit charitable programs and projects within the greater Chattanooga area. One of the goals of the Community Foundation is to improve lives in the community by serving as a bridge between non-profits and resources needed to establish and sustain quality programs and services. The Community Foundation provides meeting space, administrative and financial supervision and technical support to CNAC. In addition, CNAC continues to receive ongoing technical support through an assigned staff liaison within the Department of Neighborhood Services and Community Development.

■ Volunteer Income Tax Assistance/Earned Income Tax Credit Program (VITA/EITC)

Without a doubt, many of Chattanooga’s most successful ventures involve the support of partnerships which include a strong cadre of volunteerism.

Since 2004, the City of Chattanooga, Urban League of Greater Chattanooga, and the Internal Revenue Service (IRS) have joined forces to provide free, accurate tax preparation to eligible Chattanoogaans. Annually the program is mobilized through volunteers who are trained and certified through courses offered by the IRS. This fiscal year, the United Way’s 211, UT Knoxville Extension/Tennessee SAVES, Tennessee Valley Federal Credit Union and Church Koinonia Federal Credit Union joined this partnership effort. The Federal Reserve Bank of Atlanta provided program design, technical assistance, and additional program support.

2008 Volunteer Income Tax Assistance Sites

- AIM Center
- Alton Park Community Center
- Brainerd Recreation Center
- Chattanooga State Technical Community College
- Chattanooga Cares
- Church Koinonia Credit Union
- City of Chattanooga Human Services
- Eastgate Mall
- Goodwill
- Lone Oak Community Center
- Memorial Hospital Main Campus
- M.L. King Weed and Seed
- Northgate Mall
- Northside Neighborhood House
- Signal Centers
- Soddy Daisy Senior Center
- Tennessee Valley Credit Union

During the 2008 campaign, 67 volunteers provided services at 17 sites to 3,557 low-to moderate wage earning citizens. As result of the partnership effort, the number of tax returns completed increased by 66% from 2007. This was an increase of 1,421 from the number served in 2007 (2,136). As of June 2008, the campaign yielded \$2.4 million in federal income tax refunds. The partnership completed 422 EITC returns with a refund value of \$851,345.



In addition to the more than \$2.4 million returned to Chattanooga’s economy through tax refunds, the VITA program saved Chattanooga’s consumers \$533,550 in tax preparation fees.

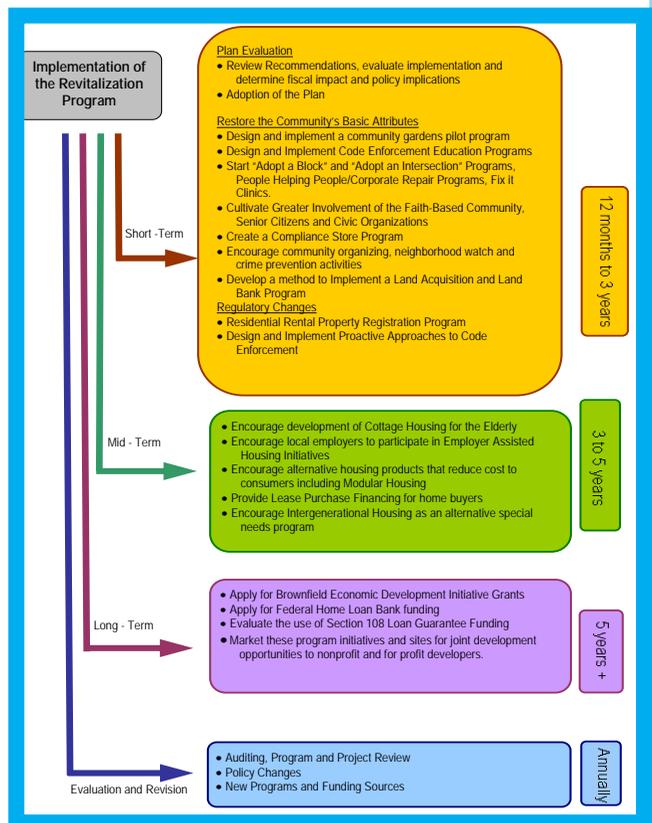
■ J-Quad Vacant Properties Study

As part of the benchmarks for healthy neighborhoods set forth by Mayor Littlefield, the department contracted with J-QUAD Planning Group to conduct a Housing Condition and Vacant Properties Study. The study targeted eighteen (18) neighborhoods: Alton Park, Avondale, Bushtown, Cedar Hill, Churchville, Clifton Hills, East Chattanooga, Eastdale, East Lake, Glenwood, Highland Park, Hill City, Howard, M.L. King, Oak Grove, Orchard Knob, Piney Woods, and Ridgedale. The study included documentation of all residential buildings, vacant lots and vacant buildings within the target area, as well as proposing conceptual development scenarios and project opportunities.

Properties surveyed in the 18 neighborhoods were determined to be either vacant or occupied and in one of the following condition categories: standard condition; in need of minor repairs; in need of major repairs; and dilapidated. Digital photos of vacant properties and lots were taken, and data collected was used to create a digital map of the conditions found, illustrating clusters of the worse conditioned properties and neighborhoods most affected by deteriorating housing stock. Of the 14,152 residential parcels surveyed (buildings and lots), these are just a sample of the issues and concerns included in the report:

- vacant lots are 15.5% of all residential parcels and vacant buildings are 7.9% of all residential parcels.
- 8,129 residential buildings, 68.6% of all residential buildings surveyed, are in need of minor or major repairs, or dilapidated.
- chronic and repeat violators of the City’s building/premise codes regulations account for much of the inspection work load.
- multifamily properties are aging and code enforcement inspections are costly and time consuming for the City. A more cost effective method for insuring these properties are maintained is needed.*

Also included in the Housing Condition and Vacant Properties Survey and Revitalization Strategies were recommendations for intervention to address the most pressing issues and concerns. The accompanying chart shows stages of interventions starting at three month strategies, going all the way to five years and beyond.*



Once the survey data and pictures taken were compiled into the comprehensive report, the department advertised and hosted a community meeting in the Spring 2008. J-QUAD Planning Group presented the findings of the study to target area residents, the City Council, and the Mayor. The department will initiate several intervention recommendations in fiscal year 2009.

*Source: "Vacant Lot and Vacant Structure Property Condition Survey" J-QUAD Planning Group, Addison, TX Available: [<http://www.chattanooga.gov/Survey.pdf>]

Chattanooga Area Quick Reference Directory

Since the advent of 311, Chattanooga's "One Call to City Hall" program, it has become much easier for government and citizens to communicate with one another and resolve service requests in a more timely and efficient manner. However, there was a need for a concise reference that could provide residents with important "non-city government" numbers. The department created the Chattanooga Area Quick Reference Directory.

Chattanooga Area Quick Reference Directory

CHATTANOOGA 311 ONE CALL TO CITY HALL

Make one call to 311 for information on all city services: trash pick-up, parks and recreation programs, facility reservation, to report stray animals, codes violations, and more! You can also call 425-6311 or go to www.chattanooga.gov

Quick Dial Numbers		City of Chattanooga	
Social Services Referral	211	Chattanooga Fire Non-Emergency	423-643-5600
City of Chattanooga Services	311	Chattanooga Police Non-Emergency	423-698-2525
Traffic Information	511	City Council Office	423-757-5196
TN Relay System for Hearing Impaired	711	Mayor's Office	311
Call Before You Dig!	811	Hamilton County	
Police and Fire Emergency	911	Board of Education	423-209-8400
Utilities		County Commission Office	423-209-7200
Chattanooga Gas Company	800-427-5463	County Mayor's Office	423-209-6100
Eastside Utility District	423-892-2890	Hamilton County Election Commission	423-493-5100
Electric Power Board	423-848-1372	Health Department	423-209-8000
Hixson Utility District	423-977-3513	State of Tennessee	
TN American Water Company	866-736-6420	Governor's Office	615-741-2001
Transportation		TN Department of Transportation	423-510-1168
Care-A-Van (Paratransit Service)	423-698-9038	Federal Government	
TDD	423-624-4534	Internal Revenue Service, local office	423-855-6460
CARTA Information Line	423-629-1473	TDD	800-829-4059
TDD	423-624-4534	Social Security Administration, local office	423-899-0649
Driver's License Renewal	423-209-6500	TTY	423-854-9364
Tag Renewal	423-209-6525	Veteran's Affairs, Chattanooga	423-855-6570
Business and Development Resources		Crisis Hotlines	
Chattanooga Area Chamber of Commerce	423-756-2121	Discrimination Hotline	423-757-4811
Chattanooga-Hamilton County Regional Planning Agency	423-757-5216	Domestic Violence and Sexual Assault	423-755-2700
Planning, Zoning and Permits	423-643-4372	Mental Health Crisis	800-704-2651
TN Multicultural Chamber of Commerce	423-285-0021	Meth Hotline	877-866-6384
		Poison Control	800-222-1222
		Suicide Hotline	423-552-4636

Other Important Numbers:

Provided by the Department of Neighborhood Services and Community Development
"Building Better Neighborhoods... Block by Block"

To ensure that this resource met the needs of the public for which it is intended to serve, several focus group meetings were held consisting of representatives from government, non-profit agencies and neighborhood leaders to recommend the directory's content, usefulness and functionality. The result was a magnetic, erasable reference guide, printed in English on one side and Spanish on the other, that includes quick dial numbers, as well as listings for local utilities, transportation, business and development resources and city, state, and federal numbers. Also included is a list of crisis hotline numbers.

The quick reference directory was designed in a format that is easy for people to use regardless of whether you are a resident, newcomer, youth or a senior citizen. Over 3,000 directories have been disseminated at various neighborhood meetings, districts meetings, conferences and other events.

Website

The City has kept pace with the explosion of the worldwide web as a means of communication. The use of the website as a tool helps the department stay connected with local, national, and international neighbors and partners through global promotion of its mission and programs. The website is still accessed from the city's web address at www.chattanooga.gov and selecting Neighborhood Services and Community Development from the pull down menu. During the fiscal year, the website underwent a number of enhancements that have resulted in the site being more useful and user-friendly. Below is a sample of improvements made to the department's website in fiscal year 2008.

Neighborhood Registry

The neighborhood registration page was updated to streamline the process for registering new or existing neighborhood associations. The "Annual Neighborhood Association Registry" form can be either completed on-line or printed and mailed to the department and includes questions regarding the neighborhood's location, boundaries, and officers.

Neighborhood Tool Kit

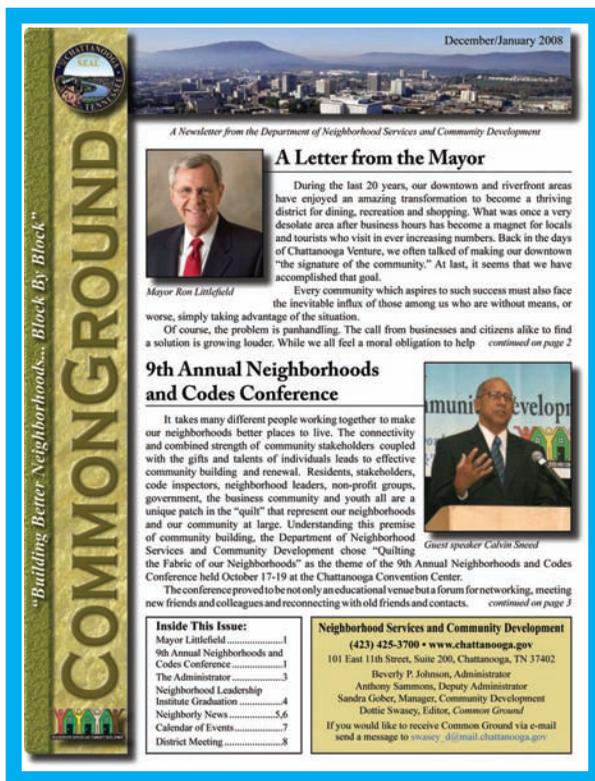
A new feature is the "Start a New Neighborhood," We Can Help! link, which connects the user to the email address webneighborhoodassoc. The user can compose an e-mail providing information that will be forwarded to the assigned Neighborhood Relations Specialist. The user will be contacted to schedule technical assistance for starting a new neighborhood association including attendance at meetings, visioning exercises, bylaw development and other organizational development basics. All of these services are available through the department, as well as access to the "Neighborhood Tool Kit" to help groups organize more effectively.

■ “Common Ground” Newsletter

Fiscal year 2008 marked another major triumph for the department’s newsletter, *Common Ground*. Through a partnership agreement with the Chattanooga Times Free Press newspaper, monthly publications of *Common Ground* are delivered to Saturday subscribers, increasing the circulation of the newsletter to more than 33,000 households.

The objective of *Common Ground* has always been to reflect all that is held common among the neighborhoods throughout our city and nation. The publication achieves this by reaching each reader to the extent that they connect with other citizens, neighborhoods, and stakeholders through issues, information and events that affect each of us and the communities where we live.

The newsletter continues to include the dates and times of neighborhood meetings, updates on city and department events, and regular articles from other city departments. *Common Ground* is a vital chord connecting the triad of residents, government and stakeholders in Chattanooga.



■ Weekly Radio Program “Neighborhood Talk”

Since the invention of radio more than 100 years ago, communication has been the life blood of not only entertainment and news, but also economic and community awareness.

Throughout history, radio and various forms of mass communications have been utilized as a means to connect its listeners to a message as well as to one another, bridging the barriers of distance and impracticality. To better bridge communications between the department and residents, the department has partnered with WNOO 1260 AM Radio since 2004 to bring listeners “Neighborhood Talk,” a weekly radio broadcast.

The aim of “Neighborhood Talk” is to provide a medium to educate and inform listeners to the relevant needs, interest and issues affecting Chattanooga’s neighborhoods. The broadcast does this through featuring guests from a variety of genres to include city departments, non-profits agencies, social service providers, public officials, civic and community based organizations and other relevant entities. Although the guest list is varied, the common connector is that all missions, services, or outputs directly inform, improve or impact the neighborhoods.



Vanessa Jackson, left, and Jill Black, co-hosts of “Neighborhood Talk”

The weekly broadcast, which airs live on Tuesdays from 9:00-9:30 a.m., furnishes the department with a consistent platform to promote its strategies and programs in an informal, yet enlightening format. Every show is a “call-in” format, affording listeners an opportunity to ask specific questions of guests and co-hosts, thereby maximizing the potential for greater understanding and participation in movements to improve codes, housing, cleanliness, community standards and pride. Listeners leave feeling better connected to the relevance and work of the department and the issues and problems affecting them in their own neighborhoods.

The following is a list of organizations represented as guests on the broadcast for this same period. The department considers these organizations, WNOO 1260 AM, and the listeners as priceless partners in our pursuit to nurture stellar neighborhoods.

Guest Organizations on “Neighborhood Talk”

City of Chattanooga

Mayor of Chattanooga
City Council
Education, Arts, & Culture Department
Finance Department
Fire Department
Human Services Department
Low Income Home Energy Assistance Program (LIHEAP)
Neighborhood Services and Community Development Department
Codes Enforcement
Community Development
Neighborhood Leadership Institute
Neighborhood Partners Program
Neighborhood Relations
Office of Multicultural Affairs
Parks and Recreation Department
Planning and Design Center
Police Department
Public Works Department
City Wide Services
Refuse Collection
Sanitation Manager
Scenic Cities Beautiful
Traffic Engineering

Hamilton County

Department of Education
School Board Members

State of Tennessee

House of Representatives

Community Partners

Chattanooga Neighborhood Association Council
Chattanooga Neighborhood Enterprise
Girls’ Leadership Foundation
J-Quad Planning Group – Addison, Texas
Minority Health Fair
Renewal Communities Program
Shreveport–Bossier Community Renewal – Shreveport, LA
Southeast Tennessee Career Center
Unity in the Community
Urban League of Greater Chattanooga
Weekend Academy
Widows Harvest Ministries
World Changers, North American Mission Board, Front Porch Alliance

■ ■ ■ Community Development ■ ■ ■

The Community Development Division of the Department of Neighborhood Services and Community Development works with a variety of organizations consisting of non-profits, faith based, community development corporations, and government entities to fulfill its overall mission. Community Development is responsible for the administration and use of the Community Development Block Grant (CDBG), the HOME Investment Partnership Act (HOME) and Emergency Shelter Grant (ESG) funds received from the U.S. Department of Housing and Urban Development (HUD). These programs seek to:

- revitalize low to moderate income neighborhoods;
- provide improved, affordable housing opportunities for lower-income homeowners, tenants, homebuyers, and city's homeless citizens;
- foster economic growth by improving business and employment opportunities;
- improve public infrastructure and facilities; and,
- provide social services assistance to the community.

Expenditures for Programs

■ Community Development Block Grant (CDBG)

Beginning in 1974, the CDBG program is one of the longest continuously running programs offered through the Department of Housing and Urban Development (HUD). CDBG is a flexible program that provides communities with resources to address a range of unique community development needs. The program works to ensure the availability of decent and affordable housing, and to provide services to the most vulnerable in our communities. Its flexibility in correlation with the various agencies that are sub-recipients of its funding makes CDBG a vital tool for helping city government tackle some of the most serious challenges facing Chattanooga neighborhoods, as well as communities throughout the United States. Of the \$2,641,509 expended through the CDBG program 75% or \$2,010,387 was spent in the categories of housing and public facilities.

■ HOME Investment Partnership Act (HOME)

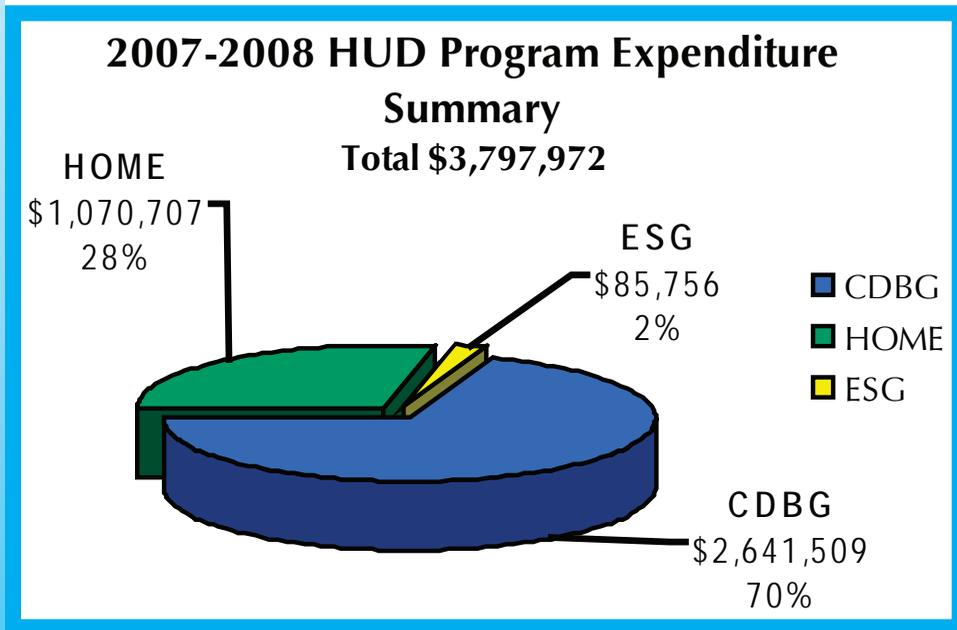
HOME is the largest federal block grant to State and Local Governments for housing activities. It is designed to create affordable housing in partnership with local non-profit groups through a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or ownership or provide direct rental assistance to low-income people. HOME's flexibility empowers communities to design and implement strategies tailored to their specific needs, to strengthen partnership between government and the private sector, to provide technical assistance activities for non-profit housing groups, and to mobilize the community through its matching fund requirement.



One such project funded during fiscal year 2007-2008 is the Chattanooga Neighborhood Enterprise, Inc. Homeowner Assistance Program whose purpose is to provide down payment assistance to low to moderate income families within the Chattanooga city limits. A total of \$313,719.00 was expended to assist 46 homeowners, thereby increasing the percentage of owner occupied housing in our city.

Another program sub-recipient was 28th Community Development Corporation (28th CDC), whose mission includes providing affordable home ownership to low to moderate income families as well as providing community revitalization and economic development to targeted neighborhoods. The 28th CDC provided three homebuyers with down payment assistance, and also constructed safe attractive single family dwellings to replace demolished properties along Carson Avenue in the Bushtown Community.

As indicated in the following chart, HOME expenditures for fiscal year 2007-2008 totaled over \$1,070,707 or 28% of total program expenditures.



■ Emergency Shelter Grant (ESG)

The ESG Program continues to have a positive impact on the plight of the homeless by helping improve the quality of existing emergency shelters for the homeless and assist in meeting the operational needs of emergency shelters. Although ESG expenditures total \$85,756 or 2% of the City's HUD program expenditures, these funds were leveraged locally to generate a match of \$321,574. The chart below illustrates the agencies and number of individuals served by the ESG program during fiscal year 2007-2008.

Agency	# Served	Expenditures
Families, Children, & Adults (Family Violence)	300	\$47,127.00
Families, Children, & Adults (Shelter Operation)	200	
Interfaith Homeless Network	117	\$15,000.00
Chattanooga Room In the Inn	160	\$13,621.00
Chattanooga Community Kitchen	16,172	\$5,764.00
Administration		\$4,247.00
Totals	16,949	\$85,756.00

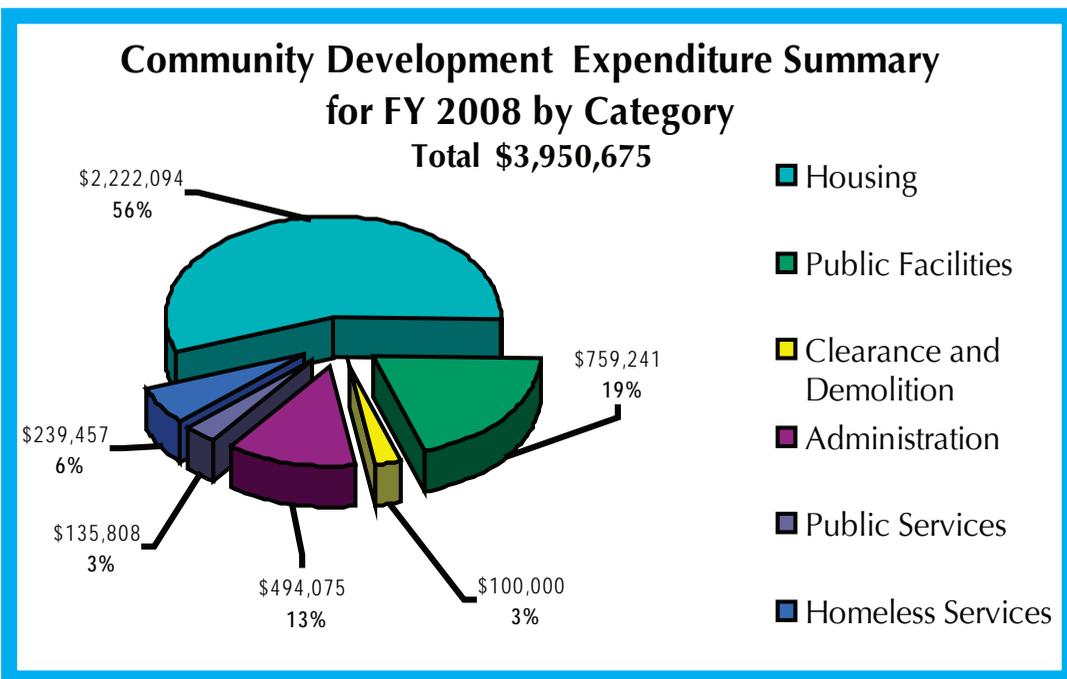
■ Shelter Plus Care Program

The Shelter Plus Care Program provides tenant based rental assistance for hard to serve homeless persons with disabilities in connection with supportive services funded from sources outside of the program. More specifically, the program serves those with serious mental illness, chronic problems with alcohol and/or drugs, and acquired immunodeficiency syndrome (AIDS or related disease) and their families who are living in places not intended for human habitation or emergency shelters. The program provides rental assistance payments, which increases housing stability while also promoting self sufficiency. Fortwood and Aim Centers serve as partnering agencies to provide housing with supportive care to homeless individuals with dual diagnoses in the facilitation of the Shelter Plus Care Program.

For the period corresponding with fiscal year 2007-2008, 25 residents/families were assisted through Shelter Plus Care Program funding. A total of \$153,701.02 was expended for the provision of rental assistance payments. The goal of the program is to manage the continuous rotation of the 25 slots based on recipients being elevated to self-sufficiency. As a result of the strong collaborative efforts with the Aim and Fortwood Centers, funds have been leveraged to provide services exceeding the 25 original slots, thereby increasing the number of individuals who were served by the program.

■ Community Development Expenditure Summary

The Community Development Division manages all federal HUD funding received by the City. This indispensable piece of our work allows us to provide another level of services to the Chattanooga community. Through HUD funding we are able to improve housing options and conditions of our neighborhoods, and move one step closer to achieving our overall mission of improving the quality of life for all residents.



Community Development

■ ■ ■ Federal Funds Budget ■ ■ ■

HOME Investment Partnership Program Expenditure Summary for 2007-2008

	Expenditures
28 th Legislative District	\$209,865.00
Chattanooga Neighborhood Enterprise Homeowner Rehab	\$92,679.00
Chattanooga Community Development Organization	\$163,672.00
Chattanooga Neighborhood Enterprise Homebuyer Assistance	\$313,719.00
Good Neighbors	\$241,978.00
Chattanooga Housing Authority Supportive Housing	\$11,357.00
Administration	\$2815.00
ADDI Down Payment Assistance	\$34,622.00
TOTAL Home expenditure	\$1,070,707.00

Emergency Shelter Grant Program (ESG) Expenditures for 2007-2008

	Expenditures
Family and Children Services	\$47,124.00
Community Kitchen	\$15,000.00
Room in the Inn	\$13,621.00
Interfaith Homeless Network	\$5,764.00
Administration	\$4,247.00
TOTAL EXPENDITURES	\$85,756.00

Community Development Expenditure Summary for 2007-2008 by Category

Category	Expenditures	Percentage Expended
Housing	\$2,222,094.00	56%
Public Facilities	\$759,241.00	19%
Clearance and Demolition	\$100,000.00	3%
Administration and Planning	\$494,075.00	13%
Public Services	\$135,808.00	3%
Homeless Services	\$239,457.00	6%
TOTAL EXPENDITURES	\$3,950,675.00	100%

**Community Development Budget
Expenditure Summary for the 2007-2008 CDBG Program**

	Project Description	Expenditures
Housing Activities		
Chattanooga Neighborhood Enterprises	Funding for home purchases and homeowner and rental rehabilitation	\$993,387.00
Department of Neighborhood Services and Community Development	Rental Housing Finance Program	\$26,487.00
Department of Public Works	Replacement of lateral sewer lines to homes of low/moderate income homeowners	\$80,264.00
Front Porch Alliance	Fund small but critical home repairs for elderly homeowners	\$46,064.00
Tri-State Resource Advocacy	Addition of handicap ramps to homes owned by elderly, handicapped homeowners	\$5,185.59
Infrastructure		
Department of Public Works	Construction of sidewalks in eligible census tracts	\$62,919.00
Department of Neighborhood Services and Community Development	Debt servicing of a loan for infrastructure construction projects for the HOPE VI site In Alton Park	\$666,708.00
Chattanooga Community Kitchen	Renovation cost for daycenters and respite care facilities	\$29,614.00
Demolition		
Department of Neighborhood Services and Community Development	Demolition of dilapidated, sub-standard structures in low income census tracts	\$100,000.00
Public Services		
Chattanooga Homeless Coalition	Matching funds for the management and operation of HMIS system; Community Voice Mail and preparations for Continuum of Care applications for city	\$34,000.00
Chattanooga Homeless Coalition	Continuum of Care application process	\$28,107.00
Chattanooga Community Housing Resource Board	Housing counseling services; referrals, landlords' and tenants' rights, foreclosure preventions and workshops to low income residents	\$26,674.59
Chattanooga Endeavors, Inc.	Funds used to improve the reentry process of ex-felons as part of discharge planning	\$28,414.00
Chattanooga Nature Center	Provide access to environmental education program programs to low to moderate income students	\$428.00
Chattanooga Room in the Inn	Funds used to provide bus tokens for clients	\$1,646.00
Department of Human Services	Emergency Assistance to families for utility deposits	\$2,150.00
St. Elmo /Alton Park Partners	Transportation expenses for the organization's pre-kindergarten program	\$2,589.65
YMCA Community Action Project	Addition of a counselor position to increase student accessibility to the programs offered	\$12,797.00
Administration		\$494,075.00
	Total CDBG EXPENDITURES	\$2,641,509.83

Neighborhood Services and Community Development

General Fund Budget

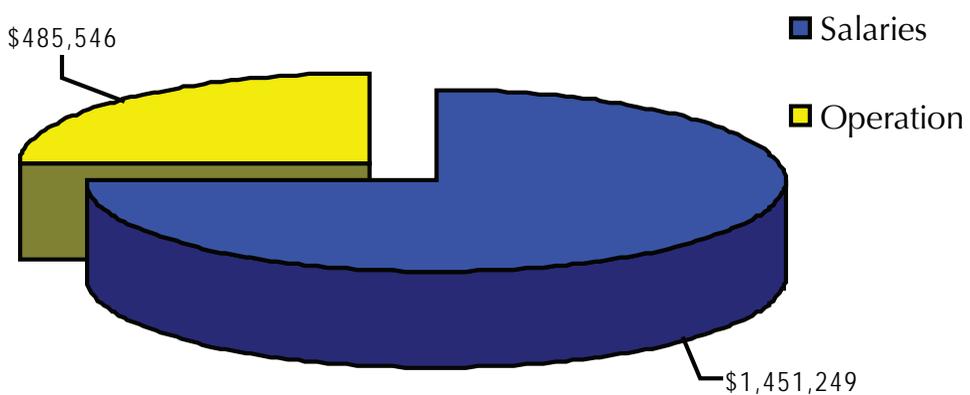
The Department of Neighborhood Services and Community Development seeks constantly to improve the manner in which we provide our services to city residents. It is the goal of the department to render services under our purview in the most ethical, efficient, and cost effective way possible and still achieve the success of attaining our goals.

The department's general fund budget for fiscal year 2008 was \$2,016,781; actual dollars spent during that time period was \$1,936,795, representing 96.0% of the original budget. Even though the dollars spent in the fiscal year were 4% below the budgeted amount, in comparison with the previous fiscal year there was a 6.7% increase in actual dollars spent by the department.

Salaries accounted for 74.9% while operation expenses represented 25.1%. In the previous fiscal year, the department exceeded the budgeted amount for salaries by 0.6%. An insurance premium on employment benefits, which is calculated after the close of the fiscal year and applied across the board to all city departments, caused the slight overage.

	FY08 Budget	FY08 Spent	% Budget spent FY08	FY07 Budget	FY07 Spent	% Budget spent FY07	Expend % spent FY08 v FY07
Salaries	1,463,003	1,451,249	99.2%	1,399,268	1,407,954	100.6%	3.1%
Operation	553,778	485,546	87.7%	442,104	406,415	91.9%	19.5%
Total	2,016,781	1,936,795	96.0%	1,841,372	1,814,369	98.5%	6.7%

General Fund Actual Dollars Spent FY '08





■■■ Conclusion ■■■

This report highlights not only the work of the Department of Neighborhood Services and Community Development, but also the community partnerships that contribute to our daily success.

- Without 3-1-1 One Call to City Hall and the community members and neighborhood leaders that encourage reporting, the department could not possibly address all of the code enforcement violations and concerns on its own.
- Neighborhood Relations division's alliance with police and fire strengthens the neighborhood associations and makes National Night Out a success year after year.
- The Neighborhood Partners Program (NPP) encourages collaboration between neighborhood groups, businesses within their boundaries, nonprofit organizations, and many others to complete improvement projects in the community. The purpose of NPP is to empower neighborhoods and foster unity among stakeholders in the community for positive change, helping to *quilt the fabric of our neighborhoods*.
- The Neighborhood Leadership Institute (NLI) training program for community leaders is made possible through a partnership with Chattanooga State Technical Community College, the City's Police and Fire Departments, Regional Planning Agency, and alumni of the program to facilitate classes.
- A countless number of community allies and leaders from organizations and businesses throughout the state partner with the department to offer the workshops provided at the Neighborhoods and Codes Conference each year.
- In October 2007, a special partnership with Northside Neighborhood House was on display. The quilt assembled collected contributions from organizations and neighborhoods all over Chattanooga to complete this masterpiece of art and craftsmanship. This quilt inspired the theme of the 9th Annual Neighborhoods and Codes Conference as well as this annual report.
- The department's alliance with the Urban League of Greater Chattanooga and the IRS provides part of the support required for the success of the Volunteer Income Tax Assistance program that offers free income tax preparations for low and moderate income families. Other partners in this program include United Way 211, Tennessee SAVES, Tennessee Valley Federal Credit Union and Church Koinonia Federal Credit Union, as well as all of the volunteers and site locations providing technical and physical support.
- In many instances the Department of Neighborhood Services and Community Development is the conduit for information and networking to the broader Chattanooga community. Community members and organizations have access to the information within the J-Quad Vacant Properties Study. The department has distributed hundreds of Quick Reference Directories to residents and businesses. The department's website provides neighborhood leaders with an opportunity to connect with the City and other

neighborhoods through the registry found online. The “Common Ground” newsletter distributed in partnership with the Chattanooga Times Free Press connects over 33,000 households with the work of this and other City departments and organizations. And “Neighborhood Talk,” the department’s weekly radio show, informs listeners of opportunities for involvement and resources available.

- The Community Development division manages funds received through U.S. Department of Housing and Urban Development (HUD) for three separate grant programs. These funds total more than \$2.6 million and provide needed assistance to countless individuals and organizations in the greatest need. All of these dollars are specifically targeted toward revitalization of neighborhoods, improving housing conditions and affordability, fostering economic growth, improving infrastructure, and providing social service assistance.
- The CDBG dollars received through HUD and managed by the Community Development division allow us to demolish unsafe structures removing nuisance properties from our neighborhoods. These dollars also provide the building materials for the World Changers free home repair program each year, filling a great need within our community.

The Department of Neighborhood Services and Community Development would not be able to provide all of these services and opportunities without the complete *fabric of our neighborhoods*, our allies and partners, and the neighborhoods themselves.



City of Chattanooga
Department of Neighborhood Services and Community Development
101 East 11th Street
Suite 200 City Hall
Chattanooga, Tennessee 37402
Office: (423) 425-3700
Fax: (423) 425-3728
www.chattanooga.gov

Registered Neighborhood Associations

The following neighborhood associations and organizations are currently registered with the Department of Neighborhood Services and Community Development:

21st Century Neighborhood Association
Alta Vista Neighborhood Organization
Alton Park Development Corporation
Arbor Landing Homeowners Association
Ashwood Homeowners Association
Audubon Neighborhood Association
Avondale Neighborhood Association
Bal Harbor Homeowners Association
Belleau Woods Homeowners Association
Belvoir Neighborhood Association
Brainerd Hills Neighborhood Association
Brainerd Unity Group
Browns Ferry Landing Homeowners Association
Bushtown Neighborhood Association
Cedar Hill Improvement League
Chattanooga Racqueteurs Tennis Association
Cherokee Woods Community Association
Cherry Street Townhomes Association
Churchville Neighborhood Association, Inc.
Clifton Hills Improvement Committee
Cloverdale Neighborhood Association
Colonial Shores Drive Association
Columbine Trail Homeowners Association
Community Association of Historic St. Elmo
Concord Highland Association, Inc.
Derby Downs Association
East Chattanooga Neighborhood Association
East Lake Neighborhood Association
East Lake Senior Citizens
Eastside Task Force
Fairfax-Bagwell Neighborhood Association
Ferber Place Historical Organization
Forest Highlands Neighborhood Association
Forest Plaza Neighborhood Association
Fort Wood Neighborhood Association
Foxwood Heights Neighborhood Association
Friends of East Brainerd
Friends of Mountain Creek
Georgetown Trace Neighborhood Association
Glass Farms Neighborhood Association
Glendon Place Neighborhood Association
Glenwood Neighborhood Association
Glenwood Neighborhood Watch
Hamilton Acres Neighborhood Association
Hamilton Mill Neighborhood Association
Hemphill Neighborhood Association
Hickory Creek Townhomes Association, Inc.
Highland Park Neighborhood Association
Hill City Neighborhood Association
Hillcrest Heights Neighborhood Association
Hilltop Neighborhood Association
Indian Hills Neighborhood Association

Kensington Forest Neighborhood Association
La Paz de Dios
Lake Chickamauga Community Association
Lake Hills Neighborhood Association
Legacy Park Homeowners
Lincoln Park Neighborhood Association
Lookout Valley Neighborhood Association
Lupton City Neighborhood Association
Magnolia Gardens Homeowners Association
Manchester Park Neighborhood Association
Meadowbrook Heights Neighborhood Association
Watch
Menlo Park Neighborhood Association
Midfield Acres Community Club
Missionary Ridge Neighborhood Association
Molly's Meadow Homeowners Association
Mountain View Courts
Murray Hills Neighborhood Association
North Brainerd Community Council
North Brainerd Neighborhood Association
North Brainerd Sunshine Neighborhood
Association
North Shore Merchants Collective
Oak Grove Neighborhood Association
Olde Towne Brainerd Neighborhood Association
Orchard Knob Neighborhood Watch Association
Park City Community Club
Reunion Homeowners Association
Richmond Place Community Association
Ridgedale Community Association
Ridgedale Merchants Association
Riverside Area Community Club
Shawnee Hills Neighborhood Association
Shepherd Community Council
South Brainerd Neighborhood Association
South Broad Redevelopment Group
South Chattanooga Association of Neighbors
South Chattanooga Gateway Corporation
Southside Garden
Southside Historic District, Inc.
Southside/Cowart Place Neighborhood Association
Spring Valley Community Club
St. Elmo/Alton Park Partners
The Narrows Home Owner's Association
The Villages at Alton Park
Vaden Village Homeowner's Association
Valley Brook Townhomes Association
Valleybrook-Windbrook Homeowners Association
Washington Hills Neighborhood Association
Westside Neighborhood Community Association
Wheeler Avenue Neighborhood Watch
Woodmore Manor Neighborhood Association



